

intercom

HP Intercontinental Operations News

FY 1986 — Third Quarter



Total Quality Control

HP featured in two pavilions

Hewlett-Packard is featured in two prominent displays at EXPO 86 being held in Vancouver, Canada between May 2 and October 13. One is in Canada Place and the other is in the California pavilion.

In the Canadian pavilion, an HP Vectra with Touchscreen capabilities controls a 10-foot-by-8-foot illuminated puzzle made up of 10 pieces. Each piece lights up in rotation, showing a different aspect of HP business which is explained in four languages. Incorporated in the system is the first product of HP Canada: a remote terminal unit from the Panacom Operation.

From the entryway of the California pavilion, the rear wall is dominated by HP's exhibit, The Bicycle Factory, which shows manufacturing of the future. The exhibit allows visitors to design their own bicycles using HP equipment, manage the bicycle factory for a year, and finally manufacture and ship the final product.

The company's EXPO 86 involvement is a hands-across-the-border effort on the part of people at HP Canada and a number of U.S. locations who organized the displays. Customer engineers and sales reps from HP Vancouver will provide support throughout the fair.

Conway Reimer, Western Canada area sales manager, has been the business project manager for the two HP displays and Nick Copping of the Information Technology Group has been technical program manager.

Among the many HP Canada people who contributed to HP's EXPO 86 appearance are HP Vancouver's Clive Warren, Bob Reynolds, Bob Gerard, Mohamed Nasser, Norbert Stoiber and Ron McQuat; HP Calgary's Derek Riphagen Meulen and HP Toronto's Garth Phillips. ■



Clive Warren, Vancouver branch manager and field marketing manager, Western Canada, uses an HP Vectra in the Canadian pavilion.



HP's Bicycle Factory in the California pavilion at EXPO 86. The exhibit allows visitors to design and manufacture their own bicycle.

HP Computer Museum
www.hpmuseum.net

For research and education purposes only.

TQC applies to all aspects of business

by Alan Bickell

A good portion of this issue of *Intercom* is devoted to our Quality programs, activities and successes. This is the first of a number of quarterly features that will appear regarding quality and productivity throughout Intercon. Most will feature our country success stories, like the one from Canada that is featured in this issue.

We've made some solid strides in the quality function over the last few years, first with the leadership of YHP, then in the Far East. Now, virtually all countries in Intercon are involved in TQC. We all now know, from results, that the concepts we've learned under the banner of TQC apply equally to all aspects of our business. We see improvements wherever these concepts are applied.

Personally, I have benefitted from taking a process approach to how we do our annual business planning. This year my objectives were written in the TQC or "Hoshin" format, and I asked each manager reporting to me to do the same. We have seen the benefits of objectives that follow the "Plan, do, check, act" cycle, particularly when they have good performance measures attached to them.

I am pleased to report we are making good progress. However, we all know that TQC means continual improvement. We can always do better, and indeed, I think this is a key time for us to make sure we don't lose momentum, but push forward in our improvement efforts. Hewlett-Packard is counting on us to improve productivity and cost effectiveness.

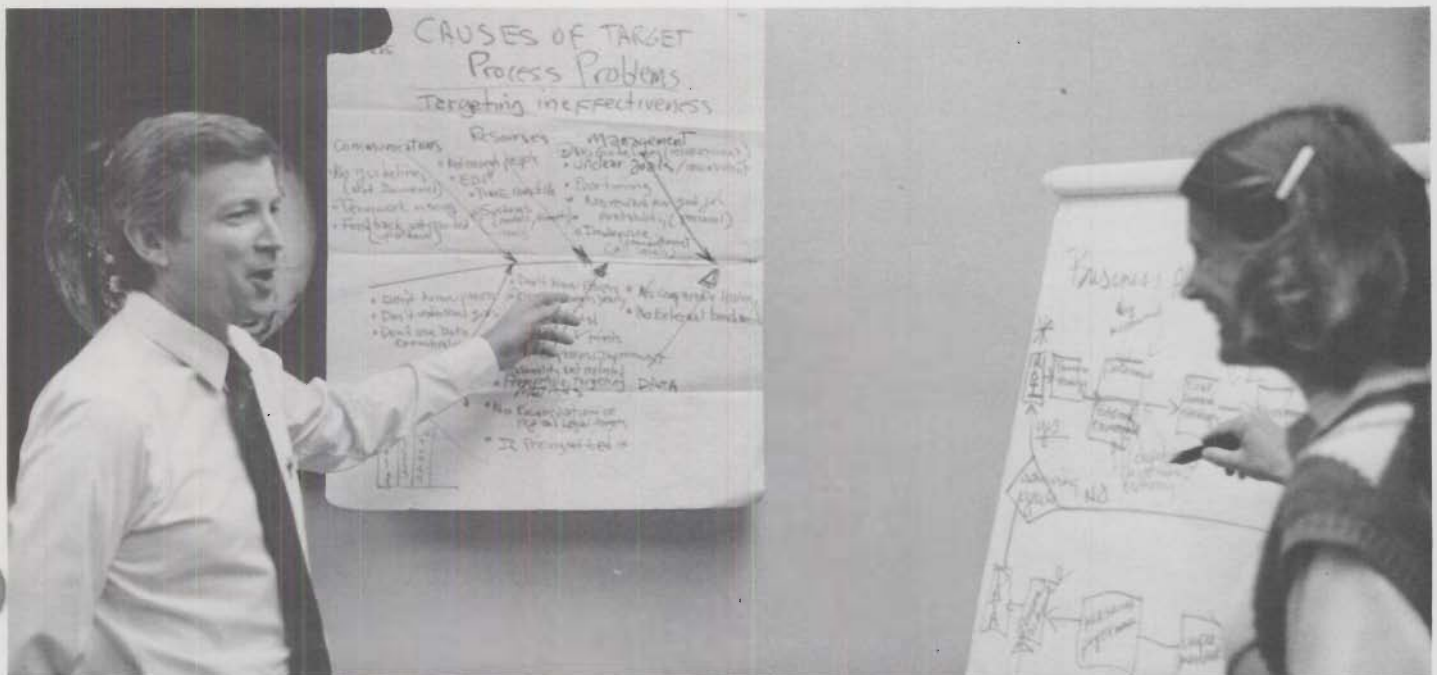
Many of you have probably seen John Young's recent announcement regarding our company-wide improvement goals for hardware and software failure rates. We want to

improve our quality performance by ten times in ten years. This is a good case in point. More than ever before we are going to have to make major breakthroughs in all of our operating units to meet these goals. The factories' contribution is fairly obvious, if not easy, but our sales and support teams can make a great contribution as well. The sales and support teams have responsibility for reporting on how we are doing — not only the rate of field failures — but also *why*.

We are going to have to look more and more carefully at the reasons for and conditions behind failures if we are going to realize the goals we have set for ourselves. In addition to our goals in hardware and software quality, we need to continue to give high priority to our ongoing goal of increasing customer satisfaction. Customer satisfaction is the number one measure of our "Total Quality Commitment" in Intercon.

Beyond these basic measures we need to keep up our improvement efforts in our manufacturing facilities and equally as important, set high standards of quality for the services we provide our customers in the field. Our customers expect the same high quality from our service and support activities as they do from our products. And, in an increasingly competitive environment, the quality of these services can be the overwhelming factor in a potential customer's decision to buy, or not to buy, from HP.

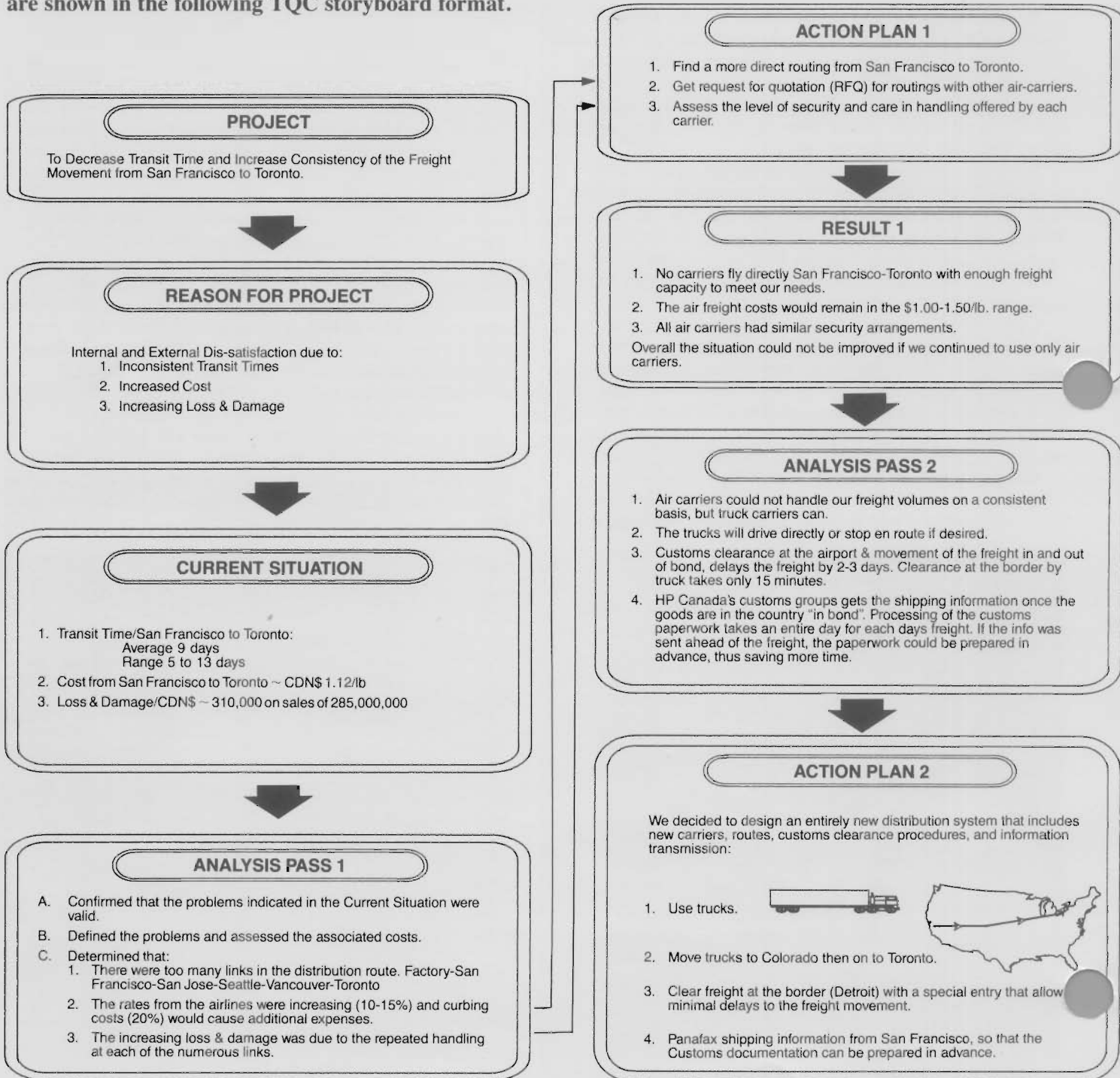
I encourage each of you to keep up your efforts to improve quality in each aspect of your job. Let's be real leaders in providing the breakthroughs that are needed to meet HP's quality goals. Intercon can be NUMBER ONE in customer satisfaction and TQC progress at HP. **We can do it!**



Alan Bickell and Julie Ferderber refining the annual planning process for Intercon.

TQC at work in HP Canada

HP Canada's Customs & Traffic department received feedback from customers — internal & external — regarding the service they provided. Kevin Dollimore, Customs & Traffic manager, put his team to work with the TQC tools. The results are shown in the following TQC storyboard format.



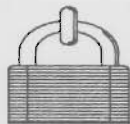
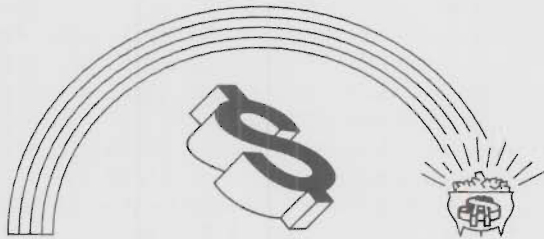
TQC success in Canada

by Julie Ferderber

RESULTS 2

FASTER and MORE CONSISTENT Transit Times
Average 5 days
Range 3 to 7 days

Freight Costs reduced by 67%!!!
(5 months actual)
(FY86 Savings forecasted at \$1 million)



Loss & Damage expenses
reduced by 84%!!!
(First quarter FY86)

STANDARDIZATION

1. Intercon & Corporate Customs & Distribution are aware of the details of the project.
2. Moving HP freight by truck will be standardized for Canada, as applicable.

PROBLEMS REMAINING

1. To further improve freight turn-around-times.
2. To decrease the intransit inventory levels.

FUTURE PLANS



The use of trucks is being evaluated for other routings:
San Francisco to Vancouver (Western Canada Orders)
Colorado to Vancouver
Boise to Vancouver
Boise to Colorado (to meet with the SFO truck)
Northwest factories to Vancouver
East Coast Factories to Toronto

This quarter's TQC success story is from Canada. We will try through these quarterly success stories in INTERCOM to provide you with a good cross-section of TQC successes throughout Intercon and to give you more news from other countries. Some of you are already beginning to send me your newsletters and other bits of information. In addition, some of you have asked me for contacts in other countries who might be working on the same kinds of projects. Through INTERCOM and through a distributed project sharing system that we hope to start this summer, I think we can make a good solid start on beginning to fulfill our communication needs.

With this in mind, although we will not be able to accommodate all inputs, we would like to receive copies of your newsletters, good stories you have to tell, and quarterly success stories. Even from the little travelling I've done so far, I can tell there are many things going on that are equally as impressive as the success story that we have from Canada this quarter. Let's get them in and start sharing the wealth.

Meanwhile, if you have any comments as to what you would like to see in the Quality section of INTERCOM, send me a note. ■

(Julie Ferderber is Quality manager for the Marketing and International Sector.)



Members of the team who decreased transit time between Toronto and San Francisco. Sitting — Steve Smith, central area C&D supervisor; Julie Moore, central area customs coordinator. Standing — Kevin Dollimore, region customs and distribution (C&D) manager; Marlene Mark, region C&D systems administrator; Stan Chu, region distribution specialist.

New Asian PC operation starts in Taiwan

A new Asian PC operation (APCO), based in Taiwan, has been created within the Personal Computer Group. Operations manager is Steve Ng, who has been managing the Asian PC program within the Personal Office Computer Division (POD) in Sunnyvale, California, for the past year. The operation has responsibility for Asian language localization programs for the Personal Computer Group products.

As operations manager, Steve says his goal is "to establish HP as a leader in the personal computer market in the Far East. In addition, I want to unite the Asian countries as a team to share resources, experience, technology, and most importantly of all, success."

Steve estimates that the market size for personal computers in Asia is about US \$2.1 billion in 1986 and will be about \$5.1 billion in 1990. "HP's current standard hardware and software does not adequately address this market. We have the opportunity to be a leader by implementing high resolution and Asian character codes. It is critical to the success of our commercial/office systems business in Asia," Steve says.

Steve explained why APCO was developed. "The Asian countries were hungry for a local language solution from HP. In early 1984, each country either had an active project or was planning to develop a local language PC. The problems with this approach were in resources and inconsistencies in the products.

"Under the leadership of Bob Puette, general manager of POD, the Asian countries met at POD in Sunnyvale in April, 1984 to present their business plans. After two more meetings in May and August Cyril Yansouni, vice president and general manager of the Personal Computer Group, decided to fund the Asian PC project based on the business plan submitted by Intercon.

"The Asian PC program was formed at POD with the objective of developing competitive personal computer products for the Asian market. I joined POD as the program manager for APCO in January, 1985. We transferred the engineers from Japan, Korea, and Taiwan to POD in March, 1985, to start the project. Our strategy is to use a common set of hardware and software and to provide opportunity for maximum local entrepreneurial spirit in each country."

"The Asian PC project is one of the first multinational joint projects at HP. It brought the Asian countries together. In spite of all the differences (cultural, political, and technological), we proved that we could work together and come up with a good common solution for all countries."

The first APCO product is the Asian Vectra workstation which was introduced in May. The new workstation eliminates the need for two computers. A special dual mode allows full, bilingual capabilities in one workstation at the flip of a switch. The Asian mode gives users access to HP's powerful Asian business applications software. In the English mode, users can choose from thousands of off-the-shelf HP and PC/AT compatible software products.

Steve says the greatest challenges facing APCO right now are to successfully introduce the Asian Vectra, to fully integrate it with the Personal Productivity Center, and to wipe out the perception that APCO is strictly an HP Taiwan operation.

APCO currently has 32 employees, two in admin, seven in marketing, four in manufacturing and 19 in R&D. Serving on APCO's functional management team are Wanli Tseng, R&D manager; Chuan-Cheng Wu, marketing manager; and Steve Liu, manufacturing manager. Tseng was formerly Taiwan Localization Center manager at HP Taiwan, Wu was director of sales of HP Taiwan, and Liu was operations manager at QUME in Taiwan.

Steve joined HP 16 years ago in the company's early computer organization in Cupertino, California where he developed the FORTRAN-IV compiler for the HP 1000 and the first COBOL compiler for the HP 3000. He is a native of China and came to the U.S. after he graduated from high school in Hong Kong. He holds a B.S. in Math from Washington State University and a Masters in Math from Stanford University.■



Steve Ng



Plotter with Kanji capability developed

by Mike Buckley

Late in 1984, following considerable research and discussion with Yokogawa Hewlett-Packard (YHP) San Diego Division's (SDD) Research and Development department decided to investigate the possibility of developing Kanji language capability for future plotters.

What exactly is Kanji? "In Japan," explains Masayasu Bando, of YHP, "we have one written language that contains three character sets: Kanji, Katakana and Hiragana." Kanji is the commonly used set of written characters, said to have originated in China approximately 2,000 years ago.

"I guess I was in the right place at the right time," reflects Larry Hennessee, Research and Development project manager. It was Larry, who after numerous telephone calls to YHP decided to go to Tokyo for an in-depth look at the parameters of the situation. He arrived in Japan in January, 1985. While in Tokyo, Larry examined the complexities of adapting SDD's plotters to a written language with 7,000 potential characters that read vertically from right to left.

Kanji is the universal form of written communication in Asia. Newspapers, billboards and business communications draw from a subset of approximately 3,000 of the nearly 7,000 Kanji characters. Masayasu points out that although the 3,000 characters are basically adequate in communicating, there are limitations. Some proper names for example, do not appear in publications because the characters that represent them are not included in the smaller subset of Kanji.

While in Japan and following his return to the United States, Larry worked closely with Masayasu and Diane Fisher, SDD firmware engineer to determine which Kanji characters could be incorporated into the plotters. Decisions also had to be made as to which font of Kanji to use and which access protocol would be best.



Rick Mayes, marketing manager, gives Larry Hennessee, R&D project manager, the "First U.S. Designed Kanji Hardware Solution" award.

After the above concerns were resolved, the first Kanji prototype on a SDD plotter was developed in San Diego based on specifications agreed upon by SDD and YHP employees. The prototype was tested at YHP in November, 1985. The result — a plotter with Kanji capability and nearly 3,000 characters based on the Japanese Industrial Standard. The plotter worked well and both divisions met their objectives for the project.

One month later, Rick Mayes, marketing manager, went to Tokyo on behalf of SDD to accept the "First U.S. Designed Kanji Hardware Solution" award. In presenting the award Kenzo Sasaoka, president of YHP, acknowledged SDD's "do-it-right-the-first-time approach," and the division's contributions to the Asian market. "Your division has made a remarkable achievement in developing the Kanji-capable plotter." Kenzo also expressed his gratitude to Larry calling the project a model for future Kanji-capable products. ■

(Mike is Communications manager, San Diego Division.)

First Spectrum sales in Intercon!

Congratulations to Japan and Mexico for the first Spectrum Program product order in Intercon!

The LSI Laboratory of Mitsubishi Electric Corporation, a long time major account customer of HP in Osaka, ordered both the Series 70 and the Series 930 to upgrade their current process analysis control system.

The total sale which amounted to \$550,000 hinged not only on system compatibility with the existing HP 3000, but also on the high performance of the new precision architecture processor. Seiya Kosaka, sales rep, and Seiji Koizumi, district sales manager of the Seibu branch office in Osaka, were responsible for the sale.

Sales rep Eduardo Silveyra Garza and district manager Salvador Quirarde in Monterrey, Mexico penetrated a new

account, Focos/Metalsa, with the Series 70 and the Series 930. Focos/Metalsa consists of two companies — one a lighting equipment manufacturer and the other in metal fabrication — that plan to use the HP 3000 in one data center.

The Focos/Metalsa order of \$1.04 million depended on HP offering a total solution to the companies' computer needs. By starting with the 70 and moving later to the 930, the company was not only confident about the HP 3000 migration and growth potential, but also HP's local image and support.

In both countries, the HP sales teams maximized the impact of the Spectrum Program announcement while effectively positioning the benefits of current product offerings. Well done!!! ■

ASO shipping HPtoday worldwide



Laurie Wood, ASO manufacturing manager, presents John Cromie, ASO operations manager, with the first package shipped of HPtoday's demonstration version software.

by Ian Gaunt

ASO, the Australian Software Operation, is busy shipping demonstration versions of **HPtoday** to all parts of the world.

HPtoday is the *computer-assisted programming system* used by professional programmers to develop applications for end-users. It can be used to build a complete end-user application in about one-eighth of the normal programming and testing time required for conventional languages.

The **HPtoday** demonstration version is being used as a bridge to meet urgent market requests for evaluation of the product prior to the commencement of customer shipments in June, 1986.

Each shipment assembled for dispatch by the ASO manufacturing team contains the demonstration software (the complete product) to demonstrate **HPtoday** building applications from scratch, and to run the finished applications.

The team, headed by Laurie Wood, ASO Manufacturing Manager, is working around the clock to meet the rapidly increasing orders. Every package is double-checked before dispatch to see that it includes the complete set of manuals

such as the Installation Guide, Developer Reference Guide, System Administrator Manual and the **HPtoday** Self-Paced Training Guide.

A thorough demonstration script is included which can be used to build a simple but effective application with customers and prospects in less than one hour.

Working day and night is not new to Andrew Wyman, manufacturing coordinator. Prior to joining ASO, Andrew worked with building supplies, in an importing environment, which often required working until the job in hand was completed.

Working at ASO has been a new experience for Andrew. "Manufacturing software is certainly different than any other process I have experienced. It requires a good knowledge of the product, and an even better knowledge of the supporting documentation which is used to create the manufacturing tests we have to apply to the software before shipment. But it's very challenging working with a product that you can't see or touch in the same way that you would with a piece of hardware. Before I was working with building supplies, now I'm working with a product which can be used to build applications to make those supplies."

Response center opens

The Latin America Response Center was inaugurated by Mike Leavell, worldwide customer support manager, during a visit to Mexico City in April to attend the Latin America Region support review. Management from Application Support Division (ASD), Product Support Division (PRSD), Intercon and Latin America Region headquarters attended the event.

The "Centra de Asistencia Tecnica" (CAT) goes beyond the concept of the response center in the U.S. It includes central dispatching for customers in Mexico City and the customer escalation center. This means only one point of contact for the customers for support purposes for computers and personal computers. Instruments will be added later. CAT handles a problem during the normal four-hour phase and also if the problem requires additional assistance.

CAT is the central support site for all customers within Mexico. Further, it is a new resource for support people in our Latin America subsidiaries in Argentina, Brazil and Venezuela. Additionally, all software and hardware technical assistance for our HP distributors in Latin America is provided by CAT.

The CAT has direct access to the Western Response Center in Santa Clara, California through a X.25 communication network. This gives the Mexican system engineers access to the data base and tools that reside in the center. This helps them find answers for problems that previously have been solved in other parts of the world.

Rafael Diaz was assigned as the project manager to implement this concept. Recently, he was appointed CAT manager. The support team concept used to define the operation is the same as in other response centers in the world. In this case, there are three engineers assigned full time. They are Oscar Gutierrez (SE), Fernando Urdapilleta (SE) and Juan Jose Carmona (CE). There is also an "on loan program" by which CE's and SE's from the field are rotated.

CAT is the result of cooperation between the Mexican AEO, CEO, and support admin groups. ■

Brett Mann, apart from his full-time studies, also undertakes installation testing of many of the manufactured tapes. Mostly, this means starting a completely new work day after others have finished, but as Brett says, "It's worth it, because the comments from the field about the product are terrific — it's a great encouragement to know the effort is appreciated. The more tapes we make, the more exposure the product gets, and that's good for everyone. Already, we are building up a healthy file of orders from customers who have had the product demonstrated to them."

Manager Laurie Wood is very enthusiastic about the team, and their ability to overcome many little problems which can often be the bane of any manufacturing process. "The current manufacturing and shipping process is a great opportunity to iron out any wrinkles we have before starting the manufacturing and distribution of *customer tapes* in just a few weeks time. We started from scratch to build a whole new product which required an entirely new learning curve for all of our people in ASO. Each step along the way has been a battle, but the whole organization has stuck to its guns, so now, it's a big relief and extremely exciting to see that we are within sight of our customer shipments," said Laurie.

The whole team has been intrigued about the destinations, spread throughout the world including Denmark, USA, Australia, West Germany, Canada, Finland, Sweden, South Africa, Japan, Switzerland and the United Kingdom.

For more information, including how to order any of the **HPtoday** products, consult your **HPtoday Field Training Guide**, or send an HPDESK message to **HPtoday/9061/AS**. ■

Ian Gaunt is a Staff Consultant for ASO - HPtoday Marketing.

The scoop on ASO

The Australian Software Operation (ASO) formed in 1984 now has 42 software specialists located in Ringwood, a suburb of Melbourne. It has been an operation of the Fort Collins Systems Division (FSD) since last November. ASO's first product, HPtoday, was introduced May 28.

Operations manager for ASO is John Cromie. R&D management is split between Steve Chadd (HPtoday) and Dan Osecky (HPtoday interface to the HP-SQL part of Spectrum ALLBASE). Other functions are headed by Laurie Wood, quality assurance; Ben Hah, administration; Rose-Marie Todes, personnel, and Graeme Greenhill, HPtoday product manager who is in charge of marketing. Tania Van Tongeren serves as support manager. (ASO has additional on-line support facilities at FSD and the European Marketing Centre in Boeblingen, West Germany.) ■



Mike Leavell, worldwide customer support manager, cuts the ribbon opening the new Latin America Response Center in Mexico City.

HP installs silver lining

by Hans Kuendig

Lately, some HP employees are seeing things under a new light. It's called "The Bright Idea," and it really works.

The Bright Idea is a reflector which, when installed in fluorescent light fixtures, enhances the output of light (foot-candles).

Each reflector is made of a "silver" film bonded to .025" of aluminum. The reflectors are custom bent by computerized equipment to obtain an optimal light distribution pattern for any given fixture type.

When a standard four lamp fixture is fitted with one of these reflectors, two lamps can be removed with no significant reduction in light levels. This allows savings of about 50 percent of the energy cost for lighting. Other benefits are:

- Lighting maintenance cost reduction (50 percent fewer lamps and ballasts to replace)
- Reduction in cooling system load (with only half as many lamps, the amount of heat rising into the ceiling is cut significantly — less air conditioning)
- Fixture illumination uniformity (the reflectors disperse the light evenly)
- Glare control and reduction
- Improved color rendition

Here at Intercon headquarters, the primary benefit translates into about \$30,000 saved annually.

Adding to the good news, the Palo Alto Utilities (PAU), a local utility company, has a program designed to recognize companies that cut energy consumption. This program was initiated because when PAU runs out of energy to sell to their customers, they must purchase supplemental energy at a premium price. In order to avoid this, the PAU offers rebates to companies that can somehow cut their energy

consumption.

Thanks to the new reflectors, manufactured by Maximum Technology, we were able to do just that. The director of PAU, Peter Govea, recently presented Intercon's Stan Whitten and Al Domingo with a rebate check for \$14,300.

"The initial call," noted Al Domingo, Intercon's facilities manager, "came from Bob Kloczkowski, vice president of Maximum Technology. He was calling from HP Labs across the street. They had just completed an installation of MT's reflectors and Dave Snider, a facilities engineer for Labs, suggested that he give me a call. After listening to their story and talking to Dave, we were convinced."

Intercon headquarters is not the only HP facility to install these reflectors. The first HP site that got the "Bright Idea" was Corporate Parts Center.

According to George Bender, facilities manager for CPC, everything was not perfect in the beginning. "About a year after the initial installation, we had a few problems with some fittings and discoloration. Apparently, they were caused by errors in the manufacturing process. But, there was never any question. They came back and redid the entire job. Needless to say, we are very pleased."

"If one thing stands out about this company," Al said, "it would have to be their dedication to customer service. If there's a problem, they don't ask questions. They really stand behind their product."

Maximum Technology warrants the Specular Silver Optical Reflectors, when installed by MT, for a full five year period from the date of installation.

Incidentally, Maximum Technology conducts business internationally via licensee agreements. If you would like more information regarding this product, please contact Al Domingo at Intercon headquarters. ■



Intercon managers meet in Palo Alto

Thirty-five area sales managers from Intercon attended a Worldwide Area Sales Managers' meeting April 14-18 in Palo Alto. According to Dick Warmington, Intercon Marketing manager, the meeting was held to update key sales management in the field on Group strategy and marketing programs to help them with results for the second half of the fiscal year.

Other objectives were to make sure that the Groups received feedback on how well products and programs were being received by customers as well as feedback on needs that are not being addressed. The meeting also gave area sales managers an opportunity to share experiences as a group.

Each day's sessions were preceded by a half-hour talk given by Dean Morton, chief operating officer; Dick Alberding, executive vice president, Marketing and International; and John Doyle, executive vice president, Information Systems and Networks.

Some of the area sales managers from Intercon commented about the meeting. Conway Reimer, sales manager Western Canada, said, "I gained a feeling that Hewlett-Packard is positioning itself for a new way of doing business along with anticipated rapid growth in the value added channel and precision architecture areas of our business.

"In addition, the executive presentations reassured us that they are familiar with the key 'real issues' in the field and there are or will be activities to resolve them."

To Hyoe Amahori, YHP sales manager, one of the most important aspects of the meeting was the opportunity to hear about the direction and strategy of the Groups as well as the divisions. Among the many presentations, he was most impressed with the one on "Prioritize-Focus-Win."

Dick Hornor, distributor development manager for Latin America, also felt that learning about the products and strategy of the Groups was beneficial. The meeting will help me to communicate HP's strategy to our distributors in a more informative way." ■



Ary Santos, Brazil country sales manager; Carlos Ribeiro, Brazil; Rui de Costa, marketing and sales manager, Latin America.



Pierre Lefebvre, ASM, Montreal; Don Rowe, Latin America general manager.



Tex Schenkkan, office systems market manager, Intercon; Vicente Garcia, Latin America customer engineer manager.



Juan Montermoso, Intercon market development manager, ISNS; Khoo Teng Liat, MSS manager for Malaysia; Jimmy Tan, ASEAN marketing manager.

West meeting East presents challenges

by Roland Goh

CHP started as CHPR, a representative office for HP, in November, 1981. In June, 1985, it was established as a joint venture company with HP and CEIEC (China National Electronics Import and Export Corporation) each owning 50 percent of the shares. The business has grown rapidly and continued growth is expected.

CHP sells the licensable products manufactured by all HP manufacturing divisions. Sales revenues primarily come from business segments such as Test and Measurement (T&M) and Integrated Information Management (IIM). This trend is likely to continue in the future with IIM growing at a faster rate.

Current manufacturing activities in China involve kit assemblies of the sweep oscillator HP 8350 and HP 3000/68 plus localization programs on the personal computer. CHP continues to explore other products and development activities for technology transfer to China.

As you know, we are trying to introduce Western concepts, systems, and practices into a somewhat undeveloped country. It can be described in two words: continuous challenge. I enjoy it because it constantly challenges me to find new alternatives and ways of doing things. This is the primary reason I took the job. It is a personal challenge for managerial excellence, it is a once in a lifetime exposure, and I'm plunged into a different world to try to make things happen.

Modern Western concepts, approaches and techniques of personnel management or human resources management are still completely new in China. But, it does not mean they cannot be implemented. It only means that we have to localize the personnel systems, matching the existing tempo and environment.

The CHP personnel department still needs additional staff to accomplish the varied tasks. When it comes to recruitment, English, in general, is not a common second language in the PRC. In addition, there is no local facility for clerical and secretarial training at present. This poses several difficulties. Because of the cultural revolution, there are few suitable candidates in the 30-40 age range unless they restarted their academic training after the mass opening up of education in 1976.

Beijing is one of the old capital cities of China and is full of historical remains and cultural exhibits. There are enough things to keep you occupied if you appreciate history, art and beauty. You need at least two full days to go through the Palace Museum to appreciate all the displays.

Unlike Singapore where you can eat all types of food almost 24 hours a day, the restaurants here usually do not



Roland Goh talks to an employee.

take customers after 7:30 p.m. There are good restaurants but not as many as there are in Singapore and Hong Kong.

In regard to transportation, the car population is one to 10,000 people compared to one to six people in Singapore. Public buses in Beijing are two long units joined together by a turntable disc to form a single vehicle. They are usually packed like sardines. The most common vehicle in Beijing and China is the bicycle. There are about five million bicycles among the 11 million people in Beijing. There is nearly one bicycle to every two people.

As far as entertainment, if you like the local cultural shows which cost less than \$1.50, you can indulge in Chinese culture. Surprisingly, there are a lot of Indian films dubbed in Mandarin shown in the local cinema and TV programs.

The foreign service employees interact freely with the local employees at the office. There have been two get-togethers for all employees. We are going to start a recreation committee to replace the informal social committee that currently exists. With more planned recreational activities, all employees will get to know each other better.

We currently have 198 employees with 135 local employees, 41 foreign service employees, two extended business trip and 20 assignees based in Hong Kong and the U.S. ■

(Roland is personnel manager for CHP in Beijing.)

Policy manual due in August

by Sy Corenson

This might be the first time since *Intercom's* first issue over 11 years ago that we've elected to repeat an article (almost in full). We're doing it because it is felt the subject and purpose are still valid in their importance and we see no benefit in "reinventing the wheel." Some of the information and terms reprinted in the following article that appeared in the May/July 1978 issue of *Intercom* might seem a bit out of date such as the use of "ICON" (quite accurate in '78), but the fundamental message remains unchanged.

It seems that almost every visit I make to one of our country offices, I am asked questions on how to perform a certain function such as order literature, make a grant (donation), process visitors, etc. Presumably, that happens to other visitors to Intercon field offices and factories by headquarters' managers and specialists.

Rather than answer the question directly, I generally take the person in hand and guide them to one of the several volumes of the Intercon "Policies and Guidelines Manual" to show them where most of the answers are.

What amazes me is how few people in Intercon even know of the manual's existence. And what concerns me is that all of the past experience gained by the people of Intercon incorporated into one or more of the policies and procedures may be totally ignored by some and "new wheels" invented in their stead. One wonders about the cost to productivity when valuable resources remain unknown.

Such is the purpose of the following repeat article. And for those who question the accuracy of the manual, it is now being updated and due for redistribution by August, 1986. If you wonder who in your area has a copy (copies are limited to avoid a costly publication bill) contact Walt Reichert's office at Intercon Headquarters. Walt and his staff now have the responsibility to manage this vital project.

"What is a formalized policy manual doing in an informal MBO-oriented organization like this?"

That seems to be the question most frequently asked when we send out updates or refer to the *Intercontinental Operations Policy Manual*. The very existence of the manual might, to some people, seem inconsistent with our open-ended style, but a clearer understanding of how the document began and its use should help all of us to do our jobs more effectively and, at the same time, avoid unnecessary problems.

BACKGROUND:

When Alan Bickell came aboard as Intercontinental Operations Director in mid-1974, he and other ICON managers sensed the need to document those policies, practices and procedures that had evolved with the organizational and sales volume growth of ICON. Also, it was noted that although we had both corporate and international policies, an extension of those policies was required to cover the sometimes unique and special regional peculiarities of ICON. As such, a major ICON objective in FY74 was to organize and publish our first "bible."

Each major ICON headquarters department, sales subsidiary and manufacturing facility was asked to provide appropriate policies within their areas of responsibility and to review all policies that might affect their areas. The MARCOM Department of that year (Dave Williams, Anita Stohl and Sue Hawkins) were then assigned the job of layout, production and distribution and they did it both professionally and on schedule.

What is it?

Initially, our policy manual was broken down into five major sections:

- General Management
- Manufacturing
- Marketing
- Personnel
- Distributors

and more recently we added Incentive Compensation.

In effect, we now have two volumes, one containing all of the above for internal use and one given to all distributors. The *Distributor Policies and Guidelines* contain six major sections:

- Sales
- Sales Support
- Service Support
- Administration
- Order processing
- Physical Distribution

How is it used?

In one respect both volumes might be considered a "how-to-book" for new ICON employees, and a reference manual for more mature ICON employees at all levels. No one is really expected to read the manual from cover to cover. However, it is an invaluable device to use before asking questions on how to get things done. It takes the guess work out of our working lives and can save a lot of time.

Because of the great cost of large scale distribution, we have limited distribution copies to several in each department, sales office and factory. Department and sales heads are expected to share copies with anyone with an interest. ■

Ski jump changes employee's life

When Frank Sheddler jumped over a mogul on a ski hill over a year ago, he didn't realize it would completely change his life. That jump left Frank, an AEO in the Ottawa office, a quadriplegic.

Frank landed on his neck and upper shoulders. The pain was intense but he skied down the hill and drove home to Ottawa that night. The next morning the pain was unbearable and X-rays were taken. As soon as they were read, Frank was put to bed with instructions not to move. He had a fractured vertebrae in two locations.

After two days of bed rest, Frank was given three options: corrective surgery — a spinal fusion; traction for three months; or do nothing. Frank chose the spinal fusion. However, things did not turn out well. He doesn't have any body movement at all, and only slight movement in his right arm. Despite this, Frank was determined to return to his work at Hewlett-Packard.

Frank entered the Ottawa Rehabilitation Centre and was put on a rigorous schedule. He was awake at 8 a.m., bathed, dressed and fed. By 10 a.m. he was ready for an hour of therapy. After lunch he had free time until 2 p.m. when he would either chat with a psychologist or practice using his wheelchair. At 3 p.m. he had more therapy.

The long hours of physiotherapy and sheer persistence on Frank's part now allow him to perform some functions using a mouth stick. He recently wrote a letter to Malcolm Gissing, the Canadian region manager, using an HP 150. An excerpt from his letter reads, "The people of HP both near and far have been instrumental in aiding my recovery. Recalling your visit to the Rehab center in June, as well as numerous phone calls and letters of encouragement from Canada and the U.S. have given me the courage to keep fighting and hoping for better days."

Frank did keep fighting and he left the rehabilitation center last November. He recently purchased land in an Ottawa suburb to build his own home.

During Frank's long rehabilitation, his co-workers set up the Frank Sheddler Trust Fund to help him defray some expenses and to make his life more comfortable. The money raised for the trust fund amounted to over \$15,000. Projects to raise the money included barbecues, cookbook sales, car washes, employee sponsored beer busts, and used book sales.

The money in the trust fund was used to purchase a special van for Frank. It was presented to him by Malcolm Gissing in April on behalf of all the employees of HP Canada.

Frank plans to attend Expo '86 in Vancouver this summer. July 20-25 is "Transportation Week for the Handicapped" and Frank will help to staff a booth for the handicapped.

Frank says, "Before my accident, all I wanted was my own Porsche. Now, I'm happy to see my family around me all the time and all my friends coming in and out. My values have changed quite a bit." ■

(This story is based on an article that appeared in THE CANADIAN.)



Frank Sheddler



Frank is lifted into his new van.

HP contract

Hewlett-Packard has been awarded the contract for the analytical equipment that will be used for drug testing during the 1988 summer Olympic Games in Seoul, Korea. Bud Bromley, Analytical regional sales manager in Japan, made the initial sale of \$900,000 to the Seoul Olympic Organizing Committee (SLOOC). Total sales through 1988 to support the Olympics will amount to about \$2.5 million.

The Korean Analytical Institute of Technology (KAIST) will maintain and operate the equipment which includes an HP 5988A GC/MS (gas chromatograph/mass spectrometer) with laboratory automation software; four each of the HP 5890A GC (gas chromatograph); and the HP 5790A MSD (mass selective detector); and one each of the HP 1090 LC (liquid chromatograph); and the HP 8415A UV/VIS (ultra violet/visible spectrophotometer).

Prior to the Olympic Games, the equipment will be used during the Asian Games to be held in September, 1986 in Seoul. Less than 1,000 test samples will be analyzed at the Asian Games while at the Olympic Games there will be 2,500 samples.

Doug McIntyre, a support engineer from Canada, headed the first training series for the drug testing center which took place in Seoul during January and February. Roger Koh, Analytical Far East service manager in HP Singapore, will head up the support team for the Olympics which includes support during the games as well as ongoing support. System engineers and customer engineers from Canada will be on site during the Asian Games and the 1988 Olympics. Three lab technicians from KAIST are currently training in Palo Alto and more will arrive during the summer.

To forestall any problems with HP's equipment, there will be spare instruments on site as well as spare parts. In addition, there will be a direct phone line to the Scientific Instrument Division in Palo Alto for emergency consultation. ■



Jeremy Beaty, area general manager Eastern Canada, steps onto the van's lift.



Frank's fellow employees look at the van.

Shanghai branch office dedicated

CHP's Shanghai branch office was formally dedicated March 31 by John Young, HP's president and chief executive officer. Other HP executives present at the dedication were Dean Morton, chief operating officer; and Alan Bickell, vice president and director, Intercontinental. Li Zhao Ji, Shanghai's vice mayor, also assisted in the ceremonies.

The dedication which took place at 5:30 p.m. was followed by a dinner for more than 200 guests at the Shangrila Restaurant. Among the guests attending the ceremony and dinner were Li Deguang, chairman of the CHP Board of Directors; and Tony Zhipeng, deputy chief engineer of MEI/ Representative of MEI.

The Shanghai office is the first branch set up by CHP. It will enable CHP to be closer to the customers in Shanghai as well as the southern part of China. In addition, sales and support activities will be more effective and timely in these areas.

The branch office is located on the 23rd floor of the Union Building which is a 28-floor modern business office that was completed in 1985. Currently, there are 15 employees. ■



Li Zhao Ji, Shanghai vice mayor; Chi-ning Liu, president of CHP; and John Young tour CHP offices.



Union building in Shanghai where CHP's offices are located.



Li Zhao Ji greets John Young.

SHP tour and speeches in Seoul

John Young, president and chief executive officer, visited Samsung Hewlett-Packard (SHP) during a recent executive committee tour of the Far East. George Cobbe, president of SHP and all the employees welcomed Young on his second visit to SHP.

Young toured the offices of SHP which are located in the Dongbang Yeouido building in Seoul. After touring sales, support, R&D, admin, and the marketing departments, he was shown the demo room.

Following the office tour, Young took part in the morning coffee break where he shook hands with the top sales reps, customer engineers and support engineers for April. He then congratulated everyone for SHP's rapid growth.

After touring SHP, Young gave a luncheon speech "Beyond Competitiveness" to over 200 Korea Information Industry Association (KIIA) members. He also gave a talk "Trends in High Technology, R&D and Marketing Affecting U.S. Electronics" to members of KAIST. ■



John Young shakes hands with the SHP top salesman for April.

YHP '86 division review



Touring the Hachioji factory are Alan Bickell, Bob Wayman, Yasuaki Hanatani, manufacturing operations manager; John Young, Dean Morton, Kenzo Sasaoka, YHP president; Mitsutoshi Mori, Hachioji facility manager and Yokogawa Instrument Division manager; and Bill Terry.



Kenzo Ishiguro (far right) takes John Young, Dean Morton, Alan Bickell, and Mitsutoshi Mori on an R&D tour.

Ophir Toledo to manage MHP, Mexico



Ophir Toledo

Ophir Toledo, manufacturing planning manager of Intercontinental Operations, has been named general manager of Microcomputadoras (MHP), HP's joint venture in Guadalajara, Mexico. He reports to Bob Puette, general manager of the Personal Computer Business Unit, and to Manuel Diaz, general manager of sales for HP Mexico, Intercon.

MHP is owned 49 percent by HP and 51 percent by Grupo DESC. The joint venture was formed to provide a base for HP to pursue the personal computer market in Mexico and Latin America.

Until now manufacturing activities of the HP 150C and Vectra personal computers have been located in Guadalajara with sales and administration handled in Mexico City. R&D and centralized marketing functions were added to Guadalajara this spring. Some finance and admin people will be transferred there from Mexico City. A sales team for MHP products will remain in Mexico City.

As general manager of MHP Ophir says one of his goals is to develop the personal computer market in Latin America. "We have an outstanding market share in Mexico and we want to repeat that in the other Latin American coun-

tries. Our plan is to be systems oriented rather than product oriented."

Ophir sees several challenges ahead of him in his new position. "We have to put together an organization to work in Latin America and we need to move quickly to outdistance the competition. Our strategy will be to build on the unique strengths of HP which our competition cannot match."

Ophir joined the company in 1975 as a production engineer at the Brazil manufacturing operation in Campinas where he served as manufacturing manager from 1980 to 1983. For the past three years he has been responsible for the startup of new manufacturing in a number of Intercon countries. Ophir holds a B.S. in Electrical Engineering from the University of Tulsa. He also has done graduate work at the University of Sao Paulo in the School of Engineering.

Jorge Martinez, who has headed MHP since its formation two years ago along with his corporate duties for HP Mexico, will remain in Mexico City to devote his full time to corporate development, public relations, government affairs, legal and grants programs for the entire country. ■

TV "down under"

Marika Ruumet, manager of HP's TV network, participated in the inaugural broadcast of the Australian Telecommunications Users Group (ATUG) during its March conference in Melbourne. The ATUG is a non-profit organization dedicated to the users of telecommunications equipment and services ranging from the government to large companies.

ATUG used the teleconferencing facilities of the Hilton Hotels International. Hilton is the first hotel group in Australia to permanently install these facilities. They are owned and operated by Network Technologies which was founded two years ago to develop and market satellite communications made possible by the launch of Australia's satellite AUSSAT.

The conference was beamed to Hilton Hotels in Perth, Sydney, Adelaide, and Brisbane. HP was the only non-Australian site transmitting to the event. Hewlett-Packard was asked to participate because it is the largest corporate user of teleconferencing.

Marika gave the viewers a talking tour of HP's TV studio. She included the "Sampler" tape of various teleconferencing styles used within the corporation and responded to questions posed by the viewers in each of the cities. ■



Marika Ruumet

Newsmakers



Eddie Lee



Michael Lam



Michael Li



Robert Yiu

Austin Huang has accepted the position of Far East Area Component Marketing manager. He will be based in Singapore. Austin joined HP Singapore in 1979 and has been Far East Components manager. His new responsibilities will include supervision of all reps and direct sales personnel in the regions. He will also monitor the performance of the Australasia region. Austin received his education at the University of Santa Clara, California where he graduated with degrees in Electrical Engineering, Computer Science, and an MBA.

HP Hong Kong

Eddie Lee is now Field Manager of the Measurement and Manufacturing Systems Division, responsible for major manufacturing accounts; selling instrumentation, technical computer and business computer; promoting Manufacturing Plant Network (MPN) solutions and board test systems.

Eddie joined HP Hong Kong in 1981 as Staff Engineer. He earned a Bachelor's degree in Electrical Engineering and a Master's degree in Computer and Information Science from San Jose State University, USA. In addition, he received his second Master's degree in Business Administration from the Chinese University of Hong Kong.

Michael Lam is now promoted to Field Manager-Design Systems of the Measurement and Manufacturing Systems Division, responsible for promoting and selling HP CAD/CAE solutions; HP Data Acquisition and Control Systems as well as recruiting workstation third parties in DAS and CAD/CAE.

Michael joined HP Hong Kong in 1981 as Staff Engineer. He gained a Bachelor's degree

of Electrical Engineering from the University of Wisconsin-Madison.

Michael Li has been promoted to Field Sales Manager for the computer group in HP Hong Kong. He is now responsible for selling HP's full range of mini-computers through direct sales and OEM to trading, horizontal and major accounts in Hong Kong and Macau.

Michael has been with HP since 1983 and was account manager before his promotion. Prior to joining HP, he had worked for IBM and Honeywell. He received a Bachelor's degree from the University of Hong Kong.

New Personal Computer Group Manager in HP Hong Kong is **Robert Yiu**. He replaces Thomas Pao, now HP Hong Kong's Market Development Manager.

Robert first joined HP in 1982 as Staff Engineer. Prior to joining HP, he worked two years with Oriental Data System.

He gained a higher diploma in Electrical Engineering from HK Polytechnic and a diploma in Business Management from University of East Asia, Macau.

Latin America

Carlos Pares has been named Country Sales manager for HP Venezuela. He will have overall responsibility for the subsidiary's sales operations. He began his career with HP Venezuela in 1977 in the computer systems department, where he served successively as staff engineer, field engineer, senior field engineer, field manager, district manager and sales manager. Carlos holds a B.S.E.E. from the University of Southern California and an M.S.E.E. Management Option from Northrop University. ■



Carlos Pares

Photo gallery



LIFE GOVERNORSHIP. Dr. John Moon, president of the Alcohol and Drug Foundation, presents a Life Governorship certificate to Malcolm Kerr, managing director of HP Australia. Looking on is Dr. Moon's son, Phil, who is a sales representative with Melbourne office major accounts group. The presentation was made in recognition of the substantial support given by Hewlett-Packard toward the work of the foundation. On behalf of HP, Kerr presented Dr. Moon with a \$5,000 Laserjet printer to assist the foundation's work.



FIRST SHIPMENT. CHP in Beijing ships its first microwave sweeper oscillators. Celebrating are Zhou Yiming, production engineer; three representatives from Institute of Spacecraft System Engineering who purchased the Oscillators; Alan Kafton, engineering manager CHP; Wang Mo, Sales engineer, Quan Yanfeng, production supervisor; and Wen Bingyan, technician.



George Cobbe, SHP president, along with other company presidents cuts the ribbon at the opening ceremony for KIECO 86 (Korea International Electronics Computer Show). The show was held in Seoul during April and attracted about 60,000 people. Thirty-six companies participated in the only show for office automation held in Korea during 1986.

intercom

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3495 Deer Creek Road
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Alan Bickell, Intercontinental Operations
vice president and director
Sy Corenson, Public Relations manager
Lynn Schulte, editor
Marilyn McNulty, interim editor
Barbara Beebe, proofreader

Member, Public Relations Society
of America
International Association of
Business Communicators

Correspondents: Argentina – Delia
Cozzarin, Marcelo Iglesias, Australia –
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