



# intercom

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## People make it happen

By Alan Bickell

As I review our activities in the field and at Headquarters, I've become increasingly aware of the often unrecognized, but very significant, extra effort made by individuals working at every level of our organization. This issue of *Intercom* is built around the theme "People Make It Happen," and attempts to recognize the people of Intercontinental and their accomplishments.

We realize that it is impossible to identify every individual who has performed above and beyond the normal requirements of his/her job,

and so we consider the individuals featured in this issue to be representative of many others around the region. By singling out a selection of individuals, we hope to focus further attention on the importance of that little extra contribution which so many people make which marks the difference between an average and a truly excellent performance. Intercontinental's overall performance is simply the sum of thousands of these individual efforts.

Over the last several years, our

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## "PEOPLE MAKE IT HAPPEN"

(Continued from cover)

focus throughout Intercontinental has been on improving the excellence of our performance. Each year our operating objectives have focused on this task in terms of the sales and financial goals which we establish and specific objectives which relate to the effectiveness with which the job gets accomplished. Our FY76 objectives stated that "one of our major tasks throughout Intercon is the job of matching state-of-the-art products with equally excellent PEOPLE and operating policies and procedures." Here we were talking about the importance of selecting and developing our PEOPLE and the improvement of methods used to get the job done. In FY77 a key objective focused increased attention on our field engineers. Our objective was "to insure that we have aggressive and effective programs at every level throughout Intercon in order to provide better recognition for our region's number one resource—the field engineer—and to guarantee the best possible support in terms of supervision along with administrative and service backup" . . . a special focus on the importance of the field engineer and his development and support. Our FY78 objectives include a long list of activities planned in support of the objective of "insuring that our PEOPLE grow personally and share in the company's success." Included here is a major effort to further improve communications at all levels, broaden the application of Management By Objectives and expand formal functional, supervisory and management development programs throughout the region.

In a region as far-flung as Intercon, it's very natural that a very decentralized approach to management be adopted. It's also very clear that the only way we are going to be able to get the job done, whether it be manufacturing or selling, is through PEOPLE. It will be their initiative, their dedication and their professionalism that will determine how we measure up to the job of managing HP's affairs in Intercontinental.

As you read through this issue of *Intercom*, I'm sure you are going to agree with me when I say we can all be very proud of our performance as a team and the progress we are making.

THANK YOU AND KEEP UP THE GOOD WORK.



### AL DOMINGO

Al Domingo, materials lead for the Headquarters warehouse, was asleep at home when the phone rang early on a Saturday morning. It was Medical Regional Marketing Manager John Hayes reporting that a box essential to a medical products show in Singapore was missing and asking if Al could help.

Al was down at Building 35 within half an hour. He spent a good part of the day, says John, tracking down the box (it turned up in Hong Kong) and making sure it was sped on its way in time to make the product show.

"I was really impressed," recalls John. "He was very enthusiastic about the whole thing, and didn't seem to be a bit put out that I had interrupted his weekend."

The incident is just one example of Al's equanimity and enthusiasm, says Chuck Marr, physical distribution manager.

"Al really extends himself and takes everything in stride," Chuck notes. "Because of his attitude toward work and keeping customers happy, he has instilled a similarly positive attitude in others in his group."

Al joined HP in 1974 as a materials handler. Currently, as shipping lead, he handles all international and domestic shipping and air parcel post.

"I really like the HP benefits and the way the company treats people," Al says. "I especially like the HP Way of all working together as a team, rather than as a bunch of individuals doing their own thing."

When you ask if he likes the occasional extra weekend work, he just shrugs and says, "Sure. That's my job."



### JELSON GHIGONETTO

Sometimes Jelson Ghigonetto feels like the "lone wolf." As the only field engineer for HP Brazil's Analytical group, he must compete for orders with nine field engineers from one competitor firm, and four from another. "We're winning, though," he says confidently. "Our sales are growing at an accelerated rate. We have a good and aggressive sales strategy and now everybody knows HP analytical instruments."

According to Personnel Manager Joao Jose Da Costa, Jelson is making considerable headway in a difficult situation.

"Jelson re-opened analytical sales after five years without having HP sales activities," noted Joao. "By traveling around the country most of his time, he has gathered orders, as well as repaired equipment and trained customers. His work has been outstanding. Last year his sales growth was 73 percent."



### IRENE COOK

Irene Cook's strongest "selling points" are her versatility and her enthusiasm. She uses them to advantage both as secretary for the Medical/Analytical group in HP Australia's Sydney office, and as occasional stand-in field engineer.

When the Sydney office lost a medical field engineer recently it was anticipated that orders might lag. But



Irene stepped right in to take up the slack by selling an HP 8030 cardiocotocograph to a local hospital. She contacted the hospital (who had earlier expressed an interest in the equipment), arranged a demonstration, and set up a visit by hospital staff to view a videotape of the monitor. When a local philanthropic organization purchased the 8030 for the hospital, Irene and the demo 8030 were special guests at the check presentation ceremony.

"All the characteristics of the sale—the initial inquiry, the demonstration and the finalizing—represent the classic way a field engineer should perform," noted an HP Australia manager. "Irene is a credit to the way all our people are involved in the business of selling."

Irene has done secretarial work for twenty years—four of them with HP Australia. She finds the company unique in its attitudes toward employees.

"I've worked for a large number and variety of companies, but never have I encountered one so involved and concerned with the welfare of employees as HP," she states.

Since taking a job with HP Australia, Irene says she has "discovered a great thirst for knowledge and determined that I still have a lot of learning power available."

She's developing that new-found "power" by taking night courses. She has done two courses on medical terminology (one garnered her a "diploma with distinction"), and last year successfully completed the certificate entrance courses at a technical college. She is going on to do the certificate course (matriculation)—a two year sequence in math, English, chemistry, and general studies.



### SHIGERU ECHIZENYA

When Japan launched its first space satellite in February, 1977, YHP Customer Engineer Shigeru Echizenya was on hand to make sure all went well. In fact, he spent 47 continuous

days at the Japanese National Aerospace Development (NASUDA) Control Center providing service for the HP 9640A Computer System which was tracking the satellite.

"I worked as a command operator to send control commands to the satellite," he explains, "and I also monitored telemetry data to keep track of the satellite's condition. I had a three shift, 24-hour work schedule with no time off."

A YHP employee for nearly eight years, Shigeru likes his job.

"I have a lot of opportunities to meet and work with Americans, and this provides me with a broader view of international business," he notes. "HP is a very high technology company, and I am proud to be associated with it."



### WONG SOO KIANG

"Have repair kit, will travel," is Customer Engineer Wong Soo Kiang's motto. The HP Singapore staffer is always ready and willing to take on tough and unusual jobs, no matter where they might be.

When a customer aboard a ship at sea south of the Philippines had difficulties with an HP 9825A calculator system, Wong responded immediately to the call for help. He flew first to Manila, then took a boat out to the ship. He repaired the calculator system within half a day, but a storm and rough seas prevented his return to the mainland for ten days.

Shortly after Wong returned from that adventure, he volunteered for another distant repair call which took him to a cement factory in Thailand where an HP 2114A computer was acting up. Wong made the repairs and was back within three days.

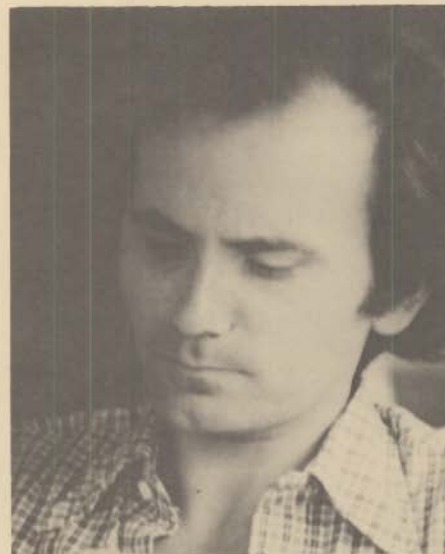
"He always volunteers for the difficult calls, and is not afraid of working alone far from any support," notes Bernard Bruand, HP Singapore service manager.

Wong has been with the HP Singapore Computer System/Calculator section for nearly two years. He is an

electrical engineering graduate of Singapore Polytechnic, and also completed a four-year electrical apprenticeship with the British Royal Navy.

He likes the way HP Singapore decentralizes responsibilities and gives employees leeway to work up to their potential.

"An employee is able to exercise his full potential on the job," Wong notes, "and thus better results are obtained."



### ANTONIO RAMIREZ

"I like working for a company where human beings are not just considered a part of the process, but rather the most important resource of the company," says Antonio Ramirez, HP Argentina field engineer.

Antonio himself is one of the "human resources" who helped HP Argentina keep its doors open during the lean years caused by political and economic turmoil in that country.

"Antonio was for several years our only field engineer," explains Country Manager Luis Brennan. "He managed to absorb enough information to get orders in Medical, Analytical, Computer Systems and Instruments in 1974-76. He is, without any doubt, the field engineer who helped the most to keep HP Argentina alive."

Last year Antonio chalked up more than \$1 million in Instrument orders, despite the fact he continued to devote part of his attention to other disciplines. In addition, he still found time, according to Luis, to undertake such "extra curricular tasks" as decorating HP Argentina's offices.

Antonio joined HP Argentina in 1971 as a field engineer for Medical Instruments. Born in Spain, he moved to Argentina in 1954, and is an electronics engineering graduate of Buenos Aires University.





## HELEN CHUA

Three months after she joined HP Singapore as a trainer, Helen Chua was promoted to production lead.

"Helen is a real leader," notes Southeast Asia Managing Director Dick Love. "She can always be counted on to provide that extra bit of effort and leadership to make things happen."

Helen was involved in the set up of the lead frame line in the display department (which manufactures calculator displays) and at peak was able to meet shipment demands of 700,000 digits per month. She has rounded out her work experience at HP Singapore with stints on the engineering line and with other display lines.

Apart from her outstanding work performance, Helen has played an active role in "extracurricular" company activities. She is a member of the safety and cafeteria committees, and former secretary of the union branch committee.



## KATHY BROWN

The call came in late on a Thursday afternoon to Kathy Brown, group lead at the Santa Clara Distribution Center. A customer in New Zealand waiting for a \$40,000 computer order threatened to cancel if they didn't receive at least part of the order on their premises within a week.

Parts for this particular computer are manufactured in three different divisions, so Kathy used her knowledge of the divisions to get the shipment together quickly.

"Unfortunately, one part was missing, so I pirated it from another order here at the warehouse", recalls Kathy. "I replaced it later, of course."

Thanks to her efforts, the computer equipment arrived in New Zealand and an HP customer engineer was installing it just six days after the alerting phone call.

The incident is just one example of Kathy's conscientious involvement with her job, says Physical Distribution Manager Chuck Marr.

"Kathy is very energetic and innovative," he states. "In this case she was particularly resourceful and able to come through when the chips were down."

Visitors to Building 35 can attest to Kathy's high energy level. She is constantly on the go and repeatedly interrupts a conversation to answer phones at various desks around the work area.

"I often act as back up for people on vacation or on sick leave," she explains. "People around here kid me because they're never sure where my desk is—I'm always sitting somewhere else."

Kathy originally planned to become a police officer. She majored in law enforcement at Western Illinois University and was a police cadet for the Palo Alto Police Department before joining HP five years ago.

"I'm not sorry I switched tracks," she says. "I find my job at HP very interesting and rewarding."



## KUNPEI TOMIZAWA

Driving 126,000 miles without an accident is a feat anywhere, but especially so on the crowded highways of Japan. Kunpei Tomizawa, YHP demo bus driver, has chalked up such an admirable record that the Japanese Police Department recently gave him a special safe driver's award.

Kunpei and the YHP bus have carried the company's products and messages all across that island-nation.

"When I first started driving the mobile unit nine years ago, some people would ask if YHP sold automo-

biles," he laughs. "But today all over the country they recognize us as a leader in the electronics industry."

Kunpei has been with YHP for 13 years, and has seen the company grow from 350 employees to nearly 1,000. He proudly points out that shipments have increased 22 times in his tenure with the company.

"It is gratifying to be associated with such an outstanding company," he notes. "I am proud of our products and their reliability, and proud that we have contributed high technology to the electronics industry of Japan."

Kunpei's interest in driving doesn't end when he goes home at night. Currently he's studying the structure of rotary engines and hopes eventually to drive his own rotary-powered vehicle all around Japan.



## EDWARD MODIRWA

Edward Modirwa has come a long way since he joined HP South Africa at the end of 1970. He began as a scooter driver, and now is delivery coordinator in charge of all dispatch personnel.

His colleagues offer high praise for Edward's abilities and accomplishments.

"His work is outstanding," says Japie De Vries, store supervisor. "He makes friends easily and has a good relationship with the staff." "He's one of the most efficient guys in the firm," adds storeman Noel Robert.

Edward is equally enthusiastic about HP South Africa.

"Here I feel that I am not at a disadvantage because I am black," he said. "This company does not operate on an apartheid system, and we have equal opportunities for advancement."

He is taking advantage of the educational program offered by the company, and hopes to enroll for evening classes to study for his matriculation (high school diploma), and eventually to obtain a university degree.





## CATHERINE CHEN

Catherine Chen is firm but tactful—qualities that equip her well for her job with HP Taiwan.

"As our only accounts receivables person, she has done outstanding work," says Country Manager Lok Lin. "Taiwan has the best accounts receivable collection record of any ICON country."

Catherine, who says she likes "dealing with people and talking about HP," maintains good relations with procurement agents in many organizations, according to Lok. She has gained support for HP Taiwan's one-price selling policy which cuts down on "bargaining" and saves field engineers time.

A six-year employee of HP Taiwan, Catherine has seen the firm double in size. She began as a file clerk in the sales department but soon worked her way up to quotations clerk and then to her present position.

A graduate of Sophia University in Japan, she speaks fluent Japanese. She has enjoyed her work with HP Taiwan, and especially appreciates the advancement opportunities afforded employees.

"I started out at the bottom, and the company provided me the opportunity to learn the business step-by-step, thereby giving me confidence to perform my current job," she states.



## RON PRITCHARD

Nine years ago when Ron Pritchard joined HP Australia, the admin staff helped celebrate his 21st birthday with a small party. There were 14 at the table, including partners, he recalls.

If the 60-member admin staff were to celebrate his birthday this year, they would practically need a banquet hall.

Ron's expertise has grown right along with the staff. He has moved from being import/export clerk to import/export supervisor, and currently is head of physical distribution/traffic where he is in charge of distributing HP products to customers spread over an area the size of the continental U.S. He also has completed a four-year university business studies course, and received a customs agent license.

His years with HP have been good ones, says Ron.

"I thoroughly enjoy working with people from other parts of the world, particularly when everyone has common overall objectives undaunted by country or culture. I can honestly say that I have yet to find an HP person anywhere in the company who has not gone out of their way to ensure HP Australia gets first class support."



## DANNY TAN

Danny Tan's quick wit and skillful pen often capture the humorous side of life at HP Malaysia. Lead technician in the optoelectronics department, Danny works after hours to sketch cartoons and artwork for *Image*, the company magazine.

"Danny's always willing to help in any way possible," says Southeast Asia Managing Director Dick Love, "He contributes both in serious ways and also to keep an appropriate level of humor throughout the organization."

On the serious side, Danny has made several important contributions, according to Dick.

"During a period when our product schedule for opto lamps almost tripled, Danny played a key role in maintaining our lamp casting, tooling and pneumatic shears so that no production time was lost. He then assisted our engineering team in upgrading and improving the design of our tooling which had a significant impact in visual quality and reliability," Dick notes.

Danny joined HP Malaysia four years ago as an electro-mechanical technician II. He has also served as a technician III. He says the "HP Way" has had a great impact on his work.

"Encouragement and assistance from supervisors are always forthcoming, and have made my job easier and more interesting," Danny observes. "The appreciation of a good job performed and recognition of achievements has been the most satisfying reward one could ask for."

*(Continued on page 16)*

## SCOPE TEAM



*Surrounded by oscilloscopes are (l-r) David Chin, William Tok, and Lee Chong Heng.*

Four people right in the middle of "making it happen" are HP Singaporeans Jeff Ho, William Tok, David Chin and Lee Chong Heng. The four will play a key role in transfer of oscilloscope production to Singapore (see story, page 6).

William, along with David and Lee, has spent the last two months in Colorado Springs gearing up for the scope transfer. As production engineer for the project, he has been looking at the engineering aspects and production engineering problems underlying scope manufacture. He will also be responsible for quality assurance. An engineering graduate of the University of Singapore, William joined HP Singapore in 1975 as a production engineer with the Optoelectronics group. He became a "charter member" of the Oscilloscopes group when it was formed last November.

David Chin, materials manager, will handle master scheduling and material support for the oscilloscope operation. He's a graduate of the Western Australia Institute of Technology, and was hired as a product manager four years ago.

Lee Chong Heng, production supervisor, has been learning how to fabricate and assemble the scope. When he returns to Singapore, he will set up the line and act as supervisor.

*(Continued on page 6)*



# HP Singapore makes "great leap forward"

HP Singapore will soon begin producing the HP 1220 series of 15 Mhz oscilloscopes—a product transfer that is significant both for Singapore and for HP, says Southeast Asia Managing Director Dick Love.

"The oscilloscope transfer is the first step of a plan to begin developing R and D capabilities in Singapore," Dick noted in a recent interview in Palo Alto. "It will be an evolutionary process which will start slowly—and I stress the *slowly*. As we are successful, we will move into manufacturing innovations on this product and potentially into development of other products."



Dick Love on a recent visit to Palo Alto.

The transfer will benefit HP as a whole, according to Dick, because "it enables us to stretch and strengthen our engineering efforts by introducing more complex products to S.E. Asia."

Preparations for the scope transfer began when a team of four top HP Singapore employees was organized to direct transfer activities (see story on the team, page 5). Three team members, David Chin, materials manager; William Tok, production engineer; and Lee Chong Heng, production supervisor; spent two months in Colorado Springs (where the scopes are also produced) learning production and testing techniques. They also visited GmbH in Germany,

another site of HP oscilloscope production. Jeff Ho, production manager and team head, stayed behind in Singapore to make preparations there.

"A significant amount of training must take place with this transfer," commented Dick. "The product is considerably more complex than the most complicated product now being produced in Singapore."

Much of the training will come on-the-job, he added. "Once we get the material, we'll go right into production."

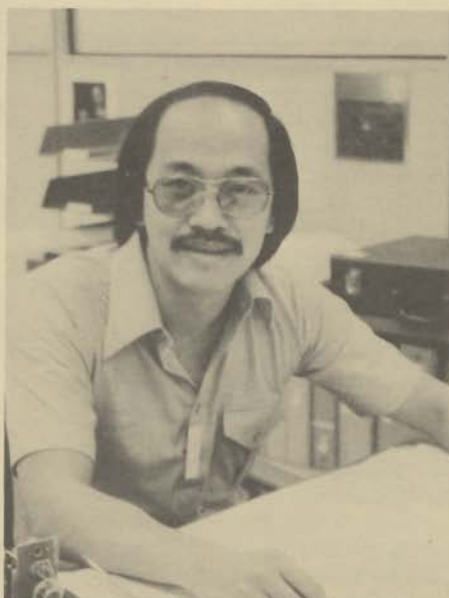
Internal HP Singapore people will be used to produce and test the oscilloscope.

"We'll move personnel from calculator and component production onto this new product," said Dick. "We think we can manage without adding additional production people, although we may have to bring in some technical personnel."

Many scope parts will be locally produced.

"A major facet of this transfer was the development of local sources for parts," Dick explained. "We worked with vendors to see if they could produce parts at a reasonable price that would meet our standards. Local part samples have already been sent to Colorado Springs for evaluation, and we expect no problems."

The oscilloscope transfer is a prime example of "people making it happen," he observed.



Jeff Ho studies oscilloscope specification drawings.

"Over seven years of operation, HP Singapore has steadily increased its manufacturing skills to a point where it's able to progress beyond off-shore assembly to assuming full manufacturing responsibility for products. This reflects growth and capability both in production, supporting services and management."

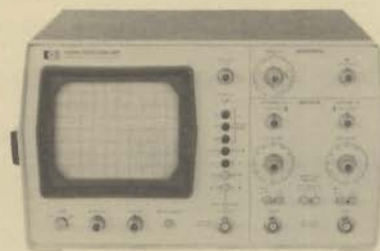
## Team

(Continued from page 5)

Lee went to work for HP Singapore in 1973 as a supervisor for the calculator recharger line, and eventually moved to the transformer line. He is a Singapore Polytechnic graduate in production engineering.

Transfer team captain Jeff Ho has been holding down the fort in Singapore. Jeff joined HP Singapore in 1970 as a production engineer for the Semiconductor department. A Singapore Polytechnic graduate, he also earned a B.S. in electrical engineering from the University of Santa Clara. While studying in the U.S. he worked part-time as a production engineer for HP's Santa Clara Division, and at APD as an electronic tool engineer. Upon returning to Singapore in 1976, he served as production manager for the Consumer Calculator operation.

## WHAT IS AN OSCILLOSCOPE?



The oscilloscope is the most general purpose and basic tool of the electrical designer. Because it can display electrical signals which vary with time, it has become today's most widely used electronic measuring instrument. It produces a visual display of any physical quantity which can be measured as voltage, thus permitting precise measurement and analysis of the phenomenon represented by the voltage.





## Meet Han Park

Development Engineer Han Park will play a key role in training Koreans to use the nine HP 3000 Series II computers just purchased by the South Korean Ministry of Education.

Han will spend three to six months in Korea conducting training sessions, as well as doing market research and helping distributors Samsung Electronics Co., Ltd. with further marketing plans.

On loan from the Stanford Park Division, Han has been at Intercon since last December. A native of Korea who came to the U.S. in 1955, Han holds an M.S. degree from the University of Santa Clara. He and his wife, Mary Ann, and their two children live in San Jose.

### CENTREX

As you've noticed if you've tried to call HP offices in Palo Alto, the complex is now on a computerized direct-dial telephone system (CENTREX) and all numbers have changed. The basic HP phone number is now (415) 856-1501, but you can call people directly without going through the switchboard by dialing (415) 856 plus their extension.

## Welcome Back

The Computer Systems ICON Marketing group, which has been headquartered at the Data Systems Division in Cupertino for five years, has returned to Building 16 in Palo Alto. Happy to be "back in the fold" are Computer Systems Region Marketing Manager Bill Shellooe, and staffers Chuck Silberstein, Norm Choy, Kai-Min Wu and Gail Parker. New phone number for the group is 856-4806 in Palo Alto, and the Telex number is 348300.

\$1.3 million order

## Koreans buy HP 3000 computers

A \$1.3 million computer order from South Korea augers well for further HP success in that expanding market, says Far East Area Manager Lee Ting. The South Korean Ministry of Education has ordered nine HP 3000 Series II general purpose computers to be installed in major universities and colleges throughout the country, and eventually to link the campuses with a distributed computing network.

"This was a very important sale," says Lee. "Not only is the Korean economy very strong, but there is a big push by the government to encourage all types of organizations to utilize computers because of rising labor costs and stiffer competition for exports. The market is on the verge of taking off."

The nine Series II Model 6 are scheduled to be operating in early spring at campuses in Seoul, Jeonju, Gwangju, Daegu, Pusan, Daejeon, Cheongju and Chuncheon. The systems will be used for administrative tasks, laboratory data acquisition, general purpose timesharing and student instruction.



Lee Ting



Admiring the sign that welcomed them back are (l-r) Chuck Silberstein, Diane Bonner, Bill Shellooe and Norm Choy.



# Trade show round-up

HP products have been big draws at trade shows around the region.

## Japan

YHP Japan had one of the most attractive and popular booths at the 17th Annual JEMIMA Show in Tokyo according to Motoi Inoue, Headquarters marketing support engineer, who acted as booth attendant. Seventy-four companies exhibited their products at the show, and 45,000 people attended.

The YHP exhibit featured a System 45 and HP 1000, and the booth was divided into several sections, including basic measurement family, logic circuit automatic measurement systems, universal automatic measurement systems, microwave automatic measurement systems, component automatic measurement systems, microwave automatic measurement systems, component automatic measurement systems, and noise/vibration automatic measurement systems.

## Canada

Nearly 10,000 people attended the Canadian Computer Show in Toronto where HP Canada's booths generated considerable interest, according to Marcom Manager Bob Sayliss.

"The System 45 was the hit of the show," he notes. "We did a pre-show introductory mailing on the 45 of 14,000 pieces which included a pre-registration card for the show. Some 3.5 percent of total show attendees came because of the mailer."

The calculator booth displayed an HP 9896 BIMS and HP 9825 System along with two System 45s. The computer booth had an HP 3000 System and two HP 1000 Systems—all tied to the Toronto office in a network with 15 terminals available for "on-hand" experience.

## Taiwan

An HP Taiwan booth generated nearly 150 inquiries for further information at a recent Medical Equipment Show sponsored by the U.S. Trade Center in Taipei. Some 2,000 doctors, technicians and administrators from the medical community viewed the exhibits.



John Edwards, Toronto field engineer (right) and Steve Salkeld, Ontario district manager for computational products (second from right), demonstrate the System 45 for two prospective customers at the Canadian Computer Show.



Crowds jammed YHP's booth at the JEMIMA Show. Some 45,000 people attended.



HP Taiwan's Yi Cheng Chen (left) makes his pitch to a customer while I. K. Huang looks on approvingly.



Motoi Inoue explains the fine points of a piece of HP equipment to a potential customer.



(L-r) Sheila Marshall, marketing assistant in HP Canada's Computer Systems group; Vai Colosimo, systems engineering coordinator; and Bob McDevitt, Southern Ontario Computer group district sales manager; pose outside part of the HP Canada booth.



# Around Australia in seven days

*If this is Tuesday,  
it must be Perth*



At a luncheon in Melbourne following a press conference on the System 45, Jerry Byma (right) talks with Ted Cooke (l-r), Southern District manager; Ian Hanke, Age Newspaper; and Jack Costello, Computer Weekly.



Jack Frost (standing) and Peter Phillip, Melbourne field engineer; (left) watch John Brennan and Nan Esler, of the Melbourne Postal Commission, try out a System 45. Some 550 potential customers in Australia attended seminars on the System 45.



Terry Wilde (right), Melbourne field engineer, demonstrates major features of the System 45 to Ray Smith and David Connor of Smith, Connor Public Accountants.

Introducing a new product into a competitive market can be a tricky business, especially when two people are trying to cover all of Australia in a week. Jerry Byma, ICON Industrial Calculator Products coordinator, and Loveland CPD Product Manager Jack Frost took on such a task recently when they introduced the HP System 45 desk top computer into six Australian states.

Jerry and Jack conducted separate seminars for prospective customers and the press in Melbourne, Sydney, Canberra, Brisbane, Adelaide and Perth. Prior to this, they offered two-and-a-half day training sessions on the System 45 for all Australian field engineers in the Melbourne headquarters office. In seven working days they covered a distance of 2400 miles, conducted seminars for 550 prospective customers, and made presentations for representatives of 18 different press groups.

"Just getting the three demo systems around to various sites was a problem," notes Jerry. "Each weighed about 100 pounds which made them pretty cumbersome. They traveled with us, and field engineers in each location had to arrange for vans to take them to and from airports, and then set them up in hotels."

Jack and Jerry took the demo systems as excess baggage, which presented difficulties at times. In Sydney, for example, due to the tight schedule, Jerry arrived five minutes before the flight to Brisbane. Airline personnel threw up their hands when they saw the amount of "excess baggage."

"Finally they let me go for free because there was no time to figure out how much it should cost," Jerry chuckles.

Press releases and press conferences on the System 45 generated considerable free publicity, according to the two.

"We tallied up resulting announcements, news and feature articles, and equivalent ad space would have cost more than \$2400," says Jerry.

The System 45 proved to be a hardy traveler. Despite all the hauling around, there were no equipment failures and each seminar and press presentation came off on time.

While Jerry and Jack were introducing the System 45 in Australia, two-person teams from CPD and ICON were making similar introductions in Japan, South Africa and Venezuela. Team members included: Tom Haswell and Kazuo Nomura, Japan; Bert Desmond and Steve MacDonald, South Africa; and Rubens Figueiredo and Carolyn Soberalske, Venezuela.





*Lunchtime at HP Argentina's birthday gathering.*



*John Warmington cuts a birthday cake to commemorate HP Australia's tenth anniversary.*

## Looking back on ten years of growth



*The winners! The Order Processing Department team copped first place in the HP Brazil championship soccer game.*



*Daniel Mazar-Barnett and George Dahl play Backgammon under the watchful eyes of two unidentified observers.*



*HP Argentina employees try their luck at cards at their anniversary gathering.*



*A wide-angle shot of HP Argentina's tenth birthday pool party.*

Several ICON subsidiaries celebrated tenth anniversaries in 1977, and commemorative events ranged from formal dinner-dances to beach parties. All of the anniversaries provided an opportunity to reflect on past progress and future possibilities.

### Venezuela

HP Venezuela marked its tenth birthday with an elegant dinner-dance at the Hilton Hotel in Caracas. Ramiro Filgueiras, an original staff member, used the occasion to recall the early days of HP Venezuela when it began operations with just six employees.

"We had just a small office in the most congested area of Caracas," he noted. "In those days, procedures were not as sophisticated as today. I remember that a few days before the subsidiary opened, Dick Alberding (now Medical Group general manager) created our first work sheets—handwritten local pricing multiplying factors."

Increasing orders soon necessitated a move to larger quarters, says Country Manager Horacio Manifesto.

"We encountered a lot of inconveniences, some of them very amusing in retrospect," Horacio states. "I especially recall that the house we moved to had a garage which was also used by the customers. One customer would frequently leave HP Venezuela and go to the nearest shopping center, blocking everybody's car until his unpredictable return!"

Conditions were considerably more convenient after the firm's move to the Segre Building where they remain today. They originally occupied the building's third floor, but eventually expanded to the second floor and finally the basement. Staff currently stands at 113 employees, and total orders have increased 39 percent per year between 1967 and the present.

"We have traveled a long way," says Horacio, "but the future will bring even bigger challenges and opportunities which we plan to meet with the same enthusiasm and vigor 'the HP Way'."

### Brazil

Another Latin American subsidiary expecting to register considerable future growth is HP Brazil. Incorporated on October 20, 1967, the sales subsidiary in ten short years has mushroomed from a staff of seven to 151 persons in three branch offices. Orders have grown 33.7 percent annually in the last 10 years.

In early 1977, HP Brazil (Sao Paulo) sales staff moved into a beautiful new building in the Alphaville development, 16 miles away. Inauguration of the new country sales



headquarters signalled more than just the formal dedication of a new building, according to ICON Director Alan Bickell.

"Its real significance relates to HP's dedication to aggressive participation in the Latin American market," he wrote in *Intercom's* July, 1977, issue, "and our confidence that Brazil's continued economic strength will make that country the logical place to manufacture products for this market."

HP Brazil's staff celebrated its ten years of progress with a picnic and party at a local country club.

### Argentina

When HP Argentina employees met for their tenth anniversary poolside party, they could reflect on ten years of roller coaster conditions that are now leveling out.

Staff and facilities were very small when the subsidiary opened on November 1, 1967. The staff grew for several years as sales volume climbed. But by 1973, severe import restrictions and an uncertain political and economic climate caused sales to plummet, and the subsidiary went through a very difficult time. When conditions improved in 1976, the staff gradually started to expand and currently numbers 17 employees and boasts its own service department.

The future seems promising, according to Country Manager Luis Brennan. "We are looking forward to a challenging and rewarding second ten years as the stagnant and dormant Argentine economy awakens," he states.

### Australia

HP Australia celebrated its tenth anniversary with six parties scattered throughout the country (festivities described in the November issue of *Intercom*).

The multiple parties are just one indicator of the growth the subsidiary has experienced since it began business in July of 1967 with 20 employees in Melbourne and Sydney. Today there are branches in Adelaide, Perth, Brisbane, Canberra and Port Moresby, plus a subsidiary in New Zealand which also celebrated its tenth anniversary last year. Staff numbers 256.

Commenting on the tenth birthday, HP Australia Country Manager and Australasian Area Manager John Warmington noted that, "It's been an interesting period—full of challenges—and I fully expect the next ten years to present even more opportunities for staff growth and plenty of challenges to keep one's mind fully alert to the needs of the time."



Competition was keen during the first HP Brazil soccer championship game at the subsidiary's anniversary picnic.



There were plenty of games for kids at HP Brazil's celebration. Here employee children hop along in a sack race.



Elegance reigned at the HP Venezuela anniversary dinner-dance. Left-to-right are Obdulia Castineyra, Isidro Castineyra, Iris Manifesto, Gisela Arque, Helenio Arque, Maria Filgueiras, Horacio Manifesto, and Ramiro Filgueiras.



# HP Mexico: moving out and up



*Time out for tacos! Antonio Castro provided tacos, enchiladas, and burritos with chile to help the movers keep up their strength.*



*HP Mexico's new headquarters. The staff is installed on the first floor and half of the main floor.*



*Lift that desk! Tote that chair!*

It was moving day recently for HP Mexico, and staff members pitched in to help.

The new offices, about twice the size of the former, will enable the subsidiary to give better service to customers and will also provide an improved HP working environment for employees, says Country Manager Antonio Castro.

The offices are a far cry from the small apartment the subsidiary occupied when it started out eleven years ago. The five original staffers set up shop in a two bedroom apartment which was almost as humble as the original HP garage. Today HP Mexico has 74 employees to handle its 38 percent per annum rate of growth.

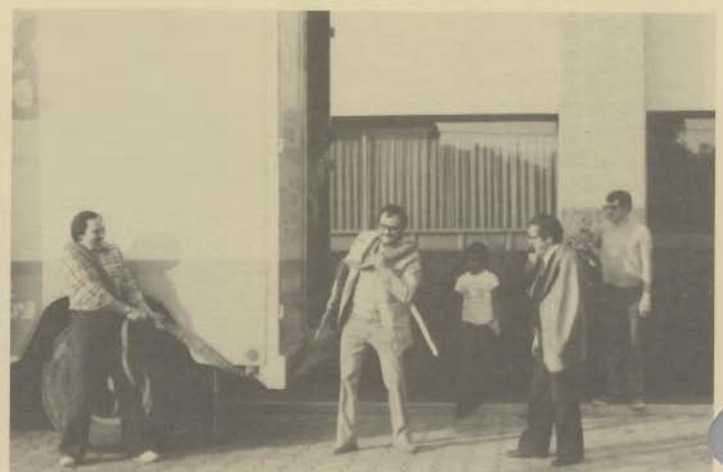
The staff are now settled comfortably in their new home, and are looking forward to a tequila bust to celebrate the new location.



*The old offices were in marked contrast to the new facilities. HP Mexico occupied a humble two-bedroom apartment in this building.*



*HP Mexico employees help hustle equipment and furniture.*



*Some worked, others watched and everybody got tired.*



# Awards recognize top performers

It was performance awards time at the end of FY77, and four countries garnered top honors.

HP Canada turned in the **Best Overall Performance** based on sales, cost control, target meeting for asset control (particularly in areas of accounts receivable and inventory), improved productivity, people development and management effectiveness.

"FY77 was a great year for HP Canada," states ICON Director Alan Bickell. "I'm particularly proud of the job Malcolm Gissing is doing to assume his new responsibilities as country manager and to captain the team to even greater accomplishment."

For the second year running, YHP Japan received the **Best Order Performance Award** for percent of sales growth over the previous year, and for performance vs. quota by the sales force.

"Japan has done a fine job," notes ICON Marketing Manager George Cobbe. "They have a good overall balanced sales effort, and a good record of customer satisfaction with products."

The **Outstanding Cost Control Performance Award**, which recognizes



George Cobbe presents the Best Order Performance Award plaque to Toshio Muraoka, vice president and sales manager for YHP Japan.

the country doing the best job of maintaining costs in line with incoming orders, went to HP Taiwan. Each member of the Taiwan team should take a bow, says Lee Ting, Far East area manager.

"To control costs effectively, each and every employee must recognize the importance of doing so and must make a contribution. The people at HP Taiwan did an outstanding job in FY77," Lee states.

HP Argentina registered the **Most Improved Overall Performance** last year. Sales were up 85 percent and the organization grew fast, incorporating many new employees, according to Jose Grapa, Latin American area manager.

"Economic conditions are much better in Argentina," he observes. "The country is recovering from the 1975-76 recession, and the subsidiary took advantage of the improved business climate. The HP Argentina team turned in a very dedicated performance."

Discipline awards for top sales performances went to the following ICON sales teams: **Computer Systems**, HP Australia; **Consumer Calculators**, HP Venezuela; **Industrial Calculators**, Argentina; **Instruments**, Brazil; **Medical Products**, YHP Japan; **Analytical Products**, HP Venezuela.

Region Service Awards were also presented again this year to countries with outstanding achievements in customer service performance.

The YHP Japan team garnered the **Best Overall Customer Service Performance award**. According to ICON Customer Support Manager Bill Harper, YHP maintained a positive ratio between service shipments and expenses, and despite shipment adjustments that took place in the third quarter, were able to exit the year at 11 percent net operating profit of total value added shipments.

"The service/sales team relationship has been strengthened and a good deal of attention paid to customer satisfaction," Bill says. "For this sort of performance to be achieved requires a total team effort on the part of all people on the YHP team." (Continued on page 19)

*NOTE: We regret that we did not receive performance awards pictures from the other country winners in time, but will try to run them next issue.*



Alan Bickell (right) congratulates Ted Ogrey on his 20 years of HP service. Gary Cunha is in the foreground.

## "Old timers" honored

Service awards were presented in a number of ICON countries during December.

Ted Ogrey, Medical Instruments sales support engineer, received a 20-year award at a special awards luncheon for Headquarters personnel.

Five people around the region received 15-year awards: John Biggins and John Springall of Australia; Claiborne Smith of Puerto Rico; and Niles Howard and Roberta Wilson at Headquarters.

Ten-year award winners included: **Argentina**—Norma Catalina Gagliolo; **Australia**—Donald Simmons; **Venezuela**—Ramiro Filgueiras; **Brazil**—Luiz Carlos de Freire Barata, Nilton de Paula Avellar, Wilson Cesarino, Ary de Almeida Santos, Fernando Teixeira; **Canada**—Florence Wilson, Joe A. Hameed, Conway I. Reimer, Ruby M. Sheppard, George R. Yule, Christopher J. F. Proulx, John E. Cross, R. Richard Tymko, Stephen R. Beirne, W. David Smardon, Ian N. Jackson, Alan R. Holdway, George M. Dickens, James E. Trussler; **Mexico**—Maria Cruz Delgado Navarro; **Puerto Rico**—Hiram Perez; **U.S.**—Gary Cunha, Janice Curtis, Daphne Dorney, Ruth Carney, Anna Rodriguez, Lloyd Taylor, Dick Warmington.



# Things are better and easier in Order Processing

Major changes are afoot in the Headquarters Order Processing Department which Commercial Services Manager Niles Howard says will increase production, make life easier for order coordinators, and improve service to customers.

Key facets of the changes include 1) re-organization of order coordinators and supervisors along lines of sales forces or product types, 2) addition of a new initial editing function to prepare orders for order coordinators, 3) appointment of a Headquarters order processing manager, 4) establishment of a new Support Services Department.

The re-organization grew out of a three-month task force study of the department. Task force members included Niles Howard; Area Order Processing Managers Mary Andrews, Jean Smith and Ingrid Powell; Don Andrushko, manager for Far East Area distributors; and Maureen Forbes, MidEast/Africa supervisor.

"We feel the changes recommended are good ones and will be successfully implemented because they came from the department itself," notes Niles. "This was all designed by Order Processing management, not by other management."

Under task force recommendations, the department's present geographical organization will remain the same with area order processing managers responsible for a given territory. Within these area structures, however, order coordinators and super-



*Order Processing Task Force members confer on details of the recent changes. Left to right are Mary Andrews, Jean Smith, Niles Howard, Maureen Forbes and Ingrid Powell.*

visors will now be organized along lines or sales forces or product types.

"Before the re-organization, order processors had to know everything—discount and commission rates in various countries, the peculiarities of eight different sales forces, and so forth," explains Niles. "Now they will have one set of variables to work with, rather than a whole matrix."

A new commercial editing function will be provided within area organizations. Editors will receive an order and edit it to the point where it can be processed routinely by the order coordinators.

"The editors will do the preliminary nitty-gritty work on the orders—credit check, customs arrangements, etc. They will prepare it to go into the HEART system," says Niles.

At this point, the order coordinator

receives the order, enters it into HEART, and takes the order the rest of the way through the process, including invoicing and shipping.

The re-organization also calls for appointment of a Headquarters order processing manager to whom all area order processing managers will report on a solid line basis. The area order processing managers reported directly to an area manager in the past.

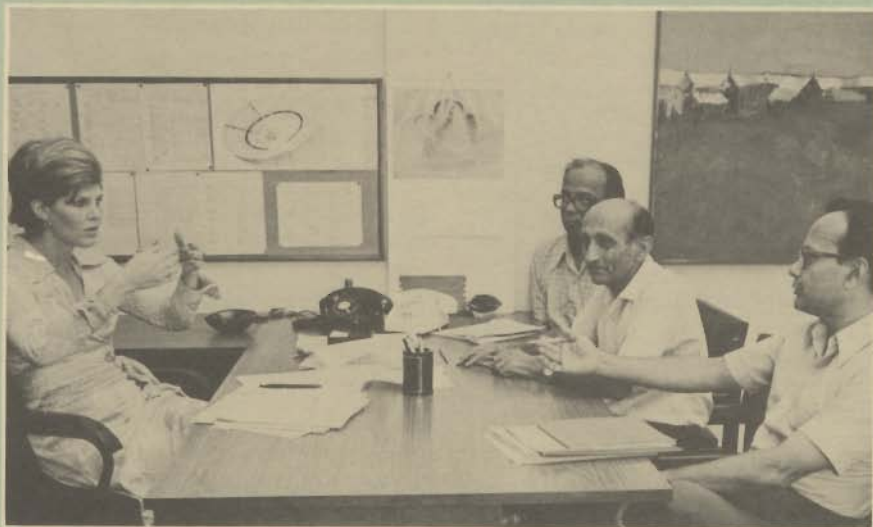
A new Support Services Department will also be established to coordinate key support functions such as returns, demo inventory and distribution of non-financial inventory.

The new organization and procedures offer a number of benefits, with increased productivity high on the list. "We would have had a backlog of 400-500 orders a month without this reorganization," Niles states. "Now we believe we can handle all orders with approximately the same number of staff."

The system will considerably shorten the training/learning period of order coordinators. The task force estimates it will take six months instead of a year for a new order coordinator to become completely conversant with the job.

Customers will also receive better service under the new procedures, according to Niles. The goal is to get every order into the system within five days (at the outside), mail acknowledgements within two days after being issued by HEART, invoice within three days of receipt of necessary documents, and ship within five days after receipt of packing list.

"Our initial purpose was to make the order coordinator's job easier," observed Niles, "but the reorganization has ended up helping everyone including trade customers, subsidiaries, and factories we deal with."



*BLUE STAR VISIT. Staffers of Blue Star, HP's Indian distributor, listen attentively as Far East Order Processing Manager Ingrid Powell discusses methods for improving order processing procedures. Left to right are C. S. Anandaram, medical products specialist; Narey Lalwani, medical order coordinator; Ani Ghosh, all-India manager of instrument sales. Ingrid also visited Japan, Korea, Taiwan, Singapore and Hong Kong on her Far East trip.*





Noel Wu



Margaret Chang

## HP Taiwan announces changes

Noel Wu, formerly administrative manager for HP Taiwan, recently was named personnel administrator. Responsible for personnel and service administration, he will work on employee development programs, as well as oversee all functions of the Personnel Department. A Soochow University graduate, Noel joined HP Taiwan in 1973.

Replacing Noel as administrative manager will be Margaret Chang, HP Taiwan's accounting supervisor for the past four-and-a-half years. A business administration graduate of National Taiwan University, Margaret has done graduate work at the London School of Economics and Political Science.

## Employee journals mark special issues

There's been a "birthing" and a birthday for two ICON employee publications.

HP Canada published its first issue of the *HP Canadian*, a tabloid newspaper, in December. Linda Johnson, secretary to President and General Manager Malcolm Gissing, and Linda Gileno, receptionist for Operations Manager John Cross, are coediting the monthly paper in their "spare time." They report that it's a real challenge to gather news from the far reaches of HP offices across Canada.

*Bridge*, the YHP Japan monthly magazine, published its 100th issue in January. The special anniversary issue carried greetings from HP, YHP and YEW officials, and highlighted key company dates and activities. In an interesting feature article, the lives of 10 "typical" YHP employees were chronicled over their years with the company. Family births, deaths, marriages and accomplishments were tied in with the employees' training, promotions, and other job activities.



A GOOD MOTTO. Kenzo Sasaoka displays the calligraphy scroll YHP Japan recently sent to Intercon Headquarters. It says "Kibishii kankyo juchi daiichi" or "Under severe environment, getting orders is the first priority."



Linda Gileno (left) and Linda Johnson decide on copy and layout for the latest issue of *HP Canadian*.



Misako Harada (right), editor of *Bridge*, confers with her staff.



(People, continued from page 5)



### DAVE GIBBS

"If I had a business, I'd run it on the same philosophy HP does," asserts Dave Gibbs, HP Canada's top salesman for 1977.

As the second employee to join the fledgling HP Canadian organization back in late 1960, Dave has had ample opportunity to observe HP's operating philosophy. He officially joined HP as a service manager, but ended up doing triple duty as the only service technician and chief packer/shipper/receiver.

"In those days," Dave recalls, "if you could only do two jobs you wouldn't last long at HP so I honed up my skills in the packing/shipping area. It gave me that added feeling of security."

He eventually moved to sales in Montreal, and on to Winnipeg where he launched the company's Winnipeg operation. He looked after all product lines at that time, and sold the first Time Share Computer System in Midwestern Canada.

Dave's sojourn in Winnipeg ended in 1970 when he was asked to set up Canada's first Marcom operation. In 1972, he shipped out to Ottawa as a field engineer where—as could be expected—he piled up an impressive record. He has the country's largest and most important account—the Department of National Defense—and in 1977 was named the highest dollar salesman in Canada.

In the 16 years Dave has been with HP Canada, the subsidiary has gone from a staff of eight people to nearly 400 in eight offices spanning 3,400 miles. Sales volume has increased fifty times in that period.

Despite the tremendous growth, Dave believes the company has maintained the positive attributes of a smaller organization. A recent anecdote illustrates his point.

"The other day Roger Leblanc, one of my peers in Halifax, called to say one of my customers wanted to see a synthesizer, and Roger offered to

help," Dave explains. "Through a network involving Roger, our factory contact, the Baltimore office, and people in my office—about nine people altogether—within five days we had a very expensive machine in the customer's hands for evaluation. I'm sure we'll shortly see an order for a considerable amount of money."

"To me, even after a lot of years with HP," Dave continues, "it was amazing that these activities took place with no signature, no memos, no high level management decision, no fuss, no muss. Nine people in every aspect of our business did the right thing at the right time to find an answer to a customer's problem in a profitable manner. I can't think of any better illustration of the HP Way."



### MARIO VIVEROS

From office boy to order processing supervisor is a big jump, but Mario Viveros of HP Mexico has taken it all in stride.

When he began with HP Mexico in 1970, the staff stood at 17 people. That number has increased to 70 today, and Mario has grown right along with the staff.

He began studies at Universidad Nacional Autonoma de Mexico at the same time he joined the company, and after years of attending early morning and evening classes, recently obtained his business administration degree. Rungs on Mario's HP career ladder have included positions as order processing secretary, accounting assistant, and finally order processing coordinator.

"I have really thrived in the atmosphere at HP," says Mario. "I have been given room to develop myself freely and meet the goals I set."



### BRUCE MARSH

"There is no 'second best' for Bruce Marsh. One of the joys of being his manager is to know that anything he does will be done to the best of his ability and making most use of the resources available to him."

That's heady praise from Australasian Area Manager John Warming-ton, and he says Bruce Marsh deserves every word of it.

Bruce, who recently assumed duties as service engineering organization manager for Australia/New Zealand, joined HP Australia as a service technician in 1964 (at the same time he started night classes at Royal Melbourne Institute of Technology where he completed a degree in radio engineering). He eventually became service supervisor of the EPG group, then "Bag A" service manager for Instruments, Medical, Analytical and APD Calculators.

Bruce has witnessed a lot of changes over his 14 years with the Australian subsidiary.

"The most significant change for me," he notes, "has been our rapid growth. From a small distributorship in Melbourne and Sydney employing 26 staff, we've grown to a large company employing 255 personnel in 10 offices. During this time we have picked up a vast range of differing products and ventured into new fields, all of which aid steady growth."

One of Bruce's most important contributions to the company has been introduction of a centralized and automated APD service for Australia. He notes that the centralization required the teamwork of sales and service facilities throughout the country.

"The 'HP Way' became particularly evident to me during this time," Bruce states. "All staff cooperated and as a team we were able to make a very smooth transition."





### GRACO FERREIRA

Order Processing Manager Graco Ferreira has been with HP Brazil for only two years, but already he has made his mark. According to Personnel Manager Joao Jose Da Costa, Graco transformed a near-chaotic order processing department into one of the best areas of HP Brazil administration.

"This achievement was possible through Graco's ability to build a strong team directed to supporting sales and service groups," notes Joao.

A university graduate in economics and journalism, Graco has had a varied background. He spent nearly eight years as a newspaper reporter, copy desk editor, and radio announcer and scriptwriter. He also held positions as traffic manager, administrative manager and customer services manager in various electronics firms before joining HP in early 1976.

The HP job has been his most interesting to date.

"I like a challenge, and management is an especially demanding task in companies in developing markets," he states.

He sees a positive future for both Brazil and HP Brazil.

"Our splendid facilities in Alphaville indicate the confidence of HP in the possibilities of this country," Graco says.



### JERRY KARASINSKI

Jerry Karasinski has never lost anything—at least not while he's been

with HP Canada's Edmonton shipping and receiving department.

"Jerry is really an outstanding employee and has been a major contributor to our winning the S.A.M. Award (Sales Support and Asset Management)," says Country Manager Malcolm Gissing. "He's saved us thousands of dollars, and we've never lost anything through his department—a real accomplishment."

Jerry joined HP Canada in 1975 after a checkered career which included a stint as a tugboat captain in the Northwest Territories for the Canadian Department of Transportation. Born in Poland, he was a member of the Polish Naval Academy, and later of the Polish Air Force. He obtained his pilot wings on the eve of France's collapse in 1940.

In the two years Jerry has been in the Edmonton shipping department, gross shipments have increased from 100 to 300 a month. He has taken a special interest in modern methods of packing and shipping, and has managed to greatly improve the department's efficiency.

He likes his job with HP Canada. "HP's treatment of employees—particularly the benefits offered—contributes to employees' strong sense of security and dedication," says Jerry. "I believe they respond by being as eager and efficient as possible."



*Yolanda Hernandez receives her pin for five years of service.*

### YOLANDA HERNANDEZ

Yolanda Hernandez's organizational talents have stood her in good stead with HP Venezuela. After joining the subsidiary in 1973, as secretary in the sales secretariat, she rapidly became supervisor of that group, as well as of the sales support team.

She has done an excellent job in both capacities says HP Venezuela Administrative Manager Isidro Casteneyra.

"Yolanda has been outstanding. She has organized her groups in a very efficient manner, and has instilled in them a very good team spirit," he notes. "She herself is very enthusiastic

and conscientious and concerned about the whole company as well as her individual departments."

Yolanda brings a varied background to her job with HP Venezuela, and has lived and worked in New York, Los Angeles and Winnipeg, Canada.



### DAPHNE DORNEY

How do you persuade a domestic customer who normally buys equipment for use in the U.S. that he must pay a higher price for HP goods being exported?

That's the kind of problem Daphne Dorney confronts almost daily in her job as staff engineering supervisor for Headquarters Instruments Products group. She handles instrument inquiries coming from U.S. customers buying for Europe, supervises the quotes activity, trains new staff engineers and manages demo inventory.

"I like the challenge of identifying and solving some of the problems inherent in becoming a multinational company selling to other multinational companies," she says.

Daphne meets that challenge well, according to George Cobbe, new ICON marketing manager.

"She is probably the most knowledgeable person regarding aspects of Instruments orders," George notes. "She is also extremely articulate and reliable, and is a real leader as well as being a good teamworker."

Team work is one of the aspects Daphne enjoys most about her work at HP.

"I really like the informality and the help one can rely on from people at all levels when trying to obtain information or solve a customer's problem," she says.

Born in England, Daphne came to the U.S. in 1964. She holds a mathematics degree from Edinburgh University in Scotland, and joined HP ten years ago as a staff engineer in export marketing.





### ZAID VILLORIA

Accountant Zaid Villoria's "perfect" knowledge of administrative systems has been invaluable to HP Venezuela, says General Manager Horacio Manifesto, and now he's exporting some of that know-how.

"Zaid's expertise permits him to help organize and guide other departments," comments Horacio. "He recently made a trip to HP Mexico, for example, to help with their accounting procedures."

Zaid joined HP Venezuela in 1970 after finishing his university studies in accounting. He began as assistant in the accounting department, and eventually became department supervisor.

Interested in further expanding his educational background, Zaid is currently taking business administration courses at Andre's Bello Catholic University.



### INGE HARPELL

Management Accounting Manager Inge Harpell has been with HP Canada for 13 years and, according to Country Manager Malcolm Gissing, "knows more about HP Canada from an accounting viewpoint than anyone else in the company."

Inge, he says, can perform any job within the department, and was the major contributor in managing it from 1972-74 when management

responsibilities were spread within the department. Up until 1977, she single-handedly put together the HP Canada targeting package and has worked many, many hours of overtime without complaint to get the job done.

Inge has seen many changes in the company since she joined. "It has been interesting to observe the steady growth from a company of 40 employees to 400," she states.

Her years with HP have been good ones, says Inge.

"HP has always given me the opportunity to participate by offering me new challenges. I like management by objective, and I have enjoyed the many friends and people I have met who are always willing to help."



### CHIEKO KASANO

"Teamwork pays" is more than just a slogan to Chieko Kasano, assembly line worker in YHP Japan's manufacturing plant.

She and her six-member Quality Control Circle team received the top award this year for offering ideas to decrease careless mistakes on the production line. Quality Control Circles, Chieko explains, are part of a nationwide emphasis on quality control in Japan. YHP has 27 QC Circles in manufacturing, as well as others in customer services and systems operation. Employees in a circle study the most efficient way to do their work, and compete annually in giving presentations on time and motion study.

Chieko joined YHP nine years ago, and over that time has seen the factory space and staff double in size. "The people working in my department have also gained more technical skills," she adds.

She is enthusiastic about the work atmosphere at YHP where cooperation is stressed.

"Cooperating leads to greater understanding among people and higher worker efficiency," she says.



### CHRISTINE KOCH

Christine Koch is the kind of person whose quiet efficiency is apt to go unnoticed, says a colleague, but the result of her work speaks for itself. In her eight years with HP South Africa, she has moved from book-keeper to personnel officer to inventory shipping accountant.

According to Country Manager Tienie Steyn, she has done an outstanding job of controlling both fixed assets and inventory, and will continue by visiting Australia soon to assume responsibility for implementation and control of FICS (Field Inventory Control System) in the service department. She is also overseeing conversion of the current sales analysis and inventory program to the HP 3000 series 2 computer system, working in close cooperation with the company's data processing applications engineer.

Christine is enthusiastic about her work with HP South Africa, particularly the "family atmosphere" cultivated by the company.

"I've seen the operation grow from 16 people to a staff of 99," she says. "We really operated like a family unit in the early days, but I feel that we have not lost that same feeling of belonging and interest in each other although the company has grown so much."

Christine adds that she finds the company's attitudes toward social issues impressive.

"I'm proud to be a part of HP South Africa because of the social concern shown by the management and employees for the unique problems of South Africa, not only through the financial contributions to organizations such as TEACH (fund which builds schools for African children), but also in the granting of equal opportunities to all groups in the HP operation."



## HP Australasia gets new service plan

Changes in the HP Australasian service structure should result in greater efficiency, reports Area Manager John Warmington.

Service will now be verticalized, and the four product sales managers will have either service managers or service teams reporting directly to them.

In addition, John Springall, former Australasian service manager, will become order processing manager responsible for all order processing of instruments, consumer calculators, parts, and communications (Comsys) and service administration.

John will report to Admin Manager Roger Bailey, and will remain a member of the Australasian Area operations council.

According to John Warmington, the changes will "help strengthen our total marketing structure and hopefully hurdle some of our customer-oriented problems."

## Brochure offered

Corporate Literature Distribution is offering a special eight-page brochure for field sales people which is designed to stimulate a favorable response to HP's products.

Titled *Measurement and Computation Help Improve Productivity*, the four-color brochure gives a brief overview of HP's product range and vital statistics, and highlights after-sale support. It can be used as a direct mail piece with letter or note attached, or as an element in presentations, proposals and seminars. It is also useful for responding to management inquiries and as material to leave behind after a sales call.

The brochure comes in English and Spanish with several versions targeted at specific regions. To order, contact Corporate Literature Distribution, Building 9B, 1820 Embarcadero Road, Palo Alto, Calif. 94303. Use the following order numbers: United States—English language (5952-0056D); Spanish language (5952-0056SP); Australia, New Zealand, South Africa—English language (5952-00561C); Canadian—English language (5952-0056CA).



George Cobbe



Steve Lumm

## Sales structure changed

# New jobs for Cobbe and Lumm

George Cobbe has assumed duties as ICON's marketing manager, and Steve Lumm as sales region controller/administrative manager after a restructuring of the region's sales organization designed to improve its effectiveness.

George, who has served as Instrument regional marketing manager for the past three years, will now devote full time to overall management of sales and support activities for all disciplines throughout the region. He reports to ICON Director Alan Bickell, with a strong functional reporting line to Al Oliverio, vice president of marketing.

Steve, former ICON finance manager, has overall responsibility for sales region administration at Headquarters and in the field. He has the functional relationship to the ICON Sales and YHP (Japan) Sales administrative managers, and also helps coordinate service administration activities. Steve continues to report to Lloyd Taylor, but has a very strong functional tie to George Cobbe in direct support of sales region activities.

The new marketing structure parallels that of HPSA in Europe and, according to Alan Bickell, is aimed "at achieving a more consistent and

aggressive sales performance throughout the region.

"Establishment of a management level for marketing at Intercontinental was necessary due to the growing size and complexity of the manufacturing and sales activities in the region," he added.

George Cobbe was born in El Paso, Texas, and joined the HP marketing department in 1961. He subsequently held positions as field engineer in Southern California and product marketing manager at HP's San Diego Division. An electrical engineering graduate of Stanford, he has also done postgraduate studies in business administration at Santa Clara University. He and his wife, Wilma, and two of five children live in Saratoga.

Steve Lumm was born in Columbus, Ohio. He attended Indiana University where he received a B.S. in accounting and an M.B.A. in management and finance. He joined HP in 1969 as payroll supervisor in the Corporate Accounting group, and has also served as Corporate overhead accounting manager, general accounting manager and cost accounting manager in the Cupertino Division, and finance manager at ICON since 1975. He and his wife, Sue, have three children and live in Palo Alto.

(Continued from page 13)

The FY77 **Most Improved Customer Service Performance** award went to the team in HP Taiwan who strengthened customer satisfaction with an on-going customer contact program. They also established a close working relationship between sales and service, according to Bill.

"HP Taiwan had a particularly strong financial performance which was high-

lighted in two areas," he states.

"First, they went from five percent net operating profit in FY76 to eight percent in FY77. They did this with value added shipments that exceeded total service expense—a reversal of the performance in 1976."

Bill adds that the subsidiary "demonstrated that it is possible to make a profit in ICON customer service without doing it through trading income."



# Hail and farewell



Betty Gerard interviews Keniche Akasaka, YHP administrative manager.

## EXIT BETTY

As you may be aware, *Intercom* has undergone a change in editorships since our last issue. Betty Gerard, who had been our editor since publication of our "Mañana is Today in Latin America" (May-July 1975) issue, accepted a challenging full-time assignment with HP Corporate Public Relations to establish a news service serving all Company newsletters, including *Intercom*.

An attempt to list all of Betty's accomplishments in *Intercom* would occupy an entire issue. Her talented and determined style permitted us to exceed the objectives and level of professionalism we had originally anticipated for *Intercom*. We will miss her but recognize that all good things must come to an end—and of course, we wish her every success in her new assignment.



Judy Hansen works on the current issue.

## ENTER JUDY

With the good offices of Gordon Brown, *Measure* editor, we were fortunate to locate a highly qualified replacement for Betty—Judy Hansen. Judy has come to us with excellent credentials, starting with a B.A. (with honors) and an M.A. in journalism and Asian studies from the University of Michigan. But not all of her background has been academic.

Over the past 10 years, Judy has acquired directly related experience as a commercial magazine and newspaper writer and editor. Additionally, she has held responsible positions in public information and community relations, and has done a good deal of freelance writing. An interesting and valuable sidelight and benefit to *ICON* is Judy's long-standing association with the Far East. She and her husband Chad, a visiting professor of Asian philosophy at Stanford, have lived in Taiwan,

Hong Kong and Japan, and Judy has also spent time in Korea and Southeast Asia. These experiences have provided her with a fine sensitivity and understanding of the Orient, something relatively few people from the West seem to develop.

The *Intercom* staff look forward to working with Judy, and in continuing to provide a medium for employee communications in the Joanne Engelhardt and Betty Gerard tradition.

P.S. Judy would like to offer some initial comments on the type of copy and photos we need in order to make our efforts more effective.

## JUDY'S ADDENDUM

It is an interesting challenge to gather material from and "interview" people whom, for the most part, I cannot see or talk with directly. Such a task requires the understanding and cooperation of everyone around the *ICON* region—attitudes which were very much in evidence with my first issue of *Intercom*.

My special thanks to those of you who sent speedy replies to my telexed requests for information and pictures. I was particularly impressed by the enthusiastic responses from most of the people chosen to be featured in the "People Make It Happen" section.

To help make your job and mine a bit easier, here are a few guidelines for submitting material to *Intercom*:

- Send black and white glossy photos whenever possible. We can use color prints and slides, but black and white pictures reproduce much better.
- Try to get active, interesting photos. Show people *doing* things. Use creative camera angles to avoid stereotyped pictures of people shaking hands, receiving awards, etc.
- Clearly identify people in photos with names and titles.
- Query before sending unrequested photos or long articles to make sure we have room for them.
- Send complete information on an event—include the five "Ws": who, what, when, where and why. Include quotes from people to add interest.
- Spell out acronyms on first reference.

Thank you again for your cooperation in getting out this special issue. Let me know if you have any ideas or suggestions for *Intercom*.

## INTERCOM

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