



# intercom

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 HP Intercontinental Operations News

Feb. - May, 1975

## New Manufacturing Plant Starting Up At Campinas, Brazil

HP's newest manufacturing facility will soon begin operation at Campinas in the state of Sao Paulo, Brazil. A building of 19,000 square feet has been leased in Campinas to house the first production line, and if all goes as planned, the first shipments from that facility should be made about June 1.

Former GmbH Manufacturing Manager Gunter Warmbold will be general manager of the new Campinas plant. He arrived in Brazil in January to begin hiring the initial manufacturing staff and to complete the outfitting of the leased facility. Training of the first personnel is scheduled to begin about March 1.

The plant is scheduled to produce calculators and medical equipment initially, with instrumentation to be added later. A start-up crew from calculator products and Waltham Division have begun to arrive for assignments ranging from a few months to several years to help launch the new plant.

The idea of starting a manufacturing operation in Latin America first was considered about three years ago when it became apparent that the Latin American Free Trade Association (LAFTA), which now includes many Latin American countries, was developing into a rapidly growing economic entity with great potential for the future.

### Local Development

As with most economic unions, LAFTA planning calls for a gradual decrease of internal trade barriers, accompanied by an increase in external trade barriers. This encourages the development of local manufacturing and discourages competitors from outside the union. For this

## ★ TELEGRAM ★

TO: ALL THE GANG IN BRAZIL  
JUST LEARNED WE WERE AWARDED THE BIG BRAZILIAN ORDER. MY THANKS AND CONGRATULATIONS FOR THE EFFORTS EACH OF YOU PUT FORTH TO MAKE THIS POSSIBLE. IT HAS BEEN A LONG AND DIFFICULT STRUGGLE, AND THEREFORE, ALL THE MORE GRATIFYING.

BILL HEWLETT — PALO ALTO

Four years of work culminated in this telegram from HP President Bill Hewlett to the ICON team in Brazil who had just completed negotiations on the largest medical order in HP history.

More information about this "big deal" will be forthcoming in the next issue of INTERCOM, but congratulations are certainly in order to all who worked on this order. Special recognition goes to Nelson Oliva Gomes, country medical sales manager, and Helio Shigueto Tagusagawa, district sales manager.

We can only add "Bem-feito — congratulações."

★ ★ ★  
reason it appeared to be in HP's best long-term interest to establish a factory within LAFTA.

Brazil was selected as the country for HP's first Latin American plant primarily because of its political stability, fast-growing economy, energetic population and policy of encouraging foreign development. The country has the potential to become one of the world's great economies because it has vast amounts of natural resources, a geographic area roughly the size of the United States and a population of around 100 million. Today Brazil represents about 50 percent of HP's Latin American market and about 33 percent of the LAFTA gross national product.

After studying several cities in Brazil, Campinas was chosen as the plant site. Located about 60 miles north of Sao Paulo, it is a beautiful city of about 500,000 surrounded by many farms. The city has two universities, modern shopping and

housing accommodations and many other service businesses. In addition, the Viracopos International Airport is about 10 miles from Campinas.

### 50-Acre Site

By late 1976, construction will begin on the first of a multi-building complex to be built on 50 acres of rolling hills on the outskirts of Campinas. HP's future plant site overlooks nearby farms growing tomatoes, sugar cane and coffee. The HP land formerly was used for growing cotton.

The first permanent manufacturing building will be about 65,000 square feet when completed. Design work has already begun, and a possible master plan is shown on page 2.

Carl Cottrell, deputy director of International Operations, says HP expects to generate a substantial amount of new business because of the trading advantages of being located within LAFTA. "This will provide more

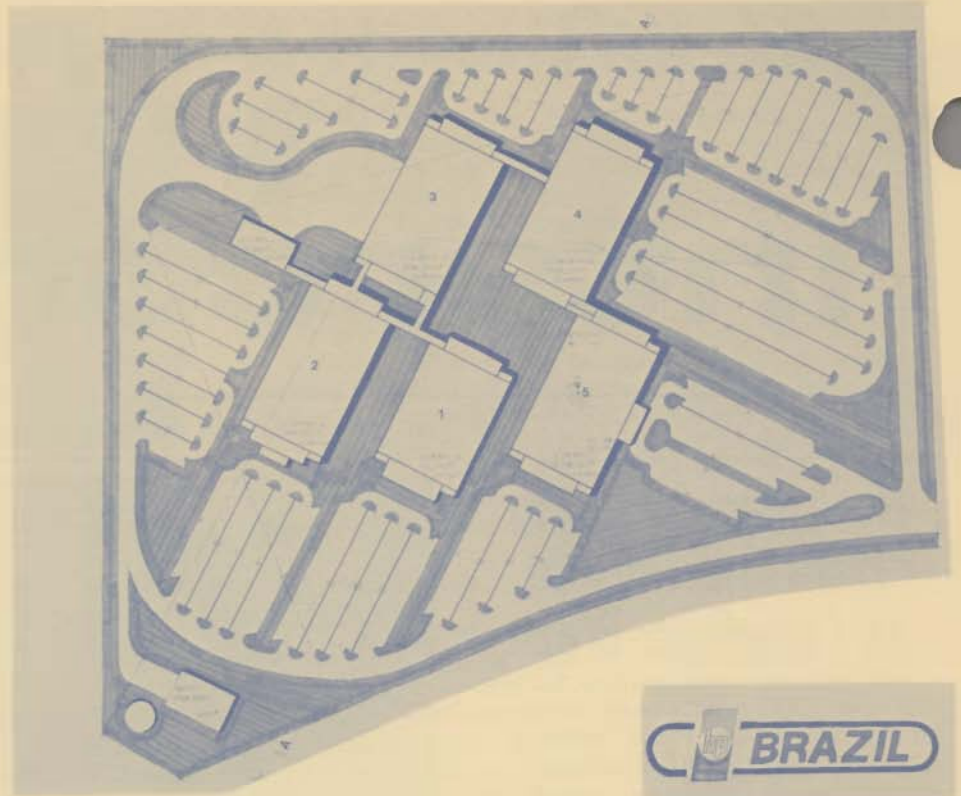
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# CAMPINAS . . .

(continued)

work for HP people throughout the company," he affirms. "We are very enthusiastic about the future growth potential of our new Campinas plant."

HERE IS AN ARCHITECT'S sketch of the proposed five-building complex at Campinas, Brazil. The 50-acre site provides for ample parking surrounding the buildings.



## It's a 'Grand Slam' for YHP!

YHP medical sales earned a "grand slam" in awards this year, a tribute to the efforts of all the MED sales staff in Japan.

The three special honors went to Yukio Horie, YHP medical sales manager, who was selected as "Best Manager in YHP"; Kenji Kato, medical field engineer, named both "Best Field Engineer" and a "'74 Million Dollar Salesman"; and Yoshiye Kurogome, medical group secretary, chosen by YHP management as "Best Employee of the Year."

The fact that the medical sales group had a tremendous growth in orders coupled with good expense control had much to do with Horie-san's selection. "This is not only a personal honor for Horie, but also reflects on his whole team and how MED is now viewed within YHP," notes Jack Dunn, YHP co-sales manager. "It has turned from being a loser into a real contributor."

Yukio Horie has been a part of YHP for 19 years. He started out in the areas of planning and exports until becoming rep contract supervisor in 1964. He was promoted to rep contract manager in 1967 and held that position till 1970 when he became medical sales manager.

Kato-san's awards came about after



Yukio Horie



Kenji Kato



Yoshiye Kurogome

he had compiled the impressive order total of nearly \$1.3 million (roughly translated, that's 388 million yen!)

He was presented with the "Best Field Engineer Cup" last October, and in November was given a special plaque as one of MED Group's eight "million-dollar salesmen."

A graduate of Tokyo Electrical Engineering College, Kato was in R&D engineering at Fukuda Electronics before joining YHP in 1970. He has

been a field engineer in the Osaka District since 1972.

Besides his outstanding efforts in sales, Kato also finds time to serve as president of the YHP Tennis Club at Osaka.

Yoshiye has been with YHP since 1971, first in the Tokyo office service group and, since 1973, in medical sales. She has been secretary to the District field engineers since that time.

# A message from General Manager Alan Bickell

Happy New Year!

The beginning of a new calendar year always marks a time when we naturally reflect on the year just past and our resolutions for the coming year. It therefore seems particularly appropriate to discuss ICON's Fiscal Year '74 performance and our goals for Fiscal Year '75 at this time.

FY '74 was truly a banner year for ICON. The combined ICON countries finished the year at 109 percent of quota, which means 30 percent growth over FY '73. Even more impressive is the fact that our developing markets in Latin America, Africa, Far East Asia and Australasia turned in a startling 138 percent of quota performance, a 56 percent growth over FY '73. We are particularly proud that these sales successes were achieved in concert with well-managed costs and a significant improvement in asset management throughout the region. Our manufacturing divisions turned in an equally excellent performance. In short, you can all be very proud of your part in making FY '74 a real success.

## Operating Objectives

Our goals for FY '75 are in support of HP's overall Corporate Objectives and, more specifically, of the overall operative objectives which we have established for ICON as a subset of HP's Corporate Objectives. These operating objectives include:

### I. To contribute positively toward optimizing corporate profit, consistent with other corporate objectives:

1. Manage our resources within agreed-upon investment targets and operating policies to meet or *better* performance goals in the areas of quota achievement, cost control, asset management, as well as manufacturing facility product line profitability.
2. Constantly strive to improve methods of operation and productivity. Our goal is to reach selling cost and productivity levels typical of HP's mature markets. At the same time, manufacturing facilities will strive to achieve manufacturing cost and productivity levels equal to or *better* than appropriate Group-established goals.
3. Support product groups in identifying market potential and appropriate pre- and post-sales investment levels.
4. Assist product groups in developing marketing and manufacturing



strategies for their product lines.

### II. To effectively support HP's customers by providing pre- and post-sales support consistent with Corporate and product group support goals.

1. Identify and represent customer requirements and interests to Corporate and product groups.
2. Assist the customer in problem identification and solution (using HP technology).
3. Sell realistically, fully recognizing geographic limits and the impact of support capability on what should be sold. In short, we will not sell something that we cannot realistically support.
4. Provide a wide range of customer support services in the areas of sales/application support, order processing, sales financing and post-sale service.

This objective should be accomplished in a manner consistent with Objective I.

### III. To support, through our R&D program at YHP and product transfer programs at each Intercontinental manufacturing facility, Group efforts to develop and market new products.

### IV. To promote the further professional development of our Intercontinental Operations' team, both as an operating team and as individuals, to ensure the highest possible job satisfaction and accomplishment in support of our Corporate and Region objectives.

### V. To honor our HP citizenship obligations as a company to each country and community within which we operate by contributing positively toward their social, intellectual and economic goals.

If you have not already done so, urge you to review HP's Corporate

Objectives. Copies are available in your personnel department.

## FY '75 Goals

ICON's FY '75 goals are structured to complement and support our operating objectives, and reflect the goals which we should strive for during the coming year. Their achievement is completely dependent upon your help. Each functional manager here at headquarters has established supporting goals for his activities for the coming year, as have each of our sales region and manufacturing division managers. I trust that they have already reviewed them with you.

Let's take a look at the goals that we hope to reach in FY '75:

1. Meet or better FY '75 quotas, agreed-upon selling cost targets and manufacturing facility shipment/cost/profit goals for each country. We will adjust investments where necessary to match economic conditions. Major areas of concern are our markets in Japan, Canada and Australia. Other countries will have to pick up any slack!
2. In FY '75, we must focus increased attention on the need to further integrate our manufacturing programs into the Group's long-range plans. The emphasis will be on improving product line return and on truly complementing overall Group worldwide product development plans. We need to establish

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## INTERCOM

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# HP Taiwan Puts on Successful Product Show

Facing the difficult combination of a sizeable sales quota, a slowing economy and a shortage of promotional funds, HP Taiwan nevertheless did not wait for things to improve. Instead, the staff there decided to make things happen by way of an exclusive, all-HP product trade show.

The show ran December 3-6 at the U.S. Trade Center facilities in Taipei and featured displays of HP calculators, instruments, analytical, medical and data systems products. HP Taiwan also ran a series of applications seminars and product demonstrations throughout the show.

"We had several objectives for putting on the show," explained Lok Lin, HP Taiwan general manager. "First, we wanted to increase our existing customer base here; at the same time, we hoped to give our present customers an opportunity to find out more about our other equipment. We also used the show seminars to point out how our products can be applied to solve specific customer problems.

"From the response we received, we have to conclude that the show was quite successful," he continued. "We sold almost all the scopes we were displaying directly off the show-room floor, and we made many quotations for medical, calculator and data systems. The distributor handling our analytical products also reports similar results."

Another factor in the show's success was the tremendous response



REPUBLIC OF CHINA's Communications Minister Henry Y. S. Kao officially opened the HP Taiwan Show in November by cutting the customary ribbon. Others who participated in the opening ceremony were, left to right, Catherine Chen, S. S. Huang, Glendy Wang, U.S. Trade Center Director Art Pothuisje, Minister Kao, Lok Lin and Cynthia Chang.

the Taiwan staff received to its "invitation only" plan. All told, more than 2,500 people attended the show, including Taiwan's minister of communications who officiated at the opening ceremony. During the course of the show, HP Taiwan held drawings and gave away four HP-80 calculators as another means of inducing attendance.

But the real secret behind the show's success had to be the tremendous effort put forth by all HP Taiwan employees in planning, organizing

and following through on the show.

For example, the Taiwan staff ordered equipment and literature several months in advance of the show, which gave ICON and the manufacturing divisions plenty of time to ship the requested items. HP Taiwan also took advantage of the multiple services offered by ICON's MARCOM Department in Palo Alto. MARCOM assisted in preparing press releases and brochures and in developing a public relations program and making show arrangements.



THE PRODUCT EXHIBITION was attended by many dignitaries including Admiral Soong, commander-in-chief of the Republic of China's Navy, and his entourage. Admiral Soong's son, Tai-Wei, is currently undergoing on-the-job training with the HP Stanford Park Division materials engineering department in Palo Alto, Calif.



MORE THAN 2,500 customers and prospects attended the show, and response to the equipment displays was very positive. By the end of the exhibition, nearly all scopes and electronics instruments on display were sold directly to attendees, and many more quotes were made to prospective buyers.

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

**For research and education purposes only.**

# Shozo Yokogawa, Kenzo Sasaoka Move Up at YHP

Shozo Yokogawa, who has been president of YHP since it was established in 1963, has been elected president and chief executive officer of Yokogawa Electric Works, HP's partner in its Japanese joint operation.

Elected to fill the position of president and chief executive officer of YHP is Ken Sasaoka. He has most recently been factory manager of YHP.

Ken was chosen to become president at the 12th annual YHP shareholders' meeting held in Tokyo early last December. Shozo was elected as chairman of the YHP Board of Directors at the same meeting.

Elected as YHP vice presidents at the annual meeting were Toshio Muraoka and John Brown who, along with Ken, have been managing the company on a day-to-day basis for some time. Toshio will continue to have primary responsibility for field marketing while John will remain in an advisory capacity to the president.

Shareholders also elected two new YHP directors: Katsuto Kohtani, administrative manager, and Jack Dunn, who will continue to co-manage YHP's field marketing activities with Toshio.

Shozo has been serving in the dual role of YHP president and executive vice president of YEW for the past two years.

The third son of Tamisuke Yokogawa, the founder of YEW, Shozo graduated from Keio University with a degree in economics and joined YEW in 1937. His first position was ad-

## Meet Ken-san

The new president of YHP has been a part of that organization since 1972 and with Yokogawa Electric Works for the 21 years before that.

Kenzo (Ken) Sasaoka is an electrical engineering graduate of Kyoto University who joined YEW as an R&D engineer in 1951. He advanced to R&D manager and later became manufacturing manager of the Electric Measuring Instruments Division in 1970.

In 1972 he joined YHP as R&D manager, and was appointed to YHP director the following year. He served as factory manager until his appointment to YHP president at last December's shareholders' meeting.

Ken holds a number of patents and has written numerous tech-



nical papers, including the one which he presented at the ISA Conference of 1971.

He lives in Tokyo with his wife, Toshiko, and their three children. Sports-minded Ken's two favorites are mountain hiking and skiing. He also enjoys reading in his spare moments.

vanced planning manager, and he became managing director in 1960. He became YHP's first president in 1963 and concurrently served as a YEW director. In 1972 he became vice president of YEW as well as continuing as YHP president.

YHP Director and HP International Vice President Bill Doolittle explains that the reorganization will mean little change in the management of YHP. Bill and Alan Bickell will continue in their capacities of YHP non-resident directors.

AFTER THE YHP reorganization, here is the official line-up, from left, Jack Dunn, Katsuto Kohtani, Toshio Muraoka, Bill Doolittle, Shozo Yokogawa, John Brown, Kenzo Sasaoka and Alan Bickell.



## The Whooooo, What and Why:

# Hallo o o o o o--ween!

In many countries the holiday of Halloween is not celebrated. Little known, then, are the reasons why Americans tend to dress up in outlandish costumes and romp around on that date bobbing for apples, playing scary tricks on their friends and roaming from house to house asking for "goodies."

Halloween, or All Hallow's Eve, has a long and colorful history which is a far cry from the way the day is celebrated in modern times. Some people believed that it was on this night that ghosts, fairies, spirits, elves and witches appeared to harm people. For it was long known that only on Halloween could Samhain, the Lord of Death, be called up for prophecies of marriage, luck, health and of course, death!

The first known observation of Halloween was long before the birth of Christ. The Celts, who lived in the British Isles and northern France, feared that when winter came the sun they worshipped would be killed by the powers of darkness. They tried to pay a sort of tax to the forces of evil by burning some of their crops and animals in huge fires.

Today, it is recognized that the sun always returns and days grow longer as spring approaches.

In the 1700's, a belief in witches and witchcraft was prevalent, and many innocent women suffered terrible fates because other people accused them of being witches.

Finally, after many hundreds of years, people gradually threw away their fears of witches and the powers of darkness, and Halloween became a day of fun.

At a Halloween party of today, black cats and witches are just part of the cardboard decorations. The old custom of apple bobbing no longer means that the girl who gets the apple sleeps with it under her pillow and dreams of her future husband. Instead, apple bobbing is just a fun way of getting an apple to eat!

And pumpkins, or jack-o-lanterns, continue to play an important part in the Halloween revelry. That's because

of the Irish tale of a man named Jack who was not permitted to enter Heaven because he was too stingy and played practical jokes on the devil. So, the story goes, he now walks the earth with his lantern (jack-o-lantern).

Most important of all, Halloween has become a "dress up" day for children of all ages. Little ghosts, devils, witches and cats roam their neighborhoods asking for "trick or treats": candies, cookies and other goodies.

And their grown-up counterparts put on their costumes and wear them to work at HP. Last Halloween, for instance, all sorts of get-ups were worn by Building 16's zany crew. General Manager Alan Bickell offered a small prize to all who showed up in costume. Here is how a few of Intercon's people looked on that day:



Stephanie Boyarsky



Elaine Lane



## Alan Bickell . . .

*Continued from page 3*

a broader and more mutually beneficial worldwide product charter for YHP. We will continue to transfer manufacturing responsibility for new products to South East Asia, YHP and our new factory in Brazil.

3. Asset management must receive increased attention to meet or better FY '75 targets for accounts receivable. FY '75 goals are achievable but demand significant further improvement over our October, 1974 performance. We will also need to meet or better FY '75 targets for inventory. The physical distribution study recommendations will be fully implemented to further reduce ICON inventory requirements, cut costs and improve

visibility. Crucial to achieving better control will be the installation of improved EDP systems.

4. We must work toward further improving productivity in all areas of marketing and manufacturing. This can be the year HP gets its "pay back" from past investments in ICON. Our markets, particularly in Latin America, South Africa and Far East Asia, look great!
5. Let's work smarter, not harder. In FY '75 a major effort is planned to improve (and automate whenever feasible and cost effective) existing management information systems, ensuring they truly meet manufacturing, discipline and operations management requirements in an accurate and timely manner. We will also launch long-range plan-

ning as the key to better preparing today for tomorrow's requirements, with emphasis on markets, people, facilities and costs.

6. We must improve individual managerial, supervisory and technical skills at all levels, with attention to developing existing employees and careful selection of new people.
7. We will continue to enhance region credibility as the key to maintaining top management confidence.
8. Finally, we should demonstrate and demand professionalism at every level.

## What's Ahead

There are many challenges ahead in FY '75. We face a very mixed worldwide economic climate, but I sincerely believe that FY '75 is a year of great

... News from around ICON ... news from around ICON ...

## 75 ICON Employees Observe Anniversaries

Seventy-five ICON people, including three 20-year employees, were honored recently for their years of service with Hewlett-Packard. All told, more than half the group is located outside of Palo Alto.

The three 20-year employees, Virginia Gross, Tommy Lugone, and Wes Wickham, received their awards during a special luncheon at the corporate cafeteria in Palo Alto.

ICON also had three 15-year employees: Mary Andrews, Judy Armstrong and Al Linder, all of whom are located in Palo Alto. In addition, seven people have completed 10 years with HP: Teresa Sharpe, Palo Alto; Derek Barlow, New Zealand; Iris Smith, Australia; Tony Johnson, Gerald Wrightman and Inge Roth, all from Canada; and Lok Lin, Taiwan.

More than 60 ICON employees celebrated their fifth year with Hewlett-Packard, including nine people in Palo Alto, 11 in Australia, 12 in Brazil, 19 in Canada, one in Mexico, nine in South Africa and one in Venezuela.

## A Double Celebration For HP de Venezuela

There was a double reason to celebrate for HP de Venezuela last fall. First, it marked the seventh anniversary of HP in that country, and second, two of HP de Venezuela's sales engineers were honored for their outstanding performance.

The winning twosome was Luis Estevanot and Augusto Cabana, both of the instruments group. (Editor's Note: Since that time, however, Luis has been given responsibility for consumer calculator sales.)

promise for us. At a time when U.S. and European economies are weak, we are fortunate to have some very strong growth opportunities in ICON. This will present a unique opportunity for us to really contribute to HP's overall success. In the ICON countries where we have potential or continuing economic problems, caution and good management can turn these difficult situations into solid, positive performances. Let's let our theme for '75 be:

**"A Team Commitment to Excellence."**

Good luck and thanks for a truly outstanding job in FY '74.

For the special dual occasion, a dinner-dance was held at a local night spot. On hand to help celebrate was Building 16's Mark Gumucio who was visiting Venezuela at the time.

Both Luis and Augusto received engraved plaques for their top performance. They are pictured below, Luis on the left and Augusto on the right.



## Personnel Development Studied at HP Taiwan

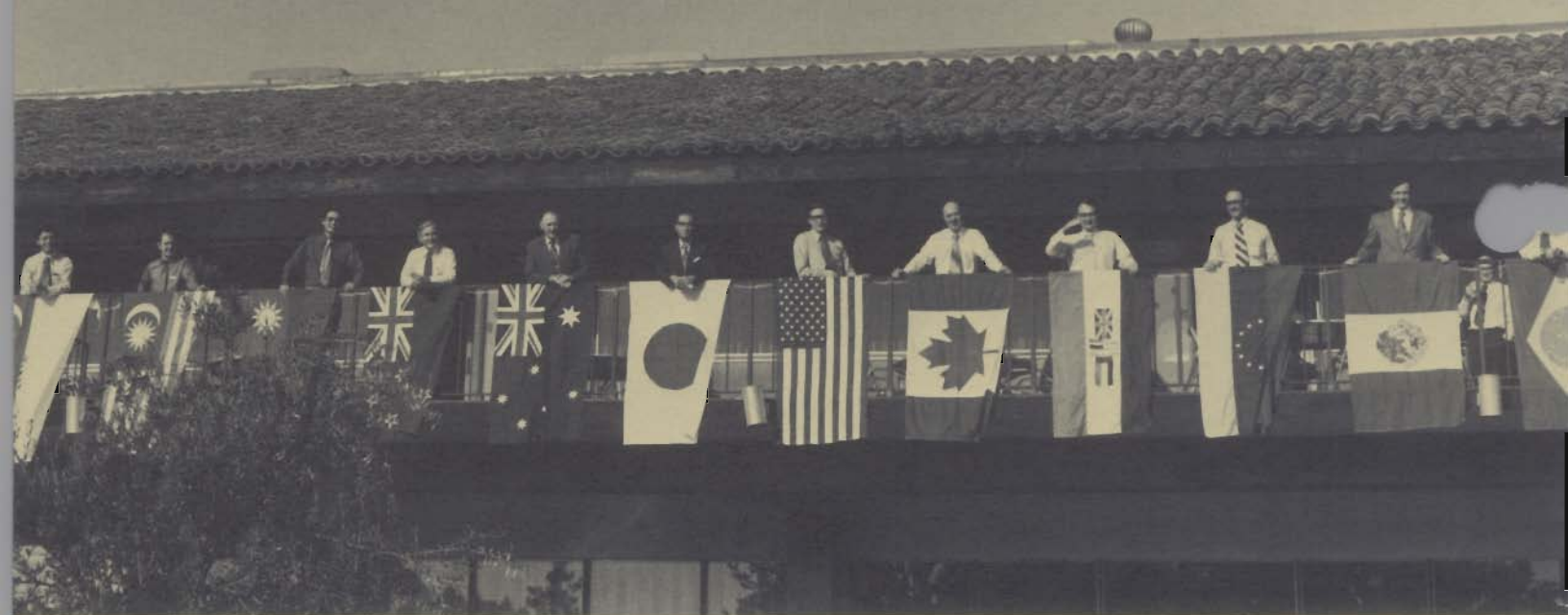
Twelve employees of HP Taiwan participated in a 3½-day seminar last fall under the direction of Inter-continental Personnel's Walt Ross. Purpose of the session was to enable the HP Taiwan staff to become more familiar with HP management methods.

Walt focused on the areas of delegation of authority, communications, employee evaluations and related topics. Audio-visual aids were a big part of the seminar, with tape recorders, videotape cameras, etc., all part of the learning experience.

Here, an interview tape recording is played back by Walt as, from left, Lok Lin, Margaret Chang and Noel Wu look on.







**THE MEN AND THEIR FLAGS** are, from left to right, Lee Ting (representing Singapore Sales); Don Andrushko (representing Malaysia Sales); Lok Lin, Taiwan; Derek Barlow, New Zealand; John Warmington, Australia; Toshio Muraoka, Japan Sales; Alan Bickell, ICON (U.S.); Chuck Williams, Canada; Tienie Steyn, South Africa; Horacio Manifesto, Venezuela; Jean-Francois Thions, Mexico and Marcello Gumucio (representing Brazil).

## Expanded Operations Council Meeting: Some Very Concrete Results

The three-day Expanded Operations Council meeting held last November had some very concrete results.

For one, it left each manager present with a clearer understanding of where his organization and the ICON region as a whole has been—and where it is headed.

For another, Fiscal Year '74 operating performance was candidly evaluated to serve as a measurement of performance in this and future years.

But perhaps most important, the session helped to cement the communication ties that are so vital to a region that covers 77 percent of the earth's land surface.

In attendance at the important session were country managers and key operations, discipline and geographic managers from Palo Alto.

Most field managers arrived a few days early for individual conferences and meetings about their own areas' specific business. On Monday, November 18, they gathered at Building 16 to attend the regular ICON staff meeting; and, during a break, they posed with their appropriate flags for a truly international photo (above). On November 19, the managers finished up work on their individual preparations for the council meeting.

That meeting started on Wednesday, November 20, with a review and

critique of Fiscal Year '74 performance and a discussion of Fiscal Year '75 objectives.

Thursday, November 21 was devoted to a presentation of Fiscal Year '75 final targets and objectives by discipline marketing management, and a long-range planning preview and discussion.

A special guest speaker that day was Dr. Larry Griner of the University of Southern California, who talked on "Evolution/Revolution in Company Growth." Finally, there was a group workshop and review on organizational strategy.

The last day of the meeting included functional management's plans for the year. This covered the areas of administration, personnel, legal counsel, customer service, MARCOM, and visitor and public relations. Group discussions on many topics ended the productive conference.

How will this meeting benefit ICON? Hopefully the substantive result will be that efficient, cost-effective and workable systems and procedures will be put into use in all areas. Such a program will achieve both Fiscal Year '75 and long-term regional and corporate objectives.

## Visitors Come from Afar for Holiday Fete

A generous sprinkling of International visitors, particularly from YHP, gave ICON's annual Christmas party a special flavor.

Nearly 300 people were in attendance December 19 for a holiday evening of dining and dancing. First, a delicious dinner was served, followed by dancing to the music of the Bob Hatch Band.

A special feature of the festivities was the presentation of 15 door prizes. Some included two tickets to a hockey game (won by Jim Arnold); tickets to the Ice Follies (won by Sandy Baltierra) and tickets to the Dickens Christmas Fair (Ingrid Powell was the

winner). Other "unusual awards" were: clippings of Carl Cottrell's office plants won by Betty Hartman; a free Charleston dance lesson from Walt Ross (Barbara Tyson was the lucky winner); and a guided tour of Advanced Products Division including lunch from the APD vending machines (Lilly Smith got that one).

International visitors who joined in the festivities were Sotoji Watanabe, Isao Okubo, Yoh Narimatsu, Sammy Sugiyama, Cliff Edginton and wife, and John Brown, all of YHP; George Greaves of Venezuela and Hank Morgan, administrative manager for International in Europe, and his wife.

## Scenes from an Expanded Ops Council Meeting



**WORKSHOP SESSIONS** like this one gave council attendees an opportunity to engage in informal small group discussions. There were three such workshop groups which later presented their ideas to the entire regional council.



**SERIOUS LISTENING** was done by these regional council members when they met in full session to hear a formal presentation from a co-member.



**AFTER A HARD DAY**, the council members had an opportunity to go "out on the range" for a relaxing evening which included bull sessions, western music and a chuckwagon-style steak barbeque.



November 11-15

## Order Processing Week

"Even an Order Coordinator Needs Love."  
"Take an Order Coordinator to Lunch."

Such were the signs greeting Building 16 personnel when they came to work one Monday in November. The occasion was the "First Annual International Order Coordinator Week," the brainstorm of three order coordinators who felt the time had come to "celebrate ourselves."

"We felt we deserved a little more recognition than we usually get," is the way O. C. Susan Hoover explained the event. Together with Lynn Kennedy, Dodie Weaver and a receptive group of volunteer O. C.s, posters were made up, badges designed, special activities planned and lots of food and fun was the result.

The girls decided to make Nov. 11-15 the celebration week, and planned activities for nearly every day. Monday was the day badges were distributed—even to supervisors who got "International Super-Driver" badges to wear.

On the second day, an order coordinators' luncheon was held in the just-vacated warehouse. The girls preferred to call it "our own private warehouse," and chicken and the trimmings were on the menu that day. The luncheon's "special mystery guest" turned out to be O. C. Supervisor Mary Andrews, who was astounded when she was given the "This is Your Life" treatment by her co-workers.

For the next few days, order coordinators feasted on the gourmet goodies provided by many volunteer chefs. And the poster that proclaimed, "A Well-Fed Coordinator is a Happy Coordinator" reminded many in Operations to take an O.C. to lunch.

The week was highlighted by the distribution of 18 distinguished (and not so distinguished) awards to order coordinators who voted all during the week on their selections.

Sue Dodge was crowned "Credit and Rebill Queen" and was taken to lunch by Dave Viale as her prize. The oscar for "Best Dramatic Performance Upon Hearing Her Shipment Was Still in the Warehouse" went to Ingrid Powell. Other "honors":

**Largest Backlog: Laurie Donohue**

**Cleanest In-Basket: Katie Girard**

**Biggest Stack of Unfiled Closed Orders: Barbara Tyson**

**Most Exhausted: Mary Andrews**

The awards were presented at the afternoon break and were accompanied by (of course) refreshments.

"The whole thing was dreamed up to give everyone more esprit de corps and make other groups more aware of what order coordinators do," explained Susan, adding, "If we get the ok, we'll repeat it next November. Only bigger and better."

## In the Spotlight

# Meet Denzil Bradley



Denzil Bradley

On a typical late afternoon at the ICON headquarters building in Palo Alto, a spry, elderly gentleman sits down at the reception desk, smiles at employees as they leave and gives a personal "Goodnight, Marge," "Goodnight, dear" and "Goodnight, Bill" to everyone as he leaves.

As the evening comes on, he hurries out to take down the flag and folds it with a certain reverence. Then he may return to his desk, surreptitiously remove his false teeth and light up a big cigar.

Anyone who has been to Building 16 knows that this description only begins to touch on the character of Denzil Bradley, for the past five years the night shift guard at Intercon. At 76, Bradley (or Brad as he is known to his co-workers) has been guarding HP property for 12 years.

**Number please, number please,  
Soon, that's all you'll hear;  
Computers will identify,  
Names will disappear.**

To know Brad is to recognize that he is a poet, a thinker, and a man very much concerned with the serious problems of the world. But he is also part idealist who dreams of the way things might someday be. He puts all these thoughts into writing, most often into poetry like the verse above.

Brooklyn-born, Bradley recalls that his first job was as a runner in a stock brokerage firm, a position he was forced to leave after contracting St. Vitus' dance (chorea). Later, he became a paper salesman and eventually married the boss' secretary. Upon his official retirement, Brad and his wife opened up a coffee shop near Palo Alto and ran it for two years. He sold it and began delivering mail for

a private firm. Then he turned to guard work at HP.

Brad is a favorite among all the Building 16 regulars. Says Jackie Earl, who used to be the receptionist during the daytime hours, "He takes an interest in people and tries to get them talking. And he's very considerate."

Adds Maria Colin, a Building 16 secretary, "He's always cheering us up—telling jokes or doing boyish pranks."

But the more serious side of Bradley shows up frequently, too. "Whenever the flag isn't put up, he wants to know why," recalls Jackie. "He has a very strong respect for the flag."

He also has a strong sense of loyalty and rarely misses a day of work. He worked on Thanksgiving Day so that someone else could take the day off, and on Christmas Eve day he worked a tiring 12-hour shift for the same reason.

On an ordinary day, Brad says there is not much action around Building 16 after dark. "There is a swing shift in the Telex room, and occasionally some people work late, but other than that, I just go around and shut off lights as people leave, check that doors are locked and the like," he explains.

Sy Corenson, regional training manager, will attest that Brad does more than that. "More than once I've called and asked him to go up to my desk and see if he can find something for me," says Sy. "Brad won't give up till he finds what I want."

Bradley gives credit to another headquarters employee, Merilee Le Claire, who "graciously volunteered to sing some of my songs and record them." He has entered several in

various song festivals but has yet to win a prize.

As if all this isn't enough to keep one mortal busy, Bradley still takes the time to get involved in important world problems like pollution, the energy crisis and "finding a way to bring kids up so that they will have a decent life." He listens to radio talk shows, writes his congressman frequently and comes up with some thoughtful suggestions.

"Self-respect is the most important thing to have in your life," he reflects. "That, and having something planned in your future. I had to give up chasing women some time ago, so I had to decide on something else.

"When I get too old for *this* job," he continues, "I'm going to try to publish a book called 'A la carte.'" It will be a collection of his ideas, thoughts and poems.

Over the years, his poetic mind has touched on nearly every kind of topic. Even today he can recite from memory some of his favorite works: "I'm in Love with Love," a lively, humorous piece about falling in love; and "Heavenly Day," a spiritual song about a utopian world.

Just when retirement will catch up with Brad, he doesn't have any idea. "I'm in disgustingly good health," he declares. "I'm enjoying my life, and getting to visit my children, grandchildren and one great-grandchild (two more are on the way!)"

In the meantime, Brad enjoys his job at ICON and says he feels the people he works with are "the finest." Or, as he puts it in poetic form:

**The stress and strain of business,  
Of problems everywhere,  
Is modified at 'Intercon'  
By those who really care.**

## Quarterly Calendar: February-April

### February & March

Latin American Order Processing Seminar  
Palo Alto, USA  
Jan. 27-Feb. 7

Neophyte Instruments Sales Seminar  
Palo Alto & Colorado, USA  
Feb. 10-March 7

Operations Council Meeting  
Palo Alto, USA  
Feb. 26-28

Administrative Managers Meeting  
Palo Alto, USA  
Feb. 24-March 14

### April

Japan Medical Conference Show  
Kyoto, Japan  
April 4-8

Calculator Sales Managers Meeting  
Palo Alto, Cupertino & Loveland, Colorado USA  
April 7-20

Senior Instruments Seminar  
California & Colorado, USA  
April 7-25

## Edited . . . by the editor

Our "baby" is three months old and doing well. Letters have been received from throughout the U.S. and the region—most were the congratulatory type. As INTERCOM's self-appointed "Godfather," I have been filled with parental pride and want to express my thanks to our staff members who helped "deliver" INTERCOM and see it through its critical incubation period.

Unfortunately, now that the excitement of spawning the new offspring is over, I sense some lessening of urgency in its future development. The staff can and will originate many articles, but we need region-wide support on a timely basis to do a professional job.

This current issue is due for publication and distribution on February 1, but at the writing of this column, we have received only a small percentage of the copy promised by contributors. Looks like we'll have to make a mad dash to the "hospital" (printer) once again. *Please* keep the copy flowing, allowing us 1½ to 2 months for editing and production. Our next issues are planned for publication on the firsts of May, August and November, 1975.

The staff also is interested in ob-

taining a cross section of regional news to give INTERCOM much-needed balance—if not in each issue, then certainly throughout the year.

Examples are:

- People at all job levels
- Field and Palo Alto news
- All disciplines
- Sales, manufacturing, service, administration and support
- HP and reps
- All geographic areas

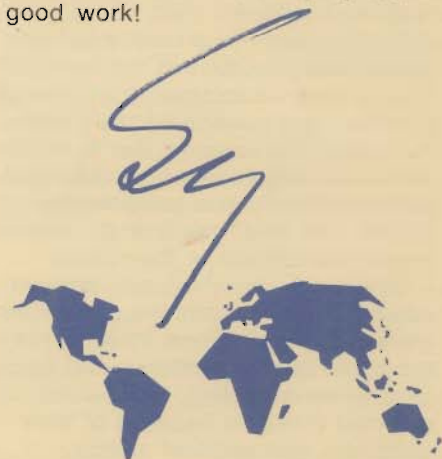
In some issues, we might elect to run a series of articles featuring a particular part of the region or a specific discipline. For example, we hope to feature Latin America in our May '75 issue, and the Far East Area, with emphasis on activities in Singapore and Malaysia, in the November '75 issue. But, regardless of the subject matter, our hope is that articles will be timely and will cover events that occur during the three months between issues.

In my first "Edited" article, I mentioned that we would list our contributing editors. Thus far the list is incomplete, so we must await response from all countries. Also, we have not received sufficient "Letters to the Editor" to justify establishment of a column covering that subject. It

will be awhile before that type of venture makes sense.

You will note in our list of credits a name that did not appear in Issue 1: Joanne Engelhardt, our associate editor. In actuality, Joanne's contributions to our first issue were substantial, particularly in the areas of writing, editing and production. Joanne edits HP-Stanford Park Division's monthly newsletter, the PARK PRESS, in addition to working on INTERCOM.

Again, our sincerest thanks go to everyone who has contributed to INTERCOM thus far. Keep up the good work!



# Service Managers: A Historic Meeting



LEFT TO RIGHT, S. N. Chang, Taiwan; John Springall, Australia; Ramiro Filgueiras, Venezuela; Gonzalo Figueroa, Mexico; Toshio Ando, Japan; Wilson Cesarino, Brazil, and Peter Shaw, South Africa.

A historic meeting took place last November when ICON subsidiaries' service managers came to Palo Alto for two weeks of discussions and information sharing. This was the first time ICON's service management had ever met as a group to discuss individual, as well as regional, customer service problems.

Arriving from around the globe to represent their countries were Service Managers John Springall/Australia; Wilson Cesarino/Brazil; Toshio Ando/YHP; Gonzalo Figueroa/Mexico; Peter Shaw/South Africa; Ramiro Filgueiras/Venezuela; and S. N. Chang, representing Taiwan.

The main objectives of the meeting were: to establish a sense of identity as responsible members of the HP management team; to discuss ways to make the service

function a profitable one; to make the problems and needs of ICON country service managers visible to corporate and group service management; and finally, to demonstrate the importance placed on top service performance by HP corporate and group management.

Following brief welcoming remarks from General Manager Alan Bickell and Regional Service Manager Bill Harper, the conference was opened by HP Executive Vice President John Young, whose message emphasized the importance of operating service as a profit-generating business. He also stressed that providing good service was not inconsistent with being profitable.

The first week of the conference was primarily product-oriented, with country service managers and division representatives getting together to discuss product support plans, strategies and activities. After an intensive first week, the visitors spent their weekend at a more relaxed pace, first in San Francisco and then Lake Tahoe.

On Monday it was back to serious business. Discussions covered such subjects as the new corporate warranty policy, service contracts, support of obsolete products, labor rates and the important task of properly targeting service business.

Bill Harper reports that the meeting was successful "thanks to each of the country service managers who attended. Without their interest and active involvement, it would not have been possible. Special credit should be given Product Support Engineers Al Linder and Pat O'Hara for their valuable contributions to the conference."

Bill adds, "With the kind of active participation we had, we feel future meetings will be even more productive."

## Sales Offices to Open in Singapore and Malaysia

By Lee Ting

HP will open its own sales offices in Singapore and Malaysia on May 1. The obvious reason for this is the great increase in sales—and potential sales—in these countries.

Up until the beginning of this decade, the Far East area (excluding Japan and Australasia) represented a relatively small market for HP products. For example, in Fiscal Year 1970, HP's total sales in that region were \$2.5 million.

Recognizing the great market potential which existed in the area, HP has devoted an increasing amount of attention and investment there since that time. The result is that in Fiscal Year 1974, total sales had increased to \$14.8 million, or a compounded growth rate of 43 percent per annum, one of the highest in the region.

Singapore and Malaysia are two countries which typify the way HP has made significant direct investments in the areas of manufacturing and calculator sales marketing. Both were selected primarily because of their economic and political stability.

In Singapore, a sales staff of about 20 will be housed in the HP manufacturing complex. The advantage to this is that the sales group will be able to share the factory's facilities and support functions such as administration, finance, personnel, office services, etc.

Although Singapore and Malaysia are two distinct countries, the Malaysian sales office will be operated as a branch of HP Singapore from a management point of view. Heading up the new sales organization will be Herbert Rost, who formerly was with HP in Frankfurt, Germany. His position will be general manager (sales).

Herb has had extensive field sales experience during the past 11 years with HP. He began as a field engineer in his native Munich and later advanced to his present position of Southern Germany instrument sales manager. With these qualifications, Herb will bring to his new position the required expertise and experience to build a truly professional sales organization in the years to come.

Assisting Herb in a key role will be



Herb Rost

Loh Ah Sze

Loh Ah Sze, who will assume the position of country sales manager. Loh, who is from Malaysia, joined HP in Singapore in 1971. As calculator sales manager he has been responsible for the success which HP has had with calculator sales in Singapore during the past three years.

He has had previous sales experience with Phillips in the medical electronics area prior to joining HP, an added plus which makes Loh highly qualified for his new position.