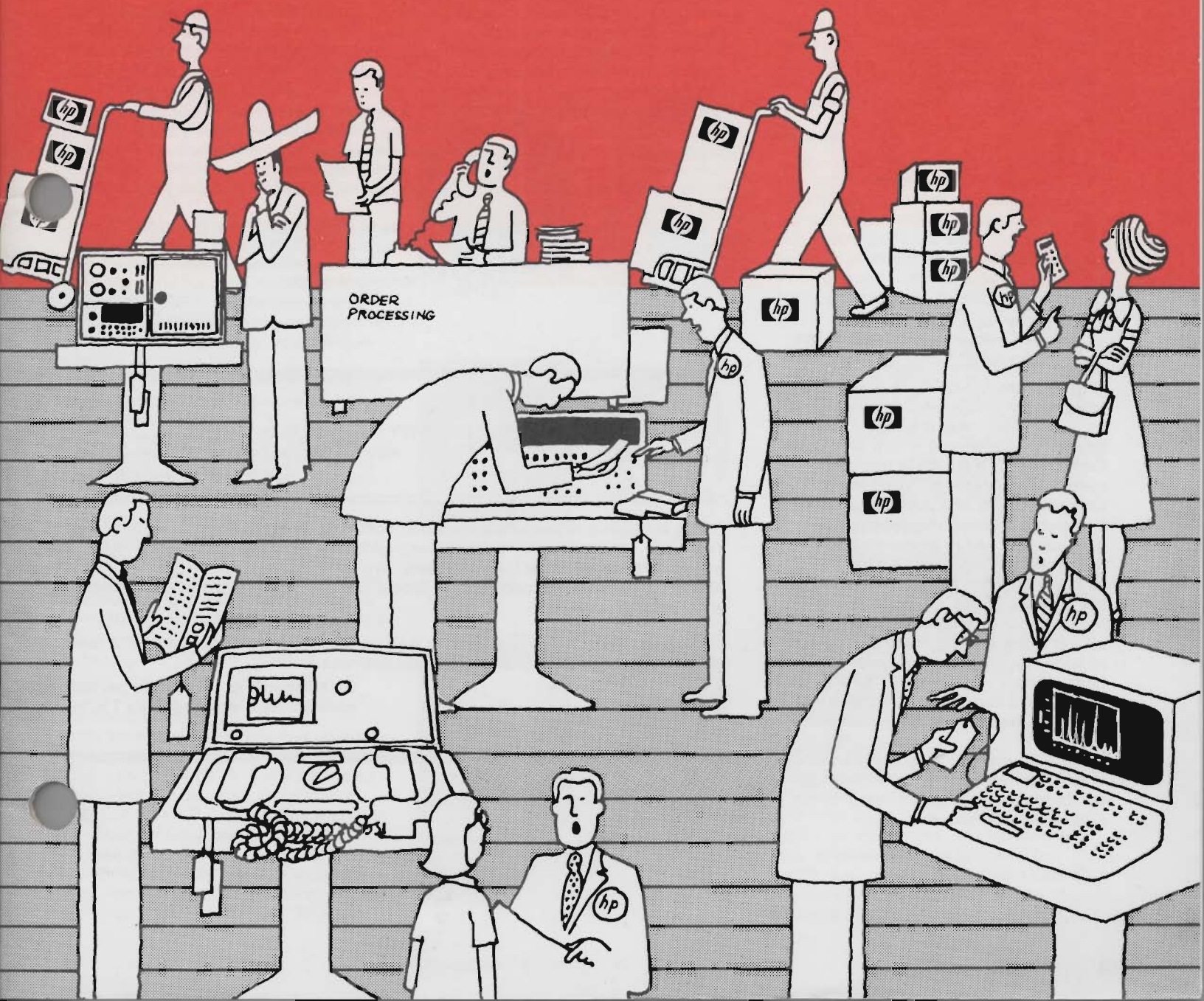

intercom

HP Intercontinental News

Summer, 1983 — Northern Hemisphere
Winter, 1983 — Southern Hemisphere

Year of the Customer



HP Computer Museum
www.hpmuseum.net

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Pleasing the customer is everyone's job.

by George Cobbe

The theme for this issue of *Intercom* is "Year of the Customer." How appropriate and timely, considering all that customers have done for us over the years!

"Year of the Customer" has been an integral part of the Intercontinental sales region objectives this year. As we approached the end of FY'82, it became evident to a number of people that we needed to raise the awareness of everyone in the organization regarding the importance of his/her position in the customer satisfaction equation. Thus, FY'83 was designated Intercon "Year of the Customer" with a unified agreement on the part of management to consciously upgrade the profile of our customers. What has happened since then?

In the beginning, it was necessary to identify the customer. This was especially true for people in the organization who have infrequent customer contact. They needed to know that customers are people with feelings, expectations, needs and wants; not institutions, organizations or depersonalized companies. Above all, customers are not adversaries. They are the most important members of our team and the most critical members of our business operations.

The next step in this awareness program was to ensure that everyone recognized who serves the customer. It's easy to understand the role of the field engineer or sales representative. However, it becomes increasingly less obvious what the roles of the individuals in our organization are as they become more removed from customer interface. It was necessary to talk specifically about how each employee's work directly or indirectly affects customer satisfaction. To this end, individual and group discussions have been held involving training as well as coaching. The result has been subtle as well as obvious changes in people's attitudes toward solving customer problems.

Certainly this type of program is grass roots in nature and can only be measured in terms of what the customer sees or feels. Greater awareness on the part of our people brings about a sensitivity to the signals that the customer sends us. We then become better able to detect whether the customer feels respected, valued as a person, has a greater sense of trust in us, and feels properly supported. The ultimate nod by the customer in our direction is increased orders for HP products.

After the first eight months of FY'83, a definite improvement in our customer dealings is obvious. Just read through the following pages to get a flavor of what's happening throughout Intercon. Employees are taking more personal interest in customer problems. They are treating customers with more courtesy, consistency, flexibility and sensitivity. The whole area of telephone etiquette and responsiveness has been much improved.

Sustaining these good habits will ensure that the "Year of the Customer" continues well past 1983.

George Cobbe is general manager of the Intercon sales region.

Editor's Note

When "Year of the Customer" was chosen as the theme for this issue of *Intercom*, an overwhelming task loomed on the horizon. Was it possible to do a totally comprehensive review on each Intercon entity's efforts to improve customer satisfaction? What about the time constraints of a publication deadline, not to mention the geographical distance that had to be covered by wire?

Thanks to cooperation on the part of so many Intercon people, this report on the next five pages, although certainly not exhaustive, reflects the kinds of efforts that are being made all over the region. Appreciation, too, goes to headquarters staff who took time to explain what's happening in the areas of customer support and administration systems.

If there's more to the story than what's presented here, just let us know and we'll continue to focus on "Year of the Customer" in future issues.

"Customer satisfaction is TOP PRIORITY. We need to be the best."

Agenda item, expanded Intercon operations council meeting, June 20, 1983

"HP is struggling to become a computer company, or at least computer-based. Years ago, we used to sell boxes to our customers. Now our customers demand and we sell total solutions for their problems. We're facing competition like never before. IBM is our number one competitor. Global competition is here and our markets are changing drastically.

...HP can't continue to tell customers we'll sell them our product when we're ready. HP must be a company that's easy to do business with."

Dick Alberding, worldwide personnel management meeting, May 19, 1983

Customer satisfaction: what's happening in Intercon.



Australia

In Australia, several steps have been taken to ensure the well-ordered and friendly service fundamental to HP's success.

Systems engineering's phone-in consulting service (PICS) has been reorganized to provide faster and more efficient response time. Customers are now asked if their problems have been resolved to their satisfaction before the call is closed.

Pre-sales support, customer training, account management and PICS duty have been streamlined to provide expertise in a professional manner. For example, on a four-person team, two have major responsibility for customer accounts including frequent contact with their customers. The other two systems engineers take care of all pre-sales work, training and the majority of PICS, although all four people handle phone consulting. One SE doing pre-sales serves as "SE of the month," assisting the sales staff with demonstrations, tenders, quotations and consulting work.

Efforts are being made to make end users, dealers and user groups aware of HP's "value for money" service contracts. Customers with service contracts are contacted to make certain everything is running smoothly. If no visit is possible, a phone call is made to every service contract customer at least once every three months.

More attention is being paid to parts, with inventory taken to make certain that high usage and the right parts are in the right locations.



The customer is number one with these three members of the HP Melbourne, Australia office team. They are: Dennis Malseed (left), customer engineering district manager; Bernie Rottinger, CEO service manager; and Steve Hitchings, systems engineer.

16 May 1983

The Managing Director
Hewlett-Packard Australia Ltd.
PO Box 36
EAST DONCASTER VIC 3109

Dear Dr. Booker

I wish to express my appreciation of the efforts of your staff in helping to locate and remedy a difficult fault at the Ansett site.

As project managers, we were in a tight situation when the intermittent fault surfaced at 5 p.m. the evening of Friday, 6th May. The support received from both the CE and SE divisions was excellent, and after considerable effort over the weekend, the machine was available on Monday morning, with no loss of production.

Please pass our sentiments to Kevin Neale, Rob Dey and their staff.

Yours sincerely,

B J Foley
Managing Director

Accounts are notified when there is a change of CEs. A formal transfer of responsibility takes place and the customer is given an organization chart to keep abreast of current structure.

A local version of the "quality of service review" (QSR) has been compiled by Australasian SEO manager **Bruce Marsh** with inputs from all sales and customer engineering district managers. Customers are consulted personally and encouraged to complete the QSR on the spot.

HP Australia's success is illustrated by a recent letter received by Australasia general manager **David Booker**. But first, the story behind the letter:

Ansett Airlines is one of two domestic carriers in Australia whose installation consists of a flight scheduling system. Because of the willingness of HP support staff to make time available over the weekend, a problem was rectified and no production losses were suffered by Ansett. Mintec Systems, an Australian OEM, the airline and HP staff worked as a team and came up with a solution.

In the final analysis, so much of customer satisfaction depends on the personal dedication of the support staff. There's surely no shortage of this "down under."

Japan

A year ago, YHP conducted its third survey to measure customer satisfaction. Questionnaires were sent out to 3,000 customers selected at random and five of those who replied received HP11Cs.

The survey began on a positive note as the actual return rate was 42 percent compared to the expected 40 percent. Overall, customer satisfaction did indeed increase, judging from a comparison of the results with those of two other previous studies. Positive comments included the quick response of sales people and the high reliability of our products. On the negative side, some customers commented on the cost of HP/YHP products in comparison with those of competitors, and the long wait for delivery of products.

YHP's efforts to better the record on customer satisfaction have included two steps. First, the management of customer claims and complaints has been streamlined with responsibility for response and action clearly designated. YHP has also instituted a one-day re-

sponse campaign which should boost the already high ranking the company has in providing what customers want and need. The outcome of these efforts should be reflected in the results of a fourth survey now being processed.

Far East Area

According to the **HP Asia** general manager **Malcolm Kerr**, "This special focus on customers has helped differentiate HP from our competitors. And it's definitely proving to be very successful. Our customers are delighted that a company has initiated such a campaign."

Because the staff at Far East Area Headquarters is not involved in a direct sales relationship with customers, they have developed their own interpretation for the "Year of the Customer."

"We're aiming at prompt response to distributors' needs and inquiries," said **KC Chan**, HP Asia accounting manager. KC, who is also chairman of the quality circle program at headquarters, pointed to the three teams representing a joint effort from EDP, accounting and commercial services to improve productivity and thus service customers better.

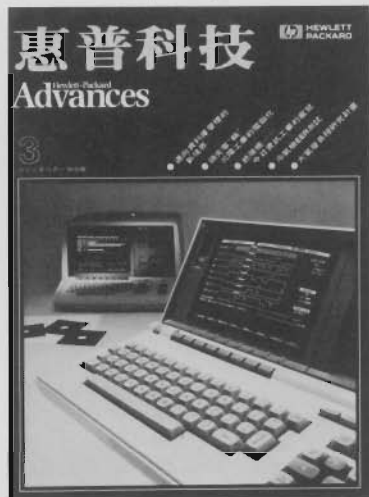
Each department in **HP Singapore Sales** was asked to formulate objectives and implement plans to improve customer satisfaction. The result: an effort to handle customer inquiries more professionally and efficiently (read more on this effort on page seven) and to enhance the existing support service. This has been accomplished by bringing the admin and service support group closer to the field. The credit and collection clerk now visits at least three customers each month; the contract administrator in support admin goes out to explain HP's various contracts to customers. In addition, a monthly training session is

offered to admin people so that managers involved can focus on relevant issues directly affecting customers.

In Singapore, the emphasis is on creating total quality consciousness. To that end, two quality teams are exploring ways to improve productivity. Enthusiasm is so high that staff members are willing to spend Saturdays attending quality team orientation courses conducted by **Kin Chua**.

Another group, the office automation committee, coordinates training for all secretaries so that they can demonstrate HP equipment either in the office or at exhibitions.

In **Taiwan**, general manager **Wen Ko** maintains, "We are prepared to do extra work to improve customer satisfaction." Here's what happening in Taiwan:



To solve the language problem and satisfy customer desire to keep abreast of HP product news, a newsletter in Chinese is being produced on a quarterly basis. Called HP Advance, it supplies product knowledge and application stories. Reader feedback has been very

encouraging and the publication is a great success.

Each of HP Taiwan's large customers has its own account team consisting of sales order processing, systems engineering and customer engineering personnel. The customer is encouraged to contact the appropriate member of his team if problems occur.

Top executives from customer companies have been accepting HP's invitation to attend half-day meetings. There the focus is on research and development programs at HP, as well as company and customer management getting to know one another.

The Instrument Group in Taiwan has devised a special guarantee program. If an instrument cannot be fixed within 30 days, customers will be charged only for parts used. Needless to say, they're very impressed with HP's initiation.

In **Hong Kong**, with the staff's average HP career just eight months, general manager **Clive Ainsworth** said that the major thrust is to put a lot of time into training to equip the staff to handle customers professionally. A series of department meetings over coffee resulted in several steps toward implementing the Hong Kong theme, "Think Customer."

In view of Hong Kong's highly volatile economy, price stability has been established by quoting in U.S. dollars. Rather than the usual 30 percent customer deposit, the accounting department is now requesting just 15 percent.

In addition to telephone courses for all employees, secretaries and the admin group have been trained to do demonstrations at trade shows with an eye toward bringing them to the forefront to meet the customers. For instance, they participated in the local Productivity '83 where they had a chance to meet many customers.

In Guadalajara

How are you giving better service to HP customers?

"By giving my very best effort and all the time that is required in our technical support for better applications of HP products."

Guadalupe Frias, materials engineer

"By having a thorough knowledge of the organization, our products and plans, and any other kind of information a customer might need. We want our customers to feel confident and assured that we know what we are doing."

Alicia Rodriguez, secretary

"By seeing customers' needs as though they were my own."

Fernando Villasenor, systems engineer

After-sales support is key

by Jon Cretarolo

In today's highly competitive environment, especially in the computer area, potential purchasers are often looking beyond hardware capabilities. Customers are keenly interested in knowing the "total cost of ownership" and they are placing more emphasis on the quality of after-sales support.

Who takes care of our customers after products are sold? Our field engineers are certainly motivated to maintain a relationship from a sales point of view, but it is primarily the various support disciplines and the admin team who are responsible for providing after-sales support.

Support managers are responsible for ensuring that customers' equipment is maintained in an efficient and cost-effective manner that still generates a reasonable profit for HP. In addition, software support services, training, etc. are provided by our systems engineering organization and applications marketing division disciplines.

There are obvious opportunities for our support disciplines to directly contribute to customer satisfaction. What may not be so obvious is just how important the support administration contributions are. Our admin team reinforces the efforts of the discipline operations and, in many cases, deals directly with our customers.

Here are some practical examples of how support administration has improved customer satisfaction in the field:

In the area of service order processing systems and revenue:

HP has installed automated systems (SIS, SORDS, ORDER) in various countries which have improved admin productivity and accuracy.

Venezuela has implemented an on-line personal computer voicing system to speed calculator repair turnaround time.

YHP has shortened the down time of bench repairs by analyzing its customer support order processing flow and traffic schedules.

Brazil is now providing dealers with status reports for personal computer customer repairs.

Hong Kong has begun an instrument collection and delivery service for bench repairs.

In the area of service contracts:

The contract management system has been installed in Australia, South Africa and Mexico, improving billing accuracy and admin productivity.

Hong Kong personally follows up with customers who have received annual contract renewal increases in excess of 20 percent in order to explain the increases and describe less expensive alternatives.

Australia is providing the field with a one-year advance warning for "end of support life" equipment at customers' sites.

In the area of parts inventory:

Throughout the region, service parts inventory control accuracy has improved dramatically. Cycle counting has been implemented in most countries to help improve record keeping accuracy, enabling service managers to make certain that HP has the right part in the right place at the right time.

In the area of consumables:

By looking into local sourcing of supplies and generally reducing prices to a competitive level, HP consumables are more affordable to customers.

And in general:

Standards of performance have been established for the various country support admin job functions.

Our Australia, South Africa and Mexico operations have decentralized some of the support admin functions to major branch offices in order to be closer to the disciplines and our customers.

All country support admin teams have been thoroughly tuned in to the importance of customer satisfaction via special presentations and programs. Customer satisfaction should not be considered this month's "hot button," but rather an ongoing commitment.

Jon Cretarolo is ICON support administration manager.

Analytical institutes "check list"

by Dick Aal

HP is a large global company selling to other companies of similar size and scope. There have been instances in the past when a European HP sales office sold a system to a European company who, in turn, shipped it to a subsidiary at a remote location in the Far East. The first clue our local support office received about any problem or that the instrument even existed in their area was when it needed repair.

Sometimes when this happened, our local support people were not trained or did not have the parts needed. The result was a delay in repairs that would not have occurred if our local group had known of the installation. The Analytical Group now has a "transnational sales check list." This list is used worldwide by our field engineers for orders with destinations outside their country. It ensures that our local support teams know what, where and when something is being sold into their area. Armed with this knowledge, they are able to handle customer support on a consistent, professional and timely basis.

New warranty in Medical Group

by Dick Aal

One of the most sensitive areas of an instrument or system sale is the warranty period, especially determining when that period begins. In the Medical Group, the previous policy was that the 90-day warranty began 60 days after factory shipment. Unfortunately, this did not help Intercon customers who often received their systems with little or no warranty as the result of a great deal of paperwork, customs and shipping delays.

Misunderstandings and some ill feelings developed between customers and HP. Problems were accentuated with our distributors who did not always have the resources to cover warranty when the factory warranty expired.

The Medical Group has changed the policy. The division quality assurance manager is now authorized to extend the warranty window up to six months from date of shipment. This will allow HP to cover warranty on 95 percent of Intercon shipments delayed for whatever reasons.

Dick Aal is the ICON regional service manager for the Analytical and Medical Groups.

New support products geared to major accounts

by Dick Hornor

To a great extent, HP's continuing success in the computer business is due to our relationship with major accounts. Major accounts, which are typically Fortune 500 companies and include such important names as Shell, Exxon and Dupont, provide HP with about 30 percent of our total computer sales volume. Obviously when these companies establish a working partnership with a computer vendor, it can mean a substantial amount of long-term business. Even though competition is fierce, HP has been able to build a large base of major accounts because of our proven ability to provide quality support services and our willingness to provide these services almost anywhere in the world.

HP's first reaction to initial requests from major accounts for worldwide hardware support (most major accounts manage their own software support) was an enthusiastic "no problem." However, although HP has a very large international customer support organization, our presence is limited to those areas of the world that have traditionally provided us with a large market for the broad spectrum of our products. In actual fact, many major account installation sites are located in some very out-of-the-way places such as Colombia, New Guinea, Brunei, Aruba, etc., where HP computer support is non-existent. In addition, many installations are aboard ships at sea and oil drilling platforms where an HP customer engineer might be lowered by cable from a helicopter in order to provide the requested support services.

To address the maintenance needs of these valued customers, the marketing staff at HP's Computer Support Division (CSD) has developed two new support products: "assured international support" and "cooperative support." The central theme of both products is the same: all required support materials such as replacement parts, test equipment, tools and documentation must be located at the installation site. Also, if system uptime is critical to the success of the customer's application, CSD may recommend redundant units which may be used to quickly

replace a malfunctioning product.

The difference between the two support products centers on human resources. In the case of "assured international support," the HP service-responsible office, which may be several thousand miles away, will respond to a service request by dispatching a customer engineer within specific time limits. A "cooperative support" agreement specifies that the customer provide local engineering expertise. HP operates in a secondary capacity by providing technical training, an ongoing documentation subscription service and on-site technical assistance in case the resident engineer is in need of help. Major accounts with critical uptime requirements will often select "cooperative support" because they cannot afford to wait for an HP customer engineer to respond, even by chartered aircraft.

Although costly, both support products have been well received by our major accounts as the only realistic solution to their need for remote hardware support. To date, the customer engineering organization of HP Venezuela manages the largest number of international major accounts: Exxon in Aruba and Colombia; Shell in Curacao, Toyo in Trinidad; with negotiations currently underway at Ford Aerospace in French Guiana.

In addition, the recent attention HP has given to the development of remote diagnostics (tele-support) will provide substantial cost savings to many of our international major accounts. Simple problems, such as operator errors, are being diagnosed and solved by telephone rather than by an expensive service visit.

The common denominator between customer satisfaction and HP profitability is productivity. HP's continuing efforts to develop cost-effective support methods will help us achieve our goal of establishing and reinforcing a strong working partnership with major accounts.

Dick Hornor is the Latin America area customer engineering manager.

Marketing administration advances increase productivity

by Andrea Johnston

Marketing administration systems (MAS) which help increase the productivity of our sales company staffs are a direct benefit to our customers. Our efficiency in dealing with customer needs is evident in several new ways this year.

In our support systems group, a new HP 3000-based CE/SE scheduling system is being evaluated for use in Intercontinental organizations. This system will automate the scheduling of customer visits and will generate customer support orders.

Our sales admin systems group is working on three projects directly related to customer satisfaction. A 3000-based quotation system written by HP Canada is being adapted for use by other Intercontinental organizations. Order management is being enhanced and moved to the 3000 with the order management application. Many improvements have been made in our trade invoicing system so far this year with more planned late this summer.

This year in our accounting/personnel systems group, we are completing installations of the ARMADA accounts receivable/credit and collection system. The up-to-date customer information available to our credit and A/R people on-line allows us to respond to customer inquiries about their accounts more efficiently. High quality paper work for the customer and

up-to-date business information available on-line are helping to increase the productivity of our sales staffs and upgrade our professionalism with our customers.

Our decentralization objective is one that will also benefit our customers. The open shipment release project for ICON will, among other things, place the control of inventory and shipping to Far East customers in the organization most able to control the tasks. As we share the responsibilities for systems design, planning and evaluation with our region headquarters around the world, we hope to gain more effective input from people who deal with customers on a daily basis. With decentralization of our systems effort through proper placement of responsibilities closest to the source of knowledge, we hope to decrease development time at Intercon Headquarters and move new applications into our sales companies faster.

Andrea Johnston is Intercon marketing administration systems manager.

Telephone: a direct line to good customer relations



In 1876 when Alexander Graham Bell adopted the term "telephone" to describe his latest invention, you can be sure that people did not take it for granted. Talking on the phone was an exciting experience and later on, having your very own telephone installed in your home was a cause for celebration.

Today we don't give much thought to the almost universal communications system provided by the telephone...unless, of course, the one on our desk at work or at home is out of order. Only then do we stop to think about how much we rely on the telephone, even though it sometimes rings too often or at inconvenient times. Perhaps because we do take the phone for granted, our "phone manners" can become a bit careless and can even turn off an HP customer, current or potential.

It's a good idea to stop and consider that for many of HP's customers, the telephone represents the only contact they have with the company. The courtesy and attention projected by employees is a vital factor in establishing and preserving good customer relations.

Refresher courses in business telephone etiquette have become part of several Intercon facilities' efforts to

increase customer satisfaction in this "Year of the Customer." For example in Singapore, all employees attended half-day sessions during a two-week "telephone manners" campaign. Managers and secretaries from Malaysia also attended the course, conducted by general manager Tony Johnson and other staff, while preparing one of their own for the Malaysian sales office.

Says Paul Chan, Singapore Computer Group sales manager, "I have two objectives for my team and me to meet every day: pick up the telephone within two rings and return all calls within the next working day."

Sounds like they're on the right track in the Far East. Here are some techniques that illustrate how to handle the telephone the HP way.

- Answer promptly, on the first ring if possible, to give immediate attention and project a professional image.
- Let the caller know who you are. You may not be the person the caller wants to talk with, but at least he or she knows what department has been reached. Also, giving your name gets the contact off to a friendly start.
- If you're answering for someone else, remember that a person is either in or out, never in conference. If the person is in, don't ask, "who's calling?" It's the same as asking, "are you important enough to talk to?" If the person is out, tell the caller when he or she is expected back; ask if someone else can be of

help; or take a message. You know how frustrating it is to receive incomplete messages so make sure you include all the information the standard phone message form asks for.

- Courtesy and tact go a long way toward increasing a caller's appreciation of HP. For instance, not interrupting before the caller makes an initial statement says that you are attentive, not indifferent. Reconfirming message details shows that you consider them important.
- If you have to leave the line to get information, ask whether the caller wants to wait or would rather you call back. If he or she chooses to hold and it takes longer than you expect to get information, return to the line with a progress report.
- Transfer a call only when necessary and then explain the transfer in terms of benefit to the caller. Mention the name of the person you are transferring to and the extension number in case the line is cut off.
- Let the caller terminate the call and hang up first. Avoid talking to anyone else until the receiver is down.

Of course, all these tips won't do much good unless there is someone available to answer the phone. Each HP office should establish a procedure to ensure that when a customer calls, and the person being called is not available, a message will be taken and the caller will receive a response as soon as possible.

In Singapore

What's your contribution to the Year of the Customer?

"I treat every prospect or customer as if he or she were my one-and-only client."

Dennis Quek, field engineer

"As sales support personnel, we make it our duty to ensure that all sales inquiries and requests are met promptly, either through the sending of brochures in answer to literature requests or personally reminding the field engineers to respond to a particular inquiry."

Lisa Mak, secretary

"The fact that we have quality teams to improve the quality of our service and support speaks strongly of our long-term commitment to customer satisfaction."

Gregory Cheong, systems engineer



Is HP's welcome mat wearing thin?

by Sy Corenson

It seems like only a few years ago, the responsibility for hosting most customer visitors from outside the U.S. to HP belonged to one person — me. Those were the heady days when handling international visitors was an infrequent occurrence and a nice variation from more routine tasks.

As the years went on (and here I'm really dating myself), headquarters marketing staffs grew from a single person to a baker's dozen or more. That allowed us to decentralize the visitor responsibility to the department most closely associated with specific visitors. I was finally "liberated" to become more active in other areas of my work and I returned home more frequently during daylight hours so my cat, Ramses II, no longer bolted at the sight of that "stranger."

For a time, life was rather peaceful. The visitor responsibility at Intercon Headquarters was shared quite equitably. However, almost without noticing, many of us seemed to be spending an increasing amount of our time walking visitors through the best known company in the valley it created — the one lined with silicon. Perhaps this is because of our healthy business growth, and also because HP had become world famous and important to some as a tourist stop somewhat like Disneyland, Las Vegas and Elvis Presley's memorial.

I do not mean to minimize the value of a good visit for legitimate past, present or potential customers. Also we cannot ignore the needs and importance of government officials, the press, researchers and serious students. But I fear if the volume of international visitors continues to grow at its present rate, we will have to charge admission to stay afloat. A typical visit may require hours or even days of planning, facilities, presentations, handout literature, refreshments and/or meals, many phone calls (some overseas), TELEXES, memos, tours, etc. Perhaps the most costly part of the visitor investment is utilization of key HP people, sometimes right up to our top officers, thereby pulling them away from more productive pursuits.

We do not mean to imply that customer visits aren't important. Just the reverse. I can cite many examples of visitors, when properly handled, who became some of our most vocal and frequent customers. Some even joined our ranks and are now in successful HP management positions. We should never forget how valuable this marvelous sales procedure can be and how much it has contributed to our growth. Conversely, we could recite almost as many "war stories" of visits that went wrong or should never have taken place. In almost every case of a less than an ideal visit, the reason can generally be attributed to inadequate notice and information, sometimes none.

As of late we seem to be receiving a rapidly increasing number of these types of visitors; some can only be described as "drop-in." Dealing with unqualified visitors can have obvious risk, but the real danger is overuse of HP participants and resources such that the welcome mat is withdrawn when fully justified and qualified customers do visit.

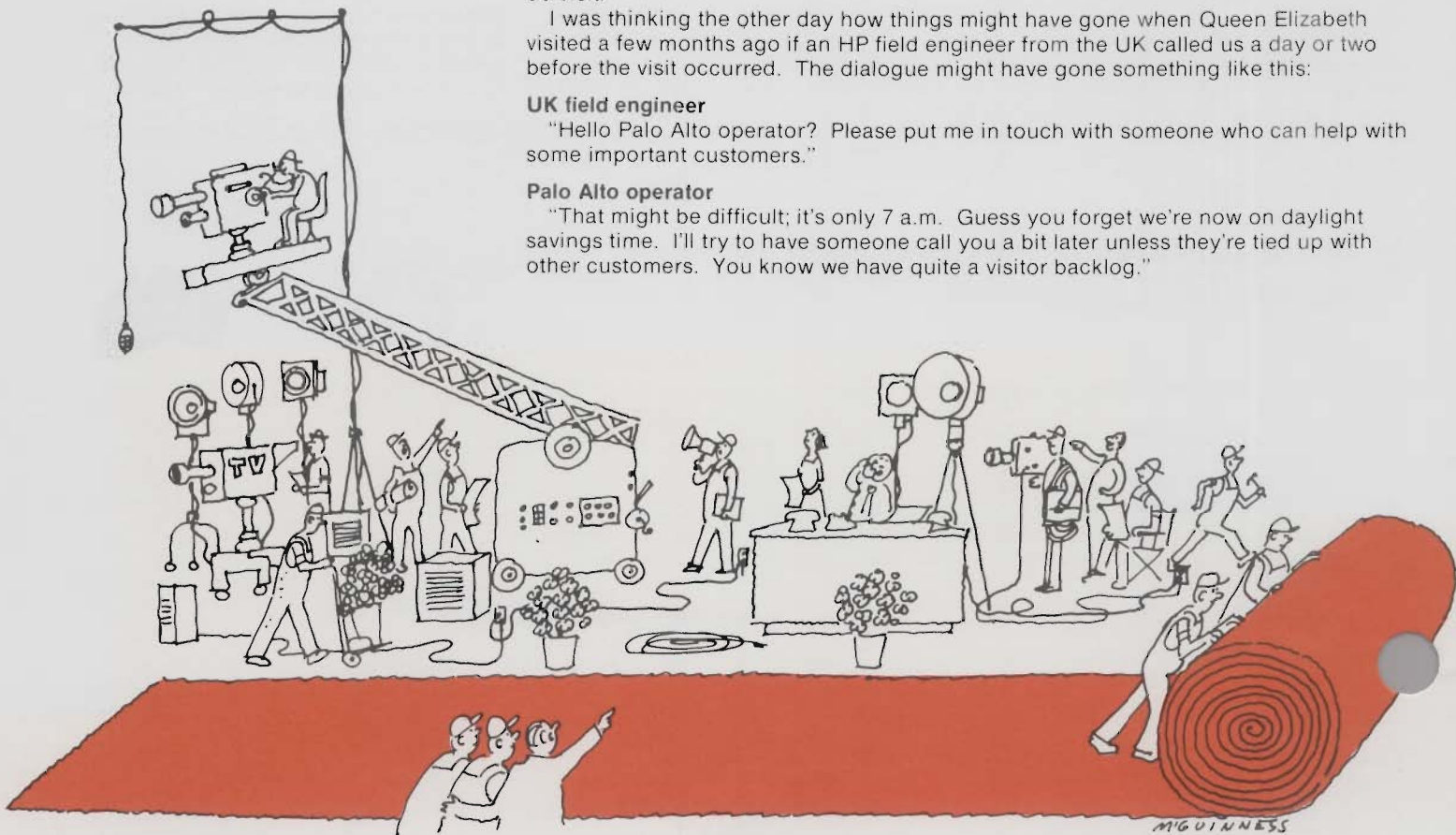
I was thinking the other day how things might have gone when Queen Elizabeth visited a few months ago if an HP field engineer from the UK called us a day or two before the visit occurred. The dialogue might have gone something like this:

UK field engineer

"Hello Palo Alto operator? Please put me in touch with someone who can help with some important customers."

Palo Alto operator

"That might be difficult; it's only 7 a.m. Guess you forget we're now on daylight savings time. I'll try to have someone call you a bit later unless they're tied up with other customers. You know we have quite a visitor backlog."



Palo Alto visit coordinator

"Hello Pinewood. Can you locate the field engineer with responsibilities for key customers?"

UK field engineer

"Hi. Hope you'll forgive me. I know I should have been in touch earlier but my district manager called a sales meeting in the South of France and with all of the pep talks, workshops, cocktail parties and so on, I just couldn't get to it."

Palo Alto visit coordinator

"What's the problem?"

UK field engineer

"Well, a couple of our high level government officials and their assistants will arrive in Palo Alto the day after tomorrow and we'd like someone to show them around. Maybe they could even meet Dave Packard if he's in town."

Palo Alto visit coordinator

"How about asking them to delay their visit for two weeks or so when we're not so busy?"

UK field engineer

"That might be difficult because they're already in transit and I don't know their phone number. Also, they're traveling by sea. I simply told them to call HP when they arrive in San Francisco. Wasn't that the right procedure?"

Palo Alto visit coordinator

"No, that was probably the worst procedure, but I guess we're stuck. How about giving me some information on their sales history. What HP products do they own?"

UK field engineer

"Nothing so far, but they're good potentials for a small computer system to help manage their horse stables."

Palo Alto visit coordinator

"Well, that a unique application but I suppose we can dummy up something. How about some more information like name, organization, language capability and dietary limitations, if any?"

UK field engineer

"You may think this is strange but we only know them by their first names — Elizabeth and Philip. Actually they're rather high up on our executive branch of government, but they're really rather nice and easy to communicate with. And you shouldn't think of their activity as a start-up. They've been in business a long time. Insofar as food is concerned, I don't know what they like as they've never accepted my invitation for lunch. Don't know why; I told them HP would cover the expense."

Palo Alto visit coordinator

"Guess we'll have to feed them in the company cafeteria. That way they can select anything they like and it will make them feel like employees. Any language problem?"

UK field engineer

"Not with these visitors; they speak the Queen's English. But you blokes speak kind of funny."

Palo Alto visit coordinator

"Frankly, we don't feel good about drop-ins but we'll do our best. At this point we can't commit division support and we'll have to check on the availability and level of interest of Dave, Bill and John."

"The only promise I can make now is if we don't have time or resources to set up a special visit for your visitors, we'll let them join another tour on the same day for 30 people from Japan. And after they visit, I'll drop you a line if they express an interest in acquiring a system. In the meantime, try to find out who makes their purchase decisions."

Of course, absolutely no disrespect is intended for the royal family. In truth, we were honored by their visit, the pinnacle of all international visits. This example was used, with tongue in cheek, to illustrate the most extreme and outlandish situation imaginable. However, conversations such as these are really not unusual. They happen frequently and since all of our customers are important, we owe them the courtesy of planning their visits thoroughly. We want them to leave HP knowing that we are truly professional. Most importantly, we want visits to serve solid business and mutually beneficial objectives. Incidentally, if any credit or blame results from this article, it should be shared by Ramses II who periodically attacked one of my big toes when I felt "inspired" to write from 2 to 4 a.m. one Sunday. He kept me awake.

Sy Corenson is public and marketing communications manager at Intercon Headquarters.

Country Managers Meet

"There's a strong desire to improve the way we do things; it made me feel a lot more confident about HP in the international arena," said Wayne Squires, New Zealand's general manager, at the conclusion of Intercon's general management meeting in June. Wayne was one of those who traveled from the far reaches of the region to Palo Alto for two weeks of meetings and workshops on such topics as product group strategies, management development and strategic selling.

One advantage of meetings such as this, according to Wayne, is "free time to spend with people you ordinarily wouldn't see."

Some of that free time was put to good (and enjoyable) use at a welcome wine and cheese tasting at Intercon Headquarters and the annual picnic held the following weekend at Saratoga Springs. Photos from both events tell the story much better than a lot of words ever could.



Headquarters' Stan Whitten stopped to greet David Booker, Australia.



Blue Star's Suneel Advani seemed undecided about the sample he tried.



It's not clear whether Alan Bickell or Taiwan's Wen Ko was on the receiving end, but it's obvious that this financial transaction was a friendly one.



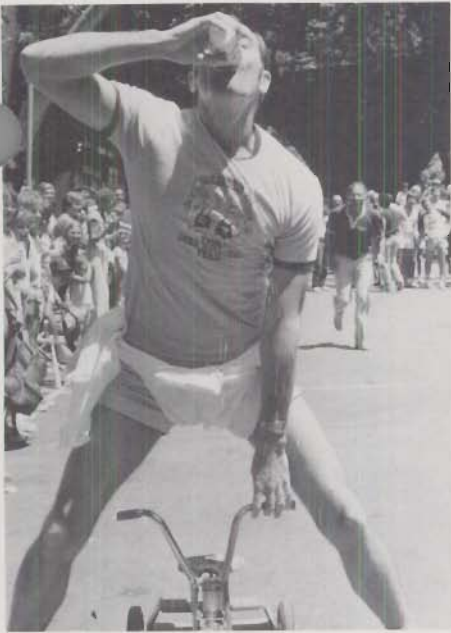
Luiz Barata, Sao Paulo, Brazil, taste-tested at the cheese table.



Tony Johnson, Singapore Sales, and headquarter's Joyce Inouye compared notes on the wine and fruit.



Headquarters' Glenda Cascio showed Walt Sousa, Southeast Asia, just which variety of wine he was tasting.



In what had to be a most unusual race, New Zealand's Wayne Squires, coached by headquarters' Suresh Rajpal, and Hong Kong Sales' Clive Ainsworth, gave their all to make the visiting country managers' team a winner.



Special guest at the picnic was Jacqueline Kawano, daughter of Hajime and Ritsuko Kawano. Jacqueline was born on the day of Intercon's picnic last year.



Helping fill up the plates on the chow line were headquarters' Barbara Beebe, Alan Bickell and Walt Reichert.



YHP's Toshiteru Suwa and Toshio Muraoka enjoyed the sunshine, along with popcorn and soft drinks.



Fortunately the sun was shining at Intercon's annual picnic because some HPer were doused by broken water balloons thrown by their blindfolded co-workers.

In the People's Republic of China

by Susan Murphy

The Great Wall, Forbidden City and Summer Palace are only a few of the more well-known features of the nation known by its inhabitants as 中国 — the Middle Kingdom. I'm speaking of the People's Republic of China where, for three and a half months, I had the opportunity to live, work and socialize among Beijing's nine million people.

Hewlett-Packard's Representative Office in the PRC is located in a factory building's fourth floor on a lane off an alley in the Southern residential district of Beijing. Ours is the only company permitted by the Chinese government to maintain an office in a locale similar to that of a Chinese organization; all other foreign business enterprises operate from hotel rooms. The office is conveniently located; the international post office, a renowned dumpling restaurant, Bei Wei Hotel, Tian-Tan Park and the Friendship Hospital are within walking distance.

China HP Rep presently employs 64 people, from age 20 to 50, with salaries paid by the Chinese government. Income is contingent upon educational and work experience; most employees are college educated.

The purpose of my trip was to organize and coordinate the support admin group which is supervised by Lu Jian-Feng. Lu spent three months at ICON last summer for training. Our work was primarily in the areas of inventory/stockroom, import/export, export control and service admin. The work week is six days in China, with rest days alternating among city workers; for HP, Sunday is the rest day. As a foreign employee I went to work on Saturday mornings but always departed before the afternoon political study session.

Celebrations with games, songs, food and refreshments are common at the office for the Chinese New Year and National Day in October. Other special occasions include Children's Day, Young People's Day and Women's Day. On the latter two holidays, people from our office had the afternoon off from work and went to the movies, expenses paid by CHP Rep. I joined the ladies on Women's Day to see "Memories of Old Beijing," a movie depicting the life of a young girl in 1949. We rode on a crowded public bus, got off, and wound our way through a brick-layered alley to the neighborhood theater. On wooden seats, close together in the small building, were people of all ages.



Susan and Andrew Lee, PRC Instruments marketing, posed with the Great Wall as background.

Another special occasion is tree-planting day when the Rep workers spend one day in the suburbs of Beijing planting trees. Beijing is situated on desert land and the dust plus strong northern winds cause menacing dust storms. Thus the municipal project of planting increased vegetation.

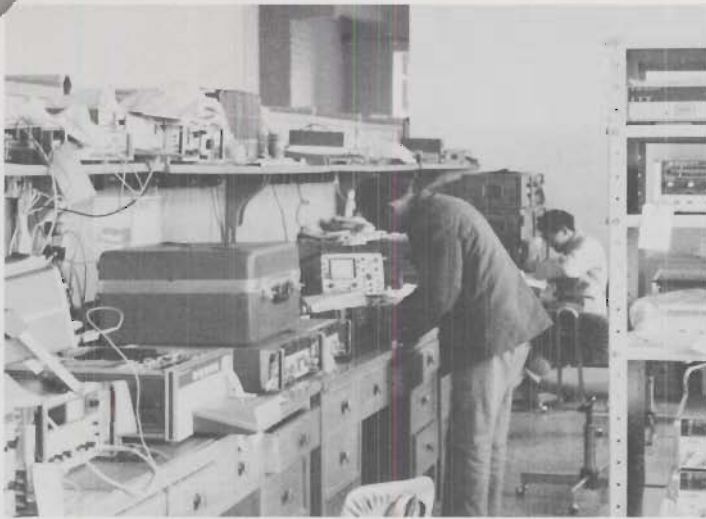
Contrary to what some of my ICON-PRC co-workers say, there is a social life in Beijing. The Rep people kept me occupied both during working hours and after work. I joined them in watching local performances of ballets, operas and movies. Everyone in the office treated me as if I were a long-time staff member; I felt very comfortable there. I also met foreigners connected with embassies, businesses and universities. My activities included dinners at local restaurants, dances at the American Embassy, swimming, tennis, bicycling and watching Western movies and television via videocassettes from the U.S. Believe it or not, I saw "E.T." for the first time while in Beijing.

I also watched the local television programs in my hotel room (there are three different stations) to practice my listening comprehension of Mandarin. My favorite programs turned out to be the cartoons; so much for improving my Chinese!

Many members of the ICON-PRC group made frequent stops in China

during my three and a half months. One memorable incident occurred during a trip to Tianjing with Steve Young, ICON-PRC computer marketing; Alfred Poon, HP Hong Kong systems engineer; and an American friend from Beijing University. Tianjing is a coastal city about 100 miles northeast of Beijing. Foreigners are not required to obtain travel permits to enter the city; it is considered one of the nine "open" cities for travel. Nonetheless, I should have remembered to take my passport along as I was leaving Beijing. The taxi was stopped by a policeman at the Tianjing city-border station. We were asked to present some form of identification. The American student presented her ID, a card that is usually enclosed in new wallets to be completed with the name, address and phone number of the owner. She had written her name and Beijing address in Chinese. The policeman nodded to her and asked for my ID. I presented my HP ID card, standard version with a photograph. Only after a convincing argument from Steve did the policeman agree to accept my HP ID.

I lived in the newest, most modern hotel in Beijing, the Jian Guo. The hotel is a 10-year joint venture between the Chinese Travel Service and the American Clement Chen, owner of the Holiday Inn in Palo Alto. The living accommodations were as comfortable as could be expected for over three months in a hotel



Yan Shu-Ge (standing) and Lu Kai-Yu work in Instruments bench repair service in the HP Rep office.

room! Foreigners, except for diplomats and selected journalists, are not permitted to live in any form of housing other than hotels. There are three restaurants inside the Jian Guo: a western coffee shop where they serve good cheeseburgers, a French restaurant and a Cantonese-style Chinese restaurant. I made it a ritual to frequent the coffee shop for my fill of meat and dairy products.

My only unpleasant experience in the Jian Guo occurred one Sunday afternoon in the elevator. As I walked into the hall on the third floor on my way out of the hotel, a large group of Chinese with two German businessmen entered an elevator. They cordially called out, "There's enough room for one more," and I quickly got on the elevator. We stopped somewhere in between the second and first floor. Several of the elevator's occupants began to frantically push all the buttons. After ten long minutes, we began pounding on the elevator walls! At this point I started saying a few "Hail Marys." Finally, one Chinese discovered the elevator telephone in the front panel. He called the lobby and after another ten long minutes, we were safely on the first floor. In a city of nine million, I had never before experienced claustrophobia until I was trapped in a 9-by-12 elevator with 12 people.

There is a new hotel, designed by the famous architect I.M. Pei, in Fragrant Hill, outside of Beijing. The hotel is picturesque, situated among hills with beautiful greenery and landscaping. The structure is a combination of modern plus oriental or Tibetan styles. It was built by the Chinese with local materials whenever possible. Unfortunately, the saying "you can't judge a book by its cover" applies to the Fragrant Hill Hotel.



On May Day, crowds filled Tien An En Square, the entrance to the Forbidden City.

I took a trip there one Sunday afternoon with PRC computer marketing manager Albert Liu to visit another ICON employee, Andrew Lee. When asked for Andrew's room number, the clerk began to search through the registration slips that were scattered in a file folder. Eventually it turned up at the reception desk, but if ever there was a need for a computer, it would be at that hotel. We joined Andrew for dinner in the dining room which was tastefully furnished but only one entree was served, western style. The service was slow in spite of the fact that there were only four other parties in the room.

Most foreigners, particularly Americans, feel that the pace in China is very slow. I agree but also consider this, in certain situations, to be beneficial. In handling business at our office, for example, the Chinese consider all angles

of an issue and rarely make hasty decisions. Initially I was impatient, disappointed and very frustrated with them. As time passed, I realized that our decisions, when they were finally made, were usually firm with no need for a change; the work was still completed on time and the office atmosphere was relaxing.

I hope my co-workers in the Rep office enjoyed my stay there as much as I did.

Susan Murphy returned to Palo Alto in May after her stay in Beijing. She is a graduate of Denison University where she majored in East Asian studies. After a summer internship at ICON in 1981, she attended the Monterey Institute of International Studies where she received a master's in international business administration and Mandarin Chinese. Currently Susan is a commercial service analyst with ICON's PRC admin group.



Care to guess the most popular mode of transportation in the PRC?

Moving ahead with decentralization

by Alan Bickell

Over the years I have reported to you on the progress we have been making toward the decentralization of our headquarters activities to the field. In parallel to these efforts, we have also been rationalizing the assignment of territories between Intercontinental and Europe. Two years ago, responsibility for Israel and central Africa was transferred. Effective November 1, 1983, responsibility for HP's activities in South Africa will be moved from Intercontinental to the Europe Southeast Region. This move should provide our South Africa management team and customers with closer support from the very substantial marketing, manufacturing and general management resources which HP has in Europe. Europe and South Africa share a common time zone and are accessible to one another much more conveniently by air.

Needless to say, it was with mixed emotions that the members of the Intercontinental management team here in Palo Alto bade farewell to Chuck Bonza at the conclusion of this year's June general management meeting, knowing that this would be the last he would attend as an official member of our group. However, we know that this change in reporting relationship is a positive one for all concerned.

Other steps that have been underway for some time have to do with decentralization of headquarters activities here in Palo Alto to our Asia headquarters in Hong Kong and the establishment of a self-contained and autonomous Latin America area headquarters located here in Palo Alto. With these moves completed, and with the continued growth of business in each of our areas, we are now in a position to assign them full "regional" status. This means that, effective November 1, we will no longer consolidate the Latin America, Australasia and Far East activities into what we currently call the ICON Sales Region. These activities will be stand-alone sales regions. In effect, Intercontinental will be organized in a manner very similar to Europe. We will have five sales regions consisting of Canada, Japan, Latin America, the Far East, and Australasia. These regions will have responsibility for quota setting,

targeting and financial reporting. The advantages we see in this include:

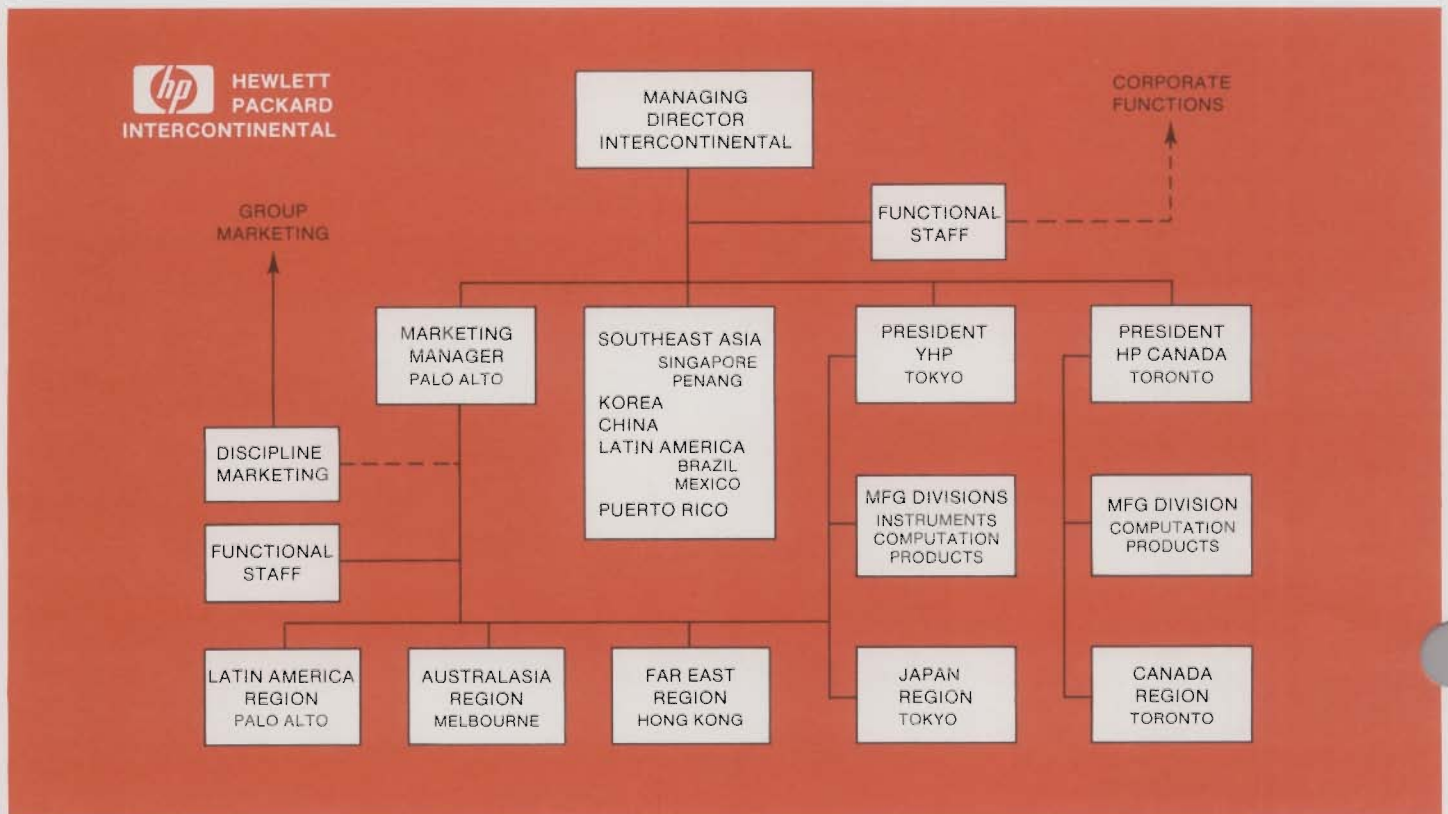
1. Focusing increased attention on "real" centers of sales and support activities, thereby further encouraging decentralization and cost effectiveness.
2. Eliminating financial consolidation at the ICON level, thereby saving management reporting time and costs and allowing more attention to be placed on individual regions which have much more homogeneous market characteristics and cost structures.
3. Establishing an organization structure and associated financial reporting similar to that currently in use in Europe.

In short, the Intercontinental sales organization will be leaner, more effective, and a lot easier to understand.

Our role here at headquarters will be to concentrate more and more on strategic planning, development of broad policy, and the overall general management of our field sales and manufacturing activities. I might mention that the change I have described above related to the regionalization of the present ICON sales areas does not have any effect on the reporting relationships of our manufacturing activities. Perhaps all of this could be better understood by referring to the organization chart below.

Keep in mind that this change is really very evolutionary in character. It does not involve any significant shifts in people or activities. It simply recognizes what has happened over time. It will, however, provide the basis for further decentralization and delegation of authority. I personally feel this is extremely positive. We have seen that by moving our support and management resources closer and closer to our customers, we are able to significantly enhance customer satisfaction, as well as improve our own productivity.

Alan Bickell is managing director of Intercontinental.



John Young heads delegation to Mexico

In August, 1982, HP Guadalajara started operating with just two employees, general manager José Grapa and personnel manager Alfonso Castillo. Three expatriates arrived in September and the first computer was shipped on November 30 to a customer in Mexico City.

A little less than a year later, John Young arrived in Guadalajara to participate in the formal inauguration of the Mexican manufacturing facility. On June 23, HP's president headed a delegation of company officials who witnessed the ribbon-cutting ceremony performed by Lic. Enrique Alvarez del Castillo, governor of the state of Jalisco. Employment at the computer operation is now at 39 and is expected to grow steadily until optimum production rates are achieved.

On the day after the ceremonies, John met in Mexico City with President Miguel de la Madrid at Los Pinos, the presidential office, where they discussed matters of mutual interest.

HP established sales and service activities in Mexico City in 1966. The company's sales subsidiary, Hewlett-Packard Mexicana S.A., now has four offices located in Mexico City, Monterrey and Guadalajara. While in Mexico City, John Young attended another inauguration, this time for the new HP Mexicana Polanco sales and service office located in the northern section of the city.



On hand for the official opening festivities were Marc Matoza (left), Latin America area Computer manager, and Raphael Perez, Guadalajara software center manager.



After the formal inauguration ceremonies, José Grapa, Guadalajara operations manager, Governor Lic. Enrique Alvarez del Castillo and John Young begin a tour of the plant.



Applications engineer Apolos Garcia demonstrated the HP Draw program, converted into Spanish, for the governor and John Young.



In Mexico City, John Young did the ribbon-cutting honors with assistance from Manuel Diaz, general manager of HP's Mexican sales subsidiary.

Now you can print by phone

by LeAnna Willis

It's the last day of the month and you need to get your customer's signed purchase agreement to the contract administrators *today*. No time for express mail, so you send the contract to them over the phone. Sound impossible?

Not any more! Modern technology has made instant transmission of signatures, illustrations or other printed matter both possible and affordable, with a device known as a telecopier or facsimile (fax) machine.

The U.S. Computer Marketing Group is currently using fax to "phone in" contracts. This speeds the initial approval process prior to receiving an original signature. "Although the Intercon computer contracts department is not yet using the fax network, we are reviewing how cost effective and efficient it would be to implement a similar procedure," said department manager Susan losty.

Meanwhile, the headquarters fax machine is seeing regular use as employees send and receive messages daily from Japan, Australia and Hong Kong, HP divisions in other states, vendors, U.S. advertising agencies, and customers from all over the world.

Facsimile transmission is faster and more reliable than express mail, air express or messenger services. Also, since information doesn't have to be retyped for transmission as with COMSYS or TELEX, errors are virtually eliminated.

Here's how it works: you place your original in the compact, tabletop machine, and dial the telephone number of the receiver. The machine then scans the original and converts the image to "beeps" or impulses that can be sent out over a standard telephone line. A compatible machine on the other end prints the image on thermal paper.

Fax machines are more widespread in Japan than any other Intercon country. At YHP, our joint partnership, all 14 sales offices have fax capabilities. Fax machines are very popular there because of the incompatibility of the Japanese language characters with traditional telex systems based on the western alphabet. Sending messages to Japan is one of the most common uses for the headquarters' fax machine. Toshio Nagai, headquarters finance, said, "It's nice to have the flexibility to be able to send messages to YHP using either Japanese characters or English.

Shirley Chan, headquarters financial reporting, has also sent fax messages to Japan. She explained, "It is really helpful at month close when timing is critical. We can send questions to Japan at the end of our work day. Because of the time difference, employees there can have the answers ready for us when



Using a telecopier is no more difficult than making a phone call as LeAnna Willis demonstrates.

we call early the next morning. It cuts down our time on the phone significantly. It's especially good for sending lots of numbers."

Another fan of the fax machine is Angelina Elizondo, personal computer marketing. She receives illustrations, layout and copy for U.S. ads from the ad agency in San Francisco. These ads are then reviewed at Intercon Headquarters for their possible use in Intercon countries. Angelina also uses the fax machine to send copies of the ads to HP's European Headquarters in Geneva, Switzerland for possible use in Europe.

The Australasia consol group at headquarters, which handles consolidated shipments to Australia and New Zealand, uses the fax machine to stay in close contact with the freight forwarder. "Faxing a list of boxes to be shipped is faster than sending the printed inventory to them by courier," said Rose Ormonde. Cora Rustia adds, "They will often fax us an international box list late in the afternoon, which gives us a head start on the next day's shipment."

"But what's the bottom line?" you might ask.

It's difficult to make generalities about the money saved by using fax service, rather than COMSYS, TELEX or express mail, as expenses for the machine and for phone use vary from country to country.

Once the machine is installed, the price per page is the cost of a phone call. Transmissions from headquarters

to one of the U.S. divisions or to Japan costs about U.S. \$1.50 a page. Messages to Intercon offices that don't own a fax machine cost an additional \$10 a page for use of a local fax service and delivery.

COMSYS, HP's internal TELEX system, is comparatively less expensive, costing U.S. \$.25 a page. So fax service to an HP office is recommended only in cases where graphs, pictures, oriental language characters, etc., need to be transmitted, or when next-day service is not fast enough.

When sending to non-HP offices such as distributors or customers, fax service compares well with TELEX service which averages \$22 for a full page of typing and cannot transmit graphic information.

Express mail is a third alternative. From the U.S. to Intercon countries, this service costs U.S. \$20 for up to one pound, with next-day delivery. Express mail becomes more cost effective than fax service when sending more than thirteen pages to YHP or more than two pages to offices that do not have their own fax machines.

Obviously fax service is not the total answer to all communication problems, but it does offer a way to get copies of contracts, charts, drawings or photos to their destination quickly.

Or to get an instant signature from your customer, even if he or she is on the other side of the world.

LeAnna Willis is a communications specialist at Intercon Headquarters.

HP Malaysia observes anniversary

Ten years ago, the chief minister of Penang officially declared HP Malaysia open before a gathering of employees, guests and the company's board of directors headed by Bill Hewlett and Dave Packard. True, operations had begun the year before in 1972, but the "official" opening was not held until the following October when operations moved from rented space to a brand new plant in Bayan Lepas, once desolate rice growing land near the international airport.

In the early '70s, HP was one of several U.S. semiconductor manufacturers who came to Penang Island off the west coast of Malaysia where the first free trade zone on Malaysian soil was established.

In September, 1972, HP Malaysia hired six line leaders; the next month, 50 production operators; and then another 160 a few months later. Growth continued but the facility remained unchanged until three years ago. At that time, a new two-story building was completed on what was formerly a football field. Today HP Malaysia occupies 100,000 square feet of floor space and has about 1,550 employees. HP Malaysia is the largest optoelectronics factory in the world in terms of dollar value of products, according to general manager Dan Nelson.



The color and diversity of downtown Penang are evident even in black and white.



For the past year and a half, Dan Nelson has been the general manager for HP Malaysia.



In the fall of 1972, 50 HP production operators began assembling core memory stacks in this training center in Malaysia run by the local city council.



HP's plant is in the free trade zone of Penang.

Newsbriefs

U.S. - Japan Joint Effort

In May, HP board chairman Dave Packard was named by President Ronald Reagan to serve as chairman of the U.S. side of a newly formed United States-Japan Advisory Commission. Creation of the bilateral group is the outgrowth of discussions between the president and Japanese Prime Minister Yasuhiro Nakasone early this year. Purpose of the commission, according to President Reagan, is to "address the question of how the U.S. and Japan can better fulfill their long-term responsibilities for world peace and a healthy international economy and how current issues of mutual concern affect those long-term prospects." Recommendations will be made directly to the two heads of state within 12 months.

Purchase in Puerto Rico

HP has exercised its option to purchase approximately 70 acres in Aguadilla, Puerto Rico, in the Aquacate industrial area as a permanent site for the Puerto Rico operation of the Personal Computer Group. HP had obtained the option in October, 1979. Since 1980, the company has been manufacturing computer terminals in a leased facility in Aguadilla's Montana Industrial Park.

Application Centers Operating

The Application Marketing Division formed last October to market HP-developed software and provide related consulting, training and post-installation services, has established 20 application centers worldwide.

Managers and Intercon territories where the centers are now operating include Raphael Perez, Guadalajara, Mexico; Frank Hublou, Taipei, Taiwan; Arimichi Nakagiri, YHP Tokyo, Japan; and Mike Meredith, Johannesburg, South Africa. In addition, the division has taken on responsibility for several previously established software centers including one in Australia.

HP in Canada

Agreement has been reached for HP to acquire the privately-held firm of Panacom Automation Inc. of Scarborough, Ontario in a cash transaction. Panacom, which represents HP's first manufacturing presence in Canada, designs and makes industrial data-acquisition and control systems for utilities, resource industries and process industries. The firm becomes the Panacom Operation within the Business Development Group.

Singapore Expansion

By late 1985, HP will have more than twice the size of its current manufacturing space in Singapore. A 300,000 square-foot, five-story addition is planned, bringing the total square footage to 489,000. Expansion is needed to accommodate growth in manufacturing activities at HP Singapore, primarily in the personal computer product lines. Construction at a cost of U.S. \$26 million should begin this year with completion likely by the end of 1985.

South Africa Donations

HP South Africa has made two equipment donations recently to improve health care in the southern region. The intensive care unit of Baragwanath Hospital, the largest teaching hospital in the southern hemisphere, received equipment to help diagnose and monitor cardiac and respiratory diseases faster and more accurately than in the past. Included were six patient monitors, six microprocessor-controlled ECG monitors, a capnometer which measures carbon dioxide in the respiratory cycle and six quartz transducers used to measure physiological pressures.

The Department of Community Health of Medunsa (Medical University of Southern Africa) has been given an HP 250 computer to help run its hospital administration and speed up certain research projects related to child health care. The system can store information on 10,000 patients immediately and can be upgraded to accommodate data on up to 100,000. Child care is the main priority as 50 percent of Medunsa's patients are children.

Donation of an HP 250 computer will help speed up priority research projects at the Department of Community Health of Medunsa. HP South Africa general manager Chuck Bonza (center) made the presentation to Ian Hay (left), pediatrics department head, and Eric Glatthaar, head of the community health department.



Quality Teams Down-Under

Two of the four quality teams involved in a pilot project at HP Australia's Melbourne office completed their first presentations to management in June. Ten members of the secretarial team, the "Quality Seekers," each took a part in describing the methods by which they identified and systematically solved the problem of stationery ordering and distribution. They emphasized that a cost savings of \$8,000 per year would result from their proposal which was accepted and implemented by the executive committee.

Another team, the "3-F Troop," made a thorough presentation on SEO demo room tidiness. The solution presented had to be made in parallel with the Melbourne office building alterations and as a result, some of the team's proposals had to be adapted to the changes. Team leader Stephen Paul expressed his team's pride in having a say in the way their area is presently set up.

HP Australasia manager David Booker praised the highly professional presentations and the enthusiasm of the pilot quality team members. "I think we now have all the ingredients to get the Q.T. program firmly established in Australia."

... and in Japan

YHP quality circle, "Amistars No. 1," was given a "NOSHIN" excellent award by president Kenzo Sasaoka for improving efficiency in the manufacturing process.

HP Out In The Cold

The first Brazilian expedition to Antarctica included an HP-41CV made in Campinas. The event was marked by a presentation of a commemorative medal delivered by Navy secretary Almirant Maximiano Da Fonseca to Campinas general manager Odmar Almeida. Brazil is a party in the International Antarctica agreement which obliges its members to conduct scientific research in Antarctica. Brazil's two-month expedition, called Proantar, took along the HP calculator to measure water salinity, nutrient indicators and dissolved oxygen in water.

Newsmakers

Far East

Koh Boon Hwee is operations manager of the Personal Computer Operation in the Singapore manufacturing facility. Formerly controller for HP Singapore, Boon Hwee joined HP's SEA operation in 1977 with responsibility for treasury activities. He is a graduate of the Imperial College of Science and Technology, the University of London, and the Harvard Business School.

Alex Chan has replaced Boon Hwee as controller. Alex came to HP after receiving his electrical engineering degree from the National University in Singapore. Later he received an MBA from the University of California at Los Angeles and returned to the company as a financial analyst. Before his promotion, he was facility information systems manager.

After six years with HP Taiwan's Instruments Group, most recently as a district manager, **Ching-dong Chang** was named Far East Area Instruments field marketing manager in April. He holds an electrical engineering degree from the National Taiwan Institute of Technology. His replacement as district manager is **Hank Lu**, a graduate of Chung Cheng Institute of Technology who joined HP in 1981.

Senior personnel administrator **Anita Chan** has become the personnel manager for both the HP Hong Kong sales subsidiary and Far East Headquarters. She holds a B.S.C. degree and a certificate in personnel management from the University of Hong Kong. Anita began working for HP in 1980.

Legal representative for HP's Far East Area is **Louisa Giam**, a graduate of the University of Singapore. She was admitted to the bar seven years ago and before joining HP, she was a partner in a private law firm. In addition, Louisa completed a course on accounting and investment conducted by the Singapore Securities Industry.

Former Far East Area systems engineering manager **Gary Gujral** is the Computer Group sales manager for HP Hong Kong. He has both undergraduate and master's degrees in electrical engineering from the University of California-Berkeley. Gary came to HP 10 years ago as a systems engineer in the Neely sales region.

Loi Boon Lim is the new Instruments service manager in Singapore. He has been with HP since 1979 and had been district service manager since March, 1982. Loi has a B.S. in physics from the University of Singapore.

Lionel Lim has been promoted to Instruments district manager in Singapore. He joined Singapore sales in 1980 and since then, has won the "\$1 million



Alex Chan



Ching-dong Chang



Hank Lu



Anita Chan



Louisa Giam



Loi Boon Lim



Lionel Lim



Jansen Ek



Ophir Toledo



Airton Gimenes

salesman" award for two consecutive years. Lionel has a degree in electronic engineering from Melbourne University.

Jansen Ek, formerly systems engineering manager for Singapore and Malaysia, has been named Far East Area systems engineering manager, based in Singapore. Jansen joined HP six years ago after graduating from the University of Singapore with a degree in electrical engineering.

Headquarters

In July, **Ophir Toledo** took on the job of Intercon manufacturing planning manager, based in Palo Alto. His primary responsibility is the implementation of new manufacturing start-up activities throughout Intercon as well as serving as Intercon's representative on the Corporate Manufacturing, Materials and Standards Council. Ophir has been with HP for eight years, the last four as manufacturing manager at Campinas, Brazil. He attended the University of Sao Paulo, received a degree in electrical engineering from the University of Tulsa, and has taken graduate courses at USP's school of engineering.

Mexico

New Instruments sales manager for Mexico is **Ruben Berron**, an E.E. graduate of the Ibero-American University. Before his promotion, he was personal computing sales manager in Mexico. Ruben's predecessor was **John Martinez** who returned to the U.S. to become Neely District sales manager in Tucson, Arizona.

Airton Gimenes is the new administrative manager of HP Mexicana, replacing **Larry Simpson** who completed his three-year assignment in Mexico. Airton has a mechanical engineering degree from the Braz Cubas Engineering School in Brazil and is an MBA candidate at the Instituto Tecnologico Autonomo de Mexico. He joined HP in 1976.

Latin America

New area systems engineering manager for Latin America is **Filiberto Arredondo** who has been with the company for five years and will relocate to Palo Alto. He has a degree in industrial engineering from Universidad Ibero Americana and most recently held the post of systems engineering operations manager for HP Mexicana.

Australasia

New Australasia Instruments field marketing manager is **John Schmidt** who has been with HP for eight years. Four years ago he became an Instruments field engineer and made the million dollar club. He is completing a marketing diploma at Chisholm Institute of Technology.

HP has new home in Auckland

The opening of a new Auckland office in May was a memorable occasion for HP New Zealand's general manager Wayne Squires. Back in 1970, he opened the Auckland branch office in his own home. The operation moved to a more formal facility in 1973.

The new building has 16 employees and 10,000 square feet of floor space, half of which is currently being leased. Of the remaining 5,000 square feet, 75 percent is used for customer support and training; the rest for general office operations. The office is located in an area of the city called "Auckland's own silicon valley" by a local business columnist.

HP has been a presence in New Zealand since 1967 when a main office was established in Wellington. HP New Zealand has grown at an annual compound rate of 25 percent per year over the past 15 years.



The Royal New Zealand Foundation for the Blind was a direct beneficiary when HP officially opened its new Auckland facility. Geoff Gibbs (right), foundation director, received an HP frequency counter and digital multimeter for use in the talking book machine program and the electronic workshop. Presentation was made by Hugh Templeton, country minister for trade and industry.



Admiring the reception area in Auckland are (from left) Bruce McCormick, Instruments sales manager; Wayne Squires; Brian Leighs, administration manager; Bob Cattell, Computer sales manager; and Remonde Claridge, receptionist.

Intercom

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