

# intercom

Vol. 1, No. 1



Intercontinental Operations News

Nov., 1974 - Jan., 1975

## Introducing: US!

I am pleased to introduce this first issue of INTERCOM, our new quarterly magazine for Hewlett-Packard's Intercontinental Operations employees. INTERCOM'S fundamental purpose will be to serve as a communications focal point for all members of our far-flung operations. Its primary emphasis will be on people, their activities and accomplishments. Further, it will provide information on a more informal basis about what's going on throughout our region.

In spite of the vast distances which separate our operating activities, we have always worked together as a closely knit team. I think this has been achieved thanks to a strong team spirit and the excellent leadership provided by our operating managers. Those of you who know me recognize that it is very much my style to manage on a team basis. I believe that only in this way can we generate that extra measure of enthusiasm and performance which makes the difference between an average organization and an outstanding one, and I am convinced our Intercontinental Operations is an outstanding organization.

To me, the key to INTERCOM's success will be your participation and support, for the focus of INTERCOM is not Palo Alto. Our editor, Sy Corenson, is completely dependent upon support from each of our operating activities, and he will be counting on representation from each region to provide input on local activities and areas of interest.

I felt that it would be most appropriate to review our current organization with you in this first issue of INTERCOM. Before I do that, however, I thought you might be interested in a few statistics about INTERCON. Believe it or not, INTERCON accounts

for 70 percent of the world's population, or 2.5 billion people; 77 percent of the world's land area, and 23 percent of the world's GNP. Based on our current FY '74 order forecast, INTERCON represents 17 percent of Hewlett-Packard's world-wide sales. If you were to set out today from your location and visit each of our INTERCON subsidiaries, you would have to travel 50,000 miles. INTERCON is truly vast in terms of size and in terms of present and future potential for HP.

Our present Intercontinental Operations organization chart reflects several changes in our organization that have occurred in recent months. As a result, there are a lot of new names on the chart. I believe the changes we have made are indeed significant and that our Intercontinental Operations organization is ready to effectively deal with today's responsibilities and to meet the challenges of the future. Let me draw your attention to some of the key management changes which are reflected.

First of all, our management tasks are divided up into three major categories: *operations functional management*, *discipline marketing management* and *geographic marketing and manufacturing operations management*. *Operations functional management* acts as an extension of the Corporate Office to manage our headquarters staff activities and to provide functional leadership to our field marketing and manufacturing organizations. *Discipline marketing management* carries responsibility for planning and implementation of the marketing program for each group's products, in cooperation with geographic marketing and manufacturing operations management. (Responsibility for Canada is excluded here. Canada, being closely aligned with



Alan Bickell

our U.S. domestic marketing activities, is covered by HP's U.S. group marketing managers.) *Geographic manufacturing and marketing operations* managers at region and country-level carry overall responsibility, as general managers, for Hewlett-Packard's activities (in support of Corporate, Intercontinental Operations and Group objectives) in their geographic areas of responsibility.

Now let's review the organization in detail, keeping in mind these three major categories.

### Operations Functional Management

A major reorganization of our administrative activities has been accomplished. We have consolidated all INTERCON headquarters administrative activities into five major departments under **Lloyd Taylor**. These departments functionally support both our manufacturing and marketing operations throughout INTERCON. Specifically, **Larry Tomlinson**, formerly administrative manager for the Intercontinental Sales Region, is now

Continued on page 2

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

**For research and education purposes only.**

# A message from Alan Bickell . . .

Continued from page 1

manager of management information services. In this capacity, Larry has management responsibility for accounting, financial and statistical reporting, as well as targeting. **Dick Wilson** has been appointed commercial services manager with responsibility for order processing and traffic. **Sam Solt** has joined us from Colorado Springs to head up the EDP systems team. Sam's group has responsibility for EDP communications hardware and systems development. **Jim Arnold**, as financial services manager, is responsible for our treasury activities. **Wally Fowler** has just joined us as planning manager, coming from the U.S. Department of Commerce under an exchange program. He will concentrate on the development of a long-range planning framework, with emphasis on markets, people and facilities.

**Alan Markon** has joined us from the Corporate Legal Department as our Intercontinental Operations legal counsel. Alan is a key member of our management team and you will all be hearing a lot more from him. His participation here signals an increased emphasis on legal professionalism. **Jim Kapralos** heads our personnel activities and in that capacity has been given responsibility for developing a strong personnel program here at headquarters and in the field through his functional relationship with our country and manufacturing personnel managers. I feel we have a great deal of work to do in this area. We have an extremely volatile personnel environment internationally, and I am counting on Jim to develop the necessary expertise and resources to effectively meet the challenge.

**Bill Harper** has command of customer services, covering both product group and corporate responsibilities for repair and parts support. Bill recently joined Intercon from the Neely Sales Region, where he was a district manager. You will be hearing a lot more from Bill and his organization in the future.

In addition to the activities outlined above, the organization chart also identifies **Dave Williams'** marketing communications activities, and visitor relations and training under **Sy Corenson** as operations-level functions. The scope of their responsibility has been modified to reflect a more

"corporate" posture. This means that some of their previous responsibilities, which fell more generally into the discipline sales area, will be assumed by the discipline marketing managers in the future.

## Discipline Marketing Management

In the area of discipline marketing management, a number of significant changes have been made as well. These relate to the recognition that certain geographic areas require significantly more attention than others, and to the recently announced changes in our Corporate Group structure. Specifically, we have identified Latin America and Far East Asia as major investment areas for the next several years. The markets there have grown rapidly and with that growth has come the need for greater headquarters involvement.

**George Cobbe** manages our marketing program for the newly defined Instrument and Component groups. In Instruments, **José (Pepe) Grapa** has joined us in Palo Alto to become Latin America sales manager for Instruments/Components. Pepe was formerly the EPG sales manager in Mexico. **Don Rowe** has transferred from GmbH to assume the position of Far East/Australasia sales manager. Don and Pepe, in combination with **Wes Wickham** and **Chuck Bonza**, provide the region with a truly professional team.

Because we recognize the significance of Latin America to the overall Medical market, we have asked **Tom Brietbart** to concentrate his energies on that market. Tom has worked closely with Latin America over the years and is largely responsible for the tremendous successes we have achieved there. **Chuck Dykes** has been appointed Medical discipline marketing manager. Chuck comes to us from the Neely Sales Region where he was a district medical sales manager. **Tony Abbis** is responsible for our analytical marketing program. **Malcolm Kerr** is responsible for computer systems. (Incidentally, both Malcolm and Tony came to INTERCON from HP Australia.)

Our calculator program has been expanded under **Dick Warmington** to provide for a combination of geographic and product line responsibility. Responsibility for Latin America/Africa and overall region responsibility

for consumer products has been assigned to **Terry Gildea**, who has recently transferred from Loveland. In the near future, we hope to add an additional person with responsibility for Far East/Australasia and our industrial calculator sales program.

## Geographic Operations Management

We have organized ourselves from a general management point of view on a geographic basis with responsibility for a given geographical area being assigned to geographic operations managers. **Mark Gumucio** is responsible for our marketing activities in Latin America and South Africa. **Lee Ting**, assisted by **Don Andrushko**, covers Far East Asia, Africa and Israel.

**John Warmington** has responsibility for Australasia. **Toshio Muraoka** and **Jack Dunn** cover Japan, and **Chuck Williams** manages HP's affairs in Canada. Our manufacturing operations in South East Asia are managed by **Tom Lauhon** and those in Japan by **Kenzo Sasaoko** and **John Brown**. We will soon launch a manufacturing activity in Brazil.

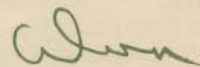
Within these areas, major country markets are managed by our country general managers as indicated on the chart. (These are the guys who really get the job done.)

★ ★ ★

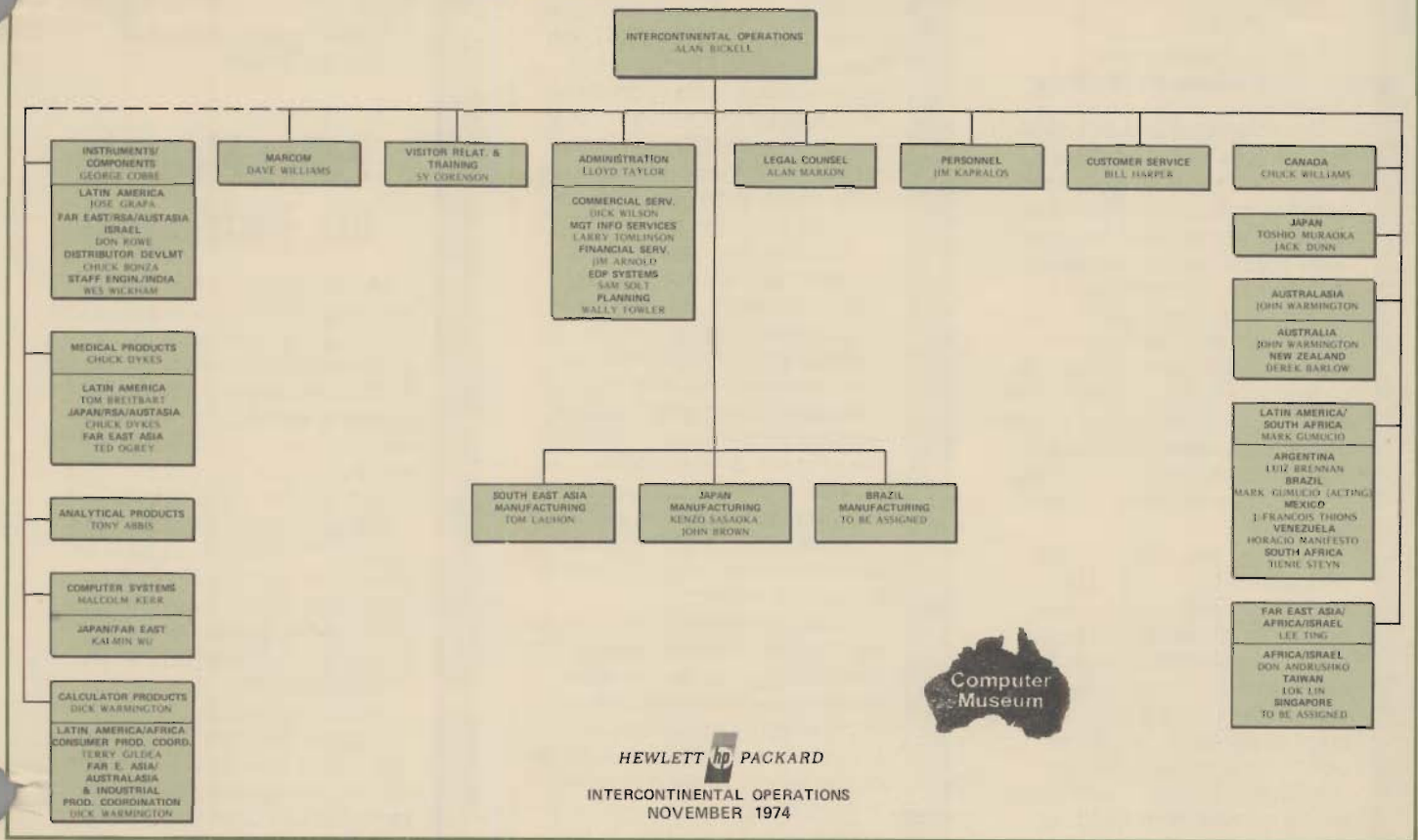
Personally, I am enormously proud to be one of the 4,432 people who work throughout the world as members of the Intercontinental Operations team.

Future issues of INTERCOM will provide opportunities for us to look in depth into each of INTERCON'S organizations, hence INTERCOM'S focus on people. I sincerely hope you will enjoy INTERCOM and feel that our efforts are worthwhile.

Thanks for a great job.



# ICON ORGANIZATION CHART



## New HPIC Sales Office Opens in Monterrey, Mexico

A gala party inaugurated the official opening of HPIC's newest sales office in Monterrey, Mexico, on July 26.

Many dignitaries were present at the Hotel Ancira to hear Latin America Area Manager Mark Gumucio's official opening remarks.

Dr. Jose Cavazos Lopez, director of coordinated health services, represented the Governor of Monterrey at the festivities. Also on hand were Jean-Francois Thions, general manager of HP Mexicana, and Bill Harper, ICON regional service manager.

The new office opened in July under the management of Miguel Gabino Perez, who speaks English with a unique combination accent of British and Spanish. Gabino, who spent several weeks in Palo Alto earlier this year, was schooled in England.

He is ably assisted in the office by Alejandro de Alejandro, who is in charge of service and repair, and Olga Dona-dio, office secretary.

Pictured is Mark Gumucio as he spoke to the assembled dignitaries at the reception.



### INTERCOM

Published by and for the people of Intercontinental Operations.

ALAN BICKELL, Director  
SY CORENSEN, Editor  
DOROTHY CARLISLE, Liaison  
SUE HAWKINS, Distribution

Contributors this issue: Alan Bickell, Jim Kapralos, Dave Williams and Lloyd Taylor (HPIC Operations), Joao Bittencourt (HP Brazil), Tadao Nishimoto (YHP), Pat Lee (HP Singapore), Geoff Gaylard (HP Australia) and Lou Green (Avondale Division).

# What Are Our '75 Objectives?

By Lloyd Taylor  
Finance and  
Administration Manager

Dave Packard and Bill Hewlett first established objectives for Hewlett-Packard in 1957. This date not only marked the establishment of our first company-wide objectives but, of equal importance, marked when we began using "management by objective" as a management style for each division and employee within the company. Essentially, this philosophy requires the establishment of mutually agreed-upon objectives or goals for each organization in the company.

Of equal importance is the philosophy that once objectives have been established, each employee should be given the broadest possible latitude in exercising his or her own responsibilities toward the achievement of personal, as well as company-wide, objectives.

With this background in mind, let me outline the objectives which have been established for the ICON administrative staff for the forthcoming year. These objectives are intentionally general in nature since they apply to our organization as a whole.

1. We must continually review our organization and people to insure that we have the most effective structure and most qualified staff to support and accomplish our goals and objectives.

We must realize that our ability to accomplish our objectives rests, ultimately, with the people at all levels of our organization. The emphasis here is clearly on the quality of our people rather than their numbers.

2. We must meet our 1975 cost targets not only in absolute terms but also in relation to our order volume.

It is important to realize that our targets for the forthcoming year were established in an environment of considerable worldwide economic uncertainty. As such, we should be prudent in our spending until such time as our order volume becomes a reality rather than a goal.

3. We must all strive to meet

our Region and Corporate Objectives in the management of two critical company assets: accounts receivables and inventory.

Over the last two years, our ability as a company to finance our growth internally has been severely limited by the rapid growth in accounts receivables and inventory. Although much has been accomplished in the reduction of these items during 1974, much still remains to be done this coming year.

4. Lastly, we must strive to increase our productivity and professionalism at every level of our organization.

Each of us is confronted in our personal lives with the problems associated with inflation. Although there is no single simple solution to this problem, we can each make a positive contribution by increasing our productivity. Simply stated, this means that we must all strive to do our job better.

These objectives generally set our direction for the coming year. During the next several weeks we will be establishing more specific objectives at all levels of our organization. Each of you is encouraged to participate in this process by lending your support and ideas in the establishment of your objectives and, more importantly, in their accomplishment. With everyone's help and support, another outstanding year is virtually assured.

## Expanded Council Meeting Set

ICON's quarterly Operations Council meeting has been expanded this time to include the managers of regional sales companies. The meeting will run November 20, 21 and 22 in Palm Springs.

This session, ICON decision-makers will concentrate on a review of fiscal year '74 performance, discussions of fiscal year '75 objectives and strategy, and a review of the new ICON Operations Policy Manual. Workshops and discussions on a variety of high priority subjects also will be held.

In addition to Building 16 managers, the following visitors are expected to attend: John

Warmington, Australasia/Australia; Derek Barlow, New Zealand; Lok Lin, Taiwan; Horacio Manifesto, Venezuela; Toshio Muraoka, Japan; Tienie Steyn, South Africa; Jean-Francois Thions, Mexico and Chuck Williams, Canada.

## Policy Manuals Are Distributed

Intercontinental Operations' first official Policy Manual, documenting many long-standing procedures followed throughout ICON, has recently been published. It was distributed to all major department heads at ICON sales subsidiaries and manufacturing divisions last month.

Explains ICON Director Alan Bickell, "The new manual is an attempt to pull together and document the various operating policies and guidelines which have been followed informally throughout ICON. It is not a book of new policies.

"During our June management meeting in Palo Alto," he continues, "we established the formalization of our operating policies and guidelines, and their publication was a major objective for FY '74. This has now been accomplished and we are ready to enter a second phase; namely, fine-tuning the policies to achieve uniform application throughout the region.

"I would like to ask all country managers and manufacturing division managers to act as focal points for comments and review of the policies contained in the manual. I want to be absolutely certain all the policies, particularly those applicable to each location, are carefully read and understood."

The manual covers topics related to many phases of regional operations including general management, marketing, distributor policy, manufacturing and personnel.

During the forthcoming ICON Operations Council meeting in November, time will be devoted to a thorough review and critique of all operating policies. However, if anyone has urgent comments to make about the manual, Alan would like to hear from you as soon as possible.



## Engineering Student Wins HP-45 Calculator

University of Singapore Electrical Engineering Student Tay Wei Min was the happy recipient of an HP-45 calculator recently in a special presentation at HP Singapore.

Tay Wei Min was awarded the calculator for having distinguished himself in his Third Examination for the degree of Bachelor of Engineering.

Two University of Singapore representatives, Professor S. T. Chow and Dr. M. S. Leong, were on hand to witness the presentation. HP Singapore was represented by Managing Director Tom Lauhon, Personnel Manager Frank Williams, Redhill Personnel's George Gaspar, and Sales and Marketing's Cheong Aik Beng.

After the presentation, Cheong accompanied the visitors on a tour of both the Redhill and Lower Delta factories before adjourning for lunch.

Below, a happy Wei Min accepts his HP-45 from Tom Lauhon (standing) as Professor Chow looks on.



## The HP Taiwan Staff: A Very Competent Team

HP Taiwan Country Manager Lok Lin has assembled a competent team of administrative and technical specialists at the Taipei and Kaohsiung offices. In fact, their performance and productivity have set new standards for the entire Far East Area.

Last July Intercon Operations' Ted Ogrey (FEA medical specialist) and Sy Corenson (training/public relations) stopped in Taipei on their way to the Far East Medical Sales Seminar in Singapore. Their visit included office meetings and customer calls as well as being the basis for an office gathering.

And for Sy, the visit was a pleasant "homecoming," because he worked at the Taiwan office during its establishment nearly four years ago.

Here are many of the Taiwan staff with Ted and Sy (way in back). Note all the happy smiles which, according to Sy, are "typical for the happy people of Taiwan, particularly the HP Taiwan staff."



## Fred Waldron Presents Seminar at Taiwan

HP Corporate Sales Training Manager Fred Waldron gave a two-day sales training seminar at HP Taiwan on July 16 and 17 for all service and sales people at that location.

Here, Fred (standing center) listens to Taiwan Country Manager Lok Lin (also standing) as do S. N. Chang, EPG service supervisor (back to camera) and, from left to right, Luke Cheng, EPG field engineer; I. K. Huang, medical/calculator sales manager; and C. S. Lin, medical/calculator service engineer.



## "All Aboard!" YHPers Go by Rail

YHPers took to the rails late last spring for a thrilling ride from Tokyo to Lake Hamanako. The occasion was YHP's eighth annual all-company trip and was enjoyed by 606 people, about 66 percent of the YHP staff.

For the trip, the YHP group chartered a special train for the weekend outing. Reports Tadao Nishimoto, editor of the YHP BRIDGE, "The weekend was sunny and the

ate spring scenery was beautiful."

Lake Hamanako is separated from the ocean by huge sand dunes and is famous for the Kanzanji spa there. The lake also is well known as a good place to catch eels at that time of year. Eels are a tasty baked delicacy for most YHPers, according to Tadao.



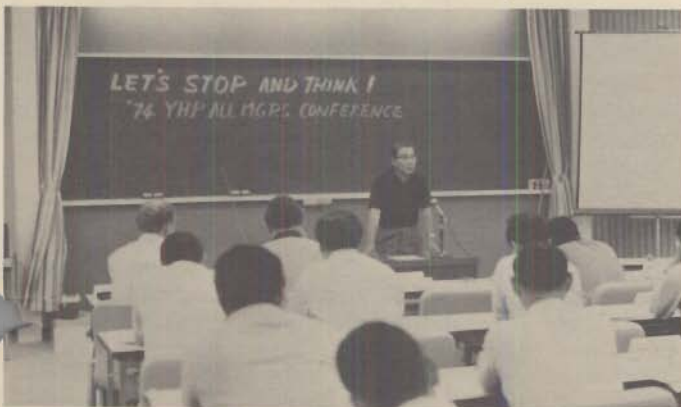
## YHP Managers Tackle "Let's Stop & Think"

Three days of "thinking" apparently did everyone a world of good at YHP. Basing their meeting on the theme, "Let's Stop and Think," all YHP division managers met July 28-30 at the Japan Productivity Center in Kannami-cho.

There, they traded thoughts on a variety of topics ranging from how to have managers help further their employees' careers, how to improve YHP management information systems, the problems being faced by the Division's young product disciplines, how to enlarge YHP's market share by increasing the sale of basic instruments, and other matters.

Guest of honor at the meeting was Dick Anderson, formerly AMD manager and now manager of HP's Data Systems Division. Other guests represented several HP divisions as well as YEW directors and managers.

The YHP all-managers meeting is usually held every year in late spring for two or three days, and often is in a nearby hotel. The study seminar is specifically designed to bring together YHP managers from throughout the area.



Shozo Yokogawa talks things over with YHP division managers.

## Brazil Boasts Big Invasion of Visitors

Never in HP Brazil's history has it witnessed such an invasion of HPeople as this past summer.

Stopping in Brazil recently have been Mark Gumucio, Bill Harper, Jim Kapralos, Dick Warmington, George Cobbe, Alan Bickell, Sergio Flores and Brent Fox.

The HP Brazil team has been strengthened by the addition of two new people: Sergio Mendez as EPG district manager for Rio de Janeiro, and Bill Johnson as administrative manager.

But not all newcomers to the Brazilian staff are new faces. After an extensive training period at ICON operations in Palo Alto, Luiz Barata and Oscar Barbosa have returned to Brazil. Luiz is now the new sales manager, while Oscar has the lengthy title of data systems discipline manager.

## HP Canada Opens New Headquarters



Canada's Hon. Arthur K. Meen (left) reads the cornerstone plaque of the new HP Canada building as HP Canada President Chuck Williams looks on. David Packard is in the background at left of Meen.

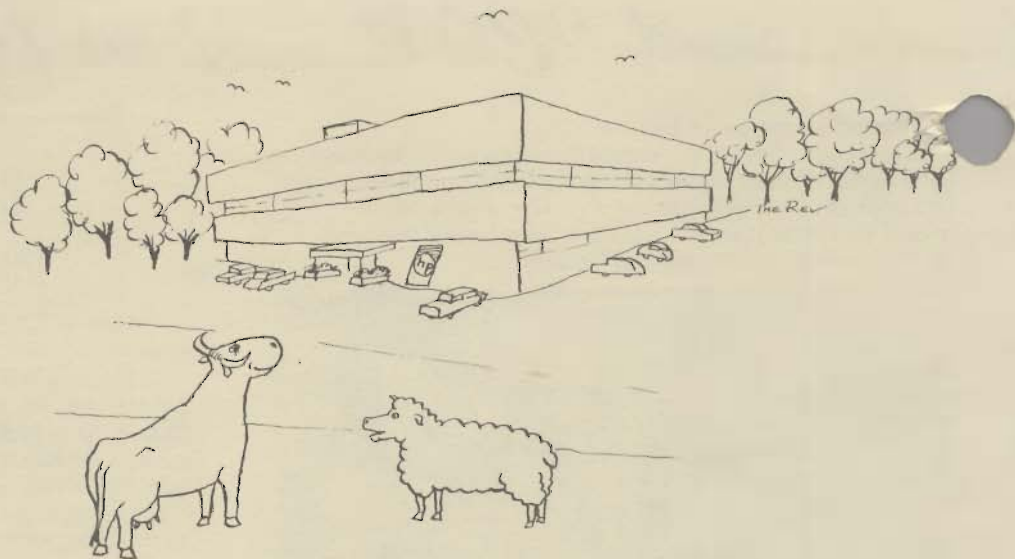
The official opening of HP Canada's new headquarters office was September 30 in Mississauga, Ontario. On hand for the festivities were David Packard, HP chairman of the board; Chuck Williams, president of HP (Canada) Ltd.; and the Honorable Arthur K. Meen, minister of revenue for the Province of Ontario.

More than 250 leaders of industry and government were on hand for the ceremony, which included the unveiling of a commemorative plaque. Following the dedication, a reception and tour of the facilities were held.

HP Canada was established in 1962 and now has an employment of approximately 350.

The new headquarters facility was built on a seven-acre site and has a total of 48,600 square feet for administrative, sales and service offices. Additional construction will eventually double the total amount of square footage.





*It's what's called "decentralization."*

Spotlight  
on  
**AUSTRALIA**

It's back to the outlands for HP Australia. The head office in Glen Iris recently was moved to Blackburn, and the difference between the two locations is like day and night. In Glen Iris, the head office was close to the heart of the city with an imposing view of busy businesses and factories. The only sign of non-human life was an occasional stray dog or alley cat.

Blackburn offers completely different vistas. Broad, grassy hillsides and groves of Eucalyptus trees are familiar views. From the parking lot, it is not uncommon to hear the cries of Bellbirds and see Kookaburras and Galahs fly past.

The HP move was in line with a recent Australian Government policy which is promoting the concept of "decentralization." Apparently one HPite there thought the cartoon above best depicted HP Australia's new location.

## In the Spotlight: **JOHN WARMINGTON**

It's probable that no one epitomizes HP Australia quite as well as John Warmington. A native of Down Under, John has been a part of HP since Hewlett-Packard first came to Australia. He now wears the twin hats of Australasian area operations manager as well as managing director of HP Australia.

John has seen all of HP Australia's tremendous growth, beginning in 1967 when there were about 25 employees, to today's current employment of 190 spread throughout the continent.

Sales, too, have expanded enormously from 1967's first-year volume of \$2 million to the \$20 million expected in 1975 in Australia alone, plus another \$4 million in the remainder of the Australasian area.

John charted his HP course way back before World War II when he was hired by George H. Sample Pte. Ltd. During the war he served in the armed forces doing intelligence work, and returned to Sample after his military service.

It was then that John was selected to develop sales and service of the new HP line, which was being handled

by the Sample company. In the early 1950's, John became general manager of a new Sample subsidiary called Sample Electronics, and HP acquired that company in 1967.

Nevertheless, John's actual hire date with HP is considered January 1956, the date that Sample Electronics began handling the HP line on a direct basis.

John served as general manager of Australia until January 1969, when he was given additional responsibilities and elevated to the area manager position. His current responsibilities include area management of HP Australia, HP New Zealand, New Guinea and the South Pacific Islands.

There are currently six sales and service offices on the Australian mainland and two on New Zealand. In Australia, offices are in Melbourne, Sydney, Adelaide, Perth, Canberra and Brisbane, while those in New Zealand are in Wellington and Auckland (plus a representative firm which handles sales in four cities).

John and his wife, Joan, have one son, Russell, who is about to complete work on his electronic engineering

**CORROBOREE:** An Australian Aboriginal word for meeting, usually one that includes a dance.

Distance is perhaps one of Australia's main problems. That's because Australia, which has nearly three million square miles, is relatively sparsely populated (as compared to the 3.6 million square miles in the United States—with many, many times Australia's population).

HP's marketing operation in Australia has its headquarters in Melbourne in the southeastern corner of the Australian continent. Branch offices are located throughout the country in Perth, Adelaide, Canberra, Sydney and Brisbane.

That means that the closest branch office is more than 400 miles from HP headquarters, and the farthest one is over 2,000 miles away!

This explains why many of the staff who deal directly with each other never get to meet personally. Thus, when people from several branch offices get to Melbourne at the same time, it's definitely a special occasion.

Recently a series of training programs was given at the Melbourne office, under the direction of Joe Shepela of the Corporate Personnel Development Department. Joe ran both the Instructor Training Workshop and the Management Development Program for local people.

On hand were Harold Norrie, Hans Bels and Mike Stevens, all of the Syd-

ney office; Dick Graf of Canberra, and John Williams of Adelaide, in addition to Joe. Such an occasion called for some sort of celebration, or, as the Aussies might term it, a Corroboree!

---

---

## Everyone Has One!

Everyone has one—a name tag, that is! So why not let the world know who you are?

Conscientiously wearing your name tag is one way of making sure everyone knows who you are. It can be quite embarrassing to forget a co-worker's name and not have a name tag to help you out. This can happen especially in a division like ICON where you may see someone infrequently or are introduced quickly and lose the person's name.

Why not help out yourself and others: Always wear your name tag on the job!

---

---

## Helping Honduras

Pitching in to help out in an emergency has always been rewarding, and Intercon's Kathy McEntee found it so last month when she co-sponsored an HP drive to collect food, money and clothing for victims of the Honduras hurricane.

"The response was really good," credits Kathy. "I was happy to find how eager people were to help."

And help they did. Mountains of clothing and generous donations are now on their way to Honduras thanks to the charity of HPeople of all Bay Area divisions.

Kathy and Wayne Hawkinson of Delcon Division started things out right after Hurricane Fifi hit. They requested monetary donations to pay for transportation of food and clothes to the Central American country.

"We are working hand-in-hand with the Salvation Army and Red Cross in sending our relief materials," explains Wayne. The project is particularly dear to Wayne because his wife is Honduran and his in-laws live there.

All ICON employees are reminded that the need for Honduras relief is still great. Perhaps you, too, can help start collecting clothing, food and money for the people of Honduras. It will be many years before they are on their feet again.

## of Australasia

degree and was recently married. Their family also includes three French poodles.

Away from the office, John and Joan enjoy spending time in their mobile home which is parked down the coast from Melbourne. They also own a 17-foot power boat which John likes to operate when he gets time. During his infrequent holidays, vacations and weekends away from the office, John has built a reputation as a skilled golfer and fisherman (although some of those scores and catches are a bit hard to believe!)

In addition to these activities, John finds time to serve as director of the Victorian branch of the American Chamber of Commerce, and recently was elected to his second three-year term. He also serves on the membership committee and is a trustee of the Committee for Economic Development of Australia.

All of these facts conjure up a picture of a man who is committed—to his job and to his country. That's John Warmington.



**John Warmington**

## Latin American Rhythms:

# Four-Day Sales Seminar Is a Hit in Caracas

If you measure success by enthusiasm, then the four-day seminar held in Caracas last June was a definitive success. Everyone involved with the event—especially prospective customers—felt the seminar gave them in-depth knowledge of two HP products, the 5830A Gas Chromatograph and the 3352B Data System.

On hand were 15 representatives from the petroleum industry and from universities in Venezuela, Trinidad and Caracas. Caracas Manager Ermes Durazzi organized the meeting and publicized it well in local newspapers.

Half the seminar was taken up in discussion and demonstration of the gas chromatograph, which was configured for an analysis of refinery gases. Participants went into an analysis of petroleum-type samples in considerable depth, and everyone present seemed impressed by the results.

The last two days of the seminar covered the data system and a simulated distillation analysis. According to HP Avondale's Lou Green, each participant was able to have a hands-on operating experience with the 3352B system, and several customer samples were analyzed



with amazingly good precision.

"It seems certain that several data systems will be sold as a result of this meeting, and I am sure will also result in additional sales of 5830 and 5700 gas chromatographs," Lou concludes. "I am convinced that seminars such as this are the most effective way we can establish a reputation for expertise in our field."

# LAMSAS Explains MED Products to Field Engineers

Medical electronics is a field that is ever-changing, both in equipment and markets as well as people. To meet the challenge of staying abreast of all changes, HPIC Operations' Tom Breitbart ("Mr. Latin America") organized an all-encompassing training and development program which was held on August 21-30 in Uruguay.

The official title: Latin American Medical Sales and Applications Seminar (LAMSAS).

The attendees included new field engineers from throughout South America plus two from South Africa and representatives of HP MED Division in Waltham as well as HPIC Operations.

Uruguay seemed an ideal location for the seminar due to its central location, good facilities and proximity to Buenos Aires, where some participants went to attend the World Congress of Cardiology at the conclusion of the HP seminar.

Neophyte sessions covered cardiovascular anatomy and physiology, heart sounds and the heart station, an instrument overview of ECG, vector and the heart sound-

pulse, patient monitoring and the patient monitoring system, and the recording system.

During the second week, pulmonary physiology and instrumentation were covered, along with fetal monitoring, respiratory monitor applications, arrhythmia monitoring, cardiovascular dynamics, new products, and a day of roundtable discussions.

All the medical subjects were ably covered by Andy Peet and Morris White of HP MED, while Tom Breitbart and Sy Corenson led the roundtable discussions.

"Graduation" ceremonies were held at the Hotel Nirvana to enable all seminar participants to get rid of the physical energy they had stored up during the long discussions and lectures. Music from every country was played at the event, although there was a heavy emphasis on tangos. Many of those present agreed to do a dance typical of their region, and surely one of the most memorable was Andy Peet's rendition of "Turkey in the Straw."

Planning, organization and presentation of the seminar took the combined efforts of HPIC, MED Division, and the Pablo Ferrando organization (HP's rep in Uruguay). Special effort was expended by Francisco Neufaender and Luisa Kapouchian of Pablo Ferrando, both of whom spent long weeks working to make everything come out right. Tom Breitbart also gets singled out for recognition, because his intimate knowledge and experience in Latin America, plus his knowledge of the HP medical product line, ensured a successful seminar.

Besides the MED and Operations personnel present, the seminar attendees included: Antonio Ramirez, HP Argentina; Ricardo Del Forge, Everaldo Jacobsen, Valter Pereira and Helio Tagusagawa, all of HP Brazil; Fausto Gomez, HP Mexico; Fred Wakeham, Peru; Hiram Perez, Puerto Rico; and George Greaves, HP Venezuela.

Also on hand for the seminar were Wilfy Haftel, Bolivia; Wolfgang Schrader and Sergio Terzella, HP Brazil; Marcelo Fernandez, Chile; Francisco Neufaender and Rolando Romera, Uruguay; and John Fursman and Andrew Marais, HP South Africa.



Tom Breitbart leads the LAMSAS seminar in a roundtable discussion.

# -- What's Happening in Palo Alto --

## A Warehouse Relocation ...

ICON's warehouse facilities have a big new home about 15 miles from the Palo Alto Operations office. Previously, the warehouse was split between Buildings 16, 2L and 17 and occupied a total of 13,000 square feet.

Now the ICON warehouse has more than 26,000 square feet at its disposal and is available for the next three to five years. The warehouse is at 3003 Scott Blvd., Santa Clara, which is also the location of the Neely Northern California sales office.

For the first time, the warehouse has a receiving dock with separate doors for shipping and receiving, allowing trucks to load and unload their wares in an efficient manner. There also is a security "cage" to store hand-held calculators.

The new warehouse can be called direct on the ICON phone system, but Telex and Comsystem must go through Building 16 at present.

A truck will make two round trips a day between the warehouse and Building 16 for pickups and deliveries.

Len Besson is supervisor of the warehouse, reporting to John Jourdan in Building 16. The warehouse staff of nine will expand to 12 in November to accommodate the increased workload at the new facility.



## ... and a Beer Bust

Not that you need an excuse for having a party, but the warehouse move out of Building 16 provided one!

Operations employees got together October 3 for beer, soda and hot dogs in the conveniently wide-open spaces of the former warehouse.

Actually, most of the activity was outside because the day was sunny and warm.

The after-work get-together also celebrated the fine job Building 16 employees did during their recent inventory audit.

At left, a line of lovelies enjoy the sun and suds.



## Circle Dec. 19: Christmas Party

It's official; HPIC's annual Christmas gala will be held Thursday, December 19, at the Palo Alto Hills Country Club. Specific details have yet to be worked out, but it is known that the evening will include dinner and dancing, and all Operations employees and their spouses (or a guest) are invited to attend.

A special invitation has also been extended to HPIC field and rep visitors who will be in Palo Alto on that date. Sy Corenson asks that if "offshore visitors" expect to be at the Operations office on December 19 and would like to join in the holiday festivities, let him know now so he can include you in the plans.

## Building 16 Employees Hear Business Review

The first semi-annual Business Review for all Building 16 ICON employees was held in Palo Alto on September 20.

Purpose of the presentation was to review with employees some of the past year's business events, and to take a look at plans for the future.

Alan Bickell welcomed the group and provided an overview of Intercontinental operations. He was followed by each of his department managers and discipline marketing managers who reviewed performance for FY '74 and discussed plans for FY '75.

In addition to talking about the sales and profit picture, many managers explained their departments' roles in the overall organization and how their people help them carry out their roles. Presentations were made covering Intercon's far-flung countries and how each one fits into the overall operation.



# A Seminar Worth Waiting For



Consultant Mike Rudd goes over medical material with Far East Area salesmen.

As far back as mid-1973, HPIC's Medical Specialist Ted Ogrey, who is responsible for sales in the Far East Area, recognized there was a need for more professional training for FEA medical salesmen. Many of HP's salesmen in that area, in fact, had been selling medical systems for several years without benefit of any formal HP training.

With such training, Ted believed, medical sales could achieve a growth rate of approximately 30 percent.

So, by the end of 1973, Ted had begun the herculean task of planning a Far East Area medical sales seminar.

It took the combined efforts of personnel at ICON Operations, the Waltham plant and HP Singapore to pull the thing off. Financial arrangements, course planning, selection of material and equipment, facility selection—all were areas that necessitated countless hours of effort.

Because the course content was so vital, it was drafted, rewritten and refined many times.

Finally, letters were sent to all participants inviting them to attend, and including detailed information on how to obtain Consulate approval for visas, etc. Hotel accommodations and meeting areas had to be reserved, and consultant services were contracted.

At times the task seemed insurmountable, but finally the seminar was held: July 15 through 24 in Singapore. A very large number of people made contributions to the success of the program, and without the help of each, it might easily have failed.

Instead, by every yardstick the seminar was an emphatic success. Sixteen medical salesmen attended from Australia, Taiwan, India, Hong Kong, Korea, Malaysia, New Zealand, Philippines, Singapore, Thailand, and Indonesia. Also on hand were Consultant Mike Rudd and Fred Waldron of Corporate Training.

The seminar covered a number of technical areas: cardiovascular physiology, pulmonary physiology, medical applications and instrument applications. In addition, HPIC's organization was outlined, and such matters as order processing, training, visitor processing and medical resources were explained. Finally, sales techniques, management and salesmanship were covered.

The seminar was over more than three months ago, but its tangible results are already very much evident. There has been a handsome increase in sales performance and in professionalism in the Far East Area.

Such results are a tribute to all who participated, and to Ted, in particular, for his confidence, good judgment and super-human effort.

## Ping-Pong Diplomacy

It happened that one day last May, there was equal representation of both the HP Taiwan and HP Mexico staffs in Palo Alto. Luke Cheng and F. T. Lu decided to challenge the likes of Alejandro de Alejandro and Monterrey Office Manager Gabino Perez to a rousing game of ping pong. Game over, Taiwan emerged victorious (see victory

smiles opposite), but those grins turned to chagrin as the South of the Border staff challenged the Oriental crew to a bullfight in the near future!

In the picture opposite, Alejandro<sup>2</sup> is retrieving ping pong balls from the light fixtures (what else?). That's little Laurie Hawkins (Sue's daughter) helping to steady the chair!

