

# intercom

Vol. 4, No. 1

HP Intercontinental Operations News

November 1977



TOKYO. Looking over the new YHP sales building are (from left) N. Wada of Yokogawa Architects & Engineers, Ralph Lee and Bill Hewlett of HP, Tadao Nishimoto and Toshio Muraoka of YHP.

## *A talk with Bill Hewlett*

### **HP's chief executive officer revisits Southeast Asia and Japan after four years**



SINGAPORE.

*Bill Hewlett covered the same Intercon territory in 1973 and 1977, but some things had changed.*

*Four years ago in Japan he had donned a kimono to help celebrate the tenth anniversary of Yokogawa-Hewlett-Packard; this time he put on a hard hat to tour a new sales building. HP Singapore has just completed a building of its own to house sales as well as manufacturing activities. And in both Singapore and Penang, Bill could readily see the growing skills of HP employees. Here he shares some informal impressions.*

The greatest change I noticed was in Singapore, where several things are happening.

In the first place, we've got a beautiful new building and I think the government officials and customers who attended the reception were uniformly impressed with what they saw. I'm sure it is going to affect the performance of the operation.

Then I was impressed with the upgrading of the technology in Singapore. Employees have increased their skills by making pocket calculators for

*(Continued on page 2)*



## BILL HEWLETT

(Continued from page 2)

sale outside the United States as well as some equipment for OED. While our employment has been static for a number of years now, the work force is getting more efficient and has broader skills.

Now we're planning to transfer to Singapore full responsibility for three of the 1220 series of oscilloscopes which have been made in the U.S. and Germany until now. This will give Singapore employees experience with a very different type of product. It's a typical instrument, with lots of discrete components.

Getting acquainted with a product like the scope will give our Singapore employees the knowledge of how to build and test electronic instruments. Introducing a product like the scope is in line with our policy to continue to upgrade the skills of our people at HP Singapore. I think someday we'd perhaps like to have some research and development activities there, although that is still quite a way in the future.

There are several steps in between. One, we've got to see how this scope transfer goes, and two, we've really got to find a logical product set for Singapore to work on. Whatever it is, it will be a slow process to build an R & D program.

One definite effect of moving the scope to Singapore will be that we'll draw much more upon local suppliers. For instance, there's a very large plastic molding that's the frame for the oscilloscope. We'll undoubtedly be getting that from a local source so, again, we're building on what's happening in the community. As the community grows in its capabilities, we can increase our use of those capabilities. To the extent that we can get local products, we will use them.

We flew to Penang for a day at HP Malaysia which included lunch with leads, supervisors and managers in the new cafeteria and presentation of a division review.

Penang and Singapore are very closely tied together. For instance, they now have a leased line directly from Penang to Singapore and are

making extensive use of computers. Penang transmits their data down on the leased line, certain processing takes place in Singapore, and the data is sent back. The payroll, for instance is done this way and it's working well. It's really optimizing use of computers we have.

Penang is basically producing the same products it has been making. One of the problems in both Penang and Singapore is the fact that a lot of the items that we depend upon as staple items are less in demand than before, with core memories as the best example of this problem. Again, as in Singapore, we are identifying areas in which we can upgrade the kind of products we manufacture in Malaysia so that we use the skills developed by our employees. We have a very good employment record at HP Malaysia—our turnover is quite low and we're getting a lot of maturity in the work force.

While in Penang I had a pleasant visit with Dr. Lim Chong Eu, who is the Chief Minister of Penang. Dr. Lim has been very helpful to us, and we had



Lunchtime in the cafeteria. ABOVE. Lining up for a tray in Singapore. RIGHT. Talking to employees in Penang.



LEFT. SEA Managing Director Dick Love (right) and friends, Bill Hewlett and Alan Bickell in a coffee break. ABOVE. Among U.S. visitors on facility review were (from left) Components Group General Manager Dave Weindorf, International V.P. Bill Doolittle, Bill Hewlett, Executive V.P. Ralph Lee. At right is Jeff Ho, who will head the transfer team for the low-cost oscilloscope.

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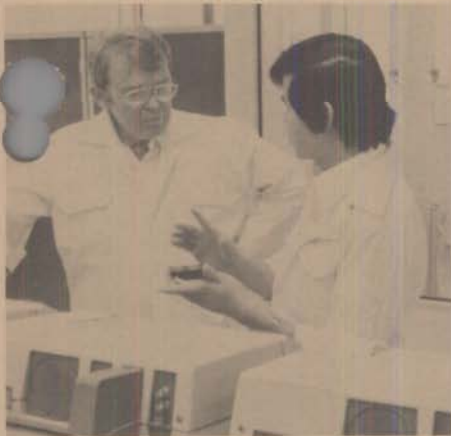
about an hour and a quarter's visit with him. He is a very interesting person who has done a great deal for the area.

The most significant new thing at Y... is the five-story sales office now under construction in Tokyo. We entered all over the unfinished building, which is obviously going to be very attractive from the plans.

Our plant at Hachioji was in good shape. We have some very good people in management slots there and I think the new Computer Systems organization will do a great job.

As we look ahead, we're concerned about what we'll do for a new plant site in Japan. We have only minimum available space on our present site so the question is whether to try to expand further in the Tokyo area—where land is terribly expensive—or look for more remote sites.

Along with all the many other improvements I saw during our 1977 operations review, the freeway out to the Hachioji factory has been completed since I was last there. It certainly made one segment of our trip a lot easier this time.



The details of manufacturing interested Bill Hewlett. TOP. In a lab coat for Singapore tour. BOTTOM. In Penang, a look through the scope of wire bonding machine.



**A BRIGHT SPOT** in the serious business of a facility review is provided by the Cultural Troupe of HP Malaysia. TOP. Bill Hewlett poses with members of the Trian Lilin (Candle dance). CENTER. Lavish decorations are part of the Bersanding Ceremony of a Malay wedding, when the bride and groom are seated on a dais and treated as King and Queen for a day. Honored guest Ralph Lee helps bless newlyweds by throwing two kinds of rice, followed by scented water. BOTTOM. All guests at Bersanding Ceremony receive gifts of hard-boiled eggs.



# High marks for FY77 and a challenge ahead

Fiscal year 1977 is now behind us—and what a spectacular finish, with the ICON countries turning in a 122% quota performance in October (60% above last October) to finish at 96% of FY77 quota. FY77 has been a year of challenge and considerable accomplishment. The series of on-site reviews which were held in Japan, Singapore, Penang and Canada and an informal review here in Palo Alto for ICON served well to review progress made throughout our region during a very active FY77.

## Sales regions

For our sales regions, success is best measured by order performance and our ability to control selling costs. Here's how we finished the year in these categories.

	ORDERS		SELLING COST
	% Quota	Increase Vs FY76	Increase Vs FY76
ICON	96	Up 16%	Up 5.5%
Canada	105	Up 26%	Up 14.0%
Japan	102	Up 24%	Up 21.0%
TOTAL INTERCON	100	Up 20%	Up 10.1%

Canada and Japan completed the year with excellent growth and over quota performances. The ICON countries also performed extremely well, particularly in view of the continuing weakness of Industrial and Consumer Calculator and Medical product lines throughout the Region. It's very gratifying to note that our Instrument business continued strong in all countries, with an on quota or above performance in each major market—Latin America up 18%, Far East up 37%, Australia up 10%, Canada up 12% and Japan up 18%. Add to this Intercon's extremely strong Computer Systems sales with a growth of 51%, and 58% growth for Analytical, and you have the recipe for a sales performance we can be proud of and can build on in the future.

## Manufacturing facilities

Our manufacturing activities are a little harder to evaluate as they are more complex. Certainly, we did a good job of meeting our targets for shipments and controlling costs. Inventories were well managed and, in general, progress was made against any financial performance criteria you might establish.

More important, several successful new products were introduced at YHP in support of their Component test product line and in Penang and Singapore with the addition of many new products (one of the most exciting being the transfer of responsibility from Colorado Springs and Europe for low cost oscilloscope manufacture).

Unfortunately, little progress was made during the year to expand our manufacturing activities in Brazil due to continued government restrictions. We did introduce several new calculators to the existing product line and have submitted detailed expansion plans to the government. Overall, I'd give a high score to our manufacturing efforts during the year.

## Impact of facility reviews

As I reflect on the formal reviews which were held with top management, it seems to me that their principal value lies in the large amount of work required to prepare them. They require a tremendous amount of analytical effort and introspection on the part of each of our management teams. You can't go through something like this without getting a much better understanding of your division or sales region's performance, its strengths and weaknesses and future direction.

The actual reviews themselves, although directed toward top management, have a great deal of discussion in them and, again, the major beneficiary is the local management team. The division review process is a very important part of HP's "Management By Objective" philosophy. In effect, the review is a formal discussion of progress measured against established objectives: focusing on strengths, weaknesses and areas of emphasis important to the sustained improvement of our performance and to the future of our activities.

One final reflection on the formal review process. It's very clear to me that we have experienced considerable personal growth on the part of every member on the Intercon team during FY77. The continuing improvement of our operations in each country, the professionalism with which the formal presentations were made at all of our reviews this year and the impression one gets as you walk through our operations and talk with employees and supervisors strongly reinforces a general feeling of progress in this area.

## Looking ahead

FY78 is going to be a rewarding and exciting year. The order quotas which have been established for the region are challenging indeed. We'll be looking for approximately 20% growth! Significant further improvements in productivity are forecast, with hiring increasing at less than one-half the growth of orders. As one would expect of a region like Intercontinental, we'll experience continued uncertainty in economic and political terms in many of the countries in which we do business. Our targets reflect the assignment of resources based on our best judgment of country and product strengths. We're going to continue to focus on employee development during the year and have planned a very active training schedule throughout the region.

Our next issue of *Intercom* will come in calendar year 1978. I'd like to take this opportunity to wish all of you and your families a wonderful holiday season and a Happy New Year and to thank all of you for a fine performance in FY77.





Director Katsuto Kohtani



YHP President Kenzo Sasaoka (right) shows Bill Hewlett and Paul Ely through computer production area during facility review.

## Kohtani heads YHP Computer Systems team

Until recently, the YHP organization chart showed two major branches—sales and the corporate facility (including manufacturing operations at the Hachioji plant)—which reported to the Office of the President.

This June, a third new branch was added to the first two. Director Katsuto Kohtani, one of YHP's senior managers, was named to head a new Computer Systems organization that consolidates sales, service, marketing and production activities which formerly reported to various departments within YHP.

Details of the new Computer Systems Operation group have now been announced. Key managers on Kohtani's team will be Ken Uyeminami, manager for sales, service and systems engineering; Takayuki Sato, manufacturing manager; and Matsuji Tezuka, marketing manager.

HP Vice President Paul Ely of the Computer Systems Group had a chance to meet with the new team when he visited Japan recently during the facilities review. He saw obvious advantages in the new YHP unification of all computer-related activities in order to sell in the highly competitive Japanese market.

"I'm very pleased we have such a strong team of experienced and capable YHP managers," said Ely, "particularly the addition of Director Kohtani to manage the overall program and Ken Uyeminami to handle sales, service and systems engineering."

Kohtani, one of the original employees of YHP in 1964, has been factory director assisting president Kenzo Sasaoka with administration and manufacturing for the past three years. He is now reporting directly to Paul Ely on

a functional basis and will be a member of the Computer Systems Group management team.

Ken Uyeminami, another original employee of YHP, is a graduate of the University of California in business administration. He had 10 years of management experience in the manufacturing area before becoming customer service manager two and a half years ago.

Tak Sato's experience with computer activity at YHP parallels the joint venture company's active involvement in that area. In 1970 he designed YHP's own computer (#4100) and followed the new product into the manufacturing department, where he incorporated it into systems that used a mix of HP and YHP products.

In 1971 Sato started a "Systems Operations Center" at YHP, manufacturing the HP 2100 series. (Similar operations were set up in Scotland and Germany.)

Since 1972 he has been systems operation manager with responsibility for computer systems production and factory marketing. (The 2640 terminal products from Data Terminals were recently transferred to YHP and the 2630 series printer will soon be transferred from the Boise Division.)

Matsuji Tezuka, the new Computer Systems marketing manager, is another original YHP employee. Along with Sato, Tezuka has been associated with YHP's computer business from its beginning. Tezuka was responsible for initial sales programs and has helped lead YHP's computer business to today's level.

He became Data Products sales manager in 1969 and later Computer Systems regional sales manager for Japan in 1973. After eight years' experience with data products sales, he will now have responsibility for marketing strategy in Japan for all Computer Systems Group products.



Takayuki Sato



Ken Uyeminami



Matsuji Tezuka



# Remember



Perth

When HP Australia celebrated its tenth anniversary in July, the subsidiary did it up in style.

Not one but six parties were held throughout the country. The two original offices—Melbourne and Sydney—each turned their premises into a nightclub for the evening. Staffs at Adelaide, Brisbane, Canberra and Perth went out on the town for their



## Malcolm Kerr to Singapore post

One of HP Australia's original employees missing from the big anniversary party was Malcolm Kerr, who has been located in California as Intercon Regional Marketing Manager for Computer Systems for the past five years.

Malcolm will soon move considerably closer to home as he becomes General Manager—Sales for HP Singapore in December. He replaces Herb Rost, who returns to GmbH as marketing manager of calculator operations in Boeblingen, Germany.

After 14 years in direct sales for HP and its former distributor in Australia, Malcolm is frankly delighted with the prospect of his new sales management assignment in Singapore.

He brings to his new job first-hand experience selling HP instruments, calculators and computer systems as well as knowledge of both Intercon

and group headquarters operations.

Before joining the Sample distributor organization in Melbourne in January 1964, Malcolm was familiar with HP instruments for frequency standard measurements. He had worked six years for the Australian Post Office, completing a five-year course in radio and communications engineering, then spent two years as technical officer with the Australian National University's Department of Astronomy. (His technical interest is still alive today, by the way—he just bought a large telescope for his hobby of astronomy and is also building a microcomputer.)

Malcolm has some memories of his own to add to those of his former colleagues in Australia:

"In the beginning, I was the only Instrument field engineer in Sample's Melbourne office, covering the island state of Tasmania as well.

"Among the other lines that Sample represented were R.I.D.L. nuclear instruments that John Springall began to modify for physiological medical applications. I became interested in data acquisition. HP had announced its first computer the previous November and the entire computer activity was less than one year old.

"A month after HP acquired the Sample organization I was on my way to the U.S. for my first HP computer training course. My wife Barbara remembers well that it lasted nine weeks—we were building a new house and she had to supervise it alone while I was gone.

"Lee Ting and Lok Lin, who were both with Palo Alto Division then, were

also in the same class. It was one of the first training sessions held in the old 395 Page Mill building in Palo Alto, which was then the center for all computer activity. Our trainers were the guys who had taken the same training class two weeks earlier.

"When I returned to Australia I traveled throughout all the states representing HP's computers. The first computer system that I sold was larger than the door of our Melbourne building and we had to disassemble it to get it inside. Among the first customers for large systems were A.N.U.'s John Curtin Medical School and the Bureau of Mineral Resources in Canberra.

"I remember that I was playing with our new son one Saturday morning when I received a phone call from the U.S. about the RSM position for ICON/Japan. (The title changed later.) I was on the plane the next evening and the whole family was installed in Palo Alto in six weeks. It's been a great experience to have a close-up view of the Computer Systems Group management in action—marketing strategies change with great speed in this business."

As a man who lives comfortably with change, Malcolm looks forward to moving to Singapore with his family, which includes Andrew (8) and Nicholas (6). Barbara Kerr, who has pleasant memories of living with a Malaysian family in Canberra before her marriage, is also eager to live in Southeast Asia. And, as Malcolm adds with a smile, Singaporeans do a lot of neighboring with those folks not too far away in Australia.



ten years ago?

## Australia celebrates a birthday

own dinner parties, and each drew a winner to attend the Melbourne party as well.

For 11 of the Melbourne party-goers the occasion had a special sentimental meaning. They were among the 16 employees of the George H. Sample & Son company who joined Hewlett-Packard when the company bought out its long-time Australian distributor in 1967.

We asked Robin Schmidt, editor of HP Australia's *Depth* and one of those first employees herself, to share with *Intercom* readers some of the pictures and reminiscences from her publication's special Tenth Anniversary issue.

Managing Director John Warming-ton, reviewing the growth of HP Australia in orders, people and procedural complexity, thought back to the first time he was introduced to an evaluation form—so he could report on Alan Bickell's performance with the new subsidiary as Alan prepared to transfer to Scotland.

Alan, an American who organized the administrative group for the new HP sub in Australia, couldn't make the anniversary party but added some recollections to *Depth*:

"When we sent our first telex transmission to the United States and announced, 'This is HP Australia,' the response came back from the night operator on duty there, 'Welcome to the HP worldwide family.'"

He could also remember decorating the Weir street office in Melbourne prior to a visit by Bill Doolittle from Corporate headquarters. "My wife Pat and I went out to a nursery, bought plants, and on the weekend went to the

office and planted them in planters along the front of the building. Occasionally someone managed to drive a car into them and I felt a bit of personal pain."

That first Melbourne building is remembered well by John Williams, now Adelaide branch manager. "The warehouse area with one storeman was lost between the sales department in the right front corner and the service department in the left back corner," John says. Ron Davis also remembers it as "a big, mainly empty barn" while Bruce Marsh adds that "the table tennis area was so big that time spent in chasing the ball considerably shortened the playing time in the lunch period."

The building acquired from the Sample organization was neither heated nor cooled, so in winter everyone kept an electric heater by the desk in order to keep warm. The first improvement by Hewlett-Packard was the installation of an air conditioning system for winter and summer comfort.

As 250 Melbourne employees and their guests gathered for the tenth anniversary party in the canteen of today's handsome headquarters building, Instrument service technician Danny Kovacs thought back to the first party when HP Australia had 29 people. "We had that celebration at the Southern Cross Hotel," says Danny, "and I danced the 'Blue Danube' with Mrs. Warmington."

Other original employees at the Melbourne party were Mike Muller, Gray Morgan, Peter Burford, John Springall, Les Lawrence and John Biggins.



In Sydney, John Palmer (center) and his wife Patricia drew a winning number from Harold Norrie to attend Melbourne headquarters anniversary party.



Brisbane



LEFT. Watching the cabaret in Sydney. ABOVE. Melbourne variety show brought out some unexpected talent.







Ted Ogrey instructs Alan Bickell and headquarters managers in the new Sales Basics course.



At Executive Seminar in Palo Alto, guest lecturer Jim Howell (left) from Stanford Business School talks with attendees Luis Brennan, Lok Lin and Malcolm Kerr.



Sue Cole (second from left) and Patrick Boyd (right) from Intercon OP talk with instructor Roseanne Wildman during pilot course for Administrative Support Workshop.



LEFT. Team representing four countries (Singapore, Malaysia, Taiwan, Australia) checks results in management game during October Management Seminar given in Singapore. From left: Wilson Song, Susan Lee, Chye Kean Seng, Tan Bian Ee, Margaret Chang, Mike Muller, Albert Shen. RIGHT. John Doyle, V.P.-Personnel, teaches session.



# TRAINING involves just about everyone at Intercon these days

Talk about "training" activity throughout the Intercon Region and it's hard to know where to stop.

In the broadest sense, of course, a great deal of training goes on outside an actual classroom situation—such as on-the-job instruction, supervisory coaching, and special meetings.

Limit "training" to mean formal courses of instruction in management or supervisory skills, and general employee development and it is clear that training is definitely on the rise throughout Intercon.

Says Intercon Personnel Manager George Trickel, whose department is responsible for management, sales skills and employee development training coordination, "Formal training came into its own throughout Intercon in FY77 and will receive even more attention in FY78, both in the field and at headquarters.

"Some of our plans call for the most ambitious coverage of people ever attempted throughout Intercon. We'll be calling on many HP people to help in the total training process."

Who pushes the decision button to make training happen?

Let's look first at how management in a subsidiary makes training plans. The Corporate Training and Management Development department in Palo Alto has developed a long shopping list of courses available for use in the field. (Corporate Training devises a course and all accompanying materials, runs pilot and leader sessions to de-bug it, keeps materials on order but turns instruction over to divisions, regions, and country operations.)

Country management decides which courses meet local needs, and includes money in the next year's target for materials and an instructor from the U.S. if necessary. Expenditure is reviewed by Intercon headquarters as part of the overall budget.

In addition to teaching and helping coordinate training, George and his staff at Intercon Personnel set up many training activities for field employees who are visiting the U.S.

## A push for Sales Basics and Customer Relations training

Since the great distances in the Intercon Region make it wise to use trips by headquarters people for multiple purposes, a training pyramid will be built to teach the new "Sales Basics"

and "Customer Relations" courses to large numbers of employees throughout the organization.

Alan Bickell and other managers at Intercon headquarters have already received training as Sales Basics trainers; they in turn will train local trainers throughout the region as part of their regular business trips.

Dave Borgerding of Intercon Personnel is deep in the logistics of scheduling at least one Sales Basics course for each subsidiary during the present fiscal year. The Customer Relations course, which is aimed at all employees in a sales operation, will be handled in the same way.

In Australia, for instance, Intercon RMM John Hayes will give a Sales Basics course this December to train 10 district managers and product sales managers on how to give the course. HP Australia then plans to run four Sales Basics courses with its own instructors during FY78, covering 40 to 50 field engineers and specialist support staff. HP Taiwan, HP Brazil, HP South Africa and HP Canada have already scheduled Sales Basics training.

## A broad-band effort

"Broad-band training" is the term Commercial Services Manager Niles Howard uses to describe the major effort underway in his department.

On November 1, the entire Intercon Region goes onto a new Sales Order Statistics (SOS) system which will give country management detailed information on orders by discipline, individual F.E., branch office, customer, and quota to date.

The Intercon SOS is adapted from a similar system in use by all U.S. sales regions. It was previewed by senior sales managers from all the subsidiaries during their spring seminars in Palo Alto and given an enthusiastic go-ahead.

To gear up for SOS, order coordinators at Intercon headquarters began to use special coding in September under the supervision of statistics supervisor Roberta Wilson. (The first dry-run results went to the field in October.) During the next few months almost every subsidiary will be visited by a Commercial Services manager for a briefing on proper SOS coding.

The entire OP training package go-

ing out to the field includes other topics as well: how to record revenues for the new System Engineering Organization (SEO); an advance look at the Sales Office Data Access system (SODA) which brings current order status information to an order coordinator's desk; and update training on the HEART automated order system.

Latin America Order Processing Manager Jean Smith, for instance, recently called upon Brazil, Argentina and Venezuela. While in Brazil, she brought that subsidiary onto the HEART system for direct entry of orders.

OP training coordinator Laurie Donohue meanwhile is working out a new format to shift training from a one-to-one relationship to small group workshops and even programmed self-training. She is developing a series of manuals in easily readable text which tell about HEART order entry from the user's point of view. Video tapes may become part of her training package.

The new uniform instructional material will be tried out at Intercon headquarters for eventual export to the field.

## Management training

Last December Bill Nilsson, manager of Corporate Training, went to Japan to teach at YHP two courses dealing with HP philosophy: the Management Seminar and the Sales Management Development Program. (For Intercon, it marked the first time the invitational Management Seminar had been given in the field.)

This September it was the turn of HP Singapore to host the two courses, timed to coincide with dedication of the new Singapore facility. Attendees were drawn from throughout the Far East and Australasia. Joining Bill on the faculty for the Management Seminar were members of HP's local management and visiting Intercon and Corporate managers.

A Management Seminar will also be given in Latin America sometime during FY78. Sessions of the Management Development Program (MDP) which is a prelude to the Management Seminar were taught recently in Brazil and Mexico; MDP covers the essential role and function of a manager.

*(Continued on page 10)*





Management Development Program at HP Mexico in July drew employees of that subsidiary and HP Venezuela.



Driving a forklift is Leo Carlisle of the Building 35 warehouse group in Santa Clara. Special training is given in operating the equipment.

(Continued from page 9)

Subsidiaries in Australia, Canada and Malaysia have been particularly active in implementing programs locally, according to George Trickel. HP Australia has used material from Corporate Training's Supervisory Orientation Program (SOP) to develop its own version for local needs. Twenty-two supervisors and other employees attended two programs given there in FY77; follow-up workshops in FY78 for a number of the same people will concentrate on practical examples, role playing, and case studies with emphasis on counseling skills, performance evaluation, selection/induction procedures, communication and the internal accounting system.

Intercon headquarters employees are frequently scheduled for such specialized management and supervisory courses as "Basic Finance." If Intercon doesn't have enough students to fill a class, employees are

plugged into openings in courses sponsored by neighboring divisions.

#### Other training tools

In addition to management and supervisory training (and the sales development courses covered in the last issue of *Intercom*), Corporate Training offers more general courses.

Now in the pilot stage, for instance, is an HP-developed Administrative Support Workshop.

The department also stocks over 700 videotape titles; some tapes about products are available in Spanish, Portuguese and Japanese as well as English.

In the San Francisco Bay Area, a number of employee development programs are offered after hours at HP locations, such as classes in programming computers or HP pocket calculators.

Overseas factories have in-house

training programs which use a wide variety of courses. In addition to conducting many of the courses mentioned above, HP Malaysia will offer Production and Inventory Control for the first time in FY78 and bring in an outside instructor to teach a course on Job Simplification for Engineers.

Intercon warehouse employees at Building 35 take a course in Forklift Safety given at the Stanford Park Division in Palo Alto.

To keep track of all the training which U.S. employees of HP have received, Corporate Personnel recently sent out questionnaires listing some 100 courses (not all currently available however). A new computer printout now charts training records by individual employee, department and course.

Talk about "training" at Intercon these days and you could easily wind up filling a whole issue of *Intercom*!



Intercon Personnel Manager George Trickel (left) and Tatsuya Aoi, personnel and general affairs manager at YHP, plan far ahead for management and supervisory training in Japan.



Results: Bill Nilsson, manager of Corporate Training and Management Development, visited Japan last December to give SMDP (shown here) and Management Seminar.



# Service systems start humming

First subsidiary to have all three new Service systems installed is HP Australia, with YHP close behind with two systems.

In February of this year Jon Jacobson and Karen Fovall of Intercon headquarters installed the Contract Module in Australia. The automated contract management system takes over the scheduling of regular preventive maintenance calls and indicates when to invoice the customer.

In August, Australia came up on two additional service systems. Karen and Intercon Region Service Systems manager Rod Kunishige installed the new Service Information System (SIS), which processes closed service orders to create customer and IC invoices, and maintain historical statistics.

Simultaneously, Rene Babi of Corporate Bay Area EDP implemented in Melbourne the Field Inventory Control System (FICS) which keeps track of parts inventory.

On the same trip, Rene installed FICS at YHP while Karen brought up the Contract Module system. (YHP will undertake some additional design work on SIS to make it possible for a subsidiary to use the HP2100 which is part of COMSYS gear or go directly into an HP 3000. Installation of SIS in Japan is planned for next May.)

The present time-table (but don't be too surprised at changes) calls for installing FICS in Singapore (Sales) and Taiwan in January, Brazil and Venezuela in April, and Mexico in August of next year.

## Training for FICS

How do you train dozens of people to work with a new parts inventory system in a short time?

Rene Babi, project coordinator for the Field Inventory Control System (FICS), had a game plan in mind when he visited HP Australia and YHP in August.

First, a FICS coordinator was appointed at each location (Annette Morgan in Melbourne and Yoshinori Jitsukata in Tokyo), who sat in on all training sessions in order to become thoroughly familiar with the new systems. Country management was then given an overview of FICS.

First to receive detailed training were the service technicians—Rene wanted to involve immediately the "doers" who would be putting informa-

tion into FICS.

Next he instructed the people who would receive documents from the FICS system: the stock controller and warehouse employees. (Between breaks in his presentations Rene would run back to see how the technicians were doing with entering data.)

Finally, the accounting group was interviewed for their specifications for the system, which will have some further developments in that area.

"When the distances are so great, you try to leave an organization that can support itself both in terms of maintaining and enhancing the system," says Rene.

That's the game plan. How are things going, Annette and Yoshinori?



Yoshinori Jitsukata (right), FICS coordinator at YHP, with Mitsue Noguchi (left) and trainer Rene Babi of Corporate.



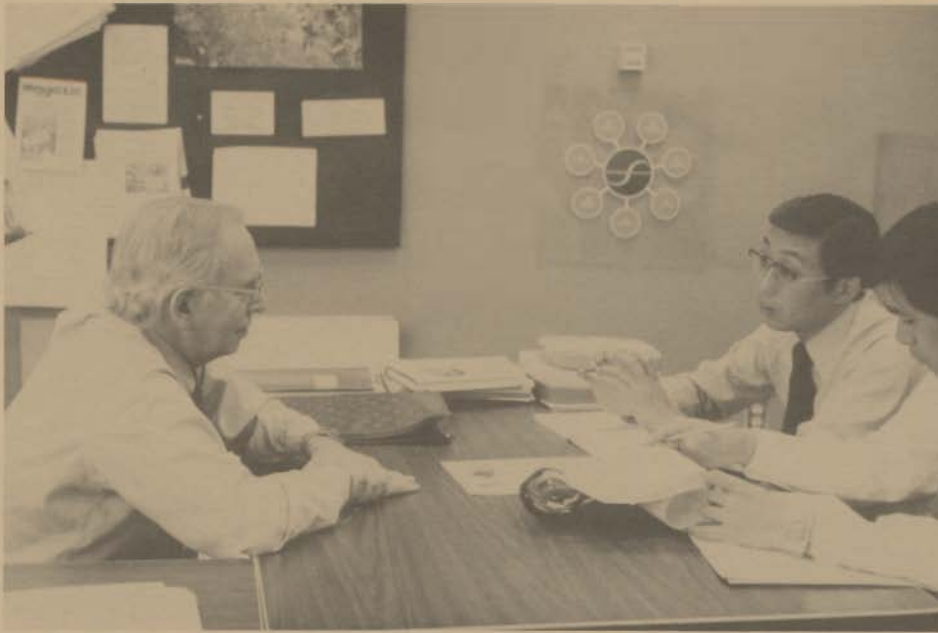
Karen Fovall at YHP with (from left) M. Yamaguchi, Y. Otsuka, and H. Sodeyama.



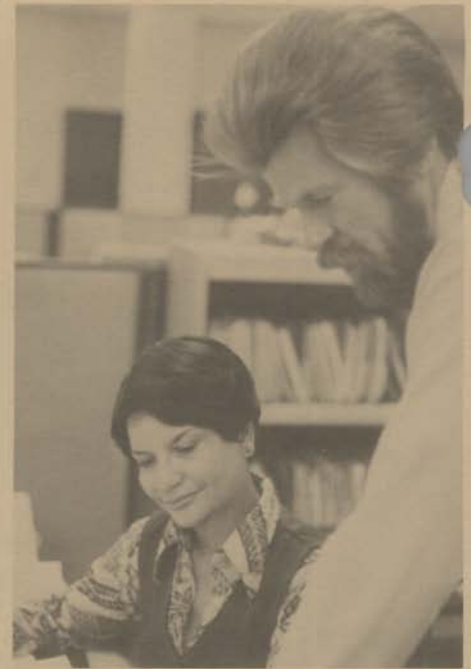
LEFT. In Melbourne (from left): FICS coordinator Annette Morgan, stock controller Danny Hills, and Service Manager John Springall. RIGHT. Intercon Region Service Systems manager Rod Kunishige (right) with Colin Boyle.







YHP's Ron Soyama (center) and Tokyo ad executive Kazuyuki Morita talk in Palo Alto with Russ Berg, manager of Corporate Marketing Communications.



Anita Stohl and Dave Williams

## TRANSLATIONS

# A complex part of international business

When *Measure* did an article in the September 1977 issue on HP as a multi-language company, space prevented a complete presentation of the part translations play in our international business at Intercon.

We asked Dave Williams, Intercon MARCOM manager for the Calculator group, about some of the people in the region who are deeply involved in translations for his discipline.

### GETTING THE RIGHT WORDS

"Our customers, no matter what language they speak, are very sophisticated and discerning people," says Dave. "It is not enough that we make the attempt at offering literature in their language; we must produce a translation that is of the same high quality as the product, otherwise there is no way we can convince a customer that our product will benefit him in the way we say it will."

"It takes a close coordination between the factory, HPSA and Intercon, and several HP people in the field to produce the volume of quality consumer calculator literature for use in Europe and Latin America," says Dave.

"A case in point: Victor Salvi in

Geneva is responsible for producing translations of a manual, data sheet, service card, quick reference guide and often an applications pac for each new calculator from the Corvallis division—typically more than 360 pages of material—in at least three languages: French, Italian, German, and often many more.

"Coordinating a project of this magnitude between the United States, Geneva, the major European countries and Singapore (where the printing is done) is not easy because each translation involves at least a dozen critical steps before the project is completed. And that is just for one language.

"A typical translation passes through the hands of at least 8 or 10 people and 5 countries before it is printed. Usually, a project will log enough air miles to send it around the world. A project originates in Corvallis, for example, and is sent to Victor in Geneva and our group in Palo Alto. Both Victor and Intercon prefer to have the translation done in the countries which will use it, but both of us view the final form of a translation project before we send it to Singapore for printing and inclusion with the product shipments to Latin America or Europe."

A significant complication, explains Dave, is in dealing with languages other than those used in Switzerland and the United States.

"Proofreading copy in another language is more challenging; it is an exacting, tedious process, but it must be done in order to avoid any typographical errors which would render the translation unusable. Fortunately, Victor has a number of people in Europe who can quickly review material, and since I am a halting linguist who speaks a brand of Spanish nobody else can understand, I rely very heavily on people like Anita Stohl here to proof both Spanish and Portuguese copy.

"To add to the task, both HPSA and ICON (which also does Spanish translations for other divisions) have less time to produce a translated manual than the U.S. factory."

In the case of Spanish literature, Dave and Anita work closely with a number of HP people, including Victor in Geneva, Luis Estevanot in HP Venezuela, Khaw Kheng Joo in Singapore, Jose Lacerda in Brazil, and Jose Luis Suarez Cedillo in Madrid to name only a few.

Others involved in ICON's own Spanish translations are Osvaldo Klur-



fan in Venezuela, and from time to time, Ed Jaramillo in HP Puerto Rico, Blasis Mintzias in HP Venezuela, and Eugenio Mendez in HP Mexico.

The story is similar for various products. Geoff Kirk in Boeblingen, Germany, produces a number of items for desk-top computers in European languages similar to Victor. Since 1961 Tom Breitbart of Intercon's Medical headquarters group has made sure that Spanish and Portuguese sales literature is correctly translated for the Latin American market. (For many years Tom worked with a local translator to prepare the camera-ready translations for printing.) Sue Hawkins, MARCOM services coordinator in Visitor Relations/Public Affairs, coordinates the production of translations for several product groups.

#### TRANSLATION AT YHP

At YHP, the advertising and sales promotion department headed by Ron Soyama oversees considerable translation of material into Japanese as part of backing up sales activities.

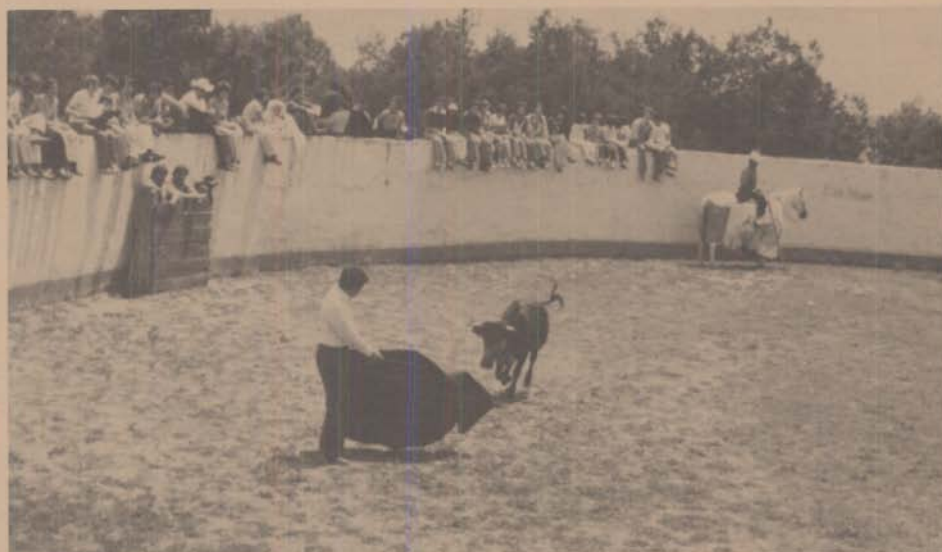
Japanese versions are prepared for some 16 HP catalogs. One of the weightiest assignments is the 480-page catalog for all instrument products which is produced every other year.

Data sheets and brochures translated into Japanese for many HP products are an important part of some 30 trade shows in which the MARCOM department is involved each year. Major effort goes to one all-product show each year (alternating between a show staged by YHP and the JEMIMA industry show).

YHP's 11-person MARCOM group, while responsible to the sales organization, is presently located in the Hachioji factory and works closely with factory marketing departments. Its photo and printing shop services are in heavy demand.

Ron Soyama is also involved with translation in the publicity side of his job. In addition to generating and placing articles of his own in the general and trade press in Japan, Ron often arranges for translations into Japanese of HP's Corporate press releases or new product press kits supplied by HP's overseas factories. It typically takes two to three hours to translate a press release from English into Japanese.

Appropriately enough, YHP's version of the instrument catalog was the central item in the photo illustrating the *Measure* story—it's the single largest job of translating in the HP world.



## Company party at a rancho



*Only amateur to face bull was Ric Rogge (seated at right on wall) from headquarters Finance. (Despite all those cameras, no one got a close-up of him.) Seated left is Pepe Cardenas of Corporate Internal Audit.*

They're still talking at HP Mexico about the company party held July 16 at a rancho owned by the family of Gabino Perez.

Employees, their families and HP visitors piled into rented buses for the trip out to the country in Coaxamalucan, Tlaxcala. And since the rancho raises bulls for the ring, a bullfight with professional toreros was arranged.

(Guest Ric Rogge, who had "bull-dogged" calves in his boyhood in California, was the only amateur to enter the ring. He decided the bull, seen face to face, was considerably larger than he expected.)

The first pictures of the party appeared in the initial issue of HP Mexico's own newsletter, published in August (in Spanish).





Frances Keever with Fausto Gomez of HP Mexico.

## A first look at system orders

In 1976, the Analytical and Medical groups at Intercon headquarters decided to try an experiment in order to smooth out the processing of complex orders.

Frances Keever, who had been an HP order coordinator for four years (the last two at Intercon), spent six weeks at Avondale, Waltham and Andover divisions learning the technical intricacies of what goes into a medical or analytical system. She received the standard neophyte training given to new field engineers.

A year later, everyone agrees that the experiment was a rousing success. As International product coordinator

for the two disciplines, Frances is the liaison between the field, Intercon headquarters, and the factory.

Learning the product lines is an ongoing job. Frances keeps up on new items that are introduced and maintains a file of technical product information at her desk. If a question does stump her, Medical and Analytical engineers are just a desk away.

Vikki Peterson, who became Computer Systems order specialist on March 1, has also been receiving systems training in the group's local factories. Since joining Intercon's OP group in 1972 after graduation from California Polytechnic Institute, Vikki has worked with demo equipment, U.S. government orders and most recently has been contract administrator. She will continue to handle contracts for computer systems.

While their jobs differ in some respects, both Frances and Vikki clean up complex systems orders before turning them over to an OP country desk for entering into the automated HEART system. They make certain the configuration is complete, and that all options and other specifications are spelled out. Frances spends much of her mornings on the phone consulting with East Coast factories on availability, while Vikki will rotate her time between the local factories and Intercon headquarters.

What began as an experiment has turned into a successful part of the order-handling routine for the three disciplines involved.



Vikki Peterson

## New admin managers in Argentina, Mexico

Two new administrative managers are on the job in Latin America.

George Dahl, who became admin manager of HP Argentina in April, is a native Argentine. He received his bachelor's degree in accounting from Northwestern University and was associated with several firms in the Chicago area. After serving as general accounting manager for the Tractor Supply Co. for two years, George joined the Schwinn Bicycle Company in 1971 in charge of all office procedures and staff, cost accounting and budgeting for the entire corporation.

He returned to Argentina in February shortly before joining HP.

In August, Raul Elizondo joined HP Mexico as admin manager. Raul is also an experienced manager; he served as general manager of an investment banking firm for two years, and previously was with Carton y Papel de Mexico for two years.

In addition to his experience in the areas of credit, financial analysis and administration, Raul holds a degree in business administration from the National University in Mexico and an M.B.A. from the Graduate Business School of the University of Illinois.



George Dahl (photographed sailing near Palo Alto)



Raul Elizondo (center) with other HP Mexico managers: Guillermo Pineda (left), recently promoted to Service Manager, and Instruments Sales Manager Ernesto Arana (right).



## HP Argentina back in service business



HP Argentina's Mario Smith

On November 1, HP Argentina re-established its own Service department.

Currently staffed with a manager, a customer engineer and three technicians, the new department takes over handling most HP product lines from the former outside service organization, Efitecnia. (Medical sales and service will continue to be handled by a distributor, Biotron.)

"With stabilization of the economic and political climate in Argentina, we are expecting a marked increase in sales activity this coming year," said Country Manager Luis Brennan. "Resuming our own service operation is a sign of our optimism about the improved market for HP products—in keeping with the HP concept of teamwork between sales and service."

Heading the new Service department is Mario Smith, formerly manager of engineering for the Segba Power Supply Company's department of electricity. During a 15-year career with Segba he became thoroughly familiar with the HP instruments used to control systems and in bench repairs. (The government utility company handled its own service on HP equipment.)

Mario holds degrees as an electrical engineer and mechanical engineer from the University of Buenos Aires. He also has degrees as an electronic engineer and land surveyor from the National University of La Plata.

In addition, Mario is also a former pilot in the Argentine Navy with three additional years as a commercial pilot. His nickname "Duc" (short for Ducky) goes back to championships in rowing and swimming in international competition.

## Bill Shellooe named Computer Systems RMM

Bill Shellooe, who joins Intercon on December 1 as Computer Systems Regional Marketing Manager, comes with managerial experience in one of the discipline's hottest spots for sales and systems engineering.

Currently Neely Region's Northern Area Sales Manager for Computer Systems, Bill oversees eight sales districts and a large systems engineering organization.

His appointment to replace Malcolm Kerr as RMM (see p. 6) was announced jointly by Doug Chance, Computer Systems Group marketing manager, and Alan Bickell.

Bill will leave behind a solid organization which capped steadily rising sales with a great year in 1977—about 135% quota.

The Neely Santa Clara office where Bill has maintained his headquarters is right in the backyard of the Cupertino and Santa Clara factories and serves as on-site training headquarters. It is heavily oriented to Computer Systems sales in the mid-Peninsula electronics belt.

Bill now trades a territory which covers the Northwest United States, Alaska, and Hawaii for an Intercon Region stretching over three-quarters of the world. Why leave his sure thing for the great unknown?

The invitation to join Intercon is a new challenge, Bill feels.

"I'd like to become more involved in marketing and international business," he says. "I've met a number of Intercon's overseas sales managers for Computer Systems and been im-



Bill Shellooe

pressed—I'm looking forward to working with them.

"There's a big opportunity for growth in the Intercon Region and I'd like to help make it happen."

A native Californian, Bill grew up in the Salinas area and received his B.S. in electrical engineering from the University of Santa Clara (where he later earned his M.B.A.).

After stints with the U.S. Army as a first lieutenant and with Sylvania, he joined the Neely sales organization in March 1966 and spent five years in the Los Angeles area as an Instrument field engineer.

In 1971 Bill transferred to computer systems sales and returned to Northern California as part of a small Palo Alto sales force; he became district manager in 1973 and moved up to area manager of the expanding organization in 1976.

He is the father of two sons, Bill (17) and Paul (5), enjoys athletics and jogs. Pronounce the last name Shall-OO.



INTERNATIONAL FOODS DAY held by headquarters in September produced a lot of great cooking. RIGHT. Nazareth van der Horst headed the team which made Indonesian pork barbecue for 180 people. LEFT. Mary Espinosa (second from right) lent her co-workers regional Mexican dresses she had made for her daughters.





Hewlett-Packard computer contributes to continuing development at Austral Wine and Spirit Co.

Advertisement text for Austral Wine and Spirit Co. featuring a Hewlett-Packard computer.



Hewlett-Packard computer proves a powerhouse at Mason & Cox Bunkeries

Advertisement text for Mason & Cox Bunkeries featuring a Hewlett-Packard computer.



Los sistemas de computación Hewlett Packard permitieron al Dr. Roberto Pardo, realizar controles de obras eficientes y rápidos a muy bajo costo.

Advertisement text for Dr. Roberto Pardo featuring Hewlett-Packard computer systems.



Procesas S.A. mejoró y expandió su operación con un sistema de computación Hewlett Packard.

Advertisement text for Procesas S.A. featuring a Hewlett-Packard computer system.

First media ads in Intercon are appearing currently in business publications in Australia (left) and in Venezuela (right). Credits go to HP Australia's Jim Creed, working with Tony Cookes and Bill Thomas; and HP Venezuela's Helenio Arque and Luis Estavanot. (Miguel Gabino Perez prepared the HP Mexico ads which will soon be in print.)

## Intercon ads for managers

Shown on this page are the first examples of a new Intercon management advertising program, part of a worldwide Corporate campaign to support the efforts of the sales force by reaching customer management with information about Hewlett-Packard's computer products capability.

How does this advertising differ from the more familiar product advertising which HP uses widely in technical journals?

The answer is that this advertising is aimed at top and middle level managers who often become involved in decisions on purchases involving major capital expenditure for their companies, such as computers or computerized systems. While these managers may have considerable technical expertise as well, their primary involvement with the purchase of HP equipment is financial and vendor approval. Capability advertising therefore is run in business-oriented publications such as *Business Week* in the United States. While the ad is built around the successful application of an HP product to solve a customer's need, the emphasis is on selling the results achieved and the capability of the Hewlett-Packard Company rather than explaining the specific features of the product illustrated.

These ads thus help to prepare management for the HP field engineer who has made a proposal preliminary to closing a sale.

Product advertising, on the other hand, is directed toward users—the engineers or technical people who actually work with HP products—and generally is placed in technical jour-

nals. For this audience, ads carry detailed information on the features and benefits of a particular product. (Product advertising about such consumer products as handheld calculators or wrist instruments also runs in newspapers which reach the general public.) Product ads may originate at a number of levels within the company: group, manufacturing division, country or regional headquarters.

The Corporate Management Advertising Program is conceived, planned and managed by Corporate Marketing Communications under Russ Berg. Corporate MARCOM has developed a campaign in U.S. publications which are read by business leaders, and has provided advice and direction for complementary campaigns in Europe and Intercon. This year this program is geared to increasing HP's worldwide recognition among top and middle management as a manufacturer of computer systems; encouraging consideration of HP's desk-top computers, general purpose and special purpose computer systems; and building preference for HP as a well-known and reliable source of computer systems.

In the Intercon Region, a small but positive beginning has been made on this program in selected countries. Australia, Venezuela and Mexico were selected initially to develop ads featuring HP computer products solving problems for local customers. The first two countries already have ads in print, as you see here, and HP Mexico's initial ads will run before the end of the calendar year.

During FY78 the management advertising program will be expanded,

with additional insertions in the first three countries plus South Africa (where ads are currently being developed). Future ads are also planned for Brazil, the Far East (using publications based in Hong Kong which circulate throughout the area), and possibly Japan.

Getting the Corporate Management Advertising Program going in our region has taken a number of hands. Corporate Marketing Communications set the overall strategy and continues to provide counsel and direction. Actual coordination and implementation is done at Intercon headquarters through Visitor Relations/Public Affairs, which pays for the ads as part of the funds provided by all product groups to support field sales activities. Actual copy for the ads is developed by each country organization, typically working with a local advertising agency.

It is satisfying to all of us who have been involved to see these first management ads in print.

### INTERCOM

Published quarterly by and for the people of HP Intercontinental Operations  
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