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VICTORIA, AUSTRALIA

June 1966



M e a s u r e

In this issue

*Anchors aweigh for HPIA
Are vacations important?*

Here comes the HPIA showboat . . .

IN THE PRE-JET AGES OF SAIL AND STEAM, "showing the flag" was the mariner's way of signaling friendship or saluting allies. That in its way is what HP will be doing just a few days hence, when its unique new "showboat" makes the first of many future calls at South American ports.

The "showboat" is actually a sea-going version of the HP Travelab concept aboard the S.S. *Mormacwave*, a C-3 Liberty ship operated by Moore-McCormack Lines. The HP exhibit occupies some 400 square feet of cabin space on the vessel. This includes two adjoining staterooms for display and demonstration of products and a third cabin for sales conferences.

□ Each voyage of the HP showboat will be a two-month trip around the South American continent, with stops scheduled at eleven ports. On exhibit during the first voyage will be a complete array of HP products for the medical field. One cabin will contain equipment used for patient monitoring, while the other cabin will be devoted to diagnostic and resuscitation products. At each port of call, medical administrators, doctors, and researchers from neighboring cities and countries will be invited aboard as guests of the HP distributor for that country—while the *Mormacwave* goes about its business.

Planned for the ship's second trip is an HP electronics exhibit, to be followed by a display of chemical instrumentation. Eli Warsaw, export advertising manager, coordinated the showboat project.

Working ahead of the ship will be two multi-lingual men from HPIA's Palo Alto office. Teamed for the first voyage are Arnold Staufer, manager of South American sales, and Tom Breitbart, medical products specialist. In each case, both will be on hand to assist with the exhibit while the ship is in port. After sailing, however, one will stay over for follow-up sales discussions, while the other will fly ahead to help with arrangements at the next port of call.

□ According to Dick Alberding, HPIA manager, the whole showboat venture is far more than a novel or exotic stunt. In fact, it represents a highly practical answer to some very special marketing problems. First, it overcomes the barrier of customs regulations and transportation difficulties which, in the past, have forced HP to create special exhibits for industrial shows in each country. Secondly, in stopping at the eleven Latin American ports, it comes within reach of most of the major population centers.

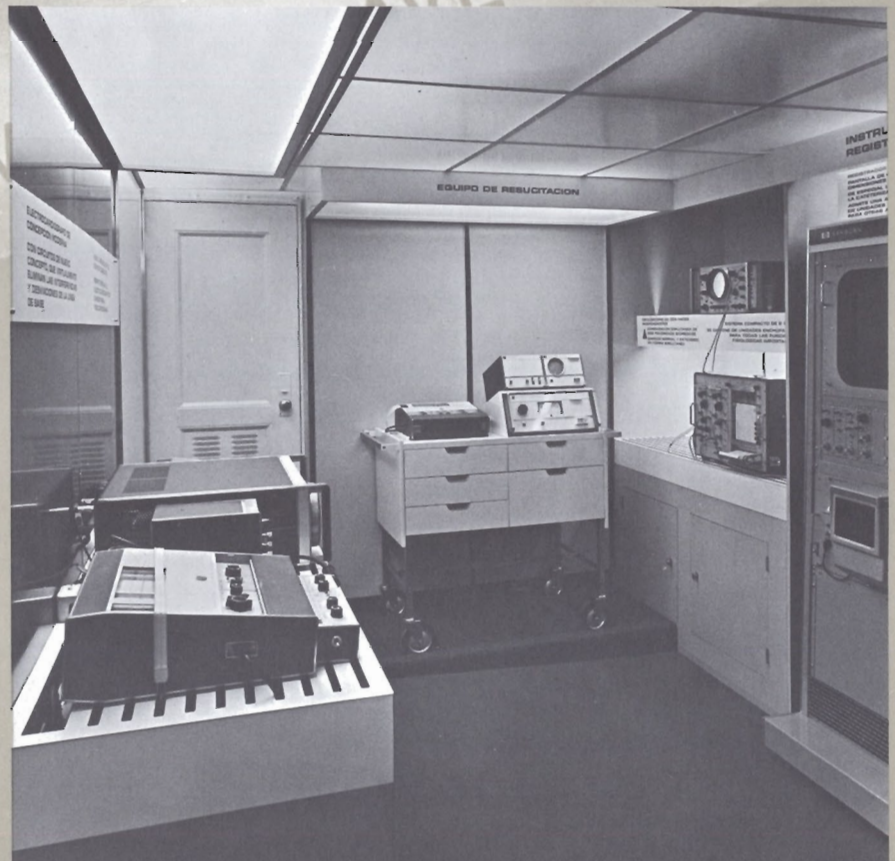
The HP showboat is timely, too, coinciding as it does with expanding sales expectations throughout Latin America. Last year, the company's volume there reached over the \$1 million mark for the first time. This year it's expected to touch the \$2 million level, and grow to more than \$6 million by 1971.

Product demonstrations such as the HP showboat are particularly important in the selling process throughout this market, according to Alberding. Moreover, with dollar shortages very much a part of their economic history, they are necessarily quite conscious of price. In short, they want to be shown.

That, in essence, is the showboat's mission—the first of its kind undertaken alone by an individual electronics company.



HP conference room on **Mormacwave** is center for sales and technical discussions between local HP distributors, HPIA product specialists, and customers. Ship will stop at 11 Latin American ports each voyage, and host up to 100 visitors per day.



Two former passenger staterooms on S.S. **Mormacwave** house HP product displays to be shown to Latin-American customers. First voyage is now underway with exhibit of Sanborn and other HP instruments for the medical field.

HP launches two new Travelabs



HP's Travelab fleet was reinforced last month by two new units fitted out in a San Diego boat yard. Both units are now on the road showing HP products and systems right at customers' doorsteps. One coach is with the Eastern Sales Division where Travelab demonstrations have proved highly popular and successful. Neely Sales Division took delivery of the other new vehicle, its second, and will expand its mobile demonstrations to include the medical and chemical fields as well as electronics. Norm Neely, president of the division, prepares to board one of the new coaches following a champagne christening ceremony.

Notre Dame honors HPA's Melchor

For outstanding achievement in the field of science, the University of Notre Dame recently bestowed its Centennial of Science Award on Dr. Jack Melchor, head of HP Associates. The university's award was presented as the highlight of a meeting of the Notre Dame Club of Northern California. Dr. Thomas E. Stewart, associate vice president for academic affairs at the university, and guest speaker at the Club's annual meeting, made the award at the San Francisco gathering.

New corporate staff group

A new, top-level staff group, Corporate Management Services, has been formed in Palo Alto to unify and expand the functions of three existing corporate groups.

The new organization, managed by Cort Van Rensselaer and reporting to Dave Packard, will provide or assist in the production of information needed for decision making at all organizational levels. In addition, Corporate Management Services will furnish consultation and design assistance to the entire corporation on matters relating to information and operation system, and management science.

According to Van Rensselaer, the basic mission of the group is to foster the HP concept of "management by objective" by providing complete and timely management information throughout the company, so that better decisions can be made by those individuals closest to the problems needing solution.

Austin Marx, manager of corporate planning, John Veter-

an, manager of corporate statistics, and Bud Eldon, manager of corporate systems, will head up the three principal departments within the new group.

Dashiell heads ISA committee

Gene Dashiell, Florida Sales Division area manager, has been appointed chairman of the steering committee of Southeastern District III of the Instrument Society of America. The appointment was effective late in April. Dashiell has held active roles on the committee since 1964 when he served as the host committee's general chairman for the annual Southeastern Conference and Exhibit of ISA. Currently, Dashiell is also president of the society's Tampa Bay Section. Geographically, District III includes the area between the Gulf of Mexico to northern Tennessee, and the Atlantic seaboard to the Mississippi River.

Record first half reported

Record sales and earnings for the six-month period ended April 30, 1966, were reported by the company last month.

Total sales, including all divisions and subsidiaries, amounted to \$94,487,000, a 26 per cent increase over the \$75,000,000 sales for the first half of fiscal 1965.

Net earnings at \$8,059,000 were up 31 per cent over the \$6,165,000 earned during the corresponding period last year. The earnings equaled 66 cents a share on 12,251,711 shares of common stock outstanding, compared with 49 cents a share on 12,150,229 shares outstanding in the first half of 1965. Incoming orders for the recent period showed a gain of 30 per cent over the first half of last year.

PEOPLE ON THE MOVE

HP-PALO ALTO

Steve Duer, corporate Customer Service staff—to sales promotion staff, corporate Marketing.

Mike Gallagher, production control expeditor, F&T Division—to scheduler-buyer, materials management staff.

Bill Nicewonger, casting shop, Microwave Division—to precision shop, HP Labs.

Wilmer Walker, materials engineering staff—to electronics research staff, HP Labs.

F&M SCIENTIFIC

Wayne Joslin, corporate process engineering staff—to process engineering, F&M Scientific Division.

FREQUENCY & TIME

Jerry Gross, contract sales, corporate Marketing—to sales promotion, instrument loan program, F&T Division.

Alfredo Zingale, International Operations (training program)—to F&T marketing staff (training program).

LOVELAND

Ken Jessen, product training, Overseas sales, HP Palo Alto—to marketing staff, Loveland Division.

MICROWAVE

Al Napolitano, corporate Finance staff—to staff accountant, Microwave Division.

MOSELEY

Bruce Hall, marketing department staff—to factory liaison to HP GmbH.

Myron Hunt, manufacturing manager—to regional sales manager, marketing department staff.

SANBORN

Joe Grace, test technician, Service—to buyer/analyst.

Jack Holland, finishing—to production control expeditor.

Paul Levesque, systems engineer—to manager, materials engineering.

EASTERN SALES REGION

Bob Adams, field engineer—to senior field engineer, New Jersey office.

Joe Arcidiacono, field engineer—to senior field engineer, New Jersey office.

Wally Carman, sales representative, chemical instrumentation—to senior chemical representative, New Jersey office.

Tom Coyne, service manager, Moseley Division—to customer service manager, New York area, Eastern Sales Region.

Rose Cruz, bookkeeper—to chief bookkeeper, New York office.

Bill Ernest, traffic clerk, New Jersey office—to medical van technician, New York office.

Howard Greenwald, field engineer—to senior field engineer, New Jersey office.

Herb Kulik, field engineer, New York office—to senior field engineer, Long Island office.

Bud Landes, service technician, ESC, Rockaway—to medical van technician, New York office.

Bill McElroy, business manager, Syracuse area—to chief accountant, Eastern Sales Region.

Ernie Matlock, product training manager, Palo Alto—to service manager, Eastern Sales Region.

John Murphy, order department manager, New York office—to administration manager, New York area.

Carole Talbot, order processing—to supervisor, order processing, New Jersey office.

Mel Young, field engineer, New York office—to field engineer, Long Island office.

Your vacation: Planning is half the fun . . .



Washington State Department of Commerce

If you begin to get restless halfway through your vacation, if you begin to miss the happy chatter of your fellow workers, if you start to resent the pine needles in your campfire coffee, if life on the high road leaves you feeling low—don't worry too much. That was the whole idea in the first place!

Although the paid vacation has been around since 1886, when Westinghouse initiated one for office workers, it got its biggest boom during World War II. During those years of supercharged production, the vacation-with-pay really proved itself as a re-builder of ambition, a reducer of absenteeism, and general boon to industry. Today, 85 per cent of Americans take annual vacations.

Don't relax too hard: According to industrial psychologists, the sedentary office and assembly worker often suffers for weeks after a vacation due to overexertion. Cedric Larson of Rutgers University says that most of us work too hard at the vacation idea.

According to Larson, the vacation urge is a symptom of what psychiatrists call "urbophrenia"—meaning a strong reaction against city and suburban routine. The reaction of many older types, he says, "is to undertake activity that would tire an athlete. Many go too far—suffer torn ligaments, heart palpitations, broken bones, and strokes."

Togetherness is great, but: Many psychologists feel that separate vacations for the family members—particularly bringing the adults a respite from parental duties—tends to bring them together again refreshed. These social scientists question whether there is any real escape for anyone when all must be stowed into the family car for a long journey, and endure each other's uninterrupted company in crowded motels or campgrounds. Bringing the young ones along means there is no escape for mother—unless she can con her husband into sacrificing precious vacation hours. If it's possible, say psychologists, send the kiddies to grandma, or to camp if they are old enough.

Don't dribble your vacation away: HP policy is to encourage personnel to take at least one full week of vacation at a time. This is based on the general belief that it takes about that long to really relax. A series of long weekends—mostly spent on the road getting from one place to another—is considered no substitute for such relaxation.

Many companies—57 per cent of U.S. firms—achieve that goal simply by shutting down the whole operation for two weeks. Everybody goes on vacation—ready or not. On the other hand, HP has always had the "staggered" vacation, and it is possible to go at any time of the year providing no conflicts develop. As far as priority within a production unit is concerned, it's largely first come, first served. It's wise, therefore, to reserve your desired period well in advance.

Besides wanting you to return relaxed and refreshed, HP has a further stake in encouraging employees to take full

vacations. By knowing vacation plans well in advance, the company itself can plan more efficiently for replacement personnel. This summer, the Palo Alto plant alone will hire 216 students for this purpose.

Personnel managers also regard vacation as a training ground for retirement, an opportunity for older employees to research their retirement plans and adjust to leisure activities.

Avoid the "Christmas rush": Lack of vacation planning causes many employees to defer and defer until—holy whiskers—the year's just about over. Then they feel they "should" take their vacation—even though they have no reservations, no goal, and Christmas spending has taken a big hunk out of the kitty. So they fill their allotted days working around the house, interspersed with a few short trips to familiar places.

It's too bad, because—as psychologists stress—they are missing the change in surroundings and activities that provide the chief benefit a person can derive from a vacation.

In a real sense, there's also economic waste in such situations, because in terms of dollars the paid vacation ranks third in company benefits enjoyed by HP employees—exceeded only by profit sharing and retirement fund benefits.

See the supervisor: Besides being the person who makes up the vacation schedule, the HP supervisor has other important roles when it comes to time off. It's necessary, for example, to request him to arrange for vacation pay in advance. He also has authority to grant up to two weeks of leave without pay. If a longer absence is requested it will require his recommendation.

You can't beat the cost: If you enjoy camping and picnicking, don't overlook the company-owned and operated recreation areas in California and Colorado. For example, the Little Basin park near Santa Cruz, California, is a spacious and uncrowded camping facility situated among beautiful redwoods. Use is free to employees and their families. Loveland and Colorado Springs divisions also operate similar areas, while others are under consideration for divisions in the East.

Play it safe: When going away, safeguard your home by securing it thoroughly. Notify the police and neighbors, cancel delivery services, turn down all thermostats—and leave a light or two on to discourage nighttime intruders. Be sure, also, that you have basic information concerning your hospital plan. This can save many delays and administrative headaches if hospitalization or medical treatment is required in out-of-way places.

It's later than you think: The time to plan your vacation is now. After all, as philosophers have long maintained: In the pursuit of happiness, anticipation and planning are at least half the fun.

Measuring for medicine: Multi-division story to be told



A NEW DIMENSION will be added to HP's corporate marketing communications next month. By means of a new advertising campaign due to start in July, hundreds of thousands of professionals in the medical field will be made aware of the company's total capability of serving them.

□ It's an important story, one that now goes beyond the Sanborn Division or specialized medical uses of the products of the other divisions. It's a story which will help create a reputation for HP as a leading supplier of medical instrumentation, as a source of strong after-sale support, broad resourceful in engineering experience, and an innovator ready to tackle significant problems in medical measurement. It's a story, in other words, which recognizes the field of medicine, including clinical treatment and research, as a major market now served by the entire corporation.

□ Two important areas of medical interest are subjects for the first two advertisements in the HP program. The first describes HP's comprehensive group of instruments for patient monitoring and intensive care. The second ad will outline the versatile applications for Sanborn's magnetic tape systems in capturing and storing elusive and critical physical



Japanese doctors like Sanborn's 780

Sanborn's "780" series of instruments for patient monitoring and resuscitation has gained strong interest from medical specialists in Japan. Exhibits of these products recently at the Japan Surgical Society and the Japan Society of Anesthesiology brought them wide attention. The exhibit is now on tour to various other Pacific areas. Shown with the unit in Japan are, from left: S. Takahashi of Heiwa Bussan Co. Ltd., distributor of HP medical products in Japan; Harry Lang, co-marketing manager of Yokogawa-Hewlett-Packard; H. Kadowaki, president of Heiwa Bussan.

His thesis wins, and wins again

Winning is becoming a habit for Mike Radisich who has just copped his third consecutive first-place award in the IEEE-sponsored Student Paper Contest. Mike works part time with Product Training in Palo Alto while finishing his senior year in electrical engineering at the University of Santa Clara. He will join HP full time this month.

His undergraduate thesis won the \$15 first prize in the Santa Clara section of the current IEEE competition, \$50 in the Northern California section, and \$300 in the regional meet at Tucson, Arizona. Next stop is the main event to take place next March at the big national IEEE show in New York City.

Papers are judged on the basis of creativity, originality, written and oral expression, and experimental technique. Title of the thesis is "Depolarization of Nervous Tissue by Means of an Electrostatic Field." Even his Santa Clara professors thought it was an outstanding paper. Their prize to him was an "A" grade.

in new advertising campaign

cal data. In each case, the ads are illustrated by photographs of actual hospital installations.

The first ad, reproduced here, also notes that "in the life sciences' investigations to detect, prevent, and cure disease, HP continues to refine and introduce better methods for precise measurement, analysis, and display. Dual-beam and image-retaining oscilloscopes, gas chromatographs, vapor pressure osmometers, viscometers, C-H-N and blood chemistry analyzers, are representative medical instruments from other HP divisions."

The ultimate goal is to have people think "HP" when they think about medical instrumentation. The company also hopes to achieve the same kind of recognition in the chemists' domain, as this is another area where corporate advertising can perform a marketing function for the company as a whole. The medical series was a cooperative effort of the Sanborn Division, the Culver advertising agency in Boston, and the corporate advertising department in Palo Alto.

According to HP advertising management, this corporate advertising program is not a substitute for divisional advertising. It supplements and reinforces these divisional efforts.



Increasing the speed, accuracy and scope of the measurements of medicine. New widely recognized are the life-saving and diagnostic values of continuous monitoring, with immediate alerting to the staff to undesirable conditions in the case of cardiac, vital and other critically ill patients. But the hospital must still decide which placements to monitor... how to design and finance an instrument case and... the best way to train the staff, and to give competent service if readily available... and keep the system flexible enough to modify, expand or substitute instruments economically as future needs change.

Flexible modules for patient monitoring give hospitals an unlimited choice of system size, capability and cost

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Particular answers come to these questions in HP's Standard Division medical instrumentations designed to develop a comprehensive group of patient monitoring instruments as individual, compatible modular units. At present 17 functional modules in the "700" series allow hospitals of all sizes to equip any number of beds and a central station—within the requirements of available space and funds—

with precisely the patient monitoring capabilities needed. And recognizing that hospitals purchase in only one step toward its operational application, HP also offers system planning skills, installation and checkout service, staff familiarization, and complete local service facilities through field offices throughout the U.S. and overseas.

For clinical medicine and research... in the big scientific investigations to detect, prevent and cure disease, HP continues to refine and introduce better methods for precise measurement, display and analysis. Dual-beam and image-retaining oscilloscopes, gas chromatographs, vapor pressure osmometers, viscometers, C-H-N and blood chemistry analyzers, are representative medical instruments from other HP Divisions.

For more information and application assistance, write Hewlett-Packard Company, Palo Alto, California 94304; Telex: 54 Route des Nervens, Geneva.



Twenty-two youngsters awarded scholarships

Scholarship awards of \$500 each have been made to 22 sons and daughters of HP employees, under the Employees' Scholarship Fund. The Fund was started in 1951 by company employees to assist youngsters of employees pursue higher education at the college of their choice.

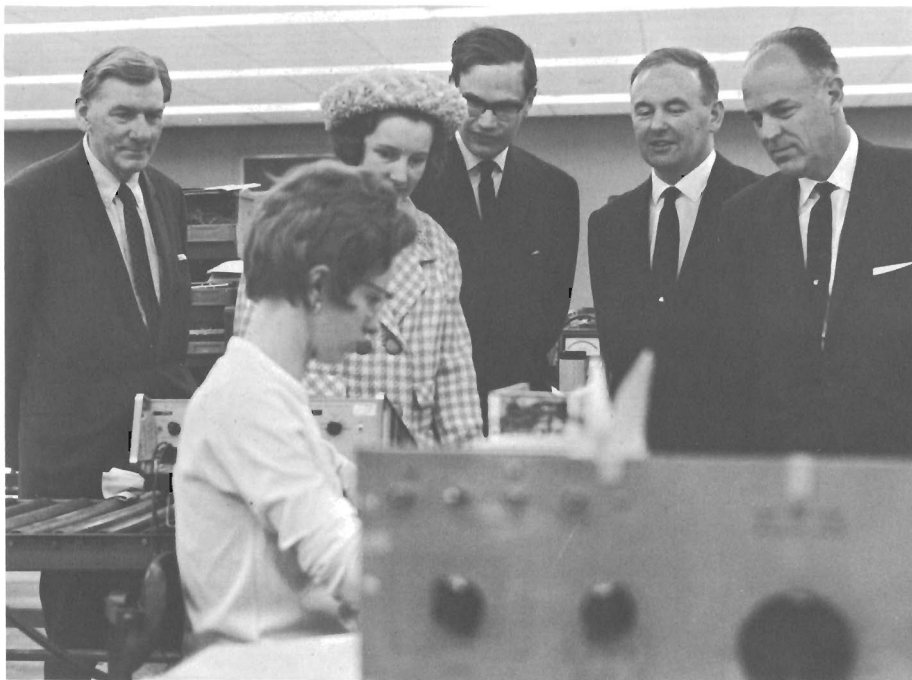
Annual employee and company contributions are added to a trust fund, and the awards financed from the earnings of the fund.

During the 16 years the program has been in operation, 92 awards of \$500 each have been granted to graduating seniors. The scholarships are awarded on the basis of scholastic achievement, participation in activities, and educational objectives.

By division, the 1966 winners are: *Palo Alto*—Yvette Atherton, Walter Critz, Gary Cushing, Elizabeth Dorian, Evelyn Fischer, Catherine Hopkins, Karen Howard, Steven Jacob, David Linnehan, Cynthia Manson, Diana Matsuura, Dennis Morton, Barbara Olds, Lynda Perricone; *Colorado Springs*—George Johnson, Kenneth Montoya; *Loveland*—Randy Bruns, Neil Holmes, Nancy Turbes; *Rockaway*—John Greendyk; *Sanborn*—Thomas Kyte, William Velardocchia.

It's international:

Expansion is busting out all over . .

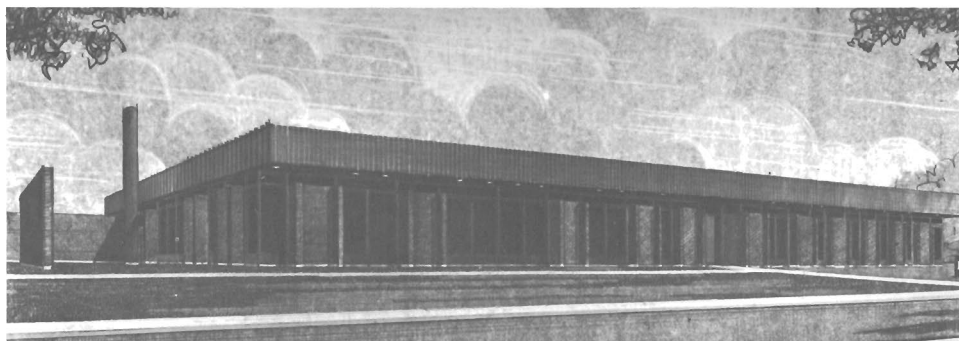


SCOTLAND: At South Queensferry, overlooking the Firth of Forth, the 90,000-square-foot HP Ltd. production facility was placed in operation on April 27, in a ceremony known as "topping out." Present for the occasion were, from left: Kenneth Sinclair, director of HP Ltd.; Pauline Powell, shown working on signal generators; Lady and Lord Primrose of South Queensferry; David Simpson, managing director; and Bill Doolittle, corporate vice president-international.

LONG ISLAND: A new sales office serving the Long Island and Queens areas of New York will open late this month at Roslyn, in the building pictured at right. The new branch will provide complete sales service, field engineering, and a field repair department, under the management of Hal Plamjack. The existing New York City office will continue to serve customers in Westchester, Manhattan, Bronx, Brooklyn, and Staten Island.



CANADA: Construction starts next month on the structure (sketch at right) which will serve as head sales office for HP in Canada. The site is in the Point Claire Industrial Park near Montreal. The 12,000-square-foot building is due for completion and occupancy by December, 1966.





from the chairman's desk

ONE OF OUR MOST IMPORTANT OBJECTIVES is to strive for continual improvement in the quality and usefulness of the products we offer our customers. This means that everyone in the organization must be aware of customer needs and how his activity relates to the central purpose of serving those needs.

Some people, particularly when they become enmeshed in the day-to-day details of their jobs, lose sight of this objective. They tend to feel that their individual performance has little bearing on the company's over-all ability to satisfy customer needs. Admittedly this is a natural tendency, but in truth there is ample evidence that what we contribute in the way of individual skills and abilities, on a day-to-day basis, is immensely important in determining the company's total contribution and its ultimate success.

As an example, on June 2 we received the following wire from W. A. Van Allen, director of material for the Hughes Aircraft Company:

"We want to share with you the great pride we feel in last night's successful soft landing of the Surveyor spacecraft on the moon.

"Your company's contribution to this major step forward in the U.S. space program is recognized and deeply appreciated. Please accept my warmest congratulations and extend a 'well done' to all of your personnel who contributed to our mutual success."

Naturally, we are proud that instruments and systems from several HP divisions helped speed the Surveyor on its successful flight. I hope this event gives each of you some satisfaction in knowing that you have made a contribution to such a noteworthy adventure. This should remind each of us that many important scientific programs depend on the equipment we are making here at HP. It also emphasizes the fact that quality, reliability, and service are all-important ingredients of our job, and that significant events hang on the quality of the work we do—often down to the last detail.

As you know, 1966 is proving to be a good year for the company. Incoming orders for the first seven months of the fiscal year totaled more than \$120 million, up some 30% over last year. With business expected to continue at a high level over the next few months, our big job is to step up production and still maintain the high standards of quality associated with HP products.

This calls for a real effort on the part of each one of us. I hope, therefore, that as you are called upon to meet this additional challenge, you will remember that the customer is our ultimate taskmaster and that serving him well will assure a bright and rewarding future for all of us.

David Packard

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"I often say that when you can measure what you are speaking about, and express it in numbers, you know something about it; but when you cannot measure it, when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind . . ." LORD KELVIN (1824-1907)

THREE F&T ENGINEERS who are currently accompanying HP atomic clocks in an around-the-world experiment will have a hard time explaining if they don't get to the airport in time. The clocks, which are just about the world's most dependable, are true within a millionth of a second. Lee Bodily (seated) gets a last minute good luck wish from F&T's Joe Bourdet who helped load the instrument aboard a jet at San Francisco International Airport. Bodily started flying East in mid-May on a month-long journey which will carry him and his 215-pound timepiece to leading national observatories and timekeeping laboratories. Dexter Hartke and Ronald Hyatt simultaneously headed the other direction and will cross paths with Bodily at Neuchatel, ancient clockmaking center and home of the Swiss National Time Standard. This is the third and by far most spectacular episode in HP's flying clock experiments, purpose of which is to compare time-standard clocks to a greater accuracy than ever before achieved.



HP clocks fly again