

A magazine for Hewlett-Packard people

May-June 1994

MEASURE

School days
HP style

Casey, my 3-year-old daughter, climbed up on my lap, held her finger down on the letter B and watched with delight as BBBBBBBBBB raced across the computer screen.

"BBBBBBBBBB," she said with excitement.

She moved to the K and giggled as KKKKKKKKKK appeared magically.

"I want more letters," she insisted.

By the time we had skipped through the alphabet twice—and created dozens of words that no Scrabble player would permit—she was mesmerized.

Technology gained another convert.

I was nearly 30 when I touched my first computer in the late 1970s while working for a Phoenix, Arizona, newspaper. For some of us, the computer was a cold, unforgiving machine. Like my first girlfriend, the computer could give me untold joy—or break my heart.

Fifteen years later, my toddler daughter saw her first computer through fearless eyes.

We live in an age of wonders. Need some money? Don't stand in line at your bank, waiting for the next available window. Go to the automated-teller machine—just about any one. Want to order airline tickets? Forget calling the airlines or your travel agent. Tap into your home computer, punch a few keys and the tickets are on their way to you.

Maybe you'll even "talk" to the president of the United States or Sweden (see Sandy Reed's story on page 4). It's all right there for you on your computer screen: information, entertainment, companionship—the world.

Of course, Hewlett-Packard people may find this almost-instant access to

information commonplace. HP Desk, the company's electronic mail system, has been around for 10 years. Send an e-mail question from Palo Alto, California, to Tokyo one afternoon and your answer is in your electronic In Tray the next morning.

What did we do before e-mail?

I can remember being Casey's age and visiting my grandparents in rural Indiana. Their telephone had a crank on the side that they used to "ring" the operator to place a call. Their telephone number was two long rings and one short.

Several families in my grandparents' community shared the same telephone line—a party line. You could pick up the telephone receiver just about anytime during the day and listen to other conversations. You could get information, entertainment and companionship. Two generations ago, the telephone *was* my grandparents' computer.

We've come a long way from the dirt and gravel road that led to my grandparents' house to today's information superhighway. We've faced each new whiz-bang, technological gadget warily, like a stranger. Soon, it was our friend.

Casey, I'm convinced, will continue to see each technological marvel through fearless eyes. She will make friends with technology as fast as she makes friends on the playground. She'll only know a world filled with computers and their offspring.

But I hope she remembers the first time BBBBBBBBBB galloped across the screen and the unbridled joy that she felt.

I know that I will.

Jay Coleman



On the cover: First-grader Kristeen Derrick, daughter of HP's Karen Derrick, cuddles the classroom pet rat "Spot" during class at Hidden Valley Satellite School, a public school on HP property in Sonoma County, California. Cover photo and photo feature, beginning on page 14, by Anne Knudsen.

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the war between Vietnam and the United States.

Clinton's response was in the Swedish government's Internet mail box the next day:

"Dear Carl, I appreciate your support for my decision to end the trade embargo on Vietnam and thank you for all that Sweden has done on the question of POW-MIAs.

"I share your enthusiasm for the potential of emerging communications technologies. This demonstration of electronic communications is an important step toward building a global information superhighway. Sincerely, Bill."

Everywhere you turn these days, it seems, you can't help but run into the concept of an information superhighway. Electronic mail, like that exchanged between the two heads of state, is the bedrock of the information superhighway. But highways are more than concrete and pillars, and the electronic world is far more than just e-mail.

As multitudes of people are learning each day, you don't have to be a head of state to dial up one of the growing number of on-line services and connect to a wealth of information. Businesses like HP have long provided electronic hookups so employees can use electronic sources as business tools for everything from keeping up with fast-breaking technol-

ogy developments to tracking trends, issues and the competition.

Worldwide, though, average consumers are finding reasons to add a modem to their PC setup at home so they can explore the huge and eclectic universes of consumer and family information. Once connected, they are gathering information in new ways, doing previously unheard of tasks like planning trips, getting help with homework,

exchanging opinions on the burning issues of the day, pursuing hobbies, playing games and offering or receiving advice on everything from personal investment strategies to picking a breed of dog or a movie to watch tonight.

Thanks to ever-dropping prices of hardware (both PC systems and modems) and ever-expanding services, the on-line world is growing almost faster than anyone can track.

Jupiter Communications, a New York City-based firm, reports that 3.3 million households in the United States were connected at the end of 1993. By the end of 1994, the company predicts that number will be 4.2 million. And in less than five years (by the end of 1998), that number will grow to 17.7 million.

At the moment, according to Jupiter, the majority of those users subscribe to one of the Big Three on-line services—CompuServe, Prodigy or America Online.

CompuServe, which is owned by H&R Block, is the largest and oldest of the three. It has long been the on-line darling of the cutting-edge computer set. Many technology companies keep in touch with their users through CompuServe forums on

which they post information and updated files that can be downloaded. But the service is notoriously difficult to master for people new to personal computing.

Prodigy, the second largest service, is owned by IBM and Sears. Its offerings are aimed toward less technical users. A number of experts in areas like investing and taxes monitor the service and answer questions posted by members. Alone among the major services, Prodigy contains intrusive advertising. No matter where you are, a screen displays ever-changing advertisements.

Instant communication is a major attraction at America Online, where users can exchange instant messages in large groups or privately one-to-one. America Online's easy-to-use graphical interface is another reason it is growing so rapidly. Being the up and comer has its downside, though, as America Online discovered earlier this year when many users complained that they couldn't log onto the service because its equipment couldn't keep up with the demand.

Beyond the Big Three are a host of competitors. Consumer oriented services include existing offerings such

On-line services

On-line services

as GEnie, Delphi and AT&T's Personal-Link, as well as Apple's eWorld and Ziff Davis' Interchange, which are scheduled to begin operation later this year or early in 1995. Business oriented options include MCI Mail/Dow Jones News Retrieval and spe-

cialized databases such as Nexis, Lexis and Dialog.

No discussion of the on-line world is complete without the Internet, which is becoming the backbone of the developing international information superhighway.

The Net was created in the 1960s by the U.S. Department of Defense to facilitate communications with contractors. The service was opened up to universities first and then, in the 1980s, to the public. It is a loose coalition of universities, government agencies, military, on-line services and businesses (including HP).

Nodes on the Net consist of computers that act as servers. Some nodes, such as those maintained by university libraries, let users dial in and get information. Others primarily send and receive e-mail messages, passing them along if they aren't addressed to someone at that node. It's not unusual for a message to pass through half a dozen systems enroute to its final destination.

Internet addresses can be quite complex since they identify the specific user, his or her company, department, or even computer that routes the Internet mail. Addresses ending in hp.com, for instance, are Hewlett-Packard employees. Those ending in .mil are military users, .edu means an educational institution and .com designates commercial business sites.

HP maintains several Internet nodes, and employees can communicate with other Internet users, both internally and externally, through HP Desk or UNIX Mail. (See story on page 8.)

Thanks largely to the Internet, people in approximately 135 countries send and receive e-mail.

In his note to President Clinton, Prime Minister Bildt pointed out that Sweden is high on the list of e-mail use. According to the Electronic Mail and Micro Systems newsletter, in fact,

Who's who in on-line services?

CompuServe

Columbus, Ohio; (614) 457-0802 or (800) 848-8199

- Members: 1.4 million
- Price: Starts at \$8.95 a month plus hourly connect charges for basic services. Includes 60 free e-mail messages. Extended services are available for extra fees plus connect rate starting at \$4.80 an hour.
- Highlights: Basic services include member services, news, sports, weather, some reference works, shopping, financial and games/entertainment areas.

- Price: Starts at \$7.95 a month for two hours on line. E-mail is 25-cents per message. Extra hours are \$3.60 each.
- Highlights: Basic features include member services, news, sports, weather, entertainment areas. No charge for shopping or viewing advertisements.

America Online

Vienna, Virginia; (703) 448-8700 or (800) 827-6364

- Members: 510,000
- Price: Starts at \$9.95 a month for five free hours; after that, fees start at \$3.50 an hour.
- Highlights: The majority of all services are included in the basic fee. Users congregate in meeting rooms to talk in groups or play multi-user games.



Prodigy weather screen

Prodigy

White Plains, New York; (914) 448-8000 or (800) 776-3449

- Members: 1.3 million

The Internet

- Members: 10-15 million
- Price: Basic services, such as Delphi, offer access starting at \$10 a month.
- Highlights: A worldwide web of business, government, and academic systems provides information and opinions about any topic you can name.



Sweden is fifth highest in e-mail use per capita, behind the United States, Canada, the Netherlands and Norway. Following Sweden are Britain, France, Switzerland, Belgium, Italy and Germany. Of the 35 million messages sent worldwide every day, these 11 countries account for 95 percent of the traffic.

One reason is that the Internet is an ASCII-based system. That's fine for communicating in English but is a huge barrier for countries like Japan where the written language is based on complex characters.

So how can you explore the enormous electronic world out there?

You'll need a personal computer with a serial port, a modem (get the fastest you can afford but nothing slower than 9600bps—bits per second), a telephone line to plug into the

By this time next year, even international access fees might be reasonable.

modem and communications software. Prodigy and America Online require you to order the software from them. CompuServe doesn't, but it's extremely challenging to use without special software. Several CompuServe front ends are available.

Once you install the software, you typically activate your membership by dialing up the service, logging on and providing a credit card number for billing.

If you want just to send and receive Internet mail from a mainstream on-line service, you don't need a separate Internet account. If you want to venture out into the thousands of Internet nodes, you'll need membership in a gateway service that gives you access to full net services. Delphi and The Well are two well-known Internet gateways.

In addition to hardware and software, be sure to budget time and money. In the United States, most services offer packages that include basic services for a flat monthly fee that's less than \$10 a month. Because of telecommunications surcharges, users in other countries often pay connect fees that are up to 10 times what U.S. residents pay.

But more users invariably means that prices will drop. By this time next year, even international access fees might be reasonable. So log on and explore the world. Who knows? You might run into Bill Clinton or Carl Bildt. **M**

(Sandy Reed is a free-lance writer and editor based in Saratoga, California. She specializes in technology and is writing a book about getting the most from on-line services. She's also known as NCSM79A (on Prodigy), 382-6279 (MCI Mail), 71412,1511 (CompuServe) and SReed (America Online).—Editor)

Talking the talk

Time is money when you're on line, so users have developed a language of shortcuts. Here's a look at the most popular abbreviations and emoticons (icons designed to express emotion).

AFAIK: As far as I know

ADN, RSN: Any day now, real soon now

BCNU, TTFN, CU, CUL8R: Be seeing you, ta ta for now, see you, see you later

BRB: Be right back

BTW: By the way

FWIW: For what it's worth

GA, ACK, &: Go ahead, acknowledge, please respond

IMHO, IMNSHO: In my humble opinion, in my not so humble opinion

IOW: In other words

LOL, ROFL: Laughing out loud, rolling on floor laughing

OIC: Oh, I see

OTOH: On the other hand

PMFBI: Pardon me for butting in

TNX, TIA: Thanks, thanks in advance

WB: Welcome back

<g>: grin

<vbg>: very big grin

:-): Smiling face

:-(: Frowning face

:x: My lips are sealed

Is HP wired? And how!

By Gordon Brown

How valuable is HP's electronic mail link to outside business associates? Five million messages a year can't be wrong.

For years, HP's Medical Products Group in Andover, Massachusetts, had problems keeping in touch with its several dozen independent manufacturing representative organizations and individuals around the United States and Canada. Managers weren't equipped to relay messages and information to these far-flung organizations.

The MRs, as they are called, cover the hinterland—the smaller hospitals and clinics serving rural communities not within the scope of HP's direct sales people—and spend a lot of time on the road.

Important information such as a weekly newsletter and monthly price postings often arrived out of date when sent by mail or fax.

First of all, it took hours to create such documents, days to proceed through the mails or office and further delays in reaching people on the road.

A year ago, Rob Michaels and his MR marketing team discovered a rapid, sure-fire way to send information to these external reps—by using HP's X.400 electronic mail link to the outside world.

HP's X.400 and Internet e-mail gateways provide an electronic mail path to business associates—distributors, dealers, suppliers, government agencies and strategic allies in R&D, manufacturing, sales and marketing—much like employees use HP Desk or UNIX Mail within HP.

En route, the information can take several forms according to individual needs: e-mail, fax or mail automatically printed, enveloped and forwarded to the post office at high speed by AT&T. For example, manufacturing representatives for the Medical Products Group can use e-mail to query or respond to Group headquarters in a matter of seconds or minutes, with no

need to play phone tag or wait for an available fax machine.

That's the way it is today for thousands of HP users and more than 400 business associates (companies) around the world. In 1993, they exchanged nearly 5 million messages, with volume growing at more than 36 percent.

But there's plenty of room for more users and messages.

Other than high speed, what's the benefit of using these new types of electronic communication? Mark Papas, program manager for the Business Associate Messaging (BAM!) group in Corporate Network Services, says that hundreds of companies use X.400 and the Internet to communicate and enhance productivity that normally is lost because of delays or miscommunication.

"There's nothing that HP users need to install or configure to send and receive e-mail messages with external customers," Mark says. "X.400 and Internet addresses are international mail-addressing stand-

"It's one of the most effective and convenient ways of communicating with busy executives."

ards that allow different e-mail systems, such as HP Desk and MCI Mail, to communicate with one another. Not only is it fast and efficient but it's also a very secure way of doing business with our associates."

How does all of this go over with those external business associates?



BILL MELTON

Communicating with manufacturing reps by electronic mail has been "a resounding success," Rob Michaels says.

As you might imagine, the Medical Products Group's Rob Michaels is

Mike says. "It's one of the most effective and convenient ways of communicating with busy executives. They all read their e-mail."

- In Boise, Idaho, the HP LaserJet support group has reduced response time. Before the use of e-mail, it could take 48 hours to get back to customers who called in with questions when all the support engineers were busy answering other calls. Now all calls not immediately answerable are switched to a third-party answering service that uses e-mail to return the overflow call information back to the support group for a reply to the customer within a day.
- HP's Puerto Rico Manufacturing Operation now uses X.400 to transmit important delivery and order informa-

Making the connection to the outside world

1. Check the Business Associate E-Mail Directory (BAM-Dir) to see if your business associate is one of the 400-plus companies that HP already communicates with via e-mail. The list is available on PC COE under the Business Associate Messaging icon in Directory Services.
2. If you aren't a PC COE user, or the company you wish to communicate with isn't in BAM-Dir, use the BAM group's First-Time Connect service.
3. To use the service, contact the company you wish to com-

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How
do you
measure
MEASURE?

A lesson from “Intelligent Island”

By *Betsy Riccomini*

The electronic information superhighway isn't a new or a U.S. idea. Singapore paved the way more than 20 years ago.

SINGAPORE—“In our vision, some 15 years from now, (we will see) an advanced information infrastructure. It will interconnect computers in virtually every home, office, school and factory. The computer will evolve into an information appliance, combining the functions of the telephone, computer, TV and more. It will provide a wide range of communication means and access to services.”

Is that U.S. President Bill Clinton talking about the information highway? HP Chairman, President and CEO Lew Platt discussing the possibilities of MC²?

No. These words come from the National Computer Board of Singapore and describe the city-state's vision of its technological future as the “Intelligent Island.” Singapore has positioned itself to become one of the first countries to establish a nationwide information infrastructure.

“The country has a set of cultural values around how the Singapore government should be run,” says Alex Chan, managing director of HP Singapore and the Southeast Asia Region. “People would like it to run efficiently, and they would like it to help business along.”

This striving for efficiency led Singapore to lay the foundation for its current vision in the late 1960s and early '70s with the computerization of its civil service. The effort centralized under the National Computer Board (NCB). As the technology developed, it was a logical step for the NCB to

examine global trends and project what these advances could mean for Singapore.

“NCB did the information-technology (IT) scanning,” Alex says. “This scanning allows you to focus binoculars on the horizon and say, ‘This is where countries have to be in the year 2000.’”

“Once you look at the overall business of Singapore—the economy, the industrial structure of manufacturing, commerce, those kinds of things—you say perhaps the real role for information technology is not just to create an industry unto itself, but to be an underlying engine that helps multiply the effectiveness and competitiveness of the other sectors.”

Committees representing each of Singapore's industries, including IT, education, construction, finance, health care, etc. trained their own binoculars on the future to see how it would help them if there existed an

“What could be done by such a large, diverse set of committees was to patch together a vision.”

underlying capability for information technology. As a member of the NCB's IT committee, Alex became part of the scanning process.



For two decades, Singapore's National Computer Board has focused on the horizon to see where technology needs to be in the year 2000.

"What could be done by such a large, diverse set of committees was to patch together a vision," Alex says. "We are in various stages of trying to put plans into that vision."

And turn plans into actions. A series of prototype services are springing up. TradeNet puts the entire information and data flow for the trade industry on line. Bills of lading, documentation for importers and records between shippers all now flow into this electronic data interchange network. LawNet offers on-line legal research.

Corenet will link public and private organizations within construction and real estate. In the vision for MediNet, patients' electronic records and medical information will flow from hospital to hospital.

"We're working to find a hospital to put some of these embryonic technologies on trial," Alex says. "This will change the way people work. It's not just the hurdle of getting a hospital's cooperation, but of getting actual nurses, doctors and technicians to use and touch and work with things they're not used to working with."

HP has contributed to the MediNet effort by consulting with the NCB and explaining how the medical world and information technology can become interwoven. As the vision of IT 2000 moves toward reality in this and other areas, HP will continue to explore the role the company can play, Alex says.

"As soon as the plan was announced, in fact, we were looking at how we could participate in it," says Paul Chan, general manager for HP's Computer Systems Organization in Southeast Asia. "One of the

things we were doing was to help the National Computer Board define the technologies and standards in the various areas where they were working."

HP Labs Bristol has been working at the lab level on compressing video transmissions that would help make Singapore's national information infrastructure viable. The Bristol employees have joined with the University of Singapore to concentrate on ATM (asynchronous transfer mode).

Paul sees two other areas of potential HP involvement: One is to participate in developing the standards and technologies that define the infrastructure. The second is to be able to participate in any control pilot that Singapore sets up. "We could help them design and implement a network

"Intelligent Island"

infrastructure," Paul says. "We could supply the server and the clients."

Paul predicts that Singapore will look for various business partners as they set up different pilots. "Of course, I have no objection if they choose HP to do everything."

He believes almost every part of HP could play a role as Singapore builds the reality of its vision. "In some of these areas, you would be able to have a live demonstration of MC²."

The vision of an Intelligent Island is not far removed from the U.S. goal of a national information highway. Though Singapore's government plays a stronger role in implementation of the plan than is expected in the United States, is there something to be learned from a sister nation's experience so far?

"Unity of will is absolutely key, so parochial interests don't take precedence over national interests," Paul

"If you don't have good planning, when you get to the payoff, the result won't be pretty."

says. He likens the necessity for a coordinated approach to that need for urban planning: "If you don't have good planning, when you get to the payoff, the result won't be pretty." **M**

(Betsy Riccomini, communications manager for HP's Components Group, is based in San Jose, California.—Editor)



Information technology can power the economy, manufacturing and commerce, says Alex Chan, managing director of HP Singapore and the Southeast Asia Region.

KURT ROLFES

Smart Valley: following Singapore's lead

Silicon Valley, where HP has its world headquarters in Palo Alto, California, has an ideal mix of businesses to form an electronic community. It is home to about one-fourth of the nation's high tech and communications companies.

Helping chart the way to the future is Smart Valley, Inc., an initiative of the Joint Venture Silicon Valley Network which seeks to revitalize the local business climate. John Young, retired CEO of HP, chairs the board of Smart Valley, which began in March 1993.

Smart Valley's vision is to develop an advanced information infrastructure and encourage its widest use by schools, hospitals, government offices, business and homes. It acts as a facilitator to bring about such development.

Young says, "An electronic community will let us create a more competitive workplace in the broadest sense—better education and health care, as well as insights into coming product needs. It will

be a platform for a different kind of information-based society."

Smart Valley has helped stimulate a number of decisions by telecom companies—Pacific Bell, Sprint, TCI and others—to target the area for critical infrastructure upgrades. PacBell, for instance, has made high-speed ISDN services available for voice, data and video transmission.

Smart Valley launched its own telecommuting pilot program in February, with HP's Worldwide Customer Support Operations as one user. A network of private and public grade schools is using the Internet for collaborative learning, with a project to study homelessness and develop proposals for solutions. (HP employee volunteers and equipment donations are involved.) And Smart Valley helped with the birth of a new CommerceNet for conducting global business on the Internet.

Smart Valley is on the way to helping create another model community for the information age.



F. SCHWARZBACH

Playing the silver-skinned robot Roboto may give Stephan Bollinger (shown with Janine Stuessi) his golden opportunity for stardom.

A dream come true

Jean Burke Hoppe

Zurich's Stephan Bollinger beat the odds to star in a professional musical.

ZURICH—It started small. Popular songwriter and producer Harry Schaerer wanted to try his hand at writing a musical—purely for fun, not profit. The ethereal “Space Dream” was born.

What started as an experiment soon became a professional musical production with an accompanying

compact disc recording. The CD was released in March and the musical opened near Zurich April 15.

Starring in “Space Dream” was HP Switzerland’s Stephan Bollinger—who didn’t give up his day job in product marketing for HP’s Computer Products Organization (CPO). Stephan played Roboto, one of two lead male

A dream...

roles and also the musical's main comic relief. Elvira Berger, HP field marketing specialist in the Medical Products Group, who has been with HP Switzerland for five years, performed in the chorus. She is the one who suggested Stephan audition for the musical.

As "Space Dream" opens, the lead female role, Reachel, and her boyfriend are sitting in the audience.

"The robot I play doesn't care about the race or any important thing. He's a loving machine..."

Their conversation escalates to a loud argument and the boyfriend storms off. Reachel sings a sad song and wanders to the main stage where she starts watching television. She falls asleep listening to tales of earthquakes, war, poverty, despair. She dreams.

In her dream, Hexxor is a planet with two separate nations on it. They are peaceful but have no contact with each other except for a space race every four years. Stephan's Roboto navigates one of the shuttles in the race.

Roboto's shuttle has an accident and stops on Earth to make repairs. Reachel awakens, is attracted to the pilot, Rodin, and joins the crew. The race is interrupted again because a comet is heading straight for Hexxor. The only way to save the planet is to sacrifice one of the shuttles to stop the comet in its path. Because

Stephan's character is a robot, he is chosen to navigate this heroic mission ...and dies. But Hexxor is saved and the two nations become friendly. Reachel's heart, however, is broken again when Rodin sends her back from her dream to problem-laden Earth.

Stephan says the story sounds "very sad and boring, but it's not. The robot I play doesn't care about the race or any important thing. He's a loving machine who prefers to look at Macchina, the female robot who navigates the other shuttle. Parts of the story are very funny. And I get to sing some blues songs, full of power and love."

This was Stephan's first musical but it was a natural leap for him. Even his job with HP involves a bit of performance art. He is responsible for all the technical aspects of peripheral products marketing for CPO in Switzerland, including training and presentations for internal sales staff, as well as HP's resellers and distribu-

"Music is my everything. After a long, hard-working day, it's my pleasure to sit behind a piano, play and sing a bit. It's my way to relax, to think about things other than work and HP."

tors. He started with HP more than three years ago as an application engineer for the Professional Services Organization.

Before HP, Stephan studied graphics and design, "learning by doing"

in an agency. After his exams, he became interested in PCs and created training for beginners. "Since then, I've been a teacher who knows how to draw complex things in an easy-to-understand way."

When he walks out the door after work, Stephan says, "Music is my everything. After a long, hard-working day, it's my pleasure to sit behind a piano, play and sing a bit. It's my way to relax, to think about things other than work and HP." He's been a disc jockey at more than 550 events in the

"Dreams come true sometimes. People without dreams miss something, I think."

past 12 years and used to perform with a pianist, mostly ballads and blues. He's also the lead singer in a rock band, though he's taken a break during his participation in "Space Dreams." He says he plays the trumpet and piano, too, "both very badly. I'm a better singer."

He is the only one of his "international" family still living in Switzerland. His mother (who prefers beach and sun to clouds and rainy days) lives in Spain. A brother, who is married to a woman from Ghana, lives in London. His father died four years ago.

Elvira dreamed of being a singer, dancer or actress when she was young, but this was her first theatrical experience apart from school plays. "I've never been involved with music,"

she says, "except for singing in the bath." She got involved via Barbara Schaerer, who works as an artist for

"Sure, it's my dream just to sing. But it's close to impossible in Switzerland..."

HP Switzerland and is married to Harry, the musical's organizer.

Elvira auditioned for the chorus also because she's interested in new things, new people and new experiences. "I am keen on two words: communication and psychology. I am very interested in people, how they are, how they feel, think, act and react.

"It's been a great pleasure to see how engaged people are and how much time they've spent on the musical," she says. "None of the people involved are professionals. Nevertheless, the musical seems to have become a success. And this is a pleasure for all the participants and, we hope, for the watchers."

Both Elvira and Stephan expected people to be surprised at how professional the production turned out. Though it was a huge time commitment for the 120 people involved, no one—cast or crew—was paid. Most of the materials for the four stages were donated or bought at bargain prices. It was strictly a labor of love. "Space Dream" ran for nine consecutive evening performances. More shows were to be added if the musical was



WILLY SPILLER

HP co-worker Elvira Berger, who performs in the chorus, was the person who suggested that Stephan audition for "Space Dream."

successful. There was even discussion of a possible European tour.

Even if the musical enjoys an extended run, Stephan probably will hang on to his HP job. "Sure, it's my dream just to sing. But it's close to impossible in Switzerland, especially if you don't like to be hungry. Dreams come true sometimes. Otherwise it's nice to know what to dream about. People without dreams miss something, I think."

Stephan will always have his music. It heals, soothes, energizes and focuses him. "When my father died and I was feeling I'd lost a good friend as well as a father, playing music and singing helped a lot. It's a way of

showing and expressing feelings in a way we're not normally able to. Music is more than just fun. Besides being immense hard work for me, music is also a kind of redeemer sometimes." **M**

(Jean Burke Hoppe is a Lincoln, Nebraska-based free-lance writer and a former editor of MEASURE.—Editor)

School days HP style

By Susan DeFevere-Prouty

SANTA ROSA, California—Crayons, math problems and loose teeth—HP parents Ai-Chu Wu and Helen Blodow know it's all elementary at the company's facilities here.

The first of its kind in the Western United States, the Hidden Valley Satellite School made headlines across the nation when it opened its doors in February 1993. School began with a kindergarten and first-grade class, then expanded to include the second grade in September. The school will become a full kindergarten through third-grade facility this September.

Most of the school's current 75 students are children of HP employees at HP's Santa Rosa Systems, Microwave Technology and Microwave Instruments divisions. Child care is available at the school before and after school, making the arrangement especially convenient for employees and their children.

The idea for the school began in 1990 when the Santa Rosa City School District approached HP with a proposal to establish a "worksite" school on HP property, with the goal of getting parents more involved in their children's education.

HP funded the preparation of the site and gave the district an \$89,000 grant to help cover first-year costs. The district covers all other expenses and is responsible for the curriculum and administration of the school.

And as *MEASURE* readers can see, the district's goal of getting parents more involved in their children's education now is all in a day's work. **M**

(Susan DeFevere-Prouty is a communicator in HP's Sonoma County public affairs department.—Editor)



ANNE KNUDSEN PHOTOS

above

Ai-Chu Wu, a statistician with the Microwave Instruments Division, works with her son, Spencer (right), and another student at the Hidden Valley Satellite School in Sonoma County.

left

Volunteer duties for HP employees usually involve teaching and supervision. But occasionally, as draftsman Helen Blodow found out, the duties involve inspecting a loose tooth.





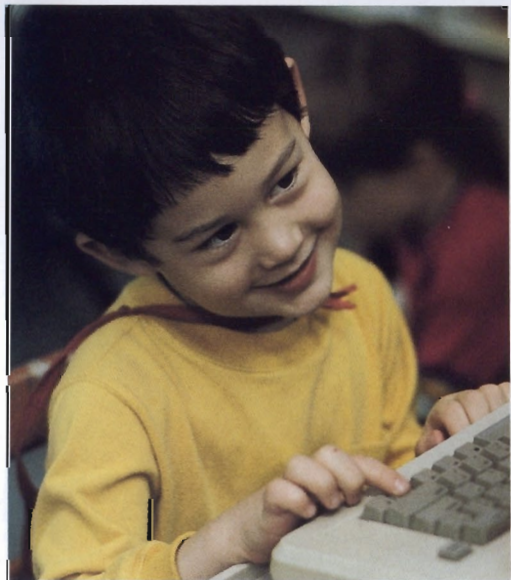
above

Michelle Ampuero, whose parents Kerry and Rolando are both HP engineers, learns that even in the fast-paced, high-tech 1990s, an abacus can be an effective tool to learn arithmetic.

right

Donna Kiefer, an HP administrative assistant, and Jim Cunningham, an R&D engineer, help out in the kindergarten class.





top

Second-grade students at Hidden Valley Satellite School participate in an "art center"—a brief time of guided instruction on a specific topic.



above left

Kindergarten student Jason Canfield, son of Phil Canfield, a manufacturing engineer for the Microwave Technology Division, gets a hands-on introduction to computers during class.

above right

Brendan Powers forgot his lunch, but it was no problem for his dad, Mike, a manufacturing engineer, to come to the rescue at lunchtime.

right

What's better than playing hopscotch during recess? Hopscotch in the rain, of course.



Tell it like it is

By Gregg Piburn

A former employee with a new perspective speaks out.

LOVELAND, Colorado—"Now I remember why engineers exist," I wrote in my journal last August. "It is to find fault."

From 1981 to 1991 I was the public relations manager for Hewlett-Packard here in Loveland. I left the company to start my own consulting business.

Last August I was hired for six months as a part-time consultant to help improve communications within an HP entity in Fort Collins, Colorado.

A strange phenomenon occurred that first Sunday evening as I was about to start my HP gig. I started feeling anxious as a small voice told me, "Oh no, tomorrow is Monday and I have to go to work at HP." It was the first time in two years I had felt that way and heard that voice.

I struggled through that Monday and wrote in my journal the excerpt that begins this essay. In that same entry I wrote, "Cubicles are small fortresses where employees go to lick their wounds and plan their next defenses."

The next day I finally realized why my experience at HP was not going well. I was acting like an employee and, therefore, being treated like an employee. In the work I do for other organizations I act like a consultant and am treated as an expert. From that day on (my contract with the Fort Collins entity has been extended through October) I remind myself whenever I walk through the HP door that I am a consultant, not an

employee. It is a crucial mindset for me to have if I am to be more effective and satisfied in my HP work.

I am in the interesting position of having experience as an HP employee and as a consultant to the company. The purpose of this essay is not to try to convince HP employees to leap into the capricious world of consulting. Instead, I would like to simply suggest that managers and employees give each other permission to act more like consultants within the framework

Why can't HP employees be encouraged to be more like consultants?

of full-time employment. I know I could have been more productive and effective as an employee had I had a consultant's mindset.

In early March, I developed and taught a class about creativity and risk-taking for 100 employees of the city of Wheat Ridge, which is a Denver suburb. I encouraged the group to think of themselves as internal consultants rather than employees.

We brainstormed what it is that consultants do. Responses included:

- Provide fresh ideas
- Identify and solve problems
- Give expert advice

- Improve productivity
- Shoot from the hip

Then I asked the group to give me the characteristics of a consultant.

- Energetic
- Assertive
- Self-motivated
- Secure about self
- Creative

Hmm, if I were a corporate manager, those are the kinds of qualities I would look for in the people and accomplishments within my department.

Last November, I was asked as a consultant to facilitate a critical two-day planning retreat for the HP Fort Collins entity's top managers. It seems odd that during a decade as an employee I was never asked to play such a role despite having many of the same skills then as I do now.

The HP managers had a clearly defined agenda for the two days. However, during the afternoon of the first day I realized the team needed to address some interpersonal conflict before moving ahead with other topics. When I told them my plan, a functional manager said: "What do you think you're doing? We don't have time to go off on some tangent."

What do you think you would have done at that point? I confess that Gregg Piburn, employee, would have backed down and moved ahead on the agenda. But as a consultant, I stood my ground. "You're just going to have to trust me on this," I said.

The 45-minute detour we took proved to be a key factor in the group's ability to work through all the agenda items and begin acting more like a team.



TIM O'HARA

"I applaud the HP employees who have the guts to tell it like it is," says former employee Gregg Piburn, now a consultant for a Fort Collins, Colorado, entity.

The question I pose is this: Why can't HP employees be encouraged to be more like consultants—to have opportunities to provide fresh ideas, give expert advice and shoot from the hip? I commend the HP managers who do provide such an arena for their employees. And I applaud the HP employees who have the guts to tell it like it is, using all of their talents to help the company.

I recently asked 24 HP employees what they could do to make the entity more competitive. Most of them gave me blank stares. Others pointed to

what managers had to do differently. Only three had a ready response to my question.

Consultants are constantly seeking ways to earn their keep by accomplishing meaningful tasks. In an ideal world, all full-time employees would be doing the same. **M**

(Gregg Piburn is a Loveland, Colorado-based trainer, group facilitator, motivational speaker and writer.—Editor)

The numbers game

More than 96,000 people work for Hewlett-Packard, 59,000 of us in the United States and Canada, some 20,000 in Europe, 14,600 in Asia Pacific and 2,500 in Latin America.

Who are we? How many of us are men? Women? What's our average age? In an attempt to develop a profile of HP employees, *MEASURE* learned that statistics are readily available only for employees in the United States. Corporate Personnel has assured us that in a few years' time we'll be able to profile the entire company. In the meantime, here's a look at the U.S. employee population. Some pretty interesting statistics.

WHO ARE WE?



61%
men

39%
women

3.6%
black

80.7%
white

5.9%
Hispanic

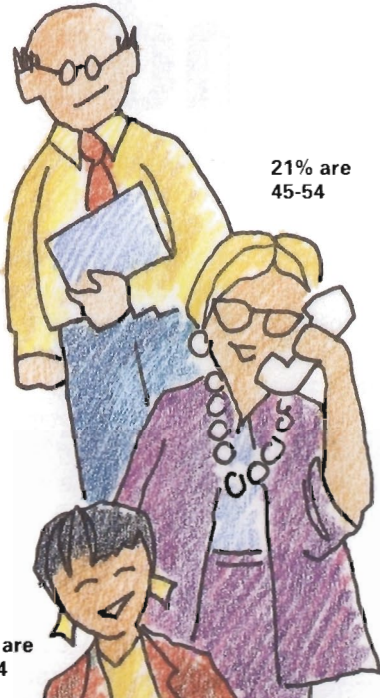
9.3%
Asian

0.5%
American Indian

ANNETTE YATOVITZ ILLUSTRATIONS

HOW OLD ARE WE? WHERE DO WE WORK?

7% are 55 or older

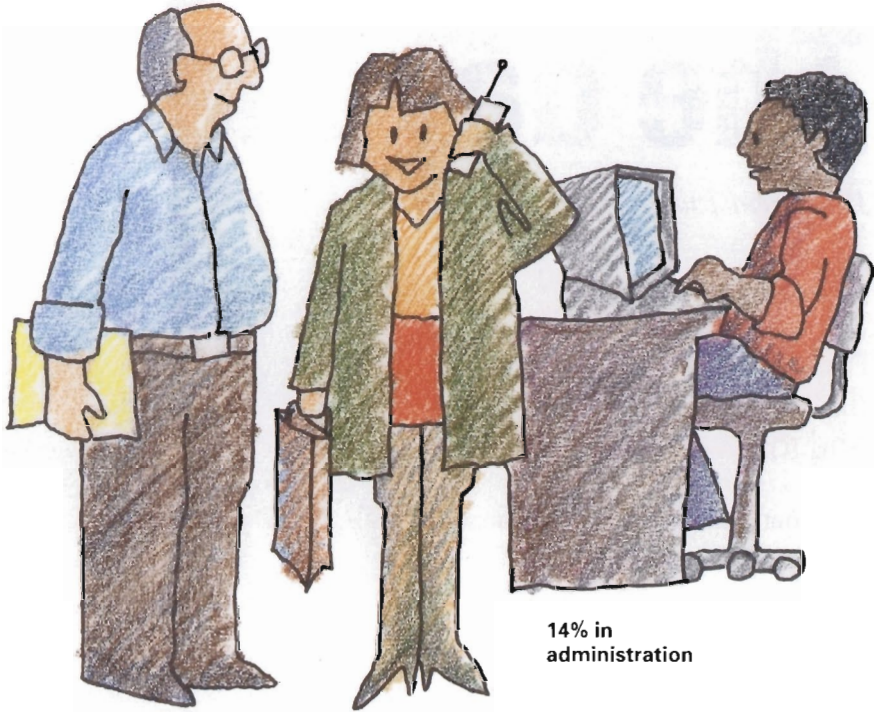


21% are 45-54

41% are 35-44



31% are under 35



14% in administration

41% in manufacturing

17% in sales



16% in R&D



12% in service and support



Average age 40 years
Average length of service 11 years



54% are shareholders



4,100 retirees (15 years of service, at least 55 years old at time of retirement)

The day the war ended

By Pham Phan

An HP employee and Vietnamese-American reflects on embargoes, doing business in Vietnam and the war's real victims.

As a young man who was born in Saigon and grew up there during the Vietnam War, I appreciated the U.S. government for sending troops to fight along with the South Vietnamese people against the communists. I also extend my deep sympathy to families who lost their son or daughter in Vietnam.

In 1968, I was a volunteer at the U.S. Army hospital in Long Binh during the Vietnam lunar New Year (Tet) festival. I was part of a group of senior high students and teachers who came to the hospital to show our appreciation for the U.S. government and soldiers. We gave the soldiers New Year's gifts and sang Vietnamese New Year's songs. In just a few days, I saw enough death and injury to last a lifetime.

About seven years later, my life—and the lives of hundreds of thousands of other Vietnamese—changed forever. For me, the war was over on April 30, 1975—the day after the last Americans were evacuated from Saigon, and the day the communists took over all of Vietnam.

My family was one of the fortunate ones. My wife, our 5-month-old daughter and I safely left Saigon the evening of April 25. We spent one week in the Philippines, another week



Saigon-born Pham Phan applauds HP's decision to do business in Vietnam.

on Guam and two months at Camp Pendleton in California.

Then a church sponsored us to settle in Lewiston, Idaho. We were the first Vietnamese people to live in Lewiston and our reception was mixed: the mayor and other city officials came to the airport to greet us, and so did a number of people carrying signs and placards that said "Go back to Vietnam." But America was our new home. In 1976—America's bicentennial year—our son was born and became the first member of my family to be a U.S. citizen.

April 30, 1975, always will be a significant day for me. After that day, there was a lot of discussion about who the real winners and losers are from the Vietnam War. For me, there are no real winners or losers—but there are real victims. The real victims are the majority of Vietnamese people who day after day, year after year struggle to survive. The long, bloody war has made Vietnam one of the poorest countries in the world.

I have three sisters and two brothers living in Vietnam today. I can tell you that the Vietnamese people don't really care much about democratic or communist theory; all they want is food on the table, to be able to send their children to school, and to be able to work and earn a living.

They also want to see Vietnam as a unified country from North to South. For them, it's time to heal the wound and look for a better future.

As a Vietnamese-American, I applaud President Clinton for his courage to lift the trade embargo against Vietnam. I also applaud HP's decision to do business in Vietnam. Now, the Vietnamese people can join hands with the rest of the world to rebuild their long-suffering but beautiful

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Politically correct?

On the front cover of the March-April issue of *MEASURE* and in the story "It's a tough fight..." you show two graphics of a soccer match. Do you really have mixed teams playing soccer in California, or was this just a thinly veiled attempt at political correctness?

TONY LYMER
South Queensferry, Scotland

The "On the cover" note on page 2 in the March-April issue explained that the illustration was "a metaphor to symbolize the fiercely competitive business world in which HP operates..." That world is made up of men and women.—Editor

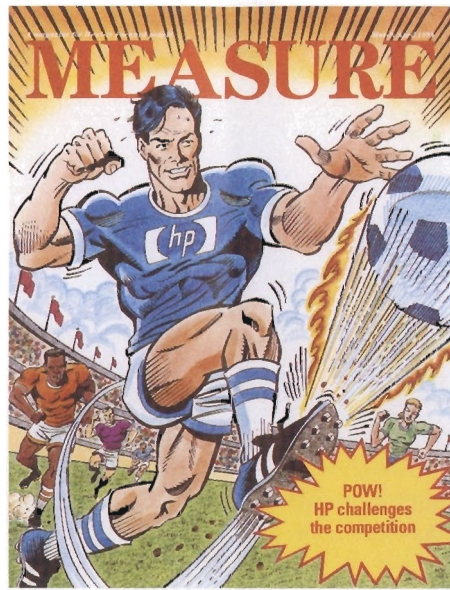
Where's Europe?

The "It's a tough fight..." article in the March-April issue provides for a good overview of what the world outside of us looks like.

However, much to my surprise, it only reviews U.S. and Japanese companies and not a single European competitor is included in the listing. Does this mean that there are no global players of European origin in any of HP's markets that provide for any serious threat? Even though the European market represents some 30 to 40 percent of HP's revenue, I cannot imagine this result comes in easy and only at the expense of non-European competition.

PAUL SPRÜNKEN
Amersfoort, the Netherlands

MEASURE asked representatives from each of the product groups to name their top competitors. All the names we received were U.S.- and Japan-based companies.—Editor



What is a cubic pound?

In the article about Biosphere 2 (January-February 1994), I read that "Technicians pumped 30,000 cubic pounds of liquid oxygen..." Huh, I thought, the typo-devil strikes again. But a few lines down, the story says that the Biospherians had to add 15,000 cubic pounds of liquid oxygen.

Now I become suspicious. What the heck is a cubic pound? Did I forget what I learned in school in Germany? Did I miss something when I got introduced to the physical units in 60-cycle country?

Help—a cubic pound of German beer to the one who can tell me what a cubic pound is.

HERBERT KNÖSEL
Palo Alto, California

"Cubic pound" was a mistake. In both cases, it simply should have read "pounds." Now, where's that beer?—Editor

What's going on

I just wanted to say thanks for sending out *MEASURE* magazine. I work for the Medical Products Group, and reading this magazine informs me of what's going on with the rest of HP all over the world.

Keep up the good work.

KIM GIBERSON
Cleveland, Ohio

Precisely the point

I disagree with Steve Head (Your Turn, January-February). I urge HP to stay in politics. I concur that we, as individuals, can't trust politicians on the basis of promises alone; however, that is precisely why I feel HP should stay in politics.

HP as an organization has the resources to study the issues in greater depth. As an individual, all I typically see and read are media sound bites and the results of the campaign effort by "big money."

I did not feel that HP was making an attempt to coerce employees by (Chairman, President and CEO Lew Platt's) communications. I interpreted Lew's action as purely stating what the official HP position is, and that employees can agree or disagree. And if we agree and want to be concerned citizens, we can help the cause by writing our congressmen.

FRANCIS WU
San Jose, California

Please send mail

Do you have comments about something you've read in *MEASURE*? Send us your thoughts. If we publish your letter, you'll receive a free *MEASURE* T-shirt (one size fits most).

Fax comments to (415) 857-7299. Address HP Desk letters to Measure MAGAZINE or send your comments to Jay Coleman, Building 20/BR, Palo Alto. Please limit your letter to about 150 words, sign your name and give your location. We reserve the right to edit letters.

HP's chairman, president and CEO discusses the idea of employment security in the midst of unprecedented business challenges.

One of the questions I get asked frequently is, "How can Hewlett-Packard avoid layoffs when major, once-stable companies such as IBM and Digital Equipment Corporation have had several?"

The short answer is maybe we can't. Employment security always has been a vital objective at HP, but it's never been a guarantee. That was true in 1939 when Bill Hewlett and Dave Packard founded HP and it's just as true today.

We've been fortunate that we've been able to avoid layoffs for the most part. Yes, we've had layoffs, but they've typically been part of major mergers and acquisitions.

So how can Hewlett-Packard strive for employment security when seemingly everyone else around us has layoffs?

I believe that it all relates to the corporate objectives and the values on which the company was founded. Even though some of HP's practices may change, we still work extremely hard to sustain the values and objectives that we believe in so strongly. One of those beliefs is in employment security.

From the first days of the company, Bill and Dave decided not to create a "hire-and-fire" operation where the number of employees rose or fell depending on large government contracts. They wanted to enter businesses that would help provide stable employment.

As a result, employment grew steadily and conservatively. A large

order meant that everyone worked a few more hours. New employees were hired only when the business really increased. That conservative approach has been an HP practice for half a century.

Even when the company faced difficult economic challenges, it found creative ways to handle them. For

Today's challenges aren't easily met with a nine-day fortnight or any of the other programs we've used historically.

example, factory orders dropped in 1970 due to a weakened U.S. economy. Rather than laying off 10 percent of the workers, HP had most employees work nine days out of every 10. The "nine-day fortnight" meant that everyone took a 10 percent cut in pay, but no one was laid off.

After six months, orders increased and employees returned to work full-time. They all shared the pain of the recession equally, employees didn't have to find other jobs in the middle of a tough job market and HP had its highly skilled work force intact when business improved. It was the perfect short-term solution to a short-term problem.

Think about other ways that HP dodged layoffs during the 1980s and '90s:

- Conservative hiring and even hiring freezes during times of uncertainty;
- Enhanced Early Retirement programs;
- Voluntary Severance Incentives;

- “Rebalancing” the work force by asking employees to move to a different HP site where jobs were available;
- Retraining to give employees more career flexibility within HP;
- Hiring temporary and “flex-force” employees when we’ve needed short-term help, rather than adding to our employee base;
- Cutting back on travel and other expenses.

More recently, we’ve concentrated on our core competencies—the things we do best—and contracted with third parties to do work that we used to do ourselves. This makes us more competitive and more flexible.

Today’s challenges represent major structural shifts in the business. And they aren’t easily met with a nine-day fortnight or any of the other programs we’ve used historically.

For example, a story in the January-February *MEASURE* described major changes in our Test and Measurement

I hope we never have a major layoff at HP. But, like Bill and Dave, I can’t guarantee it.

Organization. The Stanford Park Division—HP’s oldest—moved the entire entity to a new location, scrapped all of its products and developed a whole new line of products—all because of a significant shift in customers and their needs. Today, the new Video Communications Division is one of the most dynamic within HP.

That’s the kind of flexibility and innovation that the 1990s business



PETER FOX

Nancy Freeze (left), head of HP’s first Bay Area Professional Secretaries Day Event, briefs Lew and his executive assistant Myrt McCarthy on the inaugural event (story on page 31).

environment demands. It’s incredibly painful at times, but necessary. Those are the kinds of changes HP must make in order to remain a leader.

HP’s strength depends on shared responsibilities: As a company, we have to produce outstanding products that are accepted in the marketplace; and as individuals, we have the responsibility to learn new skills so that we can continue to make the contributions HP needs in order to remain a great company.

Dave Packard once told me that he and Bill never believed that they’d be able to foresee all the business conditions that might cause layoffs, nor that they’d be smart enough to take action in time to avoid layoffs.

I hope we never have a major layoff at HP. But, like Bill and Dave, I can’t

guarantee it. Employment security is as much a goal today as it was in 1939. When we achieve that goal, it sets us apart from most other companies and it helps us attract and retain the best people.

We all have a stake in this goal. If you don’t think so, just look at the business page headlines.

Lew

News from around the HP world

A day to think hard about the future

"Live your dream...make your dream a reality," was the theme of HP's African-American Students Day held February 17 at the Santa Clara, California, site.

This is the 20th year that the Hewlett-Packard Black Employees Forum has sponsored a special day at one of HP's Silicon Valley facilities to encourage black high school students to consider college and career opportunities.

The 125 young visitors from San Jose high schools took part in a "Real World" workshop, taught by HP employees, on how to plan and budget for college expenses. The practical



HP's George Matthews and Kim Vaughn (standing) talk with high school students during the 20th African-American Students Day, this year hosted by the Santa Clara, California, site.

advice was an eye opener. One group decided to live together, buy food wholesale and invite their friends for potlucks — for a fee. "They really came up with some creative ideas," said HP's Derek Sutton.

The students also heard from Executive Vice President Bob Wayman and speakers from a local church, youth groups and black colleges from throughout the United States.

Tranel Hawkins, TMO sales support consultant, summed up the message for the day: "An education is so important to build a foundation to get you where you want to be."

Scoop of the year

Nick Rossiter, HP's country manager for Russia, passes along this object lesson in clear communication:

"I started to receive many calls from excited journalists in Moscow (recently), asking for my comments on Hewlett-Packard's recent takeover of Digital Equipment Corporation. Picking myself up

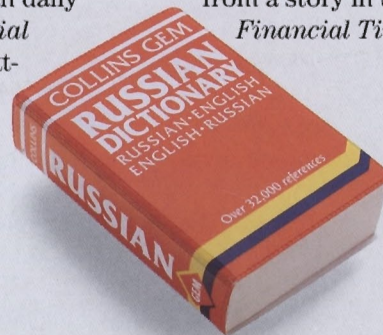
from the floor, I asked my people to investigate.

"After investigation," Nick says, "we found that an article had appeared in one of the leading Russian daily newspapers, *Financial Ivestia*, that 'Hewlett-Packard had taken over Digital Equipment Corporation to become the second-biggest computer

company in the United States and the third in the world.

"The Russian newspaper article was a translation from a story in the *Financial Times*,"

Nick adds. "Unfortunately, the aspiring young journalist thought he had the scoop of the year. Actually, he didn't know the difference between 'overtake' and 'takeover.'"





DENNIS AHERN

It's no surprise to Boise engineer Jim Hall that 95 percent of the 10 million HP LaserJet printers sold continue to operate just fine.

Honors for a classic engineer

Winning an annual award is not unusual for HP. But *Design News* does things a bit differently. Rather than recognizing a company, it honors an individual engineer.

That's why Jim Hall of the Boise (Idaho) Printer Division found himself flown with his wife, Myrtle, to a black-tie banquet March 15 at Chicago's Ritz Carleton Hotel.

Jim won the magazine's annual Quality Award, one of three top awards given to outstanding engineers. Each winner received an \$18,000 grant for a favorite school—Jim chose his undergraduate alma mater, North Carolina State.

He's been the R&D section manager for just about every model of the phenomenally successful HP LaserJet printer since the "Classic" came out in 1985.

He's put in place the product stress-testing, defect tracking and problem solving that have resulted in high quality: 95 percent of the 10 million HP LaserJets ever sold are still in operation. To keep R&D tuned in to customer wants, he encourages his team to talk to users and heed the issues voiced on the customer hot line.

While Jim likes seeing the engineering community get its due for product contributions, he had some personal misgivings about his award. "At HP, we do so much as a team," he says. "It just doesn't fit with our culture or with me to be singled out as an individual."

Design News thought differently. It devoted a six-page article in the March 7, 1994, issue to Jim.

TMO CHANGES

In the Test and Measurement Organization (TMO), the Communications Test Business Unit under G.M. **Byron Anderson** has been elevated to group status. New name: Communications Test Solutions Group.

T&M service and support is moving from Worldwide Customer Support Operations to TMO. **Reed Hilliard** is G.M. of a new TMO Support Division.

The former Application Engineering Organization has been raised to operation status under **Casey Cornett** as operations manager.

ANALYTICAL CHANGES

The Analytical Products Group has formed a new U.S. Analytical Division under **Larry Cattran** as general manager. It comprises two U.S. manufacturing sites—Little Falls, Delaware, and the SID site (now renamed Bay Analytical Operation) in Palo Alto, California—and these restructured product lines (marketing and R&D): Product Platform Generation under **Sam Fratoni**, Solution Generation/Supplies

under **Bob Reed**, and analytical systems, including mass spectrometer systems, under **Vince Dauciunas**.

LOOKING LONG-RANGE

Jim Serum will manage a Bioscience Initiative within the Measurement Systems Organization (MSO) to capitalize on opportunities in the biomedical, bioanalytical and biopharmaceutical markets. A team will be drawn from MSO's Analytical Products and Medical Products groups, and HP Labs' Analytical-Medical Lab.

A ULSI (Ultra Large Scale Integration) Research Lab under **Yoshio Nishi** as director has been formed in HP Labs' Computer Research Center.

NEW HATS

V.P. **Dick Watts** to G.M., Personal Information Products Group...**Gary McAnally** to G.M., Roseville Networks Division...**Greg Petras** to G.M., New Jersey Division...**Greg Merten** to manufacturing manager, Inkjet Supplies Business Unit.

France casts vote of confidence for HP

The French are very fond of elections. They vote at least twice a year and always want the latest update on each candidate.

For five years now, HP France has been the chosen partner for France's most popular polling service—Sofres—in charge of just-in-time election estimates and results on France's evening news and throughout the election night.

Besides being quick, HP and Sofres provide accurate information and illustrate it in a way that journalists can present to the nearly 7 million viewers in France.

About 40 HP terminals (HP 700/92) allow fast data capture and two servers (HP 9000 Series 800) compose a redundant data base system to ensure full reliability. Also, a single HP Vectra PC manages all the digital recorders and provides the final animation.



Popular French TV commentator Claire Chazal (left) discusses the size and placement of the HP logo with HP France's Michel Fleys.

JEANETTE HIXSON



Bill and Terri Ross published a book of their kids' sayings. The Ross family (from left): Melissa, William, Bill, Michael, Terri, Jonathon.

Making small talk

For 12 years, Bill and Terri Ross have listened with fond attention to the candid and spontaneous remarks

of their four young children, jotting down the sayings to replay in the family's popular year-end newsletter.

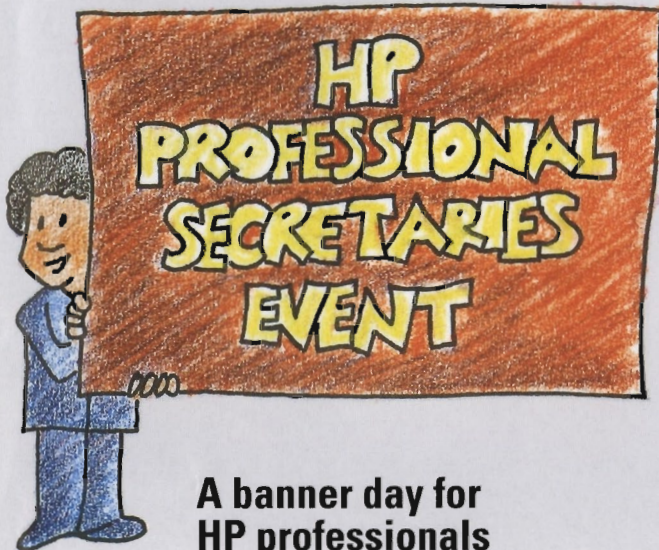
Now many of the Ross kids' quotes have been captured in a paperback book, *Small Talk*, subtitled "Words of Wisdom out of the Mouths of Babes." Bill, in Computer Products Organization support marketing in Boise, Idaho, and Terri published the book themselves—it is distributed by Pacific Pipeline and can be special-ordered by bookstores or from the Rosses' own order line (208) 378-7633.

"We've found that between the ages of 3 and 8 are the funny five years," Bill says. Excerpts: "One afternoon after great thought, William (5) lamented, "I turned five,

but every time I get older, my family gets older too." ...Melissa (2), was struggling to get her head through the extra small neck of her T-shirt. When her head finally popped through, she proudly announced, "I found me!"

With their book, the Rosses hope to bring back special memories to other parents and encourage similar record keeping.

At ages 13, 11, 9 and 5, three of the Ross brood are now beyond that delightful five-year window. But their observant folks have in reserve a second book of quotes and family philosophy.



A banner day for HP professionals

A chance for professional development, job enhancement and networking brought 600 HP administrative and executive assistants together at the San Jose (California) Fairmont Hotel on April 27 for the first Bay Area Professional Secretaries Day Event.

Featured speakers were Sally Dudley, Corporate Personnel manager of compensation, benefits and systems, who spoke on "Creating Success at HP—

Yours and Theirs," and Jean Hollands, president of the Growth Leadership Center in Mountain View, California, whose subject was "Growth, Change and Leadership in You."

HP has recognized Professional Secretaries Day on a site-by-site basis in the past. A grassroots effort by several administrative and executive assistants produced the special one-day event this year.

Quoteworthy

“ We have to be willing to cannibalize what we're doing in order to ensure our leadership in the future. It's counter to human nature, but you have to kill your business while it is still working. ”

“ In the HP environment, you can't really order people to do anything. As CEO, my job is to encourage people to work together, to experiment, to try things, but I can't order them to do it. ”

HP Chairman, President and CEO Lew Platt as quoted in the May 2, 1994, *FORTUNE* magazine.

GETTING TOGETHER

SCI Systems, Inc. has acquired the assets of the Surface Mount Center in Grenoble, France, which has been part of the Grenoble Personal Computer Division. It remains on the same site for the present and serves as a supplier to HP.

HP and Novell, Inc. have taken equity positions in Geoworks of Alameda, California, maker of the GEOS operating system for mobile devices, interactive TV, smart phones et al.

HP is acquiring from the City of Hope medical center in Duarte, California, a technology that automates C-terminal sequencing of proteins and peptides.

HP and Fujitsu Limited have signed a cooperative agreement to provide intelligent-network systems to the world's telecom operators.

HP is one of the systems and software leaders in a new, broadened Open Software Foundation (OSF). It pulls together many companies from OSF and UNIX International.

HP is a founding member of a new 100VG-Any-LAN Forum.

NEW PRODUCTS

From the Computer Products Organization: 3 **HP AdvanceStack 10Base-T hubs** are the first in a full line of



HP AdvanceStack hubs

AdvanceStack products ...**HP StarLink**, a wireless-messaging service for 100LX palmtop PCs... The **HP Vectra XU PC series** incorporating Intel's fast new Pentium 90MHz and 100MHz chips ...The **DeskJet 560C and DeskWriter 560C** inkjet printers with HP's breakthrough ColorSmart technology...The **LaserJet 4 Plus and 4M Plus**, which offer 12 pages per minute, and the **JetDirect 4 Plus** interface card.

Among new products from the Video Communications Division is a high-performance **broadcast video server**.

From the Workstation Systems Group: the **HP 9000 Series 700 Model 735/125**, the world's fastest desktop workstation.

Setting sail for the 2000 Olympics

SYDNEY, Australia—It's already one of the most recognizable buildings in the world. But the Sydney Opera House took on a special glow in 1993 when Sydney won the right to host the Olympic Games in the year 2000.

"As Sydney got carried away with the euphoria of the win, one of the ways the city celebrated was to light up the 'sails' of the Opera House," says Chris Moyle, an account support engineer for HP in Sydney.

"The design of the Opera House is based on the sails of yachts, which abound on Sydney Harbor," Chris adds. "Just for a few days, the Opera House was lit with the same five colors of the Olympic rings—blue, black, red, yellow and green."

Chris used a Nikon F801S camera with a 24-50 wide-angle zoom lens to take the photo of the color-splashed Sydney Opera House.



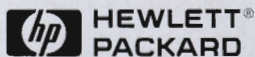
CHRIS MOYLE

The Sydney Opera House sports the five colors of the Olympic rings after Sydney won the right to host the Olympic Games in the year 2000.

"I was standing on a footpath beside a major freeway that runs from the Sydney Harbour bridge over the top of Circular Quay.

"It was about 1 a.m. because I didn't want the photograph to show the many harbour ferries that ply in and out of Circular Quay."

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