

# intercom

HP Intercontinental Operations News

FY 1988 — First Quarter

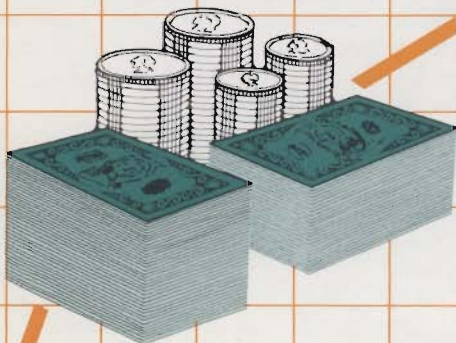
## Breaking a Billion



**1987**  
**\$1 Billion**



**1965**  
**\$10 Million**



**1973**  
**\$100 Million**

**HP Computer Museum**  
**[www.hpmuseum.net](http://www.hpmuseum.net)**

**For research and education purposes only.**

## "The future is full of promise for us"

A special focus for this issue of *Intercom* is Intercontinental's history. I hope you enjoy the results of our interview with HP International's founder Bill Doolittle. Bill has a lot of interesting and entertaining stories to tell about the early days in HP International when our organization was in its infancy. While I am personally not inclined to spend a lot of time looking back, perhaps this is a time in our history when we all should take a moment to do just that.

My own association with International began in 1966 when I went to Japan to join a team headed by George Newman assisting with the start up of the joint venture company there, Yokogawa Hewlett-Packard (YHP). That assignment was the beginning of what has turned into a long and extremely rewarding career in HP's international operations. It was exciting to be part of YHP's start-up. Continuing the relationships which were begun there has always been a source of pleasure to me. Interestingly enough, because of the stability of the YHP organization, many of the young supervisors I worked with at that time are the company's officers and directors today.

At the end of the YHP assignment, I had an important question to answer: did I want to return to the U.S. to a controllership position in one of our largest divisions, or go to Melbourne to help John Warmington start HP Australia? As I recall, it took about ten seconds to make that decision, and the next thing I remember is that my family and I were headed south of the equator. The start-up of HP Australia holds a special memory for me. I have always been very proud to have been one of the first employees in the organization and of my role in that company's beginnings. I remember our first telex transmission to Corporate. (That's right - they did not have electronic mail in those days.) The message went something like, "This is HP Australia. We are open for business." The response came back, "Welcome to the HP family." I don't think I'll ever forget that.

From Australia, our next move was to HP's manufacturing activity in Scotland. Scotland is a beautiful part of the British Isles, and the Scots are wonderful people. My assignment there was a year of growth and accomplishment, and again, a part of my role in HP's international history of which I am particularly proud.

Next came Geneva, Switzerland. This was a time of enormous growth for HP's European operations, spanning the period from 1969 to 1974, during which Europe grew from an annual volume of under \$70 million to over \$239 million. It was a turbulent period. The Bretton Woods Agreement collapsed; currencies moved dramatically in both directions against the dollar, and the team in Geneva, headed by Dick Alberding, had the challenge of navigating HP's ship through very troubled waters indeed. Many of the policies we take for granted today with regard to exposure management, international pricing, and financial planning and control, were developed during that period.



Alan Bickell and Bill Doolittle congratulate each other for their contributions to HP's international growth.

In 1966, when my family and I moved to Japan, we rented our house, put most of our household goods in storage, and took the bare essentials with us for what was then described as a ten-month assignment to Japan. It was more than eight years later, when I assumed my present position in 1974, that we returned to the United States, moved back into our home, and tried to adjust to being Americans again.

Since then, Intercon has crossed many milestones, the most recent of which has been crossing the billion dollar mark. Along the way there have been more than enough challenges for all of us, and to our credit, I believe we have met them well. Today, we can be counted as a major part of Hewlett-Packard in terms of its worldwide revenues, and perhaps even more importantly, in terms of its profit contribution. The future is full of promise for us. Ours is a territory made up of countries with dramatically different cultures, business practices and economic opportunities. The trick will be to continue our aggressive growth in these markets, recognizing the balances required between each country's national priorities, the opportunities their markets provide, and the business interests of HP.

I hope that every one of you shares my pride in Intercontinental's accomplishments.

Now . . . on to two billion dollars! ■

Alan Bickell is vice president and managing director, Intercontinental Operations.



## Intercon surpasses \$1,000,000,000 in orders

October 5, 1987 will always be a "red letter" date in the annals of Intercon. On that particular Monday, Intercontinental Operations surpassed one billion dollars in orders, a milestone achieved by HP as a whole only 10 years earlier.

How significant is Intercon's accomplishment? One way to measure is to consider that if Intercon were a company unto itself, it would rank 300th on the annual *Fortune* magazine listing of the 500 largest U.S. industrial companies. Intercon, by itself, is larger than Fairchild Semiconductor, Varian, or Prime Computers.

Such a monumental accomplishment did not go unnoticed at Intercon headquarters. Two days later, executive vice president Dick Alberding paid a visit and congratulated Intercon employees throughout the regions.

"It turned out to be a very good year for us," he observed, "one we can build on. We have never had a stronger, more robust product offering. For the first time in three years, we can throw our shoulders back and say 'Charge.' We can tell our customers, 'HP can do it for you now.'"

The following Friday was the Billion \$ Bash, a celebration during which every headquarters' employee received a commemorative polo shirt.

Now, according to Alan Bickell, it's time to move on . . . to the next billion. ■



Wes Wickham has spent over 30 years with HP, many of them on international assignment, so it was only fitting that he cut one of the cakes served after Dick Alberding's remarks. The event was taped for HP's video magazine.



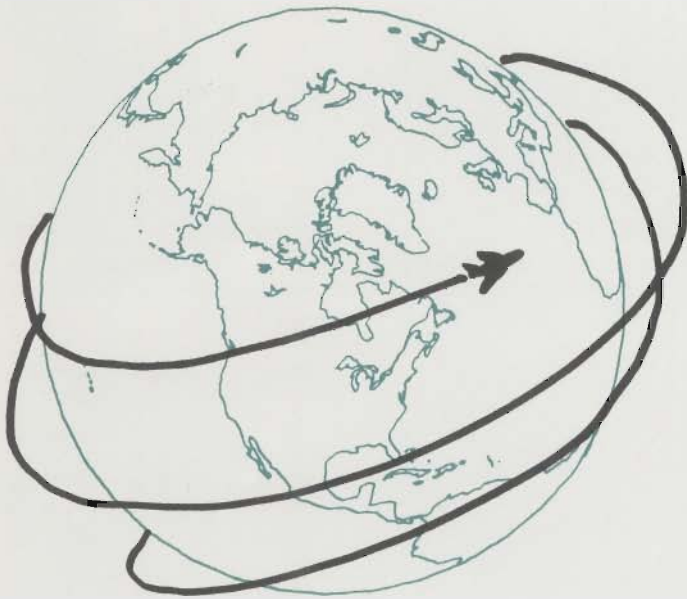
Larry Tomlinson and Janet Adaysh wear \$1,000,000,000 polo shirts at an employee barbecue.

## Bill Doolittle's unplanned career put HP all over

*It's not surprising that Bill Doolittle's done very little traveling since his retirement from HP four years ago. During his 37 years with the company, 20 of them as vice president-international and later senior v.p. and board member, he crossed the Atlantic 150 times and the Pacific 100 times.*

*An indication of his successful efforts is reflected in the importance of international activities to HP today. Before his involvement, international sales amounted to less than \$2 million annually. Today, about one half of the company's \$8 billion-plus sales and orders are generated outside the U.S.*

*"My whole career couldn't have worked out better if I'd actually planned it," he observed while reflecting on his experiences and the origins of HP Intercontinental. Here are some of Bill's recollections.*



### How a temporary job turned into a high-flying career

I joined HP in 1947 as a production engineer, one of 120 employees. By 1953, my friend and HP's sales manager Noel Eldred convinced me that the road to success would be faster in marketing than in manufacturing. At that time we had 13 independent sales rep organizations in the U.S. and a San Francisco firm that handled our small export business.

It was hard working through an export house because the staff didn't have the technical capability and we lacked contact with the end users. About 1954, Noel decided we would start our own export department and we would hire an expert in international business who also knew something about the electronics business, a term that was just coming into usage to describe the business we were in.

In typical HP style, Noel gave the export firm a year's notice, and he went out to find this expert. He couldn't find anyone who knew anything about both areas and the deadline was fast approaching. So he said to me, "We've got to get this thing going. I wonder if I could impose on you to take this thing on a temporary basis until we find somebody who knows what he's doing." I said, "Sure, sounds like a fun kind of exercise."

I made my first trip outside the U.S. in 1957, hitting 13 countries in nine weeks. I never made a trip that long or visited that many places on one trip again. But 30 years ago, traveling abroad was different; it was expensive and there weren't all that many planes around. I remember that first trip on a TWA Lockheed constellation from New York to Shannon in about 12 hours. There were no jets, just old prop planes, and your fillings were falling out of your teeth by the time you got to Shannon. As a result of that trip, we made some changes in our distributor organization.

The following year, Bill Hewlett made a trip to Europe. He recognized that Europe was going to develop into one homogeneous market, as the U.S. had, as the result of the signing of the Treaty of Rome, the foundation for forming the European trade community. Although we were a small, fledgling company, Bill thought we ought to have a presence in Europe. Ultimately we located our manufacturing activity in Boeblingen, Germany and our sales headquarters in Geneva so we could work with our customers and distributors more closely. Both started up in 1959. Actually our sales operation in Frankfurt was the first HP effort anywhere in the world to sell our products directly to the end users. We established that activity because we couldn't find a distributor there who met our standards.

I was the first HP employee who physically lived outside the city of Palo Alto and I was the most unlikely candidate in the world to take on international business. Until that nine-week trip, I'd never been outside of the U.S. My high school French teacher had told me I may as well give up after the first year and she was so right. My wife and I both studied French through Berlitz in Geneva and between us, we made one good student. She was very good at speaking it and I was very good at writing and understanding it.

Our Italian distributor could understand but couldn't speak English. However he could speak French. So when we'd get together, he'd speak French, I'd speak English, and we'd understand each other although everyone else thought we were crazy.

We did all kinds of things in those days. In some cases, we bought distributors out; in others we bought part of their business, and in a few cases, we actually established joint ventures with our distributors and started HP-style sales organizations. By the time I left Europe in the fall of 1962, we had three or four of these kinds of organizations established and had gotten our feet a little bit wet in running our own sales organizations instead of having third parties do it for us.

### Planting the seeds for Intercontinental

When I got back home in the fall of 1962, after two and a half years in Europe, the next big market we were looking at was Canada. That was really the start of Intercon. Carl Cottrell had hired some people up there and brought them down to HP for training. My main effort became getting HP Canada established.

We started our own little organization in Montreal and our first office was a pitiful little thing, an old used car repair shop. By then I'd had a lot of experience doing a lot with a little bit of money. Our European operation started with \$50,000. Dave Packard always operated on the premise that you made a profit today, not tomorrow. Those of us in the company then learned this lesson well. In the early days, all of our European investments, except the first, were generated with profits made there.

In Montreal, we tore out everything in the garage and turned it into a sales office. It's kind of hard to imagine what it was like in those days, particularly when I saw the cover of the last *Intercom* with that award-winning HP New Zealand building on the cover. Our first factory in Germany was a World War I knitting mill of 3,000 square feet and our first office in Geneva was 2,000 square feet. I remember Bill Hewlett looked at me and said, "Doolittle, you've got to be out of your mind. We'll never need that much space. You better try to lease some of it."

Next we started an organization called HP Inter-Americas (HPIA) which included Canada, Mexico, Central and South America. Our major markets in South America were Argentina, Brazil and Venezuela where we had three good distributors. We formed what we called the HP Delaware Corporation, giving these distributors a stock position in that corporation with a buyback formula depending on their success in increasing sales over a five-year period. After five years, we bought back their stock and wound up owning all the subsidiaries there.

That started HPIA and Dick Alberding was the first manager. He had an ingenious idea to solve the problem of bringing customers together with our products. He negotiated with a shipping line based in Oakland to lease two large staterooms on a freighter with passenger accommodations. We outfitted the staterooms with our equipment and here's what would happen: the ship would pull into port; our local sales people would round up all our customers, bring them on board and demonstrate our products. We made several circles around Latin America for about a year.

Meanwhile Ken Tingley, who was running our Triple A (Asia, Africa and Australia) organization came up with a similar solution that he sold to management. We bought a DC-7, converted it into a flying laboratory, and flew for four months to those three continents. It was too expensive to continue, but we got a lot of publicity. It really shook up the competition, and it had a good effect on sales.

### Meanwhile, back in Japan . . .

For many years, the Japanese had been interested in a licensing agreement to manufacture our products there. Bill and Dave weren't keen on licensing because they felt all we'd be doing is building up a future competitor. But in 1962, we established a joint venture in Japan after nine months of negotiations. We had engaged Stanford Research Institute to study the kind of Japanese company we should look for and, interestingly enough, they recommended Yokogawa Electric Works, who had approached us several times previously for a licensing agreement.



For 19 years, Bill (right) served on YHP's board of directors, working with chairman Shozo Yokogawa and president Kenzo Sasaoka (left).

### Doing business down under

Our distributor in Australia, George H. Sample and Sons, was basically an automotive supply business that somehow or another got into selling electronic products after the war. That's the part Dave and I wanted to buy when we made a trip down there 20 years ago, and that's how HP Australia and HP New Zealand got established. Fortunately we were able to persuade John Warmington, who managed that part of Sample and Sons, to come along with us.

### On the road to the Far East

By 1970, HP was really getting involved in the computer business and this was long before integrated circuits were used for memory modules. It took 160 hours to string a very simple memory module for one of our computers. We used to buy the modules from companies who assembled them in the Far East. We tried doing it ourselves in Palo Alto, but the work wasn't suited to the American working environment. So we decided to establish our own operation in Singapore.

When I got there, we looked at a factory floor of about 50,000 square feet. Although we couldn't afford more than one floor, we were worried about what we'd do if we ran out of space. Bill Hewlett was there and I reminded him what we had done in a similar situation in England. We couldn't justify more than 25,000 square feet, but he hated to pass up a 40,000-square-foot building. We flipped a coin then and that's just what we did in Singapore. Both times we wound up with extra space that was soon put to use.



In 1975, Bill (right) and Dave Packard toured the Singapore plant during a management review of Far East facilities.

### Opening the door to China

When President Nixon visited China in May, 1972, one of the items that most intrigued the Chinese engineers was our HP 35 calculator, several of which were on board the Hughes aircraft that provided TV coverage to the U.S. of the visit. Two months later, HP was invited to visit China and discuss business prospects.

At first I wasn't too hot about the idea, and Bill and Dave weren't either. But we came to the conclusion that we should give it a try. The invitation was for two and I decided that it would be very helpful to have someone who knew the language. I asked Lee Ting (now Intercon business development and manufacturing director) who was Far East sales region manager in Singapore and had been born in China, although he had grown up in Brazil. After about 20 seconds of quiet on the line, he said, "Yes, that would be fine."

Getting into China wasn't all that easy as we didn't have any diplomatic relations with the country. Lee and I went to Hong Kong, filled out documents at the Chinese travel office there, gave them our passports and waited seven days for our visas. There we were with no passports and no way to get out of Hong Kong. If they'd lost our passports, I guess we'd still be there.

Finally we got the authorization to enter China and we boarded a train, 998 Japanese and Lee and I. After leaving the train, we crossed a wooden bridge into China where two men waited, one with 998 passports plus one with two, Lee's and mine. We were directed to take another train into Canton where we were met by other government hosts who took us to the airport for a direct flight to Beijing. During a



Bill Doolittle reminisces

pre-flight banquet, there was a PA announcement and then some grim faces around the table. It seemed that bad weather in Beijing had caused cancellation of our flight. To make matters worse, hotel rooms were very difficult to come by because of the trade fair in the city. Our hosts were very apologetic and embarrassed because they were able to book only one room and that turned out to be the bridal suite!

Eventually we got to Beijing and had meetings each day. I knew we were going to run into problems because both Boeing and RCA, who had sold equipment to the Chinese, had done so under presidential decree with no export license required. I'd discussed the problem with the export people in Washington and they'd given me the regulation forms. So after we distributed our product catalog, I passed out the forms and the Chinese promptly tore them up. I tried to explain that since our products were different from Boeing's and RCA's, different rules applied. Lee and I went back to four or five meetings in a row, always to the same response. They thought they were going to wear us down.

Finally one day, I just got angry, tapped Lee on the shoulder and said, "Sorry, gentlemen, we're leaving." Of course I hadn't figured out how we were going to leave. Our host came after us, very befuddled, and we ended up going to the Chinese ballet that evening. We agreed to one more meeting the next day where I explained that I could say I'd sell them anything and everything in the catalog only to go home and write back that I couldn't do it. "We came in hopes of developing a long-term relationship," I said, "and I'd rather go back to Washington and try to work things out."

When we were ready to leave China, we were told we would have to wait at least a week for a flight. Not a problem, we'd take the train. "Oh no," they said, "No foreigner has taken the train in the last 15 years." We were on a plane two days later with a briefcase full of order requests.

In Washington, Dave Packard was instrumental in helping to channel the orders. In fact he had several discussions with then President Richard Nixon and Secretary of State Henry Kissinger before the matter was resolved. We went through all the necessary paperwork and approvals and ended up selling them a fair amount of equipment.

All of these efforts were the important initial steps in starting our current joint venture in Beijing, CHP.

### **The best part**

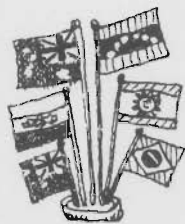
It was so rewarding to personally be able to start something from scratch and watch it grow. There was no model to follow. You just did it.

I really enjoyed the opportunity to work closely with Bill and Dave, both terrific people. Bill particularly took a keen interest in international activities.

At first it was difficult for the U.S. factories to understand the importance of cooperating with international operations. But today HP looks at the world as one market and our organizational structure reflects that. ■



# Intercon Milestones



AUSTRALIA, NEW ZEALAND,  
SOUTH AFRICA, VENEZUELA,  
BRAZIL and ARGENTINA

INTERCON ORDERS  
REACH \$10 MILLION



INTERCON ORDERS  
REACH \$100 MILLION



1961 1962 1963 1964 1965 1966 1967 1968 1969 1970 1971 1972 1973 1974



CANADA



JAPAN



MEXICO  
Sales



SINGAPORE  
TAIWAN



Intercon Headquarters  
established in Palo Alto



MALAYSIA  
Manufacturing



Alan  
appointed  
managing

HP is invited to  
CHINA to discuss  
business prospects

**INTERCON ORDERS  
SURPASS \$1 BILLION**



**MALAYSIA  
Sales**



**Far East Headquarters  
established in  
HONG KONG**



**Bill Doolittle retires**

**Dick Alberding named  
international/marketing  
vice president**

**Joint venture  
established in CHINA**

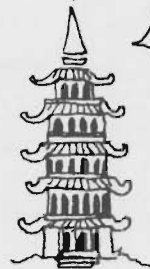
**Latin America  
region moves to  
MEXICO CITY**

- 4
- 1975
- 1976
- 1977
- 1978
- 1979
- 1980
- 1981
- 1982
- 1983
- 1984
- 1985
- 1986
- 1987



**PUERTO RICO  
HONG KONG**

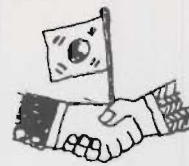
**Intercon Headquarters  
moves to Deer Creek Rd.**



**CHINA  
Representative office**

**GUADALAJARA  
Manufacturing**

**JAPAN receives  
DEMING AWARD**



**Joint venture  
established in  
KOREA**



**Alan Bickell  
named  
vice president**

**Joint venture  
established in BRAZIL**

**ASEAN sales area created**

**SPECTRUM products  
introduced**

**Bickell  
Intercon  
director**

**MARKETING/SALES/SUPPORT**  
Rick Justice

**MARKETING**  
Dick Warmington

MARKETING INFORMATION SERVICES  
Cliff Olson

MARCOM  
Alan Holdship

TRAINING/DEVELOPMENT  
Margaret Jones

CIC OPERATIONS  
tba

**CUSTOMER SUPPORT**  
Paul Balnys

CEO  
Don Maston

AEO  
Paul Balnys

SUPPORT ADMINISTRATION  
Jon Cretarolo

**SALES PROGRAMS**

**BUSINESS SYSTEMS**  
Alan Nonnenberg

**TEST & MEASUREMENT**  
Colin Chin

**TECHNICAL SYSTEMS**  
Bob Payne

**DEALER SALES**  
John Chua

**VALUE ADDED CHANNELS**  
John Bieske

**YHP CALIFORNIA**  
Yukio Horie

**MEDICAL**  
Tom Bailey (Andover)

**ANALYTICAL**  
Mike Muller

**COMPONENTS**  
Jan Black

**CANADA**  
Malcolm Gissing

**SALES/SUPPORT**  
Ross Marsden

**SALES**  
Jeremy Beaty

**CUSTOMER SUPPORT**  
Jeff Shook

**CUSTOMER SUPPORT CENTER**  
Tony Johnson

**MARKETING**  
Alan Holdway

**PROJECT CENTER**  
Rick Schwartz

**MEDICAL**  
Andre Wolder

**ANALYTICAL**  
Arnie Nicholson

**COMPONENTS**  
tba

**ADMINISTRATION**  
Gordon McLean

**PERSONNEL**  
John Cross

**PUBLIC RELATIONS**  
tba

**QUALITY**  
Gary Cooper

**PANACOM OPERATION**  
Bruce Huibregtse

**LATIN AMERICA**  
Manuel Diaz (Mexico)

**SALES**  
Munir Dabaghi (Mexico)

**MARKETING**  
Alvaro Barrenechea (Mexico)

**CUSTOMER SUPPORT**  
Vicente Garcia (Mexico)

**U.S. LIAISON OFFICE**  
Wes Wickham (Palo Alto)

**MEDICAL**  
Eris Kalkan (Andover)

**ANALYTICAL**  
Jelson Ghigonetto (Brazil)

**COMPONENTS**  
Jan Black (Acting)

**ADMINISTRATION**  
Airton Gimenes (Mexico)

**PERSONNEL**  
Aaron Storms (Mexico)

**BUSINESS DEVELOPMENT**  
Jorge Martinez (Mexico)

**MEXICO**  
Rafael Piccolo

**VENEZUELA**  
Ernesto Kolster

**BRAZIL INSTRUMENTS**  
Luiz Barata

**BRAZIL SYSTEMS**  
Gilberto Dib

**ARGENTINA**  
Rui da Costa

**GUADALAJARA COMPUTER OPERATION**  
Jose Grapa

**PERSONAL COMPUTER OPERATION (Guadalajara)**  
Ophir Toledo

**CAMPINAS MANUFACTURING OPERATION**  
Carlos Falcao

**AUSTRALASIA**  
Malcolm Kerr

**MARKETING/SALES/SUPPORT**  
John Toppel

**MARKETING**  
Bruce Marsh

**CUSTOMER SUPPORT**  
Roger Kane

**MEDICAL**  
Les Lawrence

**ANALYTICAL**  
Jim Watson

**COMPONENTS**  
Jan Black (Acting)

**ADMINISTRATION**  
Bruce Thompson

**PERSONNEL**  
Geoff Windsor

**QUALITY**  
Roy Armour

**BUSINESS DEVELOPMENT**  
Bruce Graham

**NEW ZEALAND**  
Hans Neilson

**AUSTRALIAN SOFTWARE OPERATION**  
John Cromie

JAN  
Kenzo S  
Toshio M

**MARKETING/SUPPORT**  
Toshite

SALES  
Tatsuo

FIELD MANAGER  
tba

**CUSTOMER SUPPORT**  
Yasuo Ka

**MAJOR ACCOUNTS**  
Kazunobu

**YHP CALIFORNIA**  
Yukio

**COMPONENTS**  
Go Kobayashi

**VALUE ADDED CHANNELS**  
Koichiro

**EASTERN AREA**  
Tsugio

**WESTERN AREA**  
Ken Ue

**YOKOHAMA**  
Matsujiri

**TOKYO**  
Takashi

**MARKETING/TEST & MEASUREMENT**  
Kenichi

**TECHNICAL SYSTEMS**  
Masao T

**BUSINESS DEVELOPMENT**  
Gi Naka

**MEDICAL/ADMINISTRATION**  
Katsuto

**PERSONNEL**  
Shu

**PERSONNEL**  
Katsuto

**QUALITY**  
Kenichi

**QUALITY**  
Katsumi

**HACHIOJI**  
Mitsuo

Y  
Shige  
Y  
Shir  
Y  
S  
S  
LOCAL DEVELOPMENT  
Yasuaki

**MANUFACTURING**  
Kazuno

**AL OPERATIONS**  
ickell

**PAN**  
Sasaoka  
Muraoka

**FAR EAST OPERATIONS**  
Walt Sousa

**BUSINESS DEVELOPMENT and MANUFACTURING**  
Lee Ting

**NG/SALES/PORT**  
Suwa

**FAR EAST SALES REGION**  
Walt Sousa

**BUSINESS DEVELOPMENT**  
Chi-ning Liu

**LES**  
Aoi

**MARKETING/SALES/SUPPORT**  
Suresh Rajpal

**PUBLIC RELATIONS**  
Sy Corenson

**MARKETING**  
a

**MARKETING**  
Suresh Rajpal (Acting)

**MANUFACTURING OPERATIONS:**

**R SUPPORT**  
rakisawa

**MAJOR ACCOUNTS**  
Andy Ng

**PUERTO RICO**  
Mike Forster

**ACCOUNTS**  
Shimada

**CUSTOMER SUPPORT**  
John Maydonovitch

**MEXICO**  
GCO  
Jose Grapa

**IFORMNIA**  
Horie

**PERSONAL COMPUTERS**  
Khoo Teng Liat

**MARKETING CENTERS**

**MANUFACTURING OPERATIONS**

**FINANCE and ADMINISTRATION**  
Larry Tomlinson

**ONENTS**  
ayashi

**MEDICAL**  
Mike Blomeyer

**TECHNICAL SYSTEMS SECTOR**  
George Carey

**SINGAPORE**  
Koh Boon Hwee

**CONTROLLER**  
Larry Chang

**CHANNELS**  
Konaka

**ANALYTICAL**  
John Hussey

**BUSINESS SYSTEMS SECTOR**  
Gary Gujral

**COMPUTATIONAL PRODUCTS OPERATION**  
Koh Boon Hwee

**TREASURY**  
Pat Kallal

**EA (Takaido)**  
kataoka

**COMPONENTS**  
Austin Huang

**INFORMATION NETWORKS**  
Dominic Orr

**IC OPERATION**  
Soo Kok Leng

**LEGAL COUNSEL**  
Don Drumright

**EA (Osaka)**  
minami

**ADMINISTRATION**  
Steve Cakebread

**PERIPHERALS**  
Peter Lui

**COMPONENTS OPERATION**  
Tan Bian Ee

**INFORMATION SYSTEMS**  
Rick Bergan

**MA AREA**  
Tezuka

**PERSONNEL**  
Tom Pierson

**MICROWAVE/COMMUNICATIONS**  
Russ Johnson

**CONTROLLER**  
Bruce Tomberg

**MARKETING ADMINISTRATION**  
Walt Reichert

**AREA**  
su

**TAIWAN**  
Wen Ko

**ELECTRONIC INSTRUMENTS**  
Ken Lodge

**PERSONNEL**  
Sunny Chan

**ASIA PROCUREMENT**  
Kheng Joo Khaw (Singapore)

**ANALYTICAL**  
Kohtani

**ASIAN PC OPERATION**  
Steve Ng

**ADMINISTRATION**  
Steve Cakebread

**MALAYSIA**  
COMPONENTS DIVISION  
Steve Cooper

**PERSONNEL**  
Polly Johnson

**TRATION**  
Asai

**CHINA**  
Philip Yu

**PERSONNEL**  
Tom Pierson

**ASIA DISTRIBUTION CENTER**  
Bruce Greenan

**HEADQUARTERS**  
Jennie Thompson

**NNEL**  
Kohtani  
kasaka

**HONG KONG**  
Jack Lee

**QUALITY**  
Soin Singh (Acting)

**ASIA PROCUREMENT**  
Kheng Joo Khaw (Singapore)

**COMP/BENEFITS**  
Mariam Lim

**LITY**  
shimoto

**MALAYSIA**  
Paul Chan

**BUSINESS DEVELOPMENT**  
Doug Thompson

**ASIA DISTRIBUTION CENTER**  
Bruce Greenan

**TRAINING/STAFFING**  
Bob Coutts

**ELMENT**  
anatani

**SINGAPORE**  
Victor Ang

**ADMINISTRATION**  
Steve Cakebread

**ASIA DISTRIBUTION CENTER**  
Bruce Greenan

**QUALITY**  
Soin Singh

**TURING**  
Shibata

**DISTRIBUTOR DEVELOPMENT**

**CHINA**  
Philip Yu

**ASIA DISTRIBUTION CENTER**  
Bruce Greenan



## Roberta Wilson had a front row seat



At an Intercon party in her honor, Roberta mentioned to Alan Bickell that she didn't like the word "retirement" and quickly it was replaced with her preferred "graduation" on the wall behind her family and friends.

No one can talk about Intercon's growth over the past 25 years with more firsthand knowledge than Roberta Wilson. After all, she's been keeping track of the order statistics since 1963 when it was all done with an adding machine and weekly TWXs from HP's international locations.

Roberta wound up her HP career as Intercon order statistics manager in December. She'll retire to 12 acres with an orchard and garden, oil painting lessons and volunteer work, carrying with her memories of a job that "never got monotonous because the company was changing and growing constantly."

Actually Roberta originally joined HP in 1952, one of 352 employees. After a year soldering, ("you did anything to get into the company"), she went to work for the Santa Clara County school district so her schedule would coincide with her children's. Ten years later, she was back at HP working with Bill Doolittle on international activities and what would come to be known as Intercontinental.

"It's an exciting environment; I've always felt challenged," Roberta says. "Bill was so enthusiastic about international. I always felt that whatever he'd dream up would be possible because he had such a positive attitude. Bill seemed to be aware of what was happening internationally before almost anyone else in this country. He had this intuitive sense about where we should go next. I remember he promised me a holiday when international got to be 50 percent of total corporate business. Come to think of it, I never did take that day off.

"Our management was interested in what the international order performance was on a weekly and monthly basis. In those days, before we had automated systems, you had to rely on personal contact. I made sure Bill always had his figures on time. Bill Hewlett once said to Bill Doolittle, 'If you can get your figures every week from all over the world, why can't I get them from our domestic regions.' We soon had a formalized weekly corpo-

rate order reporting procedure for both sales offices and factories.

HP's concern for its employees impressed Roberta from the beginning. Back in 1952, before there was any such thing as medical insurance, hospitals required a \$50 deposit before they would take a patient. One weekend, the son of one of Roberta's co-workers was injured. The father didn't have the money and, in desperation, called Dave Packard who provided the funds. The following Monday, over the loud-speaker came the announcement that \$200 had been deposited at Stanford Hospital for the emergency needs of HP employees and their families.

Roberta recalls that during her first year with HP, her checks were never the same because company profit was calculated weekly and included in the paychecks. "You never made less than your original wage; for me, that was \$1.50 per hour. When our profit reached 50 percent, everybody got a raise and we started over again. The Christmas bonus was always seven percent of your annual salary in the early

days of HP. That lasted until 1957 when the company incorporated and the bonus became a profit sharing check distributed twice a year."

*"One of the highlights of my HP career has been the close association I've had with YHP. We both came into the Intercon fold about the same time so a strong bond developed between us. I was so impressed with the employees' dedication to incorporating the American way of doing business, practicing the HP way and still maintaining their own Japanese identity.*

*"As we worked on developing our common business systems, many friendships were made during exchange visits and I even 'adopted' several as my sons. This allowed me to advise them on such things as marriage and working hard, but taking more time to enjoy life and family. Of course YHP admin/personnel director Shu Asai, as the father image, did not always agree with me on working hours.*

*"On the plaque given to me by my Japanese friends, they wrote about the rainbow I extended across the sea. That rainbow always flowed both ways. Neither end could exist without the other.*

*"Each sales office and region has contributed vignettes to my memory bank which I plan to take out and enjoy many times when I reminisce about my years with HP."*

Changes were evident, too, when Alan Bickell came to Intercon in 1974. "We were sort of a renegade group, growing like Topsy. Alan came from Europe where there was a more formal organization. One of his immediate objectives was to make us a more professional organization by communication, training and bringing people together. Slowly but surely, he has succeeded. We can also thank Alan that

we have coffee available all day long as they do in Europe instead of just twice a day for coffee breaks."

Before Alan came to Intercon in the mid-1970s, there had been such a growth spurt "that you just couldn't keep up with it. Only operations had a terminal; orders had to be typed using paper punch and then read back to make sure they were correct. There were so many orders that they were filed in boxes all over the floor of the TWX room. Sometimes orders were duplicated; occasionally an order wouldn't be entered. Dolores Bogue, our operations supervisor, was a candidate for sainthood in those days."

Fortunately a computerized system with checks and balances was quickly developed to insure that orders were correct before they were sent to the factory.

Along with this and many other positive aspects of HP's growth, there is a negative factor or two. For Roberta, it means not seeing or interacting with people as much as she used to. "We 'oldtimers' have had the chance to meet people on their way up and to have personal contact with Bill and Dave. The new HP employees need this visibility, but they just don't have the same opportunities we did.

"HP has always been an innovator; not only do we have the best products, we have had the best working conditions. It's been a dream working here. But I finally decided that this is the time to retire. I plan on living at least another 20 years in good health so I can find the time to do all the things I ever wanted to do." ■



Marketing manager Dick Warmington makes sure Roberta gets a sausage to her liking at the billion dollar barbecue.

## President's Club honors 19 of our own

**W**hat does it take to become a member of HP's President's Club?

One basic requirement is to exceed sales quota by more than 25 percent. But that's just the beginning. Even to be considered for membership in this exclusive group, an honor in itself, a sales representative or district manager must be a role model for other sales professionals.

These brief word portraits of the 19 Intercon members, based on comments made by the winners' district and region managers, demonstrate what being a role model is all about. It means providing excellent customer satisfaction, forecasting sales accurately, working as a member of a team, showing enthusiasm even when a competitor seems to have the edge, and finally, displaying the kind of leadership that brings out the best in everyone.

Clearly the people who have met all of these qualifications deserve a special reward. And that's just what the 100 members chosen for FY87 received when they and their partners met in Palm Springs, California for a special celebration in December.

The first day of the three-day agenda included tuxedo fittings, individual photographs and a reception hosted by executive vice president-marketing and international Dick Alberding. This particular event honored the winners' partners. The evening concluded with dinners given by individual field operations.

After a two-hour meeting the next morning, the club members were free to enjoy their choice of activities . . . golf, tennis, excursions up a mountain tramway, into the desert or through an art gallery. The only restriction was time. Everyone had to be ready for the main event that evening, a champagne reception followed by a banquet and dancing at the exclusive Vintage Club, all in honor of this select group. It was here that HP president John Young presented each winner with a certificate of achievement.

The final day included more photos, a meeting with John Young, and a chance to wind down from the previous day's excitement.

Although only in its second year of existence, the President's Club is a tradition in the making, providing well-deserved recognition for 100 exceptional HP employees.

### Australia

Selected for the second time, **Nick Debenham** in Sydney turned what looked like an IBM sale to Genasys into a \$1 million deal for HP. Another Big Deal with the State Lands Department should result in another million dollar sale for Nick who finished FY87 with 165 percent of his quota. He wasn't able to attend the festivities in Palm Springs for a very happy reason: he and his wife were welcoming a new baby boy. They'll come to next year's meeting instead.

Melbourne's **Peter Hall** manages three of HP's most active value-added resellers. This is the third year that he has achieved over 125 percent of his quota. Peter is one of the few sales reps in Australia who has attended all of the dinners given every six months for sales reps who reach quota.



Peter Hall

## Canada

Implementing new programs is **Maurice "Moe" Kissel's** strong suit. His specialization is dealers and he has developed a Product Champion award for them as well as providing consistently excellent support. Moe's sales quota performance was 167 percent.

Coming back for the second year is **Pierre Pelletier** who was responsible for the first HP3000/950 sale in the country. Reaching 210 percent of his quota was no doubt a contributing factor to his receiving the Top Gun award. This top-ranked sales rep is based in Kirkland.

After 15 years in test and measurement, **Joe Freer** continues to make a very significant contribution to Toronto's sales effort. He has been instrumental in maintaining the Litton account in Canada and has achieved a whopping 259 percent of his sales quota.



*Moe Kissel, Pierre Pelletier and Joe Freer*



*Carlos De La Vega, Victorio Bogunovich and Sergio Abilio*

## Latin America

Mexico City major account sales rep **Carlos De La Vega** has been responsible for establishing HP with Petroleos Mexicanos and with the continued growth of the Grupo Bailleres account. His efforts have resulted in his exceeding his quota by 123 percent.

In spite of a very difficult business environment, district manager in Buenos Aires **Victorio Bogunovich** had an excellent performance. As Pacific area analytical sales and support manager, he overcame obstacles encountered by other disciplines to achieve 142 percent of quota.

Among the many accomplishments of Brazil's **Sergio Abilio** has been his mastery of the design center concept and follow-through training of other sales reps and customers. He exceeded his quota for the year while developing a strong territory from small accounts.



## Japan

In the Tokyo office, **Noboru Kaneda** opened up a new market of military applications for YHP. After more than two years of competition with Genrad, Factron and Teradyne, he closed a Big Deal with Mitsubishi, reaching 328 percent of his quota in the process.

**Shinji Kinoshita** in Osaka has been lauded for his ability to collect information about competitors to distinguish their products from HP's. Through intensive contact with various departments, he obtained a substantial share of business with Mitsubishi Corp., achieving 178 percent of his quota.

For the third year in a row, **Akinori Onozawa** has exceeded his sales quota performance, this year by 30 percent. He has been instrumental in establishing a large order volume from the Japanese Defense Agency. Akinori knows his customers well and enthusiastically satisfies their requirements.

From the Atsugi office, **Yoshio Takahashi** handles test and measurement sales for such companies as Japan IBM and Fuji Xerox. His order performance record against competitors has been outstanding, and he's developed many new accounts with his creative sales approach, reaching 149 percent of quota.

**Hidenobu Kotera** has been called the most reliable sales rep in YHP. His major account is Toshiba. His ability to establish a good rapport with his customers has resulted in a willingness to do business on their part and a source of valuable information for HP.

Major account penetration and new customer development were the focus of **Yoshiyuki Imabayashi** in Utsunomiya. He frequently provided information about competitors to marketing and CAD inquiries to other sales reps. Yoshiyuki almost doubled his sales quota performance.



*Noboru Kaneda, Shinji Kinoshita, Akinori Onozawa, Yoshio Takahashi, Hidenobu Kotera and Yoshiyuki Imabayashi*

## Far East

At SHP in Korea, **Boo Young Chun** is responsible for the company's 70 percent share of the mutual savings market and for a sound foundation of value-added business growth. He has developed 21 new HP3000 customers through value-added business while exceeding his quota by 43 percent.

In the face of very heavy competition from the Japanese, **Dong Ping Han** secured two large multisystem orders for HP in China. During the past year, he has established HP as the leader in ultrasound products in the China market. Dong Ping's sales quota performance was 283 percent.

**Steve Chu** is responsible for components sales in Taiwan where he is considered to be an excellent team player. While achieving 167 percent of his sales quota, Steven has demonstrated good leadership skills and enthusiasm, working independently for all components business.



*Boo Young Chun, Dong Ping Han, Steve Chu, Steve Ting and Chang-Yaw Sun*

Singapore's **Steve Ting** has successfully captured the largest HP6400 installed base in the Far East region: 32 seats at Nanyang Technological Institute and 27 seats at Ngee Ann Polytechnic. He was able to increase HP's position in the EECAD market from sixth to second while achieving 151 percent of quota.

Known as the "DEC Killer" in Taiwan, **Chang-Yaw Sun** has usually bested DEC when he's come up against the competitor in his territory of South Taiwan's government. Besides reaching 142 percent of quota, he is a positive team player and a role model for other sales reps.

## New sales effort geared to Japanese

To increase the level of HP business with Japanese companies operating outside of Japan, a YHP global sales program has been instituted at Intercon headquarters. First manager in the program is Yukio Horie who will be working with the U.S. field to penetrate Japanese multinational companies by calling on their management teams located in the U.S.

One of the largest U.S. exporters to Japan as well as a significant importer, HP increased its business with Japanese multinationals in the U.S. by more than 85 percent last year. This growth occurred for three reasons. First of all, Japan increased its investment in U.S. subsidiaries, which, in turn, received increased focus from the U.S. field. Finally, visiting YHP senior sales managers participated in an experimental program calling on Japanese executives working in the U.S.



That experiment has progressed to full implementation with the three-year assignment of **Yukio Horie**, most recently YHP's major

accounts program manager. He has also been medical products sales manager, general manager for the Shinjuku-ku office and earlier on a five-year assignment in New York City for YEW from 1959 to 1963.

Announcing the program and Yukio's appointment, Intercon's marketing/sales/support manager Rick Justice said, "I can't think of a more appropriate year to launch an offensive of this nature as 1988 marks HP's 25th year in Japan and the year YHP should go over \$500 million in sales." ■

## Far East

Marketing, sales and support manager for China HP is **Larry Amsden** who had been major accounts program manager for Intercon since 1984. Since 1960 when he joined the company as an R&D engineer, he has worked in a variety of managerial positions including training manager for computer systems and Latin America region computer sales manager. Larry received his masters in electronic engineering from Stanford University.

In Taiwan, **Kenneth Hsu** has been named to the newly-created post of communication manager. He graduated from the College of Chinese Culture, received his masters in mass communications from Texas Tech University and studied for his Ph.D. in the same subject at Syracuse University and the University of Texas at Austin. Kenneth has worked as a reporter for the China Times and for the government information office, most recently as assistant director of international information service, all in Taiwan. He will oversee marketing communications, public affairs and government affairs.

**Daniel Chang** is now the marketing services manager in Taiwan. He joined Intercon headquarters in 1981 after receiving his MBA from the University of California at Los Angeles. He also has a degree in international business from National Chengchi University in Taipei. Daniel's previous experience includes managing financial services and field marketing. Most recently he was product marketing manager at APCO (Asian Personal Computer Operation) in Taiwan.

That position has been filled by **Shaw-gang Yang** who, for the past two years, has been marketing and area sales manager for HP Taiwan. He has been with HP for nine years and graduated from Chung Yuan University with a degree in computer science.

**Soo Kok Leng** has been named operations manager for integrated circuits in Singapore, replacing Ali Hussain who will start his own firm. Soo came to HP 10 years ago and managed the production engineering, product assurance and hybrid departments before becoming product line manager. He has a degree in electrical engineering from the National University of Singapore.

**David Fong** has accepted the new position of Big Deal/project manager for the region. In this capacity he will chair a Big Deals council which will review projects greater than US\$2 million and strategic in nature with an impact on long-term business for HP. David had been computer sales manager and marketing manager in the PRC for the past three years and, prior to that, he served as information systems manager for HP Asia. He majored in computer science at the University of Illinois.

## Latin America

Two appointments have been made in Tesis Informatica, HP's joint venture with Companhia IOCHPE de Participacoes in Brazil.

**Gilberto Dib** is the president and general manager. His business career began in 1965 with Burroughs and his most recent assignment was as general director of Tecnologia Bancaria, a banking computer services company. He was one of the first users of HP 3000 computer systems in Brazil. Gilberto is an electronic engineering graduate of ITA University in Brazil.

The sales and marketing manager's post has been filled by **Octavio Leon** who has held several managerial positions with HP in Mexico. In 1985 he was named product marketing manager for the Guadalajara Computer operation. Octavio has a degree in industrial engineering from Universidad Nacional Autonoma de Mexico. ■

## Palo Alto

Former U.S. sales manager for the PC dealer channel **Alan Nonnenberg** has rejoined HP as business systems' sector sales manager for Intercon field operations. For the past two and a half years, he had been vice president of marketing for Presentation Technologies in the Bay Area. During his prior 15 years with HP, he was marketing manager at computer divisions in West Germany and California. Alan is a Stanford University graduate with a mathematics major.



Kenneth Hsu



Daniel Chang



David Fong



Shaw-gang Yang



Alan Nonnenberg

## In Memoriam

Former Intercontinental Operations personnel manager **Tom Lowden** passed away on November 8. For the past year, he had been in a treatment program for leukemia while on medical leave.

A graduate of San Jose State University, Tom began his HP career in 1972 at the Manufacturing division. The following year he became group personnel manager for the Electronic Products group, reporting to John Young. Six years later, he was named group personnel manager for Intercon.

Tom is survived by his wife, Linda, and children, Chris and Laura. ■

## 'Asian miracle' underway

HP, along with Wang and Foxboro Co., were mentioned in the November 2 issue of *Business Week* magazine as early pioneers in nurturing an electronics industry in China.

An accompanying story examined a CAD system from Gerber Systems Technology, Inc. of Connecticut and a factory-control system from HP operating at Shanghai Metallurgical & Mining Machinery Manufacturing (S4M). Says *Business Week*, "The factory's engineers negotiated extensively with Computervision Corp and IBM before settling on the HP and Gerber systems in 1985."

After U.S. government export clearance and hardware delivery last year, a team of S4M engineers spent a month in California learning the HP software so they could customize and translate it into Chinese. HP was so impressed that it awarded S4M the rights to sell its materials-management software to other factories in China. According to John Sorensen, HP's market development manager for manufacturing systems in Asia, "In the way they are focused on what they want to get done, these guys could outdo anybody in the U.S."

## HP shines at TELECOM

HP was a strong presence at TELECOM, the largest and most important worldwide trade show for the telecommunications industry, held in Geneva, Switzerland in late October. The show's significance is underscored by the fact that it is held just once every four years.

Besides exhibits illustrating how HP products serve customers all over the world, the company also sponsored executive roundtables, technical seminars and tours of networking exhibits. HP president John Young, who spent three days in Geneva, met with industry leaders and gave a keynote speech on "Reaping the rewards of information."

More than 260 HP people staffed TELECOM each day, among them Intercon marcom manager Alan Holdship and HP Singapore marcom manager Loretta Song. Every major Intercon country was represented at the show which was attended by more than a quarter of a million visitors including representatives from HP major and target accounts.

## Hong Kong move

March, 1988 is the tentative moving date for HP Asia headquarters and HP Hong Kong sales operation into the new Bond Center where the two operations will take over 100,000 square feet or eight floors of the 40-story building on Hong Kong island. Currently they occupy 60,000 square feet in the China Resources Building and Sun Hung Kai Center. ■

## Intercon Gallery



**UNEXPECTED GUESTS** For its 1987 Solo show in September, SHP expected about 1,500 visitors. Instead, 4,500 came to the three-day program that included exhibits and seminars. Among the guests for this extremely successful event was Kwang Ku Ahn, (right) director general of the electric and electronics bureau, who received a thorough product description from D.J. Bak, (center), area sales manager for measurement systems.



**KOREAN VISITORS** To give key managers a view of HP's overall business and internal MIS programs, the Samsung HP management steering committee met at corporate headquarters in Palo Alto in November. Some of the participants who had a chance to discuss the next steps in specific cooperative efforts between HP and Samsung are (left) SHP marketing manager Sam Yu, SHP public relations manager Jung Hwan Park, and Samsung Electronics Co. president Si Hwan Ahn.



**ONE PICTURE SAYS IT ALL** Mike Muller (center), Intercon analytical marketing manager, puts the finishing touches on a banner proclaiming his area's achievement for FY87.



**TRAINING CUSTOMERS** A new dimension has been added to the analytical service department in Singapore with the recent institution of a Far East training center for local and overseas customers. Formerly operated by HP Asia, the training facility contributes to customers' satisfaction and their productivity and efficiency in operating HP products. Pictured with customers from China are (back row from left) Toh Hong Keng, analytical application specialist based in Malaysia; Roger Koh, Far East support manager; and Loy Tat Kim, customer engineer based in Singapore.

## Performance award winners, take a bow

**E**xceptional performance does not go unrecognized at Intercon. Each year awards are given to individual countries for their best efforts in many different areas.

But how do you go about recognizing a country that has turned in an outstanding overall record for five years in a row? A special award seems only appropriate and that's just what Taiwan, winner for best overall performance for the previous four years, received in January in Palo Alto. Other winners for FY87 are:

<b>Best Overall Performance</b>	<b>Japan</b>
<b>Best Order Performance</b>	<b>Japan</b>
<b>Most Improved Performance</b>	<b>Mexico and Singapore</b>
<b>Best Admin Performance</b>	<b>Canada</b>
<b>Best Customer Support Performance</b>	<b>YHP</b>
<b>Marketing Program Leadership</b>	<b>YHP</b>
<b>Best Medical Group Performance</b>	<b>China and Taiwan</b>
<b>Best Analytical Group Performance</b>	<b>Canada</b>
<b>Best Components Group Performance</b>	<b>Taiwan</b>
<b>Best Dealer Program Performance</b>	<b>Australasia</b>
<b>Best Value-Added Channel Program</b>	<b>Mexico</b>
<b>Best Major Account Program</b>	<b>Japan</b>

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Alan Bickell, Intercontinental Operations  
vice president and managing director  
Sy Corenson, *public relations manager*  
Lynn Schulte, *editor*

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

*Correspondents: Argentina – Marcelo Iglesias and Ema Martin, Australia – Diane Cummins, Brazil – Luiz Barata (Sao Paulo), Marlene Simarelli (Campinas), Canada – Linda Johnson, Hong Kong – Derek Fung and Maisie Koo, Japan – Momoko Sekiya and Yutaka Yamaguchi (Palo Alto), Korea – Joo-ok Kim, Malaysia – Steve Cooper (Penang), Kok Lee Chin (Kuala Lumpur), Mexico – Jose Grapa (Guadalajara), Jorge Martinez (Mexico City), New Zealand – Dawn Ewing, Puerto Rico – Luis Calderon and Carlos Zambrana, Singapore – Eng Wee Nah, and Fatimah Hm, Taiwan – Susan Liu and Mi-Mi Huang, Venezuela – Ingrid Porras.*