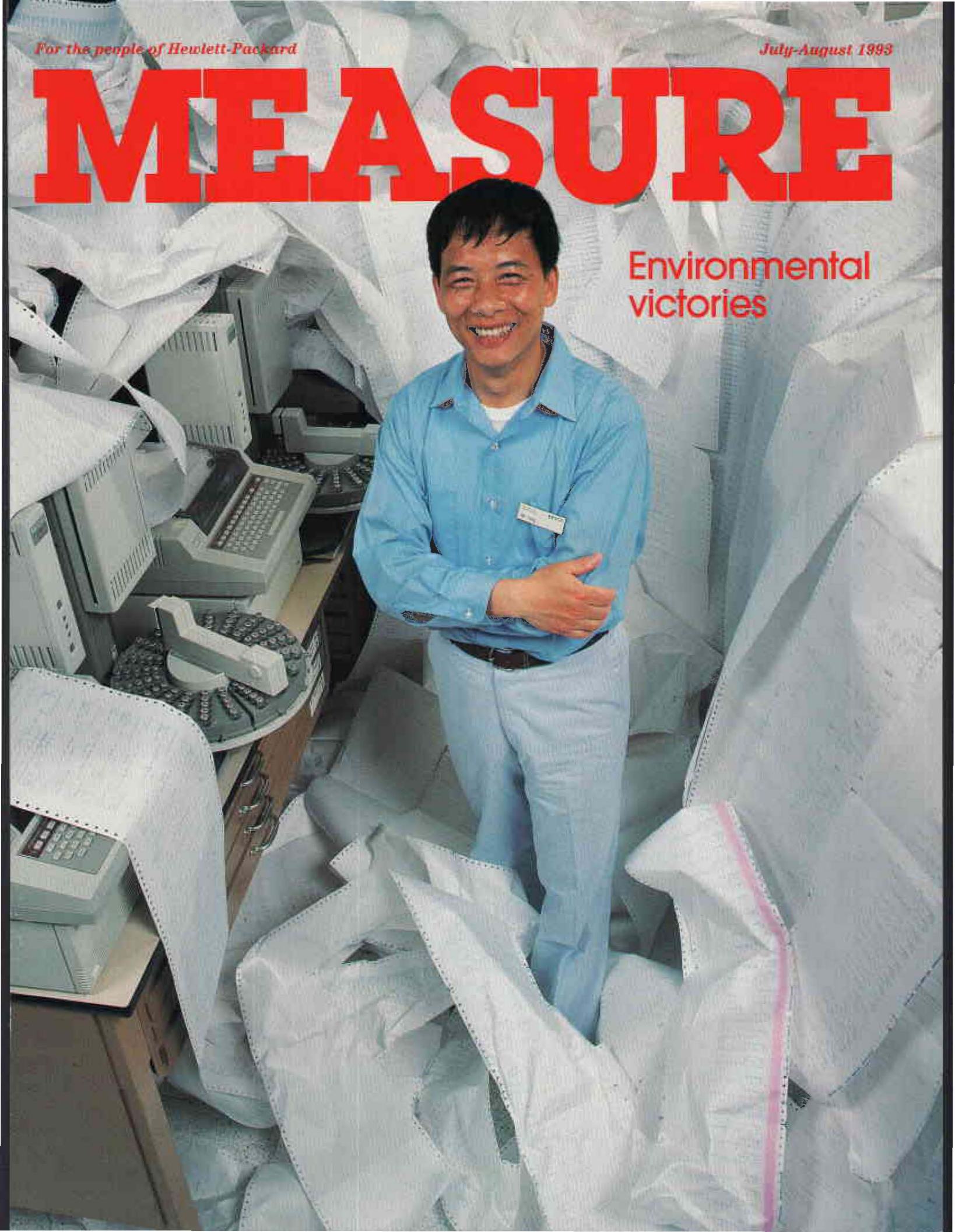


For the people of Hewlett-Packard

July-August 1993

# MEASURE

Environmental  
victories







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**On the cover: R&D engineer Wei Song from the Little Falls (Delaware) Operation cut paper waste by 75 percent. He and other HP environmental leaders are featured on pages 16-19. Photo by Steven Falk.**

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Hewlett-Packard Company is an international manufacturer of measurement and computation products and systems recognized for excellence in quality and support. HP employs 93,800 people worldwide and had revenue of \$16.4 billion in its 1992 fiscal year.

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Even with more emphasis on decentralized decision-making in the '90s, there's still a lot to be gained through teamwork and

## The strength of



# ONE

*By Roy Verley*

The question comes up every day, all over the HP world, in meetings, at the coffee pot, over lunch and in the singular performance of one's own duties.

Is HP still one company? Or has it become many different companies, loosely bound by a name and a common heritage but not much else?

Does the leaner, more aggressive, more focused HP of the 1990s still value its "oneness"—the notion that there's strength in unity, and that a single identity, purpose, culture and set of values can serve HP as a whole?

HP people face this issue in many different forms. It's not just how HP presents itself and its products to the world. It's how and when to embrace common technologies or processes, leverage resources and knowledge, work toward common goals, support common practices and share pain and profit—without losing focus on individual business needs.

"It's a matter of degrees," says Bill Terry, HP executive vice president and head of the Measurement Systems Organization. "We realize tremendous benefits every day from the



synergies we share in R&D, customer access, relationships with suppliers, best practices and opportunities for growth.

"Our employees benefit a lot from our unity because it gives them a chance to move around, learn different businesses and go where the opportunities are, either for promotions or during redeployment.

"But we have to recognize that the needs of our many businesses can be quite different. The order-processing system or distribution channel that works for one business may not be right at all for another. We have to be flexible when the needs of the businesses require it."

Striking a balance between oneness and separateness is more challenging today than ever. Though HP's Corporate Objectives emphasize that HP is one company (see box on page 6), the reorganization of 1990 deliberately sought to empower HP's business units with greater freedom to pursue their own goals.

This new environment already has generated substantial benefits, both real and psychological. HP's financial performance—perhaps the best overall measure of the company's health—has improved considerably, even as major competitors such as IBM and Digital Equipment Corporation have struggled. HP's stock price has risen from a low of about \$25 a share in late 1991 to about \$85 a share on May 18, when HP announced its midyear fiscal 1993 results. Many industry observers believe HP is better positioned for the remainder of the decade than any other large competitor.

But HP's loosened structure brings with it a new set of issues and a new kind of test.

"We knew when we were planning the reorganization of 1990 that a more decentralized structure would raise some issues of teamwork, synergy and cross-functional coordination," says HP President Lew Platt. "But we felt the benefits of a leaner, more flexible organization would outweigh the drawbacks, and that has proven to be

*"There are many, many examples of synergy that would be much harder to realize if we were to act like many different companies."*

true. Still, these teamwork issues bear close watching as we move ahead."

Alan Bickell, HP senior vice president and head of HP's Geographic Operations, agrees.

"I'm seeing some drawing of boundaries between the businesses—not so much at top-management levels, but deeper in their organizations," he says. "I worry that if parts of the organization set themselves apart from the rest of HP, we could create a culture that doesn't appreciate the values of HP or the competitive advantage that comes from the synergy between our businesses."

"I see lots of opportunities to do more coordination and leverage our

strengths from one business or market to the next," says Lew. "For example, success in the printer business creates a strong HP presence in the dealer channel, which benefits our PC business today and may benefit many other businesses in the future. There are many, many examples of synergy that would be much harder to realize if we were to act like many different companies."

The much-anticipated arrival of the "digital information utility," or "information highway," offers enormous opportunity for HP to blend its measurement, computation and communications strengths for competitive advantage, Lew believes.

Joel Birnbaum, HP vice president for R&D and head of HP Labs, coined the term "MC<sup>2</sup>" to describe the intersection of these capabilities.

"HP is the only company with core competencies in measurement, computation and communications," Joel says. "The revolution taking place at the intersection of these axes plays perfectly to our strengths."

"MC<sup>2</sup> is a wonderful vision for our company," says Alan Bickell. "It automatically unifies the company because it embraces all of HP."

"If you tell people HP should stick together because it's a nice thing to do, there are lots of people who may question the value of doing so. But if you say, 'This is our vision, our competitive advantage, and we uniquely can be the leader in this emerging market if we work together and leverage our businesses,' then the value of teamwork really has meaning for everyone."

There are scores of other advantages to behaving as a single



company. Gene Richter, director of Corporate Procurement, sees them in his business every day.

"We get a lot more attention, and at much higher levels of management, from our suppliers when we speak with one voice," Gene says. "It also increases our clout with the industry's standards committees."

Gene says HP's unified worldwide presence allows HP entities to select from the very best suppliers the world over, through a network of 11 procurement offices that support all HP operations globally. "We couldn't maintain the network if we were separate companies," he says.


Franco Mariotti, HP senior vice president and head of Europe/Middle East/Africa, says the advantage of HP's one-company approach is especially evident in smaller countries, where individual businesses lack the "critical mass" to staff and maintain key functions independently. "Resources are often shifted in a very flexible way according to need," says Franco.

Weathering business cycles is another big advantage to HP's one-company approach.

"When you're one company, you can afford to take a longer-term view when part of HP is struggling," says Bill Terry. "And believe me, every part of HP benefits from this at one time or another. There isn't any part of HP that's immune to business cycles."

Even fast-growing and profitable businesses, such as printers, benefit from the company's financial strength. "Those businesses require a lot of cash to fuel their growth," says Bill. "Slower-growing profitable businesses generate cash. The balance works to HP's overall advantage."

Within the Computer Products Organization (CPO), the need to bring products to market at breakneck speed requires a great deal of independent action. The emphasis on speed and independence is key to CPO's success, says Executive Vice President Dick Hackborn, who heads CPO. But Dick also sees the benefits



*"When you're one company, you can afford to take a longer-term view when part of HP is struggling."*

of synergy in many situations and encourages his managers to "think several levels above where they are in the organization."

"I tell my managers first to be sure their business is a success in its own right," says Dick. "Then I ask them to look for ways to leverage across other businesses. You have to be very open to ideas and opportunities from other parts of the company."

For HP's Test and Measurement Organization (TMO), the need to work together as a single company has never been more apparent than in the last few years. Faced with significant worldwide declines in traditional aerospace and defense market seg-

ments, TMO has had to rethink many of its core businesses and find new opportunities for growth. Ned Barnholt, HP vice president and head of TMO, says teamwork will be the key to survival.

"Many of Test and Measurement's new business initiatives will require lots of cooperation between divisions," says Ned. "We're trying to change our value system within TMO to make sure that kind of teamwork is rewarded."

Ned says his organization is also finding lots of new opportunities to work with other entities outside of TMO.

"We're working closely with CSO in the manufacturing and communications areas, and we're doing a lot of benchmarking of management practices with CPO. Sharing best practices is one of the greatest strengths we have as a single company."

In the sales organization, the need to work in specialized units focused on each major business area has been demonstrated clearly over the years. But even there, the basic infrastructure (real estate, administration, etc.) is managed as a coordinated activity, and the opportunity for team selling is always present.

"We see lots of situations where the combined strengths of our CSO and T&M sales efforts can open doors or create solutions that wouldn't be possible otherwise," says Ned.

At the Computer Systems Organization, a special Global Accounts program was established two years ago to ensure that HP presents itself as one company to its most significant computer-systems customers worldwide. CSO Global Accounts manager Bill Murphy says the program has



been very effective, resulting in a 32-percent increase in revenue from major accounts in 1992 and fewer complaints that "the right hand doesn't know what the left hand is doing."

HP's Worldwide Customer Support Organization (WCSO) is another entity that thrives on HP teamwork. WCSO works closely with most major HP entities and outside vendors to deliver integrated systems and support services to a broad range of customers and channels. WCSO also "piggybacks" heavily on the press and marketing literature of other HP businesses.

Similarly, at both the Medical and Analytical groups, the linkage to HP's measurement and computation businesses is a key to competitive differentiation and long-term growth. Their products incorporate any number of measurement technologies, compute engines (PCs or workstations), displays and printing devices—all typically sourced within HP. By comparison, competitors usually have to buy these capabilities from vendors.

Perhaps the most conspicuous test of HP's oneness is in the marketing arena. As more HP products come to market with their own brand identities (e.g., HP LaserJet, HP DeskJet), customers are exposed to different HP personalities that may or may not complement each other. The potential for confusion is offset somewhat by the consistent use of the company name, logo and graphic-design standards in HP's packaging and marketing materials.

Alan Bickell, who also heads HP's Sales and Marketing Committee, strongly believes HP's one-company identity is a marketing asset.

"My perception is that our customers are buying Hewlett-Packard Company, not just a particular product," he says. "If you talk to a large Fortune 500 company, you discover that the higher up you call, the less they care about the products and R&D programs and the more they care about the company's credibility,

financial strength, etc. When you sell to top management, you're selling HP."

Within HP, the diverging needs and growth rates of HP's business units have raised questions about long-standing personnel policies designed to apply universally throughout the company. Workforce balancing, holiday plant shutdowns and other expense-reduction initiatives necessary in slower-growth businesses stand in sharp contrast to the rapid

hiring and overtime needs of other businesses. Is it really fair, some wonder, to make the profit-sharing payout the same for all parts of the company, when some are contributing more than others?

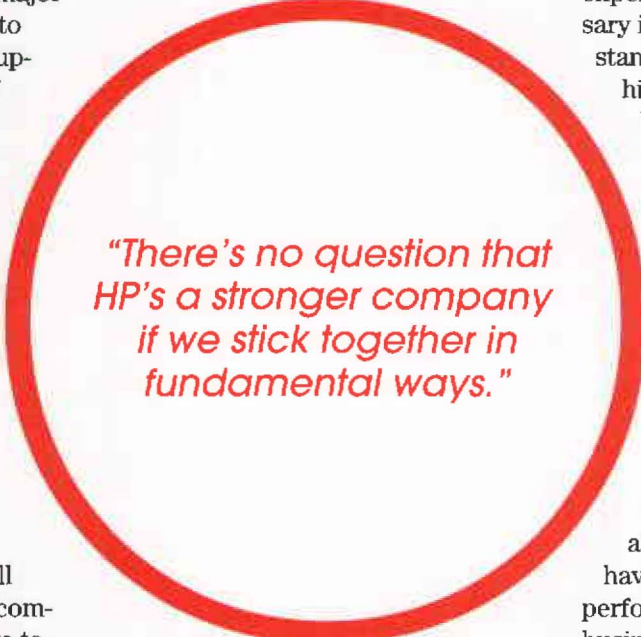
"We discussed changing the profit-sharing payout at a recent Management Staff meeting," says Pete Peterson, HP vice president-Personnel.

"But the issue becomes very complex when you recognize all the interdependencies we have across the company, and that performance measures differ from business to business. In the end, the Management Staff decided for now to retain the system we have today."

"There's no question that HP's a stronger company if we stick together in fundamental ways," says Lew Platt. "That's not to say we expect all parts of HP to handle things exactly the same way. Marketing products to hospitals, for example, is a lot different from marketing to chemists or students. We need to allow a lot of flexibility to get the job done effectively."

That's not a bad formula for success for another 50 years. **M**

*(Roy Verley is HP's director of Corporate Communications.—Editor)*



*"There's no question that HP's a stronger company if we stick together in fundamental ways."*

*"...it is important to recognize that cooperation between individuals and coordinated efforts among operating units are essential to our growth and success. We are a single company whose strength is derived from mutually helpful relationships among units that may be geographically dispersed but are closely linked through common technologies, customers, goals and objectives."*

*—from "Management" section, HP Corporate Objectives*





MICHEL BLANC

In the foothills of the Italian Alps, HP's new laser-printer manufacturing facility is gearing up to meet Europe's needs—the HP way.

French-born Gil Merme, G.M. of the Bergamo (Italy) Hardcopy Operation, enjoys an outing at the Piazza Vecchia in old-town Bergamo with his family and friends.

## The art of doing business in Italy

By Mary Weed

BERGAMO, Italy—Gil Merme's first shock as head of the Bergamo Hardcopy Operation (BHC) came after chatting with two new production operators at the plant's espresso machine. Gil thought he was displaying the HP way in action. To his surprise, the two newcomers asked their supervisor if they were in trouble because the big boss spoke directly to them. Gil knew then that a change in the way people worked together was going to be as important as the quality of the products they made.

Since 1991, Bergamo—HP's first manufacturing site in Italy—has produced HP LaserJet formatters carrying the label "Made in Italy." Initially, BHC produced formatter boards to be integrated into Canon print engines for HP LaserJet printers. Now that role is expanding.

"We have two major goals to achieve by the end of 1993," says Gil. "One is to ramp up BHC's manufacturing capacity to supply all European LaserJet orders. The other is to launch a research and development and marketing program within a new worldwide product charter."

The Bergamo plant is state-of-the-art and already as automated as any other HP plant. Machines mount 22,000 components per hour. Two surface-mount lines, soon to be four, produce formatter boards and achieve a defect rate of fewer than 300 parts per million. Another process integrates BHC produced boards with Canon engines to produce the HP LaserJet 4 Si (known as the high-speed LaserJet) for the European market.

In the last two years, BHC has grown from zero to 250 people. The third and fourth production lines will



# Bergamo

be installed by the end of 1993, and plans are to continue expansion in 1994 by moving to a permanent, larger HP site.

When managers from Boise, Idaho, came to Bergamo in northern Italy to set up the HP laser printer manufacturing facility, they discovered a special art to doing business there. Historically, Bergamo was a part of the Republic of Venice, a region known for its improvisational theater and masks, and as the birthplace of "commedia dell'arte." Here, culture is an important aspect of life—and no less so in business.

As the first pioneers arrived—mostly from Boise—to help create BHC, they quickly discovered how far apart the HP way is from the traditional Italian work environment.

Gil recalls some growing pains that American and Italian employees experienced in learning how to bring their cultures together. "When our management team was discussing the promotion of BHC's first picnic, my idea was for the team to come to the weekly coffee talk in bathing suits and painted torsos with posters and paraphernalia to do a little dance about the picnic." Fortunately, Gil admits, "Luigi Paraboschi, BHC's finance manager, suggested testing the idea on a couple of Italian BHCers to see how well it would be accepted. Their overwhelming reaction was, 'We're in trouble; we're working for clowns!'"

BHC finally found common ground with a toned-down promotion with shorts and T-shirts compared to the "wilder" strategy initially proposed. In the end, the picnic was a great success.

One of the toughest obstacles was breaking down what Gil calls the "old rust-belt culture" typical of many mid-

size Italian companies where "managers don't eat with employees and operators barely talk to their supervisors." But in a very short time, the HP way started creeping into Bergamo practices, thanks to lots of open communication and a generous supply of the basics, such as management by wandering around (MBWA), informal conversations and weekly coffee talks.

Gil and the management team learned some key lessons about how to instill the HP culture. "When interviewing candidates, the first thing we look at is their ability to adapt to the HP way," notes staffing specialist, Paolo Bidinost. "We ask ourselves if they are right for our kind of environment? Are they honest with themselves? Is it clear they have the work ethic and integrity needed?" Paolo adds, "Integrating into the HP culture is as important as the professional fit."



Battista Salvi (left) and Barbara Giroto inspect formatter boards on the Bergamo manufacturing line.

Promoting from within is also part of the HP way—and that's what is happening at BHC. Paola Togni, for example, BHC's first female production supervisor, started in 1991 inspecting for board defects.

Paola is not alone. BHC makes a concerted effort to groom Italian managers to take over where Americans were first brought in. Roberto Mottola, an 11-year HP employee who started in Böblingen, Germany, joined BHC day-one as production manager. He replaces Steve Hager as BHC manufacturing manager in August when Steve returns to Boise.

Teamwork is another facet of the HP way. A veteran operator works with every newcomer for several weeks leading to the formal certification test after which the new operator is on his or her own.

One of the most successful efforts to promote the HP way came directly from Boise via videotape. Doug Carnahan, vice president and then general manager of the Printing Systems Group, spoke to BHCers in charming (if butchered) Italian to introduce a stretch production goal within a \$3 billion group objective for 1992. The challenge, if met, would be rewarded by a trip to the newly opened EuroDisney in Paris. The BHCers reached their goal and employees enjoyed a day of fun with Mickey and company. As a compound prize, it was also a first plane ride for most of them.

"Looking back at our start-up BHC management team," jokes Gil, "we were a bunch of HP senior citizens, mostly from Boise. But we did know how to apply HP's time-proven funda-





The HP way, including a casual, outdoor eating area, replaced the "rust-belt" culture where managers didn't eat with employees.

mentals." Gil adds, "Together with the help of our Italian BHCers, we have customized the HP values to blend into the local culture."

The HP way Italian-style may not be exactly the same HP way as practiced in Boise or at other locations, but it is based on the same principles: trust and respect for individuals, a high level of achievement and contribution, uncompromising integrity, teamwork, and a lot of one-on-one communication that emphasizes the basics. "But the basics work!" exclaims Gil. **M**

*(Mary Weed is HP Europe's manager of public affairs and executive/internal communications.—Editor)*

## How it all started in Italy

MEASURE interviewed Franco Mariotti, senior V.P. and director, Europe/Middle East/Africa.

*Franco, who founded HP's sales subsidiary in Italy, recounts how it all started in 1964:*

"We were all of three engineers at HPSA, Geneva, Switzerland, managing and supporting HP distributors for all the European countries and helping each country grow.

"One day Bill Hewlett phoned and asked me if I was interested in going to Italy to start a wholly owned HP subsidiary. Needless to say, I accepted. Even though I didn't know legal or financial issues, Bill trusted that I understood the HP way.

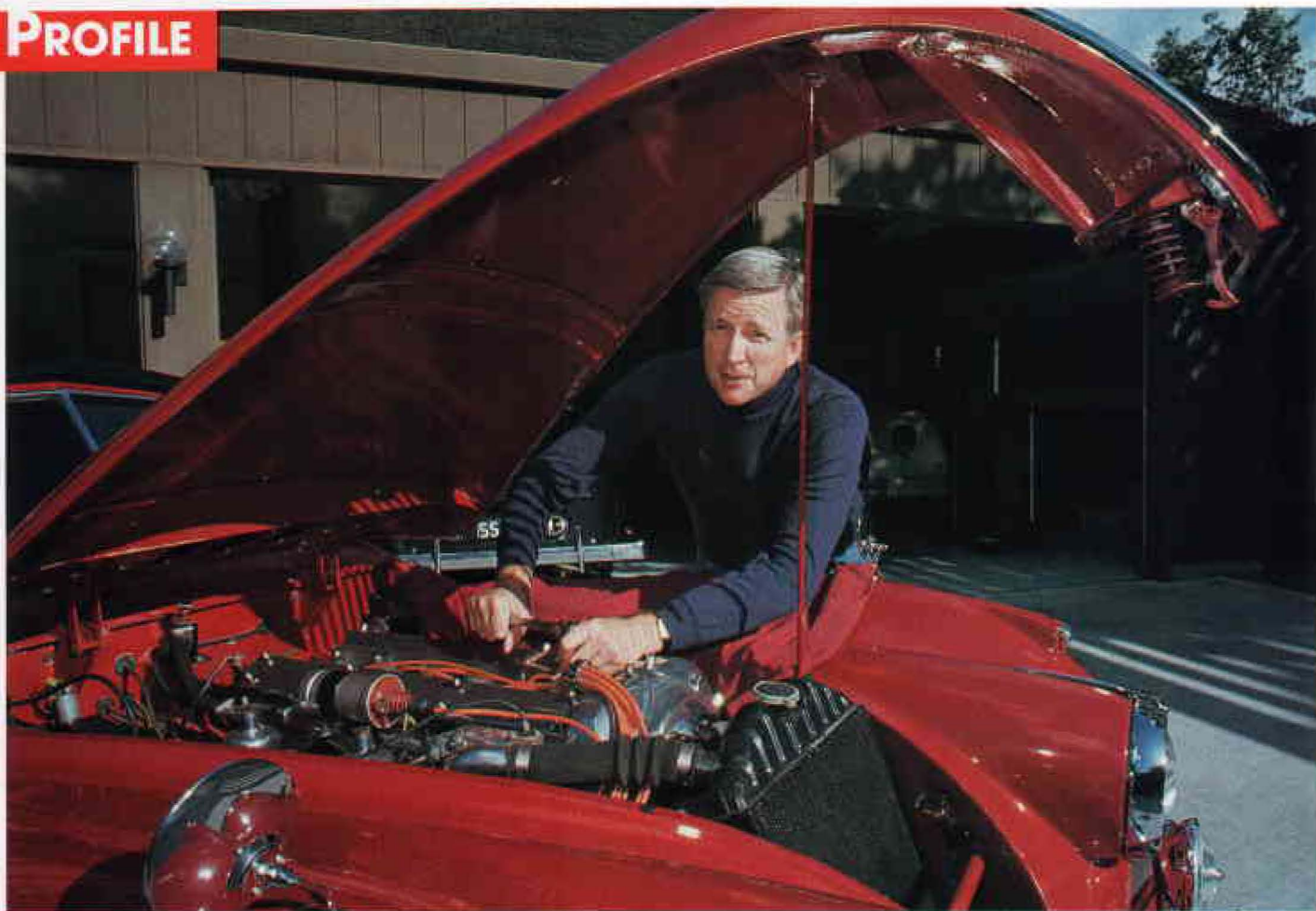
"We had the advantage of starting from scratch and hiring

employees who immediately felt the enormous difference between our culture and that of their previous jobs. I particularly remember people being surprised by our management-by-wandering-around (MBWA) practices and the way everyone pitched in when needed to help in the service and packing departments.

"Some of our customers were even surprised by our team's relaxed attitude. But they soon realized that our working environment was more effective than the stuffy ways of many of our competitors.

"Looking back almost 30 years, HP Italy's size has substantially increased, but the spirit remains the same."





It took Alan Bickell six years between travels to strip down and restore this 1956 Jaguar XK140 drophead coupe.

## The long road from Sequoia High

By Betty Gerard

Alan Bickell has traveled countless miles overseeing many of HP's international operations—a path that has led to his new worldwide charter.

When Alan Bickell, senior vice president-Geographic Operations, was showing a visitor from India around the Corporate Offices recently, he stopped to say hello to his former high-school woodworking teacher.

Alan was one of the few "A" students who signed up for shop, recalls Gene Doucette, who joined HP in 1957 after leaving the Sequoia High School faculty in Redwood City, California.

"I don't recall what Alan's projects were, but you can be sure they weren't just knickknacks," Gene says.

Alan, who still likes to work with his hands, remembers clearly that he made his mother a coffee table and end table from mahogany. These days, he relaxes when home by restoring classic cars—between the business

trips that take up two weeks of every month.

He's traveled a long and exotic road from the California high-school kid who loved his 1933 Chevrolet roadster. On the way to his present worldwide responsibility for all the company's geographic infrastructure that supports the businesses, Alan has held HP posts in Japan, Australia, Scotland, Switzerland and Hong Kong. In 1974 he returned to California to head Intercontinental Operations, which involved constant travel to Canada, Latin America and throughout Asia Pacific—dealing with HP entities, governments and business partners. His outside volunteer work with a high-level council for Pacific Basin development (see box, page 12) meant more travel.



Alan moved up to head Geographic Operations when it was formed in 1992, giving him a worldwide responsibility. This May, he restructured its units to reflect the world's emerging trade blocs. Europe/Middle East/Africa remains intact under Senior Vice President Franco Mariotti, but Intercon went into the HP history books as an organization. Its Latin America region joined with North American Field Operations to make up a new Americas organization under George Cobbe that encompasses the Western Hemisphere. Asia Pacific, which had been part of Intercon, emerged as HP's third major geographic unit, headed by Lee Ting.

The moves reflect the changing world picture. Discussions are cur-

### *Managing in the... international arena is not for the faint-hearted.*

rently under way among Canada, the United States and Mexico to form one powerful trading bloc. In Asia Pacific, development of newly industrialized countries has been explosive over the past 15 years.

Managing in the volatile international arena is not for the faint-hearted. Treasurer Larry Tomlinson, who has worked for Alan in three different jobs including an assignment in Brazil, says it takes strong willpower and vision to know where you want to be and to persist in getting there. "Many times it would have been easier to say, 'It's too tough, the risks are too

high and we're not going to play ball with local demands.' But Alan has had the guts and drive to succeed.

"Today, 60 percent of HP's sales are international—and you can lay a lot of the credit at Alan's doorstep."

### *"Today, 60 percent of HP's sales are international..."*

How did a local boy who grew up a few miles from HP's original Palo Alto site find his way around the world and back, and then move into the company's executive suite, traditionally the province of engineers?

Alan went to Menlo College as a business major on a scholarship, paying the rest of his way by working in a garden-supply store and a gas station, and graduated first in his class. He met his wife, Pat, on a blind date in his freshman year and they were married the following year.

After graduation, Alan went to Naval Officer Candidate School and was assigned to the San Miguel base in the Philippine Islands, where he ran all the commercial activities—from the clubs and shops to the popcorn stand at the movie—with the help of one enlisted man and 95 civilian employees. He found it exciting to work with people of different nationalities and cultures.

The Bickells spent three years in the Philippines, and their daughter and one of their two sons were born there. Transferred to San Diego, Alan ran a Navy commissary store.

Alan's positive feelings about the Philippines stayed with him when he

left the Navy and joined Hewlett-Packard in 1964 as a cost accountant in Palo Alto. He began to watch for an overseas assignment, meanwhile getting his M.B.A. at Santa Clara University. "I can well remember Pat's packing me two lunches—one for noon and another to eat in the parking lot at Santa Clara before night classes began," Alan says.

In 1966, George Newman, who recently retired as HP's treasurer, gave Alan his first international job for the company. It was a big gamble to take an 11-month assignment in Japan, but the Bickells went for it, leasing their house and storing their furniture. Alan became part of a five-man HP team headed by George that worked with Yokogawa-Hewlett-Packard (YHP), then a start-up joint venture, to instill HP's finance fundamentals and help make YHP profitable. The Bickell family settled into a new culture in a Japan that was booming with construction.

Ten months later the Bickells were off to Australia when HP bought out the distributor there to form its own sales company. It was another 10-minute decision to move to Australia

### *How did a local boy find his way around the world and into the executive suite?*

rather than to Colorado, where Alan had been offered a controllership. The Bickells' next move was to South Queensferry, Scotland, where Alan served as controller with added respon-



sibility for materials, materials engineering and information technology.

Then it was on to Geneva in 1969 as finance and administration manager for European Operations. HP was adding subsidiaries in Spain, Austria and Greece, and a representative office in Moscow. It was a formative time during which HP was really learning how to run a global enterprise.

Alan helped create a business reporting structure to deal with treasury and currency-exposure issues. He recognized that no U.S.-based division would transfer technology to Europe without some recognition in return, and took part in developing the licensee-licensor arrangement still in use today for management reporting to credit divisions for the use of



In 1990, Alan met with Asia Pacific managers in Tokyo to kick off a new fiscal year. Asia Pacific now is one of HP's three major geographic units.

their technology by their licensee manufacturing entities.

International managers didn't travel often to Palo Alto in those days, so they had to be self-sufficient. "I was very lucky working for Dick Alberding, who was managing director of Europe," Alan says. "Dick gave

his managers a lot of responsibility and I had a very broadly defined job." It was a management style of delegation he would adopt himself.

Andre Breukels, recently named personnel manager for Americas, was country manager in The Netherlands when Alan was in Geneva. "Alan came

## Building a Pacific Rim network

Five years ago Alan Bickell was asked to join the U.S. committee of an organization to foster economic cooperation among countries on the Pacific Rim. It has since evolved into the Pacific Economic Cooperation Council (PECC), made up of people from business, academia and government who serve in a private capacity as volunteers. PECC encompasses all the major trading economies that border the Pacific Ocean: from Chile to Canada and from Australia to Novosibirsk in the former U.S.S.R.

When Alan found that the PECC had task forces on such primary industries as fisheries, minerals and agriculture but nothing on high-tech, he lobbied within the U.S. committee to fill this need.

Result: he co-chaired a working group that in 1989 recommended formation of a permanent PECC Science and Technology Task Force—and then co-chaired the resulting task force for four years, along with chairing a counterpart high-tech subcommittee for the PECC U.S. Committee.

"We tried to pick some very specific things where we could make a contribution to the region's development," Alan says.

The aim is to help the developing countries better understand what needs to be done to shift their economies from agriculture and basic industries to technology-driven enterprises. A symposium in Seoul, Korea, focused on human-resource development, technology transfer and cooperative scientific research. Workshops

have been held in Shanghai, China, and Djakarta, Indonesia.

A statistical report also has been developed on science and technology indicators—such as the number of engineers and R&D expenditures—for Pacific Rim countries.

The high-profile PECC events have attracted a number of distinguished guests of honor and helped build name recognition for HP through Alan's involvement.

"It's rewarding because you really have the feeling that you are helping some people get ahead," Alan says. "And to the extent that we can help these countries develop their economies, we bring political stability to this part of the world and create a better place to live."



in at a period when a lot of important decisions had to be made," Andre says. "He knew various useful ways to approach solving financial problems—showing us the many ways that lead to Rome."

One reminder of the Bickells' five years in Europe is the house they now own in the little town of Divonne, France. "I love getting up in the morning to walk to the bakery," Alan says, "and having a croissant and hot chocolate on the terrace."



JACK CARROLL

In Palo Alto, Alan and Alan Belzer, AlliedSignal president, compare their firms' efforts in Asia Pacific.

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*"You always know where you stand with Alan."*

When Alan returned to California in 1974 to manage a then-struggling Intercon, he began a turnaround that grew sales from \$138 million that year to \$2.9 billion in 1992. Back in 1974 HP had only one joint venture; Alan used the JV structure in such countries as Korea, India, Mexico and China to gain access to these markets and build the strong local presence that he considers important.

"When I knew I'd be talking with *MEASURE*, I asked myself, 'What kind of a skill, if any, do I have?'" Alan says. "I hope it doesn't sound immodest, but I believe I'm good at choosing excellent people—people who are very results-oriented, resourceful and dedicated. And I'm pretty good at coaching them and staying out of their way so they can get the job done."

Three of his early choices—George Cobbe, Lee Ting and Dick Warmington—are now in key roles in Geographic Operations. Alan's also proud that

he's had only three secretaries in 25 years; his executive assistant since 1980 is Barbara Beebe.

As part of his team-building skills, Alan believes that hard work should be mixed with fun. He also gets high marks for a managing style that is direct, with a refreshing absence of politics. Said one associate, "You always know where you stand with Alan."

Dick Warmington, formerly general manager in Korea and now manager

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*"He has a knack for blending in. He's very human."*

of Marketing and International Services in Geographic Operations, believes Alan delegates responsibility further than most HP managers to the local country general manager, who is held accountable for results. "He also provides excellent, responsive support when required," Dick says. "The

result is strong local autonomy and excellent teamwork across the geographies."

Lee Ting also appreciates Alan's willingness to delegate. "He doesn't watch over your shoulder," Lee says. He characterizes Alan as extremely organized in terms of prioritizing and making good use of his time. "And he always keeps the big picture in perspective; some of the things we're looking at have a long-term return."

Manuel Diaz is also a former Intercon general manager in Mexico and Latin America who has maintained close ties with Alan. (Manuel is now general manager for Computer Systems Organization Worldwide Sales and Marketing.) Manuel, who has often traveled with Alan, both on business and on vacation with their wives, finds him very comfortable with people and their cultures.

"He has the knack for blending in," Manuel says. "He's very human. He has an ability to understand people on their own terms." He adds with a laugh that Alan also knows exactly where to get the best bargain, even in the most remote village.

Polly Juneau, who was on Alan's Intercon staff for five years as personnel manager, points out that he takes the time to understand the beliefs, values and practices that make each culture unique—whether it's the importance of building strong personal relationships in Latin America or showing proper respect for age, seniority and position in Asia. "He has a wonderful curiosity and unlimited sense of adventure in learning about other countries and cultures," Polly says.

For the California kid with a flair for woodworking and fixing cars, the world opened up in a remarkable fashion. **M**



## MEASURE's founder and past editors review highlights of 30 years.



1963: the first MEASURE

### How it all began

By Dave Kirby

We had a relatively easy time naming *MEASURE* when it began in 1963. After a brainstorming session with several HP friends, I had about 50 names, including the obvious and dull (HP Monthly, HP in Perspective, etc.). I whittled the list to 10, then took the names to a meeting of Dave Packard, Bill Hewlett and Noel Eldred, vice president of marketing. They all zeroed in on *MEASURE*, so that's what it became.

The first issue itself was black and white, 12 pages and with some color on the cover. Lots of color, in fact... sort of a Godawful pinkish salmon that only an art director could love.

The day after *MEASURE* appeared, Dave Packard stopped by my desk.

"I think you're off to a good start with the magazine," he said. I felt good.

"Interesting articles and good pictures," he added. I felt even better.

But then he didn't move on. Instead, he cleared his throat and I knew what was coming.

"I just hope you can do something about that damn color!"

Quickly I pointed out that the color was going to change with each issue... and it did. Placated, Dave moved on.

Come to think of it, that first issue is a collector's item. The color has never been repeated in 30 years.

*(Dave Kirby, HP's first public-relations director, launched MEASURE in 1963 and served as editorial director. He retired from HP in 1989.)*

### "Is the tape recorder on?"

By Gordon Brown

In 1973 I called Fred Terman, then vice president and provost emeritus of Stanford University and director emeritus of HP, and asked if I could interview him for a special issue of *MEASURE*.

At the time I called, I was aware that Professor Terman was not in good health and might wish or need to pass up this opportunity. Wrong. He called back, set the time and place to meet on campus, and suggested I bring a tape recorder. Yes. Yes. Yes.

I arrived with a fairly lengthy set of questions. After my first question,

Terman asked if the recorder was on. "Yes." He thereupon launched what became a three-hour monologue.

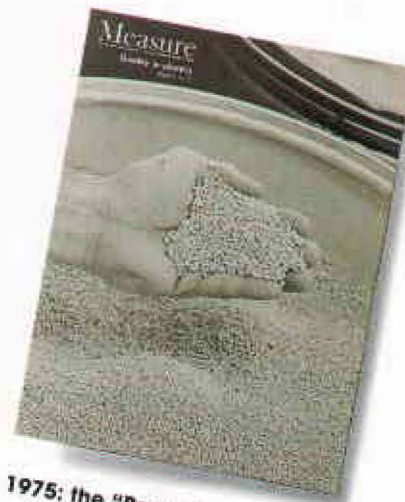
The interview, now preserved in the HP archives, still amazes me—orderly, lucid, detailed descriptions of a life that began at the turn of the century, with names, dates, places, events and their significance all spelled out.

I wondered what would have happened if Terman had not had to spend a year (mid-20s) in bed recovering from tuberculosis. Because it was there that he recognized the natural union between radio systems (learned as a teenage ham radio operator) and the electrical-engineering principles he had studied at Stanford and MIT. Had that not happened, he probably would have become a teacher of electrical power systems at an East Coast university.

Luckily, he received an offer from Stanford, and in the spring of 1926 he began to teach radio engineering—what became known as "electronics." His 1932 book *Radio Engineering* became the most widely read and influential text on electronics.

Perhaps it all would have happened anyway, with different players, places and events. But HP people can be especially thankful that Frederick E. Terman was on hand in the mid-30s to welcome Dave Packard and Bill Hewlett to his classroom.

*(HP retiree Gordon Brown was MEASURE editor from 1968 to 1981.)*



1975: the "Brown" era

### Tackling issues

By Brad Whitworth

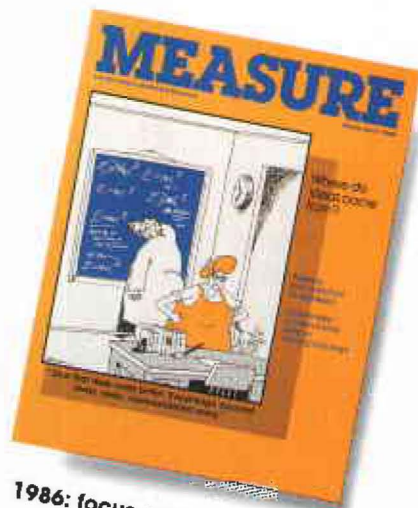
It didn't surprise me when *MEASURE* was named one of the seven best employee magazines in the new book, *The 100 Best Companies to Work for*



in America. During my 11-year association with the magazine staff, I have come to appreciate the fact that just as HP is a special place to work, *MEASURE* is a very special magazine.

As editor, I saw thousands of publications from hundreds of other companies cross my desk. Most aren't worth the paper they're printed on because they never deal with the gut-level issues facing their organizations. For some reason, their editors (or their editors' bosses) feel they should print only positive news. They avoid controversy at all costs.

In contrast, *MEASURE* has tackled some important topics including: the dilemma of child care (1988), HP's controversial presence in South Africa (1985), the scarcity of women in managerial roles (1985), the feelings of a



1986: focus on creativity

And when *MEASURE* doesn't get it quite right, you write. You question the writers' conclusions, you applaud co-workers' efforts, you suggest ways we can improve the company. You don't see this healthy discussion in many other companies' publications. Keep this discussion alive and *MEASURE* will continue to be one of the best employee magazines in the world.

*(Brad Whitworth, MEASURE editor from 1982 to 1986, is public-affairs manager for HP's International Public Affairs department.—Editor)*

## The soul of HP

By Jean Burke Hoppe

I came to *MEASURE* following a five-year stint with a railroad magazine. I never met that company's president though I dealt monthly with his assistant, who we called the Mad Chihuahua. Stories were killed routinely, always at press time. First Amendment dreams flew out the window as I learned the dark realities of Truth By Committee.

In terms of pure corporate culture shock, one *MEASURE* experience I will always cherish was interviewing Bill Hewlett about creativity and how great ideas are born. I was nervous, being quite new to the company and hardly high-tech-literate—you don't want to screw up in front of a living legend.

I found him in his funky, 1950s-style office dressed in a flannel shirt and gray work pants. His discomfort was far greater than mine. Though he had lived and worked creatively all his days—whether at the workbench, behind a camera lens shooting wildflowers, or defining a widely emulated people-management theory called the HP way—it wasn't easy to articulate. After the story was published, he sent me a personal note, which I will keep forever. I learned more about the soul

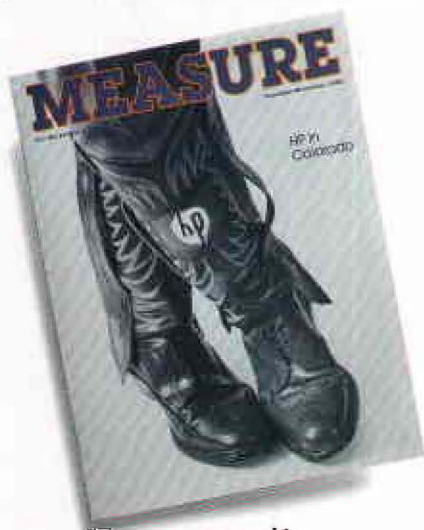


1989: HP celebrates its 50th

of HP in that one experience than I did in any training session.

That interview was my touchstone and I was rarely disappointed, whether in Asia Pacific or McMinnville, Oregon. The people I met were genuine, friendly, smart and accomplished. And I felt free to tell their stories in *MEASURE* honestly. I think HP people are lucky to have a magazine that tries to explain a complex world while still finding room for a little bit of soul. **M**

*(Jean Burke Hoppe, MEASURE editor from 1986 to 1987, is a Lincoln, Nebraska-based free-lance writer.)*



1982: Brad steps in

black sales rep calling on white customers (1990), the reasons people leave HP to start other companies (1984) and the current problems of filling customer orders without a hitch (1993).

The magazine tries to "tell it like it is," focusing on both the things the company is doing right and the areas that need improvement.



# Environmental leaders

It used to be you were an environmentally responsible company if you just cut back your plants' manufacturing wastes and emissions, and prevented chemical spills.

It's gotten a lot more complicated lately. Increasingly, HP and other companies are being asked to do and publicly reveal more about potential harm to the environment from manufacturing processes, excessive packaging, the materials in their products and their energy consumption.

The push for more accountability and responsibility to the environment is strongest in Europe, but it's growing worldwide. In Europe, for example, companies are required to take back and recycle packaging.

In response to these broader environmental concerns and expectations, HP has begun a program called "product stewardship." Its goal is to prevent or minimize harm to health, safety and the ecology caused at any point in the life of an HP product. The Computer Products Organization is the first HP business to begin implementing product stewardship.

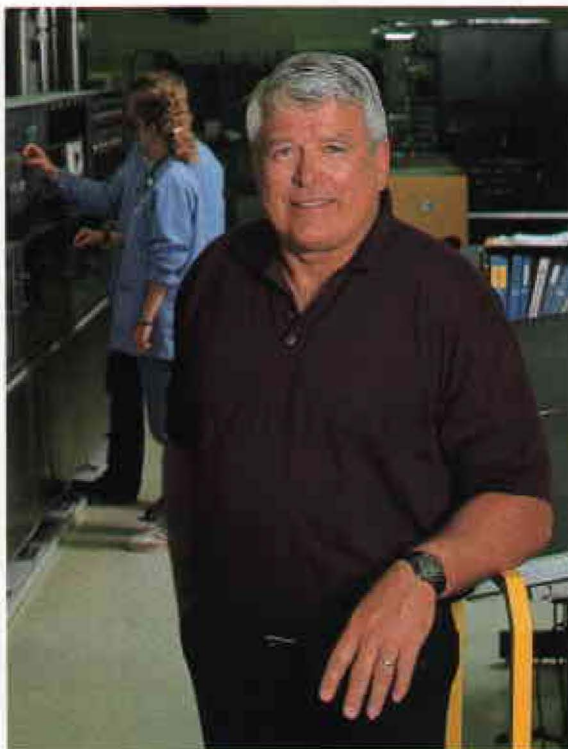
This closer scrutiny by government, communities and customers means HP people need to incorporate environmental considerations into how they design, manufacture, pack and ship products. They also need to keep pushing to preserve natural resources and reduce emissions and waste from their offices and plants.

The HP people featured here are just a few of the company's environmental leaders whose care, drive and creativity help make the company more environmentally responsible. **M**

—Joan Tharp

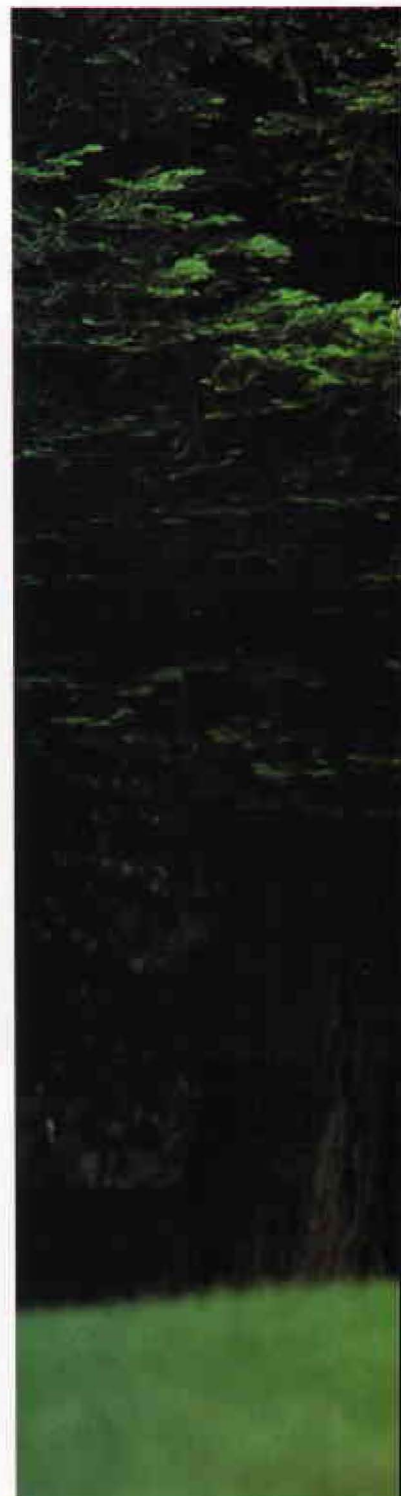
*(Joan Tharp is a community-relations specialist in HP's Corporate Communications department.)*

DENNIS AHERN

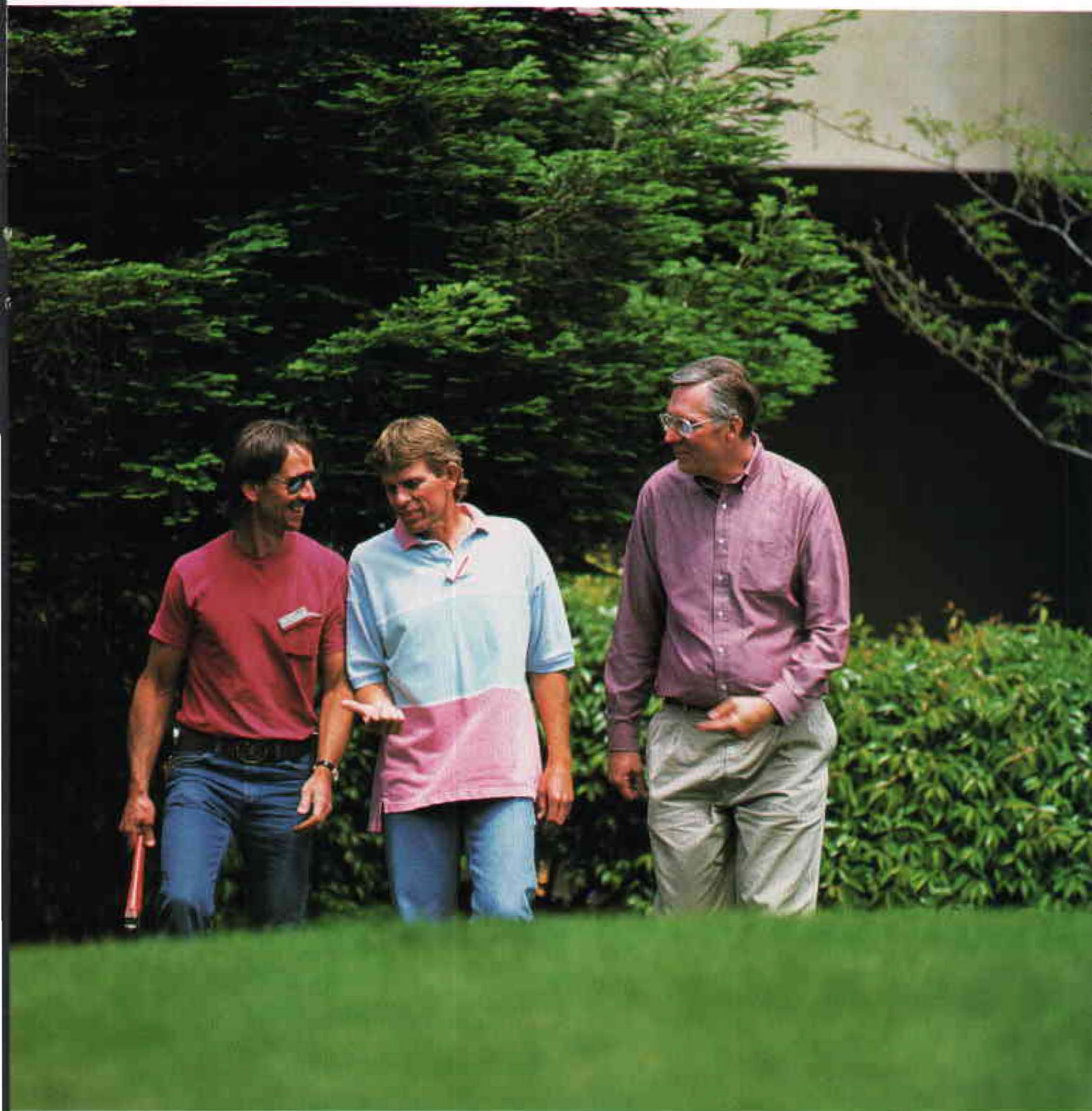


above

**Bob Bell, Boise, Idaho, site engineering manager, sounded an early alarm in the company to stop using ozone-depleting chemicals, such as chlorofluorocarbons (CFCs). His continued push led HP to establish a program to get rid of CFCs and TCA (another ozone-depleting chemical) in manufacturing worldwide. HP eliminated CFC use in May and will stop using TCA by the end of the year.**







**above and right**

The Santa Rosa, California, site irrigates all 10 acres of its landscaping with reclaimed manufacturing water. In 1992, that amounted to more than 43 million gallons of water, which saved the site more than \$231,000 in sewer-discharge costs. John Walz,

wastewater technician, Tom Garrett, environmental-services supervisor, and Bob Brown, Sonoma County environmental manager, check the landscaping (above) and the irrigation of the site's baseball field.





# Environmental leaders

## below

The Singapore facilities department could have exported for treatment the hazardous waste produced from etching wafers. But employees felt a responsibility to do it themselves, rather than ship it somewhere else, so HP built a hazardous-waste treatment system. Standing next to it are (from left) King Choy Yik, environmental, health and safety section manager, Victor Kok, facilities technical specialist, and Wee-Peoh Goh, environmental engineer.

## right

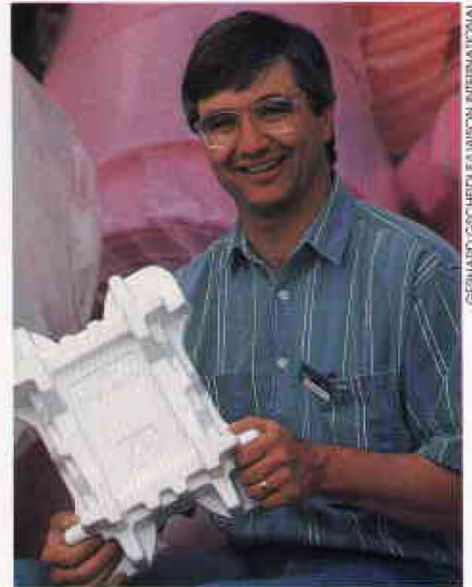
Wei Song, R&D engineer at the Little Falls (Delaware) Operation, cut by 75 percent the amount of paper printed during testing of the HP 7673 automatic sampler and tray by having the product print side-by-side and on the back of the paper. He won the site's environmental innovation award for his efforts.



STEVEN FAUK/LIAISON INTERNATIONAL



KURT KOEHLER/LIAISON INTERNATIONAL



GERHARD GOSCHER/LIAISON INTERNATIONAL

## above

Greeley (Colorado) Storage Division's Steve Henning, a packaging engineer, led the division's effort to use recycled material in its polystyrene-foam packaging. In recycling jargon, this is known as "closing the loop"—reusing the material you send out for recycling.





**above**

In Germany, retail customers can remove packaging and place it in recycling bins when they leave the store. Packaging engineers (from left) Kevin Howard, Helmut Finckh, Paul Russell and Steve Henning help HP cut the amount of packaging it uses and switch to more environmentally responsible packaging materials.

**left**

As HP gears up for Europe's pending product take-back laws, it draws on the expertise of the company's established hardware recycling operations in Grenoble, France, and Roseville, California. Denise Furet, program manager, and Gilles Buriel, recycling specialist at Hardware Recycling Europe, take in 120 tons of obsolete HP products each month. Many parts are reused for repairing equipment and the remaining materials are recycled.

FABRICE EYVARD







TIM CHALISA

An HP employee on a humanitarian mission relives the emotional experience of coming home—to Vietnam.

After an emotion-packed trip to Vietnam, Binh Rybacki was anxious to return to her family, including sons Preston (left) and Spencer, in Loveland, Colorado.

# What Binh saw

*By John Monahan*

In her three weeks in Vietnam, Binh saw 40 babies die. At the Pediatric Unit 1 Hospital in Saigon, mothers sat in the burn unit fanning away flies from the blistered and bleeding skin of their children. Beach towels were used as hammocks; reading lights provided heat for newborns. There was no medicine, no technology, no proper facilities, and Binh could not help but think of the clean room at HP, the men and women in their sanitary white garb guarding the lives of silvery wafers.

Binh Rybacki works for HP's Integrated Circuits Business Division in Fort Collins, Colorado. In 1975, she and her parents and sister fled Saigon as political refugees, eventually making their way to Colorado. Last April she returned to Vietnam under the auspices of Friendship Bridge, an organization that provides humanitarian service and medical supplies. HP contributed boxes of supplies and software to train physicians. It was the first time she had seen her homeland in 18 years.

What Binh saw of the mothers and children made her want to be stone.

A woman in the respiratory unit was working a device by hand that

pumped air into the lungs of her child. She had been working the device for 42 straight hours and when she finally gave out and fell asleep, the baby died. When the woman awoke, she knew the baby was dead, but she started pumping, pumping, as if by some miraculous transmutation the stench-filled air of the hospital could become the breath of life.

In 1987, when Binh's second-born son, Garret, was five months old, he was diagnosed as suffering from a metabolic heart disorder. For 85 days, 24 hours a day, Binh stayed with him at Children's Hospital in Denver,



nodding off to sleep but waking with a start, scolding or beseeching the doctors and nurses, pumping and pumping in her own desperate fashion, on her knees, reading her holy book, pacing or immobile; but her son Garret died and was buried in a little grave.

Sitting with the mothers in Pediatric Unit 1, Binh wondered how long Garret would have survived in Vietnam—48 hours she guessed—and by the third night of her sitting she wondered how much longer she herself could survive in Vietnam. The telephone tempted her. If she called home to Loveland, Colorado, to hear the voices of her husband, Jack, and sons, Preston and Spencer, she would be on the first airplane out. All I have to do is make it through the third night, she told herself.

For some Vietnamese, expatriates like Binh were traitors, just as some expatriates considered Binh traitorous for aiding a country reunited under their Communist enemies. Binh dismissed it all as politics. She believed the words of a Vietnamese holy man whose book she read: "If the earth were your body, you could feel where there is suffering. How then could you withdraw to your room?"

The night wore on. Binh sat sleepless and stone-faced, holding a mother's hand. The woman was about the same age as the soldier from Idaho Binh had known in the hospital when the GIs had been in Vietnam. You can never do enough, she told herself, but I cannot withdraw and feel peace. Then she knew that if it weren't for her husband and two sons, she would stay here for good, as a traitor to her homeland's suffering, and the third night passed into the third week.

Behind the church, behind a cover of brown bushes, behind a garden of



**A Vietnamese woman in a Saigon hospital hand-pumps air into her baby's lungs. After 42 consecutive hours of pumping, the mother fell asleep and the child died.**

yellow flowers, she found a silent convent. The nuns were suspicious until one of them recognized Binh as having been her student in high school. They showed Binh the secret holes in the wall. If ever the Vietnamese police came, the 120 kids would wriggle through the holes to hide in the rice fields and pigsties behind the orphan-

*"You only forget what you want to forget."*

age, because for the government, orphans do not exist.

Parents left kids in cardboard boxes in front of the church or the nuns plucked them from the streets. When the nuns found one young girl, Hong An, her heart had stopped. She survived, the nuns believed, only through God's mercy—Hong An means "mercy"—because the politicians would not allow a doctor to treat someone who does not exist. Binh insisted on donating money.

"You must do it our way," said the nuns, "because if we have American dollars, the authorities will be suspicious."

The next day, a boy selling French bread stood in front of Binh's hotel. Binh took him up to her room and

gave him \$100, which she had converted into Vietnamese dong, and the boy cut the bread lengthwise and slipped the money between the halves to take back to the nuns, the bread of life now containing the root of all evil.

The night Binh arrived at the hospital in Hanoi, fog entombed the city. The fog slipped through the broken windows of the hospital, leading the rain that leaked onto the head of an old man lying toothless in the bed he shared with two other patients. Binh told herself that this was the hospital you died in just by being here, and she told that to Dr. Trinh as well. He ran the place simply by pointing a finger. Binh did not fear him as the other doctors had to fear him; she had seen too much by now.

"You speak Vietnamese well," Dr. Trinh said, "considering you are from overseas."

"You only forget what you want to forget," Binh said.

When Binh was 17, she read books to a wounded American soldier in a hospital in Saigon. He was from Idaho and he told her about the Snake River on its meanders, and the mountains where snow made all things look like a part of one thing, and Binh loved the boy as she loved her countrymen. One day when she came to read to him, he was dead. Dr. Trinh, too, had been a



soldier, since 1954, on the side of politicians who now denied the existence of the orphanages.

"Why did you leave Vietnam?" Dr. Trinh asked her.

"Because you killed both of my grandfathers, eight of my friends, and burned my school."

"Who made you come back then?" he said.

"Given the choice, I would never have left," she said.

"You must be rich."

"No," Binh said. "I am very average."

One evening the doctors asked Binh to accompany them to a coffeehouse. She had spent the day with an elementary school teacher with rheumatic heart disease. The teacher

**"You can't bend a 50-year-old oak tree, but you can bend the seedling."**

was 26. Her illness had begun as a simple streptococcal infection, but there were no antibiotics and the infection spread. I can tell you are from overseas, the teacher said, because you are fat. Overseas Binh was not fat, but she was compared to her countrymen.

Binh wore a khaki blouse and blue skirt to the coffeehouse. The door was open because the night was hot. Women were out with bamboo brooms sweeping the cobblestone street in the fog; determination despite primitive means was how they won a war. The floors of the coffee shop were red and white tile, very



**Binh (foreground) and members of Friendship Bridge brought medical supplies to one Saigon hospital.**

clean, and there was the sweet smell of *cafe sua*, which is coffee served with cream on the bottom of the cup. The young doctors wore blue jeans. To their amazement, Dr. Trinh had accompanied them.

"Why did you come back to Vietnam?" the young doctors asked Binh. "I want my sons to reconcile their American-Vietnamese heritage." She addressed herself to Dr. Trinh, who was looking at her with dignity. "It's like a tree," she said. "You can't bend a 50-year-old oak tree, but you can bend the seedling. I want the young generation to be able to work with one another so Vietnam is no longer a third-world country."

"But the babies and people here are not your relatives," the young doctors said.

"But your patients are not your relatives either," Binh said, "yet you treat them with kindness for \$11 a month when you could be making more money roasting coffee."

"If we don't, then who will?" Dr. Trinh said.

The next day Dr. Trinh asked her to visit him for tea at his apartment. The doctors were amazed because he had never invited any of them. The apartment was large: 700 square feet. Books were stacked neatly under the bed. Herbs grew in even rows on planters at the window. She studied

his battle decorations arranged on the wall and it was apparent that he had moved up the ranks to become a military doctor by virtue of his heroism. "Maybe my eyes need to be open to overseas Vietnamese," he said. His dark-rimmed glasses and the paleness of his skin gave the impression of a man long indoors, as if he were a prisoner of war.

"Maybe you shouldn't label the people who left," Binh said. She knew he would not be insulted.

"Will you come back—to Hanoi?" he asked.

"Yes, with boxes of supplies," Binh said. "But I cannot bring enough."

"How can there ever be enough?" Dr. Trinh said.

After Binh had returned to Loveland, she received a telephone call at 1 o'clock in the morning. The caller was a Vietnamese man living in Denver. He called Binh a "pig" for going to Vietnam. He called her a traitor. Binh didn't give a damn about any of that. She checked to see that

**"...your patients are not your relatives...yet you treat them...for \$11 a month..."**

her loved ones slumbered peacefully, and then sat sleepless, seeing herself with many women, pushing brooms over cobblestone streets. **M**

*(John Monahan was public-relations manager for HP's Fort Collins, Colorado, site before leaving HP in July.—Editor)*



# HP's contribution to health care

By Ben Holmes

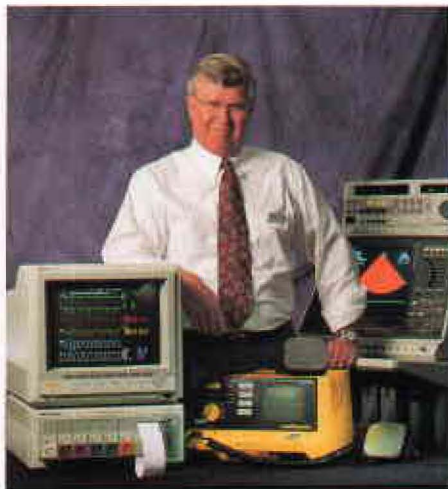
As vice president and general manager of the Medical Products Group (MPG), I find myself faced with an issue that's never been more charged or more emotional—escalating health-care costs. Nothing affects us more directly, both personally and as a company.

I'm often asked to respond to questions about the role played by medical technology in the health-care cost equation. What's surprising to many is that the total sales price of all medical technologies—from the syringe, suture and scalpel to the pacemaker and laser—constitutes only 5 percent of total health-care costs.

A much more significant factor in rising costs is how—and how often—technology is used. Malpractice laws that encourage doctors to perform excessive tests, patients who insist on receiving excessive treatments that are not clinically warranted and uncertainty about which treatments work best all add to the costs of health care. Only by addressing each of these concerns can we hope to bring rising costs under control.

The best hope for curbing inappropriate use of medical technology is to apply clinical guidelines agreed upon by medical experts. Outcomes research—evaluating which treatments work best for specific ailments—would be used to develop the guidelines. These guidelines will help doctors decide whether and when to use a particular test.

As a leader in the health-care-technology industry, MPG also has a role to play in restructuring the system. Our long-term mission is to



**Ben Holmes: The Medical Products Group has a role in restructuring the U.S. health-care technology industry.**

offer technology that enables health-care providers to improve clinical outcomes, lower the cost of providing health care and increase productivity. By applying traditional HP strengths in measurement and information systems, we will achieve this goal.

We are in the business of delivering quality products and services that help clinicians make better diagnostic and treatment decisions. If new products don't stand up to our mission of improving outcomes and lowering costs, however, we won't introduce them to the market.

All of HP's technologies play a role in helping us achieve our mission. HP's Computer Systems Organization workstations, for example, provide the foundation for our clinical information systems and health-care information systems; HP LaserJet printers and HP Vectra 486 PC platforms from the Computer Products Organization are incorporated into many of our diagnostic cardiology products.

We offer customers technology that is compatible with existing equipment and will be compatible with future technology. This means customers won't have to replace products to take advantage of new technology. We lead the health-care industry in making this type of investment in "forward and backward" compatibility.

Finally, we're working on our own and through partners to provide the means for hospitals to link information. This will facilitate outcomes research and give health-care providers the means to review appropriate costs. In addition, the technology will encourage standardization.

The benefits of technology for health care include the potential to reduce waste, increase productivity and lower costs. Most importantly, technology's capacity for improving patient care cannot be understated. As both a manufacturer and an employer, we try to promote that point of view. As a company, we can be proud of our contribution to health care. **M**

## Tell us what's on your mind

Do you have a suggestion about how to improve HP, an anecdote about the HP way or an HP-related comment? Send your "On my mind" article—up to 500 words—to Jay Coleman on HP Desk or to Jay at the *MEASURE* address on the back cover.



# A catalyst for change

By Mary Nell Naughton

While women in politics are winning elections, others are gaining ground in technical arenas. This year, the HP Technical Women's Conference honored the contributions of HP women—creating a special award, "Catalyst for Organizational Change" for one of them.

Barbara Triol, the winner of this special award, has spent most of her 12 years at HP in the Test and Measurement Organization. As T&M experienced changes, Barb stepped in to lead projects designed to make them more profitable.

Many of these were process-improvement challenges involving people from different disciplines—R&D, marketing and manufacturing. Barb's success rate and the resulting savings are stunning.

Streamlining the former Signal Analysis Division's (SAD) printed-circuit assembly process will save more than \$300,000 annually. The redesign of a midrange signal analyzer reduced manufacturing costs by \$1,000 per unit. For Barb, the key to success is the involvement of people, especially by valuing their role in the process. "It's a major portion of what this is all about," Barb says.

What's Barb's secret for facilitating these product and process changes—at a time when change is perceived by some as a bad word? One winning element is her positive attitude. "One of the things that makes her exceptional



DON JACKSON

**Barb Triol's contributions to the Test and Measurement Organization were so strong that the Technical Women's Conference created a new award to honor her.**

is her ability to get people who don't work for her to rally around a project and support it," says Ian Ross, manufacturing manager at the Microwave Instruments Division. "She shares her personal excitement, and people pick up on it. Everyone who has ever worked with her has enjoyed it."

"People need to know why a particular change is important and what the benefits will be," Barb explains.

For SAD's "FEVER" project, a "just-in-time" system that provided a reduction of inventory, appreciable cycle-time reductions and simplified accounting procedures, Barb worked with virtually everyone in the factory, infusing enthusiasm for the changes.

Barb's next project involves the information systems for all of the HP entities in California's Sonoma County. Fifty teams are working to bring IT, finance and order processing into a single system—with a single set of procedures. Savings are expected to exceed \$1.7 million.

The other 1993 Technical Women's Conference award winners were: Technical Achievement—Michele Shepard, Inkjet Components Division; Leadership—Deborah Hamilton, HP Labs. Winners for best technical papers were: Connie Nathan, Analytical Products Group; Martha Grewe Wilson, Imaging Systems Business Unit; honorable mention to Felicity Vanburen, Santa Rosa Systems Division. The Management Legacy award was given to Barbara Waugh, HP Labs, and Byron Anderson, Communications Test Business Unit.

Said CEO Lew Platt, "We congratulate all the winners of the Technical Women's Conference awards for their outstanding contributions to HP technology, leadership and management." **M**

*(Mary Nell Naughton is a San Jose, California-based free-lance writer. —Editor)*



## The joy of change

The article on change in the May-June issue prompted me to write about some positive experiences I have had changing within HP.

While most people do not like the thought of moving across town, let alone across the country, I have been fortunate enough to have traveled all over the world, thanks to HP. My family and I have lived and worked in the U.K., Germany, Singapore and, most recently, McMinnville, Oregon.

In our house there are no two people born in the same country: my wife is English, my daughters were born in Germany and Singapore and I was born in the United States. We have learned to speak German, enjoy curried fish head and have made friends everywhere. Until recently, we have been lucky: all of our moves have been voluntary. Through orientation programs, welcoming committees and support, HP has done a tremendous amount to soften the blow of changing, not only jobs, but cultures and lifestyles.

Now, for the first time, my job is being relocated involuntarily, but my experience tells me that HP will do everything it can to take care of my family and me. I have learned that out of change comes opportunity.

MIKE NORTHCOTT  
McMinnville, Oregon

## Be flexible

After reading "Facing change" in the May-June issue of *MEASURE*, I'd like to share my positive experience with facing change. I'm one of the IT folks who was directly impacted by the recent T&M IT consolidation.

I began my HP career at New Jersey Division. The thought of

moving almost 1,800 miles across the country to Colorado seemed overwhelming at first. But after several sleepless nights and playing out many "what-if" scenarios in my mind, I accepted the challenge and headed west.

It has been the best decision I have ever made, both from a professional standpoint and a personal one! I've been here since February and I must say I have not regretted making the move. While my new job is certainly exciting and challenging, it still wasn't easy leaving good friends behind. Forming new relationships and establishing roots in a new community takes time and is not always easy.

For me, the key to making this change work was to go in to it with an open mind and to be FLEXIBLE! And the fantastic Colorado skyline certainly makes the morning commute a little more palatable.

CHARLENE KOROBY  
Loveland, Colorado

## Clothes encounters

I am bothered by the cartoon on page 30 of the May-June 1993 issue of *MEASURE*. It depicts a man with a beard, long hair, T-shirt and hat being "dressed down" by a man in a suit.

The obvious issue is the stereotyping of San Franciscans as Bohemian types. A San Francisco magazine could get away with this, but a magazine "for employees and associates of Hewlett-Packard Company," a worldwide enterprise, might be better off avoiding the stereotyping of anybody, anywhere.

The not-so-obvious issue is the possible message about employee attire. Your magazine is focused largely on promoting the positive aspects of company and employee behavior. To

me, this cartoon seems to be sending a message to employees that wearing a suit is positive behavior and not wearing one is negative behavior. Dress codes, implied or specific, seem inappropriate and unnecessary for a company that hires only the best employees, encourages their individuality and measures them by their performance.

Please tell me that I am reading more into the presence of this cartoon in your magazine than I really should.

PAUL RAFTER  
Cupertino, California

*(Paul, you're reading more into the presence of this cartoon in MEASURE than you really should.—Editor)*

## Clothes encounters: 2

Thanks for the cartoon you put in the Extra*MEASURE* section of the May-June issue. Those stern corporate buffoons not quite giving the heave-ho to the creative rebel who has outlived his usefulness was a great reminder of what it must be like to work for other companies.

It is so good to be somewhere where the quality of my work is not judged by how I dress or the length of my hair that I forget sometimes that things could be any other way.

WILL WARNER  
Santa Clara, California

## Dose of reality

As I sit at home on a Friday night, I can't help but think of the lost opportunities for Mrs. Pilius and her children ("I never saw him alive again," May-June 1993). All because of a senseless act carried out by a couple of teenagers. Please let me know





**MEASURE** misidentified Pilius twins Vitas and Jonas (foreground from left) in the May-June issue.

where I can send a donation for the Pilius children's college education fund.

You know, it only takes a small dose of reality for all of us to appreciate the little things in life. My heart, my condolences and my love go to Mrs. Pilius and her family. And, it makes me proud to see that the spirit of HP lives in those like Rosemary Roos, the Baltimore sales office and, particularly, those who can reach out without ever knowing Mr. Pilius.

MIKE ROOK  
San Diego, California

*(Donations for the family can be sent to the Pilius Trust, c/o Lithuanian Hall, 851 Hollins Street, Baltimore, MD 21201.—Editor)*

## Right on target

If you will remember, I wrote you a letter several years ago that was highly critical of an article you published about the great job HP management did in excessing people, but generally failed to cover the disruption in the lives of HP employees.

Based on that letter, I was quoted recently in the *The 100 Best Companies to Work for in America* in the context that HP allowed employees to be critical of the company without fear of retribution. It was too bad that they missed the real point of my let-

ter. I was not being critical of HP, but was hoping that a less-biased article would have been published in *MEASURE*.

After reading "Facing change" in the May-June issue, I want to congratulate you on covering the human aspects of excessing and moving people. The emphasis in this article is where it should be for a magazine aimed at the people of HP. Your previous article should have been in some obscure management letter.

Again, thanks for a very balanced and realistic article.

ERIC HILL  
Roseville, California

## Critical praise

I was on the verge of writing you another critical letter. You know the type: "Everything is too technical... Articles are not interesting...plus, the grammar is lousy."

## Please send mail

Do you have comments about something you've read in *MEASURE*? Send us your thoughts. If we publish your letter, you'll receive a free *MEASURE* T-shirt (one size fits most).

Fax comments to (415) 857-7299. Address HP Desk letters to Jay Coleman; by company mail to Jay Coleman, Building 20/BR, Palo Alto. Via regular postal service the address is *MEASURE*, P.O. Box 10301, Palo Alto, CA 94304-1181 USA. Please limit your letter to about 150 words, sign your name and give your location. We reserve the right to edit letters.

But then I did something I had never done before. I made an effort to read through each and every article in the magazine. Then, while reading the Your Turn section, it hit me: We here at HP are a unique and diverse group of individuals, and as such, *MEASURE* has a staggering job in trying to please everyone. This, needless to say, is impossible! I was a good example of this.

Therefore, since the number of "thumbs-down" letters are surprisingly low despite the diverse population the magazine serves, I must commend *MEASURE* for an outstanding job. This critic at least gives you a four-star rating, and I am sure our partners all over the world would do the same.

PAUL PUTNAM  
Rohnert Park, California

## Cover to cover

I wanted to commend you on the excellent May-June issue. I read *MEASURE* from cover to cover and found every article interesting. The diversity of articles was especially appealing.

Keep up the great work.

RIC GOC  
Roseville, California

## Puzzling results

Thank you for a different and challenging crossword puzzle in the March-April issue. Let's see another one soon. By the way, who was the conceiver, creator or puzzler?

RENE COLEN  
Bridgewater, New Jersey

*(Thanks, Rene. It was a joint effort between the editor, MEASURE art director Annette Yatovitz and HP archivist Karen Lewis.—Editor)*



HP's president and CEO talks about the questions HP people ask him.

**D**uring my first nine months as HP's new president, I've had an opportunity to travel extensively visiting divisions and sales offices throughout the United States, Canada, Europe and Asia. While the people in these locations speak different languages, eat different foods and celebrate different holidays, the similarities among these HP employees are more remarkable than the differences.

Wherever I go, I find intelligent, hard-working people who are dedicated to the success of our company. They're interested in how we're doing today, they're concerned about the issues we're grappling with and they're eager to learn about the future prospects for HP.

Perhaps the best way to illustrate how similar we are—no matter where we live—is to share with you the most frequently asked questions.

■ People always ask "How are we doing?" and usually follow with a question about what I think the stock price will be in a month or two.

■ People everywhere are interested in how our various businesses are doing. I usually try to cover this in coffee talks, but there's a nearly insatiable appetite for details about the performance of each of our businesses. My emphasis on "balanced profitability" in this year's CEO Hoshin seems to have significantly increased interest in this subject.



During a swing through HP's facilities in Asia Pacific, CEO Lew Platt talks to employees in Penang, Malaysia.

■ People are interested in "order fulfillment"—the second CEO Hoshin. It's pretty clear that this is one of our major business issues regardless of business and geography.

■ I'm very pleased to find people talking about our renewed emphasis on the HP way and people management.

*...the similarities among HP employees are more remarkable than the differences.*

Everyone is talking about it and, more importantly, people around the world are interested in learning more about the HP way and they're exploring innovative ways to motivate, recognize and reward our people.

I was especially impressed by the intense interest in the HP way in places like China and Indonesia. The values that are expressed seem to work equally well in all geographies. ■ Finally, people everywhere are curious about the long-term prospects for our company. What will be the new big growth opportunities for HP? How are we going to participate in the telecommunications revolution? What role will HP play in helping build the information infrastructure that's now being talked about in virtually every country where HP does business?

I particularly enjoy the discussions around these questions because it gives me an opportunity to talk about the tremendous number of future opportunities I see for our company. Usually during these discussions I get yet another good idea for ways HP can contribute in the future. This leaves me even more excited about our future prospects.

HP people work in many different businesses and they live in many different countries. They make different contributions to the company. But they're bound to one another through a powerful set of shared values and an intense interest in making a contribution that will lead to great future success.



News from around the HP world

## Put another exec on the brumbie, mate

MELBOURNE, Australia—What do HP executives Bob Wayman, Bob Frankenberg, Bernard de Valence and Richard Walker have in common with “The Man from Snowy River”?

They all wear Australia’s “outback” clothing—the “Driazabone” overcoat and the “Akubra” hat seen in the popular Aussie movie—or at least they did when visiting Down Under in April.

Bruce Thompson, HP Australia finance and administration manager, presented the four with the all-weather apparel.

Bob Wayman, executive vice president for Finance



Bernard, Bob (Wayman), Bob (Frankenberg) and Richard model their new Australian fashions.

and Administration (F&A), and Bernard, then F&A director for Intercon (now F&A director for HP in Europe), were in Australia for the annual Asia Pacific review. Bob Frankenberg, head of the Personal Information Products Group, and Richard, manager of

the Asia Pacific Marketing Center for the group, were there to promote the group’s products to major HP dealers and customers in the region.

There’s no truth to the rumor that the four were last seen riding off into

the sunset on brumbies (wild horses).

(MEASURE thanks David Hattrick, communications manager for HP in Australia and New Zealand, for this article.)



By the time Kathy Elderton and her team completed the “Some Bunny Cares” drive they were up to their ears in rabbits.

## Buried in bunnies

Toy rabbits were multiplying at HP’s Worldwide Customer Support Operations and the Finance and Remarketing Division recently during the annual “Some Bunny Cares” collection drive.

The HP entities collected 145 stuffed bunny rabbits and 16 miscellaneous critters for local police officers to give as gifts to children brought in because of abuse, neglect or abandonment.

Police officers use the toys as a comforting and friendly way to interact with children while gathering information. The bunnies comfort the children and help them overcome their fears.

HP’s donation ensures that officers won’t run out of the furry critters during the year.

(MEASURE thanks Finance and Remarketing Division communicator Eileen Hsu for this story.)



## Geneva— and HP— win

Some 2,000 people got a closer look at HP's European headquarters—and HP products—during a special open house in Geneva in April.

HP was one of 14 companies that participated in the two-day event as part of the "Geneva Wins" promotion by the Geneva Chamber of Commerce and Industry.

Visitors to the HP facility saw a 7-minute HP video entitled "Focusing on the

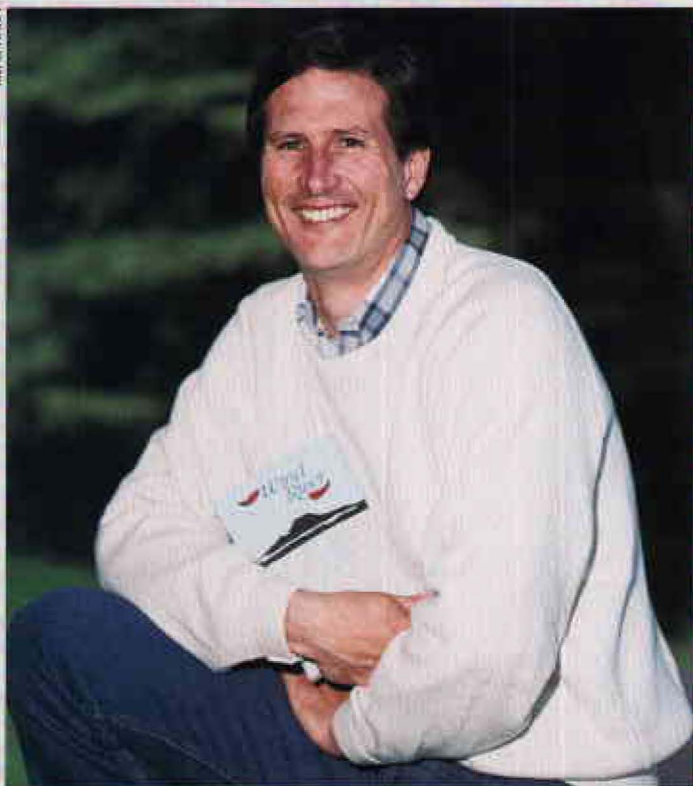
new Europe," learned about the Grenoble (France) Personal Computer Division's hardware-recycling program and saw demonstrations of HP printers, plotters, analyti-

cal equipment, medical gear and other hardware.

HP employee Jon Davis (orange shirt) and his wife, Tracey, get their first look at their future son, Sebastian, during the Geneva open house as Gerard Chassonnaud demonstrates the HP SONOS 1500 ultrasound system.



PHOTOGRAPH BY



Rand Newman, an HP attorney from Fort Collins, Colorado, started writing fiction in second grade.

## Rand has a novel idea

Jesse Echohawk, a Shoshone Indian and deputy sheriff, struggles to solve a series of murders near the Wind River reservation in Wyoming. His quest to solve these crimes embroils him in personal, political and ecological intrigues. Echohawk is a character created by HP attorney Rand Newman, and is the hero of Rand's first published novel, "Wind River" (Raven Press, 1992).

Rand began researching the story almost 10 years ago. He chose the Wyoming locale for the book after moving to Colorado from California in 1988 to be HP's regional counsel for marketing.

This engaging and entertaining tale deals with water and grazing rights on public lands and the crimes caused by the greed and corruption that accompany the struggle to control them.

The book is selling well (at Waldenbooks and B. Dalton stores in the West) and there's interest from Hollywood in a possible movie.

Rand is moving with his family to HP's Vancouver (Washington) Division this summer. His next book is a mystery set in San Francisco.

—Cornelia Bayley





## Kittyhawk soars again

HP's public-relations campaign that launched the Kittyhawk Personal Storage Module, a 1.3-inch disk drive, has won a Silver Anvil

Award—the highest honor given by the Public Relations Society of America.

The PR team of Randi Braunwalder from the Disk Memory Division, Irene Economou from HP's Mass Storage Group and the Hoffman Agency from San Jose, California, won what is believed to be HP's first Silver Anvil Award.

Judges were impressed by a clever, oversized invitation to a press event; multi-city events in the United States, Europe and Japan; and the impressive amount of press coverage the new product generated.

## Quoteworthy

“ This company is a monster company; so when they report these kinds of results, it's a stunner. ”

*Laura Conigliaro, Prudential Securities analyst, commenting on HP's second-quarter results in May 19, 1993, edition of The New York Times newspaper.*

“ If you do a little arithmetic, it's not a big leap of faith to say that this company (HP) could be larger than IBM by the end of this decade. It's on a roll. ”

*Robert Herwick, Hambrecht & Quist analyst, commenting on HP's second-quarter results in the May 19, 1993, USA TODAY newspaper.*

“ I do not believe that talking about the HP way and talking about the way we manage people is inconsistent with the notion that we have to be a lean, mean organization. I think we can do both at the same time. ”

*HP President and CEO Lew Platt, addressing a Strategic Personnel Management meeting in May 1993.*

## BOTTOM LINE

For the first time in Hewlett-Packard's history, quarterly net revenue has exceeded \$5 billion. That was headline news for the company's second quarter of its 1993 fiscal year, ended April 30.

HP reported a 28 percent increase in orders and 22 percent growth in net revenue for the quarter. Net earnings were up 9 percent from a strong year-ago quarter.

Here are results for FY93 Q2 (year-to-year comparisons for the same quarter in FY92 are shown in parentheses): Orders were a record \$5.4 billion (\$4.2 billion); net revenue was \$5.1 billion (\$4.2 billion); net earnings were \$347 million or \$1.38 per share on an average of 253 million shares of common stock outstanding (\$323 million or \$1.27 per share on about 254 million shares of stock outstanding).

## INTERCON NOW HISTORY

As of May, HP's three major geographies within Geographic Operations officially are Europe/ Middle East/Africa (which stays

the same, under Senior V.P. **Franco Mariotti**); Americas (**George Cobbe**, G.M.) and Asia Pacific (**Lee Ting**, G.M.).

With the change, the former Intercontinental Operations passes into HP's history books. Its Latin America Region becomes part of Americas, which comprises the entire Western hemisphere (including the former North American Field Operations). Asia Pacific, formerly a part of Intercon, emerges as the third geography.

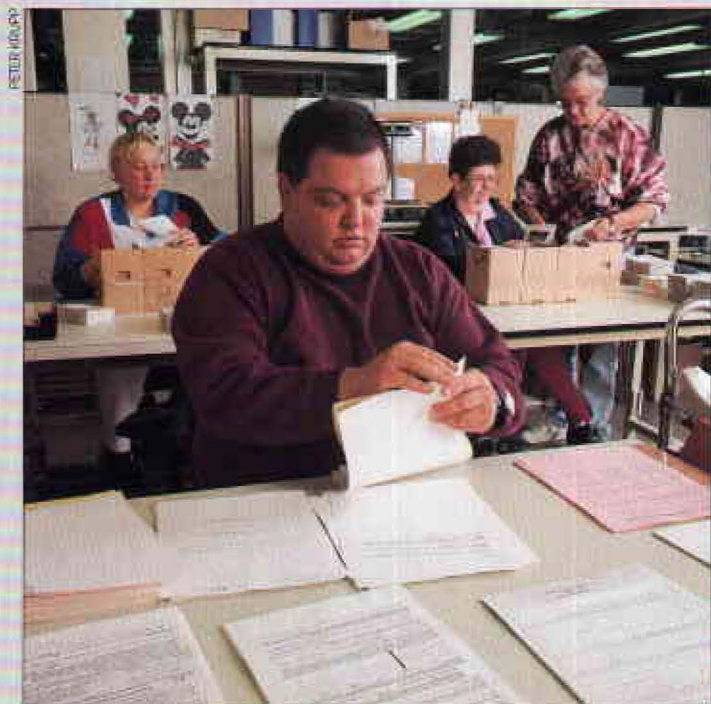
## CHART CHANGES

The Components Group and Circuit Technology Group will now report to V.P. **Doug Carnahan**, who has been named to the Management Staff and reports to CEO **Lew Platt**.

The Computer Products Organization has formed a new Hardcopy Products Group under V.P. **Rick Belluzzo**. It brings together the former Inkjet Products Group and Printing Systems Group.

The Integrated Systems Group has formed a new Distance Learning Operation under **Mary Eicher**.





Mickey Tidwell's (far right) team of (from left) Susan Smith, Tom Buccola and Theresa Armstrong has made quite an impact.

## 2.5 million and counting

CORVALLIS, Oregon—One of the hardest-working and most productive groups you'll find anywhere in HP is a three-person team here that makes up the Job Resource Center (JRC).

The three employees—Tom Buccola, Theresa Armstrong and Susan Smith—are developmentally disabled and each has worked for HP for more than 11 years. They contract their services to any division on the Corvallis site.

In less than three years, the team has assembled more than 2.5 million literature packets for insertion in calculator boxes, placed

320,000 stickers on HP Inkjet pen boxes, organized thousands of quality-survey mailings and stuffed more United Way and scholarship-drive envelopes than most people will in a lifetime.

"This has been an enriching experience for me and for them," says the group's supervisor, Mickey Tidwell. "They're contributing to the system, not just taking out."

(MEASURE thanks Marcy Eastham, Corvallis site public-relations administrator, for this story.)

## NEW HATS

Larry Tomlinson to treasurer, succeeding George Newman, who retired June 30.

In the Systems & Servers Group, Glenn Osaka now serves as G.M. for the Cooperative Computing Systems Division and the Commercial Systems Division.

In the Mass Storage Group, John Boose to G.M., Colorado Memory Systems and John Gannon to G.M., Computer Peripherals Bristol Division.

Keith Goodwin to G.M., Discrete Manufacturing and Federal Industry Sales within CSO/Americas.

Bernard de Valence to finance and administration director-Europe; Didier Hirsch to F&A director, Asia Pacific.

## GETTING TOGETHER

HP, BT and DuPont in May agreed in principle that HP will buy BT&D Technologies Ltd. of Ipswich, England, a leader in high-speed fiber-optic components. It is a joint venture of the latter two companies. It will become an operation of the Optical Communication Division.

HP and Metrix Network Systems, Inc. of Nashua, New Hampshire, have signed a definitive agreement for HP to acquire Metrix, a manufacturer of network management applications. It will be part of the Communications Test Business Unit.

## PRODUCT NEWS

The HP OmniBook 300 "superportable" PC is the smallest and lightest PC on the market with a full-size keyboard and full



HP OmniBook 300 PC

video graphics array screen. Developed by HP and Microsoft, it has the first ROM versions of the popular Microsoft Windows applications.

The HP DeskJet Portable from Asia Peripherals Division won a 1993 Gold Industrial Design Excellence Award from the Industrial Designer Society of America. Designer was Jim Girard.



## Picture perfect

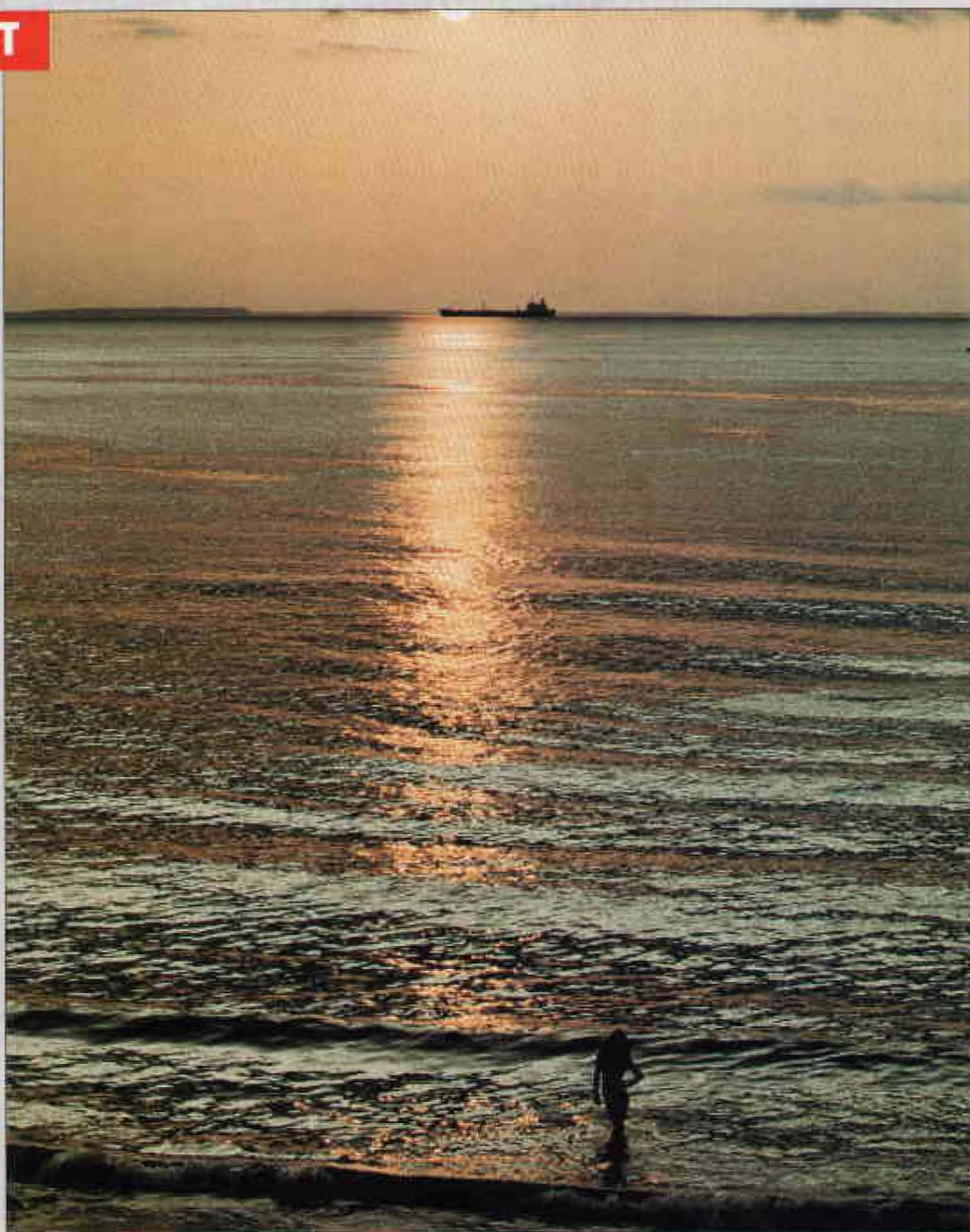
*By Antonio Marcio*

This is a photo of Brazil—more exactly, the Amazon region. I was born near this place and I come here whenever I can during my vacations.

In the photo, you can see my girlfriend's silhouette; she looks like a mermaid. I took the photo in July 1991 at about 6:40 p.m.

The river is called the Guajara. It's very large, but compared with other Amazon rivers, it is small. The water is warm and saltless.

Last year, Rio de Janeiro hosted a world conference on environmental protection called ECO '92. I think this photo shows how beautiful our planet is and how important it is to protect it. In this picture, life is in peace. There is no pollution, cars, noise or worry. The sun looks like it is giving thanks for that. As Louis Armstrong sang, we live in a wonderful world.

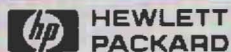


My complete name is Antonio Marcio Fonseca de Oliveira, and I am an accounting assistant for

Edisa Brazil, HP's subsidiary here.

Regards, and, as we say in Portuguese, "Um abraço."

MOVED LATELY? CHANGE OF ADDRESS SHOULD BE REPORTED TO YOUR PERSONNEL DEPARTMENT.



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