
intercom

HP Intercontinental News

Fall, 1983 — Northern Hemisphere
Spring, 1983 — Southern Hemisphere

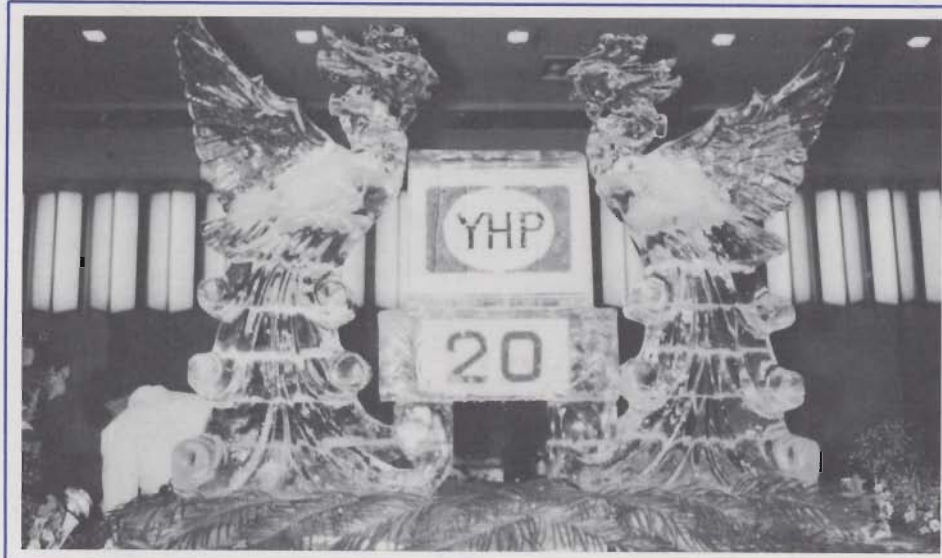
Standing tall in Taiwan



HP Computer Museum
www.hpmuseum.net

For research and education purposes only.

A time to reflect on the past and anticipate the future



An ornate ice sculpture was the centerpiece at a VIP anniversary reception in the Hotel Okura.

Editor's Note

A change for the better. . . . at least that's what we're hoping you'll think of the changes you see in this issue of *Intercom*.

Our primary motive was to make the magazine more readable. To that end, we chose a different type style in a slightly larger size than you're used to seeing in *Intercom*.

If it's true that a picture is worth a thousand words, then we've increased the word count in the magazine considerably because there are more than the usual number of photos. Of course in this particular issue, some of the stories can best be told in pictures. But in the future, on the average, we'd like to incorporate more graphic features.

These changes and some other minor style alterations have all been adopted to make *Intercom* more attractive and legible for you, the readership. We hope you approve.

On the cover: *HP Taiwan's new home is a 14-story structure in Taipei. Read more about the company's tallest building on page 8.*

It was far from coincidental that HP's board of directors happened to be in Tokyo, Japan in mid-September. The board's tour of HP's Far East facilities was planned with a very special event in mind — the 20th anniversary of YHP.

In April, 1963, Yokogawa Electric Works (YEW) and HP signed a joint venture agreement and the following September, YHP was established.

Two decades later, in September, 1983, YHP celebrated 20 years of what has proven to be a mutually beneficial, highly rewarding international venture, one of the most successful joint ventures in the world.

Reviewing the numerous events that have marked YHP's progress, president Kenzo Sasaoka points out two recent achievements that stand out above all the rest.

First is the worldwide success of YHP's proprietary product line, Component Measurement Instrumentation. "This product line is designed, manufactured and marketed entirely by us," he says. "Since 1980, it has had a higher net return than any other HP product line."

Next on Kenzo's list is the selection of YHP as the recipient of the prestigious Deming Prize, awarded to companies that exhibit the most improved productivity and efficiency through total quality control. YHP was

the first company in the measurement and data processing industry to receive the award.

"This prize holds special significance for YHP," notes Kenzo, "because it exemplifies what can be achieved by a joint venture. I'm proud of the dedication and effort on the part of YHP people, and am most appreciative to HP for contributing to our Deming Prize activities."

Looking ahead

The change in YHP ownership, with HP now holding 75 percent of the stock and YEW, 25 percent, will not cause an immediate major change in operations, according to Kenzo. "But we will no longer be permitted to rely on our 'parents.' We look for YEW to be our most reliable business partner, and we must do our best to satisfy them as our major customer. What's important is for us to take the initiative and make an active contribution to the HP world."

He expects electronics to be the core industry of the coming decade. "Japanese society will become more international as a result of expanded imports and more activity on the part of foreign firms. We will see major developments in software and services. YHP is at the center of what will be the power base in the Japanese economy."

Then

"In the early days of YHP, there weren't clear-cut distinctions between what was your work and what was mine. Also we didn't enjoy the working conditions that we have today. That's why years ago, we were always thinking of how to improve our jobs. These days we think about how to apply the equipment that assists us in our work environment.

"With YHP evolving and expanding, it is not realistic to expect the same thoughtfulness as in the old days. From now on, there will be more demand to push forward the intricate organization. But no matter what the size of the company, let's not forget Shozo Yokogawa's management policy: one for all and all for one."

Toshiteru Suwa, director of sales who transferred from YEW in 1964 to pursue a career in sales.



Symbolizing the formation of the joint venture in 1963, Iwao Yamasaki (left), YEW president; Shozo Yokogawa (right), president of the newly-formed YHP; and HP president Dave Packard joined hands.

... and Now



The Japanese custom of breaking a barrel of sake and toasting at times of celebration is revived with the help of YHP president Ken Sasaoka (left), HP president John Young and Shozo Yokogawa. Called Taruzake, the barrel has become a rarity since bottles became widespread in Japan. But for its 20th anniversary, YHP ordered one containing 19 gallons of sake.



Intercon managing director Alan Bickell and his wife, Pat, leave the stage followed by Dick Alberding, senior vice president-International, and his wife, Marilyn.



Dave Packard greets YHP employees.



At a Kimoto show, Jack Brigham, corporate secretary and general counsel, and his wife, Judy, are shown the correct way to don Japanese garb.

Customer satisfaction is the goal and Latin America

Intercom continues to focus on "Year of the Customer" with this report from HP offices in Latin America.

Product repair time reduced

This year, HP Venezuela set out to improve its performance in the area of personal computing products repairs. Turnaround time was running about 15 days and the goal was to reduce that to one week. Such a reduction would have been a worthy achievement in itself, but what actually occurred was truly outstanding. The response time now on calculator repairs in Venezuela is anywhere from one-half hour to an hour.

How did they do it?

Service district manager Luis DuBois explains: "We took traditional repair concepts and completely reorganized their application. Considering the positive experience we had had with the sea lion (an electronic board designed to improve customer satisfaction in Series 30 calculators), we decided to adopt its use for all of our other models. Now every unit that comes in is repaired by re-

placing the electronic board. Then, after the calculator is returned to the customer, the damaged board is fixed and extensively tested until it is ready for future repairs. . . sort of a local exchange program."

It's worth noting that just four repair technicians handle a volume of up to 1,000 units each month.

With this new approach, it was necessary to modify some administrative procedures. A new computer program, the PT 12 system, was locally developed. This system produces a document on-line which serves as a repair order, customer receipt, and final invoice.

The cashier and the invoicing clerk have moved next to the technical area. Now when a customer delivers a unit for repair, a service order is prepared and payment can be made immediately, simplifying procedures for the customer and bringing cash into the company. In fact, the backlog in this area has been reduced 80 percent since January. ♦



The Personal Computer group at HP Venezuela includes (from left) Ivo DiBarros, Francisco Muinos, Juan Carrillo, Luis Dubois, and Pedro Da Rocha.

How are you giving better service to HP customers in Venezuela?

By keeping in mind that for HP, a customer buying an accessory or a consumable is just as important as the one purchasing a large piece of equipment.

Lia Mandelbaum,
Personal Computers secretary

By thoroughly explaining to customers how service contracts will reduce their expenses."

Josefina Irisarri
SEO and service contracts
administrator



HP comes out a winner at Pan Am games

This article was prepared by Richard Fahey, Latin America Headquarters commercial services manager, with additional information supplied by Ingrid Porras, Intercom correspondent, HP Venezuela.

Meeting commitments to Latin American customers has been especially challenging during the last year. Consider, for example, the Pan American games held during August in Caracas, Venezuela. Local contractors were appointed by the government to oversee site preparation and purchasing for the hemisphere-wide sporting event. This included purchasing sophisticated chemical analysis equipment capable of detecting traces of prohibited drugs in athletes' blood samples. HP's Analytical Products Group manufactures such equipment which, because it is produced to specifications, has a long delivery time.

Analytical sales people in Venezuela and Palo Alto had worked since February, 1982, to sell HP's mass spectrometers and gas chromatographs (GC). Indeed, the contractor wanted to buy U.S.-manufactured HP equipment. Key people in Canada and Germany who had experience in using the analytical equipment in antidoping labs gave valuable information that allowed HP to act as a consultant. But as the games drew near, there were more and more challenges to be overcome before installation could begin.

Venezuela's relatively open foreign trade policy has been subject to increased restrictions since the beginning of the year when the country's currency was devalued over 100 percent on the exchange markets. Uncertainty in the rate of exchange and rapidly changing import controls combined to complicate both HP's pricing and delivery commitments.

HP staff headed by Bud Bromley at Latin America Headquarters in Palo Alto and Abe Sanoja in Venezuela spent many days, nights and weekends working with the customer to untangle bureaucratic red tape and obtain government import approvals. In the meantime, the manufacturing division,



Analytical sales manager Abe Sanoja was instrumental in getting HP equipment delivered to Venezuela.

Scientific Instruments Division (SID), began production of \$250,000 invoice value worth of equipment, even though the pricing and delivery schedule were still subject to change.

Time was running out and the terms were still uncertain, so HP decided to make two gas chromatographs and one GC/mass spectrometer available, thus showing the company's "good faith" and allowing laboratory personnel to begin training.

After several weeks of working with the government and checking procedures with Latin America Headquarters, HP Venezuela obtained approval for importation of two HP 5800A gas chromatographs, one HP 7672A automatic liquid sampler and one HP 5995B GC/mass spectrometer. The green light for shipping the equipment came just one week before the games were to start. Intercon's Consol group managed to book a flight and arrange for the equipment to arrive in Caracas within 72 hours of receiving the "go ahead."

The rest is history. Eleven weight lifters were disqualified and stripped of their medals when drug tests indicated the athletes had taken steroids. HP's personnel in SID, Intercon and HPV worked as a team to deliver the equipment responsible for the largest crackdown on drug use in international sports history. Future international athletic events, such as the 1984 Olympics, will be conducted on an equitable basis, thanks to HP's efforts. ♦



The efforts of many HP employees paid off when HP Analytical equipment was in place on time in the Pan American Games' drug analysis lab.

Meeting the challenge of government restrictions

In Brazil, the tough portion of a sale may begin when the order comes in," says Graco Ferreira, HPB commercial services manager. "That's why the addition of a new function, the order facilitator, to the commercial services team has been a big step toward improving customer satisfaction in this country."

In countries with economic difficulties similar to Brazil's, the legal and financial restrictions on imported goods have increased in the last eight years. After the order is placed, there's the need for an import quota approved by the government, obligatory hard currency financing, proof that Brazil does not produce a similar product, and an import permit approved by two different agencies.

It's up to the order facilitator to mobilize the company's administrative resources to help customers through the intricate maze of Brazilian import restrictions. During the pre-sales effort, the order facilitator may visit the customer along with the field engineer to coordinate the necessary steps with credit, import services support and order processing.

"It's not enough to get the order," says Edward Santos who has been Brazil's order facilitator for the past year. "Now there's a need to defend



The commercial services team at HP Brazil face the challenges of that country's legal and financial restrictions on imports. Team members are Zezo Modena (left), order processing coordinator; Mauro Brance, order processing supervisor; Ed Santos, order facilitator; and Graco Ferreira, customer service manager.

the decision to buy. We go to governmental agencies with customers to support their import permit applications. This creates a new kind of partnership."

Graco agrees wholeheartedly: "A sense of fraternity between HPB and

its customers is being developed. Our people think the order facilitator concept can be applied by other offices. We've found that we gain the time of one and a half field engineers by relieving the 11-member FE team of admin activities."◆

What they're saying and doing in Mexico. . . .

"The fact that HP executives are paying so much attention to the issue of customer satisfaction is very positive for our customers. Here in Mexico, we have made it a top priority objective for all of our employees, not just the sales people."

Manuel Diaz, general manager

"We've been giving customer relations seminars every month to all of our people. The results have been very encouraging. Every employee, regardless of the function, knows the HP way better and can deal with customers in a more professional way."

Jenny Hidalgo, field marketing associate

"Since I have been assigned full-time to handle the administrative details relating to OEMs, customers seem pleased that their questions are being answered quickly."

Addy Barragan, bilingual secretary

"Problems related to imports have been a concern. Working together, Guadalajara manufacturing and Mexico sales came up with three basic HP 3000 standard configurations that we call the Mexican Machine. It's a very good concept that helps our customers obtain better delivery and an overall better-supported system."

Norm Alexander, Guadalajara marketing manager

"The Mexican Machine has made it possible to reduce the time it takes to fill orders and to solve our customers' problems."

Munir Dabaghi, Mexico Computer sales manager

"In this new location, our 70 people are closer to our customers. And we've taken steps to achieve a higher level of service; the centralization of maintenance kits, for example, assures a quicker response to our customers."

Rodrigo Rosas, north Mexico City branch office admin manager

Journey to the Far East

by Alan Bickell

I always take notes during my business trips. Flying back from the recent one to the Far East, during which we hosted the HP board of directors, I tried to summarize these notes into a "things to do" list. My list turned out to be seven pages! That should give you some indication of just how much ground we covered in three weeks, the pace of HP's activity in the Far East, and the opportunities we see there. I'd like to share some of the highlights of this trip with you. Keep in mind that it had been 10 years since the last HP board visit to that part of the world.

Our first stop was Japan where we observed YHP's 20th anniversary. The festivities included a dinner attended by the U.S. ambassador and executives of most of the major Japanese companies. It's very clear that YHP is now considered a highly successful company in Japan. The following day, we held YHP's 20th birthday party. A big circus tent was erected at the factory site to accommodate all of the employees who joined us for a buffet lunch and the traditional sake-barrel breaking and toasts. YHP's employees really appreciated the fact that the board took time to participate in the celebration. Bill Hewlett, Dave Packard and Shozo Yokogawa were particularly sought out by employees who wanted them to autograph their sake cups.

Our visit to YHP was noteworthy for another reason. As you may know, HP has acquired a larger interest in the company from Yokogawa Electric Works. It's still a joint venture, but now HP owns 75 percent of YHP. We all feel that this is an appropriate change because we plan for YHP to be more active in HP affairs outside Japan, to help us develop the Asia market, and to provide technical assistance to China and other locations. In addition, the development of our computer program in Japan requires that its people be closer to our organization here.

This change also signals a closer relationship between HP and YEW. We are YEW's only computer supplier and, as the world's third largest process control system supplier, YEW uses computers extensively to monitor and manage its systems. Shozo Yokogawa, chairman of YEW, is now on HP's board of directors.

Our next stop was the People's Republic of China, an interesting exercise as those of you who have traveled on group tours can appreciate. There were no stragglers in this group, as so often happens on a tour. Everyone involved in the logistics should be congratulated, as almost all the arrangements went very smoothly.

Because there is a shortage of hotels in China, guests of the government stay in state guest houses, which are often converted embassies built several decades ago. As guests of the Ministry of the Electronics Industry, we received first-class treatment. Our temporary home in China was located in a beautiful, park-like setting. Former U.S. president Nixon stayed there during his historic visit to China in 1972

and U.S. Secretary of Defense Caspar Weinberger moved in when we left. Our first night in Beijing, we were guests at a banquet in the Great Hall of the People, an incredible structure with many dining and reception rooms and one assembly room that can accommodate 10,000 people. Our host was Jiang Zemin, Minister of Electronics Industry (MEI). We reciprocated the following evening with a dinner party at the guest house. Our guests included many of our customers as well as officials from MEI.

Our stay in Beijing included a tour of HP facilities there. Chi-ning Liu, PRC general manager, and his team were proud to show us the new office recently acquired through the conversion of a small exhibition hall, complete with a terrace and a lake view.

A high point of the China visit was a meeting with Zhao Ziyang, premier of China. The meeting lasted an hour, with Dave Packard and Bill Hewlett and the premier carrying on a very broad-ranging discussion. This was Dave Packard's third trip to the PRC. It was Bill Hewlett's first visit, but both men are quite famous in China. It's very clear that HP has a preferred position. While some companies have representative activities there to service their equipment, we are the only company with a sales as well as a service organization. Our operation in China today looks like any other HP international sales activity.

We are now aggressively moving ahead with negotiations leading toward a joint venture there that will encompass our present sales and support activities as well as manufacturing. That's going to take some time because of a very complex business structure. You will be hearing a lot about China, in fact the whole of Asia, over the next 10 to 20 years.

After our official visit schedule was completed, some of the HP directors left the group and toured the PRC on their own, with Chi-ning's guidance. The rest of us took off for the other parts of the Far East. Paul Ely, Bob Boniface, Dick Alberding and I carried out the traditional hard-charging division reviews in Singapore and Penang. Accomplishments at both locations were very impressive. We have top-notch people there and the results speak for themselves.

Our last stop was Hong Kong where we rejoined the directors at the completion of their China tour for a review of the Far East Headquarters. Here again we have excellent people and progress is very noticeable.

Throughout the entire trip, we took the opportunity to raise the HP flag, to thank our customers and, in general, to do some selling as well as observe what's going on. The attitude of top management toward what we are accomplishing in the Far East is extremely encouraging.

We should all be proud of our teammates' performance in that part of the world. ♦

Alan Bickell is managing director of Intercontinental

惠普公司董事会访华组 Hewlett-Packard Board of Directors



This photo, which took over two minutes to shoot, includes personnel from the China HP Representative office and the members of the company's board of directors who traveled to the Far East in September. Unless otherwise indicated, those seated in the first row are board members. They are, from left: CHP Rep office general manager Ren Shou-Qin, HP general counsel and secretary Jack Brigham, Bill Terry, Dean Morton, Shozo Yokogawa, Ed van Bronkhorst, George Bennett, Jim Hodgson, HP senior vice



After a toast with mao-tai, Dave Packard, Zemin Jiang, PRC minister of electronics industry, and John Young down the traditional Chinese drink at a banquet.

紀念
Visit

一九八三年九月廿三日 北京

Sept. 1983 Beijing China



president-International Dick Alberding, Paul Ely, Bob Boniface, retired HP senior vice president-International Bill Doolittle, Luis Alvarez, John Young, Dave Packard, Bill Hewlett, John Fery, Shirley Hufstedler, Bob Brown, Bill Haynes, Bob Glaser, HP Intercontinental managing director Alan Bickell, Ernie Arbuckle, Tonie Knoppers, China Electronics Imports and Exports Corp. (CEIEC) president Huang Zhao Ming, HP PRC general manager Chi-ning Liu and CEIEC vice president Li De Guang.



Umbrellas intended as trip souvenirs came in handy as rain fell over Sian's Qin Sua Garden. The weather failed to dampen the spirits of Rosemary and Bill Hewlett.



Rock formations outside the Fragrant Hill Hotel caught the eye of Dave Packard who might have picked up some ideas for the Packard Aquarium currently under construction in Monterey, California.



Touring by bus gave Jack Brigham (left), Bob and Helen Glaser a respite from the wet weather and a chance for conversation.



John Young (center) and the other HP tourists enjoyed the beautiful scenery on a cruise down the Li River in Guilin.



Bill and Rosemary Hewlett shared lunch on board the boat with Xiao Lu, commercial services supervisor in the CHP Rep office.



Accompanied by his wife, Kitty, board member Ernie Arbuckle didn't allow his crutches to hinder a visit to the Great Wall.

Border is no barrier to business

Tremendous teamwork is breaking through traditions, working out commissions and solving special border problems to meet the needs of HP customers in Juarez, Mexico.

Juarez, located just a few minutes away from the HP office in El Paso, Texas, U.S.A., is the site of a rapidly growing border industry known as *maquiladoras*. Here, factories owned by U.S. companies such as General Electric, General Motors, G.T.E. (General Telephone and Electronics), and Westinghouse hire efficient Mexican workers to assemble labor-intensive products such as appliance wiring harnesses, generators and starters for automobiles, switch systems for telecommunications, and electric motor assemblies. These products are then sent back to the U.S. under special tariff rules.

Maquila factories have benefited both Mexico and the U.S. At least 60,000 jobs will be provided by the 145 factories in Juarez, along with an estimated \$157 million in foreign exchange this year. In return, inexpensive Mexican labor gives U.S. companies competitive strength. The 30 percent annual growth rate of the *maquila* industries is an indication of their success.

HP Computer sales reps in El Paso recognized the market potential of the *maquila* factories, and realized the HP 3000 was an excellent match for their needs. HP's Manufacturing Productivity Network (known as MPN) could help with inventory control, master scheduling, materials requirement planning, and quality assurance, as well as general accounting, payroll, and office automation.

Additionally, many of the U.S. companies involved in the *maquila* program already own HP computers, so the factory's computer could become an additional link in their already-established computer network.

Selling to this promising market presents several challenges. First HP has to assure customers that, regardless of what happens at the border, there will be no interruption of sales or support. Yet laws and procedures concerning moving people or parts across the border change often.

"We solved this by building a back-

up support organization," explains Larry Amsden, major accounts program manager. "For quick response, we use people and parts from El Paso. As our business grows, HP Mexico will play an increasingly active and larger role. Having two sets of engineers familiar with our customers has allowed us to both provide four-hour response time and guarantee service, no matter what changes may take place at the international border.

A second challenge is to present a



A recent HP training seminar for *maquila* companies brought a positive response from participants. Enjoying a lunch break are Larry Amsden; Robert Radway, keynote speaker and attorney for the Latin America Trade Council; and Jack Burt, general manager of Packard Electric.

unified approach to customers, even though employees from two separate sales regions (Latin America and Neely) are working to give customers the support they need. By making good use of their wide talents, the HP staff has turned this challenge into an actual advantage for customers. Application engineers can provide customer training in either Spanish or English, according to customer needs. And customers can choose to do business in either dollars or pesos, whichever way benefits them.

A policy on quotas and commissions was worked out ahead of time by the two sales regions. Even this often-competitive area poses no real problem, thanks to the attitudes of the team players. "Let's get the business," says Jorge Garcia, sales rep

from Mexico's Monterrey office. He and Dave Branch of the El Paso office now often go on sales calls together.

This helps relieve Dave of the frustration of finding a sale he can't close. It is difficult to recognize a U.S.-owned factory, as many *maquila* factories have names different from their parent companies. As a U.S. salesperson, Dave cannot legally sell to a Mexican company. Now that Jorge is accompanying him, they are ready to sell to anyone!

Eight months after the program began, HP's *maquila* customers are excited about their new computers. "At a recent seminar, customers spontaneously stood up and told about the results they had achieved with their HP systems," says Dave. "One customer said 'I chose HP because they alone had the program in place to meet my needs.' Another stated he would be saving thousands of dollars a month! We couldn't write better advertising than that."

Dave sums up the results of combining exceptional teamwork, innovation and the right product: "We have more work than we can handle!" ♦

LeAnna Willis is a communications specialist at Intercom Headquarters

HP Taiwan on the rise

"It's already become a landmark," says Dinesh Chandio, Intercom operations manager, about HP's newest and tallest building.

The 14-story structure was officially and grandly opened in Taipei, Taiwan on September 14. Dragon and lion dancing, fireworks, and a reception for more than 300 guests marked the event.

Bill Terry, HP executive vice president, and James Hodgson, HP board of directors' member and former U.S. ambassador to Japan, came to Taipei for the opening ceremony, also attended by Minister without Portfolio K.T. Li and K.S. Chang, chairman of the China External Trade Development Council.

Said Terry before cutting the traditional entrance ribbon: "HP Taiwan stands out as one of the most successful examples of good management and cooperative collaboration with the many loyal customers it serves. The additional investment in this building presents the best example of our faith and confidence in the future here."

Wen Ko, HP Taiwan general manager sees the opening as "a new milestone for the company and its commitment to the development and growth of strategic industry in this country."

HP occupies six floors of the building; the eighth floor is a customer service center which includes a training area and demonstration rooms for Computer systems, Instruments and Medical equipment. ♦



Among the guests at the reception marking the opening of HP Taiwan's new home were board member James Hodgson (left), Minister K.T. Li and executive vice-president Bill Terry who toasted general manager Wen Ko.

Established in 1970, HP Taiwan is the only HP sales subsidiary with its own building in the Far East Region. A staff of five has grown to 180 employees who now occupy offices in the heart of the city's business district. The management team, whose average age is just 33, emphasizes the development of advanced technology in a direct sales environment.

In July, 1983, HP Taiwan launched a revolutionary Chinese Character Computer System in answer to the problem of having to convert to the English language when entering information in HP computer systems.

In 1982, HP Taiwan and the Institute for Information Industry signed a cooperation agreement to work jointly on researching and developing software for both Taiwan and overseas markets. The Taiwan Application Center was formed to facilitate the research while training local personnel. ♦



Dragon dancing, a traditional Chinese folk art, entertained the audience at the grand opening.

James Hodgson and Bill Terry cut the ribbon to officially inaugurate the new building.

Newsbriefs

New Homes

July, 1984 is the target opening date for HP Argentina's new home currently under construction to HP specifications in the Belgrano district of Buenos Aires. The building, which the company will lease, will include 40,000 square feet of space, plus much-needed parking.

Construction on a new New Zealand headquarters and Wellington sales office will begin in about six months on land recently purchased by HP. Plans call for a move in two years from a currently-leased building into the new 40,000 square-foot facility.

Plotting away

HP plotters have some rather unusual and interesting applications in the Far East.

In the new wing of Hong Kong's weather observatory, an HP 2647A graphics terminal, along with three HP 7580 plotters, are used in a system to produce weather charts for forecasting. Two plotters are also in the meteorological office of the royal observatory at the airport to plot aviation weather charts.

In Taiwan, a math teacher developed a program in which the HP 7580 is being used in a desktop-based CAD system for fashion design. Fabrics are actually cut out according to patterns drawn by the plotter.

A first

CONAI, the First National Congress of Industrial Automation, took place in July in Sao Paulo, Brazil. SEI, the Brazilian government agency that controls computer systems import and manufacturing, visited HP's booth which displayed the HP 9000, an HP 7585A plotter and a graphics tablet HP 9111A. Paulo José Chamoun, Computer sales manager, and Gloriberto Marella, Technical Computer district manager, were responsible for HP's presentation.

Focus on HP engineering

HP has published a chronicle of its technological milestones, recounting principal product developments and providing insights into the company atmosphere that motivated many HP inventors. The book, *Inventions of Opportunity: Matching Technology with Market Needs*, mirrors the evolution of the Silicon Valley and America's electronics industry.

In 350 pages, 33 years of engineering at HP are covered through articles gleaned from the company's monthly technical

publication, the *HP Journal*. Selected by a panel of 20 senior HP engineers, these articles were chosen for their description of products that contributed to the state-of-the-art in electronic technology at the time of development.

The book, cloth-bound with a dust cover, is priced at \$27.50. Employees can order it for the half-price rate of U.S. \$13.75 by contacting the Computer Supplies Operation, 1320 Kifer Rd., Sunnyvale, CA 94086, and specifying part number 92833B.

Quality team wrap-up

In Brazil

Two HP Brazil quality teams involved in a pilot project at the Sao Paulo office completed presentations to management in August.

Seven members of the "Aquarius" team each participated in describing the problem-solving techniques used to control specific parts normally used for service and inventory replenishment. They expect to improve inventory control and



Above, Ricardo José Ramos Martínez of the "Aquarius" team gives his part of the presentation while Edison Vaccaro, below, makes a point on behalf of the "Nova Diretriz" team.



ensure parts availability.

Support Administration's quality team, "Nova Diretriz," examined the delay in sending on-site service quotations to customers. The eight team members came up with procedures which reduced the actual time from 20.9 days to 10 days, a significant improvement over the original goal of 15 days.

In the Far East

Forty quality team members from various departments of HP Asia and HP Hong Kong took part in a two-day training seminar this summer. Far East Region general manager Malcolm Kerr and Hong Kong general manager Clive Ainsworth briefed all team members at the opening and stressed HP management support to quality team activities.

In Australia

Three members of HP Australia's secretarial quality team gave a helping hand to AMI/Toyota (Australian Motor Industries, Ltd.) this summer. Although AMI has had factory and production-oriented quality teams, the company's accounting department was having difficulty relating the quality team concept to the office environment.

Joanne Drew, Kerri Lambert and Sue Saultry of HP's "Quality Seekers" team answered a request from AMI/Toyota and gave a shortened version of their presentation dealing with the issue of stationery. (See last issue of *Intercom*.) Then came a question and answer session in which the HP team members explained how they overcame problems and how quality teams operate in HP's office environment.

In a letter to John Bieske, region Computer sales manager, AMI divisional manager J.A. Brown reported, "The presentation, along with the advice offered, was first-class; our quality circle's confidence has been boosted considerably. Joanne, Sue and Kerri are a credit to your organization."

Newsbriefs

The HP Touch

HP's newest personal computer, the HP 150, had its official introduction in the U.S. in September. With the HP 150, users simply touch the screen to run computer programs rather than having to memorize commands.

Development of the new model represents the company's new thrust into the mainstream market for business-oriented personal computers and sets a standard for HP's future personal computing products, according to Cyril Yansouni, general manager of the Personal Computer Group.

HP is backing this commitment with a multimillion dollar print and television-advertising campaign to support the new personal computer. The company expects to triple its personal computer retail outlets in the next few years.

The HP 150 has a suggested list price of U.S. \$3,995 including a keyboard, system-processor unit with an Intel 8088 microprocessor; bit-mapped graphics dis-



Command by touch makes the HP 150 personal computer easy to learn and easy to use.

play monitor; 256 kilobytes of internal memory expandable to 640 kilobytes; a dual microfloppy 3½ inch disc drive; built-in terminal features; and built-in data

communications ports. In Intercon countries, the HP 150 will be shipped after January, 1984, with availability varying in each region.

Newsmakers

Latin America

Ernesto Kolster was appointed general manager of HP Venezuela in September. Prior to joining the company, Ernesto received a degree in economics from Central University in Caracas, Venezuela. His 20-year span of professional experience has been mostly computer-related and includes management positions with Singer, Burroughs and Memorex InterAmericas. HP Venezuela, established 16 years ago, currently employs 145 people.

Headquarters

John Chua has accepted the position of Intercon/Japan Personal Computer manager, based in Palo Alto. A graduate of Nottingham University and Southampton University in the United Kingdom, he sold HP computers in Canada before moving to Singapore as Computer sales manager. More recently, he was Far East Region computer manager.

The changes in HP's Personal Computer strategy are reflected in John's growing field organization. His responsibilities now include both direct and retail sales and support, local computer centers, and advertising and sales promotion, including TV advertising.

New Intercon compensation and benefits manager is **Russell Warmington** who came to Palo Alto after serving as Australian compensation and benefits

manager and providing liaison support to New Zealand. He has been with HP for 10 years and has a degree in electronic engineering from Melbourne's Swinburne College of Technology.

New field marketing/major account manager for the Latin America Region is



John Chua



Ernesto Kolster



Jal Karani



Vicente Garcia



Pei-Hsien Fang



Victor Ang

Vicente Garcia. He has moved to Palo Alto from Venezuela where he had been customer engineering manager for the past three years. Vicente joined HP in 1978. He holds an electrical engineering degree from the University of Southern California and a masters in the same field from California State University in Long Beach.

Pei-Hsien Fang has been named PRC field marketing manager, based in Palo Alto. He worked for HP Taiwan and the Data Systems Division before joining ICON in 1981. He has an undergraduate degree from Taiwan National Cheng-Kung University and a masters from San Jose State, both in the field of electrical engineering.

Far East

Victor Ang has been appointed general manager of HP Singapore, replacing **Tony Johnson** who is returning to Canada. Prior to joining HP, Victor spent four years with ICL as general manager at Abu Dhabi and later the entire United Arab Emirates. He has a degree in chemical engineering from Nottingham University in the United Kingdom and is qualified as a barrister-at-law.

Jal Karani is now the Far East Region controller/administrative manager. Jal has been with HP for nine years, beginning his company career in Spain, with assignments also in Iran and Venezuela. His most recent position was admin manager for HP Australia.

Bob Oo is the new Far East Region customer support manager. He joined HP

Singapore 10 years ago as a project manager and spent time as manufacturing manager and managing director of Ceramic System Singapore, a subsidiary of HP USA. Most recently, he was Far East service manager.

Gary Gujral has been named Computer manager for the Far East Region, replacing John Chua (see Headquarters newsmakers). Based in Hong Kong where he was Computer Group sales manager, Gary is now responsible for the overall Computer Group's program in HP subsidiaries and representatives in the Far East. More information on his educational and professional background appeared in the last issue of *Intercom*.

A new operation, Personal Computer Singapore, has been established with the merger of the Singapore Peripherals Operation (SPO) and Personal Computation Singapore (PCS).

Operations manager for the new entity is **Koh Boon Hwee** (see last issue of *Intercom*). Functional managers are **Albert Shen**, manufacturing; **Soin Singh**, product assurance; and **Yap Tian Teck**, controller. Albert was the operations manager for SPO; Soin was manufacturing manager for calculators. Yap was controller for PCS and will retain his duties in the new organization.

Rahim Valibhoy, former production manager for the oscilloscopes operation, is now production engineering manager.

Paul Ow, quality assurance manager for SPO, is product line manager for data cartridges/Chinook located in Bukit Merah. **Lee Kim Bock**, fabrication manager, has taken on the additional responsibility of transferring the ITF keyboard product to Singapore.

Tommy Lau, previously Buffalo project manager, has become production manager for the Vesuvius printer to be introduced later this year. **Khaw Kheng Joo** is the materials manager for the new organization. **Zain Moledina** continues as production manager for calculators and **Lee Yong Juay** is quality and reliability manager.

Canada

Former Far East Region controller/administrative manager **Jeremy Beaty** has returned to Canada to take on the new position of general manager of customer service and a distribution center located near HP's Toronto facility. Jeremy had been admin manager for HPCL prior to his Far East assignment in 1980.



Zain Moledina



Bob McDevitt



Shozo Yokogawa



Rajanga Sivakumar



Peter Halpin



Andrew Piekarski



Larry Mackie



Jan Boersma



Al Gordon



John Cross



Lee Young Juay



Khaw Kheng Joo



Tommy Lau

The new post of public relations manager, HP Canada, has been filled by **Bob McDevitt**, previously Toronto area Computer sales manager. He is responsible for improving HP's overall image as a high technology, top management, total solution company. Bob has been with HP for 10 years.

John Cross has moved to the new Panacom Automation Division as operations manager from his post as administrative manager for HP Canada sales. **Peter Halpin** has joined the manufacturing division as marketing manager and **Andrew Piekarski** is product manager. Both men are part of the systems and marketing group headed up by **Jan Boersma**, co-founder of Panacom along with **Al Gordon** who is now responsible for R&D. Al's former responsibilities in the engineering department have been assumed by **Larry Mackie** who is new to HP.

India

Rajanga Sivakumar is the Instruments field marketing manager in India. He has been associated with HP as an employee of its distributor in India, Blue Star, for more than 12 years. His degree is in electronics engineering.

Japan

Shozo Yokogawa, president and chief executive officer of Yokogawa-Hokushin Electric Corp., Tokyo, was elected to the HP board of directors at the board's regular meeting in September.

Yokogawa has had a 20-year relationship with HP through Yokogawa-Hewlett-Packard Ltd., the joint venture company in Japan established by HP and Yokogawa Electric Works Ltd. Shozo was the first YHP president, serving from 1963 until 1974.

In 1936, he received a degree in economics from Keio University in Japan. In 1941, he joined Yokogawa Electric Works, later serving as managing director of advanced planning, managing director of general administration and vice president before leaving to manage the startup joint-venture company. Shozo returned to Yokogawa Electric Works as president in 1974, continuing his association with YHP as chairman of its board of directors. Yokogawa Electric Works merged with Hokushin Electric Works Ltd. in April, 1983.



Lee Kim Bock

Newsmakers



Paul Ow



Rahim Valibhoy



Yap Tain Teck



Albert Shen



Soin Singh



Koh Boon Hwee

An objective look at objectives

by Sy Corenson

ob-jec-tive (ob-jek'tiv, ab-) adj.
[M.L. *objectivus*] 1. being the aim or goal - something aimed or striven for.

At the end of the fiscal year, many HPites start running out of gas (petrol for some). Getting in that last order, completing a program or project that somehow didn't meet its schedule earlier in the year, refining, adjusting and, in some cases, scratching for target approvals and squeezing that last drop of productivity out of a budget that dried up two months earlier make most of us feel like marathon runners coming down the home stretch.

By the last of October, we're hopeful of putting our feet up, at least for a short while, to regain our stamina. But that never happens, not if we want to get off to a good start in the new fiscal year, and most of us do.

The first major demand on our personal resources at the turn of the year is the need to generate individual and organizational objectives. Since objectives lie at the very foundation of our management style and they provide one of the primary standards by which our performance is measured, we take the process quite seriously.

The question is, are our objectives more cosmetic than real? Do we expect those fine and glowing statements of our priorities and intentions in the upcoming year to somehow make things happen by their very existence? Do we review them periodically and make necessary mid-course correc-

tions or are they cast in cement never to change even when strategies change?

And now for the \$64,000 question... are they worth the time and effort required to put them together, especially when the last race has just or will soon end? Certainly our founding fathers felt so and surely the size and strength of HP are the best testimonials to a system that works. But, as in a smooth-running internal combustion engine, only a limited percent of power results from a sizeable quantity of fuel. Your writer feels that we sometimes achieve considerably less than optimum benefits from our objective-setting exercises. And he will confess that he has contributed as much as the next person in not allowing his objectives to meet their objectives.

In a company that has for years placed profit first on the list of corporate objectives (the idea being that without profit, no other objective is achievable), it's almost heresy to suggest profit might not be number one. But unless we commit ourselves to set realistic objectives and goals consistent with corporate and division objectives, and unless we review them frequently, even profit will not be possible. And if we do not manage our objectives well and often, and if we allow them to compress into the end of the year, we'll have even less energy to create objectives for yet another year. ♦

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