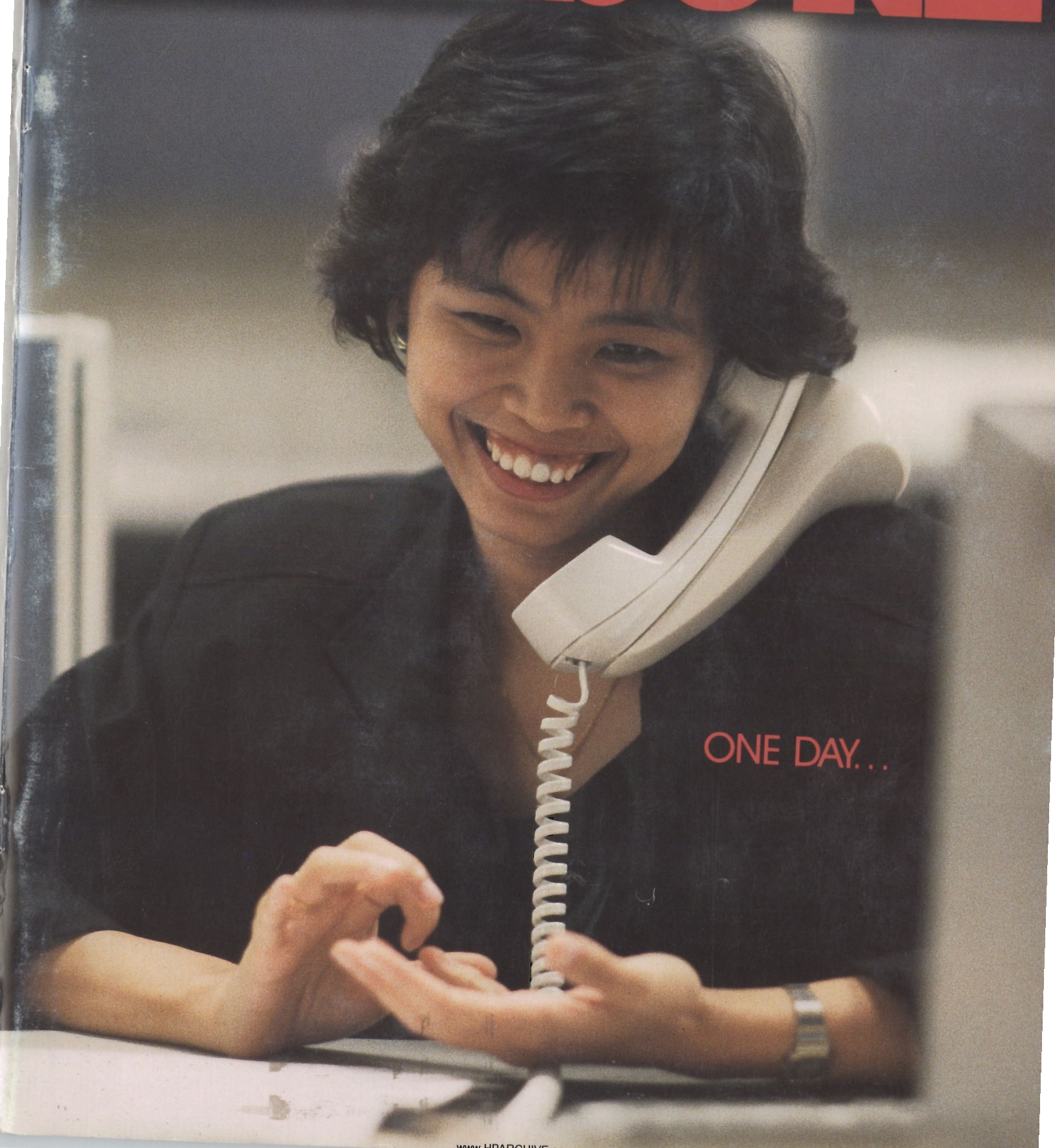


For the people of Hewlett-Packard

January-February 1989

# MEASURE



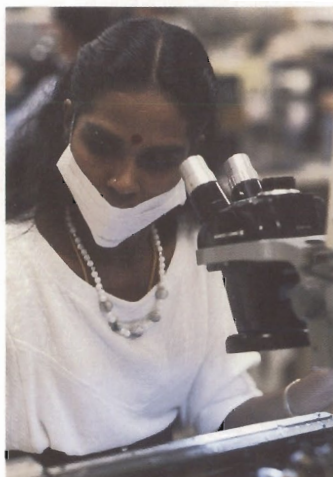
ONE DAY...

# ONE DAY:

## 24 hours in the lives of HP people

LOUP LANGTON

KURT FOSS



It's 12:12 a.m. in Singapore as "ONE DAY..." begins.

### October 18, 1988.

It's 8 a.m. and the chef at HP's Melbourne, Australia, facility prepares a batch of chocolate-chip muffins in time for morning tea.

At lunch time in Grenoble, France, employees practice mountain-climbing skills on site at the HP gymnasium's "climbing wall."

That evening in San Jose, California, an employee volunteers his free time with a victim of Alzheimer's disease so that the man's wife can rest.

All of these events represent a slice of HP employees' lives during one average day. That's what we hoped to capture in this special photo essay: a snapshot of HP people worldwide as we salute the company's 50th anniversary.

"ONE DAY: 24 hours in the lives of Hewlett-Packard people" literally is that—a photographic look at employees from Hachioji, Japan, to Everett, Washington, and several sites in between during a 24-hour period. The photos were taken by talented student photographers from universities in seven countries (see story on page 46).

We purposely broadened our focus beyond the eight-hour work day because many of the things that make HP people special occur outside HP facilities. HP people are civic leaders, students, parents, volunteers, artists, musicians, inventors and athletes.

If, as the axiom goes, a picture is worth a thousand words, the photos in this issue tell a story better than 60,000 words of text.—*Editor*



### On the cover

**4:15 p.m. Singapore** Chin Shu Hwa, system engineer at HP's Customer Response Center in Singapore, good-naturedly fields a customer question.

PHOTO BY KURT FOSS



Shell  
invites you  
to  
Experience  
the  
Difference

Auto Care  
Open 24 Hrs.

SELF  
SERVE

**7 a.m. San Francisco, California** HP employees who ride in a van pool from San Francisco to Cupertino and Santa Clara fuel up before beginning their one-hour commute to Silicon Valley.





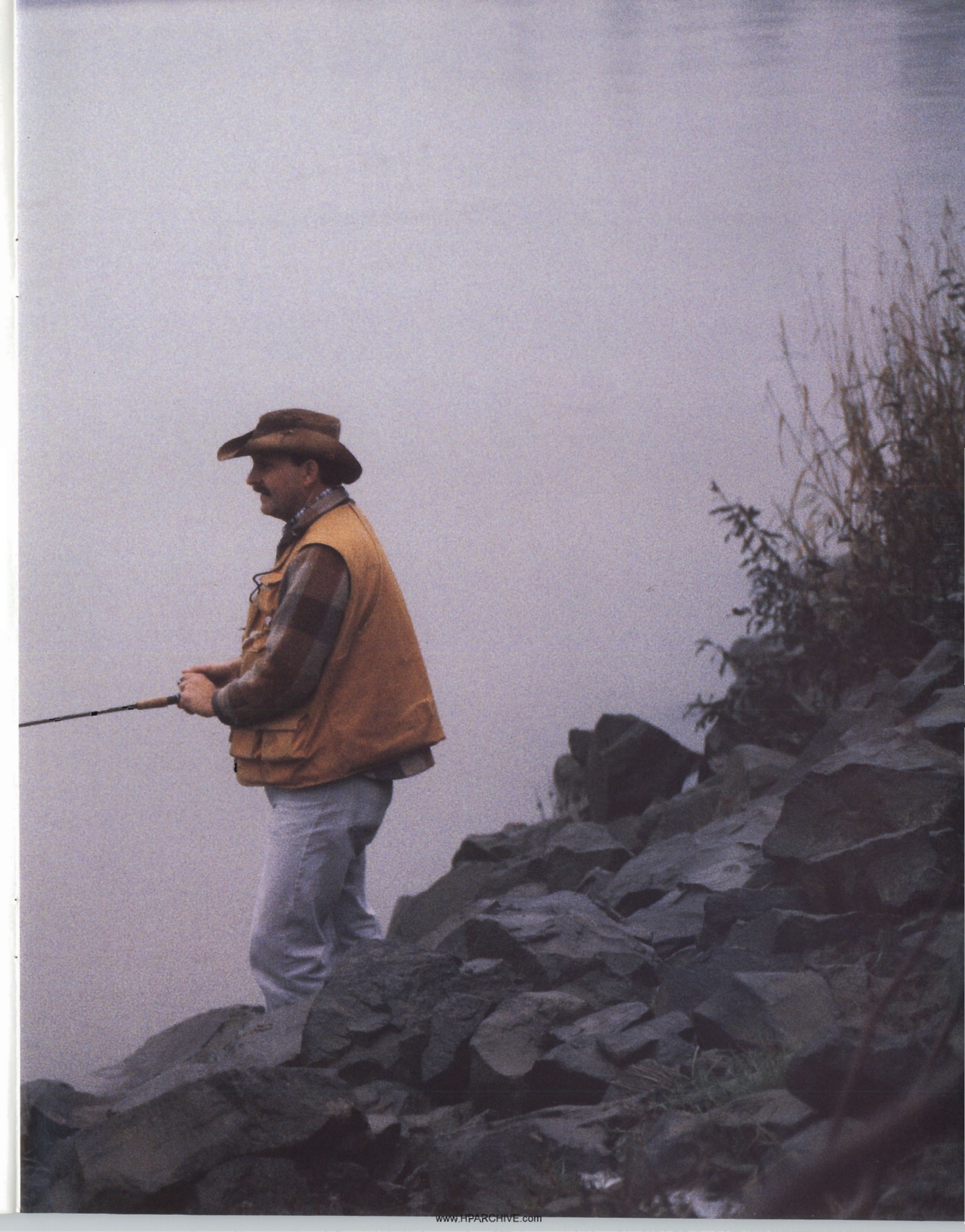
left

**7 a.m. Nishi Hachioji, Japan** Takenori Uejima, a production worker at HP's factory in Hachioji, eats breakfast while watching television in YHP's Nishi (west) Hachioji dormitory.

above

**5:45 a.m. Böblingen, West Germany** It takes a lot of bread and jam each morning to satisfy the Ruhnau family—all 11 of them. Horst Ruhnau, supervisor at the Böblingen manufacturing plant, and his wife, Doris, have opened their home to two adopted children and four foster children in addition to their three offspring.







previous page

**7:40 a.m. Snohomish, Washington** George Richardson fishes every day — sometimes before and after work — year round. One of George's favorite fishing spots is about 15 minutes from the Lake Stevens Instrument Division, where he works in the business department.

PHOTO BY CHERYL REED

above

**9:06 a.m. Shinjuku, Japan** Takayuki Koseki, computer sales representative, reads the morning newspaper to pass the time while waiting for the Yamanote train, which will carry him on the eight-mile trip to a customer site.





left

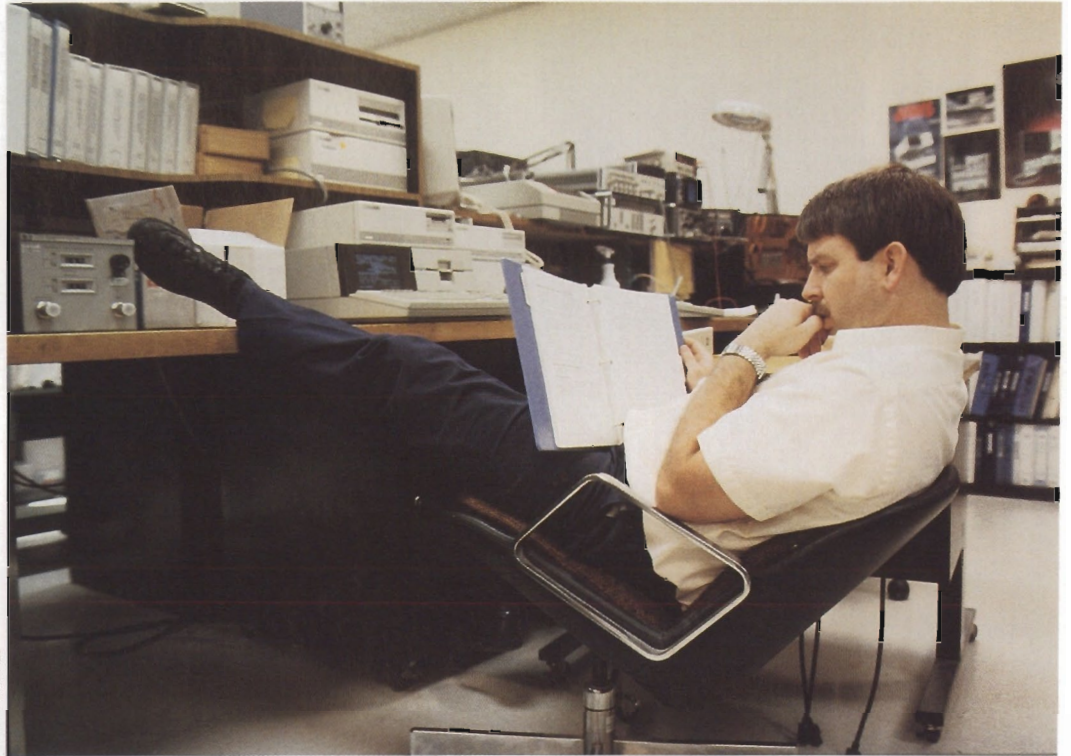
**8:12 a.m. Melbourne, Australia** Chef Robert Erskine prepares a batch of chocolate-chip muffins in time for morning tea.

above

**7 a.m. Grenoble, France** Edwige Auvray, purchasing agent, relaxes before work by painting a picture for a national exhibition in Paris. The painting reflects the countryside around Albertville—site of the 1992 Olympic Games.



**7:20 a.m. Atlanta, Georgia**  
Service technician John Mike Griffin gets in some quiet research time at the Customer Service Center in the Atlanta Customer Support Center.



KATHERINE JONES

**8:15 a.m. Greeley, Colorado**  
Wanda Chapman works on a printed-circuit-board assembly at the Greeley site.



JIM FISHER



KATHERINE JONES

**8:20 a.m. Atlanta, Georgia**  
HP sales rep John Sandlin calls on customer Rick Martin at the Lockheed Aeronautical Systems Co. Lockheed uses HP equipment to test flight control surfaces on the huge C-5B Galaxy aircraft, shown in the background.

**9:30 a.m. Andover, Massachusetts** Suzanne Fall (standing), Andover site secretary, teaches Peggy Dolan how to use HP Drawing Gallery during a training class at the Andover site's computer college.

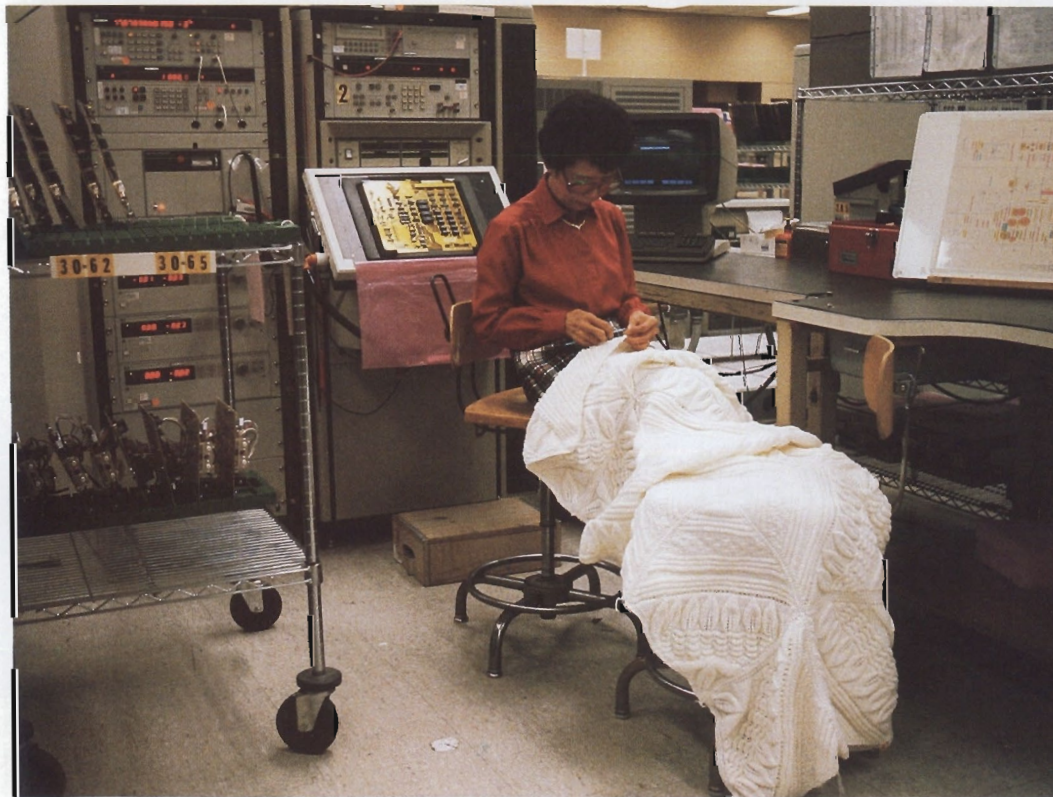


PIET VAN LIER



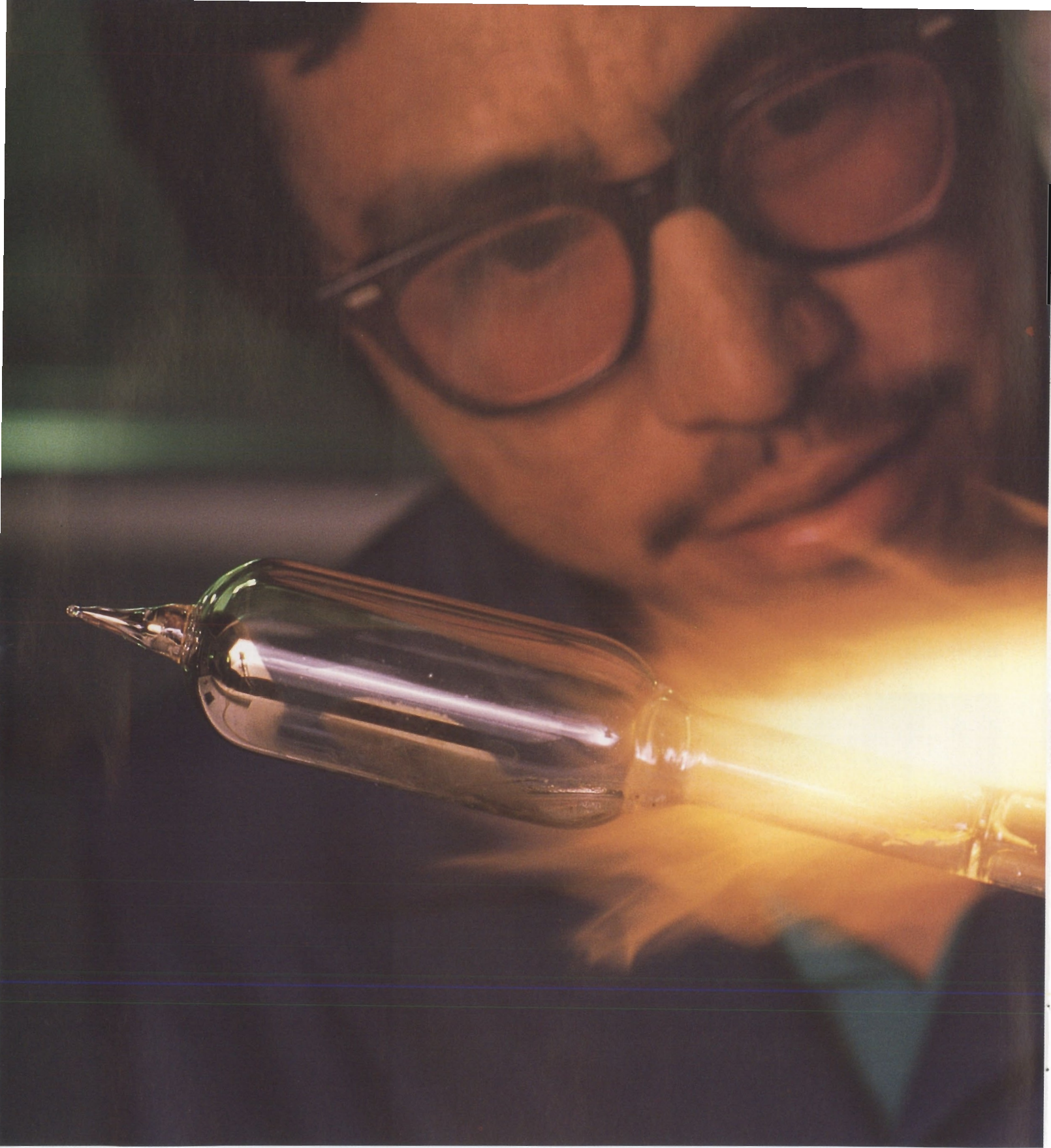
above

**9 a.m. Corvallis, Oregon**  
Vibrant colors show the unmistakable arrival of fall as Corvallis site maintenance man Irwin Olson mows the grass near the front entrance.



left

**9:05 a.m. Waltham, Massachusetts**  
Nimble-fingered Aiko Taylor, printed-circuit-board test and repair operator, crochets a queen-size bedspread during a morning break from work.





LOUP LANGTON

above

**10:00 a.m. Santa Clara, California** Tubes generating cesium beams for the atomic clocks go through a stabilizing period of two weeks to three months at the Santa Clara Division. Jeanne Wirth monitors tube performance three times a week to determine when tubes are ready to ship.

left

**9 a.m. Santa Clara, California** Arnold Abelaye has been a glassblower at the Santa Clara Division for 4 1/2 years. It takes two days to build this glass manifold—one step in manufacturing HP's atomic clock. Cesium, a solid at room temperature, is heated to a liquid state and measured into vials for each atomic clock.

LOUP LANGTON



above

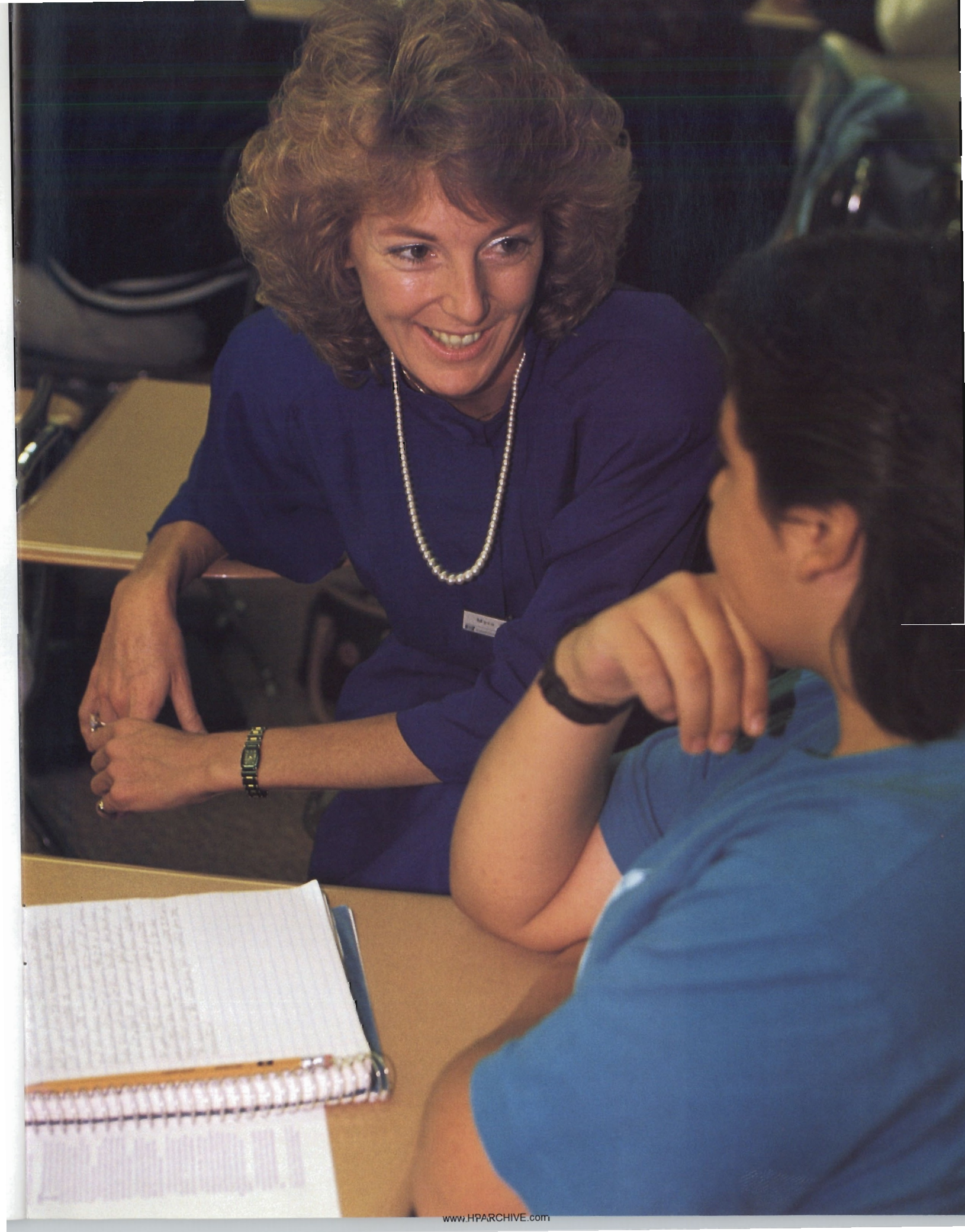
**10:50 a.m. Everett, Washington** Vic Cardona and Mike Edwards run through a chemical-spill drill on the loading dock at the Lake Stevens Instrument Division. They use water to simulate a chemical spill.

right

**10 a.m. San Jose, California** Myra Tincher, on loan from the Stanford Park Division, encourages students at Independence High School to stay in school and continue their education. The program in which Myra participates is called East Side Academies, an alliance between business and education.

PHOTO BY RICHARD SCHULTZ







BRAD MANGIN

**11 a.m. Palo Alto, California** Filomena Notarte operates an automatic component-insertion machine at the Stanford Park Division.



BRAD MANGIN

**11:15 a.m. Palo Alto, California** A photographer takes an up-close look at microcircuit technology through the handiwork of Lourdes Bracero at the Stanford Park Division.



CHEVYL REED

**11:30 a.m. Everett, Washington** Grant Bower, R&D engineer, takes a spin on the ninth in a line of recumbent bicycles he has designed and built. Grant's wife, Debbie, a component engineer who did all of the fabric work, often joins Grant during lunch-time rides on her recumbent bike. Last summer, Grant's

bicycle won three events at the international human-powered vehicle championships.







above

**11:30 a.m. Corvallis, Oregon** One-year-old Craig and 2-year-old Ryan help their engineer dad, Bob Aman, feed the ducks during lunch at Stewart Lake, which is on the HP grounds.

previous page

**11 a.m. Hachioji, Japan** Sadao Harashima, facilities worker, burns more than one ton of confidential HP documentation each day in a huge blast furnace. The documentation is shipped from YHP sites throughout Japan daily to Hachioji to be burned in the furnace.

PHOTO BY NOBUTOSHI TAKAGI





left

**1:30 p.m. Milan, Italy**  
Roast pig was a special menu item in the cafeteria at HP's facility in Cernusco.

above

**11:10 a.m. Böblingen, West Germany** Heidi Noppel and Anna Volk check printed-circuit boards in the clean room at the Böblingen Manufacturing Operation.



above

**12:15 p.m. Atlanta, Georgia** Employees from the Southern Sales Region headquarters escape the office for an old-fashioned picnic on the banks of the Chattahoochee River—just a few miles from the office.



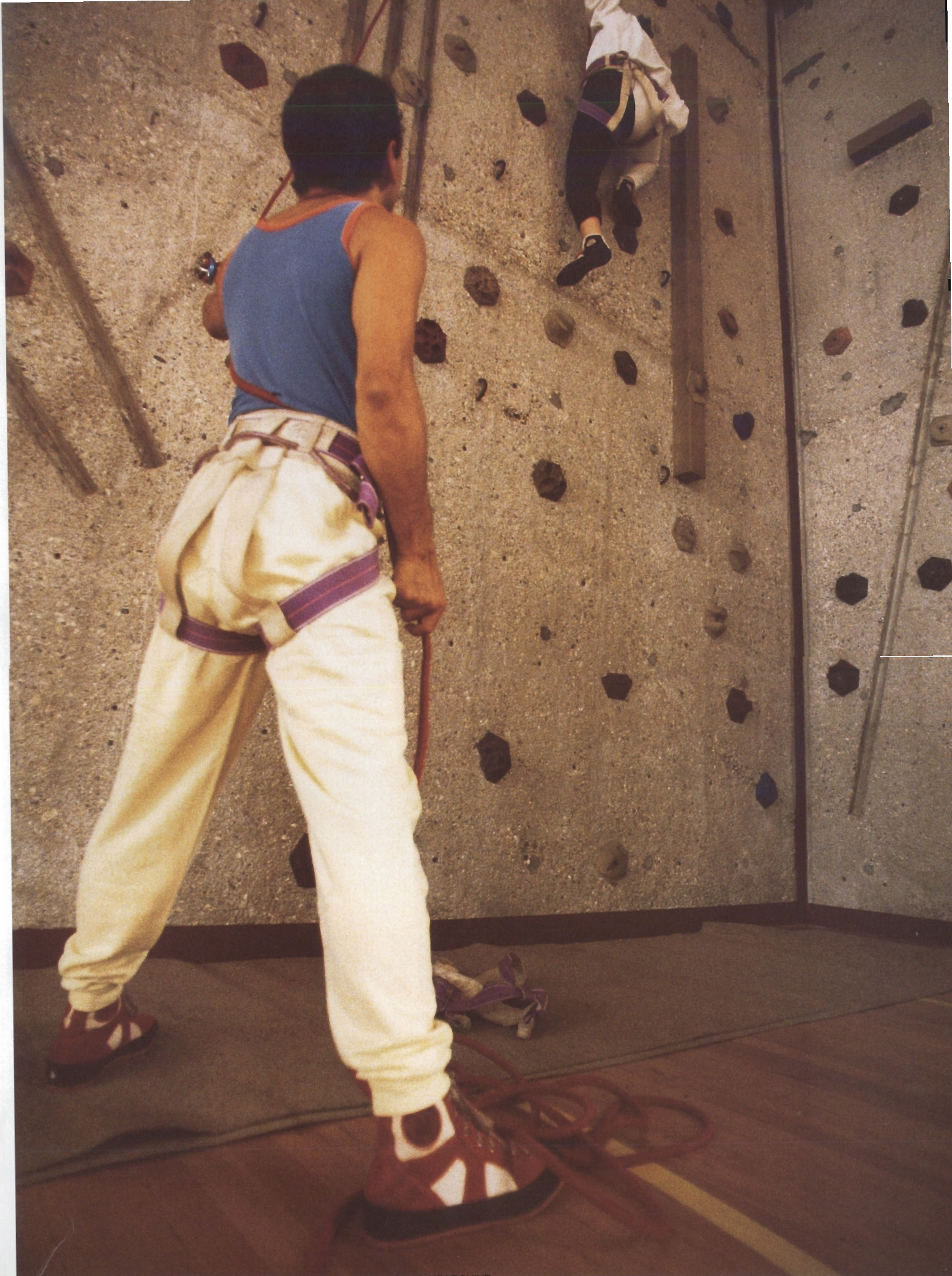
right

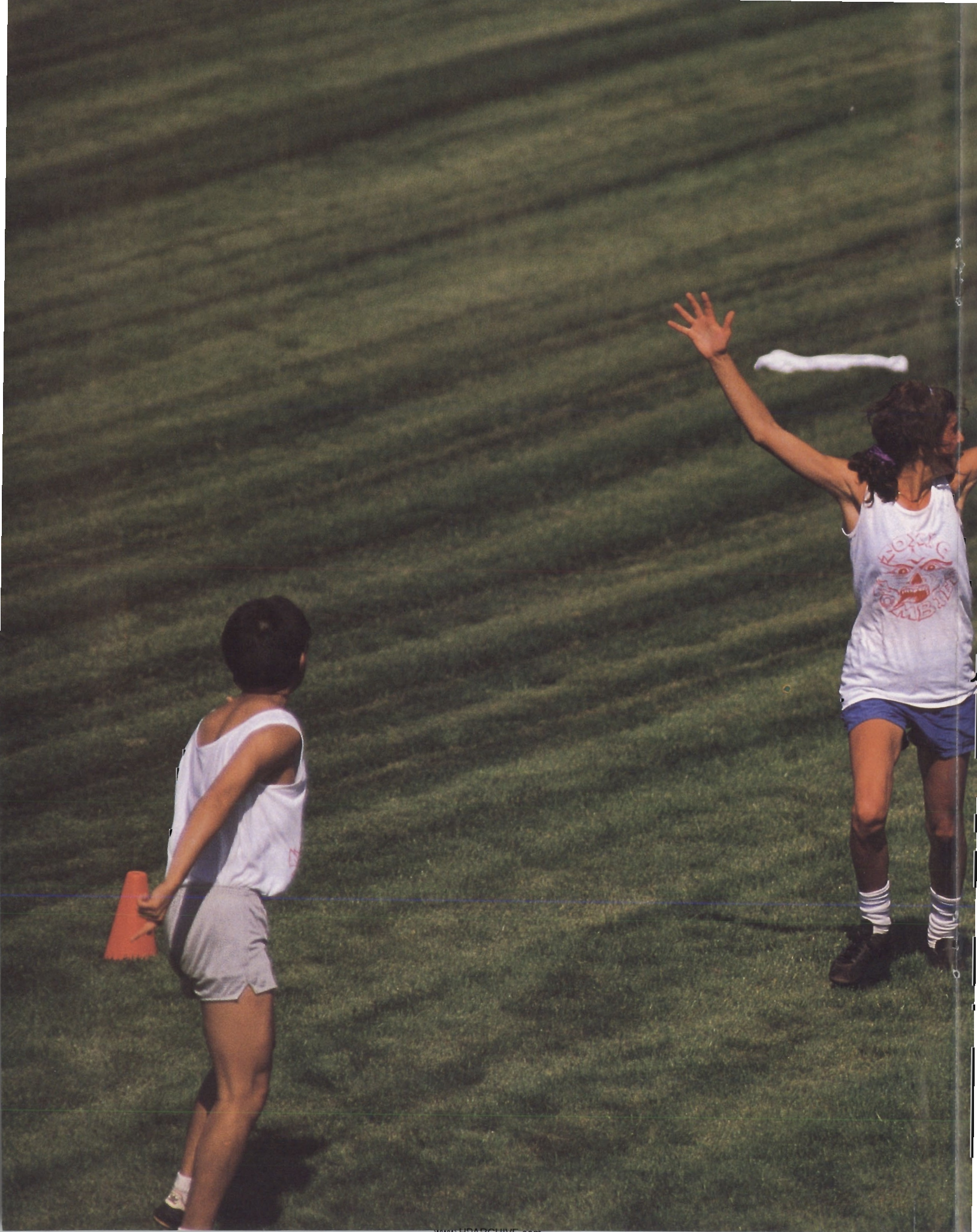
**1:30 p.m. Grenoble, France** Marcel Chrysanthos keeps a taut line while Isabelle Di-Bilio practices rock-climbing techniques on the "climbing wall" in the HP gymnasium during their lunch period. Both work in the Grenoble Networks Division R&D laboratory.

above

**12:40 p.m. Cupertino, California** Gene Austin and Susan Bockus chat during lunch at the Cupertino site.











NOBUTOSHI TAKAGI

above

**1 p.m. Hachioji, Japan**  
About 880 YHP employees at the Hachioji site attend monthly all-factory meetings in the cafeteria. New employees, including those who have moved to Hachioji from other sites, are introduced on stage.

previous page

**12:30 p.m. Sunnyvale, California** Personal Computer Group employees soak up the California sun and get a healthy dose of exercise with a lunch-time "ultimate" Frisbee game on the site recreation field.

PHOTO BY RICHARD SCHULTZ

right

**1:45 p.m. Cupertino, California** Marketing's Grant Bentley and Bruce Thompson hold an impromptu meeting in a hallway in Building 46.

far right

**1:02 p.m. Singapore** Muslim women don robes, spread their prayer rugs and pause for prayers during break periods. Isolated stairwells provide a quiet place where the women bow northwest to Mecca for their required prayer sessions.

PHOTO BY KURT FOSS



LOUP LANGTON





BEN KREUNEN

above

**2:37 p.m. Melbourne, Australia** HP's computer-integrated-manufacturing technology is used to carve and etch bowls for the popular Australian sport of lawn bowls. HP sales representative John Lester (left) discusses the technology with Geoff Weston, systems administrator for Henselite Pty. Ltd., Australia's largest lawn-bowls manufacturer.

right

**2:30 p.m. Palo Alto, California** Bill Hewlett takes a break in his office doorway.



LOUIP LANGTON

**3:01 p.m. Singapore**

Employees leaving from or arriving at work during the afternoon shift change stop to buy fresh fruit and vegetables from sidewalk “hawkers” outside the HP facility. Eating is a favorite pastime for Singaporeans, and hawkers offer a wide variety of items, including grapes,

plums, bananas and rambutan—a “hairy” fruit which tastes something like a longan.

**2:10 p.m. Everett, Wash-  
ington** Personnel's Erin  
Rainey-Schuh interprets for  
hearing-impaired employ-  
ees at the Lake Stevens  
Instrument Division using  
American Sign Language.



CHERYL REED

**2 p.m. Pinewood, England**  
Like most days, October 18,  
1988, had its share of meet-  
ings, including the R&D  
manufacturing council.  
Members include (from left)  
Finlay McKenzie, Queens-  
ferry Telecom Division  
general manager; David  
Baldwin, U.K. managing  
director; Bob Tillman, GM  
of Computer Peripherals  
Bristol Division; and Don  
Summers, operations man-  
ager of the Queensferry  
Microwave Operation.



DAVID MOORE





**3 p.m. Grenoble, France**  
Architect Yann Bruyere discusses progress on the construction of the Grenoble site's third building, which is scheduled for completion in early 1989.



TAMMY SICKAL

above

**4 p.m. Kings Valley, Oregon** Wayne Verley, Northwest IC Division engineer, raises and sells sheep on his 60-acre farm in Kings Valley —about 23 miles from Corvallis.

right

**3:05 p.m. Palo Alto, California** John Young updates Dave Packard on issues facing the company during a meeting in John's office.



BRAD MANGIN



BEN KREUNEN

**4:08 p.m. Melbourne, Australia** Trevor Chadband and Peter Schurr ride along Melbourne's Yarra River after work. Trevor and Peter work in the electronic data processing department.

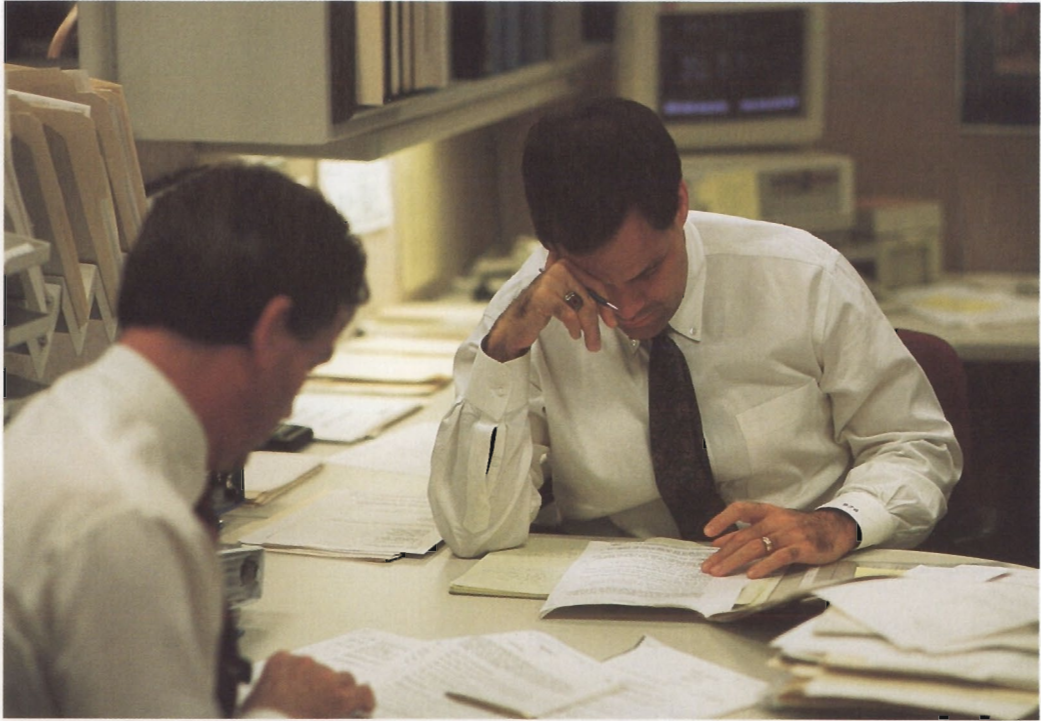
HALL

KATHERINE JONES



right

**4:50 p.m. Sunnyvale, California** Furrowed brows and deep thought punctuate a meeting as Doug Gibson discusses marketing strategy in his Pacific Technology Park office.



RICHARD SCHULTZ

right

**4:45 p.m. Mountain View, California** Video producers Kevin Corcoran and David Land edit a customer education tape at the Mayfield site's Marketing and Educational Media Center.



BRAD MANGIN

left

**3 p.m. Atlanta, Georgia** Personnel rep Kevin Stacia discusses career opportunities with Atlanta University students. Kevin is president of the Georgia Chapter of the National Association of Black MBAs. Cassandra Hollis (far right), is an AU graduate and region marketing analyst at HP. Muriel Lett (upper left) was an HP SEED student last summer.



NOBUTOSHI TAKAGI

above

**6 p.m. Takaido, Japan**

Young YHP women go through the measured steps of the tea ceremony in silence at a tea-ceremony club meeting in YHP's Takaido office. Keiko Yamada passes along the ancient ceremony to interested female employees.



TODD ANDERSON



left

**4:15 p.m. Limite, Italy**  
Customer engineers Mario Vigano and Sandro Medei leave the office for a customer call in the Milan area.

above

**5:15 p.m. Atlanta, Georgia**  
David Hard, medical sales rep, uses a cellular phone to confirm a customer appointment.

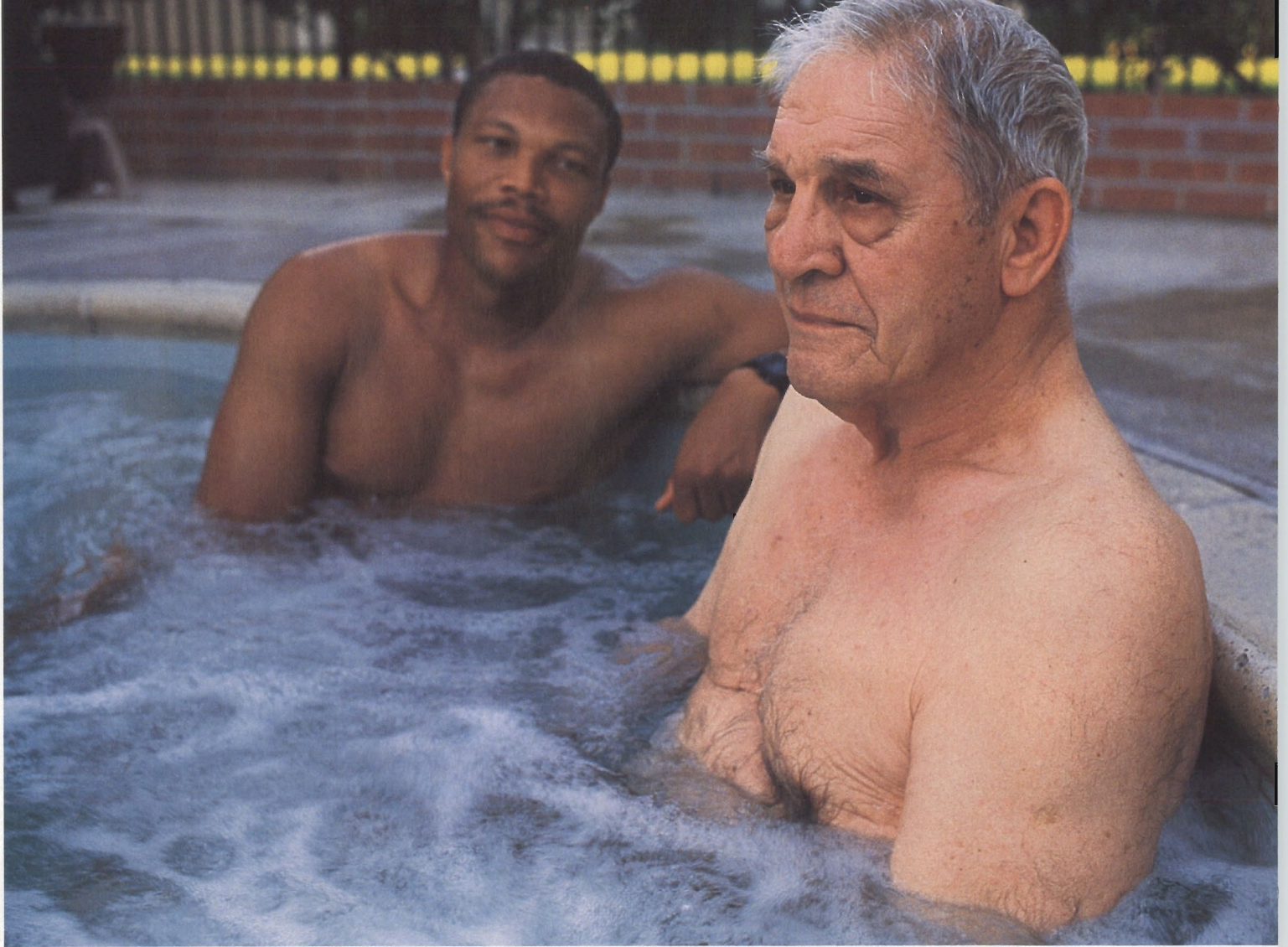
TODD ANDERSON



KURT FOSS







LOUIE LANGTON

top left

**6:50 p.m. Milan, Italy** Daniela Fania, field marketing specialist, shops after work on Avenue Buenos Aires.

left

**6:15 p.m. Singapore** Adventurous young men gather after work on Tuesdays and Thursdays to play sepak tekraw—a native game which is a combination of volleyball, soccer and badminton. The ball is a little larger than a softball and made of rock-hard rattan. You can kick it or hit it with your head, but can't touch it with your hands. Games are played to 15 points each (or—as one person quipped—until one team has to quit due to headaches).

above

**5:35 p.m. San Jose, California** Tyree Johnson, cost analyst at the Cupertino site, volunteers one evening a week for The Friendly Visiting Service, a United Way agency. Tyree spends time with Alex Regdon, a victim of Alzheimer's disease, to give Alex' wife free time.



BERND ARNOLD

above

**6:45 p.m. Ebingen, West Germany** Hartmut Halverscheid, manufacturing manager at HP's Böblingen Manufacturing Operation, gets a touch of makeup before a night-time dress rehearsal. Hartmut plays the vicar in a comedy play being produced by the local amateur theater company.



LOUP LANGTON



LOUIE LANGSTON

left

**7:15 p.m. San Jose, California** Chris Kavoshi spends one night per week in a Psychology of Management class at San Jose State University. A part-time student, Chris is working on her undergraduate degree in behavioral science through HP's educational reimbursement program.

above

**9:30 p.m. San Jose, California** Evelyn Almazan pulls on protective booties before entering the fabrication "clean room" at the San Jose components site.

**8:22 p.m. Bristol, England**  
Sheila Rose, company nurse and part-time cricket umpire, keeps a sharp eye on her work.

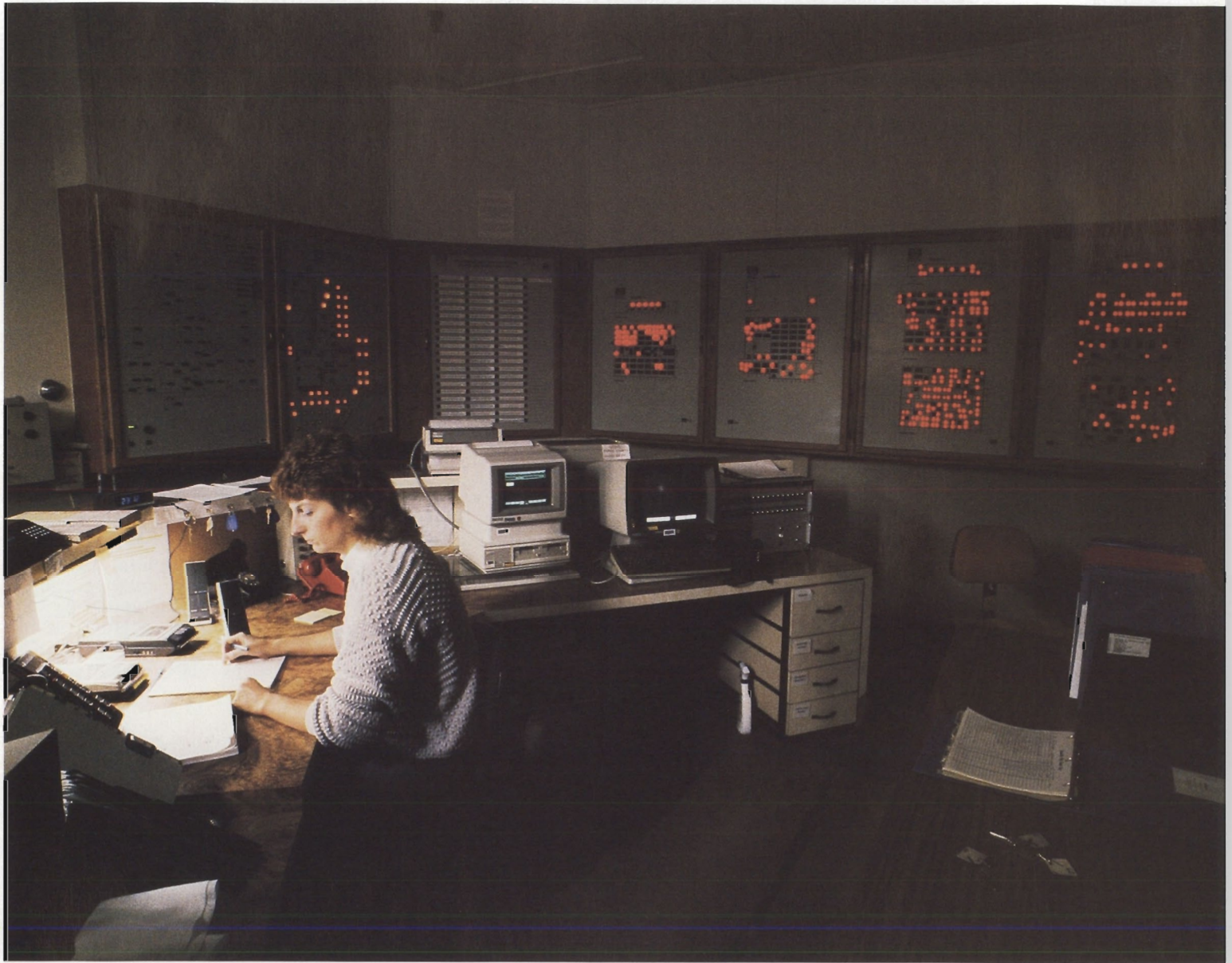


DAVID MOORE

**10 p.m. Grenoble, France**  
Christian Roy, lab manager at the Grenoble Networks Division, plays saxophone each week at a Grenoble jazz club called La Soupe Aux Choux (loosely translated, "Cabbage Soup").



FABIENNE ALLORANT



JIM FISHER

**11:15 p.m. Loveland, Colorado** Banks of security systems at the Loveland site form a colorful background for dispatcher Cheryl Crim, who monitors a police scanner.

# The making of "ONE DAY: 24 hours in the lives of HP people"

How in the world do you begin to show the diversity of a company such as Hewlett-Packard within the space and budgetary confines of a single issue of *Measure* magazine?

How do you capture the look, feel and spirit of the *people* of HP—all 87,000 of them in 78 countries—in one 24-hour period, and then illustrate that spirit in an organized, attractive fashion?

Those were some of the challenges facing the *Measure* staff in October 1987 when we began planning in earnest for the issue you're reading.

We decided to "tell" the HP story in a photo essay. Photos communicate well for a number of reasons. Most of us grew up looking at picture books. And photos often communicate messages that transcend languages. While words must be translated, pictures say it all.

Our first task was to determine the scope of the special issue. Even though we more than doubled the size of a regular *Measure*, we couldn't begin to include HP's more than 500 sales, service and manufacturing sites.

So we chose representative sites around the world: four in Europe, four in the Intercontinental countries and eight in the U.S., where 56,000 HP employees work. We selected sites with a large number of employees, while also balancing the selections geographically and across the organization (both manufacturing and sales locations).

The next task was selecting photographers. To stretch our limited photo budget as far as we could, we looked for talented photojournalism students at universities around the world.

Working with photojournalism instructors, the *Measure* staff reviewed dozens of student portfolios before selecting the photographers. These were more than top-notch amateurs; some had served internships with prestigious magazines such as *National Geographic* and *Sports Illustrated*.

"ONE DAY . . ." gave the students a chance to gain valuable experience

on an exciting, international project, while *Measure* met its quality standards (and stayed within budget).

In addition to the once-in-a-lifetime experience and the paid travel, the photographers received modest honoraria, limited-edition 50th anniversary HP calculators, extra copies of *Measure* for their portfolios and rights (shared with HP) to all photos they shot.

HP employee-communications specialists at the sites to be photographed began thinking about interesting local people and events. We wanted photographs of typical activities during a typical day in the lives of HP employees. And we emphasized candid shots—as spontaneous as possible—so that the photographers could offer suggestions on interesting people or scenes they saw.

Finding "typical"—yet visually intriguing—shots is more difficult than you might imagine. Meetings, for example, are common daily occurrences at HP, but photographs of meetings usually aren't very interesting. And how do you show the uniqueness of a site and its people—especially when one HP manufacturing plant or sales office looks much like any other? At the same time, how do you show cultural differences

while avoiding clichés?

Even the concept of a photo essay which focuses on HP people—before, during and after work—can be a difficult one to explain. We took a visual approach by sending copies of the *A Day in the Life of (Australia, Japan, Canada, etc.)* books to help illustrate our purpose.

There were volumes of HP Desk messages outlining the project, the schedule and the deadlines. There were countless hours on the telephone to work out a myriad of logistical details. Hardly a day went by without a meeting to discuss "ONE DAY . . ." details.

One department member interrupted a vacation in Italy to meet with communicators there about the photo shoot. Another squeezed in four "ONE DAY" briefings during a business trip to Europe. A third *Measure* staffer visited the photojournalism departments at four U.S. universities to meet with and answer questions from half of the student photographers.

Experts from HP Corporate Legal helped draft an agreement (later translated into a handful of languages) between the students and HP. The Corporate Risk Management department suggested insurance coverage for the



Manuel Diaz, general manager of the Latin America region, and his wife, Barbara, tend to their prized flower garden at their Mexico City home.



**Allorant**



**Anderson**



**Reed on assignment with HP communicator Lynn Nixon.**



**Arnold**



**Cuevas**



**Fisher**



**Foss**



**Jones**



**Kreunen**



**Langton**



**Mangin**



**Moore**



**Schultz**



**Sickal**



**Takagi**



**Van Lier**



**Yamamoto**

students and their equipment during "ONE DAY . . ." And the in-house travel agency booked more than a dozen flights for photographers and HP escorts to destinations as close as Colorado and as far away as Singapore.

Every site had its own peculiar situation. For instance:

- How does one photographer take photographs in Loveland, Greeley and Fort Collins, Colorado, in one day? (Start early, continue until late in the evening and don't rest in between.)
- How does a U.S. employee with a Canadian passport arrange a trip to Japan? (For Shirley Gilbert, site communications manager in Cupertino, California, and a former 10-year Tokyo resident, the dilemma was worth the paperwork jungle she encountered.)
- How do you supervise a photographer at one location while coordinating shots later in the day at two other locations—in two countries? (Roger Wilson used an airplane, train, car and car phone to pull together challenging shots in Scotland and Great Britain.)

While the communicators and photographers grappled with these

issues, the *Measure* staff concentrated on others:

- Is it better to buy film in each location or buy all film at one spot and ship it around the world? (Kodak advised the latter).
- Should all film be processed at the same lab or can you bank on consistent processing quality worldwide? (The former was the answer.)
- How can you get film from Palo Alto, California, around the world—and back—safely and in short turnaround time? (A variety of overnight express services and periodic prayer.)

We decided on the October 18 shooting date in a mostly objective fashion.

- It gave us approximately three months from the date of the shooting until *Measure* would be distributed.
- It was convenient for most university students (sandwiched between homecoming football games and final exams).
- It is an easy-to-remember date (at least for the editor, whose wedding

**Fabienne Allorant**, Grenoble University

**Todd Anderson**, Indiana University

**Bernd Arnold**, Fachbereich Design Studienschwerpunkt Foto/Film

**Raul Cuevas**, Academia de San Carlos

**Jim Fisher**, University of Missouri

**Kurt Foss**, University of Missouri

**Katherine Jones**, University of Missouri

**Ben Kreunen**, Royal Melbourne Institute of Technology

**Loup Langton**, University of Texas

**Brad Mangin**, San Jose State University

**David Moore**, West Surrey College of Art and Design

**Cheryl Reed**, University of Missouri

**Richard Schultz**, Indiana University

**Tammy Sickal**, University of Missouri

**Nobutoshi Takagi**, Nihon University

**Piet van Lier**, University of Missouri

**Yumiko Yamamoto**, Nihon University

anniversary is the same day).

Most of the photographers flew to their shooting locations on Sunday, October 16. On Monday, they scouted the sites they would photograph the next day to see what type of film, filters and lenses they would need.

Despite months of planning, last-minute changes were inevitable. In Atlanta, for instance, the photographer and PR escorts decided at 10 p.m. Monday that they needed a special lens the next day. A fast-acting secretary made a flurry of phone calls and produced the lens soon after 8 a.m. the next morning—just in time for the shot.

Overall, the October 18 shooting began at 12:01 a.m. and continued until 11:59 p.m. in several locations.

By day's end, most of the photographers and communicators involved in "ONE DAY . . ." agreed that it was one of the most stimulating, creative, fast-paced and exhausting days of their lives.

In all, we processed more than 300 rolls of film and examined more than 10,000 images. We sent the slides to the U.S. student photographers, who indicated their favorite photos and returned all slides to *Measure* in Palo Alto.

An initial panel of three judges looked at every image, and put a colored dot on the slide frame to indicate their vote for the best images. Then the three-, two- and one-dot slides were put in a carousel and projected on a large screen to see how the photos looked blown up.

It took two weeks, including one long Saturday, to reduce the original 10,000-slide selection to the top 350 slides. The quality was so outstanding that every decision became more difficult than the last. Finally, we chose the best 60 for "ONE DAY . . ."

In addition to these photos in *Measure*, we chose 44 more for a traveling exhibit which will visit select HP sites during our 50th anniversary year 1989. Given enough time, money and energy, we could have produced



RICHARD SCHULTZ

**Security guard Issac Kaldani lowers the flag at day's end at the Sunnyvale site.**

two or three more magazine issues and an equal number of exhibits.

It may not be Cecil B. DeMille and a cast of thousands, but "ONE DAY . . ." truly represents the work of hundreds of HP people. Some are pictured in this issue; a few are mentioned by name.

To all who shared their time and a part of their lives to celebrate HP's 50th anniversary, *Measure* thanks you.

—Jay Coleman

#### **Coordinators:**

**Mavis Ballinger**, Hewlett-Packard Limited, Pinewood, England

**Josette Boulmier**, European Headquarters, Geneva, Switzerland; in Milan, Italy, for "ONE DAY . . ."

**Rob Bouzon**, European Headquarters, Geneva, Switzerland; in Grenoble, France, for "ONE DAY . . ."

**Barbara Byrer**, Corvallis, Oregon, site

**Jerry Cashman**, Personal Computer Group, Sunnyvale, California

**Janet Dale**, Waltham, Massachusetts, site

**Diana Duncan-Cusenza**, Santa Clara, California, site

**Grazia Gandolfi**, Italian Sales Region, Cernusco (Milan), Italy

**Ron Gedris**, Pacific Technology Park, Sunnyvale, California

**Roseanna Gil**, Scientific Instruments Division, Palo Alto, California

**Shirley Gilbert**, Cupertino, California, site; in Tokyo, Japan, for "ONE DAY . . ."

**Robyn Hayes**, Hewlett-Packard Australia Ltd., Melbourne, Australia

**Barbara Kawamoto**, Cupertino, California, site

**Mike Kelley**, Greeley, Colorado, site

**Martina Koetzle**, Hewlett-Packard GmbH, Böblingen, West Germany, site

**Kris Larson**, Corporate PR, Palo Alto, California

**Bernard Lim**, Hewlett-Packard Singapore Pte. Ltd.

**Judy Lyon**, Lake Stevens (Washington) Instrument Division

**Martha Maris**, Worldwide Customer Support Operations, Mountain View, California

**Glenn Miller**, Yokogawa Hewlett-Packard, Ltd., Tokyo, Japan

**John Monahan**, Fort Collins, Colorado, site

**Lynn Nixon**, Lake Stevens (Washington) Instrument Division

**Gregg Piburn**, Loveland, Colorado, site

**Maura Renaud**, Andover, Massachusetts, site

**Betsy Riccomini**, San Jose, California, components site

**Cheryl Ritchie**, HP Laboratories, Palo Alto, California

**Caroline Roche**, Hewlett-Packard France, Grenoble, France, site

**Momoko Sekiya**, Yokogawa Hewlett-Packard, Ltd., Tokyo, Japan

**Joan Sikes**, Southern Sales Region, Atlanta, Georgia

**Mary Lou Simmermacher**, Corporate Offices, Palo Alto, California

**Virginia Sipiery**, Hewlett-Packard Singapore Pte. Ltd.

**Ron Soyama**, Yokogawa Hewlett-Packard, Ltd., Tokyo, Japan

**Patti Thomas**, Southern Sales Region, Atlanta, Georgia

**Virginia Toney**, Stanford Park Division, Palo Alto, California

**Roger Wilson**, Hewlett-Packard Limited, Pinewood, England

**Trisa Zembrow**, Direct Marketing Division, Sunnyvale, California



# LETTER FROM JOHN YOUNG

President John Young talks about the things that make him most proud of HP people.

I think it's very appropriate that this special issue of *Measure* kicks off our 50th anniversary year by highlighting HP people.

Anniversaries prompt us to look back and, as we do so, it's almost startling to think about how much change HP has seen in the past 50 years. Since I joined the company in 1958, we've progressed through four complete technology stages—from vacuum tubes, to transistors, to integrated circuits, to today's large-scale integrated circuits. And I won't even try to enumerate all the variations we've seen in products, markets and our organization.

Despite the pace and scope of change, some things have remained constant throughout the decades. Since the beginning, HP's greatest strength has been the quality of the people who choose to work here.

As the photos in this issue demonstrate, our work force is very diverse. Yet, it always strikes me that HP people are the same wherever you go. In my 30-plus years with the company, I've had the chance to visit virtually every HP site worldwide. My travels have prompted me to tell visitors that I could drop them in almost any HP location around the world and, aside from obvious clues like the race of the people and the spoken language, they would have a difficult time knowing what site they were on. With the partitions and absence of offices, that easy, open environment looks the same.

We've been able to create a working environment and company culture that simply make sense and have a universal appeal. We may have 87,000 employees in more than 70 nations around the world, but we're linked by shared values.

Let me tell you a few things that make me most proud of HP people.

**They're winners.** They want Hewlett-Packard to succeed. They

want to be part of that success, and their individual and collective efforts are what make it possible for the company to move ahead.

**They respect each other.** That respect goes beyond simple courtesies; HP people will go out of their way to help each other and, in doing so, help the team. It's vital that we operate that way because we have such a complex organization. And our people have repeatedly demonstrated a talent for pulling together to achieve superior results.

**They're open to change.** HP people are willing to take on new responsibilities and learn new skills. They recog-

**HP's greatest strength has been the quality of the people who choose to work here.**

nize that our business is dynamic, and that they need to grow and acquire new capabilities and responsibilities if HP is going to continue to be successful in the years ahead. I think that's a challenge each HP person understands well and is committed to pursuing.

**They're technically excellent.** This is probably the greatest hallmark of HP people. When you review the products we've developed over our history—and our 1988 annual report does just that—you get a sense of the extraordinary technical contributions we've made. Our products make a difference in how people live and work.

**They're creative risk-takers.** People are willing to try new ideas. They're not mired in "the same old way." Whether it's a new technology, a new product or a new way of doing business—such as TQC—HP people are eager to explore the possibilities and

come up with the best answer to the question at hand.

**They're committed.** The dedication of HP people is evident in so many ways. I see it in full parking lots on a weekend when a project team approaches a deadline. I see it in the extra effort people will take to follow through on a customer request. I see it in the employment figures, too. Compared with other companies in our industry, very few people leave HP. The entire company benefits from this continuity because we can tap the insight and expertise that come with experience.

**They're unpretentious.** HP people aren't concerned with what some people consider to be signs of importance. "How big's my office? Is it located in a corner? Do I get a rug?" These aren't questions we hear people ask very often. Instead, we focus on customers and products. That enables us to get every person in the organization concentrating on what's important. This creates an environment where you don't have to talk about motivation. It's simply automatic.

As you review this photo essay, you'll probably find other adjectives to describe HP people. One word struck me as I reviewed it—proud. I'm very proud to be part of the HP team. HP's next half century will, no doubt, pose formidable challenges. I know HP people are up to them.



BILL HASSELL



At the World Corporate Games, HP's Jim Burnham (in blue and white team uniform) came to the aid of a Russian marathoner.

### A sporting gesture

When 2,600 athletes came together in San Francisco for the first World Corporate Games October 22 to November 5, most came from the U.S.—and 442 were from HP, which fielded the largest team.

At the opening day's photo session, Jim Burnham, R&D engineer at the Stanford Park Division, was one of the HP people who greeted a dozen athletes from a U.S.S.R. trade union. One was Eugeny Teptsov, defending champion of the Moscow marathon. Most of the friendly interchange was through gestures.

It didn't take a common language, however, for Jim to realize the next day that Eugeny had suffered some bad luck. His running shoes

had disappeared from the hotel, and a practice run in plastic shoes left him limping from blisters. On a \$5 daily stipend, buying new shoes was out.

Sympathetic, Jim bought him a pair, going to six sports stores to find the right fit.

It led to Jim's later hosting the Soviet team at his division. The visitors, who all worked in factories, were impressed by auto insertion, numerically controlled machining of parts, computer-aided design—and the food in the cafeteria.

In the Games, HP came in second in wins in the 20 sports, excelling in track, basketball, volleyball, power lifting and men's softball. Team organizers were Ann Schneider, North American Response Center/Mountain View; and Bill Hassell, Neely Mountain View.

### BOTTOM LINE

Orders for Hewlett-Packard's 1988 fiscal year, ended October 31, set company history by exceeding \$10 billion for the first time. President and CEO John Young termed it "a major milestone." Orders totaled \$10.07 billion (up 20 percent from the year before).

HP reported a 22 percent increase in net revenue and a 27 percent increase in net earnings for FY88. Net earnings per share rose 34 percent. Net revenue totaled \$9.831 billion (up from \$8.09 billion in FY87) with U.S. revenue up 16 percent and international up 28 percent. Net earnings for the year were \$816 million or \$3.36 a share based on an average 243 million shares of common stock outstanding (compared with \$644 million and \$2.50 per share on 257 million shares in FY87).

For the fourth quarter, net revenue totaled \$2.709 billion (up 19 percent from \$2.279 billion in the year-ago quarter) and net earnings totaled \$243 million or \$1.03 a share on approximately 234 million shares of common stock outstanding (compared with the previous \$218 million or 85 cents a share on 257 million shares).

### COMPUTER CHANGES

On October 27 Executive VP and Chief Operating Officer **Dean Morton** announced a sector realignment in the Computer Business Organiza-

tion (CBO). Replacing the former Technical Systems, Business Systems and Systems Technology sectors are two new sectors:

□ The Computer Products Sector under Exec VP **Law Platt** concentrates on businesses with products sold as personal solutions by the HP sales force or computer dealers and distributors. It includes the Personal Computer Group, Peripherals Group, Workstations Group, (formerly the Technical Computer Group) and Engineering Applications Group (formerly the Engineering and Manufacturing Systems Group).

□ The Networked Systems Sector under Exec VP **Doug Chance** is responsible for businesses that have primarily a multi-user or systems orientation, with products sold mostly through HP's direct sales force. It includes three existing groups—Computer Manufacturing and Planning Group, Information Networks Group, Information Systems Group—and the new Computer Systems Group under VP **Wim Roelandts** and the Manufacturing Applications Group under **GM Doug Spreng**.

□ **John Doyle** has been named Executive Vice President for Business Development, reporting to Young, and oversees the Circuit Technology Group and the corporate departments of development, engineering, manufacturing and quality.

□ The Information Architecture Group under VP **Joel Birnbaum** now reports directly to Morton.



ARTURO MARI

Pope John Paul II blesses HP equipment recently during a visit to the coronary care unit at Università Cattolica in Rome.

## A Pope-ular dedication

HP shared the spotlight with Pope John Paul II recently in Rome, Italy, when the pontiff visited the Institute of Cardiology at Università Cattolica to dedicate the new coronary care unit.

The pope blessed the HP 565MS cardiac data-management system, which stores patient records, and the HP 78100-101 telemetry system, a portable unit which enables patients to walk about freely while the equipment monitors their heart rate.

"The new department delivers modern diagnosis and therapy equipment to cure one of the most delicate emergencies in cardiac pathology history—the heart attack," the Pope said during the televised blessing.

Franco Mariotti, senior vice president for HP operations in Europe, the Middle East and Africa, gave Pope John Paul II an HP 4745A ECG system from HP, which will be used to detect cardiovascular diseases in third-world countries.

group's recent gathering in Berlin, West Germany.

HP loaned more than 70 systems to the organization, which promotes international monetary cooperation and currency stabilization.

The 10,000 participants were registered on HP 2392A display terminals. Delegations from each country also used HP Vectra personal computers, and HP DeskJet and HP LaserJet printers. According to the World Bank organizers, the equipment performed flawlessly during the three-day meeting.

HP employees from Grenoble, France; Washington, D.C.; Böblingen, West Germany, and Berlin coordinated the loan.



HUBER

The World Bank learned that you can count on HP.

## HP equipment right on the money

Attendees at the International Monetary Fund's annual meeting found that they could bank on HP equipment during the

## SYSTEMS LINEUP

The newly formed Computer Systems Group has reorganized.

Included is a new General Systems Division under GM **Bernard Guidon** (HP 9000 multi-user system business, HP-UX operating systems development and marketing); a new Data and Languages Division under GM **Jay Richards** (data base, languages and tools labs of the former Information Software Division, which no longer exists); and a new Data Systems Operation (HP 1000 systems, marketing and R&D for the RTE operating system).

The Commercial Systems Division adds responsibility for MPE operating systems development to its charter for the HP 3000 systems business line. The former Commercial Systems Böblingen has been renamed Computer Systems Böblingen. The Systems Technology Division remains unchanged.

## WORTH NOTING

The Manufacturing Test Division has transferred from the Engineering Applications Group to the Electronic Instruments Group. . . . The Guadalajara Computer Operation now reports to **Dick Love**, GM of the Computer Manufacturing Operation, and to **Manuel Diaz**, GM of the Latin American Region.

The Federal Systems Operations has been phased out. Sales-related activities remain in U.S.

Field Operations. Senior VP **Al Oliverio** continues to manage former FSO manufacturing activities, reporting to VP Lew Platt.

**Chuck House** to GM of new Software Engineering Systems Division within the Engineering Applications Group. . . . **Pete Hamilton** to GM, Colorado Networks Division.

## NEW PRODUCTS

The new HP-10B is HP's first business calculator with a U.S. list price less than \$50. Also priced at US \$49.95 is the HP-20S scientific model, both from the Corvallis Division. . . . From the Workstations Group: the HP 9000 Model 340 workstation which offers one-third more performance than competing entry-level workstations based on the MC68020 Motorola microprocessor.

The Andover Division has entered the vascular diagnostic-imaging market with the HP SONOS 1000 vascular-imaging system. . . . From the Optoelectronics Division comes the industry's first intelligent Japanese-character LED display.



Japanese-character LED

the HDSP-212X series. An on-board CMOS integrated circuit permanently stores the Katakana character set in read-only memory.

# PARTING SHOT

## 11 p.m. Atlanta, Georgia

A long day ends for two HP employees leaving the Southern Sales Region headquarters building. October 18, 1988, was a day of excitement, frustration, innovation, challenge and creativity. In many ways it was merely another day in the life of Hewlett-Packard.



KATHERINE JONES

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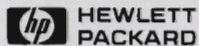
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MOVED LATELY? CHANGE OF ADDRESS SHOULD BE REPORTED TO YOUR PERSONNEL DEPARTMENT.



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