
intercom

HP Intercontinental News December 1981

Special Issue

The Long March to Beijing



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Lessons in Teamwork



Confident of their ability, the Vagabonds made their victory banner before they left Palo Alto to challenge the HP Geneva team.

This issue of *Intercom* features a series of news and background articles on the HP effort in China — and reports on the recent opening of the China HP Representative Office in Beijing.

For HP and for our Chinese partners, this represents a "new frontier" of cooperation in a long-term effort to develop the electronics industry in China. It took teamwork to bring us to this point, and it will take a lot more of the same esprit de corps for us to progress towards our goals in developing the China market, and bringing pre- and post-sales support within reach of our customers.

As I reflect upon the significance of our activities in China, I am reminded of other activities within recent months which have evidenced the same kind of "spirit" — the athletic activities that are an important part of employee life throughout Intercontinental. Members of

Cover photo by George Cobbe. Yu Yuan, or "Yu the Mandarin's Garden" in Shanghai dates back to the 16th century Ming Dynasty.

our Headquarters staff recently participated in a number of area athletic events, as well as an international volleyball tournament in Geneva, where we were represented by a group of volunteers who took part in the Geneva event during their personal vacation. In each of the activities in which we participated, the Intercon teams did extremely well. The women's softball team remained undefeated until the finals, and brought home many trophies; and finally, our volleyball team returned from Geneva with the International Volleyball trophy. This latter award is a perpetual trophy which has remained in Intercontinental hands for all but one of the four years it has been in existence.

As I observed some of these sports activities, I realized that in many cases, we had faced rather formidable odds. But we consistently triumphed, and I believe the reasons are three-fold. First of all, it is very clear that all of our Intercon Headquarters athletic teams had an absolute desire to win. Second, they trained extensively and finally, and most importantly, they worked together as a team. The results speak for themselves.

This success formula I have outlined above is really rather obvious, though sometimes we may lose sight of it. We

are applying the same formula here at Hewlett-Packard where individual contributions certainly are important, but it is our effort at working together as a united team that really makes the difference between a truly outstanding performance and one that is simply average.

This issue of *Intercom* is a "special issue" not only because of the stories on China, but also because we have some catching up to do in communicating with you since the departure of our previous editor Judy Hansen, and Diana Fu's arrival.

As we go to press, we can look back and be pretty pleased with what Intercontinental has accomplished in FY '81. I suggest that, if we absolutely dedicate ourselves to doing an outstanding job, expand our training programs, and finally, concentrate on working together as a closely knit team, we will do even better in the future. I also think we will continue to have a lot of fun.

Thanks for a fine job in FY '81.

Open Letter to John Warmington



Dear John,

I guess the time has arrived, as it will to all of us, for your retirement from your life's vocation. In truth, few can take such a giant step with the satisfaction you must feel from your accomplishments.

You have heard a lot about your key role in the development of HP Australia, from an extremely small beginning to a major supplier of high technology equipment in your home country. We could stop there and not fall short of giving you the credit due to you — but as a friend and colleague, I see much more accomplishment — far beyond HP and even the shores of Australia and New Zealand.

Recently I met with one of the many people whose lives you have influenced during your career. He said, "John taught me it was quite possible to get the job done *without* breaking the rules." Well, there just are not many teachers of ethics around these days.

Furthermore, what you may not realize is that there is an ill-equipped university in Nepal, a seismic research center in earthquake-prone Ecuador and a primitive, first-time basic mathematics elementary school in Saipan benefiting from HP donated equipment. Much of the credit must go to the "John Warmington Crusade to increase HP Donations Abroad." You may feel that this activity could be even further along but the real accomplishment was setting the ball in motion and you did that quite effectively.

John, neither of us ever worked for each other so I can speak from my heart instead of any sense of obligation. My life and my purpose have been greatly enriched for having traveled the same path with you, and I'm sure hundreds of others will agree.

If, however, you think you're off the hook, let us explain we will be calling on you again for brotherly advice and counsel — and, on occasion, a warm and friendly smile for which you are known.

Enjoy your retirement but don't stay too distant and keep in touch.

Very best regards,

- John Warmington retired at the end of October after more than 40 years in the electronics and computer industries, and 33 years with Hewlett-Packard.
- He became the first General Manager and Managing Director of HP Australia when it was founded in 1967.
- Shortly afterwards, HP New Zealand was founded and John became Managing Director. He has served in that capacity with HP New Zealand and Australia ever since.
- Before HP came to Australia, John was Director and General Manager of Sample Electronics, the first distributor of HP products in Australia.
- John will remain as Director and Chairman of the Board of Directors of HP Australia, and will act as a consultant to the company.
- Asked for his personal interpretation of the HP Way, John reiterated to *Intercom* some sentiments that he had expressed in an interview appearing in the latest issue of *Depth*, the employee publication for HP Australia, "I'd just say that leaders leading has never been excluded by MBO. After everyone has been heard, there are some occasions when the person at the top has to call a halt and make the hard decision."



John Warmington retired at the end of October after overseeing the growth of HP Australia and New Zealand for fourteen years.

The Long March to Beijing

一個遙遠的旅程

The China Hewlett-Packard Representative Office, recently opened in Beijing (Peking), is the first such operation sponsored by the government of the People's Republic of China (P.R.C.) in conjunction with a foreign company. Developing the HP presence in China has meant years of dedication, teamwork, and in no small measure, luck or "yun chi" 運氣.*

Intercom Editor Diana Fu, a newcomer to HP, though not to the China beat, interviewed Chi-ning Liu, Lee Ting, George Cobbe, Alan Bickell, Bill Doolittle, and Dave Packard to bring you the following stories. Mike Naggiar, Bob Brunner, Albert Liu, Colin Chin, Joseph Ng, Steve MacDonald and Gordon Brown also contributed information or pictures to this effort.

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*Our Editorial Director Sy Corenson says, "Joss—for those who've read James Clavell's *Taipan* or *Noble House*!"

The two ideograms or characters at right stand for HP or "widespread virtue."

The Opening... and the Countdown

北京開幕前後記

A New Partnership

"The opening of the China Hewlett-Packard Representative Office is the formal beginning of the cooperation between China Electronics Import-Export Corporation and Hewlett-Packard Company. Its success will require much hard work on the part of all of us. But by working together, by exchanging experiences, we can contribute not only to the friendship between our two countries, but also further a mutually beneficial, long-term partnership in developing China's electronics industry."

With these words, Bill Doolittle, HP's Senior Vice President for International, opened the Representative Office in Beijing in November, thereby formalizing a unique business relationship with China Electronics Import-Export Corporation (CEIEC), an entity under P.R.C.'s Fourth Ministry of Machine Building. For Bill, this was also a moving moment representing a high point in a corporate journey which began with his trip to China with Lee Ting nine years ago. (See "History.")

At the banquet celebrating the opening, Bill noted that, "During the ensuing years, HP had worked closely with

numerous P.R.C. foreign trade organizations representing the end-users to supply a range of HP products to universities, factories, and other institutions in China. More recently, with the start of your modernization effort, there has been heightened interest among your industries in applying modern electronic tools to solve complex problems in technology and management. Establishing this office is in keeping with our philosophy of bringing service support and technical training closer to HP customers."

Distinguished Guests

The Chinese attached considerable importance to the opening, and hailed HP's pioneering spirit. Among the guests who attended the ribbon-cutting ceremony and the banquet were First Vice Minister, Fourth Ministry of Machine Building, Liu Yin; Xinshidai Company Vice President Zhou Jiahua, who was instrumental in working out some of the original memoranda of understanding between the Chinese and HP; President of CEIEC Li Zhengang; and U.S. Embassy Economic Counsellor David Brown. Also attending were CEIEC Vice President and HP Rep Office Acting

General Manager Li Deguang, HP Rep Office Deputy General Manager Ren Shouqin, and technical and administrative staff members of the Rep Office. The neighborhood where the office is located had never before seen so many automobiles.

Chi-ning Liu, who as general manager for HP China provides overall direction for China activities, was on hand to welcome the guests, as were Albert Liu, computer marketing manager; Colin Chin, instruments marketing manager; and Doug Tsui, computer staff engineer for China. Intercon's Mike Naggjar, computer systems marketing manager; and Walt Sousa, instruments marketing manager; Bob Oo, Far East Area instrument service manager; Koh, B.L., Singapore instrument service technician; as well as HP-UNDP staff members David Yeo, Frank Hublou and P. H. Yang (See "Culture, Technology, and Sales") all participated in the activities to ready the office for the opening, and helped act as hosts during the actual events.

News Coverage

The *Beijing Daily* and the *China Daily* covered the story, as did the New China News Agency, with a dispatch sent over their wire service. Beijing TV, the local station, and Central TV, the national network, provided evening news and documentary coverage, respectively.

Equally important and fascinating are the behind-the-scenes, roll-up-your-sleeves efforts in the final days before the opening that made the whole story a successful one. Chi-ning Liu relates that the division of responsibility was as follows:

- The Rep Office staff was basically responsible for readying the office site.
- CEIEC's Department of External Affairs was responsible for visitor logistics, media relations, and preparations for the ribbon-cutting ceremony.
- The Fourth Ministry of Machine Building was responsible for the banquet arrangements, including protocol.

"It was truly remarkable — the efficiency shown by Mr. Ren Shouqin, Rep Office deputy general manager, and his staff, as well as the support we had from



China HP Rep Office staff pose with officials from the Fourth Ministry of Machine Building and CEIEC for official photographs at the office opening in November 1981.

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CEIEC and the Fourth Ministry," says Chi-ning. "They helped ensure the cost-effectiveness of the opening events."

Countdown

Here is a countdown of the efforts prior to the office opening, as summarized from talks with Mike Naggiar and Chi-ning:

The Rep Office is located on the fourth floor of an old municipal instruments factory building in Beijing. Renovation and new construction began at the end of July, but work was not completed until the Wednesday before the scheduled Monday opening. Three-and-one-half months isn't a very long time, considering the fact that everything that had previously existed on the floor had to be dismantled for an open HP office plan, classrooms and conference rooms had to be built, double-layer storm windows installed, the heating system upgraded, radiators hidden or spruced up, and the power stabilized.

The 8,000 square feet of office space now "looks very HP" according to Bill Doolittle, "and includes computer and instrumentation demo rooms, general

office facilities, a customer reception area, and service repair and stock rooms."

After the construction crew moved out on Wednesday, everyone pitched in to clean up and unpack more than 100 boxes of demo equipment, and switch voltage on the equipment as necessary.

By Friday, the power stabilizer weighing, literally, a ton had arrived from the U.S., was retrieved from the Customs Office, and installed the same day.

Two Chinese engineers with the Rep Office had "moved in" with the equipment in order to better familiarize themselves with it; they slept on folding cots. Doug Tsui and David Yeo stayed overnight on Friday.

On Saturday, after all the equipment and furniture — custom built to HP specifications — were in place, sawdust was spread over the floors, which were then damp-mopped, coated with wax, and polished by hand.

Most of the China Rep Office staff and some from HP worked right through Saturday and Sunday nights. By Monday, the place was in good shape. The banner commemorating the opening was hoisted, and tables set up for the ribbon-cutting.

The ceremony was scheduled to begin at 4:00 p.m. Mike Naggiar recalls that the officials from the Fourth Ministry and CEIEC arrived early, and "there was much hand-shaking and drinking of green tea."

When it was time for Bill and First Vice Minister Liu Yin to snip the ribbon, the Chinese TV crews were in place, and many eager HP photographers as well. Lights, cameras, action.



HP staff gave continuous demonstrations during the opening. Here in the computer demo room, Intercontinental's Albert Liu explains our products to Huafeng Trading Corporation's Zhang Hanying, and Fourth Ministry of Machine Building's Deng Guojun, and State Administration of Computing Technology's Ge Pingxiu, as Intercontinental's Mike Naggiar looks on.



HP engineers and their wives join the HP Rep Office staff at a celebration tea party after the opening. (This is the Chinese equivalent of a beer bust!) Intercontinental's Doug Tsui is at far left.

A Look at U.S.-China Trade

中美貿易簡解

Computer
Museum

We thank Caio Koch-Weser, Chief of the World Bank's China Program's Division, and Herbert Heberling, Senior International Trade Specialist, U.S. Department of Commerce, for their input. Facts and figures are from the Departments of Commerce and State, and from Business China.

— Ed.

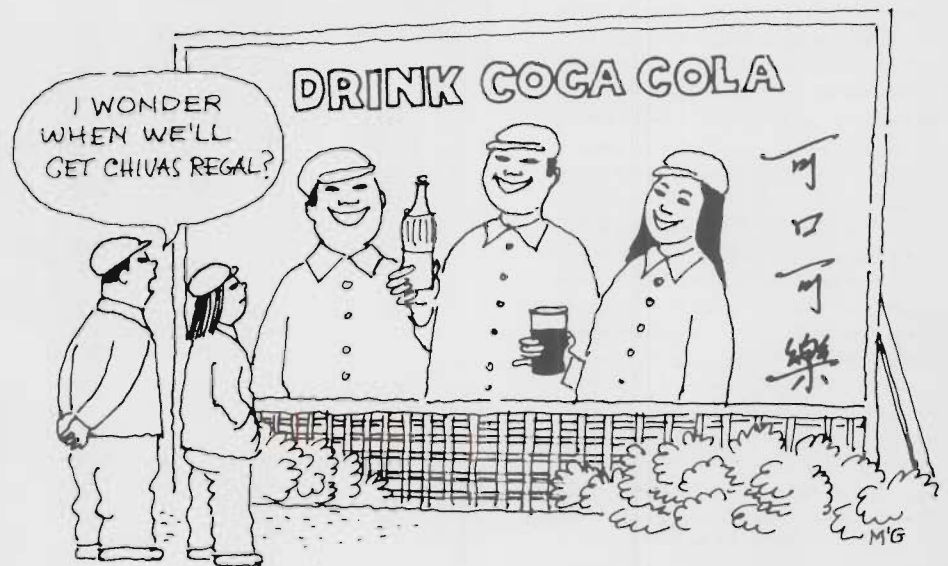
For the culture that established the "silk route" — bringing silk and spices from Cathay to the eastern shores of the Mediterranean as far back as the first century B.C. — foreign trade is nothing new. But with the advent of the People's Republic of China in 1949, and particularly after the falling-out in Sino-Soviet relations in 1959, China had by and large steered a course of economic self-reliance.

The visit of then-President Nixon to the P.R.C. in 1972 reopened U.S.-China trade, and the volume of trade between the two countries has grown from a few million dollars in 1972 to \$2.3 billion in 1979 and \$4.9 billion in 1980. The level of trade fluctuated substantially between 1972 and 1977, due primarily to changes in China's political and economic policies.

This period coincided with the second half of a decade of Cultural Revolution (1966-76), during which moderates struggled with revolutionary purists for control of the party, and hence the decision-making apparatus. The Cultural Revolution also saw an entire generation of youth diverted from education by the political activism of the times.

The "Four Modernizations" and Economic Readjustment

In early 1977, the post-Mao leadership under Vice Premier Deng Xiaoping renewed the "Four Modernizations" program — in the areas of agriculture, industry, science and technology, and defense — that had been announced a few years earlier by the late Premier Zhou Enlai. The goal of this program was to launch China into the front ranks



of the industrialized nations by the year 2000. The blueprint for realizing the four modernizations was an ambitious ten-year (1976-85) draft economic plan.

However, during 1978, the results of nationwide surveys of natural resources, capital construction projects, trained manpower, and management practices pointed out the fact that the plan exceeded China's resources and capabilities. The central leadership then introduced a three-year period (1979-81) of "readjustment, consolidation, reform and improvement of the economy." Recent trends indicate that readjustment of goals and targets will last at least through 1985, while reform of economic institutions will take much longer to effect.

The process of economic readjustment has led to a reduced pace of industrial growth. Industrial production, which grew by 14.3% in 1977 and 13.5% in 1978, increased by only 8.5% in 1979. The 1980 industrial growth rate of 6.9% exceeded the targeted 6%. However, the same target has been set for 1981.

Another result of economic readjustment has been a significant shift in resource allocation, with agriculture and light industry gaining at the expense of

heavy industry. While many analysts see a continuation of this trend, Premier Zhao Ziyang and State Planning Commission Chief Yao Yilin are expected to announce some re-emphasis on heavy industry at the forthcoming National People's Congress. A recent issue of *Business China* cites a reported 7.4% negative growth rate for heavy industry in the first three quarters of 1981 — against a planned zero growth — as grounds for concern that retrenchments in heavy industry may have gone too far.

Regardless of how they strike the balance between heavy and light industry, it is undeniable that China's leaders and economic planners now view international trade as an important factor in the modernization process, and they have shown unprecedented interest in importing western equipment and technology.

Most Favored Nation

Following the establishment of diplomatic relations between the U.S. and the P.R.C. in December 1978, a significant step in the normalization in trade relations between the two countries took place with the signing of the first bilateral trade agreement in February

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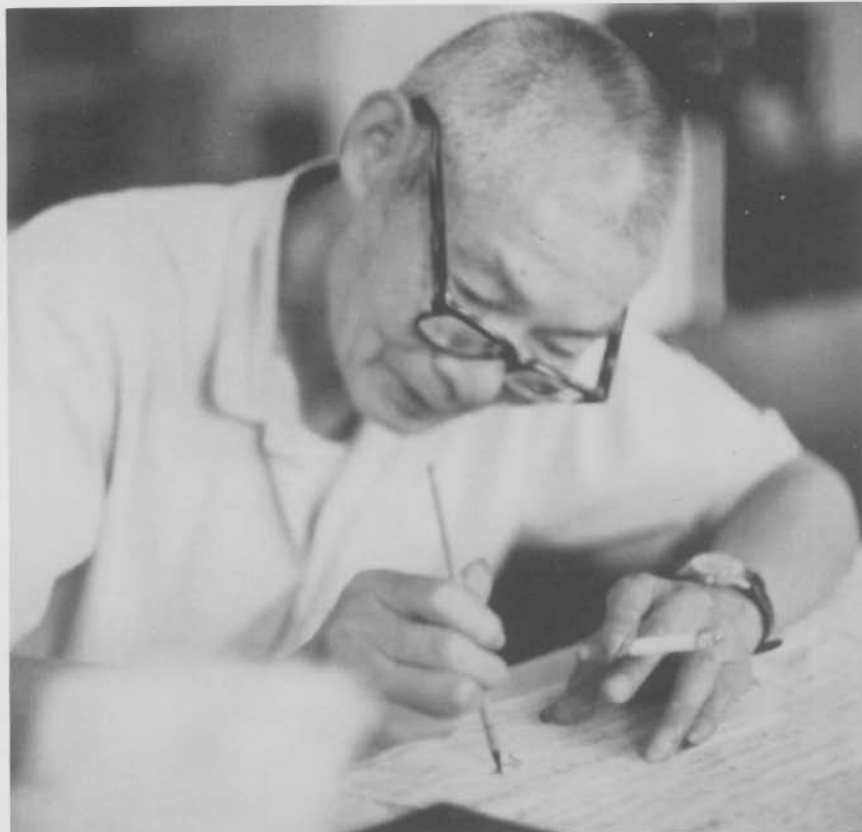
1980. The agreement had been initiated by then-Commerce Secretary Juanita Kreps and Foreign Trade Minister Li Qiang in 1979, and provides for most-favored-nation (or non-discriminatory) tariff treatment for imports from each country; protection of patents, copyrights, and trademarks; procedures for settling commercial disputes; and safeguards against market disruption. The agreement also addresses issues related to the opening of trade offices and the facilitation of business activities, and international financial and banking transactions.

Another event with important implications for companies such as HP was then-Defense Secretary Harold Brown's announcement during a visit to the P.R.C. in January 1980 that the U.S. would be willing to consider the export of certain civilian technologies with a "dual use," i.e., a potential military application. Scientific and technical (S&T) exchanges between the U.S. and China are conducted under an umbrella S&T agreement signed in January 1979 by then-President Carter and Vice Premier Deng Xiaoping during the latter's visit to the U.S.

Foreign Credit . . . the World Bank

Until fairly recently, China had scaled imports to export earnings, thereby avoiding long-term foreign credit. In order to meet the goals of modernization, however, and even those of a scaled-down industrialization program, substantial foreign financing has become necessary. In mid-1980, the P.R.C. became a member of the World Bank and the International Monetary Fund, both headquartered in Washington, D.C.

Caio Koch-Weser, Chief of the China Programs Division of the World Bank, told *Intercom* that recently announced plans for the World Bank to help establish a development bank in China are still in the discussion stage, and would involve at least another 12 months of negotiation. "The World Bank would make loans to the China Investment Bank, once the CIB is set up, and the CIB would in turn lend money to Chinese enterprises to enable the purchase of foreign technology and



The art of calligraphy – once a stroke is made, there's no going back.



Women soldiers enjoy a day's outing at the Great Wall.



In the city of Suzhou, during a traffic jam, Bill Terry is engaged in conversation by Chinese on-lookers eager to practice English.



A traffic policeman watches over pedestrians and bicyclists at Tian An Men Square in Beijing. In the background at right, Mao Zedong's Memorial Hall stands juxtaposed with classical Chinese architecture.

equipment, and help the enterprises develop project appraisal techniques as well as perform financial and economic analyses," said Caio. "We are working with the Chinese in five sectors: energy (petroleum, coal, and hydropower projects), agriculture (irrigation projects), education (training and research projects to upgrade universities), industry (the CIB project), and transport (projects for containerization of port facilities in Shanghai, Tianjin, and Guangzhou).

China's Foreign Trade Structure

Herbert Heberling, Senior International Trade Specialist, U.S. Department of Commerce, San Francisco District Office, notes that the P.R.C. government had approved some decentralization of the foreign trade structure, as part of the efforts to instigate economic reform. In very basic terms, this structure at the national level consists of Foreign Trade Corporations (FTCs) under the Ministry of Foreign Trade (MFT), the appropriate industrial ministries (e.g., Fourth Ministry of Machine Building) and their affiliated FTCs; and the China Council for Promotion of International Trade (CCPIT). With decentralization, many branch offices of national FTCs have been permitted some autonomy in conducting trade with foreign companies; the degree and pace of decentralization, however, are still under review.

The many changes in China's economic and foreign trade policies in recent years have been necessitated by the constant need to balance modernization goals with the country's capacity to absorb such change. Legal and institutional frameworks for foreign investment in China are also in a relatively early stage of formation, and actual trade practices remain cautious and conservative. Nevertheless, veteran China watchers agree that the present trend is clearly towards a somewhat greater degree of economic interdependence with industrialized western economies, and, to a lesser extent, with the developing "third world."

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A Note on Pinyin



Pinyin ("Spelling Sounds") is a system of transliterating the sounds of Chinese ideograms, or characters, into the alphabet. This system of transliteration — or romanization — was devised by the Chinese in 1956, and has been widely used thereafter on building and street signs, and in elementary Chinese textbooks used by foreign students of the Chinese language.

On January 1, 1979,¹ the Chinese announced that Pinyin would officially replace the more familiar Wade-Giles system of romanization (devised by two Englishmen in the 19th century), and would even be used in China's English

language publications destined for foreign distribution. For many of us, including cartographers at the *National Geographic*, who have used the Wade-Giles system for years, and who in truth, may have felt that one system was as arbitrary in many respects as the other, the collective reaction to the P.R.C. announcement was, "Shurli yu zhest!"

Nonetheless, in an effort to keep up with "modernization," we have used Pinyin throughout the stories in this special feature section on China. Some of the words used in the stories are given below in Wade-Giles and Pinyin.

Wade-Giles	Pinyin
Peking	Beijing
Kwangchow/Canton	Guangzhou
Sian	Xian
Mao Tse-tung	Mao Zedong
Teng Hsiao-p'ing	Deng Xiaoping
Chou En-lai	Zhou Enlai
Surely you jest ²	Shurli yu zhest

¹ To coincide with establishment of U.S.-China relations.

² We suspect this would have been the reaction of Messrs. Wade and Giles to Pinyin as well.

Some Vital Statistics — People's Republic of China

Geography: 3.7 million square miles, mostly mountainous or hilly, only about 11% cultivated. Third largest country in the world, after the U.S.S.R. and Canada.

Population: 985 million, according to latest figures from the P.R.C. Population Reference Bureau. Most populous country in the world.

Language: Written language is uniform — standardized in the second century B.C. by the emperor who built the Great Wall, as a means of unifying China. A version of Mandarin called Putunghua ("Common Speech") is the official spoken language. Other (principal) dialects: Cantonese, Shanghainese, Fukienese, and Hakka (non-pinyin spelling commonly used to designate these dialects).

Economy: Predominantly agricultural; central planning, administration, and control. Gross National Product (GNP) for 1979: U.S. \$517 billion at market prices,¹ and for 1980: U.S. \$283 billion, computed according to *World Bank Atlas* methodology.² Per Capita GNP:² U.S. \$290.

Foreign Trade: (In U.S. \$ billion) Total trade in 1980: 37.5; trade balance: -1.3; exports, f.o.b.: 18.1, with U.S. share 1.1; imports, c.i.f.: 19.4, with U.S. share 3.8, or 19.6% of Chinese imports.

Currency: The basic unit of the Renminbi (RMB, "the people's currency") is the Yuan. Exchange rate for 1980: U.S. \$1 = RMB 1.50. For 1981: U.S. \$1 = RMB 1.73.

Industry: Principal industries: iron and steel, coal, textiles, food processing, machine building, and petroleum. Long-term average annual rate of industrial growth has been approximately 10% since the early 1950s.

Natural Resources: Coal, iron ore, oil, tin, antimony, tungsten, mercury, molybdenum, silver, lead, copper, zinc, and bauxite.

Climate: Though most of the country lies in the temperate zone, climatic conditions vary considerably, as can be expected of a country stretching from the northern reaches of Manchuria to the subtropical South, and westward from the coastal provinces to the desert of Xinjiang.

¹ Source: U.S. Department of Commerce.

² Figures will appear in new *World Bank Atlas* to be issued in mid-January 1982. Readers interested in the methodology should contact the Office of Economic and Social Data, the World Bank, Washington, D.C. or write to the editor, *Intercom* magazine.

History of the HP Effort in China



惠普在中國創業的歷史

The Trailblazers

The road to China for HP has closely paralleled developments in U.S.-China relations over the past nine years. It was in 1972 that then-Vice President for International Bill Doolittle and, at that time, Far East Area Manager Lee Ting embarked on a trip to China to explore business contacts at the invitation of the China Machinery Import-Export Corporation (Machimpex).

Bill recalls that then-President Nixon's trip to China had taken place a few months earlier, and the media coverage for that event was made possible by a satellite station outfitted by Hughes Aircraft of Los Angeles, a long-time customer of HP. A number of HP hand-held calculators, newly introduced that year, were used. "Reports we got back said that the Chinese were in many respects more impressed with our calculators than they were with the wonders of satellite communications," Bill says.

"Also, Dave Packard was an internationally recognized figure, who, at that time, was just returning to HP after having served as Deputy Secretary of Defense," observes Bill. Whether this had any bearing on bringing him and Lee to China, Bill is not certain, but their visit did generate a number of requests for quotations and actual orders. Only a

portion could be filled, however, due to the need for U.S. export licenses.

According to Lee, orders came in sporadically through 1974, then fell with China's internal political struggles. The debate was, in part, between purists who wanted to keep the Maoist revolutionary faith, and pragmatists who championed a course of modernization for the country. (See "A Look At U.S.-China Trade.")

A turning point came in 1977, when Dave Packard was invited by P.R.C.'s Ministry of Foreign Affairs to visit China. By then, Vice Premier Deng Xiaoping, who had been purged earlier, had assumed the "helmsman" role vacated by the deaths of Mao Zedong and Zhou Enlai. With the revival of the "Four Modernizations" Program, business began to pick up for HP.

Historic Seminars

Coincidentally, Instruments Group Marketing Manager Bob Brunner was visiting China when the Carter Administration announced normalization of relations with the P.R.C. in December 1978, and the impending establishment of diplomatic relations. Bill Doolittle had suggested to Bob that he might try to make some contacts directly with end-users in the P.R.C. "In looking for an

avenue to make those contacts, I proposed to the Chinese the idea that HP could bring technical seminars to the P.R.C.," says Bob. This proposal was greeted with a great deal of interest, and upon leaving China, Bob passed on to Lee the names of contacts he had made at the China Council for the Promotion of International Trade (CCPIT).

Lee wrote to CCPIT, and talked with HP groups and divisions to see what kinds of seminars would make sense. The decision was then made to do a series of instrumentation seminars three months later to coincide with the planned visit of John Young and Dean Morton to the Far East in early June 1979.

"Logistically, it was a nightmare," says Lee. "We were the first company ever to bring not only technical know-how, but also modern equipment for hands-on practice." He recalls that the export license — which enabled the shipment of 5,000 pounds of equipment from San Francisco through Tokyo and into China — arrived from the Department of Commerce almost at the last minute. Obtaining visas proved to be equally difficult. "When we learned that the visas for John and Dean had been approved, we got a courier service to bring their passports back from what was then the P.R.C. Liaison Office in Washington, D.C. The passports arrived the day of their departure," recalls Lee.

Five, week-long seminars were held in parallel in different locations in Beijing. The 180 attendees were mostly engineers who had come from all over the country. The youngest were in their 30s, reflecting the lack of recent graduates due to the disruption of the educational system during the Cultural Revolution. They had nonetheless attempted to keep abreast, and were aware of the terminology, though they had never seen hardware. "The eight seminar leaders (see box) all encountered boundless enthusiasm on the part of the participants," reports Lee. The seminars were conducted in English and translated into Chinese.

John and Dean took part in the final sessions and noted the dramatic impact the seminars had had across a broad



Instruments Group Training Manager George Stanley trains end-users during one of the historic technical seminars HP brought to Beijing in late May 1979.

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range of end-users from around the country. Says Lee, "Being able to reach end-users directly was the key to our marketing efforts in China, because end-users are the ones who determine purchase requirements and have the budgets."

During their four-day visit, John and Dean also made top-level contacts, held discussions with foreign trade organizations and universities, and toured a number of factories.

Dave Packard's Trip in 1979

In August 1979, Dave Packard was invited to make a second visit to China, this time by the China Council for Promotion of International Trade. Dave was accompanied by Chi-ning and Mrs. Packard.

Dave and Chi-ning visited a number of labs involved in computer development, and solid-state electronics work — integrated circuits — and factories where computers and microwave equipment were being manufactured. "It was really from the friendships we developed during this trip, and subsequent visits to HP

Topics and leaders of the five week-long seminars that HP took to Beijing in May-June 1980 include:

- RF and Microwave Measurements (conducted by Dave Widman, European product manager, and Blake Peterson, Santa Rosa's international product sales manager)
- Automated Test Systems (by George Stanley, Instrument Group training manager, and Bob Frankenberg, Data Systems Division R & D section manager)
- Engineering Design (by Art Fong, Corporate engineering design manager)
- Data Domain Principles and Measurements (by Bruce Farly, Logic Analyzer product manager)
- Series 9800 System 45 Desktop Computer (by Bert Desmond, Desktop Computer Division product manager, and Frank Ryan, Desktop Computer Division applications product manager)



John Young disembarks from the Hong Kong-Guangzhou (Canton) Hovercraft ferry in early June 1979 to join the wrap-up sessions for the technical seminars.



Ren Shouqin, now deputy general manager of the China HP Rep Office, and other visitors from China were guests at the Packard ranch in March 1980. Dave is looking out over the Pacific Ocean — toward China's shores and a "new frontier."

by the Chinese, that the plan evolved for us to set up a Representative Office in the P.R.C. The Office staff are competent and eager to work with us, and I think we are in a very good position in the P.R.C.," Dave believes.

Alan Bickell, director of HP Intercontinental, agrees. "In terms of the depth of the relationships we've been able to develop, and the kind of physical presence that we've been able to establish, we're well ahead of any other company."

Alan's involvement began when HP concluded that the time had come for a specific, identifiable focus on China. The U.S. had awakened to China with the normalization of relations. The political situation in China had somewhat stabilized, resulting in a dramatic change in the attitude of the U.S. government, which in turn created an environment in which business could make a contribution.

Beyond the Bottom Line

"China is a country of a billion people, but in terms of the market for us, I see it as perhaps equivalent to a country of 50 million. The key to our efforts in China is not only the long-term market potential, but also the fact that what we are doing has a meaning beyond the bottom line," observes Alan.

HP is in a good position to make a significant contribution in China because HP products are relatively inexpensive — compared to the costs of steel mills and other turn-key projects which have experienced cutbacks since China launched its economic readjustment program. Yet these products can play a significant role in improving engineering productivity, as well as contribute to overall industrial development.

The Chinese delegation who came over in March 1980 to negotiate the first memorandum of understanding with HP was well aware of this fact. In negotiations that can be characterized as shuttle diplomacy, HP-style, Alan and Chi-ning worked as "middlemen" for two days between HP's top management and the Chinese delegation — which was staying at Rickey's-Cabaña Hotel in Palo Alto — until a version that everyone was comfortable with was reached.



Smiles all around — Alan Bickell and George Cobbe communicate without the need for interpreters.



"I remember one day when we went once in the morning, came back, re-worked the memo, and returned to meet with the Chinese again in the afternoon, having tea with them each time. It was a very cordial sort of thing," Alan relates.

The memo was signed by Dave Packard and Zhou Jiahua, vice-president of Xinshidai Company, and outlines broad areas of cooperation between HP and Xinshidai, a government entity responsible for coordinating the development of various industrial sectors.

Priorities

George Cobbe, Intercontinental general marketing manager, who oversees P.R.C. activities — and who now, after the opening of the Rep Office, will be even more actively involved — believes that the critical issues in the next two years include:

- The need to train the people we've hired. "Though there's a good fit between our philosophy and theirs, a lot of our practices will be new. It'll be important for us to take the time to

The Long March to Beijing



To commemorate the opening, Liu Yin, vice minister, Fourth Ministry of Machine Building, Bill Doolittle, vice president of HP International, and Li Deguang, vice president of CEIEC and acting general manager of China HP Rep Office, sign a memo of understanding for further cooperation, at the Beijing Hotel.

explain things and to share our experiences with our Chinese partners and our customers," says George.

- The need to set up a good administrative operation to back up our sales and support efforts.
- The need to set priorities as to where HP will do business, especially in the computer field, which requires a great deal of on-site service and software support. "The demand for our products is there. Our ability to meet that demand is the question, for we're not going into China merely to make a profit, but also a contribution through long-term supportable growth."

Areas of Cooperation

In February 1981, an agreement had been reached to create an independent entity under CEIEC which would be responsible for sales, service, and technical support of HP products. And on the occasion of the opening of the China HP Rep Office in November, another memo of understanding was signed, this time by Bill Doolittle and CEIEC Chairman Liu Yin.

The memo states that, in addition to pre- and post-sales support of HP products, "cooperation in technical training has also reached the implementation phase," with the English-language and technical training that has begun for the Rep Office staff.

Now, after a corporate journey — a "long march" — that began nine years ago, HP has arrived in Beijing. As Alan puts it, "I frankly think we're lucky in a lot of ways — lucky to have found good people, lucky that the seminars were so successful and that Dave's contacts worked out the way they did, and finally, lucky that our company culture comes so close to the Chinese culture."

There may be those who will say that luck had nothing to do with the development of the HP presence in China. But ask the Chinese. They may consider these thoughts as yet another example of the meeting of minds between HP and Chinese philosophy which will be so important in strengthening friendship and understanding on the long road ahead.

Culture, Technology, and Sales

Chi-ning Liu, Colin Chin, Albert Liu, and Steve MacDonald wrap up our China stories with the following highlights of the HP effort in China.

Cultural Expertise

Our China marketing team has grown from a China Desk in 1979 to a team of eight professionals at Headquarters and three technical on-site support staff in Beijing. The team possesses an accumulated total HP experience of over 60 man-years and most of them have Chinese writing skills and are masters of at least two dialects in the spoken language. We have placed a high emphasis on technical experience as well as cultural expertise in developing this new market. Equally important, we have licensed specialists and a full-time support team providing secretarial, order processing and other capabilities in handling the unique operational problems of our China business.

Technical Know-how

Traditionally Chinese foreign trade organizations have been the only channels of contact for foreign businessmen. Direct and informal contacts with end-users are usually rare events. However, since 1980 our China marketing team has been making frequent trips to many cities, visiting electronics professionals and government officials. Through technical discussions and product seminars — often sponsored by major universities, professional societies and government organizations — we have established HP's reputation as a company,



Children and food are never far from the minds and hearts of the Chinese. Here, Gordon Yeo, son of HP's David Yeo, eyes a bowl of soup from across the table during one of the many meals HP people share with Rep Office staff.



A favorite spot for many HP people, the Temple of Heaven is within walking distance from the Rep Office. It was here that the Emperor officially started the farming season each year – by striking his hoe into the ground and praying for a good harvest.



A tranquil scene from old China – for the enjoyment of a new age.

which not only provides quality products, but also the know-how to help solve increasingly complex engineering problems. With their HP engineering experience and bilingual skills, members of the HP China team soon became sought-after discussion partners for the Chinese end-users. Late evening sessions with manuals over an HP packing box in a hotel room are now common occurrences.

Growth in Sales

Since the creation of the China Desk at ICON in 1979, we have experienced a rapid growth in sales. At present, the instruments product line has accounted for the bulk of our business, with sales spanning the full range of instrument products. However, HP has lately been getting its share of recognition for computer products as well. Via the United Nations Development Program in 1979, we sold five HP 3000 series III computers to five Beijing end-users for computer science training, economics research, food distribution and hospital administration. These systems were installed in July 1981, and their success has since attracted hundreds of visitors.

HP's calculators have also given the Chinese an eye-opening look at modern technology. In 1980, a significant volume of HP 41C's was sold to the P.R.C. With energy and agriculture being the keys to the future success of China's modernization effort, HP analytical products have been used in the petroleum industry and in commodity inspection applications. The recent establishment of our Rep Office will further strengthen our market position and allow the HP team to extend our efforts to include the entire range of HP products in the future.



Those concerned with early marketing efforts of personal computing products in the PRC gather in the HQ warehouse to celebrate the volume shipment of HP 41-C's to China in October 1980. Left to right are Steve MacDonald, Robin Zimmerman, Maggie Vargas, Diane Morales, Chi-ning Liu, Chiara Saporiti, Don Drumright, and Gerda Pick.

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David Yeo, technical support engineer from HP Singapore, helps unload equipment from plastic-covered flats. A street was blocked off near Beijing Airport to serve as a makeshift warehouse for the HP 3000 equipment for the UNDP project.

Tommorrow's Office — at HP Today

"Sarah — could you retype this memo?"

"... It's not that I mind, Harold — it's just that it will be the third time I've typed it."

"Sarah — could you send out this COMSYS message? Same distribution as yesterday's."

"... (Gulp) that list was 23 names long."

"Sarah, this form looks good — but could you move this column of figures over?"

If you are like most office workers, such scenes probably occur more often than you care to remember! Recent studies show that using word processing equipment for preparing letters, memos or manuals, can lead to a four-fold increase in productivity over less automated means (such as typewriters). Not to mention more job satisfaction from not having to retype something over and over. Yet most departments at HP have not been able to afford word processing equipment. Fortunately, help is within reach. HP has developed low-cost computer programs for your HP 3000, as well as two newly developed computer products.

SLATE, TYPIST, COMGRAMS and LETTER are four computer programs developed by the Office Utilities Group for use by HP people on their in-house computer. Most locations have suitable terminals (most any 264X or 262X series terminal will work), but will need a letter quality printer, so the end product doesn't look like a computer printout.

These programs give the user the basic features of the expensive word processors at about one-fifth of the cost. The programs are "friendly," which means you don't have to be a whiz programmer to use them. They are also "interactive," which means the computer helps you with each step by asking you simple questions, such as "Do you want to move this paragraph?" and "To where?"

SLATE allows the ordinary office worker to process any kind of copy that previously would have been typewritten. Editing is done using the full power of the terminal's cursor, tab, margin, insert and delete keys. Then, by using pre-programmed softkeys on the terminal, you can move text, join files, wrap lines

of copy around, justify paragraphs, or search for and replace misspelled or otherwise incorrect words.

SLATE has been a favorite at HP Australia since 1979. According to Alan Honeyman, from their EDP department, "SLATE has opened users' eyes to the potential of word processors. This has been due to the ease with which they can manipulate the text anywhere on the page..." SLATE is used to create and update letters to customers/prospects, field price lists, policies and procedures, and program/system documentation.

HP Mexico has also been using SLATE in the admin areas, for interoffice memos, technical writing and HPM Operational Procedures. This last September they offered a SLATE course for all the sales offices.

TYPIST, a second software program available, is useful when information has to be typed on to forms. For example, with a few commands typed in at the beginning of the document, TYPIST can fill in the blanks on employee benefits statements, dunning letters, OEM agreements, manufacturing specifications forms, or customer price lists. HP Australia uses TYPIST for most of the above tasks, as well as program and system documentation forms, policies and procedures, and various letters.

"Accounts receivable at HP Australia has greatly benefited from TYPIST," Alan Honeyman tells us. "They now have an on-line, interactive program which generates dunning letters on a letter-quality printer. The program provides variable data to a selection of pre-formed typist letters. A task which used to take two people five days a month now takes one person two days a month!"

COMGRAMS, a third program from Office Utilities, allows a person to enter a message into the COMSYS system, HP's internal communication network, from an HP 3000 terminal. Messages are collected on the HP 3000 for regular and frequent transmission through COMSYS.

If you find yourself sending COMSYS messages to the same distribution list over and over, you will find the distribu-

tion list feature on COMGRAMS a real timesaver. You can type the names and COMSYS locations from your list one time, give it a four-character password for protection, and enter it into the computer's memory. Then any time you need to send a COMSYS message to that group of people, the list is already on file for your use.

With LETTER, a fourth utilities program, you can prepare form letters, maintain distribution lists, and combine the letter text with the lists to print high-quality, large volume mailings. You can also print distribution lists, labels, or envelopes separately.

According to Luis Hurtado-Sanchez, head of the Office Utilities Group, SLATE, TYPIST and COMGRAMS are available at nine Intercontinental sites, and LETTER has been installed at five sites. So check with your data processing group. If your location does not have these programs, you can get them from the Office Utilities Group for a nominal release fee. Documentation includes the user's guide, a system overview, an installation guide, a maintenance guide, and a trouble shooting guide.

SLATE, TYPIST, COMGRAMS and LETTER are all designed to run on the HP 3000 using existing terminals. HP has just announced a new product, HPWORD, a software program which, with the addition of a new terminal, puts the HP 3000 up on a level with the competition's word processing units.

HPWORD does the same type of operations as SLATE. It uses the same sort of approach as well, having function keys to press if you want to create, edit, print, etc. The main advantage is that you can use the printer at the same time you are using the terminal.

The HP 125 is a third product HP has released this fall to help in the office. Unlike SLATE, or HPWORD, the HP 125 does not operate off the HP 3000 system. Rather it is a self-contained unit, able to do its own data processing, and with its own data storage. In addition to word processing similar to HPWORD and LETTER, the HP 125 can also do color graphics if you have a plotter, by turning stacks of numbers into eight-color line graphs, bar charts, and pie

Performance Awards

It is time once again for the annual Intercontinental Performance Awards. Congratulations are in order to all the winners for FY'81.

They are:

Specific Award	Country
<i>Regional</i>	
Best Overall Performance	Japan
Most Improved Order Performance	Singapore/Malaysia Sales
Best Order Performance	South Africa
Best Administrative Performance	Taiwan
Best Customer Service Performance	Brazil Sales
Most Improved Service Performance	Venezuela
<i>Top Sales Performance</i>	
Personal Computing Products	Australasia
Computer Systems	Singapore/Malaysia Sales
Medical	Australia
Instruments	Singapore/Malaysia Sales
Analytical	South Africa
Components	Taiwan

Intercontinental's Operations Council decided that the Best Cost Control Award would not be presented this year. When asked to comment, Alan Bickell, director of Intercontinental said, "No one deserved it, although Intercon headquarters came close. We expect, however, to have many contenders next year!"

charts, so you can spot trends and analyze information quickly.

And if your job requires working and reworking columns of numbers, the HP 125 will save time. By turning the screen into an electronic spreadsheet, it allows you to test assumptions or try different options in your analysis. For example, you can ask "What if sales are 10% higher than I assumed? How will that affect things?" The computer will adjust

all the figures, so you can spend time analyzing results, not computing them.

The disadvantage of the HP 125 over HPWORD is that you cannot run COMGRAMS or other 3000 programs from this terminal, and the word processing features are more complicated to use.

What a selection! SLATE, TYPIST, COMGRAMS, and LETTER; HPWORD or HP 125. Each has certain advantages. The Office Utilities are inexpen-

sive and readily available.

HPWORD is more efficient and a good choice if your plans include another terminal. If your main interest is in the computational features of the HP 125, it will also provide powerful word processing.

So take your pick. Whichever you choose, you may well agree that electronic office equipment is the best thing to happen at HP since profit sharing.

Quality Teams—In Pursuit of Excellence

The Japanese are the experts when it comes to quality teams. For about 20 years, Japanese employees belonging to work groups have been meeting to solve work-related problems. They pick a problem, analyze it, find solutions, try the solutions to make sure they correct the problem and then present their findings to management. The resulting increase in productivity has been so amazing that many American companies (Hewlett-Packard included) are adopting the process.

Recently, HP employees in the Palo Alto area and in Loveland, Colorado, got a rare opportunity to learn from the experts. Representatives from the four winning teams from Yokogawa Hewlett-Packard's (YHP) quality circle competition traveled to the U.S. to share their experience with us. There were two manufacturing teams: the "Circle Smarters" from the Instruments Group, and "Dot Circle" from the Computer Group; as well as two teams from the sales side: "Apricot Circle" from the distribution center, and the "Logical Troubleshooters" from the Components Group.

Katsu Yoshimoto, customer assurance manager for YHP sales, and coordinator for the group, told how the teams were judged. "The question asked is 'How logical is the process used?' The steps from problem analysis to action should be very natural." This logical process is not so important at the beginning stages. When a group is just becoming aware of productivity, merely being conscious of errors and their causes will make a difference. At this stage, the group is dealing with glaring problems in productivity that are relatively easy to solve. As the group goes on, these obvious problems are resolved. The problems that remain are more difficult to pinpoint. Fortunately, by this time, the group will have acquired much practice in the logical process of the quality circle, and should now progress to solving these mature problems.

Each of the four YHP teams gave a presentation on their project. Our teams were watching closely: not so much to see the solutions to their problems, but to see the quality team process at work.

This process was shown very clearly in the presentations. In each case, the group prepares a diagram linking a problem to its various causes. Next, the group carefully collects data to find which of the causes are the most frequent or most serious. They then make another chart, called a Parato diagram, which shows contributing factors in the order of importance. At this point, the group focuses on the number one cause, and tries to find a way to prevent it from recurring.

By talking with their supervisor or section manager, they arrange any necessary changes in the work process. They then check to insure that the recommended change actually brings about a solution to the problem.

At this point, management gives them a chance to present their findings to other employees in their section — for their "mutual education." Typically, they use an overhead projector to show their graphs and charts. It was this type of presentation that they shared on their U.S. tour.

One of the teams, the "Circle Smart-

ers," collected data individually, which made it obvious who was making mistakes, and what kind they were making. We thought this was very brave of them, since no one likes to admit they make mistakes. Katsumi agreed, "In Japan, too, it is most unusual to admit mistakes. But they wanted to solve the problems, and volunteered to keep records of their mistakes. That is why they are winners. Their manager didn't ask them to do this: if he or she did, they probably would not have been willing. It has to be voluntary."

The quality-team members at Headquarters found the YHP presentation informative and encouraging: "It confirms that the quality-team method works — it gets results," said Bev Sonnier, from "The Innovators" (Contracts group). Donna Lawrence, from "Issues and Answers," the team from support services, summed up how most people felt: "It was really nice to have the team come and show us, so we could understand the process better. It helps us to realize how positive a thing it can be. It's part of their lives."



Emiko Kamijo of the "Circle Smarters" quality circle from YHP answers questions during a presentation to quality team members in Palo Alto. At the overhead is Katsu Yoshimoto, coordinator for the group.

We're Growing!

From the new Corporate Headquarters in Palo Alto, to the new distribution center near Tokyo, to expanded factory space in Singapore, to new sales offices across the Intercontinental Region, HP's new buildings are a tangible sign of our company's growth.

The new Corporate office building at 3000 Hanover Street in Palo Alto is now the home for nearly all departments which previously had occupied 10 HP-owned or leased buildings nearby.

This is the first time the company has constructed a building to serve solely as Corporate offices.

The 478,000 square-foot structure consists of four overlapping levels that gradually step up the hillside. The front of the building faces toward San Francisco Bay, while the back view is of the surrounding Palo Alto foothills.

Despite its large size, the building seems contoured into the hillside. This enabled HP to conform to local building codes limiting maximum height and keep the building no more than two stories high at any given point.

The move to the new building, which started in the summer of 1981, is scheduled to be completed in January 1982.

Meanwhile, halfway around the world, a major new YHP-owned facility has been completed. The Sagami-hara Distribution and Service Center has 100,000 square feet and is four stories high. It consolidates Instruments bench repair formerly located at the Hachioji factory; Computer Systems, Medical and Personal Computer repair administration which had been in the Takaido sales headquarters; and distribution activities formerly housed in leased buildings nearby. The center, which is almost as large as the sales headquarters building, is YHP's third facility of its own.

Growth has also caught up with HP Singapore Manufacturing. This October they moved two of their operations, the Singapore Peripheral Operation (Computer Group) and Scopes (oscilloscopes) from the Instruments Product Group, about two miles away from the main HP building on Depot Road. They will be leasing the top floor of a "flatted factory," a government-owned building that occupies an entire factory block. It



A view of the lobby of Building 20, the new Corporate Headquarters.



Sagami-hara Distribution and Service Center, near Tokyo, Japan.



HP Singapore Manufacturing rents one floor in this factory building.



Sales Office in Perth, Australia.

is a temporary measure which will serve HP's needs for the next few years, until the construction of a new factory at the present Depot Road site is completed.

The story of growth at HP would not be complete without mentioning the new YHP office in historic Kyoto City, Japan, and the two new sales offices in Ontario, Canada. HP South Africa's Johannesburg office has moved to a larger building, as has the Perth, Australia of-

ice. The joys of having a new building were well expressed by Judi Elliott, spokesperson for Perth: "We are all looking forward to getting out of each other's pockets. The thought of being able to negotiate our way to the photocopier and telex without the hassle of packing boxes and stationery getting in the way is a thought to cherish."

Ah, growth!

News Briefs

Trade shows continue to be an important means of telling customers about Hewlett-Packard products. Several HP subsidiaries have had trade shows in the last few months, including HP Venezuela, who participated in "Petroavance 81" along with more than a hundred American companies (right). HP Mexicana was involved in "Electronica 81," an exhibit of electronic instruments at the U.S. Trade Center. YHP participated in two major exhibitions in Japan, the "Data Show" (top left), and the "Japan Electric Measuring Instruments Manufacturers' Association International Exhibition" (bottom left). People shown in the YHP pictures were not identified.



Data Show YHP



Petroavance 81 Venezuela



JEMIMA Show YHP



U.S. Ambassador to Mexico John Gavin visits with HP staff, Victor Vilchis, Carlos Luya and Jorge Gonzalez at Electronica '81.



YHP employees from the Hachioji factory enjoy themselves at a victory party. This is the second year product line 36 has been chosen as the most productive product line in all of HP.



José Eduardo de Faria, Latin America sales manager for Personal Computing Products, reads the award presented by Stanwood Lehman, marketing manager for the Campinas Division. José was recognized for "significant contribution for the market growth in his region."



Quality was the theme for September at HP Malaysia. The month-long campaign included a launching ceremony with a 21-piece band and ten placard-carrying ladies in red, a slogan contest won by Lindy Giam with "All for Quality, Quality for All"; a signature campaign; and videotape interviews conducted throughout the plant, to get staff views on quality. Ahmad Riza (Opto) summed up how many HP employees felt, saying, "Quality is our commitment to do a job well."

Newsmakers

The ICON Region commercial service organization in Palo Alto underwent a reorganization recently. The function was split among three groups: a newly created ICON regional management team, the Headquarters management team and the Latin America management team, which is being decentralized.

Mark Naismith has been promoted to manager of the newly formed regional team. This group will interface with the area, country and ICON Headquarters commercial services managers and will provide support in the areas of order processing, support services, systems administration, contracts, credit and distribution.

Jennie Arnold, who has been manager of Headquarters order processing, has become the new Headquarters commercial services manager.

South American Administrative Manager **Rui da Costa** will be relocating to Palo Alto in January to head up the administrative team in the newly decentralized Latin America organization. Rui's group will include commercial services functions in order processing and credit.

Replacing Rui as admin manager for HP Brazil, São Paulo, is **Renato Pauperio**, formerly EDP operations manager for Brazil. Renato joined the company in 1971 as a trainee in desktop computer sales. He has an electrical engineering background and a strong interest in systems and general administration.

Rubens Figueiredo, formerly a systems analyst responsible for leading the SEO function in Brazil, is the new EDP operations manager. Rubens has a degree in physics, and joined HP in 1973 as a trainee involved with sales of desktop computers. In 1977 he moved to Loveland as support engineer in the marketing department of desktop computers, returning to Brazil in 1979 and joining the computer systems sales team.

Edward Santos has moved to HP Argentina as commercial services manager from HP Brazil, where he was order processing supervisor. Edward



Mark Naismith



Jennie Arnold



Carlos José Pérez



Pablo Quevedo

joined HP in 1976 and has been a key force in the establishment of a healthy and effective administrative team in the subsidiary.

Rubens Stephan was promoted from service supervisor to district service manager responsible for the Personal Computing Products repair center in HP Brazil. The new management position was created to reflect growth and complexity of the operation. Rubens has an electrical engineering degree from Mackenzie University and joined HP two years ago.

José Sérgio dos Santos was promoted from service administration supervisor to service administration manager in HP Brazil. José Sérgio now leads a team of nine people supporting a service organization that invoices over \$5 million per year. He began working for HP in 1975 in the order processing department.

Carlos José Perez has been named finance manager in replacement of Franklin Dávila who has left HP Venezuela. Carlos comes to HP from the Public Treasury Agency in Caracas where he was responsible for financial and accounting operations. He is a Certified Public Accountant from the Venezuelan Central University and holds a master's degree in business administration from the University of Iowa.

Pablo Quevedo, formerly senior systems analyst for HP Venezuela, has been promoted to the position of EDP Manager. Pablo holds a degree, summa cum laude, in computer science from Boston University.

Milagros Ruiz has joined the HP Venezuela staff as personnel manager. Milagros holds a degree in industrial relations from the Andrés Bello Catholic University in Caracas and is presently studying law at the same university. Milagros has several years of varied experience in the personnel field, most recently with Vigilancia y Transporte de Seguridad, C.A. (a security transportation company).

Vince Mancuso has joined HP Taiwan as country sales manager for computer products group. In this new capacity, Vince will have sales, SEO,

and CEO management teams reporting to him. Vince started his HP career in 1972, working for the Midwest Sales Region. Most recently he has served as major accounts manager for computer products group for the ICON Region and Japan. Vince's major objectives on his two-to-three year assignment will be to build up a strong commercial sales program in Taiwan and to develop a local replacement.

Clive Ainsworth has filled the newly created position of country general manager for HP Hong Kong. He comes from HP South Africa, where he has done an impressive job as Instrument Group sales manager: the Instrument team there has been awarded Intercontinental Instrument Products Top Sales Performance Award for FY 79 and FY 80. Clive has worked for HP South Africa since 1974, first as a staff engineer, and then as a field engineer. He has a master's degree in computer systems from South Hampton University and is a member of the Institute of Electrical Engineers.

Bill Hulme replaces Clive as Instrument Group sales manager for HP South Africa. In this new capacity, Bill will be responsible for all the sales, service and SEO activities of the Instrument Group in South Africa as well as the distribution of instrument products in the surrounding countries for which HP South Africa is responsible. Bill holds an honors degree in electrical engineering from the University of Salford, England. He joined HP as a field engineer in 1978, and was promoted to district manager in 1980.

There have been a number of new appointments within the Computer Group of HP South Africa. Under the leadership of **Marius Furst**, Computer Systems Group sales manager, **Willem Van Tonder** is now the new district manager for commercial sales in the Johannesburg/Pretoria district; **Tony Wood** is the new district manager, technical sales, for a second district covering the East Rand, major OEMs and Natal; and **André Blom** is the new district manager of major accounts and multinationals.



Milagros Ruiz



Willem Van Tonder



Tony Wood



André Blom



Khoo Teng Liat



Bill Hulme

Chuan-Cheng Wu is the new field marketing manager for computer systems for the Far East Area. He will hire and train new sales staff personnel, and help organize seminars and new product training. He will be working closely with our distributors, and our subsidiaries, as well as with the area management team to improve our sales productivity. Chuan-Cheng has been with HP for six and a half years, the last two years serving as technical district sales manager for Taiwan.

Working with Chuan-Cheng on the Far East Area management team for computer products is **Sunny Chan**. Sunny has been the customer engineer manager for Singapore/Malaysia, and in his new job as Area CE manager, will be responsible for all FEA subsidiaries and distributors.

Roland Zwicky has been named the Far East Area customer support manager for instruments group. He will be responsible for bench service, on-site service and systems engineering activities in all Far East subsidiaries and distributors. Additionally, he will be the Hong Kong district sales manager for Instruments. He joined HP in 1972 as a service engineer at Loveland Instrument Division. Most recently, he has been the

ICON regional sales manager for distance measuring instruments.

The Personal Computing Products Group has also selected their Far East area manager, **Anthony Lee**. Anthony's major emphasis will be on Singapore, Hong Kong, China and Taiwan along with selected distributor countries. Anthony has been with personal computing products in Singapore as a salesman and field manager for the past seven years. He will be based in Singapore with his new position as well.

Khoo Teng Liat has been promoted to Far East Area manager for analytical products. Based in the Singapore sales office, his main duties will be coordinating the efforts of HP sales offices in Singapore, Malaysia and Taiwan as well as HP representatives in the Far East. Khoo has been with the Analytical Group since joining HP in 1978, most recently serving as country sales manager in Singapore/Malaysia for analytical and medical products. He holds an honors degree in chemistry from the University of Malaysia. Khoo replaces Bob Reed, who was Far East Area manager for both medical and analytical products. Bob has accepted a job with HP's Scientific Instruments Division.

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