

Retirement:
Is it like five o'clock at the switchboard?

Measure

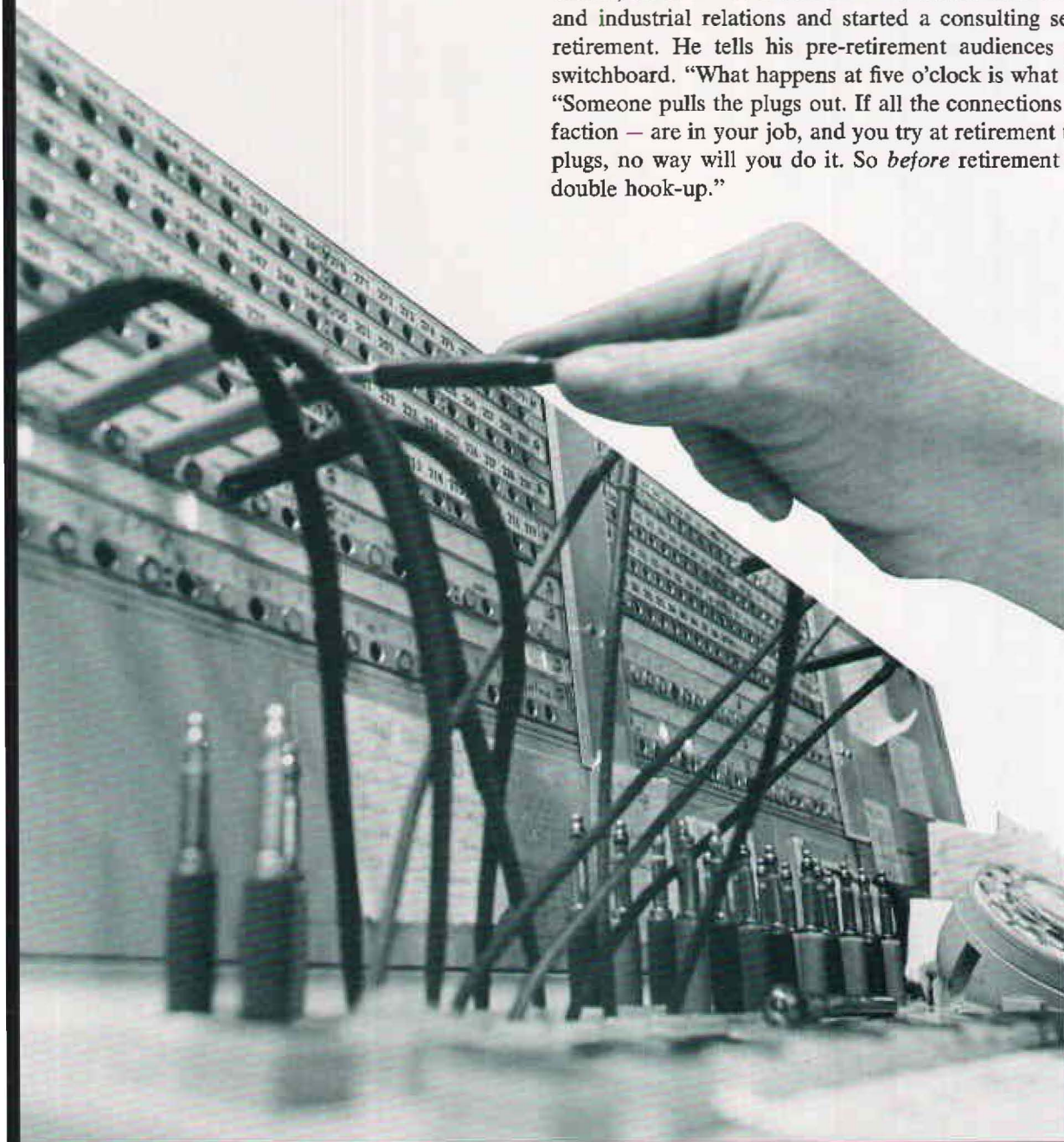
For the men and women of Hewlett-Packard / OCTOBER 1975

How to avoid getting disconnected when you retire

Make a list of all the things in life that give you satisfaction. Recognition might be one. Perhaps creativity, or challenge. They may be physical or mental, ordinary or extraordinary, but there will be certain satisfactions you really need in order to live happily.

Now try to determine, in each case, what gives you that satisfaction. Do you get it from your job, from your other activities, from within yourself and your family circle, or from a combination of these?

This exercise in self analysis is something every person approaching retirement should give some thought to, according to Pete Van der Meulen. Pete is an affable, silver-haired Dutchman who retired from a distinguished career in personnel and industrial relations and started a consulting service to deal with problems of retirement. He tells his pre-retirement audiences at HP to imagine a telephone switchboard. "What happens at five o'clock is what happens at retirement," he says. "Someone pulls the plugs out. If all the connections — the things that give you satisfaction — are in your job, and you try at retirement time to find new places for those plugs, no way will you do it. So *before* retirement you have to start working on a double hook-up."



Participants in a recent HP Pre-retirement Planning session learn about Social Security benefits from Zorn Shively of SSA's Palo Alto office.



Getting people over the age of 55 to start making such "double hook-ups" is one of the purposes of HP's Pre-retirement Planning program, begun in Palo Alto five years ago. In nine sessions, the participants receive instruction in such subject areas as financial planning, health care, finding part-time or volunteer work, and filling leisure time.

The emphasis in these sessions is on pointing out potential problems and providing information, rather than giving advice. "I couldn't tell you what *you* want," Van der Meulen explains. "I know what *I* want. I made a list of ten items, which I have since reduced to five, and my wife has made her list. They're not even the same — we argue about them all the time. But now we know what gives us satisfaction—and we also know that some of these will change because life itself changes."

Retirement is simply an extension of life's continuing metamorphosis, Van der Meulen maintains. Retiring is another of the many changes we go through — a beginning as much as it is the end of one's career. A successful retirement doesn't just happen, but is *planned* as we would plan an education, a career, or raising our children. Many people who are close to retirement concern themselves mainly with the financial aspects. Other factors such as health, social and emotional well-being, and leisure activities are often neglected until they become problems after entering retirement.

Guy Franklin of Stanford Park Division is almost a classic case study demonstrating what can happen. Guy had been with HP since 1943. He had worked hard at becoming financially independent so he could retire in 1968 at the age of 53.

Four years later, Guy was welcomed back. As he tells it: "I wanted to relax,

take it a little easy, do some things I had to do, and spend some time traveling. But after about three years I got caught up on those things and it got to be pretty boring. I was climbing the walls."

Guy and his wife traveled all over the United States during his brief retirement. "One day we were coming home after three days in Phoenix, and I said, 'this traveling's killing me — I've got to go back to work.' And my wife said, 'I think that's a good idea.'"

Fortunately, his timing was right and there was an opening at HP. He wanted less responsibility than he had had before. "I had been in supervision for 18 years. I didn't want that again. But I came back to a job I was mostly familiar with."

Guy is not sure, even now, that he's prepared for the day when he reaches the age of 65 and no longer has a choice about retiring. But he has gone through the Pre-

retirement Planning course—which wasn't available before that first try — and he also has the advantage of having experienced it once.

Swede Wild, another long-time HP employee who retired recently, says nobody is completely prepared for the change. But he has always been active away from the plant, and so had other interests to fall back on. He works with RSVP, an organization that recruits older people to do volunteer work in the community. He is on the Council of Administrative Services of the Presbyterian Church, and was helping to plan a major church reorganization even before he retired. He conducts the session of HP's Pre-retirement Planning that deals with using leisure time.

"Leisure doesn't mean just propping your feet up," Swede says, "but getting involved in activities that improve your-

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Retirement

Retired since 1973 after 30 years of service, Swede Wild is still active. "Leisure doesn't mean just propping your feet up . . ."



Guy Franklin is back at work in Palo Alto after trying early retirement. "I just got caught up on all the things I wanted to do . . ."

self or society. If you don't have these leisure activities when you're working, you probably won't after retirement."

Swede feels that HP helps its employees prepare for retirement by encouraging involvement in worthwhile civic and social projects in their communities.

Swede also talks about most jobs at HP having a "leisure" aspect to them — a puzzling concept until you actually define leisure. What he means is that they have little of what the modern-day philosopher Mortimer Adler calls "pure work" or drudgery. All of our jobs require varying degrees of thought and creativity — of planning for ourselves to meet certain objectives. This makes them partly a "leisure" activity — a fact that takes on added significance when we're asked to give them up at age 65.

To further illustrate this meaning of the word, Adler distinguishes leisure time from "play" time by pointing to the gentlemen who were leaders, statesmen, artists and scientists in the pre-industrial aristocracies. With a few exceptions, they were men who didn't have to work for a living. The founders of our country, for instance, were men of means who could easily have wasted their time as playboys if their concept of leisure had not included making a contribution to society.



Retiree Bill Hanney and his wife Pat, shown here at a division picnic, like to stay in touch with HP people by attending such events. "HP is a wonderful company and I don't regret a day that I worked there."

Unlike the Hamiltons and Jeffersons, most of us must work for economic reasons. However, we often make the mistake of regarding retirement as a transition from work to play, when in fact our lives have always included a certain amount of play. The transition is really from a combination of work, leisure and play to a life of only leisure and play. As Adler puts it, we "graduate" from devoting part of our time to earning a living to devoting all of it to living *well*. He even suggests that "graduation" is a more appropriate term for it than "retirement."

Not understanding the difference between play and leisure is a common mistake people make when facing retirement. The man who moves to the mountains because he loves to hunt and fish soon discovers he can't hunt and fish all the time. If he has no "leisure" activities — volunteer work, a creative hobby, a self-improvement program — he will not lead a satisfying life in retirement. The key to preparing for it, then, is to devote part of our free time to leisure while we're still earning a living.

Bill Hanney, who was a punch-press operator for HP's Waltham (Massachusetts) Division, is one of those who admittedly had few interests outside of his job. He never misses a chance to praise HP,

telling anyone who will listen that it's a wonderful place to work.

He retired in 1969. "It was rough on me," he reports. "I tried to find a part-time job, and worked for one winter as a parking lot attendant at Northeastern University. But they don't keep you on — the next school year they hire someone else."

Bill points to one of his retired HP friends, Dan Gurney, who builds grandfather clocks as an avocation. "Retirement is OK for someone like that who has a hobby or something to do, but not for me." He spends his days "puttering around the house," as he puts it — doing the shopping and cooking while his wife works as a supervisor for a company that grades roses. He likes to cook — "what I call plain surprises, not gourmet dishes," he says — and going to the horse races, although he has given it up since he started living on a retirement income. "Everyone knows I always loved to go to the racetrack. When I retired they gave me a big green trash bag full of paper that they said was my racing stubs," he laughs.

The Hanneys moved to California, stayed for a year and a half, and moved back to Massachusetts. "We missed the change of seasons," Bill explains. "But now I kick myself for moving back. If I

*"Grow old along with me!
The best is yet to be,
The last of life, for which the
first was made."*

— Robert Browning
from *Rabbi Ben Ezra*

had to do it over I don't think I'd come back here."

In an article in *Retirement Living Magazine*, an acknowledged expert on retirement, Thomas Collins, advises that pulling up stakes and moving is one of the worst things people do. The "sunshine" states of Florida and California, Collins says, are crowded with miserable retirees who wish to heaven they had stayed where they were.

On the other hand, a retirement planning guide published by that same magazine appears to advocate the sunshine, and also goes overboard in trying to make retirement sound rosy. It describes a fictitious New Yorker's day of commuting and working, which starts out as he cuts himself shaving. Not only does everything else go wrong, but his work is dull and he dozes in front of the TV set from 8:30 until bedtime.

His retirement day, by contrast, begins in a condominium complex in Fort Lauderdale, Florida. Everything is now peachy keen. (Retirees, presumably, don't cut themselves shaving.) His "typical" day includes golf, swimming, part-time work, letter-writing, dancing, cards and reading until after midnight. (And this is the guy who dozed through an evening of television?)

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Retirement

Patricia Lynch now enjoys being creative in her kitchen. "I never dreaded retirement."



The point of the booklet, however, is well taken — that retirement represents a new career which can be more satisfying than the old. Given the time and freedom to experiment, the retiree can build a whole new lifestyle or combine new interests with old ones — but it's important to weigh each decision carefully. A large house can be a headache, and an apartment or condominium may be the answer. But before giving up that yard, a retired couple might well ask themselves if the upkeep isn't a source of enjoyment for them. And before moving to a new area, they should consider how it will affect their lives to be away from relatives and friends.

Staying in touch with their friends at HP is important to most of our retirees. For Aaron and Willa Flowers it's just a short walk from their Palo Alto home to the HP plant where they both worked until they retired together four years ago. "We go over to the plant occasionally," Aaron says. "We talk to some of the people we worked with and it brings back memories. But so many of them aren't there anymore." When they retired, Aaron and Willa were with Automatic Measurement Division, which has since moved to Sunnyvale.

The Waltham and Andover divisions

in Massachusetts have what they call the "Quarter-Century Club" for employees with over 25 years of service. The activities of the club keep retired people in touch not only with each other but with long-time friends who are still working.

One who has been active in the club for many years is Mary Fredman. Mary, in fact, hit the quarter-century mark in 1951 and put in a total of 47 years with the company — about twelve years longer than Hewlett-Packard has been in business. She had worked for the Sanborn Company, which became the foundation for HP's medical products business. "If I had the chance I would go right back to HP," Mary says. "It has been very rewarding working for Sanborn and Hewlett-Packard."

Traveling seems to be a favorite activity of retirees, as it is for Mary. She was bitten by the travel bug years ago and took advantage of the lengthy vacations she was entitled to as a long-service employee by going to Hawaii, the West Indies, San Francisco and Las Vegas. Her most exciting trip since retirement was a recent tour of Israel.

Sometimes retirement can mean the fulfillment of a life-long dream, as it will for Alfred Gottschall, retiring next summer from HP's plant in Boeblingen, West

Germany. Starting almost immediately he will be spending the next 90 days on a trip around the world that he's been planning for years. He'll see Italy, Egypt, Australia, the South Pacific islands, the Panama Canal and the Caribbean. He says his only problem now is finding the right traveling companion. (Maybe there's a reader out there who's interested.)

Alfred was one of the first HP employees at Boeblingen, and has been the supervisor of the PC assembly section since he started there in 1960. Electronics is also his hobby, and one room of his home is actually a well-equipped laboratory.

Although many, like Alfred, continue with activities related to the careers they're leaving behind, there seems to be just as many who turn to completely different interests. Patricia Lynch became an engineer at a time when it was an unusual career for a woman, and she spent many years as a technical writer and editor with HP in Palo Alto. "Although I still enjoy reading the scientific journals occasionally, I've turned away from that part of my life almost totally," Pat says now. "I'm enjoying homemaking — doing the creative things at home that I never had time to do before."



Aaron and Willa Flowers, both HP retirees, keep busy at home and in their church, where Aaron is a deacon. "I try to get Willa to sit down, but she's always working."

Pat thinks many people dread retirement. "I never dreaded it," she insists. "There are still so many things I want to do that I don't have time for yet. I want to study music and languages — and I'll still get around to doing them eventually. I just think this is a wonderful time of life."

There are many who would agree with Pat, and probably just as many who feel a great sense of loss without a full-time job. "It can be like losing your wife," Swede Wild explains. "There are adjustments to make."

The adjustments to retirement vary greatly from one person to the next. Some lose status in the community, others lose the only thing that gives organization to their lives. The loss of a daily routine requires a major adjustment for many people. What seems to make the difference between boredom and a happy, productive retirement is the extent to which the person has planned all aspects of life after 65. Depending upon whether the right "double hook-up" has been made in preceding years — making sure the things that provide satisfaction will continue after retirement — it can be either the best or the worst time of life. □



Mary Fredman's 47 years with Hewlett-Packard and the Sanborn Company, acquired by HP in 1961, is almost a record for length of service — surpassed only by fellow Sanborn employee Buck Gleason's 48 years. "If I had the chance I would go right back to HP."

HP France meets the press

□ In the space of three days last month, Hewlett-Packard Company and quite a few people of France got to know each other much better. According to reports it was a very successful encounter.

• On a pleasant Saturday morning, September 13, the company invited several hundred representatives of government and industry to help dedicate the new HP plant near the city of Grenoble, at the site of the Winter Olympics of 1968. Later that day several hundred more people — HP people and their families — toured the attractive building.

• The following Monday, more than 100

representatives of the French press — industrial, business, broadcast, newspapers, press agencies — plus other guests came to a Paris hotel near the Triumphal Arch to hear a presentation about HP's role in France. In addition they were introduced to some interesting new HP products.

In each case, it was the company's intention to make the people of France aware — particularly those of the communities and industries in which HP operates — of the company's strong and enduring commitment to their country and to the Common Market it serves. □

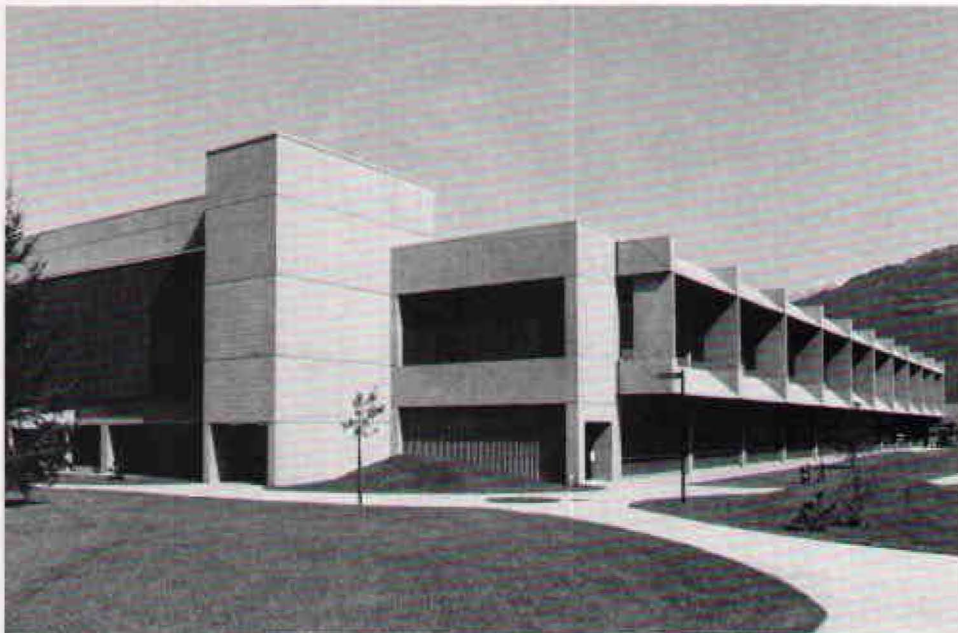
HP's first major conference in France received excellent coverage from key sections of the press. On hand for statements and questions were, from left: George Newman, Calculator Group general manager, Karl Schwarz, HP Grenoble manager, Paul Ely, Data Products Group general manager, Dave Packard, shown responding to a question, Pierre Ardichvili, HP country manager in France, and Bill Hewlett.

Karl Schwarz, manager of HP Grenoble, welcomed the 350 guests invited to the new computer-products plant.



A lighthearted exchange during the tour of HP's Grenoble plant brought together, from left: Bill Hewlett, Karl Schwarz, M. Janin, the Prefect of Isère, Dave Packard, M. Journet, Mayor of Eybens, and M. Dubedout, Mayor of Grenoble.





Against a soaring backdrop of the French Alps, HP's Grenoble building was designed to provide a very comfortable and clean environment — attractive to the people who will design and build future generations of computer peripheral products.

Coming of age in Components

□ As of the first of November HPA Division is scheduled to split itself officially into two new divisions. These will be the Optoelectronics and Microwave Semiconductor divisions. At the same time — since it takes two or more of something to comprise a group — this separation will result in Components Group (of which these divisions will be the key members) becoming a true group organization.

This is quite a success story any way you look at it — humble beginnings, opportunities recognized, excellent growth in people and products as well as good profitability from the start. In this way, HPA has become a recognized leader in its two main component activities.

The illustration on the facing page gives you some clue as to what has been happening: After some years of gradual growth, HPA's employment soared from less than 300 people in 1970 to more than 2,500 today.

Dave Weindorf, who becomes Components Group manager after seven years as HPA division manager, says there's more to the organization change than growth in numbers. "Most basic," he noted, "is the fact that we have developed product lines that represent two very dis-

tinct businesses. Differences exist not only in terms of product types but also customers and markets. The microwave and RF line is made up of high-performance circuits and devices that engineers employ largely in applications such as communications equipment. The optoelectronics line consists chiefly of lamps and numeric readouts that find their application in a wide spectrum of products, ranging from high technology to consumer products."

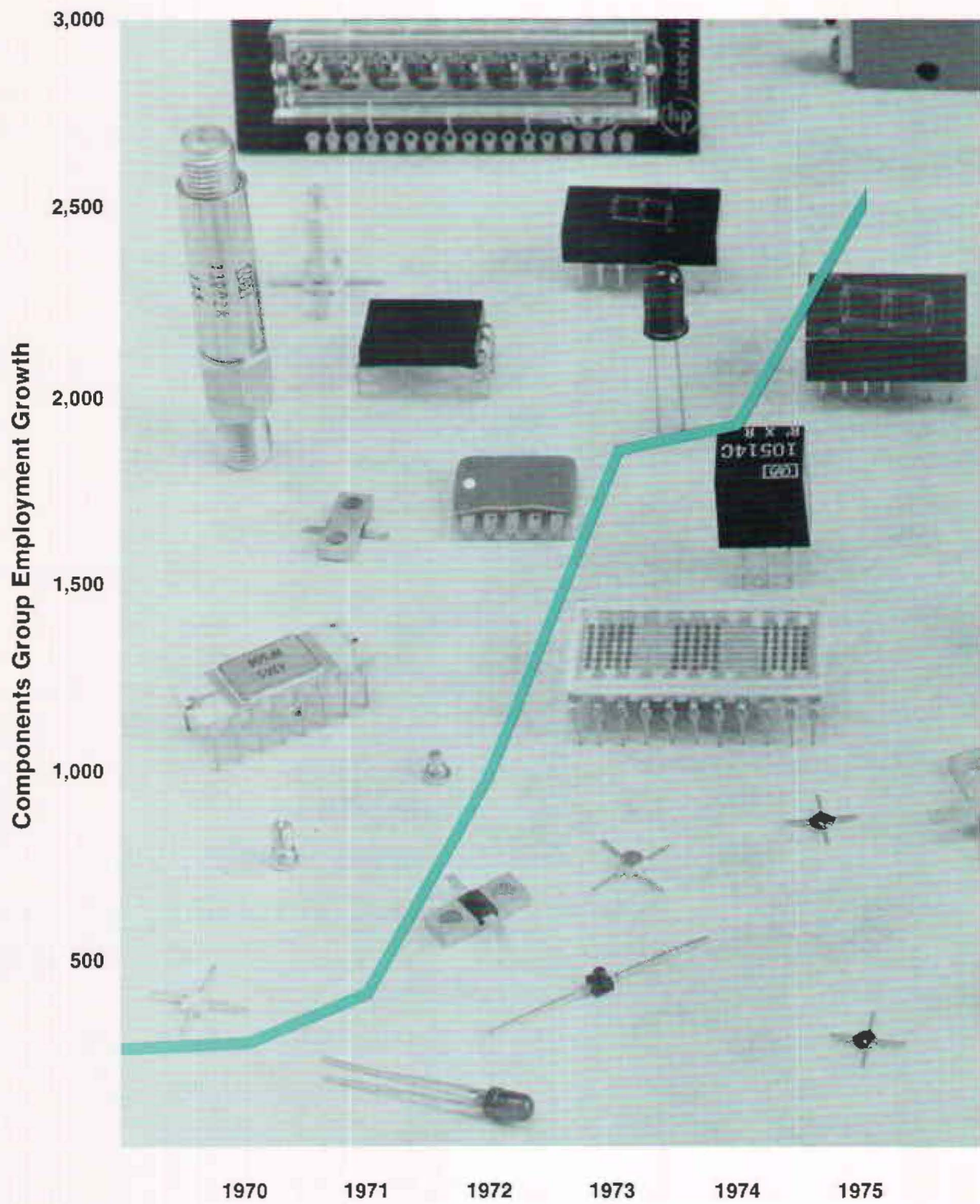
It is very typical, of course, that HP got into these businesses initially as a means of supplying its own needs for custom solid-state components. The original organization was first set up in 1961 as an R&D facility devoted to state-of-the-art solid-state devices. At that time its main product line centered on various glass and ceramic-packaged diodes that were used in HP instruments as replacements for the vacuum tubes employed in earlier instruments. As these components emerged from the lab, it became apparent that a significant external market existed as well. Soon HPA was successfully selling a larger and larger share of its production outside the company, to a wide range of high-technology customers ranging from aerospace to telecommunications and television companies.

That line of business is still the basis for the new Microwave Semiconductor Division managed by Dick Soshea. He describes today's business as "high-performance diodes, transistors and integrated circuits. We sell these mainly for RF, microwave, and digital applications, and find our major markets in telecommunications and radar, and to a lesser extent in computers and peripherals."

These markets demand high performance, according to Dick. "Our strength continues to be in making advanced and reliable products that allow designers to optimize circuit performance. Thousands of our products are aloft in satellites where reliability is an absolute must. Most notable of these was the Apollo space missions. On the other hand, millions of our diodes are also sold to TV manufacturers, helping them improve set performance. Clearly, HP reliability is still very important.

"We hope to continue our development of these high-volume markets. Ours is an 'engineering-intensive' business, so that broadening our market base can substantially reduce our unit cost and enhance profitability."

While making clear that his division is not in the same product "bag" as the



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Components

typical semiconductor companies that inhabit Santa Clara County's famed "Silicon Valley," Soshea emphasizes the strong relationship that exists on the technological and people levels.

"We benefit enormously from the resources that are present here," he said. "Santa Clara Valley is world headquarters not only for silicon technology but also for gallium arsenide which is of great importance to our future."

Yet the division must soon find more room to grow — temporary quarters at first, followed by a permanent facility.

This move will allow the Optoelectronics Division to grow and fill the facilities now occupied by both divisions. Optoelectronics are most often associated with the use of HPA's light-emitting diode displays in HP's pocket calculators. Yet, as Optoelectronics Division manager Bob Zettler notes, HPA was interested in opto technology as early as 1964 and was a pioneer in the development of LED materials. That interest paid off in a spectacular burst of growth and will continue with the development of new products. This growth has required more space and the ultimate split into two divisions.

You've most likely seen various HP

opto products — the LED displays — on the faces of calculators and watches, and perhaps even on computers. Now these same displays are beginning to show up on other products such as a computerized radar range, cameras and other consumer products. Others in the line — LED lamps, isolators, PIN photodetectors — are employed much less conspicuously in a wide range of industrial and commercial uses. Isolators, for example, are used in telephone answering systems, medical equipment and computers for data transmission while insuring electrical insulation.

Organizationally, Optoelectronics Division centers its R&D and marketing



One important key to HP's surging growth in optoelectronic devices during the past three years has been its ability to develop and produce high quality raw materials in quantity.

At right, Nancy Orr, lab assistant, focuses TV camera on interior of high-pressure, high-temperature furnace in which gallium phosphide crystals are grown. Adjacent photo shows a section of the Palo Alto facility used to grow gallium arsenide crystals.



activities in Palo Alto, along with initial product production, wafer-processing activity, and the production of III-V materials where HP is among the leading producers in the world. The Penang (Malaysia) and Singapore plants, with some 1,400 people on the Opto team, account for a large portion of manufacturing operations.

Agreement is unanimous among Components people that divisionalization offers many benefits. Group manager Weindorf says it has already given people a better definition and focus on their roles and opportunities, and generally stimulated performance. At the same time, the Group

will direct some of the key functions. Not the least of these, Weindorf expects, will derive from his greater freedom to concentrate more fully on representing components to the rest of the company and attending to longer-range aspects of its business.

Another key group responsibility is field marketing. Headed by Milt Liebhaber, the Components Group marketing team supervises a world-wide sales force of nearly 60 field engineers, plus 120 service and support people. Included in this is a strong European program that includes a marketing team in Geneva and a Components Distribution Center in

Boeblingen. In addition, as of November 1 all HP component products will be distributed by 20 independent electronic distributors who greatly amplify HP's ability to reach into the far corners of the world. Use of stocking distributors was pioneered with our optoelectronics line.

Speaking of far corners, each of the two Viking spacecraft now heading for Mars with payloads of scientific experiments will rely on HP IMPATT diodes for critical communications links during the separation and landings on July 4 and September 9, 1976.

One hopes they will find the natives friendly. □



Southeast Asian operations primarily in the Penang, Malaysia plant have been an important factor in growth of HP's solid-state components business. This photo was taken during the visit by HP's directors earlier this year.

Components team includes six people at the Boeblingen plant in West Germany. Represented here by Maria Susser, shown using electronic scales in filling an order, the team serves as the Components Distribution Center for Europe.



HP News

Construction contracts let for Corvallis and Boise

PALO ALTO — General contracts for construction projects in Corvallis, Oregon, and Boise, Idaho, were awarded by Hewlett-Packard last month.

In Corvallis, HP is constructing a 154,000 square foot engineering laboratory and manufacturing plant on a 139-acre site northeast of the city as headquarters for its pocket calculator operations. Completion is expected by early next summer.

HP currently is producing its pocket calculators in leased facilities in Cupertino, California. The company recently announced that it will begin assembling some calculators at its McMinnville (Oregon) Division in October as a first step toward establishing its calculator operations in Oregon.

The new building in Boise, also 154,000 square feet, will be for the company's Boise Division. The division, which designs and manufactures line printers, digital magnetic tape drives and a portion of the company's computer terminal product line, currently is leasing 71,000 square feet of building space in downtown Boise.

The new building will be located on HP's 150-acre site about five miles west of Boise on Highway 20. It also is expected to be completed next summer.

Prices lowered for HP-55, HP-45

PALO ALTO — Prices of two Hewlett-Packard pocket calculators have been reduced, effective September 11.

The price of the HP-55 programmable scientific pocket calculator has been reduced from \$395 to \$335, and the price of the HP-45 advanced scientific pocket calculator has been reduced from \$245 to \$195.



New "desk tops" introduced: calculator and printer

LOVELAND — A new programmable desktop calculator that is smaller, faster, and has greater interface capability than any in its price class, and a rugged output printer with plotting and tabulating capabilities were introduced by HP in mid-September. The new 9815A calculator is priced in the U.S. at \$2900 and is designed for dedicated or general purpose use in a variety of scientific, engineering, research

and industrial applications. The 9871A printer is priced under \$4000 and can be used with any HP 9800 Series programmable calculator. The 9815 uses new calculator technology to provide significant user benefits at a modest price. Mechanical innovations give the 9871 printer greater ruggedness and flexibility than typewriters used as output printers.

Boniface elected executive VP

PALO ALTO — Bob Boniface has been elected an executive vice president of the Hewlett-Packard Company.



Boniface, who was elected at the recent meeting of the company's board of directors, had been a vice president of Hewlett-Packard since 1970 and for the past year has been in charge of corporate administration. As an executive vice president, he will continue in this administrative capacity, overseeing corporate staff functions, including finance, marketing, international, personnel, legal, public relations and other corporate services. He also will continue to serve as an HP director and a member of the company's five-man executive committee. In addition to Boniface, the committee includes Bill Hewlett, Dave Packard, and HP's two other executive vice presidents, Ralph Lee and John Young.

From the president's desk

Many of the top management team, Dave and myself included, made a trip to Europe last month to visit with our operations there, participate in the dedication of the new HP Grenoble facility in France, and hold a special press conference in Paris. Rather than describe the visits to each of the operations in detail, I would rather concentrate on France and our activities there. Suffice it to say that our operations at HP Ltd. in Scotland and HP GmbH in Germany are both doing very well. Let me now turn to France and the Grenoble dedication.

Why another facility in Europe? Why France? Why Grenoble?

Our facility in Germany, interestingly enough, was the first HP operation established outside of Palo Alto. It was started in 1959, and over the intervening years has done extremely well. It now employs about 1,100 people and has some 450,000 square feet of floor space.

But, just as in the U.S. where we strive to have some geographical dispersion of our plants, so in Europe it seemed desirable not to concentrate growth in one location. A new plant site, therefore, was needed, and for practical reasons we felt it should be in a country that was a member of the Common Market.

France was a logical choice as it has an excellent workforce, it has a stable economy, and it has one of the best educational systems in Europe. It is also one of the largest markets for HP products in Europe.

Why Grenoble? There are several reasons. "Livability" is certainly one. Grenoble is a beautiful, modern city situated in the foothills of the Alps. Another is the intellectual environment. The University of Grenoble has a very fine international reputation and, in addition, there are two excellent technical universities — one specializing in computer sciences and applied mathematics, and the other in electronics. Also, there is a highly skilled workforce in this region of France. Finally, and of considerable importance, we received great encouragement from many individuals in the Grenoble area to locate there. Through the efforts of the Mayor and his staff, we were able to obtain a very attractive piece of property close to where the Olympic village had been constructed for the 1968 Winter Games. These people were of tremendous assistance to us in all phases of this operation.

Karl Schwarz, an old HP hand in international operations, was selected as division manager, and in 1971 — in best HP tradition — we set up shop in some old metal buildings roughly similar to quonset huts. About that same time, we selected Ted Moore as architect for the new building. Ted (along with Art Bush, his partner at the time) designed our very attractive plant at Colorado Springs.

September 13 saw the dedication of the fine new HP Grenoble building. Although it rained the day before and day after, the 13th was bright and clear. We had a very distinguished group of invited guests including government officials, members of local industry, HP customers, and representatives from the educational institutions. Short addresses

were given by the Mayor of Eybens (the town in which the plant is actually located), the Mayor of Grenoble, a representative from DATAR (a governmental industrial planning agency), a representative from the Ministry of Industry, and the Prefect of Isère (the geographical/political region of which Grenoble is the capital). Interestingly, M. Dubedout, Mayor of Grenoble, holds an electrical engineering degree he earned at a university here in the U.S.

Karl Schwarz opened the proceedings with a very fine address in French. I spoke briefly and Dave was the final speaker. The formal ceremony was followed by a plant tour and an excellent buffet.

That afternoon there was an open house for employees and their families. Dave and I spent some time walking around and visiting with these fine people. As neither of us is fluent in French, most conversations had to be carried on through an interpreter. Despite this apparent handicap, we derived a great deal from these personal, informal contacts.

The HP Grenoble plant represents a major commitment in France for the company, and we felt it would be of value to have this better known within the country. Thus, on the Monday following, we held a formal press conference in Paris. There were about 150 people in attendance, the majority of whom were reporters from both the general news service and the technical press. Others on hand included representatives from some of our best customers in the area, and a number of government officials.

Following a 30-minute statement by Dave about the company — why it came to France, what it hoped to achieve, what the benefits to France might be — there was a question and answer session in which both Dave and I participated. To achieve a continuity of presentation, there was simultaneous translation for Dave's talk, and for the question and answer session. Each guest was provided with a small headset receiver. Translators in a booth at the back of the room transmitted a running translation — both French to English and English to French — to each receiver. A switch on the receiver permitted you to select whichever language you preferred. Thus, Dave and I were able to receive direct translations of the questions asked from the floor.

The session lasted nearly an hour, and from the questions it was apparent that there was considerable interest in the company and its plans for the future. It is very hard to judge how effective such a program is, but we have seen several articles that came out very well. In addition, the conference gave us an opportunity to meet some of the people personally during the buffet luncheon that followed. In the long run, such personal contacts may be more beneficial than the formal presentation.

Of one thing I'm sure — more people in the French community know that we now have a major commitment to France, and that we will strive to be a constructive force in their country.

Bill Hewlett

