

*A magazine for Hewlett-Packard people*

*May-June 1995*

# MEASURE

**A touching  
experience**



  
MONTEREY BAY  
AQUARIUM

**W**ith very little fanfare—none to be precise—*MEASURE* made a major editorial and philosophical change in its style in March-April 1995.

We started using a capital “W” when we refer to the HP Way.

I’m sure that that’s hardly earth-shattering news to most of you. You’ve probably always thought of the HP Way in upper-case terms. But you have to understand how journalists think, as scary as that may be.

The first thing journalism schools drill into young students is accuracy. Here’s our stylebook. This is how we spell certain words, where we put commas and which words we capitalize. Learn it. Live by it.

When I came to HP in 1987, I inherited *MEASURE*’s editorial style. That included the HP way. It wasn’t just an editorial style, it was a philosophy. After all, the HP way isn’t trademarked, I was told, and, besides, HP is a low-key company. To write HP Way would be too ostentatious.

But something happened in the last eight years. Several somethings, in fact.

To me, the first big change in HP’s image came in 1991 when the company introduced a new series of workstations, code-named Snakes. An aggressive advertising and marketing campaign virtually unheard of in HP heralded the new products. The tone was bold, dynamic and boastful. As one consultant wrote, “This is not your grandfather’s HP.”

HP’s enormously successful venture into the personal-printer business also introduced an equally assertive tone in advertising. The company was neck-deep in a consumer-oriented

world and its public image had to match the high-profile image of its competitors.

HP made another splash in April at the National Association of Broadcasters conference and trade show in Las Vegas, Nevada—the glitz capital of the world. HP CEO Lew Platt was one of the featured speakers. The company’s once-stodgy Stanford Park Division had become the highly visible Video Communications Division. The division displayed its products head-to-head with “flashy” companies like Sony and Silicon Graphics. Even our slogan—Hewlett-Packard: Hot Company. Cool Video.—carried an air of utter confidence.

Not long ago, a noted magazine designer told *MEASURE* Art Director Annette Yatovitz, “The design of your magazine doesn’t fit my image of HP; it’s too conservative.”

To this person and millions of others, HP isn’t a maker of excellent gas chromatographs, cardiac ultrasound imaging equipment or atomic clocks that are accurate to one second in 1.6 million years. To them, HP is a consumer-products company—a maker of computers, printers and calculators.

In 1987, HP wore a Clark Kent disguise. Today, our “S” is showing through. This isn’t your grandfather’s HP, or your father’s. It may not even be your brother’s. It’s all grown up. We have a way about us.

And it deserves a capital W.

Jay Coleman



On the cover: Marcie Tarvid, senior sea otter aquarist at the Monterey Bay Aquarium in California, cradles one of the cuddly sea creatures. HP has a long and proud connection with the world-famous aquarium, as profiled in a photo feature beginning on page 14. Cover photo by Rick Browne.



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## MEASURE

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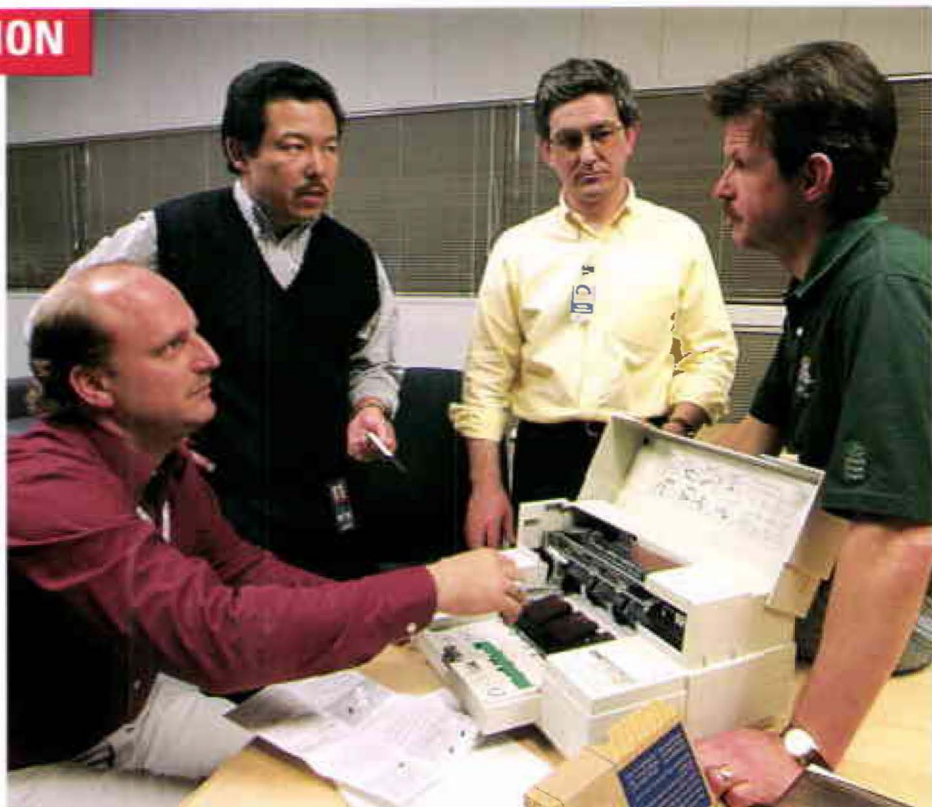
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Solving the paper-feed problem was a true challenge for Vancouver (Washington) Division team members (from left) Warren Ehlke, Bruce Yano, Michel Maupoux and Craig Rollins.

HP turns what could have been a public-relations nightmare into a study in customer satisfaction by

# Doing the right thing

By Jay Coleman

The irony is inescapable, says Bruce Yano, the project manager.

A year ago, Hewlett-Packard faced the most potentially embarrassing event in its 56-year history when it discovered that some 1.5 million customers may experience a paper-feeding problem with its wildly popular inkjet printers.

Instead, HP management at the Vancouver (Washington) Division—where the printers were manufactured—set its priorities immediately: customer satisfaction, cost and a team empowered to develop and execute a plan.

And in its simple, yet elegant solution, HP enjoyed a resurgence of customer loyalty at a time when other

companies received a black eye for their handling of technical mistakes.

Wrote one customer in England, "The fact that you can service the customer's needs before he even realizes them is amazing and can, all by itself, prove that you are a great company."

The "lemons-to-lemonade" story, as the industry newsletter *The Hard Copy Observer* called it, began in June 1993. HP changed the rubber used to feed paper into HP DeskJet 510, 520, 550C and 560C, and the HP DeskWriter 510 and 520 printers.

It took eight months before the roller problems surfaced in February 1994 in Europe, where HP shipped the bulk of the first units.

The European Customer Support Centers received as many as 15,000 calls per month. As the extent and reality of the problem became known, the Vancouver team met daily to review status and plot its strategy.

More than two dozen R&D and manufacturing engineers huddled with experts from the Corvallis, Oregon, site and HP Labs to work on a more permanent solution.

Meanwhile, the Computer Products Organization (CPO) support group in Europe under Debbie Williams and the Express Support Operation (ESO) in Europe mobilized to provide interim customer support (see related story on page 6).

The European Customer Support Center in Amsterdam quickly hired 50 more people to handle customer calls.

ESO increased its repair capacity by adding new logistics processes for quick turnaround on repairs and printer replacements.

"The most difficult task was pulling everyone together into one team," says Martine Joubert, who was named European team manager on the paper-feed problem. "We had one HP manager from each of the 15 countries in Europe who owned the problem for that country. And with 15 countries came 15 sets of cultural differences. It was a true test of HP's ability to function as one unit."

Bruce Yano, the overall project manager, and Warren Ehlke, Vancouver technical marketing manager, helped unify the international team by traveling to Europe every other month for six months. Other Vancouver Division employees from engineering and marketing made numerous business trips to Europe for as long as a month.



BERNARD DENIS

The European paper-feed problem was a special challenge for team manager Martine Joubert, who had to oversee HP managers in 15 countries with 15 sets of cultural differences.

The international team worked with KAO Infosystems Company, an outside partner, to field the thousands of customer calls for kits that poured in each week. HP established toll-free telephone numbers in the United States, Canada and 15 European countries for easier customer access.

"Luckily, the problem wasn't as dramatic as exploding gas tanks or anything life-threatening," Bruce says.

***"Leave it to HP to come up with a slick solution to a slimy problem."***

"We wanted to do the right thing and treat customers in a way that they would want to do business with HP again. Our value set was intact from the beginning."

In five months, HP engineers developed an easy-to-use paper-feed cleaning kit. Customers could insert the cleaning plate into the paper tray,

put an accompanying diskette in the computer and follow the simple instructions. The rollers rotate over Scotch-Brite abrasive patches that restore the rollers' paper-grabbing ability in about 20 minutes.

"Leave it to HP to come up with a slick solution to a slimy problem," said Michael Zeis, the publisher of a monthly newsletter called *The Color Business Report*. "They really do understand the needs and requirements of their customer base."

HP sent the repair kits automatically to customers who mailed in their printer registration cards by July 1994. The company also set up special toll-free phone numbers (800-656-2324 in the United States and Canada) for customers who didn't register their printers before July 1994, or who had questions about the cleaning process.

"To supplement the public-information campaign, we also went on all major electronic bulletin boards and on-line services to tell our story—what the problem was and how to correct it," Bruce says. "Before long,

# The right thing

people were responding unsolicited electronically, saying, 'Hey, I tried this; it works and it's easy.'

When the paper-feed problem first surfaced in Europe, repairs or replacements took as long as four weeks. Today customers receive the kit within five days.

One European customer was so delighted with the way HP treated him that he sent HP a box of chocolates and a note. "A great thank you for your exceptional service."

Another customer, commenting on HP's responsiveness, said, "I spoke to someone at the Amsterdam office one day and to my utter surprise, less than 24 hours later a kit was delivered that apparently solved my problem. I have always had high regard for HP products, and this action reinforces this. I will not hesitate to recommend your company whenever I can."

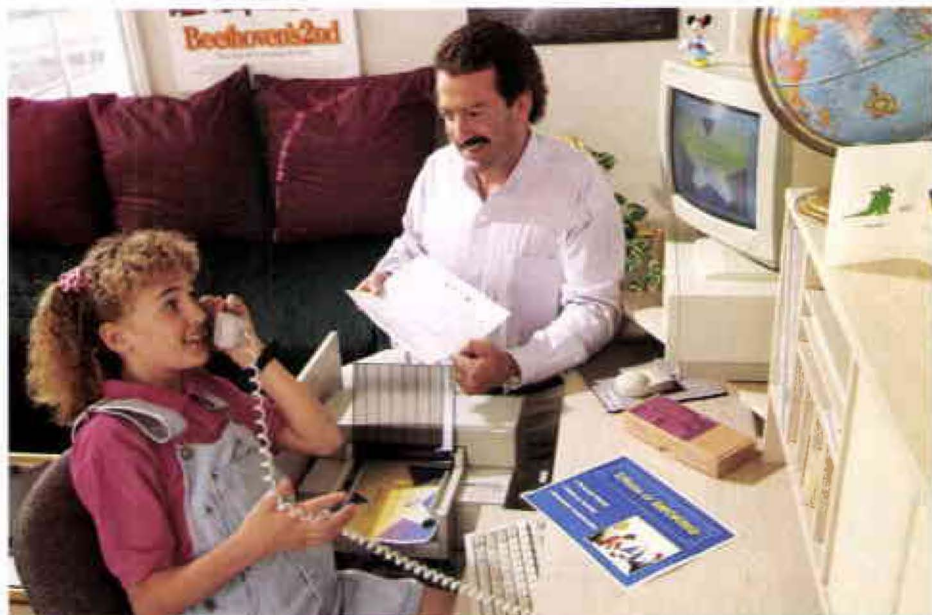
Bruce figures that HP will reach about 40 percent of the customers who may experience the paper-feed problem. So the task of reaching

*"Customers always come first in our value set."*

customers—and keeping them happy—will continue for the foreseeable future. If it can sustain its 95 percent positive feedback, HP will score a major customer-satisfaction coup.

And all because of a problem.

"It goes back to the values you manage the business by," Vancouver Division General Manager Bob Weis told the Portland *Oregonian* newspaper. "Customers always come first in our value set." **M**



**Candice, Jeff Cooke's 9-year-old daughter, tries out the Express Support Operation telephone support line while working on a school research project.**

## The Candice test

One of HP's newest organizations faced an early test of its capabilities when the Roseville, California-based Express Support Operation (ESO) joined the international paper-feed solution team.

The European-based ESO team especially had its hands full trying to help handle the thousands of customer calls that flooded HP when the paper-feed problem first surfaced.

"Believe me, there were a number of tense meetings and sleepless nights," says Jeff Cooke, ESO general manager. "There wasn't one day that we didn't worry about the problem becoming an embarrassment for HP."

ESO emerged from HP's Support Materials Organization in August 1994. Historically, HP's support organization focused on major-

account customers. ESO addresses the exploding consumer and small-office/home-office (SOHO) customer base.

Jeff, who earlier worked in HP's Computer Products Organization, notes that the millions of families and SOHO customers aren't as technically knowledgeable as its major-account customers. So he runs his 850-person worldwide organization by the "Candice test."

"I was in Taiwan recently and my 9-year-old daughter, Candice, left a voice-mail message saying that she couldn't get the printer to print. I left her a message to call our support number and see if they could help her fix the problem.

"The next day, I got another voice-mail message from Candice: 'It worked!'"



DOUGLAS PECK

Doug Carnahan has no full-time MSO functional team but uses the expertise of group managers like Dotty Hayes, Components Group controller, meeting with him in Palo Alto.

Whether it's on skis or in business, Doug Carnahan, the head of HP's Measurement Systems Organization, has one driving style:

# "I like running fast"

By Betty Gerard

Skiing the face of Silverado in Squaw Valley, California, this winter, Doug Carnahan didn't flinch when confronted with a 25-foot cliff. An expert skier, he plunged straight down and took his resulting split lip, broken glasses and scattered gear with good humor.

On the ski slopes, Doug shows the same high energy and enthusiasm that have marked all the stages of a career that has now brought him to the highest peaks of company management. Fortunately for HP, his good judgment has spared him such tumbles in the business world.

As senior vice president and G.M. of the Measurement Systems Organization (MSO) since its formation in 1993, he has a portfolio of diverse businesses: Analytical Products, Medical Products, Components and Information Storage groups, and the independent Integrated Circuit Business Division.

However, he sees some parallels with the Computer Products Organization (CPO) he came from.

"While some things are different, there is the same need for change, to look forward and seek paradigm shifts to arrive at new areas for growth," he says.

"I'm putting my time and effort into encouraging MSO businesses to look at new markets where they can leverage their skills."

One example is a combined initiative between Analytical, Medical and HP Labs to develop ways of measuring DNA.

Doug combines an easy personal style with a driving approach to business. He is not laid back when it comes to making business decisions. Before assuming his MSO role, he spent 18 years in the peripherals business during a period of spectacular high growth.

"A lot of us who grew up in CPO ascribe to the principles of Dick

# "Running fast"

Hackborn (retired executive vice president)," Doug says. He liked the aggressive leadership nature of the CPO business. "It matched my own style," Doug says. "I like running fast with new products all the time."

Doug's indoctrination in peripherals began back in 1977 as manufacturing manager of the then-Boise (Idaho) Division. Moving to England in 1982, he started up Computer Peripherals Bristol, then returned to Boise in 1984 as division general manager to manage the exploding printer business.

The success of the HP LaserJet printer launched HP into new product areas such as network printers and input scanners, along with new channels of distribution. Doug oversaw all these new directions.

His favorite peripherals assignment, however, was the period in England. It was his first experience as a general manager and he found it great fun to start up a new venture "on a long tether."

His wife, Meredith, and their two children, then teenagers, also enjoyed life in the Cotswolds and vacations to places like Egypt. (Daughter Kerry,

*"He was a great guy to get on with."*

28, and son Jason, 25, now both work for other computer companies.)

Doug's first employee at the modest startup facility in Yates, England, was Mike Farrell, who came from HP's South Queenferry, Scotland, site to be the facilities manager.

"The morning Doug arrived from the States, he ordered my desk moved

from the facilities area next to his own," Mike says. "When I came back from lunch, my desk had been changed; by 2 o'clock we'd agreed on the goals for my job—and I was turned loose. He was a great guy to get on with."

Every morning Doug would go from his desk to the other end of the plant, get his coffee, and wander back

*"Doug had a good sense of HP's way of doing things and he transferred it to Bristol..."*

through the production lines, talking to people. "The shop floor is far different in Britain but Doug broke through, getting on easy speaking terms with everyone," says John Stedman, the first R&D manager in Bristol and now G.M. of the Network Server Division.

"Doug also made sure that the cost structure of R&D was in line with profit goals."

Don Hammond, now retired, was based at the Yates plant while doing the groundwork for setting up HP Labs Bristol.

"Doug had a good sense of HP's way of doing things," Don says, "and he transferred it to Bristol: integrity, lack of status, making decisions at the lowest possible level, everyone working together for a common objective."

The Bristol startup, in fact, was so successful that it became the model for other peripherals startups in Europe. "The rate at which it came up to volume in manufacturing was extremely rapid," Dick Hackborn recalls.

Beyond Doug's ability as a team-builder, he is an outstanding change manager, in Dick's view. "Doug quickly

identifies key issues and stays focused on solving them."

He also sees Doug as having a strong global commitment, pointing to his 10 years as HP's lead manager in the highly successful relationship with Canon on the HP LaserJet. "A partnership on that scale takes a tremendous amount of energy. Doug proved himself highly adaptable and flexible in a partnership which took on many different facets. He bridged the difference between two cultures very effectively while keeping things on a cordial and personal basis."

Doug grew up in Northern California, graduated from high school in Sunnyvale and received his E.E. degree from San Jose State University and an M.B.A. from Santa Clara University.

Starting at HP as a summer student, he worked weekends as an electrician and plumber to pay his way through college. After graduation

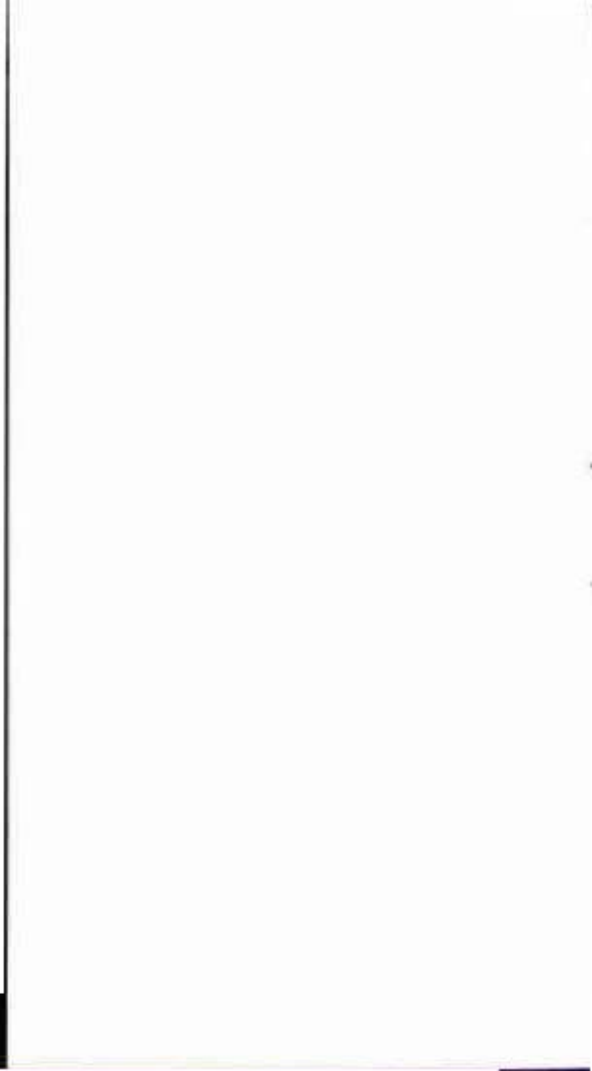
*"Doug quickly identifies key issues and stays focused on solving them."*

from SJSU in 1965 and three years as a design engineer for a utility company in Los Angeles, he returned to HP in Corporate Construction.

Within six months Doug was running the Palo Alto maintenance department. Then Paul Ely, general manager of the former Microwave Division, tapped him to manage relocating part of its operations to Santa Rosa, California. "It was obvious that Doug was a very capable person with a lot of initiative who saw far beyond his own job," Paul says.



How  
do you  
measure  
**MEASURE?**





Life in Idaho includes the special pleasure of family skiing vacations in Sun Valley for Doug Carnahan and his wife, Meredith.

The assignment was no small undertaking. Doug was involved in negotiations with the landowner for the Fountaingrove site, trips to Washington, D.C., to obtain a federal economic development grant and creation of an assessment district to extend a road and utilities into the property.

When the new division began in 1972, Doug became fabrication manager. It was a high-spirited time. He and Meredith built a home in Santa Rosa—and then came the offer for Doug to transfer to Boise.

These days the Carnahans again are having a new home built—this time on the property outside Boise where they have lived since their arrival. They now have 120 acres, part of which Meredith has developed into a successful wholesale nursery.

The new house will be wired for full computer capability as part of Doug's model communications setup.

He maintains MSO headquarters in Boise, but often spends 10 days a month at the executive offices in Palo Alto and is frequently on the road visiting MSO entities.

Doug maintains regular contact by phone and e-mail with Jenni Schroder, his administrative assistant in Boise for 17 years, to deal promptly with all incoming messages. Taking advantage of an hour's time difference, Doug can phone Jenni from his car on the way to the Boise airport—and she'll create a slide in Boise and have it printed remotely and waiting at his desk in Palo Alto when he arrives.

As MSO head, Doug is now a member of Lew Platt's Management Staff, which involves him in decisions on companywide strategic issues.

He also chairs the Management Council's Operations Committee, which is currently focusing on HP's manufacturing strategy and looking at

many aspects of what is ahead for the HP workplace of the future.

To free up time for his enlarged HP role, Doug has cut back on his many community activities. (One of his most satisfying efforts was chairing an industry effort that led to a proposal for K-12 educational reform for Idaho.) He's given up serving as board chair for the local Bogus Basin Ski Association. But he still makes some time for duck hunting, water skiing, fly fishing and vacations at the Carnahans' Sun Valley, Idaho, house.

Active sports are part of the admirable balance that Doug Carnahan manages to maintain in an increasingly high-pressure life. **M**



CSY customer advocate Dave Snow (left) talks with the California Department of Corrections' Spike Haines outside of Folsom Prison.

# Through the eyes of the customer

By Shirley Gilbert

Just how do you become customer focused? Employees in the Commercial Systems Division found that there's a whole lot more than posters and presentations.

It was a general manager's worst nightmare.

Glenn Osaka, the new Commercial Systems Division (CSY) general manager, couldn't believe his bad luck.

Only six months in the job and orders were going down so fast—as much as 30 percent—he swears he could hear the thud. He saw profits disappear—almost overnight, it seemed. Customers were so angry they were firing off biting letters to CEO Lew Platt and Computer Systems Organization (CSO) G.M. and HP Senior Vice President Wim Roelandts about the division's key product—the HP 3000 computer.

What's more, employee morale in the long-standing CSO division, based

in Cupertino, California, was at an all-time low. CSY people were exhausted from the second round of downsizing. And those earmarked to stay didn't see the point. "After all," said one, speaking for the many, "the HP 3000 is dead. Let's not stick around for the funeral."

"That was the low point," says Glenn gravely. "If anyone had a burning platform, it was us in November of '93. We knew we had to do something—and do it fast."

Now fast forward to one year later—November 1994.

Orders were up for the year, operating profit increased dramatically and CSY actually doubled its contri-

bution to the Computer Systems Organization.

And customers were sending love notes not only to the top managers in CSY, but to every level of employee in the division. In fact, at Interex 1994, the annual HP 3000 users' conference, CSY R&D Manager Harry Sterling received the highest customer accolade the group gives: the Marc Hoff award for customer satisfaction. (Marc, a former G.M. in HP's Worldwide Customer Support Organization, died of cancer in 1991.)

On the employee morale front, people were staying in droves and talking about a new vision, energy and purpose for the division that kept them excited, involved and learning new things.

What changed in just one year?

What happened, says former G.M. Glenn Osaka (now G.M. of the Professional Services Organization in CSO), was a change in mission.

"We went from making the HP 3000 profitable and successful to making

***"What made this change different is that the customer became our primary driver..."***

our customers and partners successful," Glenn says.

While that sounds simple, it brought about a massive change in mindset, behavior, reward systems—indeed, in the division's whole culture.

"What made this change different," points out Olivier Helleboid, CSY's new G.M. and formerly the division's marketing manager, "is that the customer became our primary driver in

everything we did every day. We tried to really view things through the eyes of the customer. All our measures before had been internal. Now we are externally focused."

"What we used to do to communicate change in CSY was spend 90 percent of our time with slide presentations to convince everybody it's a good idea," Harry adds. "We spent almost no time on changing what we do in line with the new mission or, most importantly, on how we reward people for doing it. And frankly, that's the most important part."

CSY didn't make that mistake.

However, what the division went through in the months after it changed its mission was pretty wrenching.

A great many people in the division took the HP "Building a Market-focused Organization" course to get some tools before going out to visit and listen to customers. Then, CSY assigned every R&D project team a customer partner and rewarded employees with a marble paperweight when they interacted with customers and reported feedback.

The entire division was invited to go to the Interex conference in San Francisco in 1993. CSY employees wore green T-shirts and made a point of asking customers questions. They heard an earful.

A performance management expert helped each group figure out what customer focus really meant in terms of employees' everyday jobs.

A new reward system evolved. Employees received gold stars if they had any interaction with customers. Those who took complete ownership of a problem and worked through CSO and all of HP to address cus-

## The HP 3000 story

Why were customers so upset with HP in the fall of 1993 and why were HP 3000 sales falling so fast that G.M. Glenn Osaka's hair began to gray prematurely?

A bit of history here to explain that.

The HP 3000, launched in 1972, was the company's first computer system that addressed the needs of customers in the commercial marketplace.

It has been a highly successful product over the years, imaginatively keeping up with changing technology. There is now an installed base of more than 70,000 HP 3000 users worldwide.

The HP 3000 comes from a proprietary background in an increasingly open-systems world where UNIX is becoming king. (HP is the largest producer of UNIX systems in the world.)

Although the HP 3000, with many open-system capabilities, is excellent for transaction processing (order reservations or managing a manufacturing process), it was not viewed by many to be the kind of sexy, state-of-the-art product for the '90s.

"It wasn't the latest and greatest," affirms former CSY Marketing Manager Olivier Helleboid and current G.M. "We were trying to compete on a technology basis and we were losing the race. What we needed to do was to sell the HP 3000 as a solution to a variety of mission-critical problems. And for that, we needed to develop a closeness to the customer we just didn't have."

# The customer

tomer concerns received a cash award from the G.M.

For example, Susan Campbell, a CSY software engineer, stepped into the middle of a disagreement between CSY, other CSO divisions and a customer 3,000 miles away. She helped get all sides together to pinpoint the problem and find a solution.

"There had been a lot of finger-pointing and the customer was extremely frustrated," Susan says. "This new commitment to resolve customer problems, regardless of our technology, is strikingly different from previous attitudes where your involvement ended at functional or organizational boundaries."

How did other CSY behaviors change?

In R&D, Harry Sterling says, engineers went from focusing on the technology to concentrating on solving customer problems (see story on page 13).

CSY used to develop products, Harry says, by conducting some customer investigation on the front end. Then engineers designed the products

*"You're not going to make me buy a \$400 suit and give slide presentations."*

in a very secret way. When it was ready to be introduced, a Beta test would be done with customers to see how well things worked.

Now, Harry says, customers are involved throughout the entire life-cycle. There are telephone and video conferences and face-to-face meet-



During a meeting in the Columbus, Ohio, airport, CSY General Manager Olivier Helleboird chats with customers (from left) Rose Tolliver and Terri Daughters from GatesMcDonald.

ings with customers and partners to determine customer needs and make certain the new products incorporate them.

At the beginning, not every R&D engineer bought into the idea.

"I remember," says Harry, "one engineer standing up at a meeting and saying: 'Hey, What's this customer stuff all about? Isn't that why we have marketing people? You're not going to make me buy a \$400 suit and give slide presentations.'"

That was never the intention, Harry notes. Most of the time, engineers talk to other engineers. They also enjoy the chance to meet with a variety of end users—sales, manufacturing and information technology people—and involve them in the R&D decision-making. He points out that there were 200 customer contacts in R&D last year; that was unheard of before.

There were also plenty of changes in CSY marketing. Before the change in mission, says Olivier, who was mar-

keting manager at the time the biggest changes took place, marketing people would deal principally with HP or channel partner sales reps.

Now CSY marketeers communicate directly with thousands of customers, using a wide variety of vehicles including audio, video and print.

The communication focus has changed as well. It's now on passing along practical ways that customers can use and benefit from CSY products versus touting the technology.

Instead of producing a 100-page field training manual, CSY marketing now produces a 4-page newsletter that goes directly to 60,000 users worldwide.

What have customers told CSY employees that they didn't already know?

The biggest surprise for almost everyone who visited customers is that, for the most part, they like the HP 3000 a great deal.

If you stay in the factory, Harry says, you only hear from customers who yell and scream at you. "The reality is that most of the customers love us and are very happy with what

***"What never changes is the need to understand what customers value."***

we're doing," Harry says. "It's pretty uplifting and exciting to hear that when you go out for feedback."

CSY also established new guidelines to focus single-mindedly on customers:

- Management will support you if you take risks or go out on a limb for customer focus.
- "It's not my problem" is not acceptable. Do anything to solve the customer's problem, even if it means stepping around the bureaucracy or working across the organization or the company.
- Think creatively and try new things—you will be rewarded for it.

Despite the new focus, CSY employees admit that things are far from perfect. The HP 3000 remains a mature product in a quickly changing computer systems environment. However, Olivier believes the product—which has survived a ton of technology changes—will continue to do well as long as HP listens to customers and continues the customer culture the division is working so hard to keep vibrant.

What are the implications of this new way of working for all of CSO?

"I view the work done in CSY," says CSO G.M. Wim Roelandts, "as

## **"Okay, I'll go check it out..."**

As a CSY lab engineer who develops database products, Mahesh Vora never thought of visiting customers.

Stone Container in Chicago—a \$1 billion manufacturer of pulp, paper and corrugated boxes—was one very unhappy customer," Mahesh says, "so you can imagine how nervous I was when we decided to visit them. But I thought, 'Okay, I'll go check it out.'

"It was quite upsetting to hear about some of the hardships that employees suffered when the HP 3000 business computer 'crashed.'

"One manager told me that when the system went down, he had to run down 50 steps to take the order to manufacturing on the floor below. And they got more than 200 orders per day! That really worried me. And it showed me what high availability really means to the customer."

At the end of the day, someone from Stone's upper management asked Mahesh how his visit would be different from all the other visits from CSY people.

extremely important. I've encouraged every division in CSO to adopt the same customer-conscious approach. It's not just 'saying' you are customer focused. You have to change the behavior and the reward system as well. That's the key."

Wim says that in his many years in the computer systems business, he's seen technologies come and go.



**CSY software engineers Chi Hwang (center) and Mahesh Vora (right) meet face-to-face with customer Mary Ellen Woods from Stone.**

"I told her that I would take the experience, share it with the rest of my lab and provide the company with a solution to help run her business better.

"It's this kind of customer experience that builds good feelings between the customer and the lab.

"What's really different now, I think, is that the customers' problems become our problems—not anyone else's. We take responsibility.

"By the way," Mahesh adds, "in September 1994, we signed a \$3 million deal with Stone Container. When that happened, all of us—in the lab and in manufacturing—felt we had a hand in bringing in that business."

"What never changes," he says, "is the need to understand what customers value. If we know that and act on it, we cannot help but be successful." **M**

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

# A "window on Monterey Bay"

*By Michele Drake*

MONTEREY, California—Eager youngsters watch attentively as HP retiree Ray Gand carefully picks up a bright red starfish and places it on the outstretched palm of a young student.

"How many arms does it have?" asks Ray. The first-grader counts slowly, and thus begins a dialogue that involves the youngsters in a fascinating, hands-on Monterey Bay Aquarium exhibit called the Touch Pool.

Ray is one of a handful of HP retirees and employees who volunteer at the world-renowned aquarium. For the past eight years, he has come weekly to interpret exhibits and answer visitors' questions.

HP has had more than an arm's-length connection with the aquarium since it opened in October 1984. This "window on Monterey Bay" was the brainchild of four marine biologists, including Dave Packard's daughter, Nancy Burnett. Dave and Lucile Packard gave \$55 million to cover construction costs, and daughter Julie Packard—also a marine biologist—is the executive director. Dave even helped to create innovative wave machines used for three exhibits.

Behind the scenes, some 170 HP Vectra PCs help provide the aquarium's "life-support system"—from managing heating, ventilation and air conditioning to controlling the pumps that allow 2,000 gallons of sea water per minute to flow into aquarium exhibits. An HP 3000 computer and 20 HP LaserJet printers round out the HP family of equipment. **M**

*(Michele Drake, manager of HP's Personnel Communications section in Corporate Personnel, also is a volunteer at the aquarium.—Editor)*

PHOTOS BY NICK BRIDGEMAN



above

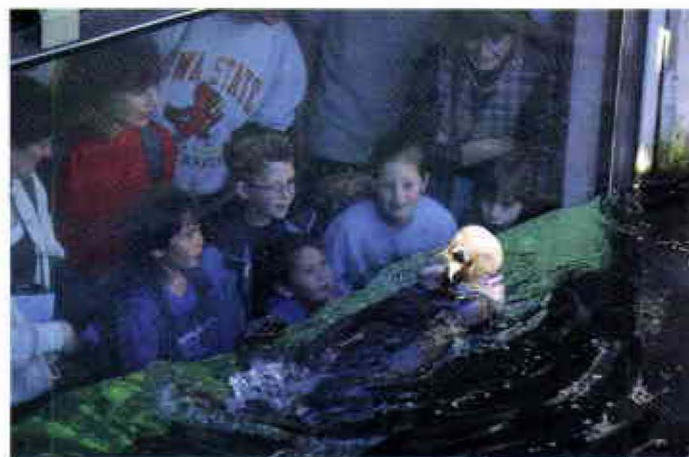
One of the aquarium's most popular exhibits, the Touch Pool, attracts visitors of all ages. HP retiree and aquarium volunteer Ray Gand introduces a decorator crab to third-grader Sara Schulte and her mother, Lynn, an HP communications project manager.



above

Eric Quamen, senior systems operator for the aquarium, monitors critical exhibit statistics on an HP Vectra PC in the control room, while Kit Sagen, facilities systems coordinator, checks in on the phone.





top

Aquarium biologists have pioneered the husbandry and exhibition of jellyfish. "Planet of the Jellies" was one of the aquarium's most popular special exhibitions, introducing visitors to a variety of these delicate animals.

above

Breakfast, anyone? John Digirolamo, animal food technician, selects ingredients from the huge stainless steel refrigerator in the aquarium's kitchen. Breakfast selections include chopped squid, anchovies, and small and large smelt.

above

Feedings at the otter exhibit draw crowds of visitors. Roscoe, Goldie and Hailey, the aquarium's resident California sea otters, were rescued as orphaned pups and raised by aquarium staff and volunteers.

# Monterey Bay

PHOTOS BY RICK BRIDGERS



top

Several aquarium exhibits encourage touching. Here, children feel the dense fur on a sea otter pelt while hearing from aquarium volunteers (from left) Ardelle Gilbert, Pam Norris and Michele Drake, HP Personnel Communications manager.

above

The dramatic lionfish is one of the stars at the aquarium's current special exhibition, "Deadly Beauties." A native of tropical coral reefs, the lionfish threatens possible predators with 18 long, venomous spines.



left

Executive Director Julie Packard manages the nonprofit, self-supporting aquarium, which has attracted 18 million visitors since it opened in October 1984. Julie is a marine biologist and daughter of HP co-founder Dave Packard.





left

Construction equipment stands in the partially completed area of the aquarium's new wing that eventually will house one of the largest exhibits of jelly-fish in the world. HP has contributed \$2 million to the expansion—the first Corporate contribution to the aquarium.

above

In March 1996, the aquarium will open the first phase of its \$57 million expansion. The new wing will expand exhibit space by 50 percent and showcase marine life from the outer bay waters, including open-ocean sharks, ocean sunfish, green sea turtles and schools of yellowfin tuna.





ANNE KNUDSEN

HP retiree Nancy Lem gets to meet “great people” and give something back to the community as a volunteer for the Chinese Community Center of the Peninsula.

# Buddy, can you spare some time?

By Melinda Sacks

Hundreds of retired HP employees share their time and knowledge as community volunteers.

Nancy Lem remembers her first job as a volunteer as if it were yesterday.

She was only a little girl during World War II when her mother took her by the hand and introduced her to the idea of doing for others. Every week mother and daughter would go to the local Red Cross to help make bandages for wounded soldiers.

But Nancy never realized how those hours spent at her mother's side would affect her later in life.

“My mother volunteered almost until her death,” says Nancy, who retired from Hewlett-Packard in 1991 after a 24-year career, most recently as a manager in the Technical Information Center in Cupertino, California. “I guess I always knew that when I retired I'd eventually do some volunteer work.”

Little did Nancy know that she would become so enmeshed in her

second career that she would spend half of every week going from one volunteer job to the next. There is her work as vice president of the Chinese Community Center of the Peninsula. There is ushering at the beautiful new Mountain View Center for Performing Arts. And then there are the afternoons spent refurbishing science kits for elementary school children.

It's a busier schedule than Nancy ever imagined she'd have after leaving her full-time job at HP. But she wouldn't have it any other way.

“I get out to meet great people,” she says, “and I feel I'm giving back to the community.”

It is a sentiment shared by hundreds of retired HP employees, who make up a burgeoning population of volunteers giving time to everything from teaching robotics to first graders

to offering peer support for newly diagnosed cancer victims. Across the nation, HP retirees are wholeheartedly embracing the volunteer lifestyle.

"It is not one-sided," explains Connie D'Andrea, former general accounting manager for HP's Microwave Semiconductor Division, who is involved in Project Read, an adult literacy program. "I think I probably get more out of it than I put in."

The idea of volunteering during retirement is not a new one, but it is, in many ways, an idea whose time has come. In this decade of budget hardships, funding cuts to social programs and growing community need, volunteers can fill an important niche. It is something HP retirees have been doing for years, says Carol Anderson, manager of HP's employee and community programs. But now the volunteers have HP's organized support.

In August 1994, HP invited retirees in the San Francisco Bay Area to the kickoff of the Hewlett-Packard Retiree Volunteers (HPRV), a program modeled after the National Retiree Volunteer Coalition's (NRVC) program. HP is the first company that the NRVC has organized west of the Mis-

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*"I've met a lot of terrific people and it's been a great experience."*

issippi River. Based in Minneapolis, Minnesota, the NRVC believes that retirees are a tremendous untapped resource. The intent of the organized volunteer effort is to improve the quality of life through volunteer efforts of retirees.



Hilde Harris, a former HP personnel manager, works with seven students, including Sergio Villaba, at Hubbard Elementary School in San Jose, California.

In its first year, more than 150 retired HP employees contributed almost 2,500 volunteer hours to numerous community agencies through the HPRV program. HPRV is driven by the retirees themselves, who outlined the areas of education, health and human services, and the environment as their major interests.

"They didn't just say, 'You should volunteer,' but they gave specific names of projects and dates they needed people," Connie recalls. "I thought to myself, 'I can do that.'"

Even though Connie already was volunteering on her own at Project Read and for the California Council for the Arts in Palo Alto, she became intrigued by one of the school projects introduced at the HPRV meeting.

"I'd spent my whole life working with numbers," she says, "so I decided it would be rewarding to work with children for a change."

Connie offered to give some time to the Hubbard Elementary School project, and she's been hooked on her work there ever since. Located in a poor area in San Jose, Hubbard desperately needed tutors to help with reading. English is a second language for most Hubbard children, so Connie and her co-workers faced several challenges.

"I go and read to the children," she says. "It's almost embarrassing how grateful they are. I've met a lot of terrific people and it's been a great experience."

Like Connie, Hilde Harris has found the work at Hubbard more exciting and engaging than she ever imagined it would be. A former personnel manager for HP's corporate offices, Hilde retired in 1991. She has focused her attention at Hubbard on seven children, each of whom she works with individually. For months, she says, all but one little girl were progressing.

# Spare some time?

DAVID TEJADAL/P



In Loveland, Colorado, cancer survivors Don and Marilyn Knight volunteer with Cansurmount, a support group that lets patients know that they can live, too.

"She was trying so hard and I was really getting discouraged," Hilde admits. "Lo and behold, I was observing her one day and I noticed she was trying to hide the fact that she really couldn't see. She needed glasses!"

Hilde tried holding the paper she had asked the little girl to read right up to the child's face, and suddenly the girl's eyes lit up because she could read the letters. "The poor thing," Hilde says. "I told her, 'You need glasses,' and she said, 'I know, but my mom can't afford them.'"

Hilde went straight to the school administration to inquire how they could help. The glasses have been ordered through the school. But if they don't arrive soon, Hilde says, "I'm going to go out and buy them myself."

For Alan Marston, a computer design retiree from HP Labs, working with children also has proven to be a rewarding experience. He has kept busy after retirement by volunteering for three hands-on science projects through HPRV. "I like teaching people things and children are much more enthusiastic than adults," Alan says.

The engineer-turned-teacher can be found one morning a week at the Los

Altos (California) Public Library and a second morning weekly at NASA/Ames' Aerospace Encounter. He also was involved in Project Jason, a science education project funded by a federal grant.

Alan has helped fourth- to eighth-grade students from around the Bay Area with such activities as looking at the moon of Jupiter with an infrared telescope and even operating a crane to lower a probe into an active volcano in Hawaii. It is, Alan says, the kind of science that is memorable. The 1,600 retirees living in the Bay Area represent the largest potential HP volunteer force. But HP retirees from every part of the country are giving their time and energy.

In Loveland, Colorado, Don and Marilyn Knight have developed a network of new friends as a result of what began as Don's involvement in the local Cancer Society program—Cansurmount. When Don retired as a manager of programming information in 1988, he was looking forward to the free time he and his wife would enjoy.

But nothing had quite prepared the Knights to deal with the cancer both would get. Now, Don says, he looks

back and wishes there had been a Cansurmount support person for him.

"The program sends people who have had cancer to visit newly diagnosed people or those with a recurrence," Don explains. "My wife and I are both cancer survivors, so we are able to let people know we've lived through cancer, and they can, too."

Don says he'll always remember the experience of going to visit a man who had just been diagnosed with the same kind of cancer as his own. He was "about ready to hang it up," Don says. "Letting him know I'd gone through the same thing, and that he was going to be able to handle it just turned things around."

The desire to make a difference is the common theme for HP retirees, whether they have spent just a few hours at a food kitchen during the holiday season or made volunteering a regular part of every day.

"The volunteer work has been great," says Gus Velardocchi, section

*"Letting him know that I'd gone through the same thing...just turned things around."*

manager from Andover, Massachusetts, until he retired from HP after 41 years. "I enjoy the experience and I like the fact that I stay in touch with former associates. I wouldn't have it any other way." **M**

*(Melinda Sacks is a Palo Alto, California-based free-lance writer. For more information about HP retiree volunteer activities, contact Carol Anderson at (415) 857-2545. —Editor)*

**R**egular readers of my letter to employees in *MEASURE* know that for several months I've urged employees to examine their jobs and either reduce or eliminate elements of their job that don't really add value to the organization.

So I thought you'd like to know that HP's Management Staff has done just that.

Beginning right now—May 1995—we're canceling the on-site organization reviews that we previously conducted each year. Some of you will question why we're doing away with a long-standing practice. Let me give you some perspective and explain our decision.

Long-time employees probably know that our co-founders, Bill Hewlett and Dave Packard, began site business reviews in the 1960s. In those days, the reviews were division reviews, and they gave Bill and Dave and the other top executives a way to monitor the progress of HP's growing and diverse businesses.

The reviews also were a good way to keep in close touch with employees. In fact, the co-founders insisted on scheduling time to walk the production lines and visit with employees in many departments. So the trips to various sites were, in a sense, *people* reviews in addition to being *business* reviews. Over time, the nature of the reviews has changed dramatically, just as HP has changed. Division reviews became group reviews and group reviews evolved into organization reviews. Today, a few HP sites have half as many employees as the entire company did 30 years ago.

And as HP became larger and our businesses more complex, the content of the reviews has become more super-

ficial. There just isn't time today to review the organizations in one or two days with the depth and quality of the division reviews of 30 years ago.

These reviews aren't trivial matters. Literally hundreds of people—perhaps you've been among them—help the organizations prepare for these visits. And, in the process, they've become much more formal. The reviews are interesting, but when the Management Staff examined recently if any major business decisions were being made as a result of the organization reviews, the answer was "No."

When we really thought about why we conduct organization reviews, we concluded we did them because we've always done them.

To me, the biggest negative is that today's reviews don't allow for a rich interchange with employees. The management team flies in, we go to the site, eat breakfast, lunch and dinner on-site and spend practically the entire time huddled in a conference room. We usually schedule time for

*"For me, the savings means that I can schedule more informal site visits."*

an employee coffee talk, but I can't remember the last review when I had time to walk through the manufacturing area or through accounting, marketing or any other department.

Will we still have business reviews? Certainly. They'll just become part of our regular monthly Management Staff meetings in Palo Alto. In fact, they should be more valuable reviews



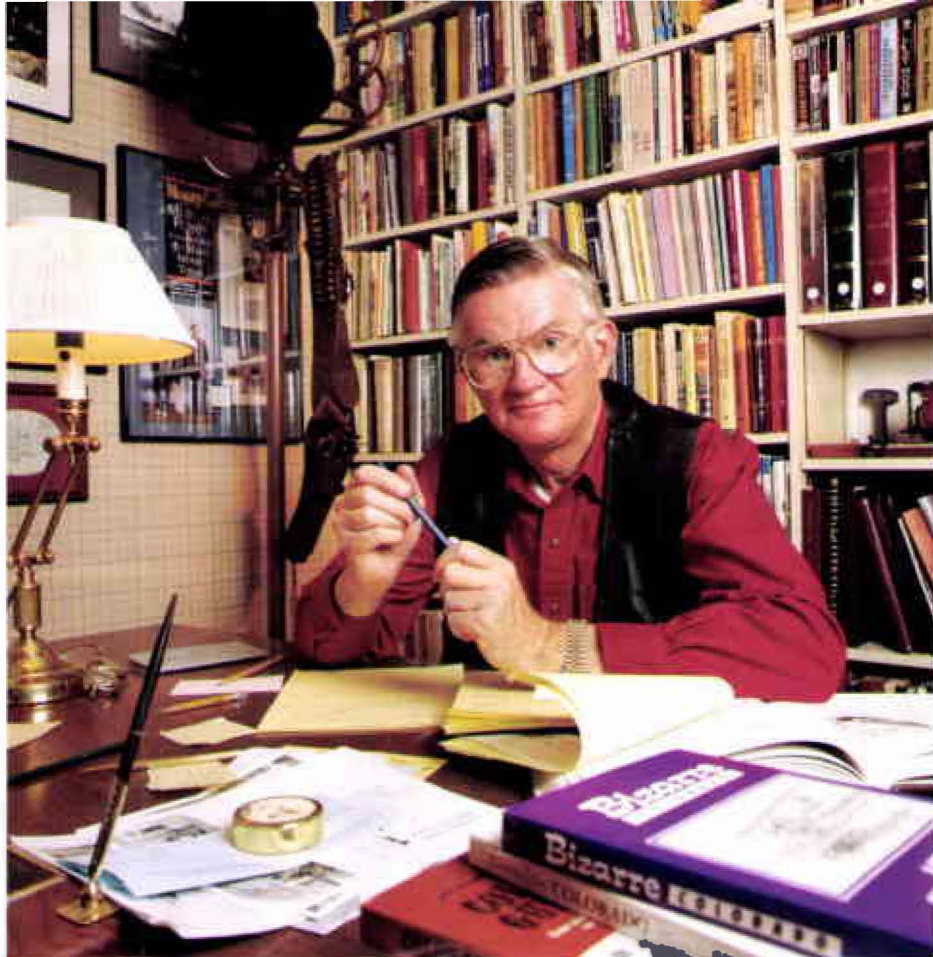
Jo-Ann Butler, Corporate small business/sales support manager, talks with CEO Lew Platt prior to Lew's discussion with the U.S. Minority Business program managers.

because we'll concentrate more on cross-business matters such as penetrating the telecommunications industry, interactive multimedia and video.

Doing away with on-site organization reviews will mean that the Management Staff will save 15 days a year in travel and meeting time. The heads of our businesses now will have the time to visit their own sites more often.

For me, the savings means that I can schedule more informal site visits where I can really interact with employees. For example, in November, I spent an entire day with employees in Waltham and Andover, Massachusetts. I had breakfast, attended a site closing event, judged a baking contest, handed out a President's Quality Award, attended a coffee talk and wandered around, talking with employees for 10 or 11 hours. By the end of the day I had come in contact with about 3,000 people. That's a lot more rewarding experience than a 30-minute employee coffee talk stuffed into the middle of an all-day on-site organization review.

Organization reviews served their purpose well for a number of years, but it's important to know when it's time to change. That's a lesson we all need to remember.



DAVID TEJADA/L.P.

A 30-year HP employee chronicles Colorado's bizarre and eccentric past in his own version of History Lite.

Part engineer, part entertainer, Ken Jessen has spent much of his 30-year HP career moonlighting as an author of books about the Old West, including *Bizarre Colorado*.

# HOW THE WEST WAS FUN (in a strange sort of way)

By Gregg Piburn

LOVELAND, Colorado—Harry Beeler, also known as Colorado's Apeman, did not have a bath for 12 years while chained up by his mother in a mountain cabin.

Colorado's only functioning two-story outhouse stands proudly in the Crested Butte Senior Center.

Mattie Silks and Kate Fulton, two Denver madams of the 1870s, tried to gun each other down in a duel at the Olympic Gardens.

The chronicler of these and other strange facts about Colorado is Ken Jessen, an HP engineer who earns part of his corporate paycheck writing about topics such as the world's most

accurate high-resolution integrating voltmeter.

The fact that this 30-year HP veteran, a seemingly mild-mannered engineer, spends so much time delving into the American West's eccentric past is... well, bizarre.

"One part of me is an engineer," says the bespectacled, gray-haired techie. "Another part of me is an entertainer." This entertainer's business card states that he is the project manager in the telecom group for the Manufacturing Test Division in Loveland, Colorado.



Ken has entertained thousands of readers as author of five books, three booklets and more than 250 magazine articles and newspaper columns. Most of his writing outside of HP revolves around the history of the colorful American West.

"Some people hike or ski or paint outside of work," Ken says. "I write. It is recreation for me."

His two most recent books are titled *Bizarre Colorado* and *Eccentric Colorado*.

When many people think of history, they think of weighty textbooks and solemn teachers. To the delight of readers and the horror of history professors, Ken eliminates the scholarly calories and concocts his own version of History Lite.

"I popularize history and make it fun and entertaining," Ken says. "I like to take something that is raw material, not terribly interesting at first glance, and mold it into something that is easy to read. I am drawn to the strange and unusual parts of history."

But don't get the idea that Ken plays fast and loose with the facts. In fact, he is as fastidious with his historical research as an engineer testing a hypothesis.

Ken's free time is consumed by research as he pores over yellowed court records, newspaper articles and history books. "I'm faithful to the source material," he says.

For instance, he won't say an event occurred on a warm day unless he can verify that fact. "I don't embellish anything. This isn't fiction. If I speculate on something, I'll tell the reader that's what I'm doing."

Ken's books are written for people too busy for heavy reading. *Bizarre Colorado*, for example, comprises 42

snippets of history, each story told in about 800 words. "I find out about interesting things and tell the story with a minimum number of words for maximum impact," Ken says. "I'm after history that sounds and looks like CNN, offering historical sound bites that can be understood and appreciated."

Keeping with that user-friendly philosophy, *Bizarre Colorado* is printed in large type, includes many graphic elements and has lots of white space.

Ken, who now publishes his work as owner of J.V. Publications, designs

## A shave and hot bath will do him wonders

*Sheriff Richards realized that the stories of a wild man were true. He pried the padlock off the door, and as the door swung open, the officers stepped into the cabin. The sun hurt the wild man's eyes after a dozen years of living in darkness. His fang-like teeth glittered as Colorado's apeman, Harry Beeler, blinked at the sun.*

*"He hasn't had a stitch of clothes on him for 12 years," Mrs. Beeler related to the officers, "but every night I went out after he went to sleep and threw a blanket over him. Harry is a good boy, Sheriff, and I love him."*

—Colorado's Apeman from  
*Bizarre Colorado*

the book layout, which includes photographs and illustrations with his own credit line.

Like all good HP employees, Ken tries to create what the customer wants. "I hang out with my readers to find out what they find fascinating and what they find boring," he says. As a member of numerous historical groups, Ken has found they want history in bite-sized, palatable chunks.

Growing up in New Jersey, Ken had given little thought to American West history. That changed when he went to the University of Utah in the late 1950s and early '60s.

"It intrigued me that the area was settled without much structure," he says. "There were few laws, so people had to make things up as they went. Settlers had to create solutions that had never been tried before."

Something else about the Wild West impresses Ken. "Those people were tremendous risk takers, willing to jeopardize their energy, money and life to reach some kind of goal." He adds, "Not many people today are willing to gamble like they did."

While Ken respects the settlers of the American West, he wouldn't have wanted to join them. "Living back then, without today's amenities, would be like going camping every day." He prefers life in the 1990s, complete with computers and libraries.

Still, one gets the sense that because of Ken's creative, entertaining side, he would have gotten his kicks hanging out with the Apeman and other crazy Colorado characters. **M**

*(Gregg Piburn, a former HP communications manager, is a product of the bizarre American West.—Editor)*

# Just the right time

By Mary Anne Easley

HP's recently announced stock split is the first in 12 years and only the sixth in company history. So just why *does* a stock split?

HP's 50,000 employee-shareholders welcomed the decision of the company's board of directors on February 16 to split the company's stock two-for-one effective March 24.

The stock price had been above \$100 a share for more than a month, following its steady climb from the \$70 range since August 1994. Many employees had begun to speculate—and some even asked members of top management—about the possibility of a stock split.

Why is a stock split so appealing to employees and other investors? And why did HP's board agree it was a good time for a stock split?

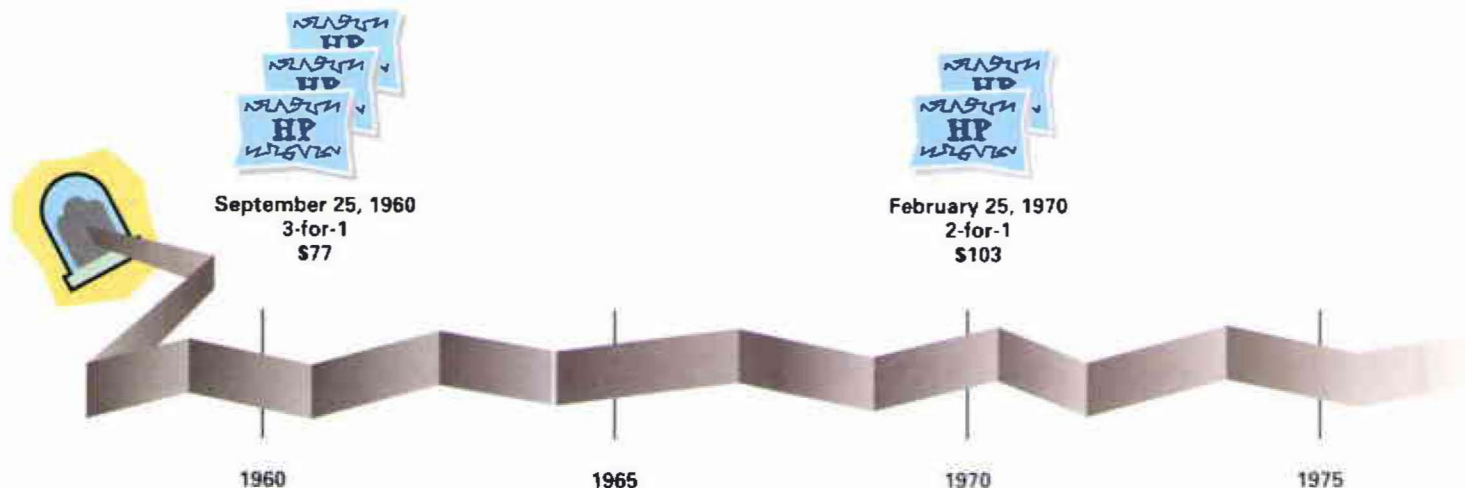
Stock splits are a complex subject, but it all starts with making a stock available to the greatest number of buyers and sellers.

"When you look at the market," says Executive Vice President and Chief Financial Officer Bob Wayman, who is also a board member, "you'll

notice that stocks of many of the widely held and most-admired companies generally trade in the \$40 and \$50 range. We want HP stock to be attractive to as many potential investors as possible, and especially to HP employees."

Bob adds, "When it comes to stock, there's a part of the market that thinks high-priced means overpriced, and they don't want to trade in those stocks. There's a psychological effect that keeps some people from considering a stock—any stock—above a certain price."

Assistant Secretary and Managing Counsel Ann Baskins agrees. "A per-share price of \$100 can be a psychological limit. Many companies that want their stock to have broad appeal to potential investors think \$100 is too high. Of course, many other companies do not think it's important to split the stock when it reaches a certain level."



HP's stock has split six times since the company's first public stock offering in November 1957 (price indicated is before split).

**MEASURE** May-June 1995

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       None of it

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

	Interesting			
	Very 1	2	3	Not at all 4
<b>Features</b>				
Doing the right thing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"I like running fast"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Through the eyes of the customer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A "window on Monterey Bay"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Buddy, can you spare some time?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Just the right time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Departments</b>				
Letter from Lew Platt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(People) How the West was fun	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your turn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

4. HP location: \_\_\_\_\_

If possible, please return through interoffice mail.

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Jay Coleman, Editor

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USA

Ann says the board considered many factors in making the decision. For one thing, last year was a banner year for HPI and the company also had a banner first quarter in 1995. In addition, the stock price was at an all-time high. She says, "It really seemed like the right time for a split."

Some investors view a split as a vote of confidence in the stock by the board. The announcement also has the benefit of drawing attention to the company, and coupled with the new, lower price, it may attract new investors.

A split also benefits employee-shareholders, most of whom purchase their shares through the Employee Stock Purchase Plan. When the stock price is high, it can take employees who invest small amounts more than one quarter to purchase the required two shares to get the one-share company match. They definitely benefit from the lower price.

Despite the advantages, there is at least one downside to a stock split—the administrative costs. Financial Program Supervisor Teresa Allen and her colleagues in the Shareholder Records department over the next

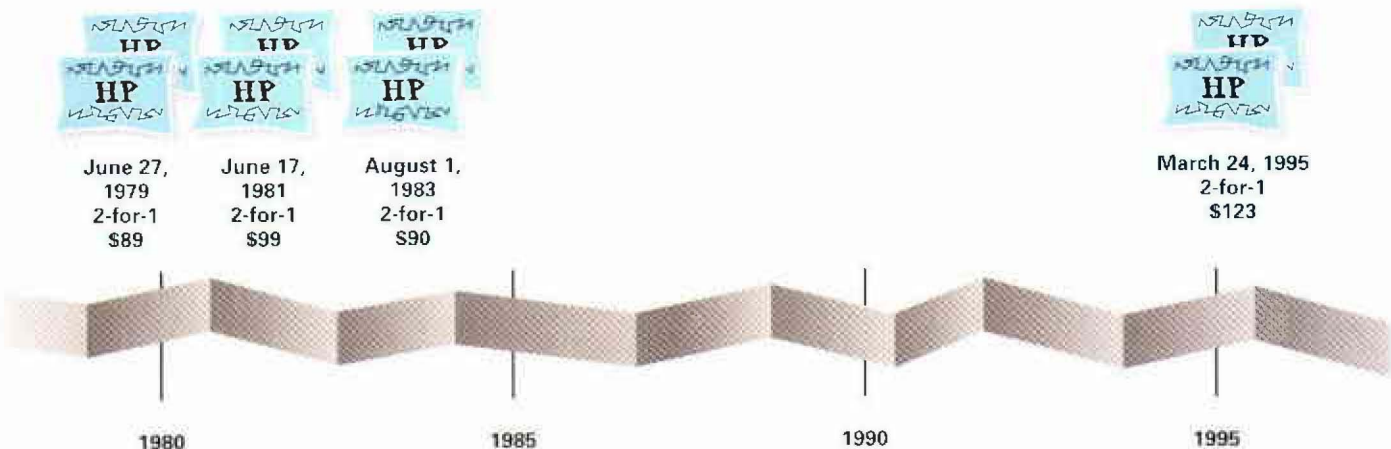


The HP stock split is good news for shareholders, says Ann Baskins (left), assistant secretary and managing counsel, but a challenge for Teresa Allen from Shareholder Records.

few months will direct the costly printing and mailing of 32,000 new stock certificates for 73,000 shareholders of record (this does not include shares held by employees in book-entry accounts).

There are also stock exchange fees and programming fees at HP's trans-

fer agent, Harris Bank in Chicago, to adjust each employee's book-entry account and distribute revised statements. However, complaints about costs, if any, have been drowned out by the positive reaction to the split. **M**



## Moving forward

It was refreshing to see the articles on "Where do I go from here?" and Lew Platt's thoughts on career self-reliance.

In nearly 30 years with HP I've worked in seven Bay Area divisions, had four engineering positions and three supervision/management positions in manufacturing, facilities and R&D. Being exceded for the past four months has been very difficult, but I look at this opportunity as a career change for new challenges.

The comments about flexibility, change and agility are vital career qualities that truly apply in my situation. I even opened an additional career option into marketing and just completed two certificate programs in marketing at the University of California at Santa Cruz. More importantly, Lew's article mentioned recurring themes about hard work, tenacity, getting outside your "comfort zone" and taking control of your career. The *MEASURE* articles have given me renewed energy and persistence to move forward and seek better career opportunities at HP.

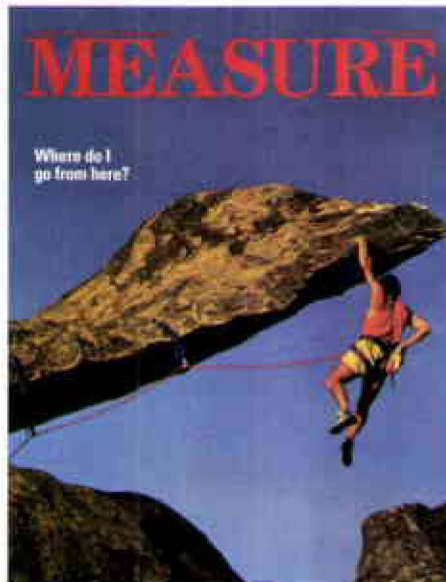
May luck be with me!

BOB WING  
Palo Alto, California

## Time for a change

Thank you for the article "Where do I go from here?" I enjoyed reading about Miguel Avila and Susan Crocker's success. However, I enjoyed (CEO) Lew Platt's message even more.

I've just decided to make a career change. I'm leaving Corporate Quality (where Susan and I worked together) to work for HP Labs Site Services. The new position offers many great opportunities for skills enhancement. Lew's message reinforces my decision



to make a change in my career. Many thanks to Lew.

Again, thank you for printing the article—and the cover is outstanding.

BESSIE SMITH  
Palo Alto, California

## A serious offense

Since I have been on foreign assignment in Asia for more than six years and immersed in the Japanese culture, I was delighted to see an article in *MEASURE* about global (other) cultures. You did make one large mistake with regard to the Japanese culture.

The drawing of the rice bowl and chopsticks on pages 13 and 31 is a serious offense. Chopsticks are not to be stuck into food or left sticking into food—especially in rice bowls. This is only done for the deceased at funeral (memorial) ceremonies.

KEN LODGE  
Tokyo, Japan

*Thanks for the cultural lesson, Ken. We regret the mistake.—Editor*

## It's the Scots, not Scotch

I enjoyed the Global I.Q. Test, but have a comment concerning question No. 14 and its answer.

The people of Scotland are called "Scots" and sometimes "Scottish." However, "Scotch" is *not* acceptable and should not be used to describe us.

Scotch is that stuff that comes out of a bottle!

WILF WRIGHT  
Queensferry, Scotland

*MEASURE's two primary writing style guides—The Associated Press Stylebook and Webster's New World Dictionary—differ on that point. AP says that natives of Scotland "are not the Scotch." Webster's says Scotch is an adjective that means "of Scotland, its people, or their language or culture." We're sorry if you or other Scots were offended.—Editor*

## A matter of priorities

As long as you keep the priorities straight (drink first), then the British don't actually dislike talking about business at the end of the day, as long as the work has stopped. On the other hand, being Welsh, I could easily overlook such a slur on the English.

I should warn you about calling our friends at the Queensferry Telecom Division "Scotch." At least if the bottle's full they won't throw it at you!

JOHN LUMLEY  
Bristol, England

## Mums the word

I found the March-April 1995 *MEASURE* particularly interesting and enjoyable for its wide variety of articles, but I was amused—as an expatriate Englishman—at the use of the word "mums" in the global I.Q. quiz.

Mum, as far as I know, only has the meaning of "mother" (American "mom") in the United Kingdom, and never is used as an abbreviation for chrysanthemum. There are now probably a few puzzled HP people across the "pond" and in the rest of the non-U.S. HP world.

Thanks again for an excellent publication.

ARTHUR WOOD  
Atlanta, Georgia

### Are you sure?

That quiz was great fun! However, perhaps you should test your own global I.Q.

In question No. 1, the answer depends on clock being a homonym of being at a loved one's deathbed, but you never say which of the sundry dialects of Chinese this is for. I'm white and I can name a half-dozen Chinese dialects; I can't believe that the answer holds true in all of them.

MATT BONNER  
San Diego, California

*According to Janet Mehlhop, new-business development manager for YAR Communications, Inc., which originated the test, Matt is right when referring to several dialects in the Chinese language. However, when song (to give) and zhong (a clock) are combined, it sounds like a set phrase that can mean the handlings of a senior's funereal affairs. Janet adds that, regardless of the meaning or dialect used, it's a cultural "taboo" in China and in Chinese communities around the world to give a clock as a gift for any occasion.—Editor*

### I.Q. or not I.Q.

Your article "What's your global I.Q.?" was interesting. However, I'd like to point out a semantics problem.

The term "I.Q." means intelligence quotient and it is supposed to be a measure of a person's innate intelligence compared to that of the population at large. What your mini-test is really measuring is your *knowledge* of other countries' cultures. The pseudo-term "global I.Q." is not only a misnomer, it is inaccurate.

I enjoy reading every issue of *MEASURE*. Keep it up!

MARCOS FRID  
Cupertino, California

*Yes, you're right, but "What's your knowledge of other countries' cultures?" just doesn't have the same ring to it as "global I.Q."—Editor*

### A lot to learn

Twelve out of 31! I confess that this is my score on the global I.Q. test.

I blushed when I realized how little I know about the world where I live. I've never been to America, Japan, Spain, Singapore or other foreign countries. Can it be an excuse? No. This is a matter of attitude and interest.

I thank *MEASURE* for making me aware of this fact. And I want to say that it might be worth adding a question about my country, Korea, next time.

SOON KYOUNG KWON  
Seoul, Korea

### You had to be there

An earthquake struck my hometown in Amagasaki near Kobe, Japan, where my mother is living alone. I went back that weekend and I was surprised that the condition of the

people in the stricken area was more appalling than what I saw in visual media such as TV, newspapers and so on in Tokyo.

It seems real to me that visual media are very strong for reporting, but the five senses are more than a match for them.

I think it is difficult to express senses such as touch or hearing. I expect and am looking forward to the reports of *MEASURE* to be more realistic and vivid.

HIDEKI OKADA  
Hachioji, Japan

### Correction

*MEASURE misspelled Siang Lin Liem's name in the March-April 1995 edition. We regret the error.*  
—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).

Send your comments to *MEASURE* Editor Jay Coleman (the fax number and address are on page 3). Please limit your letter to about 150 words, sign your name and give your location. We reserve the right to edit letters.



Kathleen Whelan gives Mike Overly (left photo) a hands-on demonstration of the Cardiovascular Imaging System, while David Reinhardt and his daughter, Kathryn, inspect an HP light-emitting diode display.

## A fair to remember

INDIANAPOLIS, Indiana—Move over, coffee talks, beer busts and HP picnics, here comes the latest in employee gatherings — employee product fairs.

About 285 people attended the Indianapolis sales office's "Hoosier Hysteria" fair, which was open only to HP

employees, spouses and families.

Attendees could perform an ultrasound on their carotid artery using HP ultrasound equipment; analyze dirt and water using a mass spectrometer; scan and print their favorite family photo with HP's new Color LaserJet printer; "surf" the

Internet on an HP workstation; press buttons and see LEDs brightly glow; and examine the inside of an HP Vectra PC.

The Test and Measurement Organization showed off the durability of its products by conducting hearing tests using an oscilloscope from 1939.

"The fair really pulled the office together," says Charla Ireland, branch sales support supervisor and an event coordinator.

*(MEASURE thanks Dan Romaniak, communications rep for the U.S. Field Operations, for this report. —Editor)*



HP's Michel Benard (center) and CERN's Robert Caillian introduced G7 leaders and the media to the Internet in the World Wide Web Cafe.

## View from above

As the world careens down the still-incomplete Information Superhighway, a G7 Ministerial Conference was held in Brussels, Belgium, in late February to discuss global information infrastructure issues. Leaders of seven major countries also had a first-hand look at some practical demonstrations of what is now possible and what lies ahead.

Touring the showcase of 140 demos were European Union Commission President Jacques Delors and U.S. Vice President Al Gore and other dignitaries, along

with 1,500 journalists from around the world.

HP had a hand in four of the demos—two of which were chosen to be shown to the distinguished visitors. The demos depicted the exchange of information from many locations during a cardiac emergency, and compiling data about the environment (such as the disappearing rain forests).

And in the World Wide Web Cafe, sponsored by CERN with help from HP, delegates could have a cup of coffee and access the Internet.



## Celebrity status for inventors

Co-founders Dave Packard and Bill Hewlett have been showered with honors over the years. But there was something special about the Lifetime Achievement Award from The Lemelson-MIT Prize Program that was added to their collections on March 29.

In establishing the prize program, independent inventor Jerome H. Lemelson and his wife Dorothy wanted to have inventors and engineers held in the same high regard as sports and film celebrities. Lemelson himself holds 478 U.S. patents—the most of any living inventor—for such inventions as industrial robots and the tape drive used in most audio tape cassettes.



PAT KIRK/COURTESY THE TECH MUSEUM OF INNOVATION

Co-founders Bill Hewlett and Dave Packard, who received the first MIT-sponsored Lifetime Achievement Award, enjoy a light moment during a visit to the Tech Museum of Innovation in San Jose, California.

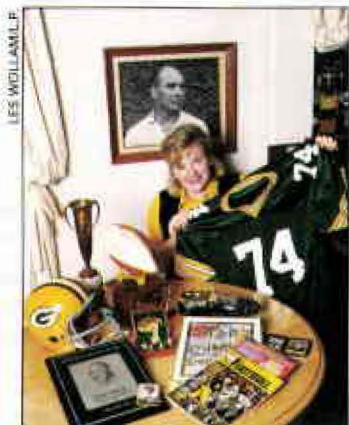
He wants to develop the next generation of Thomas Edisons, and funds the Smithsonian Institution's Hands-On-Science Center along with several teams of college student-inventors.

This was the first year for awards by the program, which is run by the Massachusetts Institute of Tech-

nology. Included was a \$500,000 prize to an individual for excellence in creativity, invention and/or innovation—which went to William Bolander, a General Motors engineer.

HP's co-founders were cited for both their technical inventiveness and their establishment of the HP management process.

As the head of the MIT selection committee said, "They set the standard for the kind of flexible, humane work environment that fosters both effective teamwork and individual achievement."



Theresa Hagerman's family cherishes the items left behind by her famous late father, Henry Jordan.

## A Father's Day memory

To Theresa Hagerman, Computer Products Organization account manager in HP's Las Colinas office in Irving, Texas, Henry Jordan wasn't just a football legend. "He was a great dad."

On July 29, the famed defensive tackle of the Green Bay (Wisconsin) Packers will be inducted into the Pro Football Hall of Fame, and no one will be more proud than Theresa.

Theresa's father, who played during the Packers' football dynasty during the 1960s, died in 1977 when she was 16. She will attend the Hall of Fame ceremonies with her husband, son and other members of her family.

"In the early days in Green Bay, people thought of the Packers as transients," Theresa says. "There would be signs in apartment complexes that said, 'No pets,

no parties, no Packers.' Fortunately, my father shielded us from issues surrounding celebrity. I feel lucky to have had him in my life. His guidance and example still influence me. The induction will be a very special moment for all of us."



With HP's help, burrowing owls have a new home near the Newark, California, parking lot.

## This space reserved for owls

NEWARK, California—The Communications Components Division (CMCD) facility in Newark, California, has gone to the birds. Literally. In fact, two corners of the employee parking lot now are reserved for burrowing owls.

Employees first noticed the owls, which are protected under state and federal law, at the site a couple of years ago. The birds like wide-open space (easier to catch dinner that way) and live in abandoned squirrel holes. When HP was ready to expand the site parking lot, the original plans would have destroyed all of the owl homes.

In an effort to work with its feathered friends, HP

altered the parking lot design to save one of the owls' existing habitats. The company constructed an artificial habitat for the owls to use.

A local construction company donated the home furnishings (plastic box and pipe), and HP employees volunteered to bury the box and pipe under a mound of dirt and wood chips.

Lynne Reardon, HP environmental specialist at the Newark site, spearheaded the effort and is crossing her fingers that the owls will enjoy their new home.

(MEASURE thanks Sandy Fogle, Components Group communicator, for this story.)

## STOCK SPLIT

The board of directors announced a two-for-one stock split on February 16, the first such split since 1983 (see page 24).

Shareholders of record as of March 24 received one new share of common stock for each share owned on that date.

## NEW CPO GROUP

In the Computer Products Organization, a new Inkjet Products Group (IPG) has been formed under **Antonio Perez** as general manager. It includes the former DeskJet Printer Group and the former Hardcopy Imaging Group. Reporting to IPG is the Inkjet Supplies Business Unit (IJBU).

IJBU announced plans to build a facility near Dublin, Ireland, for its first inkjet manufacturing plant in Europe.

## WCSCO CHANGE

For tighter linkage between the field and divisions, Worldwide Customer Support Operations has realigned its divisions and field activities into three areas. They are Hardware Sup-

port under **Tom Ashburn**, Software Support under **Mark Solle** and Custom Services under **Lane Nonnenberg** (who continue in their roles as division general managers).

Reporting into the three areas are all field delivery and response center activities worldwide. The former Worldwide Response Center Operations headquarters function is integrated into other parts of WCSCO.

## NEW HATS

**Dieter Hoehn**, V.P. and G.M. of the Analytical Products Group (APG), retired from HP on May 1. Succeeding him as APG G.M. is **Rick Kniss**. **Bill Sullivan** replaces Kniss as G.M. of the Optical Communication Division within in the Components Group.

**Carl Snyder** to Director of HP Procurement.

**Takahiko Kamae** to Director of HP Labs Japan, succeeding **Nobuo Mikoshiba**, who has retired.

**Frank Boller** to G.M., HP Switzerland. **Lloyd Yabsley** to manager, Guadalajara Remanufacturing Operation.



Even with a certain hot case on his hands, Judge Lance Ito took the time to send HP a customer-satisfaction letter.

## The verdict is in

When it comes to customer satisfaction, this was no ordinary customer or satisfaction.

In February, employees at HP's Customer Service Center in Fullerton, California, received an HP LaserJet IIP printer for emergency service. The printer belonged to Judge Lance Ito, who presides over the O.J. Simpson trial.

Service technicians Scott Rathbun and Bob Rongey cleaned the unit and replaced its fuser assembly in less than one hour, and the

printer was on its way back to the judge's office.

The judge was so impressed with the quick turnaround that he issued a rapid verdict on HP's performance. "My current case assignment requires me to work on case-related matters both at home and at the courthouse," he wrote. "My HP LaserJet IIP is indispensable to my work, and the downtime was a severe inconvenience... Thank you for keeping this inconvenience to an absolute minimum and for the high quality of your services."

## It's worth a call

Starting in May, a phone-based information system replaces HP's quarterly reports to shareholders.

With the new system, U.S. callers dial 800-TALK-HWP (800-825-5497) and receive financial information by fax or mail. Callers also can hear a recorded message about recent results, or get help with lost stock

certificates or changes of address. Callers from outside the United States will be transferred to the 800 line after calling (415) 857-8110.

Quarterly results will be "posted" on the day they're announced instead of four to six weeks after earnings are announced, when the printed version arrived.

## NEW PLACES, NEW NAMES

HP has established its first wholly owned subsidiary in Russia, Hewlett-Packard A.O., located in Moscow. G.M. is **Nick Rossiter**. HP has done business in the region through representative offices since 1971.

HP opened its first subsidiary office in the Philippines earlier this year. Hewlett-Packard Philippines is located in Manila.

Samsung Hewlett-Packard, HP's joint venture in Korea with Samsung Electronics Co., changed its name March 1 to Hewlett-Packard Korea Ltd. in English and Hankuk Hewlett-Packard Ltd. in Korean.

Yokogawa-Hewlett-Packard, Ltd., HP's joint venture in Japan with Yokogawa Electric Corporation, will change its name June 1 to Hewlett-Packard Japan, Ltd. in English and Nihon Hewlett-Packard, Ltd. in Japanese.

## GETTING TOGETHER

IIP and Eastman Kodak will jointly develop and market products for digital imaging markets.

Other relationships under way: HP and AT&T Network Systems to provide an interface between selected intelligent network elements... HP and Northern Telecom to deliver Advanced Intelligent Network solutions... HP and Hitachi to develop jointly X terminal products for the Japanese commercial market... HP and NEC Corporation to develop and manufacture large UNIX system-based servers... HP and Motorola's Microprocessor and Memory Technologies Group to develop 100VG-AnyLAN technology.

## JOINT RESEARCH

HP Labs has signed a cooperative agreement with the Stanford Linear Accelerator Center to develop an ultra-sensitive X-ray detector for measuring extremely low levels of metal impurities on the surfaces of silicon wafers.

Duke University Medical Center and HP to collaborate on a five-year research program to explore new ways to combine patient-care data with information technology to improve patient outcomes and reduce the cost of care.

## United we stand

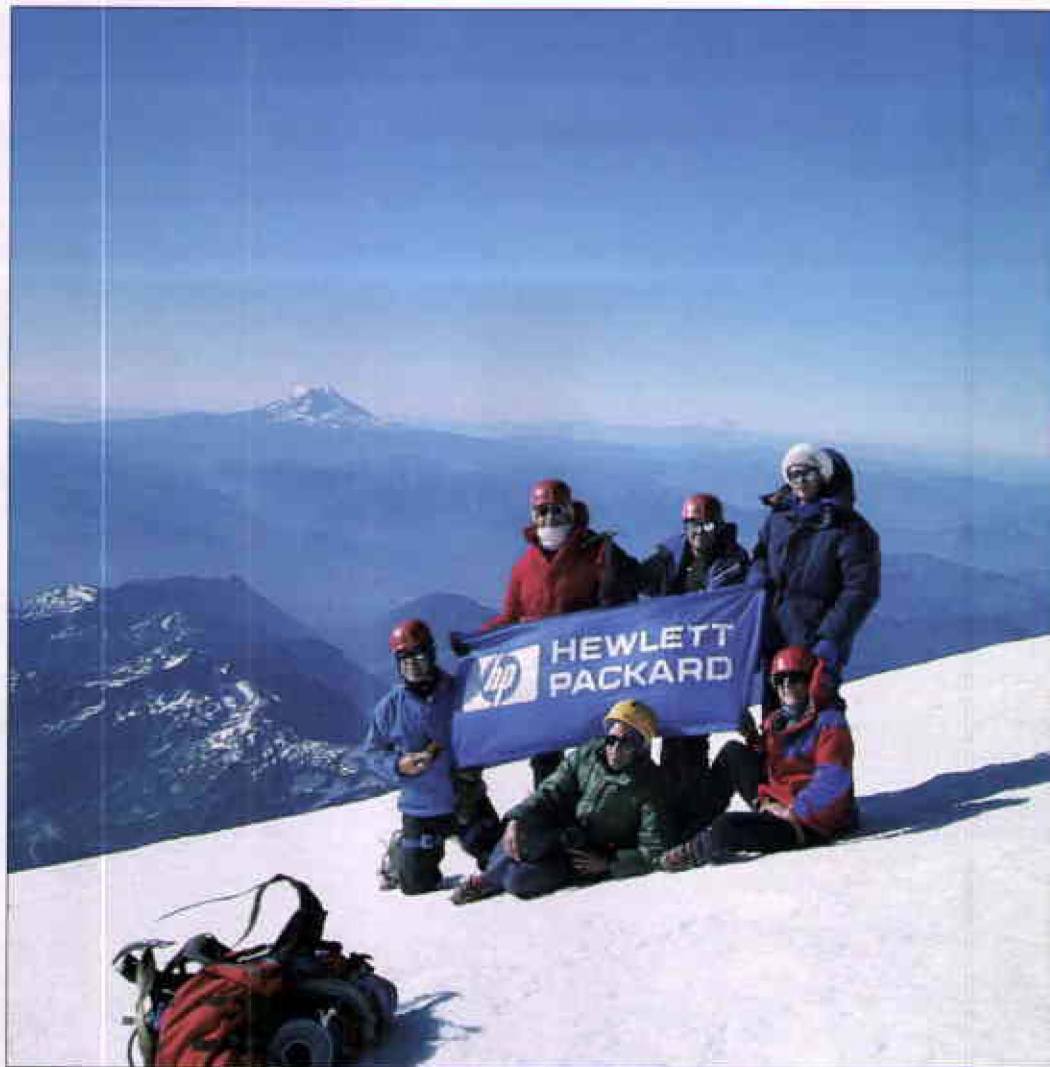
There's nothing like a challenge to transform a group of individuals into a team.

In July 1994, six HP employees—some of whom hadn't even met the others—donned back packs and protective clothing and set out to conquer 14,410-foot (4,392-meter) Mount Rainier in Washington state.

"For most of the team, it was our first climb," says Julian Ashton, an HP Medical Products Group district manager in the Mountain View, California, sales office. "But we trained for a year by wearing back packs whenever we could."

Other team members were Brad Halvorson and Steve Booth from the Bellevue, Washington, sales office; Dave Fergus, Vancouver (Washington) Division; Jeff Pruss, Pleasanton, California, sales office; and Graeme Plant, Roseville (California) Networks Division.

Beginning at 9 a.m., the climbers continued for 14 hours before taking a break. In all, the trek lasted 31 hours.



"The HP banner added extra weight that we could've done without," Julian says, "but it was the HP connection that bonded

us together. We accomplished the climb as a team, and it's that team approach that makes HP successful as a company, too."

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