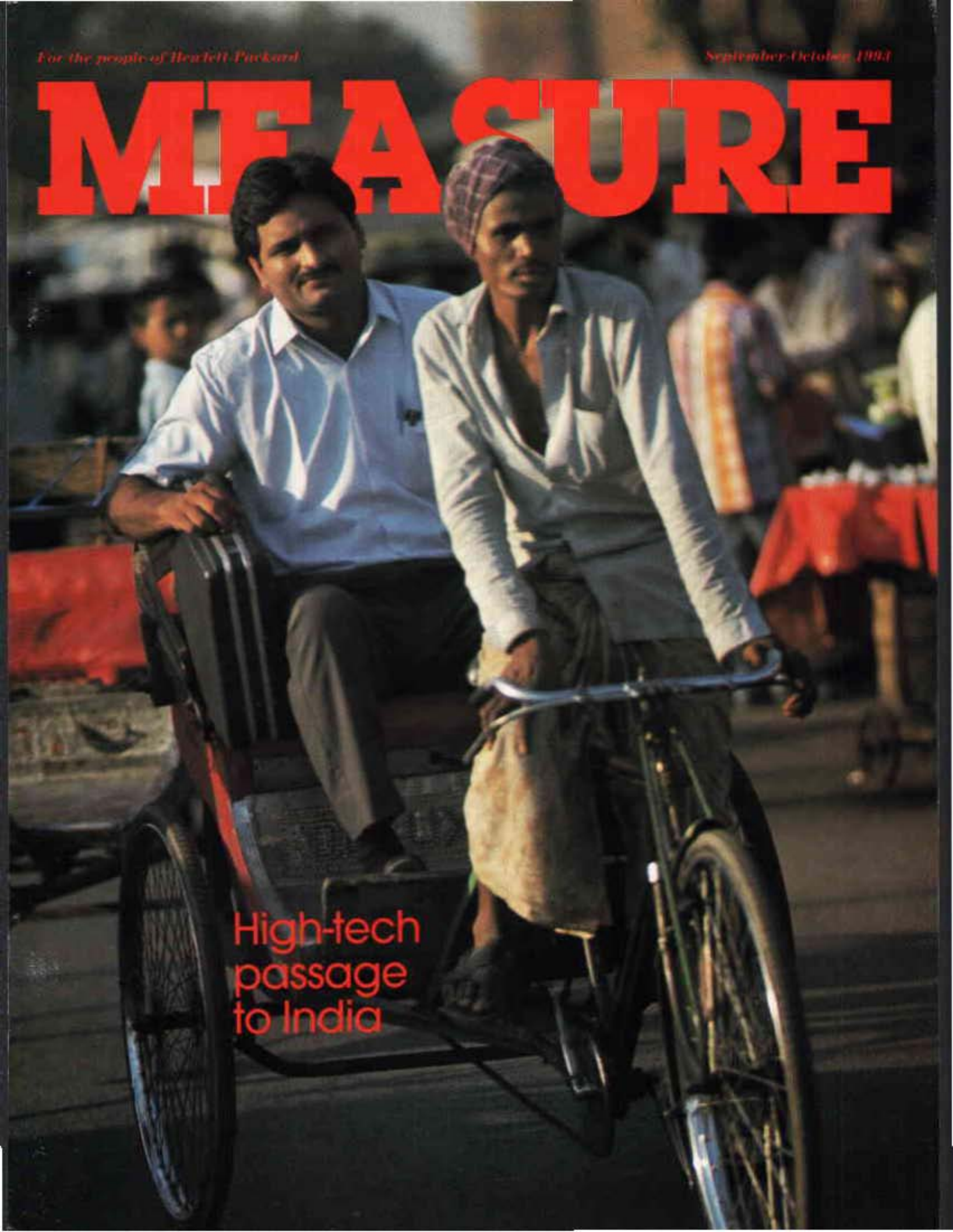
For the people of Hewlett-Packard

September-October 1993

MEASURE



High-tech passage to India

THE INSIDE STORIES

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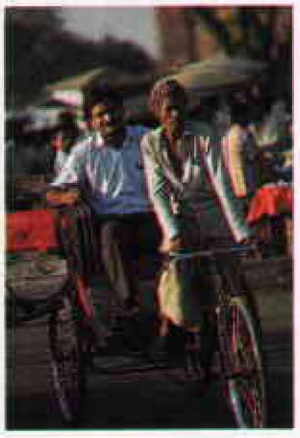

On the cover: In Old Delhi, India, Satish Kakkar, customer engineer for HP medical products, travels by rickshaw, which still is one of the most efficient means of navigating the narrow streets. Cover photo by Ken Kobre.

MEASURE

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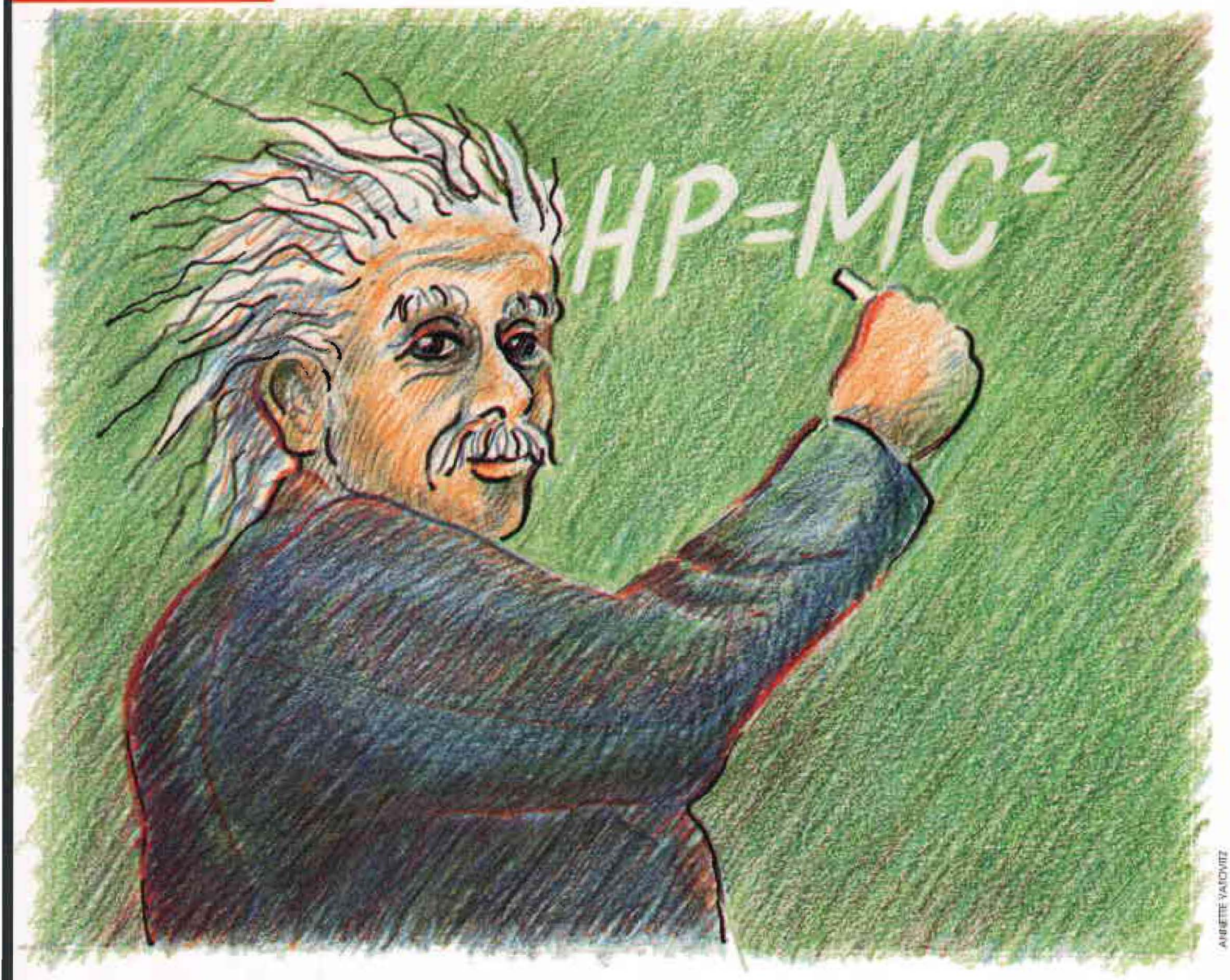


ANNETTE YAROVITZ

A formula for success

By Rhea Feldman

HP's unique expertise in measurement, computation and communications is exactly where the market is headed.

When Albert Einstein included the equation $E = MC^2$ as part of his famous Theory of Relativity, he was referring to the relationship of energy to mass. HP's Joel Birnbaum has a different meaning for the term MC^2—one he believes will energize HP and speed the company toward success in the rapidly approaching information age of the future.

"I use the term MC^2 to show in a simple way that there are enormous revolutions happening in the three dimensions of measurement, computing and communications," says Joel,

HP = MC²

senior vice president of R&D and director of HP Labs. "Take communications, for example. Through wire, cables and fiber optics, it is soon going to be possible to have a lifetime global phone number so information can reach you wherever you are.

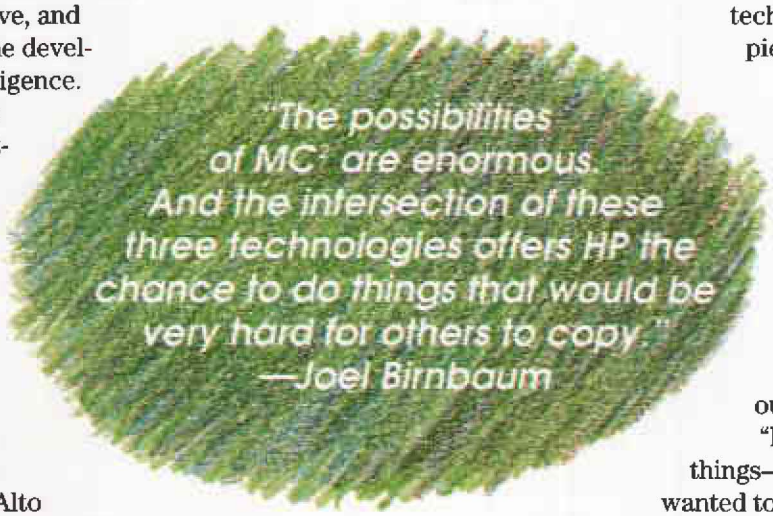
"In measurement, some radically new types of sensors are being developed—bio-sensors, micro-machine-sensors.

"Add to that what's happening with computing as it moves toward becoming more powerful, intuitive, and pervasive, as well as all the developments in artificial intelligence. The convergence of these technology trends is creating tremendous opportunities and new kinds of products."

What might MC²—the combination of measurement, computation and communications—make possible in the future? Imagine a smart building, a concept explored at Xerox's Palo Alto Research Center. Suppose the building knew where you were, could adjust the temperature in the rooms you enter, set security codes and have your phone calls follow you. "Of course, we'd need a way to turn it off, too," Joel quips.

Or how about a sensate sign, an idea from Bell Labs: You're standing at the corner waiting for the bus to come and the sign says, "The No. 17 bus is four blocks away; it's got four seats available on it in the no-smoking section."

"The possibilities of MC² are enormous," says Joel. "And the intersection of these three technologies offers HP the chance to do things that would be very hard for others to copy. Why? Because we are one of the few companies—perhaps the only company—with real expertise in all three aspects of MC²: measurement—we're well recognized as one of the world's leading instrument companies; computing—we're now the second largest computer company in the United States; and communications—we've developed a wealth of experience in the area of standard networking."



CEO Lew Platt agrees: "We have a unique opportunity to be a high-growth company," he recently told a group of HP European general managers, "because of our combination of expertise in measurement, computation and communications—MC². Customers are asking for that blending. The market is moving right toward HP's strengths."

John O'Rourke, HP's general manager of telecommunications operations, offers an example: "A major telephone company recently asked us to look at the general problem of how they can deliver video to their customers. To solve that problem requires computing technology, like mass storage and fast compute servers. You need measurement technology to track the quality of service throughout the network; and you've got to have some communications technology to bring all the pieces together."

Bringing together some ideas for new business opportunities based on MC² is the charter of HP's new MC² Council, which replaced the HP R&D Council in March. Headed by Joel, the group comprises some of the leading R&D people throughout HP.

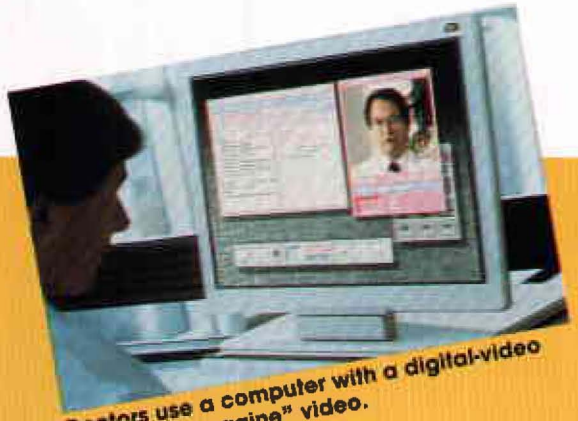
"It was one of those rare things—a task force people actually wanted to join," Lew says. "I've had a preliminary report and it was very exciting. But we have more ideas than we can afford to do, and the trick will be to choose."

Does the new council foresee that eventually all HP products will fit into the MC² model?

"Not at all," says Joel. "If anything, MC² is just a framework to take advantage of HP people's creativity, a way to help people think a little differently about where we are and where we might go as a company."

For example, when HP's former Stanford Park Division was looking

Continued on page 6



Doctors use a computer with a digital-video link in the "Imagine" video.

MC² could help produce a slate computer that could be linked to a remote database.

MC² could be good for your health

Imagine this scenario from the not-too-distant future: A little girl becomes terribly ill after eating poisonous mushrooms she picked while visiting her grandfather's farm. She's rushed to the nearby hospital. Her complete medical record is available instantly because her parents have it with them in digitized form on a device the size of a credit card.

Her prognosis doesn't look good. Liver failure seems imminent. But then a search of a worldwide database of related medical research offers hope; a new procedure is under development in another country and it could save the girl. The expert from abroad is contacted. He views the girl's file and current tests on his computer screen. He confirms that the procedure makes sense and transmits instructions. Once the procedure is complete, the girl rests easy. She is fine.

HP's Medical Products Group uses this scenario, and others, in its "Imagine" video to dramatize its vision of the future—a vision in which health care could improve dramatically, thanks to the integration of measurement, computation and communications technologies—MC².

And HP customers share that vision. For example, at St. Francis Hospital in a suburb of Indianapolis, Indiana, doctors are working with HP and other vendors to streamline how they manage information.

Says Dr. Thomas M. Mueller, "We believe we are rapidly moving toward a reality where critical patient data—physiologic measurements, dictated and keyboarded text, still images and eventually even moving images—will be easily moved and readily accessed electronically throughout the hospital and even in the physician's home from his or her PC."

St. Francis recently added three HP CathStation 9000s to their cardiac catheterization facilities. The HP workstations collect and display real-time measurements of the heart, and then store them.

Brian Russell, clinical manager of cardiology at St. Francis, is most excited about the system's information-handling capabilities and potential to develop these further. He says, "It's definitely a big advantage that HP is both a computer company and a medical-technology leader."

for a new high-growth area to pursue, it settled on the digital-video market. Now it's called the Video Communications Division (VID). "We felt we could contribute in ways maybe no one else could," says VID General Manager Jim Olson, "When customers in the digital-video industry described the solutions they wanted, we recognized meeting their needs would take a combination of HP strengths —measurement, computing and communications."

Combining HP's strengths to make MC² products won't just take technological ingenuity; it's a teamwork challenge, too.

"MC² is going to require much more sharing of information and resources across organizations," says Joel. "But if we can make the most of what we have by working together and take advantage of this unique time in the history of science, I believe HP not only will be a survivor, we will be one of the major companies in the information industry of the future." M

(Rhea Feldman is a speech writer in HP's Corporate Communications department.—Editor)

MICHAEL GAFFNEY

HP's expertise helped create a unified lab for Dr. Kenneth Leonards (right) of Ciba-Geigy, who chats with HP engineers Steve Maykowski and Anita Ciriello.

Unifying the analytical laboratory

"Our vision fits right into the idea of MC²," says HP's Analytical Products Group G.M. Dieter Hoehn. "And we're pretty far along in making that vision a reality."

To help chemists and others who work in analytical labs, HP's Analytical Products Group has been working to achieve a vision called the "unified laboratory"—an environment in which diverse analytical instruments and computers share information and operate as an integrated whole, thanks to HP's combination of measurement, computing and communications technologies—MC².

Today, with the help of HP, many customers have "unified" their labs.

Take, for example, Dr. Kenneth Leonards. As part of Ciba-Geigy Pharmaceutical's cardiovascular and atherosclerosis group, Dr. Leonards and his colleagues discover drugs that other researchers later develop.

"I had the idea of trying to integrate our laboratory for a number of years," says Dr. Leonards. "Each piece of equipment I had was a self-contained unit; each would take samples, analyze them and put out a simple plot (set of measurements), but that was as far as you could get.

"What I wanted was to take the instruments and computers in the lab and connect them all so that from one point in my office I could sit at my computer, draw all the information together and analyze it using an advanced statistical package."

HP helped Dr. Leonards achieve his vision, linking his lab's instruments and computers—some made by HP, some by other vendors—using HP ChemLAN networking products.

"Unified Lab enabled us to dramatically increase our throughput," says Dr. Leonards. "And," he adds, "it allowed me to analyze data in ways that I couldn't before."

KEN KOBRE

"Bunny's will always be in business. It was there when we came and it will be there long after we're all gone," says one HP employee about the popular gathering spot.

Saying goodbye to Avondale

By Joan Tharp

What's the impact on a community when the town's largest employer—HP—moves out?

It's a hot, humid summer day in Avondale, Pennsylvania, near the Delaware state border. Along Route 41, the commercially grown mushrooms sprout in windowless huts. Most of the lunch crowd is gone from Bunny's roadside grill, and across the street, parking's no problem at the former HP facility.

It's been a year since the Analytical Products Group's Avondale Operation (now Little Falls Site Operation) moved from its three-decade-old home in rural Chester County in southeastern Pennsylvania to a new and bigger building in the Little Falls Centre of Wilmington, Delaware, seven miles away.

Any employee who has relocated knows the disruption and readjustment that comes with a move. Communities go through that, too, when a major employer and benefactor like HP moves out or in. The old community worries about filling the void; the new one watches to see if the newcomer will live up to expectations.

The initial news of HP's move shocked the Avondale community and employees. HP had been there since 1965 when it acquired F&M Scientific, and it seemed as much a community fixture as the mushroom farms. HP was the largest employer in the area and a major supporter of nonprofit agencies and the volunteer Avondale Fire Company.

Fortunately, the economic hit was slight. That's because Pennsylvania employees didn't have to move because the division did (although some now commute farther). In addition, HP still owns and pays real-estate taxes on the operation's former building.

The biggest impact of HP's departure was the shadow of uncertainty cast over the community's future. As Little Falls Site Operations Manager Roger Nalepa says, "Avondale lost the security of a stable, good neighbor like HP. Now they don't know who will move in, and what values they will bring."

Without HP, it'll be harder to entice new business to the area, says Tom Gallagher, director of the Chester

Avondale

County Office of Economic Development. "There's a lot of prestige about having HP in your town. It says something to other companies about doing business here," he says.

Avondale public officials tried but couldn't compete with the Little Falls site's advantages: better roads and a more attractive setting, which make it a better real-estate investment.

"No matter how little a gift, it has a big impact here and it shows that HP cares."

The absence of mushroom farms didn't hurt, either. Mushrooms grow in compost, and on the right day in Avondale, there's a tang to the air that the locals shrug off ("To me, it's just home," says one.) but flares the nostrils of visitors.

HP decided to move the operation four years ago because its Avondale buildings were in weary shape and the 55-acre site was too small to expand on and still provide enough open space. HP considered more than half a dozen 100-plus-acre sites close enough that employees wouldn't be forced to switch residences. Employees live in four states: Pennsylvania, Delaware, New Jersey and Maryland.

It was a tough, complicated decision, and one that other HP entities will face in the future. The company continues to look for ways to operate more efficiently and to get more out of its real-estate investments.

In 1994, for example, the Waltham, Massachusetts, site will consolidate into the Andover site, which is approximately 30 miles northeast.

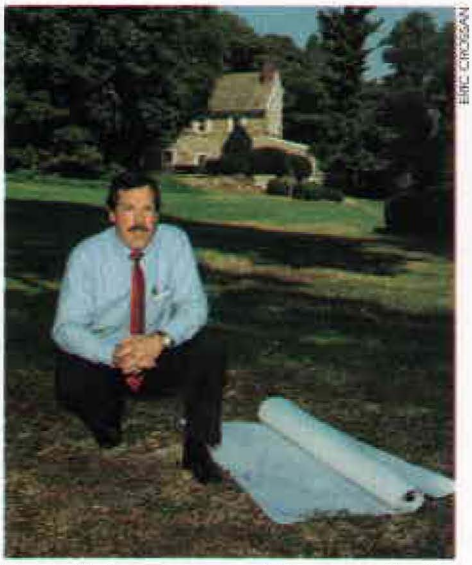
In the Avondale-Little Falls move, HP gave local Avondale-area nonprofit groups time to adjust to the change. For the past year, it's kept up its level of support to the same agencies.

Eventually, HP will move some support from Pennsylvania to Delaware, but because employees live in both states, the operation always will be a presence in Avondale, says Public Affairs manager Dan Herrman.

That's a big relief, say employee volunteers.

"We don't have the business to draw from that Delaware has. No matter how little a gift, it has a big impact here and it shows that HP cares," says telecommunications specialist Tom Watterson, a lifelong resident of nearby Oxford, Pennsylvania, and a volunteer and fund-raiser for a local YMCA.

As for the Avondale Fire Company, it quickly adjusted to the departure of the operation's half dozen volunteer firefighters by getting other fire companies to take over the HP shift.



ERIC CROSSAN

Roger Nalepa managed the operation's move, a three-year process from site evaluations through move-in day.

KEN KOSSE

AMT owners Mike Lord (left) and Chet Bartoli inspect a metal punch-press sheet with technician Ursula Rash.

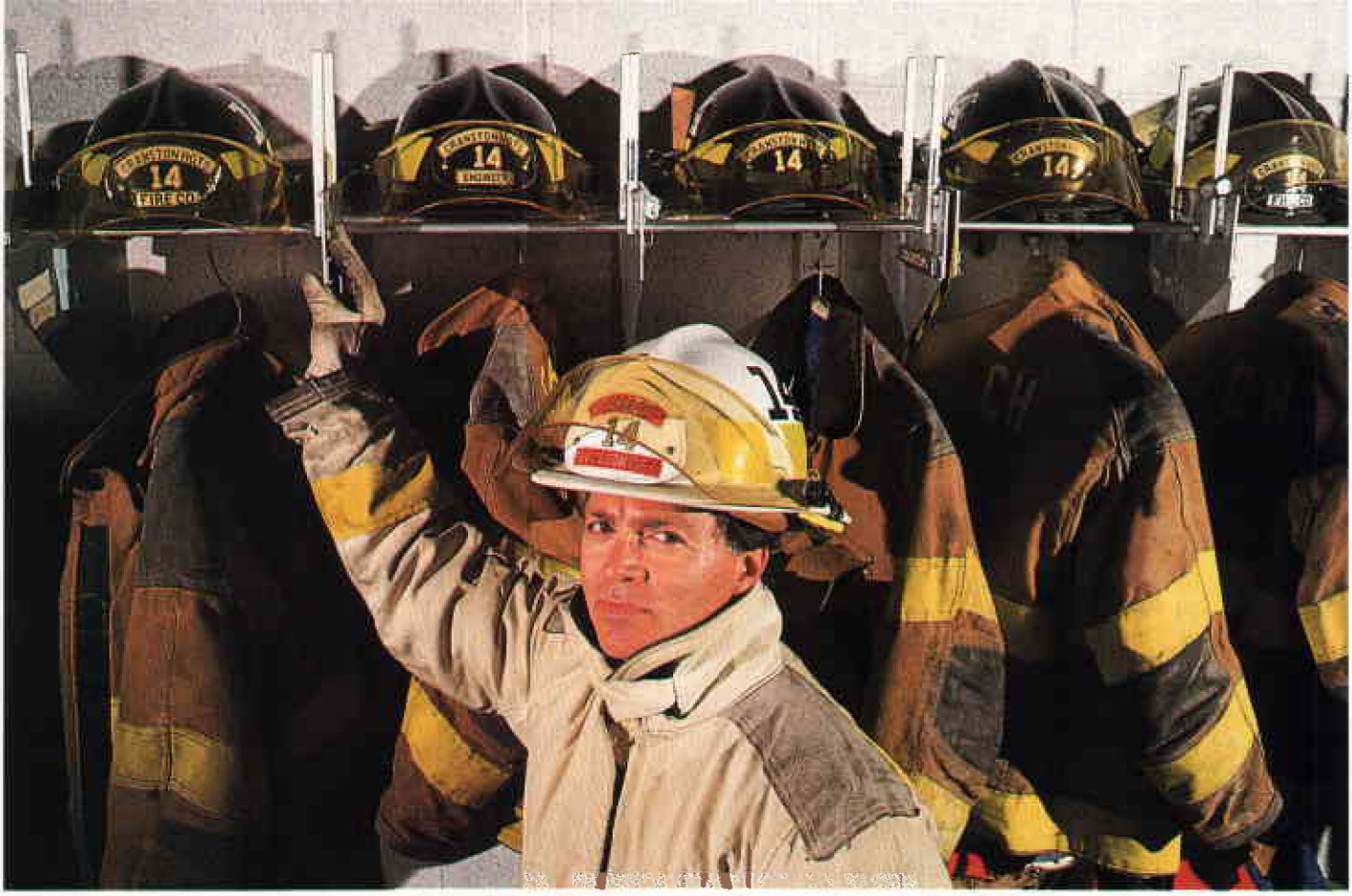
HP's firefighters now are affiliated with the nearby Cranston Heights, Delaware, all-volunteer company and were roundly welcomed there, say Charlie Owens, site environmental coordinator, and Gene Niland, site environmental, health and safety manager. Both have been volunteer firefighers for decades, and Charlie has been Avondale's fire chief for four years.

Although the HP sign is gone from Avondale, a chunk of HP remains inside the old facility.

Last year, fabrication manager Mike Lord and materials manager Chet Bartoli purchased the former metal-fabrication shop and formed American Manufacturing Technologies (AMT). Approximately 60 HP employees left the operation and joined AMT.

AMT has been in business since November 1, 1992, and is the primary supplier of precision metal parts to the Little Falls Site Operation.

How do you measure MEASURE?



KEN KOBRE

With only one professional fire company in the state, Delaware communities count on volunteer firefighters such as Charlie Owens.

The new company has a family atmosphere, full of ribbing and easy teamwork, that reflects the fact that many employees have worked together for years and are from the area.

HP's arrival in Wilmington was greeted mostly with hurrahs but some decided boos.

In the state capitol and most of Wilmington, there were cheers. Former governor and now U.S. Congressman Mike Castle says HP is exactly the kind of company that states want to attract, with its high-paying jobs and good reputation. Plus, it potentially could produce $5 million a year in new taxes.

But HP's plans to buy 50 acres of wooded, state-controlled land adjacent to its 59-acre site for future expansion angered some nearby residents, who filed suit to stop the sale. The transaction is on hold pending approval from a state court.

The congressman doesn't regret pushing for the sale, even though he took some heat and says it probably contributed to the defeat of a pro-sale state senator from his party.

"We knew the risk and we knew the benefit. We just gritted our teeth and said, 'Let's go for it,' " he comments.

Operations Manager Roger Nalepa, too, had a few teeth-gritting moments as "Mr. HP" at community meetings and legislative sessions where the land sale was debated, often long and loudly.

Initially uncomfortable with his very public role, he quickly learned the rules: be well-prepared, answer questions honestly and search for compromise but accept the fact that you'll never change some people's minds.

"Some people would tell us, 'Don't give an inch because they'll only want more.' But I think it worked better handling it the HP way: What can we modify? How can we address that situation?" he says.

Although the operation didn't back away from seeking the state land, it alleviated other community concerns. It built water-retention basins on site to reduce the risk of flooding and joined a national nature association for advice on protecting wildlife.

A year after the move, employees still take delight in their surroundings —even the Pennsylvanians who grumble about longer commutes and Delaware's higher personal income taxes.

In the coming year, the operation will explore its new community and opportunities to contribute. It also will work to get itself known. A manufacturer of world-leading gas chromatographs that test lab samples, and of other analytical equipment, Little Falls is an anomaly in a state dominated by the chemical, banking and agricultural industries.

In time, there will be fewer "Hewlett WHO?" responses. But they'll never go away. Heck, even after all those years in Avondale, now and then a job seeker would show up in the lobby looking for the mushroom-packing facility called "Hewlett Packing." **M**

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

YOUR TURN

Dual-ladder story missed a step?

Your May-June 1993 article "Another ladder to the top" portrayed the dual-ladder concept as new and original. It seems to me that when I hired on in 1976, the dual ladder already existed, but was later discontinued.

Unless my memory is playing tricks on me, this article could have been a bit more complete and honest if it had admitted that the dual ladder was once used, but discontinued. The article might have explained the reasoning for discontinuing the dual ladder a number of years ago, and what has changed leading HP to return to it.

It is funny that in the same issue, (HP President) Lew Platt is quoted stating that we (HP) need to be more truthful with our employees (Extra*MEASURE*, page 31), while "Another ladder..." came across to me as misleading.

On a different note, I really enjoyed the articles "Facing change" and "I never saw him alive again" (On My Mind). I hope you will reprint the On My Mind column in a few years, along with an update—especially as the children start reaching college.

RICHARD OGG
Santa Rosa, California

(According to Ed Truitt, who headed Corporate Compensation for 15 years prior to retiring in 1991, something like a dual ladder for technical contributors has long existed—but it was informal and spottily applied, with no formal recognition or advancement involved. It was never officially discontinued.

"There was a dotted line at the top of the technical pay range to reward an exceptional contributor with exceptional pay," Ed says. The dotted line rather than a solid line suggested that the top of the range was a guideline and not a maximum.

The new Technical Contributor Program parallels the R&D management track, starting with project manager and going up to R&D manager.—Editor)

Measuring *MEASURE*

I have just finished looking at the July-August issue, and I want to congratulate you on doing such a superb job. It's a terrific issue, from the picture on the back cover to the story on "What Binh saw."

I get to see a lot of publications put out by companies, and I don't believe any of them measure up to *MEASURE*.

MILTON MOSKOWITZ
Author, *The 100 Best Companies to Work for in America*
Mill Valley, California

It's Your Turn

Dear *MEASURE* readers:

In the May-June issue, we asked you to let us know what you think of *MEASURE*, and nearly 400 readers returned the reader response card. Highlights included:

- 72 percent of respondents said they read all or most of the issue.
- The most-read and highest-rated article was the On My Mind column titled "I never saw him alive again," which was written by the wife of a murdered HP employee.

Also highly rated were "Facing change," about the lives of 170 employees when a California assembly line relocated to Colorado, and President and CEO Lew Platt's letter on managing change.

Some readers love *MEASURE*, some think it's worthless and others are somewhere in between. Here are a few sample comments:

- "I like reading *MEASURE*. It keeps me in touch with HP worldwide."
- "Please do not waste HP's money on these publications."
- "*MEASURE* definitely comes across as 'motherhood and apple pie'—pure PR (public relations)."
- "The 'Facing change' article was good, objective; not Corporate-speak."
- "Thanks for a great magazine!"

You'll find another response card inside this issue. We depend on your feedback to help shape *MEASURE*. Please fill out and return the card.

While the response cards provide good, immediate feedback, the results aren't scientifically valid. So *MEASURE* is in the process of completing a major demographic survey of 900 randomly selected U.S. employees and 450 HP employees outside the United States. We'll print the results in the November-December *MEASURE*.

JAY COLEMAN
MEASURE editor

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.

Witnesses to HP history

By Betty Gerard

Recent retirement parties honored two long-time employees with a special perspective on the company's growth.

In Palo Alto, Cort Van Rensselaer retired as HP's longest-service employee after a 45-year career during which he contributed significantly to the manufacturing function and its increasing computerization.

Co-founders Dave Packard and Bill Hewlett came to Cort's party, and he thanked them "for making HP such an enjoyable and rewarding place to work." Also present was retiree Norm Schrock, who came from Colorado for the fun. As fellow Stanford students in 1942, Norm introduced Cort to Dave—HP had about 100 employees at the time.

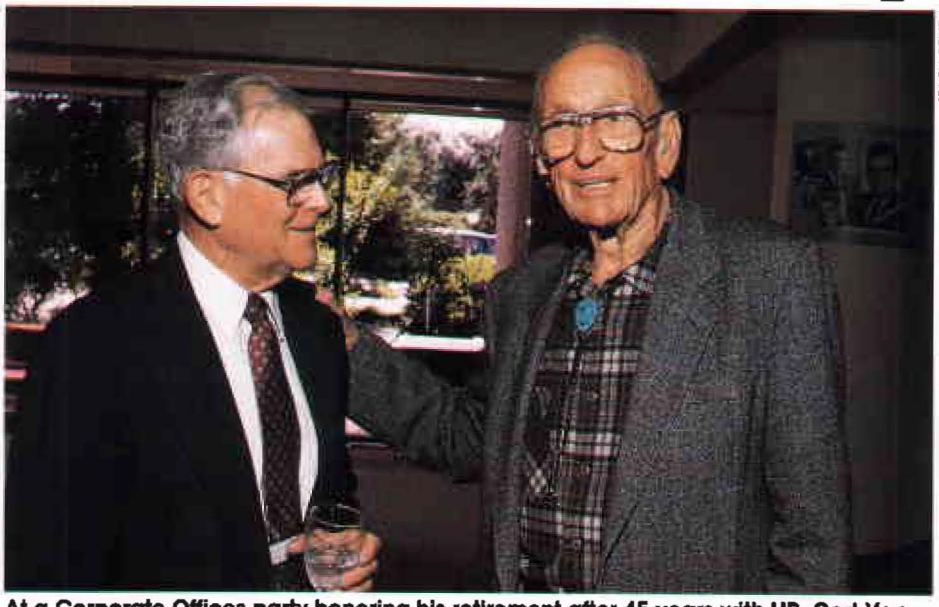
A temporary job with the company while in school was to turn into a lifetime assignment for Cort in 1948 after finishing his U.S. Navy duty.

Cort had a message for HP people who might think the HP way means that things will always remain the same.

"Where would we be today if we had lacked the courage and strength to make the needed changes?" he asked. "As one who has observed the HP way since years before it was called the HP way, I believe that the fundamental values are as strong today as ever.

"Good citizenship, uncompromising integrity, and trust and respect for the individual—this legacy of values Bill and Dave gave us has not changed. And because these values are strong, HP's future prospects are very bright."

In March, Bill Hewlett was in Geneva for the retirement party of Arnold Stauffer, HP's first-ever employee hired to work outside the United States. At the start of his 35-year career with HP, Arnold was slated in 1957 to equip a mobile demonstration vehicle to tour European distributors and establish HP's presence.



STACY GEIKEN

At a Corporate Offices party honoring his retirement after 45 years with HP, Cort Van Rensselaer reminisces with Dave Packard, who hired him when he was in college.

Instead, the signing of the Treaty of Rome that year prompted Bill to envision Europe as a great potential market for HP.

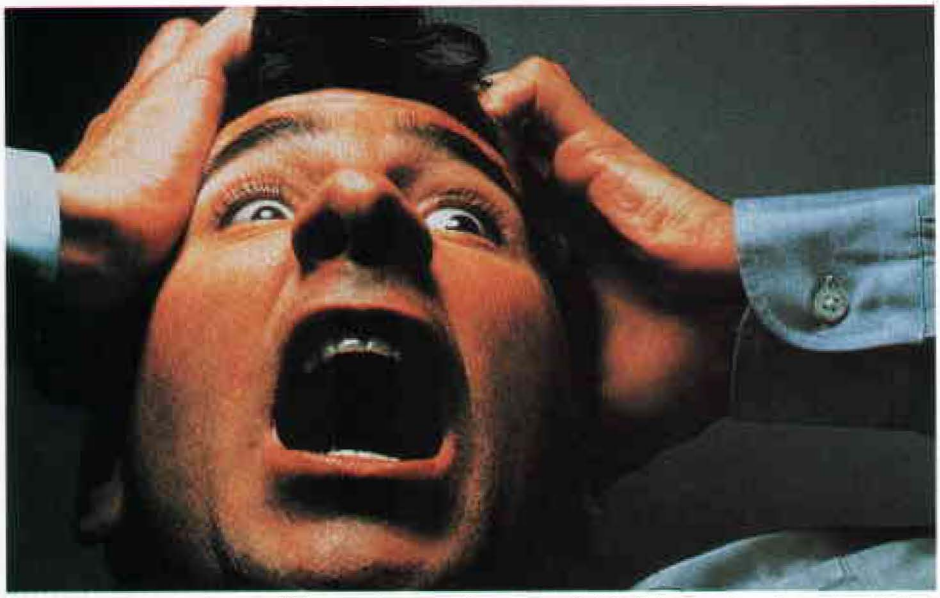
Arnold helped Bill Doolittle (retired V.P., International Operations) prepare the original European operations study used by an exploratory team headed by Bill Hewlett. The historic result: a decision to set up an HP manufacturing facility and direct sales and service in Germany, and a Swiss holding company, Hewlett-Packard S.A. (HPSA).

Bill Doolittle and Arnold opened the HPSA office on May 1, 1959, with two helpers. As part of his sales role, Arnold did tour Europe—and later, South America—with a succession of demo-buses, a demo-plane and even a demo-boat to show off products.

ALBERT MAGDELYNS

In Geneva, Arnold Stauffer recalls helping start up HP's first operations in Europe 35 years ago.

Going into Europe, HP management hoped for monthly sales of $150,000. They achieved that and more: in fiscal year 1992, HP's European sales topped $6 billion. **M**



"Listen closely and you will hear why people want reliable DAT backup from Hewlett-Packard," says a U.S. advertisement, which features a distraught man who has just lost a computer file.

The 93 percent solution

By Shirley Horn

A recent study showed that only 7 percent of PC users back up their data. One HP division is out to change that.

BRISTOL, England—The earthquake —7.1 on the Richter scale—that shook Northern California on October 17, 1989, was devastating. Within seconds, what had been a productive, efficient and profitable business was now a shambles of broken glass, overturned filing cabinets and smoldering terminals.

The computer and all its data was wiped out; there was no way to recreate the data base that contained the names of thousands of customers. The insurance company paid out just enough to clear the company's outstanding debts. The business was destroyed.

It's common practice—and wise advice—to have insurance. Most people insure their homes, valuables, lives...even the lives of their pets... against accidents or disasters. If information is power, then why don't more people treat data as a valuable commodity and "insure" it by backing it up?

All around the world, HP is moving its internal systems toward Common Operating Environments (COE). When the transition is complete, HP users will use common and compatible software, and will be able to communicate more effectively. Also, they will be able to store their important electronic data on remote systems rather than at their PC.

The move to COE will be more efficient for HP, as well as safer for HP users; the systems are backed up regularly and automatically against the risk of data loss.

A recent study by 3M Corporation showed that only 7 percent of PC users back up their data. Although 90 percent of catastrophic data loss is caused by factors outside peoples' control—such as natural disasters and software viruses—the most common cause of lost data is when the user hits the wrong button and accidentally deletes a file.

HP's Computer Peripherals Bristol Division (CPB) in England has developed a very successful business from selling insurance. CPB has a worldwide charter to develop and manufacture digital-audio-tape (DAT) products for PCs, workstations and PC networks, as well as manufactur-

ing 97 percent of HP's mass-storage products for the European market.

"Most people still think of back-up using floppy disks," says Steve Jerman, CPB's competitive-analysis manager. "But with today's sophisticated software and the higher capacity hard disks, backup using floppies is crude, time-consuming and expensive.

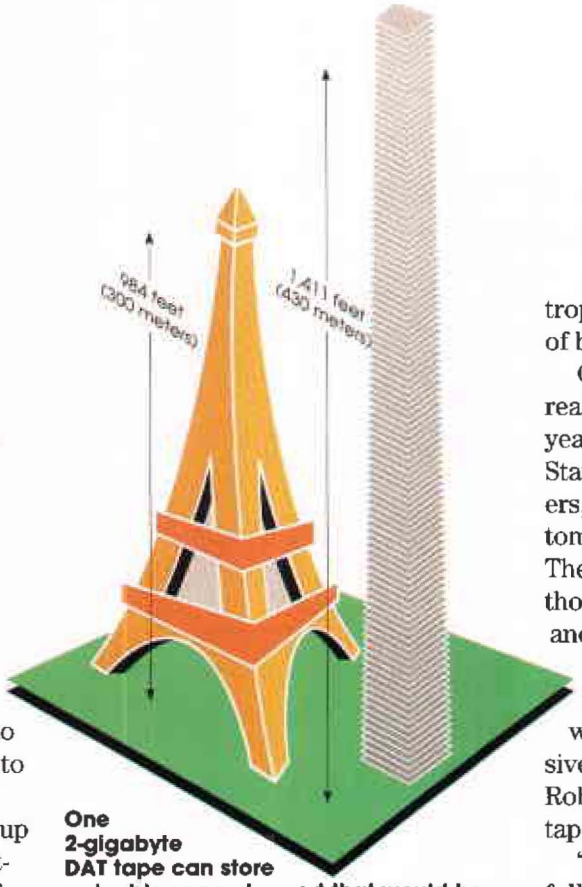
"Today's typical hard disk is 100 megabytes. That's 100 floppies. A small network easily could have 500 megabytes—500 floppies at $3 to $4 per floppy, plus 10 minutes each to copy. It adds up to a lot of time and hassle. One $18 DAT tape can back up an entire 2,000-MB (2 gigabytes) network in three hours, automatically."

HP introduced its first DAT drives in 1989 and sold them to original-equipment-manufacturing customers, notes CPB marketing manager Robert Hill. "HP's own high-end PCs and workstations were—and still are—a big customer for us," he says. "The DAT products are built into the systems, just like the hard disk or floppy disk drives." By 1992, CPB had claimed 44 percent of the worldwide DAT market.

At the same time, "the PC network market was exploding," Robert says.

"It's a nice, neat little insurance package..."

"Also, PC users were getting into more sophisticated software that requires more hard disk space, but the costs were dropping, too. People started buying PCs with 100 megabytes or more of hard disk and sharing lots of fancy software applications with others via PC networks."



One 2-gigabyte DAT tape can store a double-spaced report that would be higher than the Eiffel Tower.

In a departure from its traditional business, CPB decided to jump into that exploding market, and introduced the HP JetStore family of tape products. "Plug-and-play, all packaged up with everything you need to start backing up your data immediately," says Steve Jerman.

"It's a nice, neat little insurance package that could save you $1,500 per megabyte—the going rate for re-entering lost data," Steve says. "And that doesn't even take into account the cost of 'downtime' or how much money could be lost if you lost your accounts-receivable data, your client data base, or even your new product designs."

HP's own information-technology centers (ITCs) already are big customers for HP JetStore. According to John Crowther, Bracknell (England) ITC manager, "We use CPB's JetStore products extensively in the U.K. ITC. Right now, we have about 50 HP JetStores in regular use. I sleep a lot better at night knowing that a catastrophic data loss wouldn't put us out of business."

CPB's Robert Hill said, "We've really got an education job to do. Last year, we sent a 'hit team' to the United States for three months, visiting dealers, value-added resellers and big customers to tell them about HP JetStore. The reaction was very good, but those people understood the value and importance of backup."

It's a matter of creating a change in attitude to backup where people realize it's not expensive or time-consuming anymore, Robert says. 3M, which makes the tapes, is advertising a great deal, too.

"What CPB has to do is get to the folks who have networks but who haven't thought about the cost of losing that data," Robert says. "And we've got to educate the dealers' salespeople about how and why to sell backup, then why HP JetStore is the best solution.

"One HP JetStore... seems a small price to pay for the insurance."

"After all, you could easily spend $50,000 to buy a PC network with 10 PCs, printers, the network, software, installation and all the other bits and pieces. Businesses commonly report the cost of replacing lost PC data at $10,000 to $100,000 per incident. One HP JetStore costing a fraction of the system price seems a small price to pay for the insurance." **M**

(Shirley Horn is director of corporate communications for HP Ltd. in the United Kingdom.—Editor)

Passage to HP India

In 1970, braving cumbersome bureaucracies and restrictive government policies, HP booked high-tech passage to India by launching a joint venture with India's Blue Star Ltd. to distribute HP's analytical products and electronic components.

"It's much easier for American-based companies to do business here today," says Suresh Rajpal, country manager for HP India. "And the liberalization of many of the government regulations—coupled with the growing market for high-tech products—bodes well for HP's future in India."

HP strengthened its presence in 1989 when it opened a 190-employee New Delhi office as the sales and support headquarters for its flourishing Test and Measurement market.

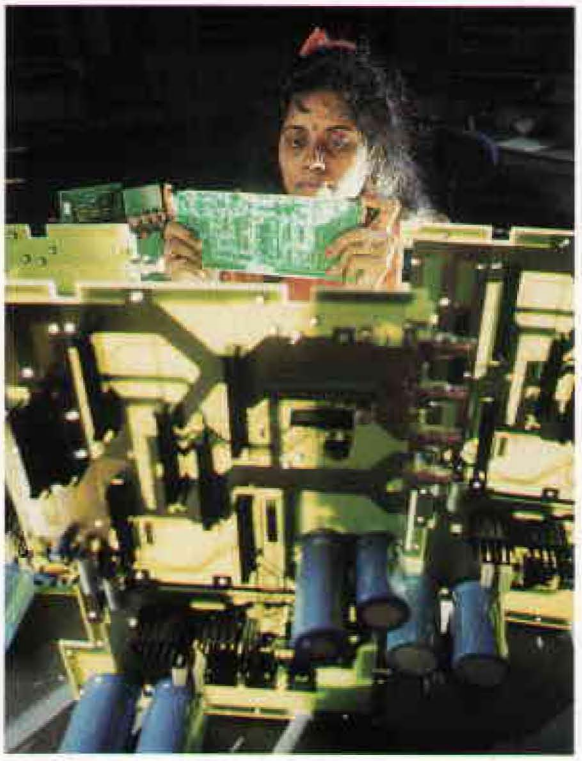
HP expanded its operations that same year by forming HPISO (India Software Operation), a wholly owned subsidiary in Bangalore. The southern city is also home to HP's India Manufacturing Operation (IMO) that produces high-quality oscilloscopes and microwave measurement instruments. A separate 1991 joint venture with Hindustan Computers (HCL-HP) created India's largest mini- and microcomputer company in the northern city of Noida, just outside of Delhi.

Although the technological onslaught is inevitable, India remains home to an ancient culture. This fact highlights the contrasts in a land where high-tech and low-tech coexist side-by-side. With players like HP India, there will be a melding of contrasts that will ultimately reshape and transform the nation. **M**

—Nancy Fong

(Nancy Fong, a graduate student in San Jose State University's Mass Communications program, was a 1993 MEASURE *summer intern.—Editor)*

KEN KOBRE PHOTOS



above

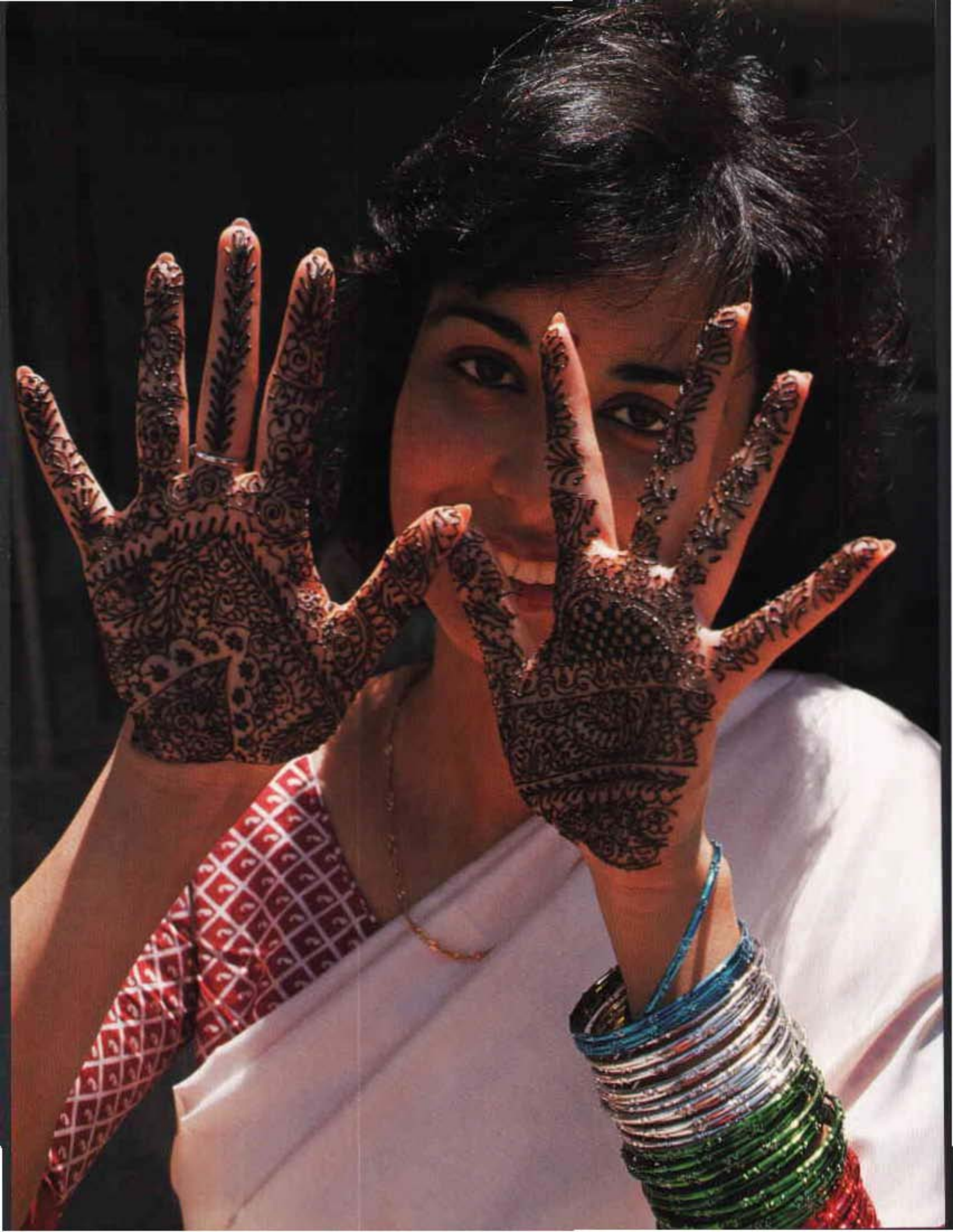
During this open-heart surgery at New Delhi's Escort Hospital, HP's Jitinder Magoon, a customer engineer for the Medical Products Group (behind intravenous drip), monitors the performance of the HP Sonos 1500 used by a cardiologist to gauge the patient's heart functions. Dr. Naresh Trehan (bottom right), is India's leading heart surgeon.

left

N. Usha conducts a printed-circuit-board assembly inspection at HP's facility in Bangalore. She is examining the motherboard for one of HP's oscilloscopes.

right

In New Delhi, Christine Parker, secretary to the general manager, has her hands painted with henna pressed through a patterned cone and removed after two hours. An intricate pattern remains up to three weeks. Traditionally a wedding custom, it's now also practiced as a fashion statement.



HP India

below

At the HCL-HP manufacturing facility in New Delhi, Jeevanti Rawat (left) and Sarita Rawat are operators in the final machine integration.

above

Hanumanth Inamdar, accounts coordinator for the India Manufacturing Operation in Bangalore, practices cricket after work. HP sponsors a team every year in the "Electronic City" Cricket Tournament. Electronic City is the name given to the industrial area that is home to so many of the electronics firms that are centered in Bangalore.

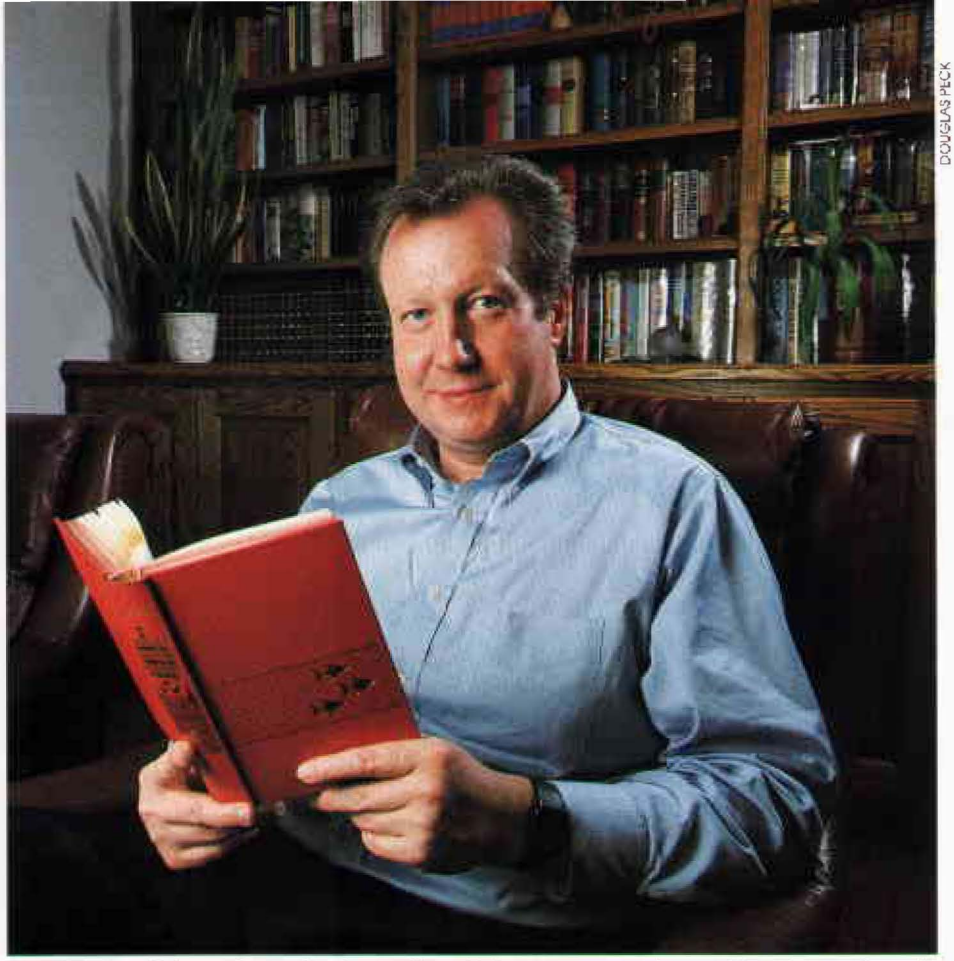
above

Vivek Paranjpe, Personnel manager for HP India, and his family enter a Hindu temple in New Delhi. Vivek hoists his 10-year-old daughter, Yogini, so that she can ring the bell at the temple's entrance to announce to the gods that the family has arrived. Vivek's family includes his wife, Mugdha, and his 13-year-old son, Chinmaya.

above

In New Delhi, Ramona Keelor (right), Analytical Products Group secretary, and P. Swaroop, I.T. manager, contemplate *motichoor kesari laddoo*, one of the many sweets offered at the famous Bengali Market.

PROFILE



DOUGLAS PECK

Wim Roelandts' great passion is reading. He's a member of three libraries and reads virtually everything from *Scientific American* to *Mad Magazine*.

It's a long road from repairing HP's first computers to leading the Computer Systems Organization. Here's how one man did it.

WIM ROELANDTS:

The making of a systems guy

By Shirley Gilbert

CUPERTINO, California—It was the fall of 1969. And young Wim (Willem) Roelandts and his bride of two days, bright, green-eyed Lieve, had come to HP headquarters in Palo Alto, California, to combine a honeymoon with six weeks of training.

Belgium-born Wim had joined HP two years before just after engineering school and compulsory military service. He worked in HP's small sales office in Brussels, first repairing instruments and next HP's first computers.

Since Wim was, at the time, the only European service engineer in the United States for training, he was asked if he would mind taking some extra courses.

He took advanced training on the 2116, one of the company's earliest computers. A seminar on real-time computing. A course on measurement subsystems. One on data acquisition and control software. A seminar on nuclear systems. Another on analyzers. Classes on magnetic tapes. Disk drives. And even one on the mechanics of the teletype.

The six weeks of training stretched to 10 and then to 14 when, with Christmas coming, Wim cried: "Enough, enough. I can't sit one more day in a classroom!"

With this glut of the latest information on HP's computer business to whet his appetite, Wim became a pioneer in the systems business. He moved from hardware to software to

networking and then on to systems and systems integration to become one of HP's gurus in many areas of computer systems technology and business.

"I am," says Wim with a hearty laugh, "a systems guy. I grew up with the business. It's in my blood."

Now, as general manager of the Computer Systems Organization (CSO), Wim heads up a multibillion-dollar HP business with more than 14,000 employees worldwide. He has responsibility for the company's workstations, servers and systems software and system-integration products. He also was made a company vice president in 1988.

How has he done all that? By embracing and acting on new ideas and unique ways of thinking. By wanting to know how everything works. By working very long days.

And, he admits a little ruefully, often by operating by the seat of his pants.

When Wim returned to Belgium in 1969, by virtue of his training, he became a sought-after specialist in computer repair and support.

"I had never done any R&D before, and did not have a clue how you did it. So, I thought, why not?"

That started a hectic life for him. For two years he traveled throughout Europe repairing computers. A day in Paris. Another in Moscow. One in Algiers. "I had picked up all this knowledge in Palo Alto," says Wim, "and I was the only one who could fix a lot of our machines. When customers asked for a systems engineer, I was it!"

Because customers needed help with their software as well as their hardware, Wim obliged. He bought a lot of books and taught himself how to program.

"It was all pioneering," he says. "We modified a customer's operating system, we changed code...we did things that would get us in trouble today only because this field was all so new." But, he admits with a grin, it was such great fun.

In 1973, Wim became customer engineering manager for the growing Belgium office. It was his first experience at managing—he had 30 people working for him—and he loved it.

"Managing is the most fascinating and exciting part of business there is,"

The world according to Wim

■ **CSO's strengths:**
"We can be profitable in every element of the value chain. We can continue to excel in hardware. We are growing very nicely in our software business. We are especially good at building these networks of clients and servers. And I believe there are tremendous opportunities in the systems integration business. CSO has a very bright future."

■ **The order-fulfillment imperative:**
"My biggest worry is the way we deal with customers. If we do not fix the present inefficient processes, our great products will not help us. In a way our wonderful CSO sales people on the front line overcome the problem. But at what cost!"

■ **Systems thinking:**
"In order to be successful in the systems business you have to employ systems thinking. This is a type of teamwork that focuses on optimizing the results for the whole of CSO rather than only making your own corner of the world successful."

■ **"My career in HP":**
"I didn't plan anything out. It just happened. I just did what made sense and what came naturally to me. If someone would have told me 20 years ago that I would be a V.P., I would have said: 'What funny stuff are you smoking?' I believe I could be just as happy doing a software engineer's job. But it did not work out that way."

■ **Wim's hero:**
"David Packard has always been a special hero of mine. It has always been hard for me to call him 'Dave.' I respect him so much 'Mr. Packard' seems natural. When I first met him, he grabbed my hand. He was so warm and put me immediately at ease.

"He had a vision that was incredible and is still fresh today."

Wim Roelandts

says Wim. "Motivating people, understanding them, helping them...those are the best challenges really."

Laura Rutsaert, Wim's secretary in Belgium, remembers what a caring manager Wim was. "We called him our *'grote broer'*—our big brother—because we could always rely on him."

After two years in this position, however, Wim recognized that, to get a broader HP picture, it was time to move on. And Grenoble, France, beckoned.

He was offered the job of product-support manager for the then Grenoble Division. He thought very carefully before accepting it. After all, a French-speaking country would not be a first choice. For centuries, there have been problems between the Flemish-speaking and French-speaking communities in Belgium. Therefore, Wim worried about how he would feel working in a French-speaking country. The experience turned out to be the most delightful eight years of his career.

Wim calculates he has had 16 jobs in HP—13 that no one had ever held.

As product support manager in Grenoble, Wim was frustrated to learn that all European printed-circuit boards were returned to the United States for repair. It took as long as six weeks to get them back.

He decided to start a repair center in Grenoble so boards could remain in Europe. He spoke to a few colleagues who agreed it was a good idea as well, so Wim set up the operation with a few technicians.

CAROLINE PARSONS/LIAISON INTERNATIONAL

Wim exchanges business cards with Hewlett-Packard customers during the HP Open Systems World '93 conference in Tokyo in June.

Today, he marvels at his chutzpah. "I was operating totally on my own," he recalls. "I just asked field sales people to send the boards to us and they did. It was the sort of thing you probably couldn't do today. But then it was perfectly acceptable."

In 1977, Wim was offered the job of R&D manager for HP's data-capture products by Grenoble Division G.M. Cyril Yansouni.

"That sounded like a great job," Wim recalls. "Of course, I had never done any R&D before, and did not have a clue how you did it. So, I thought, why not? Later I found out Cyril had offered the job to five other people and they had all refused."

Wim discovered that they all declined because there was a very small market for the data-capture products the lab designed and that IBM completely dominated the market.

So Wim looked around for some new HP charters and came up with two.

He proposed Grenoble start designing a low-cost terminal—the HP 2382, code-named Calypso. This family of low-cost terminals eventually became a large and very profitable business for HP.

The second was a data-communication product, one of HP's early networking offerings.

The lab took on these two new charters and continued to design data-capture products.

Then came Wim's whirlwind education in networking. He was invited to come to the United States as R&D manager of the Information Networks Division (IND) in Cupertino in 1983. By this time he had figured out what an R&D manager does.

Next, Wim was named IND general manager in 1984. He became G.M. of the Information Networks Group in

1985. Three years later, he was appointed general manager of the Computer Systems Group. Then he became general manager of the Networked Systems Group when

He proudly calls himself a real "computer nerd" and haunts computer stores looking for hardware and software.

the company reorganized in 1990. And in November 1992, he accepted the job of CSO G.M. when his boss, Lew Platt, was promoted to HP CEO.

In the past eight years, Wim has helped manage a systems business that has beaten the competition on almost every front to become one of the most successful in the industry.

Wim calculates he has held 16 different jobs in HP. About 13 of them were firsts—jobs no one had ever held.

His favorite job, says Wim, is the one he's doing at the moment.

And how does he feel he's done as G.M. of CSO?

"At first," he says, "I was elated. Everybody congratulates you. It is a definite high."

Then, he adds, reality sets in and you discover problems you think may be insurmountable and you feel so inadequate.

Now, six months later, Wim is feeling more confident.

"Our growth rates are up. Things seem to be clicking into place. Instead of taking two days to figure out what the problem is and then make a decision, I can make it in an hour or so. I'm beginning," he says with a sigh, "to feel comfortable in the job."

DOUGLAS PECK

"I have missed out on a lot of precious moments with my family," says Wim, who helps his wife, Lieve, in the family greenhouse when he has time.

As Wim looks back at his 25-plus years with HP, there's only one thing he would do differently.

He would spend more time with his wife, Lieve, and their children: Simon, a senior in high school, and Veerle, a college senior.

"I've spent my whole career working and traveling for HP," Wim says. "I have missed out on a lot of precious moments with my family. Time is something you can never get back. And that makes me sad."

But, adds Wim, he's definitely not a workaholic. There are just too many exciting things to do apart from work, he says.

Wim's great passion is reading. He's a member of three libraries, and reads everything from *Scientific American* to *Mad Magazine* and everywhere from his favorite chair in his study to the living room, the lawn or the washroom.

He also has quite a collection of quotations and has organized more than 5,000 of them alphabetically in a data base. Then, too, he proudly calls himself a real "computer nerd" and haunts computer stores looking for the latest and greatest in hardware and software.

Yet, when it comes to work, there's no doubt about it: Wim believes he has about the best job in HP.

"It's not the title—titles have never impressed me," says Wim. "It's the work. It's going in every morning to a business that is as natural to me as breathing. I feel this is the ultimate job for a systems guy like me." **M**

(Shirley Gilbert is the communications manager for HP's Computer Systems Organization.—Editor)

What happened to storytellers, ownership?

By Jim Hines

GRAND RAPIDS, Michigan—I'd like to offer a few thoughts I have regarding the HP way.

Two areas that I believe have changed over the years are (1) the "storytellers" are missing, and (2) the "ownership" is missing.

To define these further I need to say that when I first began my career at HP in December 1983, it seemed that I always would hear stories of "How it use to be" and "This is how Bill and Dave would do it." This included managers and supervisors telling about processes and the HP way in other locations. It just seemed good to hear about HP.

Now I know that times change and we are all much busier, but I believe we need to get back to some of the historical HP culture. This could take the form of printed documentation in lieu of verbal. I believe we need to hear of past successes and other "learning" experiences HP has encountered along the way. What put us where we are today?

"...profit sharing is not a given...we may not receive it forever."

On the issue of "ownership," I believe we truly lack this. I hesitate to be negative, but I feel we are missing out on a valuable personal asset.

T.J. HAMILTON

Jim Hines says today's attitude is "I'll do just enough to get by."

When I first started with HP, I would continually hear about profit-sharing and how *everything* you did as an employee affected profit-sharing, as well as the longevity of HP. It seems that the mindset today is more along the line of "I'll do just enough to get by" or "I'll do what benefits me most."

If every general manager and CEO Lew Platt could make an effort to stimulate a mindset of working for the team, working for "The ol' HP," I believe we would all benefit!

Maybe we all need to be reminded that profit-sharing is not a given and not only affected by "Corporate" decisions—we all have an influence on it and we may not receive it forever. Just ask our new friends from Texas Instruments' Computer Systems & Services business, which HP acquired in 1992.

I realize that mindsets and personal practices are not easily changed, especially in today's more challenging environment. Yet, I know that if I were presented a challenge from my G.M. or Lew, I would feel a terrific desire to meet and/or exceed that challenge.

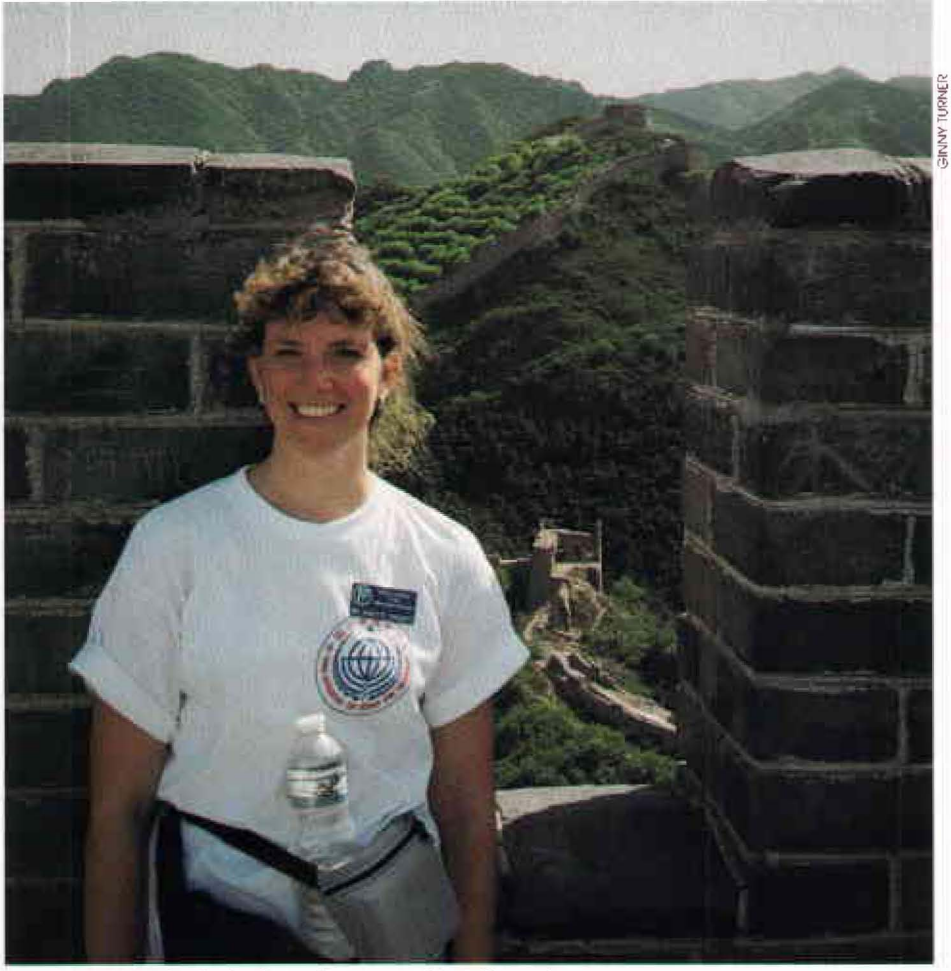
"I feel HP is a great place and our hot products are only half the story."

I feel HP is a great place and our hot products are only half the story. The other half is the people at HP, and I'm confident that if our people are presented with an appropriate challenge to work for the good of HP, they will find a way to meet it! M

(Jim Hines is a service-support coordinator in HP's Grand Rapids, Michigan, sales office.—Editor)

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 in general? Send your "On my mind" article—up to 500 words—to Jay Coleman on HP Desk, by fax (415-857-7299) or to Jay at the *MEASURE* address on the back cover.



GINNY TURNER

Outside of the technical conferences, Danette catches her breath, along with a glimpse of ancient history, hiking the Great Wall of China.

An HP woman learns about a new culture—and herself—during a business conference in China.

"The world is now my neighborhood"

By Nancy Fong

Beijing was hot and muggy stepping off the plane—markedly different from the arid heat of the Utah ranch.

Hired by HP's North American Distribution Organization (NADO) in Santa Clara, California, a little over a year ago, Danette Taggart, an information technology specialist, was stepping into a land formerly proclaimed by the natives to be the middle kingdom.

Having relocated to California from a small northern Utah ranch, Danette's current trip would change her world perspective more than her move to the Golden State.

Danette was one of two HP women participating in a two-week-long trip organized by the Citizen Ambassador Program (CAP) this past spring. The focus of the delegation was "Women in Computers and Data Processing."

Ann Brannam, HP information technology engineer from Boise, Idaho, was Danette's fellow sojourner.

Both women are members of the Data Processing Management Association (DPMA), a professional group. Through DPMA, CAP invited them to be members of the China delegation.

The 21-person group's primary goal in China was to exchange computer and data processing information and to discuss the opportunities and roles for women in these fields.

At the trip's completion, the delegation would have traversed the length of China, visiting three major cities: Beijing, Wuhan and Guangzhou.

Dick Watts, vice president, worldwide sales and distribution for HP's Computer Products Organization (CPO), explains, "The market potential

for HP in China is enormous and CPO's growth there is explosive."

Dick sponsored Danette's trip because of her enthusiasm and initiative plus the planning she did before she approached him.

"I sensed that she would represent HP well and she exceeded my expectations, not only promoting our products and services, but even teaching a group of Chinese the Texas two-step!" he says.

During the two-week trip, Danette and Ann worked hard at the technical information exchanges but also created opportunities for cultural exchanges.

Danette discovered that Chinese women deal with the same type of career and child-care issues American women face.

These discoveries and interactions with the Chinese were made easier because of her HP connection. People talked to her simply because she was from HP.

He performed Caesarean sections in 30 minutes and was responsible for every tenth baby born...

According to both women, HP is very well regarded and well known in China. "Hway-po" is the Chinese translation for HP. Their visits to research facilities and university labs revealed many HP LaserJet printers and scanners in use.

Outside of the conferences, Danette ballroom danced, while Ann joined a group of Chinese practicing *tai chi* (an ancient form of meditative exercise) at the park across from their Beijing hotel. Encouraged by the openness of the Chinese people, Danette talked to numerous people in shops and on the street in all three cities.

CARRIE BALL

Danette (right) learns a new dance step in the park across from her Beijing hotel during free time from the technical conference she attended recently.

Hoping to catch a glimpse of life beyond business and technical concerns, Danette chanced upon such an opportunity one evening.

While on an excursion for Chinese music tapes, Danette met a Chinese doctor who acted as a translator for her. He explained to the merchant that Danette was looking for easy-listening Chinese music.

This chance meeting led Danette and her companions on a brief jaunt into ordinary Chinese everyday life.

The gentleman translator explained that he was an obstetrician. He performed Caesarean sections in 30 minutes and was responsible for the delivery of every tenth baby born in the medical center where he worked.

Sensing her curiosity about life in China, the doctor invited Danette and her companions to visit his family's apartment.

As they entered the apartment stairwell, made narrower by parked bicycles, Danette and her companions fumbled along the wall relying solely on lighting from the moon.

By U.S. standards, his apartment was small for a medical professional. But he had a telephone, air conditioning and a small TV. All three are deemed luxuries in China.

Lack of technological luxury however, did not prevent the Chinese from having fun and learning the latest dance steps.

In Wuhan, Danette found herself teaching Western line dancing in a *karaoke* bar. The Chinese, known for their reserve, were doing dances like the "tush-push" and "electric slide."

The eagerness to master new dances and technologies is symbolic of the city's status as a city of change, a revolutionary place. A computer

MEASURE

1. How much of this issue did you read?

❑ All of it ❑ Most of it ❑ About half
❑ A few articles ❑ Just looked at the photos

2. Please rate the following articles between 1 and 4 with 1 being "very interesting" and 4 being "not interesting at all."

	1	2	3	4
Articles				
A formula for success	❑	❑	❑	❑
Saying goodbye to Avondale	❑	❑	❑	❑
Witnesses to HP history	❑	❑	❑	❑
The 93 percent solution	❑	❑	❑	❑
The making of a systems guy	❑	❑	❑	❑
Who's the best of the best?	❑	❑	❑	❑
Departments				
Your Turn	❑	❑	❑	❑
Passage to HP India (photo feature)	❑	❑	❑	❑
What happened to storytellers, ownership? (On My Mind)	❑	❑	❑	❑
"The world is now my neighborhood" (People)	❑	❑	❑	❑
Letter from Lew Platt	❑	❑	❑	❑
Extra*MEASURE*	❑	❑	❑	❑
Parting Shot	❑	❑	❑	❑

3. What comments or suggestions for future stories or photo features do you have? _____

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4. HP entity or location (city and country): _____

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store-lined street there is recognized as the Silicon Valley of China.

Undoubtedly, many more technology centers will sprout as the Chinese learn, and develop relationships with bearers of technology like HP. But it will be up to people like Danette and Ann to make it happen through their personal connections, both technological and cultural.

The Chinese were doing dances like the "tush-push" and "electric slide."

As the plane touched back down in arid California, Danette is reminded of how insignificant and cosmetic the differences truly are between herself and the Chinese people. She concludes that people are very much the same everywhere; they are concerned about family and work, and they aspire for a better life economically and technologically.

At the end of her trip, Danette's initiative paid off in more ways than one. A trip to China; a chance to make business contacts for HP; and most significantly, an opportunity to learn about herself as well as the people of the middle kingdom.

Reflecting back on her trip Danette says, it pushed me to "expand my comfort zone. The world is now my neighborhood—it used to be this little ranch in Utah." M

(Nancy Fong, a graduate student in San Jose State University's Mass Communications program, was a 1993 MEASURE *summer intern.—Editor)*

DANETTE TAGGART

Ann talks with a Wuhan University instructor and student during a technical conference where she was inundated with questions about HP.

A taste of Boise in Beijing

In 1986, when Ann Brannam, HP Boise information technology engineer, and her husband rode the hydrofoil into mainland China at Macao, they were surprised to see livestock being transported in baskets on bicycles.

Seven years later, she is astonished by the phenomenal changes that have occurred since then.

Instead of bicycle-transported livestock, Ann was now confronted with what was formerly only a Western affliction—the traffic jam. Now, she says there are lots of buses and taxis in addition to makeshift vehicles that commandeer the roads along with the bicycles.

On her recent trip, Ann concluded that Chinese and Americans have much in common businesswise, but culturally, there are many differences.

These cultural differences captivated Ann. Although there was ample opportunity to indulge in the flavors of home, with Kentucky Fried Chicken and McDonald's there, Ann explains, "We were determined not to eat Western. We got very good at using chopsticks."

She explains that the most up-to-date travel books on China indicated that orange soda would be the prevalent drink there. No longer true, according to Ann. The prevalent drink now is Coca-Cola—more evidence of the growing influence of Western culture.

She affirms, "There was a lot of interest in the West—how people live, what the climate and geography of Boise, Idaho, is like." As an aid, Ann kept a U.S. map handy.

In these exchanges with the people of China, she was amazed by the new openness of the people and how they were now "openly critical of the Cultural Revolution and how far it put them behind in the world."

The Chinese are eager to form U.S. joint ventures that will enable them to "enter the world market quickly and successfully," says Ann.

There is a great determination to go out in the world and be globally successful. "In five to 10 years, the rest of the world better watch out."

LETTER FROM LEW PLATT

HP's president and CEO talks about what HP needs to do to become a more diverse company.

Senior Vice President Jim Arthur (left) and CEO Lew Platt talk with Christina Grantz-Carter, this year's chair of the Technical Women's Conference.

When Bill Hewlett and Dave Packard first wrote HP's Corporate Objectives and defined the HP way in 1957, they wrote about respect for individuals. They didn't say "female individuals" or "minority individuals" or "individuals with disabilities."

They said *individuals.*

And yet, here we are at HP in 1993 with some clear problems regarding respect for individuals. And I use the word "respect" in a broad sense, including how we train, promote and value the contributions of all individuals in HP. Let me explain what I mean.

In June, I spoke at HP's Technical Women's Conference and explained what I see as some of HP's shortcomings in developing and promoting an important segment of our work force —women. Many of you have heard or seen parts of this speech, but let me repeat a few statistics that I believe are pretty revealing—and embarrassing:

- Women make up 39 percent of our work force in the United States alone.
- Females represent more than half the bachelors' and masters' degrees granted in the United States.
- Our attrition rate for professional women is 50 percent higher than it is for men.

■ Only about 3.5 percent of our general manager and executive-level jobs are filled by women.

Obviously, we aren't doing everything as a company that we should to attract, train, promote and retain qualified female employees. These statistics are very troubling to me; we have to reverse these trends.

Before you label this purely as a gender problem or a U.S. problem, let's examine the larger picture. Our track record for developing and promoting *all* minority groups is not as good as it should be. Yes, our record is similar to statistical averages in the United States. But we've never thought of HP as "average."

Given our long-term commitment to valuing individuals—and our reputation for being one of the best-managed companies—we can do a lot better than we have to date.

Here are the first steps we're taking at HP to address the problems:

First, I asked my Management Staff to attend a day-long workshop on diversity issues in July. It was an important first step for many of us—

Given our long-term commitment to valuing individuals...we can do a lot better...

executives and members of minority groups alike—to talk face-to-face and understand each other a little better.

Second, I will continue to hold HP managers' feet to the fire on the business-fundamental goal of increasing the number of women and minorities in management.

Third, we will continue our accelerated-development program, which started a couple of years ago. This program provides a wide range of developmental experiences for people who show potential for mid-level management, with an emphasis on minorities and women.

Fourth, we've created a new position within Personnel to work on the whole issue of balance between our work lives and our lives outside work. We're calling this a "work/life" program, because it's more than a women's issue or a work/family issue; it focuses on the balance between our lives at and away from work. The issue affects all employees, whether single or married, with or without children.

Many of you know that I was a single parent with 8- and 10-year-old daughters when my first wife died several years ago. I was the general manager of the Analytical Group, so you can imagine how extraordinarily difficult it was to balance work and family issues.

Sometimes it's a small crisis: the babysitter is sick and you need to go home. At other times, it's a bigger crisis: you're in the middle of an important meeting when you learn that your child has had a bicycle accident and is in a local hospital. I've had both experiences and I understand the need for balance in our lives.

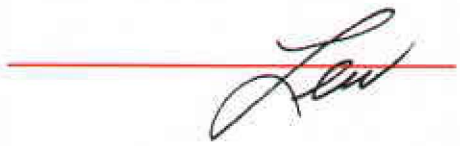
Are the steps we're taking to improve our diversity record bold enough to make a significant difference? We won't know that for years. But we've taken some vital first steps by acknowledging that problems exist and launching programs to address those problems.

Whatever continent you live on, you're probably aware of differences between people. Some of these differences result in wars lasting hundreds of years. Obviously, reshaping attitudes takes time.

Maybe it all begins with something simple, like respect for individuals.

Maybe it all begins with something simple, like respect for individuals—just like Bill and Dave said several decades ago.

What can you do to help? Speak up if you see your co-workers not treating all employees with respect. And ask your management how you can help HP achieve its diversity goals. We can all do a better job of valuing HP's most valuable resources—its employees.



Who's the best of the best?

Beginning in January, the top HP entities will receive a new award to be presented by HP President and CEO Lew Platt.

Which HP entities are truly the best when it comes to quality processes and business results?

HP people will learn the answer in January when CEO Lew Platt presents the first President's Quality Awards to a handful of general managers at the annual G.M.s' meeting.

The awards are a way to recognize superior entity efforts and spark a renewed dedication to quality within Hewlett-Packard.

"We've always been big believers in quality at HP," Lew explains, "and our 10X hardware-quality-improvement program in the 1980s helped give us a sizeable lead over many of our competitors.

"But since then, several things have happened: other companies have improved their quality programs a great deal, the Baldrige Award stimulated more interest in quality processes throughout the United States and quality became routine to HP people—routine in the sense that it was a way of life, but didn't have the excitement it once had.

"We all say we want to be the best in HP," Lew says. "The President's Quality Award will show us who really is."

Winners will be determined by a rigorous selection process.

Entities that show superior quality processes and business results will receive this towering President's Quality Award.

■ First, the entities must achieve at least a 3.0 score on the standard Quality Maturity System (QMS) review—an HP program that examines the entity's customer focus, planning, process management, improvement and employee participation.

The entities must achieve sustained, superior business results measured by customer satisfaction, financial performance and employee satisfaction.

■ In November, Corporate Quality will notify business-organization managers and group general managers of the entities that qualify for President's Quality Award consideration.

■ Those managers and group G.M.s then nominate entities for the award to the Planning and Quality Committee, which reviews nominations. Again, the nomination is based on QMS score and excellent business results.

■ Lew and the Management Staff select the winners.

■ Lew presents the awards in January and visits the winning entities during the coming year.

"Some of our customers ask why we don't just have our entities compete for a Baldrige award," Lew says. "Any entity can; however, we believe that QMS is a superior measurement.

"Once we explain QMS, virtually every customer agrees that it's an excellent alternative to Baldrige."

Lew believes that the President's Quality Award will be a source of pride for employees, and it will give entities internal bragging rights as "the best of the best."

"All employees should continue to look for ways to improve the way they do their jobs," he says. "Ask your manager what your entity is doing to improve its QMS score. And if your entity isn't actively trying to win a President's Quality Award, find out why.

"The award goes to the entity," Lew says, "but it's simply the result of collective individual efforts." **M**

News from around the HP world

Going for the gold

Fourteen HP sales and manufacturing entities in the Far East walked away with honors in May during the annual Total Quality Control (TQC) convention in Hong Kong.

In addition to the 100 attendees, all 14 of the Asia Pacific managing directors took part in the two-day HP event, along with six U.S. managers and a TQC team from France. This year's theme was "Winning in Asia Pacific with Quality."

TQC team presentations underscored improvements made in quality control by their entities since the 1992 Singapore meeting.

Gold medal award winners were Taiwan in the field and Malaysia manufacturing in the factory section. Silver medals were awarded to Hong Kong (field) and ICS Singapore (factory). Field bronze medals went to China HP, Yokogawa HP and Korea's Samsung HP. Yokogawa HP and APD Singapore won factory bronzes.

In the defects-on-booking/defects-on-arrival category, Singapore sales won the gold; Australia took the silver and India, Malaysia sales and Thailand won bronze medals.

Asia Pacific G.M. Lee Ting closed the convention with the idea that, "Winning prizes is an important part of the event, but equally important is that the convention provides a forum to share best practices.

"I hope everyone takes away some new ideas and a new spark of enthusiasm for our continuing quest to be the No. 1 company in terms of quality and customer satisfaction."

Before going to Tibet, Jean-Francois trained in the Alps and in Morocco.

Ain't no mountain high enough...

"Jean-Francois Porret, Frenchman and HP Grenoble employee, is in love with mountains..." *MEASURE* readers may remember those words from an article in the September-October 1990 issue that described his courageous fight back from a paragliding accident that left him a quadriplegic.

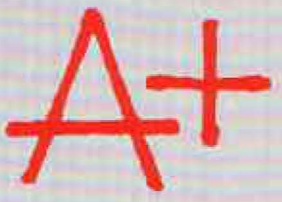
After Jean-Francois' recent adventure, it seems there's no mountain he can't climb.

Last March, as part of a seven-person team, Jean-Francois, with some help from several Sherpas and a horse, climbed 18,375 feet (5,600 meters) up Kula Kangri, a previously unexplored mountain in southern Tibet. Jean-Francois was in an all-terrain wheelchair.

The team was sponsored in part by the National Center for Scientific Research of France to do geological and topographical research, and Jean-Francois' presence supported medical research. Additional funding came from HP France and the HP Grenoble sports association.

For Jean-Francois, the descent was most exciting because he was able to do it entirely on his own, unassisted. "It was great to be able to participate in a mountain expedition without suffering from being in a wheelchair," said Jean-Francois.

When he's not climbing mountains, Jean-Francois is quality manager for the France Manufacturing Operation in Grenoble.



HP report card

HP recently earned the distinction of being the only big company to be named by Children Now (CN) for effectively serving children in California.

The nonprofit children's advocacy organization unveiled its first Children's Honor Roll, acknowledging HP and other recipients' contributions to CN's 12 positive efforts "to turn the state into an A+ place for kids."

CN recognized HP for its family-friendly benefits, equipment grants to more than 150 schools in the state and employee volunteers who serve in community schools.

Norm Neely (center) and his wife, Janie, join in a celebration of the 50th anniversary of Neely Enterprises' founding with (from left) Bill Hewlett, Phil Scalzo, Bob Boniface and Dave Packard.

A man of his word

In the continuing celebration of the magazine's 30th anniversary, *MEASURE* looks back at some of the remarkable people, philosophy and products featured in *MEASURE* during the past three decades.

One of those people is the late Norm Neely.

During his HP career, Norm made a lasting contribution to the company's success.

He founded a one-man, independent sales organization called Neely Enterprises (NE) in 1933. In 1939, Norm began representing HP. HP acquired Norm's organization in 1962.

HP's Neely Enterprises eventually evolved into the Neely Sales Region, with 40 offices covering 13 states, 3,200 employees and more than $2 billion in annual sales.

Today, Norm's philosophy lives on through his phrases that have become known as "Neelyisms."

MEASURE recognizes the timeless wisdom reflected in Norm's Neelyisms by sharing a few with our readers.

> *Since buying is an emotional act, selling must also be.*

> *Anybody who works for Neely and doesn't feel they are in the sales business shouldn't be working for Neely.*

> *As long as we're all sitting around relaxing, we might as well get some work done.*

CHART CHANGES

In the Computer Products Organization, the former Printing Systems and Inkjet Products groups have been combined into a newly formed Hardcopy Products Group (HPG) under V.P. and G.M. **Rick Belluzzo.** It has been split into four new business units: Deskjet Printer B.U. **(Dick Snyder,** G.M.), Hardcopy Imaging B.U. **(Antonio Perez,** G.M.), Inkjet Supplies B.U. **(Dana Seccombe,** G.M.) and LaserJet Printer B.U., which Belluzzo is heading for the present.

The Medical Products Group has formed a new Cardiovascular B.U. under G.M. **Al Kyle.**

A Systems Peripherals Operation under **Dave Hoover** as operations manager has been formed within the Systems and Servers Group.

Reporting changes: Components Group and Circuit Technology Group report to V.P. and G.M. **Doug Carnahan,** who has joined the Management Staff...the Professional Services Division has moved from Worldwide Customer Support Operations to the Computer Systems Organization's Integrated Systems Group.

Name change: The former Automatic Test Equipment (ATE) B.U. is now the **Automated Test B.U.**

NEW HATS

Manuel Diaz to G.M. of CSO Worldwide Sales and Marketing, **Rick Justice** to CSO Americas sales and marketing G.M. CSO sales and marketing responsibility for Asia Pacific is split among **Victor Ang,** in his new role as G.M. of CSO Asia/Australasia; **Masao Terazawa,** G.M. of CSO Japan; and **Dominic Orr,** G.M. for CSO Asia Pacific marketing and R&D.

In Geographic Operations' Americas, the three existing U.S. sales regions will be restructured into a single U.S. Field Operations (USFO) by November. **George Cobbe** will serve as its G.M. in addition to heading Americas.

Jackye Churchill to G.M., North American Distribution Organization...**Don Miller** to G.M., Lyon (France) Instrument Systems Operation...**Esa Korvenmaa** to country manager, HP Finland.

Eji Mikawa (left), president of Yokogawa, and Takashi Yamanaka (right), Yokogawa chairman, inspect the museum of measurement exhibit that showcases HP's early history and instruments, along with Eiju Matsumoto, exhibit curator.

From rulers to oscillators

Yokogawa Electric Corporation in Japan is planning a historical museum devoted to measurement technology.

Recognizing HP as a leader in measurement technology, a preview exhibit at Yokogawa headquarters features early models of HP oscillators.

The showcase also includes photos of co-founders Bill Hewlett and Dave Packard, and the garage where HP began, as well as English and Japanese narration about HP.

The exhibited items are on long-term loan from the HP archives' historical product collection.

The future museum will trace the evolution of measurement technology and instrumentation with basic measuring and weighing devices, as well as early and modern-day instruments.

Fred Terman

Salute to Fred

Mark S. Lundstrom, professor of electrical engineering, assistant dean of engineering and director of the Optoelectronics Research Center at Purdue University, received the 1993 Frederick Emmons Terman Award in June.

Criteria for selecting Lundstrom included high achievement in teaching, research and service. Specifically, the recipient must have published a book that is considered an outstanding original contribution to the electrical-engineering field before age 40.

Established in 1969, the Terman award honors exceptional young electrical-engineering educators.

Frederick Emmons Terman is credited with originating the concept of establishing a research-and-development-driven industrial community near a university.

GEARING UP

As V.P. **Dick Love** takes on broad responsibility for a new Order Fulfillment Excellence campaign, the CSO Computer Manufacturing organization he heads has been renamed Computer Order Fulfillment and Manufacturing.

Added management support: **Mason Byles** to head all manufacturing; **Tom Viola** to G.M. of newly formed Computer Interconnect Operation (with four entities in Germany, Colorado and Roseville, California); **Dick Wilson** to manage CSO Americas order fulfillment; **Mark Milford, Wade Clowes** and **Madeleine Fackler** to team leaders of re-engineering projects.

GETTING TOGETHER

Solectron Corporation has purchased the assets and process technology associated with the printed circuit technology of the **Lake Stevens Instrument Division** and will lease space at the HP facility for operations, hiring most of LSID's 85 employees in printed-circuit assembly.

HP Canada has acquired the Fibre Channel business of **Alcatel Canada Wire Inc.'s Canstar Systems** division in North York, Ontario. It has been renamed the Canadian Networks Operation within the Information Networks Division. G.M. is **Robert Sandness.**

A non-binding memorandum of understanding has been signed for **HP** to acquire **Cerjac, Inc.** of Acton, Massachusetts, as part of the Communications Test Business Unit. Cerjac makes telecom test equipment sold in North America.

ENERGY STAR

At the White House, the Environmental Protection Agency on June 17 unveiled products that save energy by going into a low-power standby state when inactive. Now certified to display EPA's Energy Star* logo: HP LaserJet 4ML, four HP DeskJet printers, all HP DeskWriter printers and many new HP Vectra PCs.

energy

EPA POLLUTION PREVENTER

**The Energy Star emblem does not represent EPA endorsement of any product or service.*

PARTING SHOT

Pub culture

KILKENNY, Ireland—Jer O'Mahony, system support engineer in HP Ireland, says he snapped the ruby-colored Marble City Bar pubfront simply because he "loves taking photographs."

Or it may be because pubs run in the blood of the Irish. For ages, the pub has been an integral part of Irish culture—a place where everyone gathers to enjoy a Guinness or Smithwicks (the "h" and "w" are silent) ale, and discuss world politics or the weather.

First established in 1709, The Marble City Bar is named for the jet-black marble that is mined in the region. Kilkenny was a medieval town with a castle that was the seat of regional power for many centuries.

Although the area is no longer ruled by kings and queens in castles, the pub—and The Marble City Bar is testament—remains an immutable and cherished fixture in the Irish heart and countryside.

—Nancy Fong

JER O MAHONY

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

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