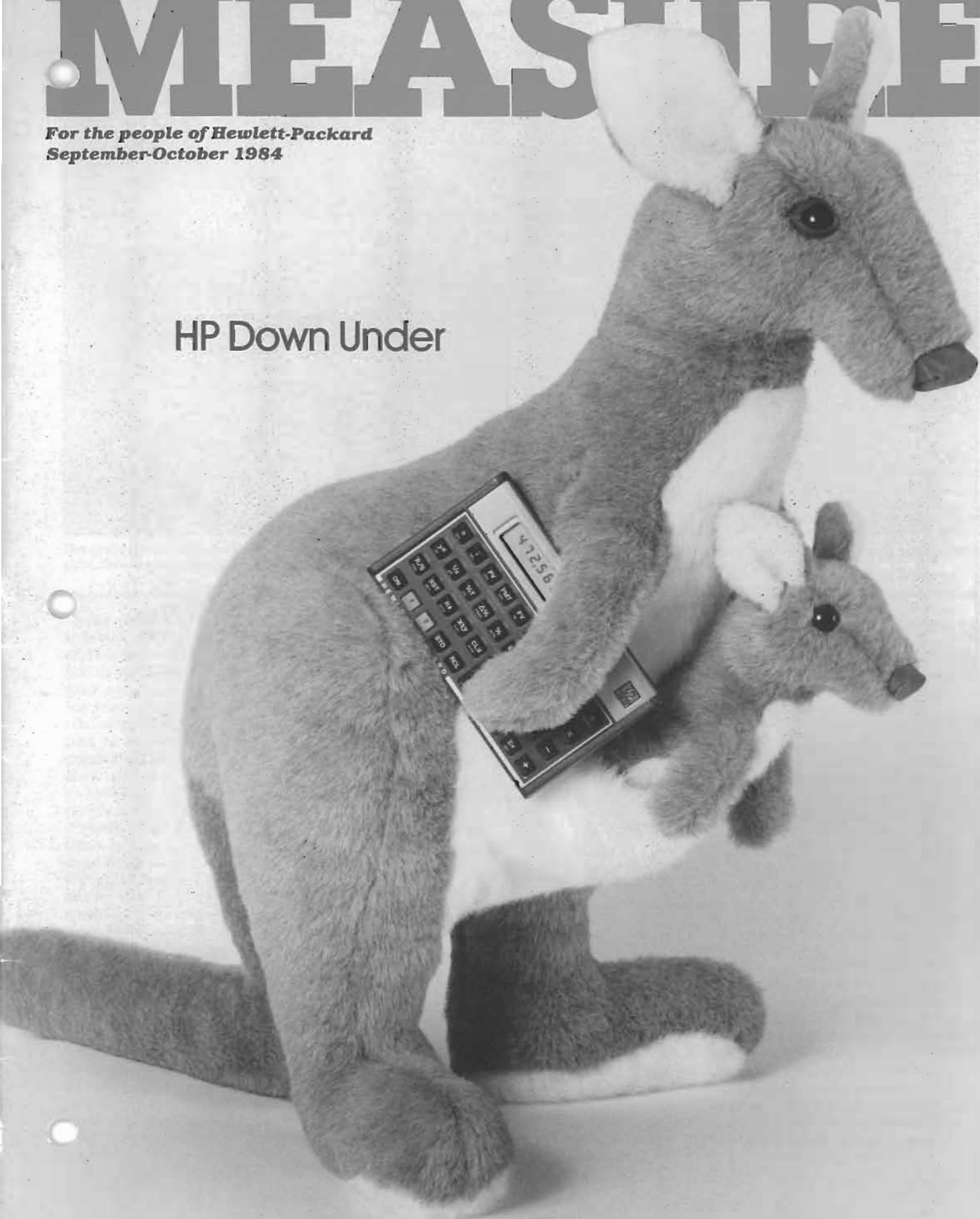


# MEASTIDE

*For the people of Hewlett-Packard  
September-October 1984*

HP Down Under





GAF PHOTO

The great size of Australia itself, as well as distances from many world markets, offers a special challenge to HP. Some interesting opportunities exist, too—such as participating in development of the government's Nomad commuter aircraft, now sold worldwide.

Flying above the dawn-lit interior of Queensland and the coastlands of New South Wales, you begin to gain some real sense of the immensity, contrast, remoteness and attraction of Australia. You've crossed straits, islands, seas, deserts, ranges of mountains, billabongs, ranches and farmlands. It's been an all-night flight from Singapore, shortened by passage through three time zones. You welcome the sprawl and sparkle of Sydney—first

stop on a visit to some of the activities of HP in Australia and New Zealand.

So there you are—first in Sydney, then Melbourne headquarters, and finally the NZ offices in Auckland and Wellington—almost half a world away from home, being introduced to various HP staff members. And what is it they want to talk about? The business climate? Competition? Sales of computers? The exchange rate? International relations? No—not at first, anyhow. They want to talk about people and things going on inside HP.

They want to tell you about recent HP

## Things are looking up

# DOWN UNDER

visitors, about their contacts in other HP organizations, the social club (70 percent participation!), and about the dozens of congratulatory Comgrams from all over the company when Australia II won the 1983 America's Cup. They also want to tell you—you in particular—that they could sure make use of more copies of the annual report, and *Measure* magazine for that matter (make a note of that).

Listening to these comments and questions, you don't get any sense that these people feel isolated or remote from the Hewlett-Packard mainstream.

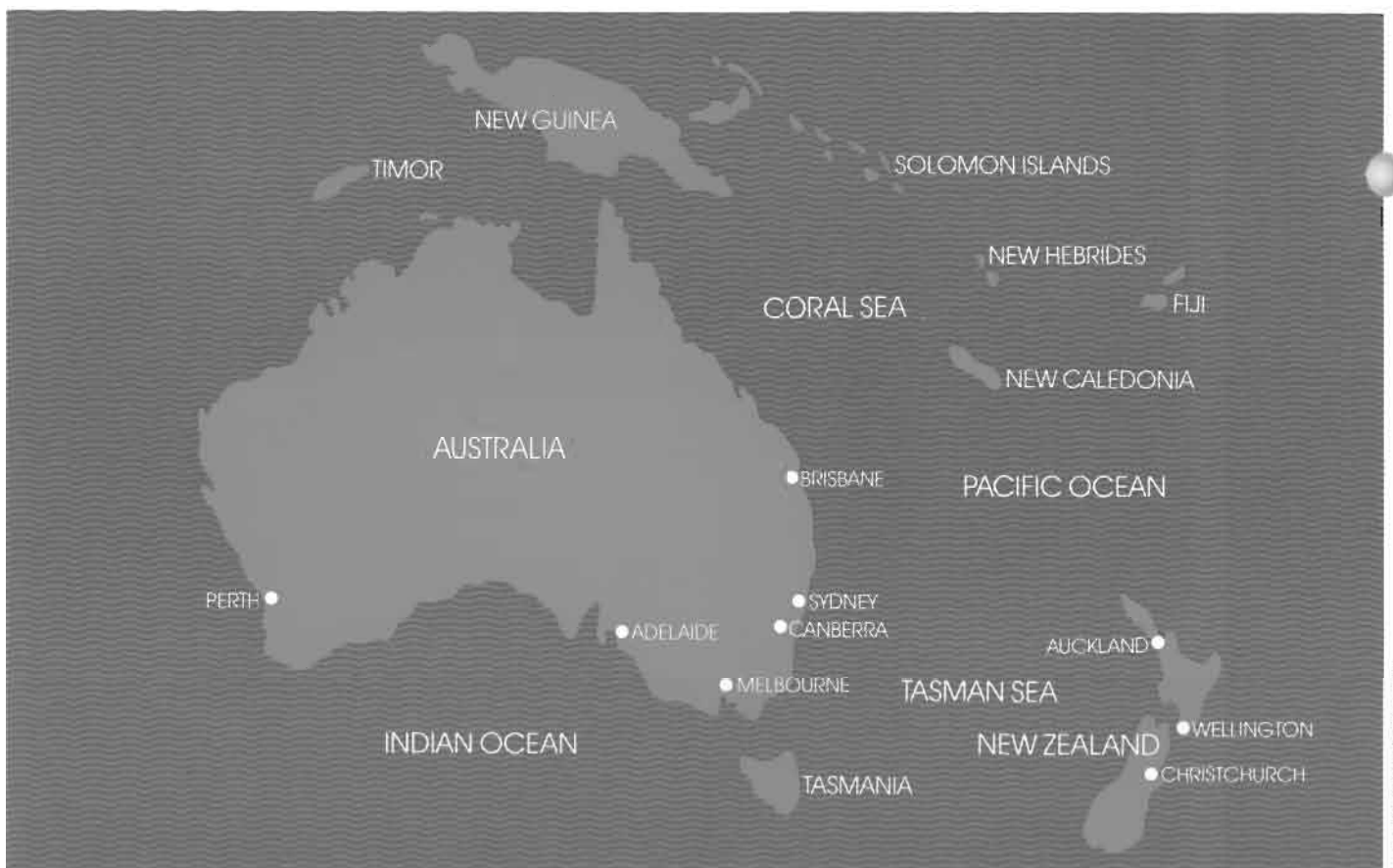
Except for differences in accent, you could be in any of scores of HP offices around the world. Almost universally, the climate is informal, friendly, professional and busy.

Yet, there are definite differences in doing business in HP Australasia—mainly because of the many hours and miles that separate it from other HP centers and markets, as well as its own great geographic sprawl embracing Australia, New Zealand, New

Guinea, Pacific islands such as the Fijis and Tahiti, and even installations in Antarctica. It also has the unique distinction of being bound to Western heritage and Northern traditions—in an Oriental setting south of the equator.

Looked at another way, the HP organizations in Australia and New Zealand are just about identical in size to the combined sales forces of Norway, Sweden and Denmark, serve almost the same number of people (about 18 million), but cover a territory with more than 10 times their land mass.

So, how does the Australasian



team deal with such dimensional challenges?

Well—with a good deal of necessary self-reliance, a considerable amount of travel for some people, a higher-than-usual investment in demo equipment and parts, plus a few frustrations.

Roger Kane, region manager for instruments, says that remoteness tends to build strength in the organization. It does so by requiring the local HP people to create solutions themselves rather than always turning to Palo Alto or elsewhere for the answers to customer problems. “Besides,” Roger notes, “it’s more fun that way.”

Bruce Thompson, admin manager for the region, affirms that distance from other world centers is not a major problem. “It’s a way of life for us here,” he says. “Fortunately, there’s been an awakening recently that country organizations can stand alone in many respects. But it’s going to require less dependence on the Intercontinental organization and stronger ties and more communication with the product groups. We also see a need for closer informal ties with our neighbor HP regions in Asia.

“It comes down to this: Australia has



**Abundant raw materials are the key to Australia's economic development.**

huge natural resources while the Far East is becoming a huge factory and, in fact, is already our country’s biggest market. So HP has a tremendous opportunity in helping to advance the development and overall economy of the Pacific Basin. But we will need to approach it in a strategic way—not just country by country.”

Still, as you dig into the questions of time and distance with a number of HP people Down Under, you gather that there really are some problems—

“special circumstances” is probably a better way of describing it.

There is, for example, the circumstance of the considerable internal distances. In Australia, all of the half dozen or so main business centers are located near the coast, most of them in the more temperate southeastern states. Meanwhile, many of the mineral resource centers lie inland or at remote sites around the island continent. There are no Chicagos or Winnipegs or Frankfurts to provide convenient, centralized distribution and service.

What this means for the HP organization is a set of extra costs for doing business. John Daley, southern zone administration manager, notes that the region operates its own complete parts center to meet customers’ needs quickly. Also, at any one time there are some 600 service kits in motion, as well as a large number of demo units, and the travel requirement is well above HP average. Yet, in spite of these extraordinary costs, the HP Australasia region has a single price list for all customers no matter how near or far they are from home base.

The cost problem is further compounded by partial shipments, which



NACRENTIE GRAY

Australasia general manager David Booker at right leads member of parliament John Cain on a tour following dedication of new HP facilities in Melbourne, Australia, region headquarters.

## THE SYDNEY BEAT

Among his many short stories, O. Henry once wrote about a New York reporter who spent much of his time looking for the mythical "man about town." He never did find the character he sought, but was himself described that way in his obituary.

Had the locale been Sydney, Australia, O. Henry might have settled for HP's Bob O'Brien. Bob heads the computer sales team serving downtown Sydney, a job that takes him into scores of offices, factories and stores, as well as many meetings with customers and colleagues. He is, moreover, a native-born Aussie and all-around enthusiast—family, sports, HP and life in general.

"I came to HP in 1979 from a customer who was a large user of the HP 3000—a great machine!" says Bob. "So I got a head start in HP which, as far as I'm concerned, is by far the best company anyone could work for, especially in the way it treats employees and customers."

HP PHOTO



Sydney office's Bob O'Brien lands a big one—130 pounds of brown-spotted cod.

The O'Brien enthusiasm shows strongly at such times as the office picnic—a Christmas-time event down under. As the several hundred employees and family guests gather on a beach, Bob plays the role of sea-going Santa Claus, arriving with a boatload of presents for all. Bushels of oysters are consumed. And if inspired by need or whatever, he may return to the water as a skin diver and bring back a fresh fish or two.

Living close to the HP office in the Sydney suburb of North Ryde places Bob and Jan O'Brien in a community that bears a striking resemblance to many areas of the U.S. Sunbelt. Low-slung houses are set in landscaped lots on spacious streets (the traffic, however, is all left-sided.) Their children are both activists: Son Sean, 15, sells and delivers newspapers in the neighborhood. Meagen, going on 12, has become a good cook.

But there's more international connection than meets the eye. A few years ago Bob asked his sister, Vincent, to join him for dinner with a visiting HP colleague, Eric Grandjean, a native of Switzerland and now a member of the Personal Computer Group in Sunnyvale. Eric and Vincent later were married in California where—still later—they introduced Bob to skiing during a weekend in the Sierra. It's been a passion ever since. His life would be almost perfect, Bob believes, if only the Snowy Mountains of Australia got a bit more snow.



AUSTRALIAN INFORMATION SERVICE

**In spite of all their land, Australians tend to concentrate in a few coastal cities. Highly acclaimed Sydney Opera House, overlooking a superb harbor scene, has become virtually a symbol of the country's confident style and world outlook.**

customers are reluctant to accept until consolidated, and by having to carry inventories for extra days "in the pipeline," especially when divisions push large shipments out of the door at month endings.

Concerned as the HP region people are with such problems, their hard focus is on the marketplace itself. It seems that Australasia is an almost ideal testing ground for high-technology hardware: Backed by a solid education system and a strong tradition of science, the people take readily to technological innovation and exhibit a high level of computer competence. Yet local manufacture of high-tech equipment is not a major industry, due mostly to the high cost of labor relative to other parts of the world. The result is that overseas producers—just about all of them—bring their products into Australia for a competitive go-around. And they can do so without the heavy financial commitment that would be required in attempting to penetrate the U.S. or European markets.

HP's answer to this has been to signal its firm commitment to becoming a partner in economic development. David Booker, general manager of HP

AUSTRALIAN INFORMATION SERVICE



**It's said that Aussies manage to turn life into sport and vice versa—in this case surf lifesaving into team competition.**

Australasia, put this in perspective recently for the Australian edition of *Computerworld*: "I suspect many people in this country see high technology primarily in terms of hardware. This view overlooks the fact that technology transfer is increasingly about software—the intellectual input required to make the hardware perform useful tasks. I believe there is no doubt that Australia has the ability to develop and market its own software—for computers, electronic instrumentation, tele-

communications, office automation and productivity, and other forms of digital technology."

David strongly suggested that HP will become increasingly active in these areas. Meanwhile, he said, the company is investigating various interim measures, such as subcontracting manufacture of some components for export to HP Asia and HP Europe. Such activities, described as "value added," increasingly constitute the passport and visa for doing business with governments and government-aligned organizations around the world.

The more you listen to people of the HP Australasia organization the more it seems their situation is the same as—or similar to—their peers in Canada, the United Kingdom or the U.S.:

- Customers now want much more complete solutions. This represents a strong HP opportunity—doing things that many competitors do only with great difficulty, says Roger Kane.
- Quality of products and services is a growing factor in competitive selling. The traditional easy-going attitude expressed by "She'll be right, mate" is less and less acceptable—at least in industry, says Peter Martin, admin manager

## DISCOVERING NEW ZEALAND

When Polynesian voyagers first sighted their future homeland they named it "Aotearoa" — "Land of the Long White Cloud." Beneath those clouds they discovered a marvelously pristine landscape: mountains, fjords, glaciers, volcanoes, rivers, forests, lakes and plains—inhabited by some of nature's most shy and benign creatures including the night-hunting kiwi and flightless giant moa birds.

You can still "get away from it all" rather quickly in New Zealand, even though the moa has given way to sheep, and the kiwi is more a symbol than an everyday presence. Somewhat surprisingly, though, this Colorado-sized country, with an economy based largely on agriculture, is quite highly computerized—fourth in the world on a per-capita basis, it's claimed. HP products are operated at almost 60 locations ranging from the northern cape to the southernmost settlement—plus offshore sites such as Tahiti and Antarctica.



Unlike their symbolic bird, the kiwi, New Zealanders are outgoing and sociable—and rank high in computer literacy.

TOM UFFON

This gives the 68-person HP organization there plenty to do. Operating out of two main offices (Wellington headquarters and Auckland) plus several detached sites, the team makes versatility its watchword.

Bob Cattell, computer sales manager for HPNZ, notes that "We are all generalists. It doesn't make sense here to be a mirror image of corporate, with everything neatly structured by product type and function.

We have to blur the lines a good deal to get the job done."

In the Wellington office, for example, Debbie Whalen doubles (or triples) as department secretary, training coordinator and word-processing demonstrator for customers. In the Christchurch branch office, on the east coast of the South Island, Paul Turner is a one-man band though nominally assigned to computers. "I'll have a go at servicing most machines. There's so much to do—and so few of us to do it."

In no way is that a complaint. Paul and his co-workers all seem to recognize that HP New Zealand is in an excellent position to take advantage of the uptake in technology, even as the new Labour government prescribes a program of economic belt-tightening to bring overseas debt and trade more into balance. Brightening the overall picture is the prospect of a large measure of energy self-sufficiency based on development of huge reserves of natural gas. And HP itself is taking steps—such as a new headquarters building in downtown Wellington—to enhance its presence.

in the Sydney (northern zone) office.

□ Corporate visibility—through advertising, publicity, promotion and participation—is increasingly important. Says John Bieske, general manager for computers, "We need to become more visible—and in a distinguished way—as we push forward into the business market."

□ Developing people with technical expertise and entrepreneurial spirit is both a corporate and a national challenge. Says Geoff Windsor, region personnel manager: "We know what we want to be and do as an organization. The question is whether we will have the people able to do the job."

The Australasian organization is hard at work on all of these and other concerns. The past year has seen a solid turnaround in economic performance. The growing ability to develop value-added products is opening new doors. And the company's ability to bring innovative new products to their market is a great source of incentive and excitement.

But above all, as Wayne Squires, the New Zealand general manager, says: "Aussies and New Zealanders are very determined people. They've had to be

because not too many years ago they were far from the mainstream. Now the world has become much more interdependent and interactive—and we're right in the thick of it." **M**



HP PHOTO

In the outback of Western Australia, David Chambers, HP's Perth branch manager, is dwarfed by a diesel-electric locomotive used to haul iron ore from Hamersley Iron's huge mountain of ore. HP 4000s help in managing the massive operation in a desert that's beset by intense heat and cyclones.