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HEWLETT PACKARD

From acorns, mighty oaks ... from a humble suburban garage, a mighty electronics industry.

During HP's 50th anniversary celebrations in May, Dave Packard (left) and Bill Hewlett returned to the site of their pioneering days for the unveiling of a plaque proclaiming the birthplace of Silicon Valley.

Australia and New Zealand represented. Story: p3.

Welcome to Apollo employees: pp7-11.

How we see ourselves

By the end of 1994, just five years away, Australia and New Zealand have every prospect of being a $A1 billion region.

Sustaining current growth will achieve our target only six years after passing what was then the significant milestone of $200 million in annual earnings.

Much needs to be done, of course, and there will be challenges along the way. We will deserve success only after imaginative planning, skilful management, teamwork and contributions coming from all of us.

Our Senior Managers Team recently spent a full week at locations in Australia and New Zealand to complete plans for FY90.

We reviewed the roles of the SMT. The previous review at this level was about two years ago.

We looked at my own role as leader and the roles of each member of the SMT, because it is important from time to time to clarify the purpose of our company and the ways in which management must give leadership and direction.

We updated our SWOT analysis — our Strengths, Weaknesses, Opportunities and Threats.

We saw our VAR and dealer channels assuming even greater importance. We should ensure that they deliver the same customer satisfaction that once came only directly from us.

We were concerned that there is still a shortage of high quality people offering for employment and recognised the need to build strong bridges to the sources of quality employees.

Some of our competitors are using desperation tactics to survive. We see it continually in the types of deals they put together and the financial incentives they offer.

We believe that there will be a rationalisation period in which most of our customers will become more experienced in recognising that desperation tactics are not good for **their** business in the long term..

We saw the following as challenges we must all respond to:

- Having an effective distribution strategy for our products, both direct and indirect.

- Ensuring that the price and support benefits of our products differentiate us from competitors.

- Having an export program in place to meet our Partnership in Development and citizenship goals.

- Continuing to be a worthwhile contributor to the Corporation by maintaining our profit margins and building our revenues.

We can all be encouraged in the tasks ahead by knowing we can call on some considerable strengths:

- Our reputation and image, the public acknowledgement of our business ethics.

- A winning spirit developed over the last two or three years.

- Our capacity and flexibility for growth, not shared by most other companies of our size.

- Our superiority in customer support, recognised by Hoby Awards five years in a row.

- Our teamwork and performance-orientated culture that makes us a very special company in Australasia.

Finally, might I say that the success we earn for the company in turn enhances us as individuals and has a positive impact on our lives and the careers of every one of us.

MALCOLM

- **Jonathan Crawford (seated, left) and Sir David Beattie; with Hans Neilson (left) and Malcolm Kerr.**

Trans-Tasman meeting

History was made for HPA and HPNZ recently when directors from both sides of the Tasman had their first joint meeting in Melbourne.

Wellington barrister **Jonathan Crawford** and former New Zealand Governor-General **Sir David Beattie**, together with HPNZ General Manager **Hans Neilson** represented New Zealand.

Malcolm said the purpose of the meeting was to share a vision of the future for the region, not only from a business point of view but in the wider economic and political perspective.

50th celebrations showed close HP family

Australasia's representatives at the Palo Alto party, in presentations on their return, said their strongest memory was of being part of a single family.

The HP spirit crossed all borders of nation, race and culture.

Sydney Secretary **Val Ryan** represented employees of HP Australia. Wellington-based Distribution Supervisor **Graham Reynolds** was New Zealand's ambassador.

They said HP Company went to great lengths to make visitors comfortable and have opportunities to see the breadth and diversity of the corporation.

Val said: "We discovered how alike we are. We all work hard, want nice houses, give things to our families and educate ourselves and our children."

President and CEO **John Young** and other senior executives spoke to the visitors about changing circumstances.

They said our successes in the next 50 years would be different from the first 50. They would come from each one of us doing our job to the best of our ability.

John said: "Mainframes and micros like ours are giving way to workstations. Previously we shared resources because they were scarce but today tremendously powerful electronic tools are available on every desk."

He said no one expected staff to share a screwdriver; likewise people were coming to expect their own workstations.

Graham and Val reported that frank answers to frank questions were given by senior executives at a panel session at the Mayfield site.

Bob Wayman, Senior Vice-President and Chief Financial Officer, said there was an implication in questions about burn-out that it related to leanness of an organisation.

He agreed we worked harder than five years ago but what caused burn-out was uncertainty. Recently we had a major reorganisation and a down-turn in business which caused frustration.

"We don't mind working hard if we have a clearly defined goal and the belief that we can accomplish it," he said.

"The environment is changing more rapidly than in the past and in the short term we are going to make sure we have clear objectives."

Bob said job-sharing had been possible in secretarial areas but had not worked in others.

The question of programming at home was raised and Bob said there had been an opportunity for this in a few areas of the company but it was not suitable on the broader scale. It was necessary to ensure productivity was not affected.

Dean Morton, Executive Vice-President and Chief Operating Officer, said customers today wanted solutions which related to third party programs but we had to maintain a strong presence with end-users.

Bob said manufacturing, marketing and customer support were

ways in which we could compete in commodity markets.

Bill Terry, Executive Vice-President, Measurement Systems, said: "Somebody once argued marketing is too important to leave to the marketing department. So we keep encouraging our R&D people to talk to customers to see what they want.

Everybody is involved in marketing."

Bob said HP wanted to focus on hiring, developing and retaining women employees.

"We have made a lot of progress at all levels and we need to ensure we have a reasonable presence of women in all job areas," he said.

Bill said the HP Way had not changed much in 50 years.

Its fundamentals were still in place. Its objectives were dynamic and had to accommodate change but we had to ensure they endured. If we did not preach them, HP would be a mediocre company rather than the special organisation it was. ∎

● **Graham Reynolds and Val Ryan share the making of history.**

Kiwi thank you

From the Cardiology Department of Wellington Hospital has come a letter of appreciation for help it received from Sydney F/E **John Davidson**.

Dr Ron Easthorpe, wrote:

The impact that you had on the echo-doppler workshop here a few months ago is still talked about.

We are all very grateful for the help you gave and we would certainly be keen to have you come to our next workshop (in 1991?).

If you were able to come, the program would be built around you rather than vice versa as happened this year.

For the uninitiated, *echodoppler* refers to the technique of observing flow patterns of blood through the heart; *echocardiography* is the study of heart structure, akin to ultra-sound imaging in gynaecology. ■
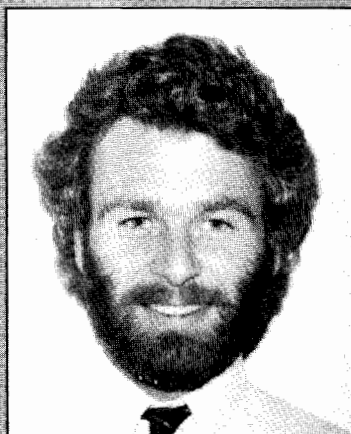
• **John Davidson.**

Dream fulfilled

Staying up late and sitting on her father's knee listening to cricket broadcasts, Events Co-ordinator **Gwen Welsh** never dreamed she would one day see a Test in England.

Or barrack from the sidelines for an Australian team playing a social match on an English village green.

Cricket has been an abiding passion all her life and, when she read a tourist brochure about former Australian fast bowler Ian Meckiff leading a group around the English Test circuit, she knew she had to go.

It was Gwen's first journey outside Australia and it satisfied all her expectations.

"Ian and his wife were delightful company, as were others in the group. I had to pinch myself sometimes to believe it was happening. It was such a thrill to be a spectator at the Lords and Edgbaston Tests," Gwen says.

The dream had to end but returning to work wasn't all that hard. Good reports were coming in about *Choices*, the program HPA is sponsoring to encourage students to stay longer at school and which Gwen co-ordinates. ■

Canberra has an **impressive new National Convention Centre.**

BBM Gayle Payne (left) and Sales Co-ordinator Clare Maguire were guests at the official opening.

They were interested in assessing its possibilities for HP functions.

Centre director Stuart Jakin shared a light moment.

• **Play was sometimes slow but never boring for Gwen Welsh at Edgbaston.**

Depth

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Copy for next issue closes 6 Oct with Alison Teed

Students helped to make choices

Twelve Melbourne schools are taking part in a pilot for the *Choices* program being sponsored by HPA.

Adapted from the highly successful American model, *Choices* helps Year 10 students understand the gap between school and workplace a full two years before secondary school leavers have to face it.

As importantly, it aims at persuading them to make the decision to stay on until Year 11 to qualify for apprenticeships and to Year 12 and then tertiary education if they have the ability.

The special significance of Year 10 is that school attendance is not compulsory beyond age 15 and that more than 14,000 Victorian children drop out at this point each year.

Sadly, most will fail to find employment.

Where parent or teacher may have a credibility problem describing the workplace (or a multitude of different workplaces) beyond their personal experience, first-hand knowledge from people in commerce, industry or the professions can be persuasive.

Choices also shows students that the nature of living is that everyone is called upon to make decisions; and that consequences flow from the choices they make.

And that there are personal benefits from being able to anticipate what consequences will follow what decisions.

In two hours of discussion on two consecutive days, more than 30 factors are considered and students asked to distinguish between those which cannot be changed and those under their personal control.

They discover that more than half can be modified by individual choices.

The on-going pilot, co-ordinated by Events Co-Ordinator **Gwen Welsh**, has the participation of these schools:

Mater Christi College, Belgrave; Doncaster High School; Blackburn Technical School; Eltham College, Hampton Park Secondary College;

Heatherhill High School, Springvale;

St Helena's College, North Eltham; Parade College, Bundoora; Doveton High School; Sandringham Secondary College; Parkwood High School, Ringwood; and Emerald Secondary College.

Those who have trained as *Choices* presenters are Marketing Program Manager **Jill Brookes**, Public Relations Manager **Doug Forsyth**, Personnel Representatives **Glenda Hutchinson** and **Rose-Marie Todes**, Customer Support Manager **Roger Kane**, SR **Stan Karpowicz**, Human Resources Development Manager **Bruce Marsh**, Contracts Manager **Roger Morgan**, CEDM **Kevin Neal**, Contracts Manager **Pam Seibert**, Finance Manager **Peter Sullivan**, PC Marketing Manager **Graham Thomas** and SE Instructor **Ian Wallbridge**.

☐

Feedback to Doug Forsyth has been encouraging.

Carol Sowden, Principal of Hampton Park Secondary College, praised the practical approach of *Choices* and the support it gave to professional teachers.

"I'm hoping it will help stem our drop-out rate. I think more students now believe there is a connection between education, getting a first job and then achieving job satisfaction throughout their lives," she said.

Doug, a former school teacher, said: "We have a vested interest in the quality of students leaving our secondary school system.

"As a corporate citizen, we are interested in the quality of life in our country, which depends on well-educated and enlighted citizens.

"A second and equally important consideration is business related; as an employer we must be concerned about the skills they bring to us.

"Instead of complaining about the difficulty of finding staff who have reached the required standards of education, we have decided it is time for industry to do something constructive.

"We're adding our resources to

● **Jill Brookes.**   ● **Kevin Neal.**

● **Neil Crosby.**   ● **Pam Seibert.**

● **David Burgess.**   ● **John Knaggs**

those of teachers and parents in the educative process.

"We have made a big step forward if we persuade students that remaining at school means a better chance of finding rewarding employment."

In Sydney, the program was launched in June at Nagel College, Blacktown, and negotiations are proceeding with another eight schools.

Those trained as presenters are:

Personnel Representative **Sigrun Aschoff** (co-ordinator), Region Support Admin Manager **David Burgess**, SEs **Neil Crosby, Kieran Duck**, and **John Knaggs**, Secretary **Trudy Edghill**, AEDM **Jo Naylor** and CEO Manager **Doug Woodcock**. ∎

High climber

As a land developer, you could name a street after yourself.

For a generous donation, the footy club might put your name on the new stand.

But for services to Antarctic exploration **Ian Richards**, who retired last month after 21 years with the company, received a rarer honor.

They named a nanatak after him.

Nanatak?

Few dictionaries list it. Ian's own definition is "a useless bit of white nothingness."

Britannica, however, says it's "an isolated mountain peak that once projected through a continental ice sheet or an alpine-type icescape."

Ian, born at Upper Hutt near Wellington, went to Ross Island dependancy in 1962/63 as scientific leader of the New Zealand Department of Scientific and Industrial Research's expedition.

He was responsible for scientific projects, including upper atmosphere physics and seismological, meteorological and magnetic observations.

"Australian and New Zealand weather is strongly influenced by Antarctica so I suppose what we did was important," Ian says.

"There were 40 of us during summer and 13 for the wintering-over period. Pretty rugged but quite livable.

"Worst part was your turn as house mouse; helping cook peel spuds, thawing meat, digging blocks of ice for drinking and cooling motors in the engineroom, to develop films and for the toilets."
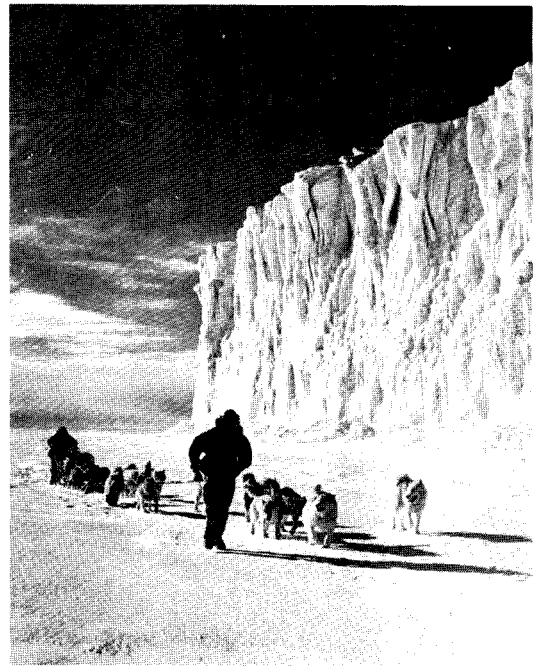
Ian joined HPNZ in 1968, getting staff number 45. **Don Watson** was manager, **Libby Kemp** was his secretary and Ian was sales/service engineer.

"**Bruce Graham** came over to demonstrate our first computer, the 2114. You had to be a programmer to run it. You put a paper tape through the monster several times to produce another tape that loaded the program," he recalls.

"A status symbol was wandering around with 'tape dangling from your shoulders and bandying buzz words like 'gigo'. Wise Bruce explained it meant 'garbage in, gar-

bage out'. You seldom hear the expression today.

"The biggest change I've seen is the usability or friendliness of equipment, even more than the power."

Ian came to our Standards Lab in Weir Street, Glen Iris, in 1972, his main duty to calibrate power-measuring equipment.

He was responsible for HP becoming a laboratory approved by the National Association of Testing Authorities in 1974 and saw the Instrument Service Centre recently reach its goal of AS1822 recognition.

Today at Joseph Street the Lab's function is 'to house, maintain and develop the company's reference standards in relation to the National Measurement System; and to calibrate equipment used to provide customer calibration.'

The work is vital to the credibility of Australian companies working in offset and export programs. Cali-

brations made by HPA are accepted by international customers.

In the early 70s, HPA became involved with the Department of National Mapping and the National Measurement Laboratory, contributing to the definition of universal time in Australia.

Today we are the only private organisation entrusted with a role in making sure our radio time pips are accurate to within one second in 32,000 years.

Ian and wife Rainee are caravanning in Queensland until Christmas. Ian packed his metal detector.

If he strikes the jackpot, Richards Ridge might join Richards Nanatak on the maps.

"So far prospects aren't encouraging," he says. "Lots of bottle tops, very little gold."

We won't be losing all contact with No 45. He'll continue as part-time consultant to the Standards Lab, supporting his successor **Nigel Marrion.** ∎

● **Ian on retirement**

● **Off to work . . . no traffic jams.**

Steady recovery

Good news for her friends is the report that Sydney Sales Coordinator **Eva Chan** continues to make progress in her recovery from serious injury.

Eva's husband was killed in a road accident north of Melbourne as they were returning to Sydney.

Eva received multiple injuries.

"She has amazing courage," says Personnel Representative **Sigrun Aschoff**. "We admire tremedously the way she has responded to the tragedy." ∎

Goodwill showing in HP-Apollo merger transition

Progress is being made in the complex task of merging Apollo with Hewlett-Packard in Australia, helped by a co-operative spirit by employees of both companies.

It must be admitted, however, that there have been difficulties and some are still being resolved.

Understandably, HP employees were more comfortable with the prospect of merging than were those of Apollo.

After all, with Apollo help, HP had overnight been transformed from a relatively small player in the workstation market into world leadership.

But to many Apollo people it was a time of anxiety and HPA accepts that for some it will continue until they feel thoroughly settled with their new employer and colleagues.

Not surprisingly, solutions are easiest and more satisfying where there is mutual patience in negotiations, respect for the other's values and willingness to trust each other.

As Field Personnel Manager David Peake, who has had the closest one-to-one contact with Apollo employees, has said in discussions:

"We appreciate what you are going through; we want to do everything possible to open up channels of communication so that we can understand your views and tackle the issues practically and sympathetically."

□

Individual employment packages were explained to Apollo employees and invitations issued to all of them to continue employment with HPA.

Over the next few months Apollo people will be progressively integrated into HP's Reward and Benefit programs.

□

To most HP people around the world, announcement of the merger came as much of a surprise as it did to Apollo employees.

But, as in the US, Hewlett-Packard Australia and Apollo Domain senior managers quickly set up a transition management team to handle the local implications.

The team comprises **Malcolm Kerr** as leader with **Rob Byrne, Ken Hungerford** and **Bob Cowley** representing Apollo, and **Bob Robertson, Bruce Thompson,**

● **Rob Byrne.**

Geoff Windsor and **Roger Kane** from HPA.

Apollo's General Manager **Rob Byrne** was quickly appointed to head HPA's workstation program.

Two months after the announcement, Depth spoke to Apollo and HP people in all states and found that the initial anxiety, while not completely removed, was daily subsiding.

□

Rob said that it would take a great deal of continuing effort by both HPA and Apollo people to integrate

smoothly. It was not just business as usual.

It had been pleasing that with few exceptions both sides were making the effort.

"We don't have reason to feel overshadowed in the merger," Rob said.

"Apollo had won a strong position in the workstation market. We have 2000 installations in Australia alone but it was getting tougher out there and combining with HP makes an enormous amount of sense for both companies," he said.

"One thing that will help the merger is the decision that some Apollo people will manage HPA people and vice-versa. **John Pennington** will manage in Sydney and **Graham Barnes** in Adelaide.

"In Melbourne, HPA's workstation sales people will be led by **Graham Orford**.

"Another thing that will have an enormous beneficial impact will be the conference of all workstation sales people in the US in late November.

"It is a splendid initiative, being organised at this end by **Danielle Segal**, because it will bring Apollo and HP people together physically and create a lot of team spirit."
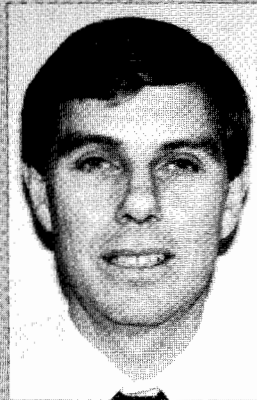
□

Ken Hungerford, Apollo's Marketing Manager, put it this way: "One needs to be frank. Whether justified or not, some Apollo people perceived a big brother attitude among a few HP people.

"Realistically, it will take bridge-building efforts on both sides, particularly in areas like sales where

● **Ken Hungerford.**

● **Bob Cowley.**

● **Brendan McAdam.**

Goodwill showing in merger transfer

not so long ago we were slugging it out in the marketplace."

Region Personnel Manager **Geoff Windsor** said he would be most disappointed if any HP people were adopting a 'big brother' attitude.

It was certainly not the attitude of President and Chief Executive Officer **John Young** and down through the levels of HP management.

"Hewlett-Packard works hard at being open and fair. It views employees as its greatest asset and tries to create an environment in which they can enjoy career satisfaction and develop happily as individual people.

"To display a 'big brother' attitude in these merger procedures would be to contradict the HP culture and all that the HP Way represents.

"We are mindful of what we stood to gain from Apollo. Not just the flow-on business you might expect from an extensive installed base but especially the experience, motivation and skills of very talented people.

"We know they are attractive to our competitors so from the beginning our concern was to retain the services of **all** of them. We're delighted that so few elected to pursue their careers in other directions."

□

One thing worrying some Apollo people is HP's expectation in terms of adapting to HP culture.

They see themselves as "willing migrants", ready to make a sincere

● **Sharing a coffee break at Fern Hill Park: Apollo Secretary Trine Merrell (left), HP's ACT General Manager Dave Beaton and BBM Gayle Payne, and Apollo's Canberra Manager Rod Weir.**

commitment to their new employer and to new colleagues but not wanting to repudiate all that they have respected and appreciated at Apollo.

David Peake, who along with Geoff and **Ian Watts** is handling personnel aspects of the merger, says there are features of Apollo culture that will be good for HPA and should be welcomed.

But the passage of time would make it irrelevant whether an HPA employee started a career through a door marked HP or Apollo.

□

From various quarters came the message that formal assurances from HP management were appreciated. They knew of HP's ethical standards and felt assurances could be trusted.

But they said integration was proceeding most happily where individuals extended a welcoming hand.

In Sydney, the North Ryde secretaries — without management prompting — invited Apollo's secretaries to their twice-a-year luncheon.

Rob Byrne's secretary **Alana Kirk**, Marketing and Communications Specialist **Andrea Herd** and Receptionist **Mary Bannister** accepted and were glad they did.

"We were made to feel full members of the club and it was helpful being able to put faces and personalities to telephone voices," said Alana.

The North Ryde Social Club then extended invitations to the HP Ball at the Sydney Hilton and Apollo employees and partners took four tables.
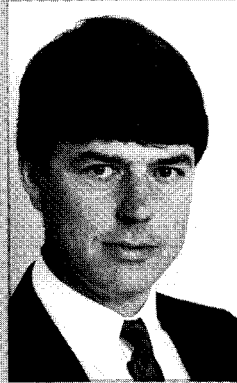
● **HPA members of the Transition Management Team: MD Malcolm Kerr (left); National Business Manager Computer Systems, Bob Robertson; Region Admin Manager, Bruce Thompson; Customer Support Manager, Roger Kane; and Region Personnel Manager, Geoff Windsor.**

Graham brings special talents

Off-site meetings may seem jolly good fun in jolly pleasant places to those who don't take part in them.

In truth an off-site venue is used because telephones don't distract, chance callers don't interrupt, emergencies can be handled by someone else and sessions start early and often run into the night.

Nevertheless, one evening is customarily set aside for relaxation and this assures **Graham Orford**, Apollo's Victorian District Manager, a specially warm welcome into the HPA family.

In home town Manchester, he wasn't quite as famous as some of the Mersey lads but did sing and play guitar in a combo with Ringo Starr and once shared a beer with Paul McCartney.

It's also said that he knows a little about workstations so he'll be useful by day as well as night.

Graham, as a Ford Motor Co trainee, worked on the line in Detroit, cutting gears, building tractors and spray-painting Cortinas.

Ford offered a job in purchasing and supply.

● **Graham Orford (left) and David Peake check employment offers.**

● **Deirdre Cooney, assistant to Graham Orford, is a migrant to Melbourne. Colleagues hope she never loses her Irish brogue.**

Migrating to Australia, he took a sales position in 1978 with IBM . . . not surprisingly targeting the automotive industry.

Then stints with a software company and an international leasing broker before joining Apollo.

Graham's wife Nicky is just as qualified to talk of the great and famous.

She was a real English nanny, which everyone knows doesn't mean pocket money from a bit of baby-sitting. Rather, three years' training and being an associate of the Royal Society of Health.

Some clients had stately homes scattered around Europe. Nanny received all the privileges of a member of the family.

But talk or write about them? No way; nannying is an honorable profession and they don't tell. In Melbourne, she runs a child care centre.   ■

Continued

Technical Support Manager **Brendan McAdam** volunteered that several HPA people had been most helpful in his area.

"Bob Congdon, Roger Kane, Graham Gunson and **Jo Naylor** are among those who have been really supportive. For one tender Apollo was preparing, **Doug Woodcock** helped with a great presentation.

"They were all generous with their time. Apollo and HP people know what a precious resource time is and are grateful when it is given so freely," Brendan said.

□

In Canberra, Apollo Manager **Rod Weir** was appreciative of the support given by **Piers Hodson**, whose brief is to co-ordinate defence sales.

"Expanded resources are a benefit that Apollo employees will appreciate. We've never had someone like Piers, without the pressures of quota, to help co-ordinate our interface with the defence industry," Rod said.

"Sure, there are some things about Apollo that we think we will miss but taken overall and looked at positively the merger opens up new opportunities for everyone."

□

In Melbourne, **Deirdre Cooney**, as secretary to Graham Orford, had had telephone contacts with HP and felt she was getting to know people

"But a relaxed lunch at Blackburn, while it meant making up time lost in a busy day, was worth every minute," Deirdre said.

"Hearing we had to merge was a shock; meeting a few of the people we were merging with made it less difficult."

□

Andrea Herd said her fears eased somewhat after a session with Personnel Manager David Peake.

"He didn't gush but was friendly and considerate. He was firm and gave straight answers to straight questions but was patient and prepared to elaborate when you sought clarification," she said.

□

Graham Orford made a pertinent point: "We're conscious that a considerable effort is being made by HPA people for us to feel welcome.

"But Apollo people also have an opportunity to make welcome those who come to work in Apollo offices in the transition period. ■

Introducing some new colleagues

Staking out an Apollo or HP office from morn till night won't guarantee finding your quarry in situ.

Sales reps are mostly out on the road. Someone will be training and incommunicado; another laid low with 'flu; another on leave; another racing to meet a tender deadline; yet another interstate or overseas.

So everyone at Apollo wasn't available to be photographed and profiled for this issue of Depth.

However, we'll introduce more of our new colleagues in future issues.

● **Rod Weir**
Canberra.

● **Rod Moore**
Melbourne.

● **Charles Capaul**
Adelaide.

RODNEY WEIR: He has a BA from Latrobe University; was nine years with the Department of Defence and two years with Federal Department of Transport; then sales rep and region manager with Lionel Singer Corp before becoming senior salesman and ACT branch manager of Apollo.

He and wife Penny have three children, nine, seven and one; his interests are "work, golf and power walking the dog."

ROD MOORE: Was time study officer with Rocla Industries, OXM officer with H C Sleigh, sales rep with Burroughs and Wang, sales manager with NEC/ISA before becoming Apollo sales manager in Melbourne.

He and wife Roslyn have three children, four, six and eight. His interests are tennis, fishing and karate.

What's a workstation?

Ken Hungerford's definition:

A graphics-oriented computer system with accent on computing power and graphics performance which is capable of working as a single unit or being integrated with a group of systems by an area network..

In Melbourne, some workstation personnel will move from Joseph St to 180 Albert Rd, South Melbourne, until our new sales premises in Trenerry Cres, Abbotsford, become available later this year.

Some Rosebery employees will move to 33 Berry St, North Sydney; and in Canberra all the Apollo staff will move to Fern Hill Park, Bruce, around November.

Rob's rapid rise

General manager of Apollo Domain at the time of the merger and now leader of HPA's workstation team, **Robert N Byrne** has been a quick achiever in a variety of careers.

Born in 1951, he attended Knox Grammar School at Wahroonga before obtaining a Bachelor of Economics degree at Sydney University.

His first job was as business analyst with the Australian Broadcasting Commission, where he earned unprecedented fast promotion.

He returned to Sydney University in 1975 as the youngest post-graduate to have been accepted for the two-year Master of Business Administration course.

He joined IBM as a business analyst and within a year was Administration Manager. At 26, he was the youngest second-line manager that company had appointed.

In his first year as a sales representative on quota (DP division), he achieved 261%.

In 1981 he established his own business, the Chatswood ComputerLand Business Centre, and in 1983 expanded to a second outlet in North Sydney.

He was offered a good price for these businesses and joined Lotus Development Pty Ltd as Managing Director, responsible for all operations in Australasia.

Feeling, like some other managers, that Lotus had lost clarity of direction, he moved to Apollo in December last year.

Rob is married to Maureen and they have three children — James, aged one, Katie, three, and Nicholas, 14.

His hobbies are tennis, skiing, billiards (he has a table at home), reading and music. ■

Short life but dynamic growth

First Apollo office in Australia was opened in North Sydney in April, 1985, with three employees.

Four months later came the move from the serviced office to most of a whole floor at 50 Berry Street.

When Apollo moved again last July it was to two floors at 33 Berry Street.

The Melbourne branch was established in July 1985, followed by Canberra late the same year.

There was a service technician in Adelaide early on. Offices were then opened in Brisbane, Adelaide and Perth.

Employees had grown to 75 at the time of the merger.

Major accounts are the University of New South Wales, the Road Traffic Authority, BHP, Department of Defence and Wormald.

Two thousand Apollo workstations are installed throughout Australia. There are systems in 21 of the country's 23 universities. ■

Four years is a long time in Apollo

Not that they're stooped and grey but because they have the longest service as managers with a very young company, **Ken Hungerford, Bob Cowley, Brendan McAdam** and **Ian Berrill** are looked on as the grand old men of Apollo.

Each has had four years' service.

Ken has a Bachelor of Electronics degree from Sydney University.

He was a design engineer with Plessey Telecom, a systems analyst with Northern Electric, a sales rep and manager with DEC, a consultant to KRH Pty Ltd and general manager of Computer Images.

He was a sales rep with Apollo before becoming Marketing Manager.

He and wife Roslyn have three children, 19, 17 and 13, and his hobbies are reading, music and photography.

■

Bob Cowley has a Bachelor of Commerce degree from the University of NSW and a Master of Business Administration from Macquarie University.

Before becoming Finance and Administration Manager of Apollo, he had worked on scrip, accounts and bookings for two stockbrokers, as company secretary to Lachlan Industries and Design Warehouse, and as analyst and financial controller with DEC.

Hobbies are tennis, skiing, reading and fly fishing, mainly in Lake Eucambene and the Lachlan River.

He's a ski club director and skiing has taken him to New Zealand and Europe. His wife is Cathy. Daughter Philippa is three; Christopher, 8, can ski.

■

Brendan McAdam is a member of the Graduate Institution of Engineers with a Bachelor of Engineering Degree from Sydney University.

His time with Apollo has been as systems support representative and then Technical Support Manager.

Previous positions were as hydraulic design engineer with Parkway Industries, structural design/engineering programmer with Sinclair, Knight and Partners and ap-plications engineer with Computervision.

His wife is Karen. Brendan is interested in music, sports, fitness and motor racing.

■

Ian Berrill has a Diploma in Mechanical Design Engineering.

He's been a draftsman with the former PMG's Department, prod-uct engineer with Telial Equipment, was self-employed as an engineering consultant for nearly six years, and was systems engineer and product manager with Prime.

With Apollo, he was a senior sales representative before becoming Area Sales Manager.

Ian and wife Margie have a daughter,2. His hobbies are golf, skiing, vintage motorcycles, camping, reading and family. ■
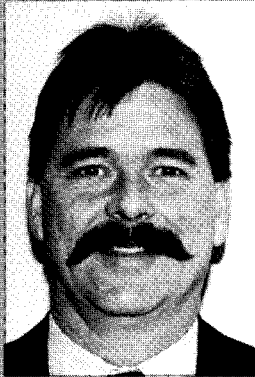
● **Ian Berrill**
Melbourne.

● **Gerri Hartley**
Brisbane.

● **Andrea Herd**
Sydney.

● **Derek Boughton**
Canberra.

● **Marina Rector**
Perth.

● **Alana Kirk, Secretary to Rob Byrne, and Receptionist Mary Bannister.**

TQC activity

More than 100 employees are involved in these TQC projects that are in progress or were recently completed:

ACCOUNTS (Fixed assets process — **Colin Byron** as leader).

ACCOUNTS (Fixed asset control — **Goretti Lai**).

ADMIN (Expense management process — **Bruce Thompson**).

AEO (Customer training quality — **Ian Wallbridge**).

ARC (Reduce on-line time — **Andrew Robertson**).

CANBERRA (Account review effectiveness — **Gayle Payne**).

CEO 1 (Support call allocation — **Darryl Wallace**).

CEO 2 (Support hot shipment process — **Paul O'Brien**).

CEO 3 (Support installation process — **Bob Congdon**).

CONTRACTS (Price changes — **Pam Seibert**).

CREDIT (Internal problem turnaround — **Bob Caldwell**).

DELIVERY (Installation/ delivery — **John Evans**).

DISTRIBUTION 1 (Finished goods inventory receipt/retrieval — **Jeff Ineson**).

DISTRIBUTION 2 (Reduce physical errors — **Dave Wiggett**).

FACILITIES (Audio-visual presentations — **John Springall**).

GREENIES (Reduce paper wastage — **Jal Karani**).

INVADMIN (Reduce invoice rework — **Jal Karani**).

INVENTORY (Inventory replenishment — **David Burgess**).

ISG 1 — Information Support Group (HPDesk improvements — **John Klimczak**).

ISG 2 (Reduce unclaimed printout — **Max Bichsel**).

LIBRARY (Literature availability — **Karen Harris**).

NEW ZEALAND — ACCOUNTS 1 (Accounts payable — **Nyap Foo**).

NZ — ACCOUNTS 2 (Reduce loss of assets — **Nyap Foo**)

NZ — SUPPORT (Reduce calc TAT — **Chris Scammell**).

NZ COMSERV (Reduce delivery times — **Judy Chua**).

NZ ISG (Reduce number of tape mounts — **Chris Dever**).

OPT — Operations, Programming and Technical (Reduce tape mounts — **Pamela Cheong**).

ORDER ADMIN 1 (Reduce invoice problems — **Philip Payne**).

ORDER ADMIN 2 (TAT on demo sales — **David Weeks**).

ORDER ADMIN 3 (Delivery paper flow — **Ron Forsyth**).

OSARS (Reduce T&M OSAR TAT — **Jim Khoo**).

OUT-OF-SPACE (Application disc space management — **Pat Burrows**).

PC GROUP (Improve forecasting — **John Bieske**).

PERTH (Seminar effectiveness — **Fiona Cleland**).

RAAF (Repair process TAT — **Nigel Marrion**).

RAPT (Reduce ratio of aborted production jobs to total scheduled — **Phil Worssam**).

RIGHT ON TIME (ISG response times — **Paul Bankowski**).

SALES (PC call handling process — **Bryen Tanner** and **Pam Tamplin**).

SALES ADMIN 1 (VAR contract process — **Roger Morgan**).

SALES ADMIN 2 (Indent shipment forecast — **Chris Morison**).

SRDO — Software Replication Distribution Organisation (Software update/delivery — **Elaine Dawes**).

SUPPORT (Problem resolution — **Graham Gunson**).

SUPPORT ADMIN 1 (Phone productivity — **John Evans**).

SUPPORT ADMIN 2 (CSO quality — **Les Jackson**).

SUPPORT ADMIN 3 (Improve defective board exchange process — **David Thompson**).

SUPP/CREDIT (Reduce DSO in SORDS — **Peter Sullivan**).

SYDNEY O/P (Maintain committed inventory — **John Evans**).

TRAFFIC (Reduce literature costs — **Phil Jones**).

TREASURY (Backlog cover accuracy — **Peter Sullivan**).

WAREHOUSE (Reduce courier expense — **Les Jackson**).

WAREHOUSE (Improve delivery accuracy — **Dennis Portlock**). ∎

Achievers

These were the six winners of the Melbourne Achievers' Award for FY Quarters 2 and 3:

Arthur Booth: *He managed the HP involvement in SPARC'89 and the Productivity Days, which involved bringing together the largest single demonstration ever staged by HPA.*

To implement this, he co-ordinated a team from Singapore, Sydney and Melbourne AEO, CEO, Distribution, Warehouse, Sales and Marketing.

At the conclusion of the highly successful conference, he followed through to completion the return of ALL equipment to locations around the world.

Ian Clarke: *He played a critical role in the lead up to and execution of the Ministry of Housing bench marks.*

Ian worked extraordinary hours and put in a tremendous personal effort on the project which was recognised by the Ministry asking specifically for him to work on its site for six months after installation.

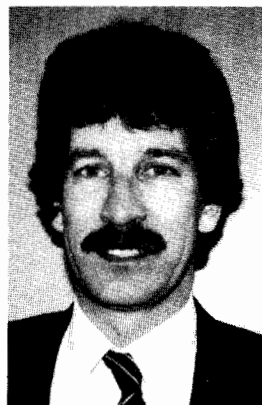**Bill Davis**: *He was involved in setting up a local Private Packet Network for the SPARC'89 conference, which involved very short notice and three days of intense installation work.*

He also completed a large amount of work he still had on the PPN training program for Melbourne in time for a scheduled course.

Bill transferred to the USA in late June. ∎

- **Arthur Booth.**
- **Ian Clarke.**
- **Bill Davis.**

Changed your address?

Full agenda

Travel can be exhilarating and a free day in Hong Kong pleasantly spent but for **Brad Whitworth** a recent trip offered scant relaxation.

His free time in Hong Kong wasn't planned — it happened to be a public holiday.

Brad had a dual cause to hustle. As Director of Internal Communications, based in Palo Alto, there were calls at HP offices.

And, wearing his other hat as chairman of the International Association of Business Communicators, he had contacts to make with regional chapters and seminars to address.

He left home on a Saturday, reached Hong Kong on Sunday night, went sightseeing on Monday, led a 9am public relations workshop on Tuesday and spent the afternoon in HP's sales office.

At night he had a conference with members of the IABC.

Wednesday brought three seminars, morning, lunchtime and afternoon. Then an overnight flight to Melbourne.

Arriving at 7am, he went to Cadbury Schweppes where he took a shower before a round of meetings with members of the IABC, the Public Relations Institute of Australia and the Society of Business Communicators.

● **Brad Whitworth.**

A meeting with Telecom and another with HPA Public Relations and Personnel people followed.

Thursday found him back at Cadbury Schweppes for another meeting.

Friday required a 7.30am flight to Sydney for an address to 90 people on how HP communicates with its employees; and the afternoon talking to HPA people at North Ryde.

Saturday brought a flight to Wellington. Sunday was a respite with hosts insisting on a day sailing.

Monday meant an IABC meeting and Tuesday another seminar.

Wednesday was spent with HPNZ General Manager **Hans Neilson** and media. At 5.30pm he was on a plane to rejoin wife Karen and son Bradley, 5.

And, we hope, a few hours to unwind before making his reports. ■

Births

● Steven Gregory, first child of Contracts Administrator **Wilma** and Logistics Manager **Greg Plummer** at Lilydale Hospital at 2.37pm on 5 August (3430gr/7lb 9oz).
● Erin Louise, first child of Secretary **Carole Moore** and John at Lilydale Hospital at 2.52pm on 21 June.
● Natalie Maree, second child and first daughter of Analyst Programmer **Mark Dixon** and Carol at Essendon District Memorial Hospital at 8.15am on 12 July (3182gr/7lb 2oz).
● Nicholas William, first child of CE **Paul Wiggins** and Elizabeth at Canberra's Calvary Hospital on 7 June (2892gr/6lb 6oz).

ENGAGED: Melbourne Secretary **Michelle Smith** to Steve Campbell, on 28 July. ■

JUDY PAYNE: *She has done an outstanding job in the reconciliation of the Link Pagers account. For the first time, we have a list of pagers that matches Link's record and the account is now clean.*

Despite her heavy work load, Judy took on the pager reconciliation as her project. She has laboriously checked through all the Link Pager records and come up with a final list of pagers that is for once accurate.

The reconciliation exercise has saved the company $8000. She has designed a pager movement form to keep track of pagers Australia-wide.

Ian Knight and **Pasko Starcevic**: *for several months we had difficulty identifying a person to handle calculator support enquiries. This created some confusion within HP and among dealers on where to direct calls.*

Ian and Pasko were asked to help out by taking on this support role on top of normal duties of hardware support.

It involved researching a lot of information. Although they repair calculators, solving applications problems would have been very new to them.

However, they took on the task without complaint and tried to provide the best support possible to customers until the Response Centre could resume responsibility.

Ian also took on a project to document support procedures to incorporate into a reference manual for dealers in the HP calc range.

It was a substantial task and involved extra time commitment. ■

● **Judy Payne.**

● **Ian Knight.**

● **Pasko Starcevic.**

Payroll needs to know

Newcomers

Lorna Briscoe, Order Administrator (Melbourne)

Edmund Chin, Financial Accountant/ Administration (Melbourne).

Joyce Clarke, Payroll Co-ordinator/ Administration (Melbourne).

Grant Freeman, Staff Sales Representative (Perth).

Jack Gargano, Region Support Manager/ Administration (Melbourne).

Joanne Gourley, Order Administrator/ Sales Administration (Melbourne).

Tassia Gourtzis, Sales Secretary (Melbourne).

Wendy Haag, Service Co-ordinator Administration (Melbourne).

Michelle Harvey, Receptionist/ Secretary (Brisbane).

Les Hunter, Analyst/ Network Operations (Melbourne).

Steven Karandais, SVC Engineer/ CSC (Melbourne).

David Lade, Materials Handler/ Distribution Centre (Melbourne).

Anne Markovich, Secretary/ PC Marketing (Melbourne).

Tami Moffat, Dealer Credit Officer (Melbourne).

Simon Momber, Response Centre Engineer (Melbourne).

Cheryl Moore, Credit Officer (Melbourne).

Peter Naus, Service Technician (Melbourne).

Eli O'Han, Project Consultant (Sydney).

David O'Hara, Customer Engineer/ Medical (Melbourne).

Colin Oliver, Contracts Administrator (Melbourne).

Steve Parker, Senior Customer Engineer/ Medical (Melbourne).

Kathleen Pitman, Credit Officer (Sydney).

Gilbert Ponniah, Financial Accountant/ Administration (Melbourne).

Craig Reynolds, Materials Handler/ Distribution Centre (Melbourne).

Jenny Schubach, Response Centre Administrator (Melbourne).

Mark Sperling, SVC Technician (Melbourne).

Swee Chin Tan, Response Centre Engineer (Melbourne).

Dennis Teen, National Credit Manager (Melbourne).

Davone Thalongsengchanh, Fixed Asset Co-ordinator/ Accounts (Melbourne).

Peng Hoong Wan, Customer Engineer/ CEO (Melbourne).

David Williams, Service Engineer/ CSC (Melbourne).

Andrew Wong, Customer Engineer/ Medical (Melbourne).

ASO

Margaret Carkeet, Software Development Engineer.

John Kavadias, Software Development Engineer.

Tom Northey, Software Development Engineer.

Denis Rachal, Software Development Engineer.

NEW ZEALAND

Andrew Bain, Service Administrator (Wellington).

Maurice French, Staff Sales Representative (Wellington).

Elizabeth Hannagan, Financial Accountant/Accounts (Wellington).

Phillip Kang, Administrator/ Order Processing (Wellington).

Michalle Loos, Receptionist (Auckland).

Joanne Palmer, Receptionist (Auckland).

Barry Natta, Inventory Co-ordinator/ Support Administration (Wellington).

Jenny Vazey, SVC Co-ordinator (Auckland).

Jack Vlas, Staff Customer Engineer (Auckland).

Raewyn Whisker, Imp/Exp Co-ordinator (Wellington).

Transfers

Dave Beaton, Sales Representative (Sydney) to Branch General Manager (Canberra).

Marianne Biersteker, Secretary/ Sales to Secretary/ Treasury (Melbourne).

Chris Gibbons, UK to Support Marketing Manager (Melbourne).

Kay Hosking, PC Marketing Assistant (Melbourne) to Secretary/ PC Group (Perth).

Andy Jaegar, USA to Response Centre Engineer (Melbourne).

Robbie Pakes, Clerk/ Accounts to Telephonist-Typist/ AEO (Melbourne).

Bob Robertson, NSW State Sales Manager to National Business Manager Computer Systems (Melbourne).

Peter Shaw, Sales Representative (Auckland) to DSM T&M (Melbourne).

Paul Tam, Systems Engineer/ AEO to Customer Engineer/ CEO (Sydney).

Judi Wilkinson, Quality/Production Engineer to Project Manager (Melbourne).

Gary Winder, SVC Technician/ CSC to PC Analyst/ ISG (Melbourne).

ASO

Arun Bharadwaj, Software Development Engineer to Project Manager. ∎

- **Opening of Sydney's Customer Support Computer Centre was a festive occasion with AEDM Jo Naylor performing the time-honored ritual with ribbon and scissors. SE Chris Sweet in foreground admires her technique.**

WE WERE WRONG

Again we use our smallest type in the hope that everyone will miss this grovelling appeasement of literary purists and keepers of the sacred treasury of Australian verse.

In our last issue, an item about **Orly Larson** parodying *Waltzing Matilda* for a song at the SPARC'89 conference referred to "a trooper trio trotting up on their thoroughbreds."

It provoked **Pro Bono Publico** to roar: "How could you be so ignorant, or worse, so deliberately distorting of Banjo's immortal words, a perpetrator of such wilful vandalism of your heritage?

"It was the **squatter** mounted on a thoroughbred. There is absolutely no indication of the pedigree of what the troopers rode. For all we know, they could have been bush brumbies or rejects from a clearing sale."

So there. We can only agree that a labor camp and lengthy re-education is proper punishment. ∎

Greetings from a happy partner

Hewlett-Packard dealer Co-Cam remembered the second birthday of our Customer Information Centre with a boxed gift and the message:

Congratulations on two enormously successful years. The high level of qualified leads passed on to us has made our job easier.

The combination has produced a formula for success. We look forward to continuing our partnership. ∎

- **The CIC Manager Tony Graziani with telemarketing representatives Diane Nuske (left) and Sue Herrod, Marketing Assistant Sharon Howell, T/M Representative Robyn Papax and PC Sales Secretary Adele Madjecki.**

Settled down

There is mounting evidence that CE **Paul Wiggins** has stopped aroaming.

He's been three years in Canberra with HPA but agrees that until then he was a bit of a nomad.

Paul was born at Eaglehawk, one of the Snowy villages, and worked on wheat and sheep farms as a rouseabout; then as a furniture removalist and stockyard man.

He hiked for four months in New Zealand and in nearly five years had various postings with the RAAF.

Next job was with the South-west Tablelands Water Supply as a technician servicing radio telemetry gear, micro processors and 1000hp motors; and after that to a Canberra industrial instrumentation firm.

Nicholas William Wiggins was born on 7 June, the first child of Paul and Elizabeth.

"I guess that means I've settled down," Paul concedes.

He recently made a nostalgic return to the hills of his boyhood. Houses had gone but a rope he used to swing on was still there. Out of reach. The tree had grown. ∎

Spit & polish

Sydney CEO turned in a polished performance of problem solving recently.

A customer in Leeton (where the rice comes from), with a 'highest level' maintenance contract, was in strife with a plotter.

As CE Manager **Doug Woodcock** points out, Leeton is 580km from Sydney as the crow flies (with lush pickings in the ricefields, what crow hasn't flown the route?).

Not a site that's easily reached.

Senior CE **John Quigley** took the panic call and, conceding to himself that plotters weren't exactly his forte, promised to consult with the resident gurus and ring straight back.

A very technical discussion was overheard by Secretary **Robyn Taylor** who volunteered: "I sometimes have that trouble too. I just spit on a tissue and wipe out the pen holder."

Back to Leeton and a relieved and satisfied customer: "Now, if you take a moistened cloth . . ."

Rest for Karin

Payroll Co-ordinator **Karin Biermann** ended 11 years with HPA last month without firm plans for retirement.

Her first thought was to have a well-earned rest and then think about how she would use her time and talents.

Karin migrated from near Bremen in Germany in 1961.

- **Karin Biermann.**

Paul's tribute

There's at least one staunch member of the Peter Burford Fan Club.

Calibration Engineer **Peter Burford** got proof on Fathers' Day when son Paul, not yet six, composed this eulogy for his school assignment:

D is for Dad.

Whose name is Peter.

I think my daddy is tall.

My daddy doesn't like beards or moustache because mummy doesn't like them.

He works at H.P.

He works with computers, lights and things that break down.

My daddy once threw me up into the sky.

He was being funny.

He likes ice-cream and pizza, things that are good for him.

I like him giving me things.

I love him a lot.

Love Paul.

Dad is doubly proud of Paul. He produced the words unaided on a PC. ∎

Something to frame

President and Chief Executive Oficer **John Young** paid a warm tribute to the Australasian CEO team in this personal letter to Region CE Manager **Bob Congdon**:

I would like to extend my personal thanks to you and your Customer Engineering team for your role in making the HP worldwide customer support organisation the success that it is today.

Your team's collective efforts have helped the organisation achieve a high level of excellence in both customer satisfaction and financial performance.

Most importantly, your efforts have enhanced Hewlett-Packard's overall position of market leadership and financial strength.

In the years ahead, to an even greater extent than today, your contribution will serve as a vital competitive differentiator to our company.

I commend your focus on meeting customer needs and look forward to your continued record of outstanding performance.

As we celebrate our 50th anniversary as a company, I am reminded that our success resulted from the highly capable and motivated people in our organisation.

HP people like you and your team, who continue to strive for unparallelled customer satisfaction, hold bright promise for the future.

I wish you continued success. Best regards. JOHN.

- **John's letter held by Logistics Co-ordinator John Koumourou, backed by CE Peter Ratten (left), Bob Congdon and Contracts Administrator Toula Chrisant.**

BRISBANE'S 50TH PARTY: Secretary **Anne Hamilton** organised a Brisbane River cruise. A jazz duo entertained and Vince the Magician delighted the children.

He also nonplussed CE **Ian Leeson** by folding his $20 and turning it in size and color into a $2 note.

- **SE Rod Enever (left), Graduate Kirsty Garrett, Branch Customer Support Manager Greg Condell and CEs Mick Blowers and Dave Richards.**

- **Neil Hamilton (Anne's husband, left), Sales Secretary Penny McClelland and SE Amir Taefi with Aryan and Leila.**

Trans-Tasman meeting

Continued from p2.

"The advice of our outside directors is seen as vital to HP as we look to the future," Malcolm said.

"Meetings such as this not only keep them in touch with what we're doing but their input provides valuable feedback to senior management."

Allan Carroll, of Business International, told the meeting.

"Our future definitely lies in a closer involvement with Asia. It is refreshing to observe the depth of vision displayed by people at Hewlett-Packard."

Hans, who has been GM, New Zealand, for three years, said after the meeting that he valued his association with the two outside directors.

"Through their support, they have helped greatly in establishing HP's strong presence in the market at corporate level," he said.

Jonathan has been HPNZ's legal counsel for 21 years and a director since 1977.

Sir David joined the board in 1987. He has a number of other important directorships.

HPA directors are Chairman and former MD **John Warmington**, Melbourne lawyer **Colin Trumble,** Melbourne University's Professor **John Rose** and Managing Director **Malcolm Kerr**.

Colin has been a director of HPA since the company was established in 1967. ∎