MEASURE

Is there life outside of HP?

Sometimes, the "story behind the *MEASURE* story" is as interesting as the story itself.

Let me explain.

A few months ago, we began researching the "Finding harmony" story, which begins on page 4. We sent an electronic message to personnel managers and site communicators around the HP world, asking them to send us names of employees who are "downshifters"—people who have reduced their work hours to spend more time with their families, care for ill relatives, go to school or pursue other interests outside of HP.

We received hundreds of names— the majority were female employees who had cut back on their HP hours to spend more time with their small children.

What surprised us most was the number of employees who objected to the term "downshifters"—a term that you find more and more in the media these days.

One employee explained, "Even though I've reduced the number of hours I work at HP, I'm still very serious about my HP career—and I would hate to have my manager or a potential hiring manager think that I'm not."

While I understand the argument by people who object to the word "downshifting," I think it's a very positive term. Cars and trucks do it all the time for two good reasons: slowing down as a safety measure and gearing down to climb a steep hill.

It worked for Dick Hackborn, former executive V.P. and G.M. of the former Computer Products Organization and an HP board member. In 1975, he nearly "burned out" his physical "engine" and almost left HP before "downshifting" (see page 6).

Is HP suggesting that all employees "downshift"? Hardly. We work in a highly competitive, do-more-with-less environment that seemingly demands more time and greater efficiency every day.

And if you're a single parent or half of a two-income household in which both halves seem to be vital for your economic survival, "downshifting" may be the farthest thing from your mind.

HP's bottom-line message is that to make this the "best place to work" —the "People" Hoshin objective for 1997—HP must provide employees more flexibility. "Downshifting" is one option.

All employees must decide which "gear" is best for them. Maybe your career is just getting started and you're willing to operate in overdrive for a few years. Or perhaps you've been racing at peak performance levels for a long time and it's time for a tuneup before you break down.

Whether you're puttering along in first gear or setting a land-speed record, there's one thing to keep in mind on your journey: Time is an irreplaceable commodity.

—Jay Coleman
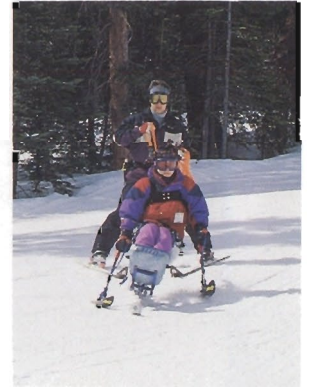
On the cover: To help achieve work/life harmony, HP's Chris Nichols spends one day a month helping autistic, disabled or mentally challenged people to ski. See the story that begins on page 4. Cover and page 2 photos by Patricia Barry Levy.

WORK/LIFE:
Finding harmony

By Sanjay Khanna

Call them downshifters, jugglers or just plain creative, today's employees are discovering new ways to meet work/life demands.

Indeed, it's a New Age. Not just of self-help books, meditation, natural medicine and HP gear, but of twenty-something potential new hires asking corporate recruiters how HP plans to meet their work/life demands.

It's a time when more and more long-standing HP employees are realizing that their personal, family and corporate goals aren't as harmonious as they'd like them to be. In the midst of these quality-of-life issues, HP's challenge is to retain talent and maintain a competitive edge in a corporate landscape where technologies are changing faster than ever, and employees' needs for balance and flexibility are coming into sharper focus.

It's a challenge that highlights a great antagonism of accelerating business and cultural forces: an unrelenting desire for increased speed matched by a healthy realization that people need variation in the pace of living to bring balance to life.

Araceli Valle, a 20-year HP employee, works three days a week as a senior technical contributor at the Open Systems Software Division's Network Architecture Lab in Cupertino, California, and studies the other two days at San Jose State University. A parent of two daughters, she doesn't describe herself as a "downshifter," despite her reduction of work hours.

"I prefer terms that don't make judgments," she says. "Downshifting implies that there are two tracks: one that's fast-paced and career-oriented, and the other a kind of slower-paced "mommy" track.

"I see it as a multilevel, multilane superhighway. You have choices about which lane you travel in—you can move from one lane to another. In reality, it's about how you choose to spread your bandwidth, not about overall output."

Araceli finds that combining her work at HP with her studies gives her greater mental agility along with "tons more energy on all fronts." Her university interests in psychology and the intersection of cultures have forced her to ask a different set of questions

> *"My family is my No.1 priority, and HP has helped create a terrific situation that allows me to care for my children and help my wife."*

when she considers barriers to the adoption of Internet technologies and to potential market size for HP Internet servers.

"I used to ask about technological barriers to adoption," she says. "Now I ask about social and cultural phenomena that influence people's decisions."

While some HP employees are seeking fulfillment by pursuing educational goals along with their careers, others are doing so by focusing on family priorities or volunteer efforts.

Whether they ask new questions and find new answers, or approach business challenges with a deepened perspective, a consistent theme emerges: HP employees who choose alternative work options are delighted by the ways in which their professional lives are enriched by interests and needs outside of work.

In 1996, Sharon Gerber, a sales support engineer in HP's Components Group, testified to the California State Industrial Commission to support the creation of a flexible 40-hour work week. In the past, employees have been restricted by regulations that made it impossible to make up lost hours without employers having to pay overtime and employees having to use flexible time off (FTO).

Sharon has two teenagers and an 8-year-old, who occasionally have appointments during work hours. The old regulations made being flexible more of a challenge, she says.

By telecommuting one day a week and carpooling the other four, she saves an hour-and-a-half of commuting time one day each week and ends up contributing to HP's goal of alleviating traffic.

"It helps me feel less stressed out," Sharon says. "And that makes me happier and more balanced as a person and as an HP employee."

Providing options that offer greater ease and balance are proving to be key to HP's strategy of ensuring long-term contributions from its employees.

Rolf Hertfelder, a channel analyst at HP's Peripherals Group Europe, is a 10-year HP employee based in Böblingen, Germany. Until his father-in-law was diagnosed as needing bypass surgery five months ago, Rolf worked full-time. Realizing his wife couldn't take care of her parents and their two young children by herself,

By 8:30 a.m. on her two days off, Araceli Valle is at San Jose State University, where she's adding a second degree—this time in psychology—to her list of accomplishments.

Rolf spoke to his manager, who now supports his working three days a week when business is busy and two days a week when things slow down.

"My family is my No.1 priority, and HP has helped create a terrific situation that allows me to care for my children and help my wife. Without HP's support, I might have had to leave the company temporarily."

Rolf believes a challenge has generated a win-win scenario. By spending enough time with his children that they view him as a "genuine momma" (they instinctively run to him when they skin their knees) and by working enough to keep his business skills sharp, he believes his customers are

"very well served." It's something he's proud of.

Chris Nichols, in his second year at HP, is a mechanical engineer working at HP's Loveland (Colorado) Tape Operation. He's on a team that's developing a manufacturing process for a high-capacity tape backup. For three years, he's taken every second Friday off during the winter months to teach skiing to autistic, physically disabled or mentally challenged individuals.

"My first student was able to ski only 10 feet in a single day," he says. "She was ecstatic; I learned patience."

In addition to patience, Chris was surprised with what his teaching

Job-sharing in the Systems Technology Group, Cupertino, California, enables Kathleen Hirth to produce children's books and enjoy time with her 83-year-old mother.

brought into the team environment at HP. "Instructing people has improved my listening skills and communication methods. At work, I've become more aware of non-verbal signals, which has helped me negotiate and problem-solve."

Unlike his previous employer, HP has been willing to allow for flexibility in Chris's schedule. What's more, he now realizes that HP is the kind of company he'll make a long-term commitment to, especially since his future may include having a family.

It appears HP's brand of flexibility inspires loyalty in many employees. Most people who take advantage of alternative work options say they feel a renewed sense of purpose by choosing to live in harmony with their broadest aspirations.

Dick Hackborn, retired executive V.P. and G.M. of the Computer Products Organization and current member of HP's board of directors, describes the dilemma he faced in 1975, when he was an R&D manager for the Computer Systems Group.

"After four exciting, but very stressful years in HP's computer organization, we'd moved from having a declining business to one that was growing so fast that new divisions were being spun out every year. But by the time this happened, I'd been seriously neglecting my home life, I was being heavily recruited from outside the company and I was really tired.

"Fortunately, Paul Ely, my immediate manager, and Dave Packard noticed I was stressed out and strongly suggested I take the summer of 1975 off. The family and I seized this oppor-

HP's work/life vision

"An environment that encourages employees and managers to work together to achieve common company objectives for business success, while creating opportunities for balancing work with other life activities."

Find out more about your work/life options at these Web sites:

Americas Geographic Operations
http://ant00.atl.hp.com/roadmap/worklife/wlb.htm

Components Group
http://hpoetc07.sj.hp.com/grpc/workops.htm

Corporate Personnel Information
http://persweb.corp.hp.com/worklife

Dos and Don'ts for HP employees
http://ant008.atl.hp.com/roadmap/worklife/doemp.htm

Dos and Don'ts for HP managers
http://ant008.atl.hp.com/roadmap/worklife/domgr.htm

Financial Notes Newsletter
http://csoaw002.cup.hp.com/easyweb/finnotes/228E.htm

Hardware Service and Support
http://c2625bls.msr.hp.com

Work/Life Balance Toolkit
http://c2625bls.msr.hp.com/wlb/toolkit.htm

WorkLife Harmony in HP Europe
http://www.grenoble.hp.com/worklife/main.htm

Christina Tseng, a part-time program marketing manager in Singapore, is one of hundreds of employees who downshift for family reasons.

tunity and traveled across the Pacific Northwest in a rented motor home. It turned out to be one of the best things that happened to me at HP."

In fact, the time away gave Dick the opportunity to make a clear decision for himself and his family. He wanted a slower pace of life outside of work and a less complex environment closer to the outdoors. So when HP created the Disk Memory Division in 1976 in Boise and wanted Dick to be the G.M., he quickly took the job.

Dick notes, "It's very important for management to take the initiative, to notice when employees are being overwhelmed at work and suggest alternatives before they become burned out."

Without the support of Paul Ely and Dave Packard, Dick frankly admits that he'd have "left HP for another company—a company that turned out to have only a fraction of the opportunities that I subsequently got at HP."

Proactively supporting employees in balancing work/life demands is currently an aspect of HP's "People" objective. And while providing support for work/life balance isn't the only key to retaining employees and maintaining a competitive edge in a blisteringly fast-paced industry, it's an issue whose importance can't be denied.

In the future, many more HP employees will be aided by work/life solutions adapted to their career paths, interests and lifestyles. Until then, HP's increasingly flexible working environment will continue to change and evolve alongside its people. **M**

(Sanjay Khanna is a free-lance writer based in Vancouver, Canada.—Editor)

What role can managers play?

Employees are responsible for determining when it's time to slow down their work lives, but managers can help, too. Here are ideas from Dick Hackborn:

"Managers who can see that an employee is getting seriously stressed and know what to do about it are major assets. This is especially important with highly motivated people so characteristic of HP.

"By being sensitive to employees' needs for breaks *before* they burn out, managers help foster an environment that helps employees be better contributors over the long term. And that's a major competitive advantage."

Does HP practice what it preaches?

By Grace Razo

When Susan Benzel decided to downshift in 1992, it took more effort than she had expected.

During a massive reorganization, Susan, at the time a product marketing engineer in the Network and System Management Division (NSMD) in Fort Collins, Colorado, decided it was an ideal time to look for a part-time position.

But NSMD had a history of not supporting employees who wanted to work part-time.

"Up until this time," Susan recalls, "I had mentioned to a few people at NSMD that I wanted eventually to work part-time, and I always got a very negative reaction. In fact, some people told me not to mention such an idea to my boss."

Sound like a different company than the Hewlett-Packard of today?

It sure is. That was not only a different time at HP, but a different time in society. The new standard does not solely involve measuring a paycheck. It also includes how successful an employee is at handling work/life demands.

Sally Dudley, compensation and benefits manager, says, "In the '90s, it's finally okay to talk about work/life balance. I think it's liberating to many people to be able to explore the topic and consider new approaches."

Work/life issues haven't always been comfortable topics of conversation and still aren't at many other large companies. Certainly, HP is among the leaders in dealing with these issues, despite the industry's dizzying pace of change and fierce competition. But breaking down the barriers of traditional command-and-control management techniques has been a long-time commitment of CEO Lew Platt.

At a March conference for U.S. industry work/life managers held at HP's corporate offices, Lew admitted, "We had resistance from all layers in the beginning. But month after month, year after year, we've broken through that resistance. And that resistance has melted."

> "I was concerned that my ranking would go down and job opportunities would disappear."

Susan Benzel has seen evidence first-hand of how the resistance has melted. After making up a list of managers she might potentially work for, she openly discussed with them her goal of working part-time. She crossed off the ones who "flinched"— only two—and found many others willing to help her.

Since that time—more than four years ago—Susan has been successful in pursuing a half-time career and is now a training and learning products lead for the division. Susan says current management is very supportive in the work/life balance arena. In fact, several other employees at NSMD are now working alternative work schedules.

Her advice to potential downshifters: "To make a part-time job a reality, you must be very dedicated. If you waver as you talk to potential managers, I believe they will think that you would 'really like' a part-time job, but that it is not a 'must.' "

Another challenge for downshifters is employees' perception of how they will be viewed by others, says Jerry Cashman, work/life options manager. And, of course, how it will affect their careers.

"I was concerned that I would be discriminated against," says Monica McDowell, an escalation manager in the Network Server Division in Santa Clara, California, who works 30 hours a week to allow time to care for her ailing mother. "I was concerned that my ranking would go down, and job opportunities would disappear. I couldn't have been more wrong. Not only were my managers extremely supportive of my decision, but they made it possible for me to get promoted."

Without a doubt, HP has made great strides in creating and supporting an environment that makes it possible for employees to make work/life choices, such as downshifting.

But HP still has a long way to go as a company, Jerry says. "As new trends develop, such as HP's expanding globalization, we need to develop more tools to deal with these issues. We're pushing the envelope as fast as we can."

There is some irony in the fact that the more successful HP becomes, the more demanding the job becomes. This situation either energizes employees, or causes them to seek solace from the frenzied fray. There is, for those who want it, relief in sight.

Lew says, "I'm not saying I'll make work easier. But I can give employees more flexibility in their jobs."

And more employees, even managers, are taking advantage of HP's flexibility in an effort to give their lives added dimension.

Last September, Chuck Sieloff made a tradeoff. He gave up a manager's position and salary for more control of his personal time.

"As a manager, you become increasingly aware that the more successful you are, the less control you have over time. You're responding to the demands of the organization. I didn't want to do that anymore."

Chuck, who downshifted from an Information Systems Services and Technology manager to his present position of I.T. consultant, raises a good question: How do managers successfully meet work/life demands when their jobs consume so much of their time?

"A lot of managers are bad role models for work/life balance," Chuck says. "Some do it better than others and draw the necessary boundaries between work and personal life. As a manager, I was unable to do that."

During a four-month sabbatical (for which he used accumulated FTO), Chuck took the opportunity to do a lot of reading and to baby-sit a new grandson. After this rejuvenation, he now has a four-day work week.

"I decided to retire from management, not retire totally," he says.
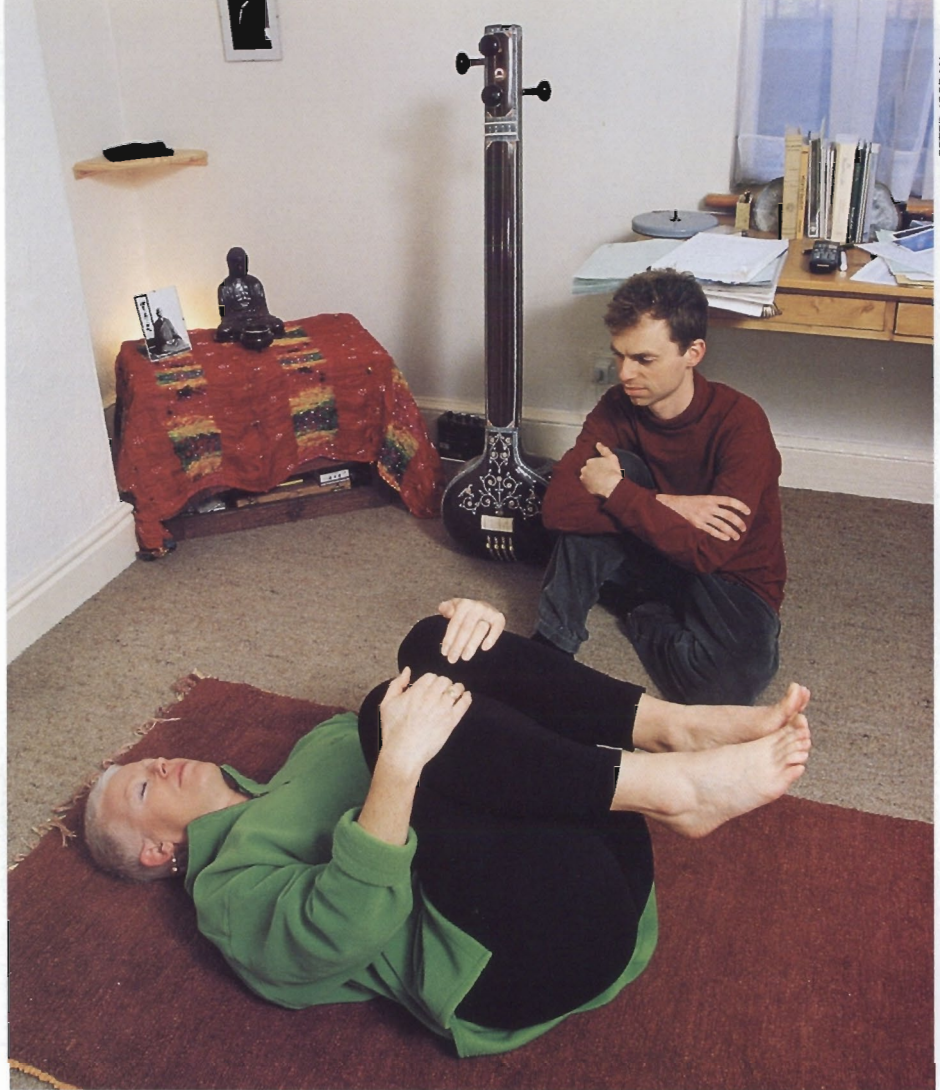
After training in India, Chris Preist, an HP Labs Bristol engineer, teaches yoga two days a week; he often plays the tambura to accompany Indian vocal work and chanting.

Chuck's boss, Vice President and Chief Information Officer Bob Walker, wholeheartedly supported his decision to downshift. Bob says, "There's a limit to how much work we can do. In my organization, our vision is to achieve what we call a 'sustainable pace.' But, we have a long way to go to get there."

Bob also believes the company hasn't been able to address as well the management demands of the company, which make work/life goals even harder to achieve.

"We're all doing a lousy job of it," Bob says. "We're not doing all we can do. We need to learn to say, 'No.' We can't ask anyone to work harder. We just need to do less stuff."

Despite his own demanding schedule, Bob uses "half-way measures" to get some balance between work and personal life. For example, he takes "red-eye" flights when he travels on business so he can spend more time with his family before he leaves. As he says, "You can't recover lost time."

What are the future directions for employees searching for ways to meet work/life demands? Lew says, "We need to encourage experimentation and a lot of different ways of providing flexibility."

And he adds, "It's not the 'program du jour.' It's not going to go away. It's non-negotiable." **M**

(MEASURE *intern Grace Razo is majoring in communication at Santa Clara (California) University.* —Editor)

What the heck *is* the Extended Enterprise?

It isn't simple—What is these days?—but *MEASURE* helps simplify HP's computer strategy.

By Russell Lee

When *MEASURE* peered into HP's technological future back in June 1992, the company envisioned the coming of a revolutionary new "information age" by the end of the decade:

• When you required data on a topic, you simply could ask your information tools to find it and sort it for you.

• You could receive an individualized newspaper each morning.

• If your daughter were preparing a report on American history, she could download a document from the Library of Congress to her home PC.

Amazingly, all of these predictions already are becoming reality, thanks to a single technology development: the Internet.

The Internet, that vast "network of networks" that started in the government and universities more than 20 years ago, has become an "information super-highway" that connects people all over the world. Children in the future may never know a time when global information wasn't instantly available at the touch of a button.

Speaking to an Internet World trade show audience in March, Rick Belluzzo, executive V.P. and G.M. of HP's Computer Organization, said, "We believe the Internet is as significant a development as the printing press." In fact, Internet technology is at the core of HP's entire computing

strategy, which HP calls the "Extended Enterprise."

HP's enterprise customers—mostly large, global businesses—tend to use computer systems that are separated either by geography (a different system for each company location) or function (a different system for manufacturing, payroll, order entry, etc.).

The Extended Enterprise blurs these geographic and functional boundaries. Computer systems throughout the enterprise become interconnected, exchanging information and performing transactions seamlessly. Even more, the enterprise's computer systems are connected to those of its suppliers, its business partners, its retailers and even its customers. The term "enterprise" itself has been extended and broadened to include businesses of all sizes, as well as the home.

Imagine that you want to buy a book. You browse through catalogs,

> **HP already is helping to make the Internet more reliable for business in significant areas...**

bestseller lists and book reviews, then place your order. The bookstore checks for stock and contacts the warehouse if necessary. The book is delivered to you and charged to your credit card. At the end of the month, you send the appropriate amount from your bank account to the credit-card company.

STEVE CASTILLO

A March 19 press conference to unveil a new Microsoft/HP relationship drew top officials from both companies, including (from left), Ann Livermore, V.P. and G.M. of HP's Worldwide Customer Support Operations; Microsoft Chairman Bill Gates; HP CEO Lew Platt; Deborah Nelson from HP's Customer Support Americas; Rick Belluzzo, executive V.P. and G.M. of HP's Computer Organization; and Deborah Willingham, V.P. of Microsoft's Enterprise Customer unit.

Now imagine that all of the above transactions take place via computer. You access an electronic bookstore from your home PC. Intelligent computer systems in the bookstore, the warehouse and the shipper all interact to get the book to your home within days. Likewise, the transactions between the bookstore, the credit card company and your bank also occur automatically, using computers.

Rick believes that the Internet has the potential to support entire enterprises this way, radically changing the way that companies do business. HP already is helping to make the Internet more reliable for business in significant areas, such as network management, measurement and security—areas in which HP can contribute its industry-leading experience and expertise. In addition, HP is working to make all of its products Internet-ready.

But successfully extending a company's enterprise depends not just on the Internet, but on every part of HP's Computer Organization. In addition to the Internet, Rick has focused HP's computing strategy on several key areas that can benefit businesses of all sizes, as well as enhance the technology that we use in our homes. Here's a closer look at these areas:

Leadership systems platforms

Enterprise customers tend to have a mixture of diverse computer systems that don't communicate or interact very well, making it difficult to connect all of them. HP's strategy is to help integrate all of the pieces, starting at the operating system and platform level.

Unlike some competitors, HP supports both of the leading enterprise-level operating systems, UNIX and Microsoft Windows NT. HP's inclusive strategy also includes providing better

tools for integrating mixed environments that include not only UNIX systems and Windows NT, but older mainframes and other systems as well.

Currently, HP's UNIX (HP-UX) and Windows NT require different platforms —the hardware the operating system runs on. Again, HP has adopted an inclusive strategy, forming an alliance with Intel to jointly create the next-generation platform. Not only will this new platform improve computing performance, it will allow customers to run either HP-UX or Windows NT on the same machine.

Innovative solutions delivery

Enterprise-level solutions—systems that perform specific functions, such as accounting or automated assembly —are fairly complex and need to be substantially rewritten for every different situation. HP's strategy

includes a concept called "solutions frameworks" —software building blocks that can be reused from one solution to another.
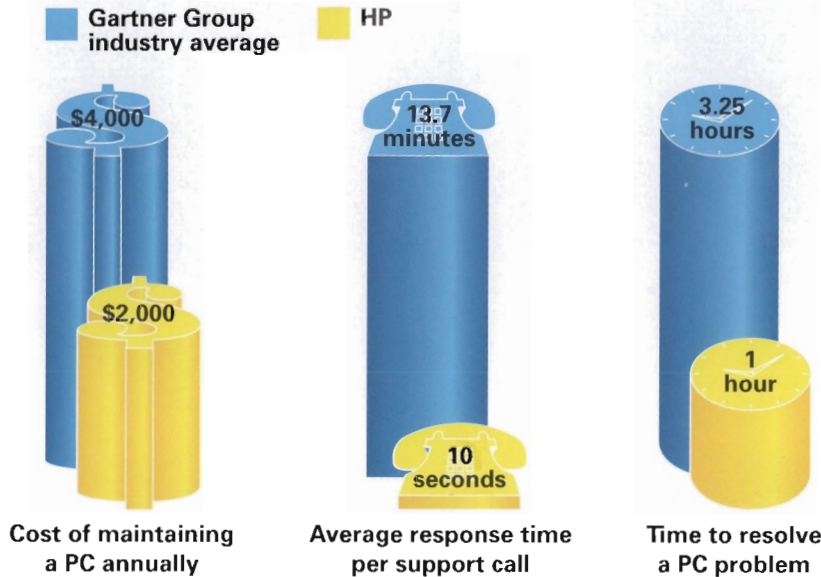
Solutions frameworks reduce costs and development times, as well as complexity and risk because custom solutions can be built from reusable pieces that are already stable and reliable. HP, along with its many partners and resellers, can provide better and easier solutions for all ranges of customers, from small businesses to global enterprises.

Services and support

Once the enterprise is extended beyond its traditional boundaries, the entire computing environment becomes "mission critical," requiring high reliability and performance. HP provides industry-leading support for its systems and solutions, as well as a broad range of services that span the entire customer life cycle, from planning and financing a system to maintaining it into the future.

Total cost of ownership

An important issue related to long-term support is the total cost of ownership of a computer system. An automobile may have a low initial purchase price, but if it gets terrible gas mileage or needs constant repair, then you can end up paying more for it in the long run than you would for a higher-priced model. Similarly, the purchase price of a computer system is only one component of its total cost. Again, HP's comprehensive strategy involves looking at the entire customer life cycle, from designing a system's architecture through implementing, operating, managing and supporting it.

Innovative new products and services

HP also is developing many new products that can greatly enhance the Extended Enterprise, in areas such as printing and imaging.

Traditionally, books and newspapers are printed before being physically distributed. With HP's "distribute then print" model, information is carried electronically, then printed individually by users as needed. HP's "mopier" takes advantage of this model, replacing both printers and copiers with a single machine that prints, collates and staples multiple original copies ("mopies").

With HP PhotoSmart products, digital cameras can output directly to photograph-quality printers. You can send photographs electronically to friends and relatives, view them on your television and even edit them on your home PC.

From platforms to solutions to support, HP is well-positioned to help businesses of all sizes extend their enterprise. The Extended Enterprise could mean a dramatic innovation in computing that fundamentally affects businesses and the way that they interact with us. **M**

(Russell Lee is an executive speech writer in HP's Corporate Communications department in Palo Alto, California.—Editor)

Gartner Group industry average — **HP**

Cost of maintaining a PC annually: $4,000 / $2,000

Average response time per support call: 13.7 minutes / 10 seconds

Time to resolve a PC problem: 3.25 hours / 1 hour

HP's internal cost of ownership for desktop systems is $200 million less than the industry average, thanks to tools like PC-COE, InfoNet and AIM.

A rare opportunity

Thanks for the interesting article on the donation of HP equipment to the Clinic for Special Children in Lancaster County (March-April *MEASURE*).

Writing that is sensitive to the beliefs of the Amish is a particular challenge. Your respect of the privacy of the Amish individuals written about was noteworthy and appreciated.

In the same vein, will you please clarify the photographs of people in the article? Are only models depicted or did you receive the explicit permission of those individuals or their parents? I was not aware that there has been a relaxing of Amish values around images of themselves.

BETTY COULMAN
Corvallis, Oregon

That's a good point, Betty. Writer Thomas Ulrich, who spent several days in Lancaster County researching the story, explains, "Amish men and women consider a portrait of themselves to be a 'graven image.' Rachel Fischer allowed photographer Clark Mishler to take pictures of her daughters at the clinic and near the stable because they are not Amish. Rebecca and her sister can't join the Amish faith until they are adults.

"No Amish man or woman posed for the other photos that appear in 'Keeping the Faith.' Because of Dr. Holmes Morton's standing in the community, the photographer was given the rare opportunity to move freely among the Amish, photographing them as they live."

For additional photos and information, see http://hpcc920.external.hp.com/abouthp/features/amish. *—Editor*

The gentle touch

Thank you for the sensitive article about Dr. Holmes Morton and his clinic for Amish children. I was born in Lancaster (County, Pennsylvania) and brought up to respect their "plain" way of life.

I'm glad HP is helping—and being inspired by—these gentle people.

PARKER SWANSON
Corvallis, Oregon

Just for the record

I see that people could not make up their minds whether to call it Y2K or YK2 in the "Bracing for the year 2000" article. Would you please clear that up?

LEN CROLEY
Fort Collins, Colorado

The abbreviation is Y2K for Year 2000. Thanks, Len.—Editor

The missing link

I tried to get more information about volunteering at local schools (January-February *MEASURE*), but I received an error message. Is there another way I can go about this?

JUDY DERE
Cupertino, California

Try the K-12 Web site at http://hpweb.corp.hp.com/Publish/k12index.

Once you're there, click on the "Why We Care" icon, then the "Volunteer—We Need You!" button. The official HP policy is at http://persweb.corp.hp.com/ppg/practice/k-12pol.htm. *—Editor*

Making HP look stupid

I read with interest your article in the March-April *MEASURE* about HP's advertising. While I have not seen any of HP's recent TV advertising, I have seen recent full-page advertisements in the *The Wall Street Journal* and *TIME* magazine. I suppose this series of ads is building name recognition for HP, but I'm afraid I don't see how chocolate-covered bugs, bronzed meatloaf, a guy in his underwear and engineers who aren't real people are going to bring our company any respect!

The guy dressed only in his undershorts reminds me more of a Calvin Klein ad than anything I'd expect HP to be associated with. I fail to see how this and the "Built by engineers. Used by normal people." slogan promotes HP's "50-year heritage of engineering excellence." I'm all for humor in advertising, but these ads just make HP look stupid.

ART UPHAM
Spokane, Washington

Correction

MEASURE misspelled Convex founder Bob Paluck's last name in the article "A tale of two cultures" in the March-April edition. We regret the error.—Editor

ANNETTE YATOVITZ

Did you hear the one about...?

By Tena Lessor

With more than 13 million customer support calls a year, every now and then a few wacky ones come HP's way.

"Get him out of here! Get him out of here!" a panicked woman cried to Joe Barr. Joe, an HP retiree, answered her desperate call to the HP Executive Customer Support Group, also known as the "Lew line," which helps answer complaints to CEO Lew Platt's office.

"He's driving me crazy. You've got to get him out of here," she screamed again.

HP customer service and support centers around the world receive an astounding 13 million post-sale customer calls each year—that's more than 1 million calls a month.

The majority of the calls are similar: "Uh, hello, HP? My printer isn't working," or "Hi. I just bought an HP Pavilion PC. How do I operate the built-in scanner?" But every once in awhile a call with a twist comes in, such as the one Joe received.

Spending 24 hours a day with her newly retired husband had become a nightmare for the woman, Joe says.

At her wits' end, she called HP, hoping the company could find her husband—who had worked in the computer industry—a job, any job. "Just get him out of the house," she pleaded.

Joe directed her to several associations in the area that her husband could join.

About a week later, Joe received another call from the woman, much calmer this time, thanking him. He had provided a solution.

Handling every call professionally and sincerely, providing a solution, and, in the end, satisfying customers are every HP rep's main goals, even in humorous or bizarre situations.

Following are a few of the unusual calls that reps at HP's customer-support centers received.

"Killer bees in my keyboard"

One HP customer thought his new HP Pavilion PC might hum, but never expected the buzz he heard after opening the box. He found two bees inside the keyboard.

He was concerned that the bees had damaged the keyboard and that HP was contributing to the larger problem of letting killer bees or other unwanted critters into the country.

The agent at HP's Channel Products Response Center in Boise, Idaho, assured him that HP is not contributing to the killer-bee problem. The agent suggested that since the keyboard appeared to work fine, he should wait to see if problems would arise. If they did, he could return it to his reseller. The customer seemed content with that and hung up on a positive note.

Computerless printing

Great strides have been made in HP's printing technology, but one customer was way ahead of the times.

The customer called Simon of the Customer Relations Group in the United Kingdom, complaining that his HP printer didn't work. It turned out that he didn't have a computer. He was trying to print just by plugging the printer cord into the wall.

All eyes on you

The HP Pavilion PC 800 line received a call from a recently divorced woman who believed that her ex-husband was spying on her through her HP Pavilion PC.

For more than 20 minutes, the agent probed to understand how this could be with no video camera, no modem and no tapped telephone line.

The agent tried to reassure the caller that she could relax—her former spouse could not be spying through the PC. But to no avail—the lady could not be convinced.

Sorry my payment's late

HP Americas Response Center's 800 number has been confused with the credit department of Montgomery Ward, a U.S. department store.

Several customers have called, trying to explain why their payments were late.

Case of the pregnant hamster

One day a woman called the Channel Products Response Center, explaining that her pregnant hamster had escaped from its cage and crawled inside her HP Deskjet printer. She called HP to find out how to take the printer apart.

HP agents can't advise customers how to take their equipment apart because of liability and warranty reasons. However, the agent suggested other ways to coax the hamster out. Nothing worked.

The woman decided to put the printer in an empty bathtub in an unused bathroom to wait for the hamster to come out on her own. This location also would hide the situation from her husband, who was already angry about the number of hamsters they'd accumulated and wouldn't be happy about losing a printer to one. Happy with her plan, the woman hung up.

The agent followed up the next day and learned that the hamster had delivered its litter inside the printer and had come out during the night. The babies were coaxed out later.

The woman thanked the agent and then asked if the printer damage would be covered under warranty.

I waited too long!

A customer called an HP customer-support line to report a defective inkjet color cartridge. After waiting awhile, he became irate and demanded to speak to HP's CEO. The call was transferred to Fran Rudé, who manages the "Lew line." Despite Fran's extreme efforts to satisfy him, the customer sued HP. Reason: He waited too long on the phone. For retribution, he wanted HP to videotape CEO Lew Platt sitting at his desk on the phone for two hours. He also wanted HP to give him an HP scanner to hang over his fireplace as a trophy to show he "beat" HP.

He lost the suit. **M**

If you receive calls from U.S. customers who need product assistance, direct them to the following customer phone support lines:
Pre-sale calls: (800) 724-6631
Post-sale calls: (800) 752-0900,
(208) 323-3251

Got a funny one?

What's the funniest or most bizarre HP phone call you've received? We'd like to hear about it. Selected stories will be published in the September-October *MEASURE*. (Send them to the address on page 3.) Include your full name, entity name and telnet number. Submissions must be received no later than July 11.

The many faces of HP in Japan

Japan is structured tea ceremonies, perfect bonsai plants, artful flower arrangements and serene Zen gardens, all reflections of a formal and ordered society. It is also dense crowds, Sumo wrestlers, high-speed bullet trains and sentimental, Sapporo-fueled *karaoke* singers.

Japan is a huge and influential global power. It is quality personified.

After several difficult years, Japan is putting on yet another new face to jump-start its economy, says Katsuto Kohtani, president of Hewlett-Packard Japan (HPJ).

"The government has tightened its budget, stopped special tax cuts and raised consumption tax rates," he says. "Perhaps most significantly, the government has started deregulating parts of its strictly protected domestic economy, beginning with insurance and telecommunications."

The economy is picking up gradually, Katsu says. The weak yen is a bonus for the large companies that export a great deal, such as automakers and electronics firms. Many companies have restructured their costs and cut spending the past few years.

HPJ is holding its own, Katsu says, and is shooting for $3 billion in sales for FY97. "Our enterprise business has been getting a huge number of inquiries. Although our semiconductor test business has had a tough time

top

(from left) Momoko Kishira, HP Japan public relations senior coordinator, leaves her son, Yukihiro, and Kuniko Koshimizu, an order coordinator for HPJ's Test and Measurement Organization, leaves her daughter, Akiko, at day-care before heading to their respective jobs in Takaido and Hachioji.

above

By day, Mitsuru Ayatani, (left) is an application engineer in HPJ's Test and Measurement Organization's Test Engineering Group. He has played the lute for 15 years and performs about six concerts a year with his friends.

right

Shigeki Mori, reseller account manager, often has to conduct business "on the run," as he does here in the midst of Akihabara, the famed Tokyo electronics district.

Japan

the past one-and-one-half years, now we see its customers changing strategies to focus more on high-speed, specialized processors, which is good news for us. The Computer and Test and Measurement organizations are doing well, especially in the telecommunications industry, which is really booming in Japan."

To keep HPJ strong in tough times, Katsu has made significant changes since becoming president in 1993. "I felt there was a big gap between HP

Japan and the rest of the HP world, and I've tried to close it. Our basic philosophy is to follow HP standards as much as possible. We changed the name of our 33-year-old joint venture from Yokogawa-Hewlett-Packard—which had a very strong identity but set us apart—to HP Japan."

He also has overseen the standardization of HPJ's I.T. infrastructure, including PC networks and voice mail, so Japanese employees and customers can use HP's worldwide resources fully. And he has moved Hewlett-Packard

Japan to HP's standard, merit-based pay system, replacing HPJ's traditional seniority-based structure.

Some of these changes, as deep as they go, have not come easily to HPJ employees, Katsu says. But they are all part of a balancing act HPJ and Japan itself must perform to retain their strong cultural identities and robust fiscal health. **M**

—*Jean Burke Hoppe*

left

Personal Information Products Group Japan Marcom Manager Yoshiki Sumimura, his wife, Mika, and infant son, Kohta, celebrate 2-year-old Sae's birthday with an outing to Shinjuku Gyoen Park.

above

Harunori Kakizawa has spent 25 years perfecting the ancient art of sculpting bonsai plants. He's the director of UNIC Corporation, an HP business partner that customizes HP's Work Manager and Process Data Management software.

right

Momoyo Kikuchi, a member of the admin services team, and Haruhisa Kondo, admin services manager of the Takaido sales office, make sure a package gets out on time.

A fruitful relationship

By Mary Weed-Pickens

An HP sales manager and distributor forge a strong relationship with HP's "most loyal customer."

CAIRO, Egypt—A sea of dependable HP chemical-analysis equipment probably is enough to make Dr. Sawla Dogheim's laboratory the finest in Egypt, if not the entire Middle East.

But it's the relationship with HP *people*, Dr. Dogheim says, that has made her HP's most loyal customer for the past eight years.

"Back in 1989," she explains, "our Egyptian citrus was shipped to Finland, but found to be contaminated. So the shipment was rejected and destroyed in Finnish waters. Fact-finding missions revealed unacceptable levels of pesticides and heavy metals in Egypt's exportable fruits and vegetables."

Dr. Dogheim knew about the reliability of HP's Chemical Analysis Group (CAG) products, but she was looking for more. She met with CAG team members and was sold immediately on their high caliber.

"I admired the intelligence of the HP people," she says. "I raised a problem and they had a solution."

Since that meeting, the Laboratory of Residual Analysis of Pesticides has been Egypt's first internationally accredited laboratory for residue analysis of pesticides and heavy metals in food. The lab includes the latest models of HP mass spectrometers, gas chromatographs and related technology.

The lab's success has grown, as has HP's chemical-analysis business in the territory—doubling every year since Berty Tyloo became responsible for sales in Egypt in 1992.

Berty teamed with Orascom, HP's sole distributor in Egypt, to provide sales, service and support of HP technology. The team provides around-the-clock service to a growing number of public- and private-sector customers.

Maintaining top-notch customer relations and service in a developing country such as Egypt requires more than just deal-making and business-as-usual. It involves contacts with Berty's Geneva-based multicountry operations directly to big customers to support the distributor's efforts. And the relationship includes keen ideas such as storing spare parts in Egypt before customers need them, ensuring zero downtime.

"Anticipating needs instead of merely responding to them is one way we work to dazzle and delight our customers," Berty says.

Zaki El-Gouhary, Orascom chemical-analysis sales manager, says that he admires Berty as a respected business associate who has taught him a great deal, and for his interpersonal skills.

"I'm trying to spread the HP Way idea," Berty says. "Everyone should be treated alike."

Dr. Sawla Dogheim, who heads Egypt's top analytical lab, says that HP equipment has made her facility a center of excellence.

An Orascom colleague adds, "Berty is a real manager. He makes decisions and stands up for them. We work with Berty as a friend, not as HP and Orascom."

According to Berty, it's the intangibles that make great relationships, whether it's with customers or distributors.

"You can't measure the success of our field organization just in monetary terms," Berty says. "Our success is based on trust, flexibility and human qualities that make the customer and the distributor believe in HP.

"In the environment where we work, one should not have a sales 'hat' only. True success involves a deeper relationship."

Since it began its relationship with HP, the Egyptian lab has forged a strong tie with Finland. Today, Egypt exports more than 100 tons of fruits and vegetables each year to that Nordic country.

And along the way, HP has managed to "dazzle and delight" its most loyal customer.

"It's very good to have HP equipment here," Dr. Dogheim says. "But I can assure you that before we put our money into an effort, we make sure that we have the right people to work with.

"Our institute is a center of excellence now, thanks in large part to HP." **M**

(Mary Weed-Pickens works in HP's European communications/public affairs department in Geneva, Switzerland.—Editor)

HP's Berty Tyloo (center) meets with (from left) Amr Fathy and Zaki El-Gouhary, sales representatives from Orascom, HP's distributor in Egypt, on a sidewalk in Cairo.

Is there a second brain in your future?

By Joel Birnbaum

Stretch your mind—or use your auxiliary brain—and imagine what life with two brains would be like 50 years from now.

(In March, Joel Birnbaum, HP senior vice president-R&D and director of HP Labs, made a major presentation on "Computing Alternatives" at the Association for Computing Machinery (ACM) 1997 conference, "The Next 50 Years of Computing," in San Jose, California. Joel was one of several speakers who were asked to speculate on what information systems will be like in 50 years. Below is a small portion of Joel's speech.

For the complete text, including Joel's thoughts on quantum computing, DNA-based computing and optical computing, check out the HP Labs Web site at **http://www.hpl.hp.com/management/speeches/acm97**. *You also can see the ACM home page at* **http://www.acm.org/acm97/home.html**.*—Editor)*

I'd like to spend a few moments speculating on some of the possible consequences of these unimaginably powerful computers and vast memories.

I'll try to follow my own prescription of not being too shy by asking you to suspend your disbelief that some things that we do not know today will never be known. I'm thinking, for example, that over the next half-century, we may well learn how the brain functions. That is, we might understand the pattern of its interconnection, how our sensory organs are connected, and how pattern recognition, memory and problem-solving work.

Before you scoff too much, you should consider whether you would have believed, even a month ago, that a sheep could be cloned from adult DNA. This was considered impossible by almost all of the world's researchers until the first bleats were heard in Scotland. It even turns out that one of the key steps in this remarkable process involves the insertion of electrical probes to generate the heat which is normally a product of fertilization. Dr. Frankenstein would be very pleased by this latest triumph of the vision of science fiction.

So I think that we should ask ourselves whether it would be possible, if

Dr. Frankenstein would be very pleased by this latest triumph of the vision of science fiction.

we understood how the brain works, to create a wearable auxiliary brain that could augment our abilities to reason, remember and communicate. A related question is, "Would we have the computing power and storage to do it if we knew how?" My answer is "Yes," through the application of massive parallelism, perhaps using the
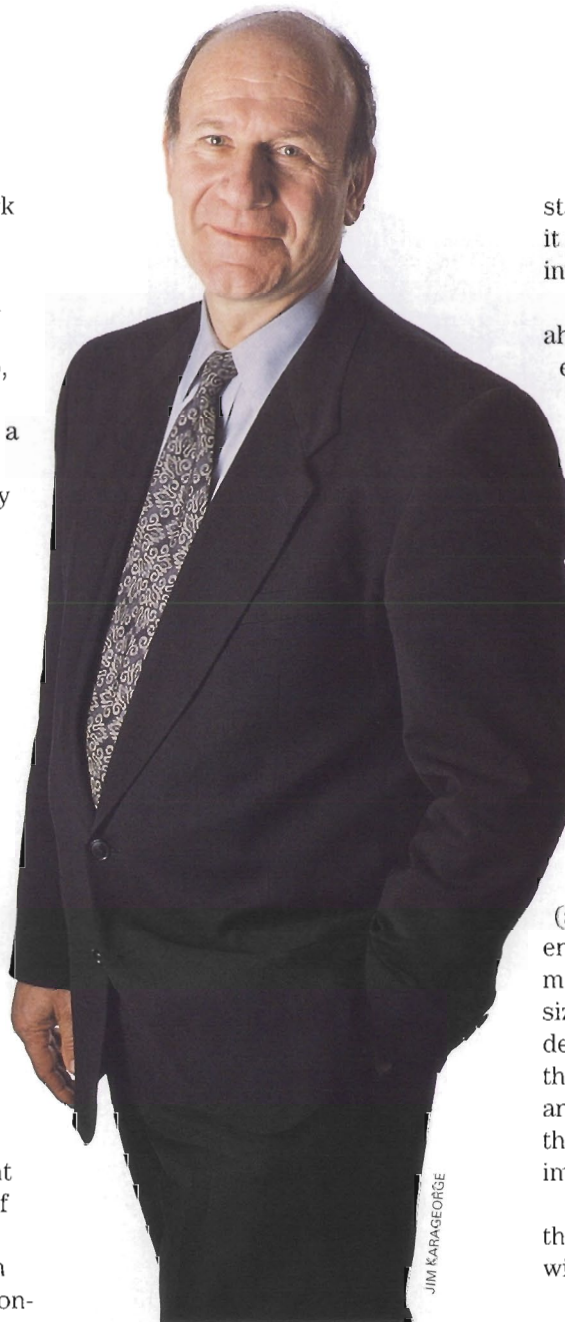
outgrowth of some of the early work that I've discussed today.

Such an extra brain (or brains) would have the capacity to store all your life's experiences, recorded through wearable sensors for audio, video, touch and smell. If you estimate the number of bits needed for a full sensory acquisition for, say, 40 years, you could, in principle, replay those experiences on demand in real-time, by transferring the information from your auxiliary brain to your real one. This might enable a lifestyle similar to that idealized by the romantic poets, who crammed as many experiences into the first 30 or 40 years of their lives as possible and then spent the rest of their lives at leisure reliving them.

If our knowledge of language and speech recognition has commensurate breakthroughs, then our auxiliary brain might enable us to translate simultaneously from one language to another. I don't think the limiting factor will be computing power.

To stretch your credulity a bit further, let's imagine that brain research has progressed to the point that the individual characteristics of a particular person's brain can be mapped and that a transfer function can be created to impress that personality on the auxiliary brain.

While this might take more than 50 years, it opens the possibility that we could experience sensory events through another's consciousness: taste the wine through the taste buds of a great sommelier, or hear the opera through the ears of the diva. Perhaps one day we will even understand the basis of creativity, and it will be possible to augment our inventiveness.

We should also assume as we think ahead 50 years that we will know enormously more about the workings of our bodies, our emotions, the nature of disease and aging, and that computers of the power we have been considering will be able to affect these aspects of the human condition as well. One of the hardest problems to solve will be the coupling of humans to such machines. I believe the most effective channel would be directly by thought pattern, since this could take advantage of the massive parallelism. While we have essentially no understanding of how to do this, even today modern SQUIDs (superconducting quantum interference detectors) can detect changes in magnetic fields far smaller than the size of brain waves and can, in fact, detect the electromagnetic activity of the brain through a variety of helmets and other devices. So even something that seems this far-fetched is not impossible, only extremely difficult.

I'd like to leave you with a question that I hope you will consider: What will it be like to be a human in 2047? **M**

Let's get on with it

By Jean Burke Hoppe

Since 1984, Hong Kong has been under the microscope, as economists, politicians, psychics and seers have tried to predict its future.

Political coups can change governments overnight, but Hong Kong has had more than 10 years of preparation. Finally, it's imminent: On July 1, China will regain control of this crown colony, beginning a new era in Hong Kong's colorful history.

Grand ceremonies have been planned. The union jack will be lowered and replaced by the new white-on-red flag of the Hong Kong Special Administrative Region (SAR) of the People's Republic of China. Official songs and symphonic works have been composed and selected. China's People's Liberation Army is ready to march in and replace the British military. And on June 30, Hong Kong will celebrate Queen Elizabeth's birthday as a national holiday for the last time. July 1 now will be a national holiday known as SAR Establishment Day.

For the next 50 years, Hong Kong is expected to maintain its promised "high degree of autonomy" under the "one-country, two-systems" principle agreed to in the Sino-British Joint Declaration in 1984.

The "Basic Law," agreed to by the British and Chinese, ensures that import and export regulations will stay the same; the tax and tariff structure will remain unchanged; the currency will remain separate and will stay tied closely to the U.S. dollar (though the queen's picture will no longer appear); the foreign-exchange reserves will remain separate and under the control of the SAR; and fundamental freedoms will not be changed.

Despite some pretty dire predictions, especially in the West, the mood in Hong Kong is very much "business as usual" as the deadline approaches, says Jack Lee, HP Hong Kong general manager. It's often been said that Hong Kong sees 1997 as a process, not a date, so no one expects the colony to change overnight, Jack says. "I think there's a feeling of, 'Let's get on with it.' The surprise is that there are no surprises."

HP has about 550 employees in Hong Kong—360 with HP Hong Kong and 190 in HP's Asia Pacific headquarters. The company has no plans to change its regional headquarters because of the hand-over to China. "Dick Warmington (managing director of Asia Pacific) and I have announced it to our employees and publicly. We're here to stay.

"HP chose Hong Kong as its regional headquarters in 1979," Jack says, "because of its central location in Asia Pacific; its proximity to and involvement with China, which is expected to be HP's fastest-growing market in Asia for the foreseeable future; and its open and advanced infrastructure. These fundamental reasons have not changed. They are stronger than ever."

"It's so obvious that China and Hong Kong need each other."

So far for HP it's "business as usual" in Hong Kong, which reverts to rule by the People's Republic of China on July 1.

Jack says there is a lot of speculation about Chee-hwa (C.H.) Tung, appointed in December as Hong Kong's first chief executive of the Hong Kong Special Administrative Region. "I think the public is still trying to form an opinion on Tung. There's not enough public information about him."

By late February, Tung had made most of the secretary-level appointments in his government. And a Provisional Legislature has been established in preparation for July 1. (These legislators will have one-year terms; new, open elections will be held in 1998.)

A February poll found 80 percent of Hong Kong residents confident of the territory's future under China. The biggest reason? Economics.

"It's so obvious that China and Hong Kong need each other," Jack says. "Hong Kong provides as much as one-third of China's foreign exchange, and Hong Kong relies on China's huge market and lower operating and land costs."

The PRC influence has greatly increased in Hong Kong, politically, economically and socially over the last 10 years, Jack says. "This has been good for everyone; it's given us a chance to ease into the situation, to see how working together will be. A lot that is going to change has changed already."

Another sign of confidence is that demand for property is so high that real estate prices—up 30 percent in 1996—are expected to go even higher this year. A single-family home on Victoria Peak sold for a record $70 million last November.

Despite the optimism, there are still concerns. Some fear a crackdown on political activity by Beijing. Others worry that bureaucracy, corruption and crime will increase. Many are concerned about retaining basic freedoms, such as freedom of speech, the press and religion.

"News and information may come to us with a different flavor," Jack says . "The PRC is more systematic and controlled about this. For exam-

ple, journalists may have to apply to cover events or news stories." He says, jokingly, "This will be very different. Today, here, the media is worse than—or just as bad as—the media in the U.S."

It's going to be an interesting few years in Hong Kong, and Jack is happy to be a part of history-in-the-making. It is, after all, difficult to imagine his cosmopolitan, bustling, breathtakingly beautiful, civilized Hong Kong as anything but one of the world's most dynamic and successful cities. **M**

(Jean Burke Hoppe is a Lincoln, Nebraska-based free-lance writer. —Editor)

What's in a name? Plenty!

By Luis Oviedo

Back in the 1970s, I overheard one of my colleagues at the office in Long Island, New York, give our company name to someone over the phone. After a moment of silence he replied, "No, this is not the Julius Packing Company; this is the H-E-W-L-E-T-T P-A-C-K-A-R-D C-O-M-P-A-N-Y"—and he said it twice.

It was quite normal in those days that the general public wasn't aware of our company name. Outside of the engineering community, HP was unknown.

Fast forward to 1997. A couple of months ago, I was in France on a business trip. One day I packed some belongings for a weekend visit to Switzerland. As I always do—even on vacation—I clipped my HP badge to a piece of clothing inside my bag.

About half the time, the Swiss customs police merely wave the slowed-down drivers through. That day they were checking all drivers. Suddenly, to my dismay, I realized I had left my passport at the hotel.

I told my story to the guard, and he asked me to step inside the guard post. There, the Swiss guard related my story to a French gendarme. It's a story they'd heard many times before. The gendarme used his two index fingers to simulate sharpening a pencil with a knife as if to say, "Shame on you."

I laughed but felt embarrassed and helpless. The gendarme went back to other business while I stood there,

Rockville, Maryland's Luis Oviedo

waiting and wondering what would happen next.

After several minutes, the Swiss guard came back all smiles and asked, "Do you work for Hewlett-Packard Company?" "Yes," I said. The guard turned to the French gendarmes and explained. Everybody smiled and we walked outside.

My car's spare tire was on the ground next to my car and my belongings were strewn all over the inside. The guard picked up the spare tire and locked it in the trunk. He closed the lid and told me that I could continue into Switzerland.

As I drove away, my HP name badge slid off the dashboard and onto the car floor, and the whole amazing incident came into focus: The Swiss guard found my name badge and admitted me into Switzerland on the basis that, presumably, I work for HP; it was as though *that* was a guarantee of social and law-abiding behavior.

The pressing question in my mind, however, was "How am I going to get back into France tomorrow without a passport?" The next day I thought to myself, "Let's see if this thing works again; otherwise, I'll have to do a lot of explaining."

I clipped my badge to my shirt pocket as I approached French customs. The gendarme looked at the badge, looked inside the car and asked, "Hewlett-Packard in Lyon?" I smiled back and said, "No, in l'Isle d'Abeau," the small French town near Lyon where HP's European Training Center is located. The guard smiled back and said, "Ah, l'Isle d'Abeau, sure, sure," and waved me through. The entire exchange lasted less than 30 seconds.

In the two-hour drive that followed, I reflected on the big changes HP has gone through over the years. Being "inside" all these years it's difficult to realize how HP's image has become known and held in very high standing the world over.

Change hasn't always been comfortable for us since the days when some people thought of us as the Julius Packing Company. Nevertheless, I can say that, fortunately, change caught up with me at the right time and place. And I guess I wouldn't want it any other way. **M**

(Luis A. Oviedo, a Multivendor Services Division field-development engineer, works in HP's Rockville, Maryland, Training Center—Editor)

ASK Dr. Cyberspace

Nearly everyone has at some time pondered the age-old question, "Which came first: the chicken or the egg?" My favorite response comes from a Chinese proverb (spotted on a poster in a Hong Kong shopping mall) that answers, "A chicken is merely an egg's way of producing another egg."

The real answer is that chickens and eggs are extremely interdependent. The world would not be complete without both.
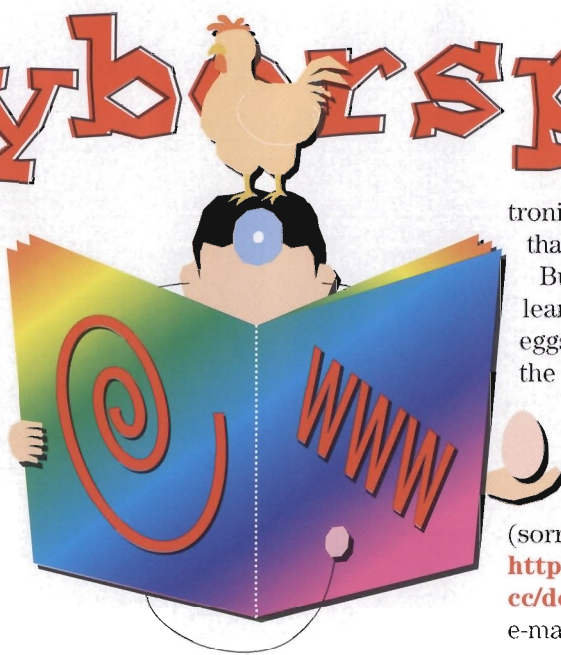
A surprisingly similar relationship has developed between print magazines and the Web. Early Web proponents predicted that the Internet would quickly put an end to print publications as we know them. Boy, were they ever wrong. The Web is spawning all sorts of new print magazines.

Let's go back for a moment. In the beginning, there were magazines (*Life, The Economist, MEASURE*). When the Web came along, someone had the bright idea of creating Web versions of print publications (e.g., **http://www.parismatch.com** or **http://www.barrons.com**).

Many existing magazines, especially those covering the computer industry or business, started regular columns devoted to the phenomenon called "the Web."

It was only a matter of time before someone decided to print an entire magazine devoted to the topic. Enter *The Web Magazine* and newsstand rival *Yahoo! Internet Life (YIL)*, named after the popular Web directory. *YIL*'s editor explains, "You go to Yahoo! for directions to sites on the Web; you come to us for info about why you would want to go to those sites and for a sense of what all the daily hoopla really means."

Both try to put the Web into context for their readers, explaining developments (such as WebTV) and reviewing popular sites (The Dilbert Zone at **http://www.unitedmedia.com**) and bizarre sites (Cat Food: the other white meat at **http://www.Neosoft.com/stealth/catfood**).

Like most magazines destined for sale in racks in grocery stores and bookstores, *The Web Magazine* and *YIL* both resort to celebrities' faces on their covers to boost sales. Past issues have featured rocker David Bowie, TV show *Baywatch's* Gena Lee Nolin and Microsoft's Bill Gates. Both magazines provide convenient tear-out lists of some of their recommended sites. And both do a very good job of organizing Web sites so you can pick those that are of most interest to you: health, music, politics, travel, sports, science, sex, money and games.

If the magazines fail in any area, it's providing cool tools for business. You have to hunt awfully hard to find sites that you'd consider relevant to almost any HP job. Most of the stuff you find in these magazines is best left for after-hours surfing from your home. At your own cost.

Both *The Web Magazine* and *YIL* also have their own Web sites. Think about that one for a moment: an electronic version of a print publication that covers Web sites. Pretty orbicular!

But if all you're really interested in learning more about is chickens and eggs, check out **http://www.aeb.org**, the official site of the American Egg Board, complete with egg trivia and an eggcyclopedia.

And don't forget to visit *my* Web site, inside the HP firewall (sorry about that, HP retirees) at **http://hpweb.corp.hp.com/Publish/cc/doctorc/main.htm**. Drop me an e-mail when you get there. **M**

The sites visited in this issue

http://www.parismatch.com
France's leading magazine

http://www.barrons.com
Time to get your finances in order

http://www.unitedmedia.com/comics/dilbert
Great comic strip for anyone working in any company

http://www.Neosoft.com/stealth/catfood
Bizarre: cat food for humans?

http://www.yil.com
Yahoo! Internet Life magazine

http://www.webmagazine.com
The Web Magazine

http://www.aeb.org
The American Egg Board's eggcyclopedia lives here.

http://hpweb.corp.hp.com/Publish/cc/doctorc/main.htm
Dr. Cyberspace's online clinic

HP's chairman, president and CEO outlines the Computer Organization's intranet/Internet strategy.

Microsoft Chairman Bill Gates tours the HP company archives with Lew on March 19 prior to an HP/Microsoft press conference to announce the companies' new working relationship.

For the last couple of years, we've all seen a feeding frenzy of companies touting their Internet capabilities.

Some of our competitors have taken advantage of the wave of interest in the Internet and positioned themselves as major Internet suppliers.

In typical, low-key HP fashion, we've worked quietly and said little about our Internet activity.

Soon, people began to ask: "Did you see the Internet trend developing? Did you underestimate its importance?" The answers are, "Yes," we've been involved with this trend far longer than the word Internet has existed, and, "No," we didn't underestimate its importance.

To break out of our low-key shell and change HP's Internet profile, we launched a two-week communication blitz in December 1996. The events were an intranet/Internet Day, our semiannual briefing for security analysts and a Futures Executive Conference, sponsored by Business Week magazine, at which I was a keynote speaker.

In March, we followed up with two significant events:

• On March 12 at the Internet World trade show in Los Angeles, we announced three strategic initiatives:

1) five solutions in the area of access, collaboration and transactions to help customers build their own intranets;

2) the availability of two HP Praesidium/ImagineCard solutions—the first integrated security-enhanced smart-card solutions for conducting business on the Internet and on corporate intranets; and

3) HP Imaging for Internet architecture, which allows users to capture, process and move images and data—a huge potential market for HP.

• The second significant event—this time focused on our intranet strength—was the March 19 joint press conference with Microsoft, at which we unveiled a shared strategy of Simplified Enterprise Computing, including:

1) products and services that simplify managing customers' computing environments and help lower their total cost of ownership;

2) a collaboration on offering Windows NT-based solutions to customers; and

3) solutions for heterogenous computing environments, which are environments that use a variety of operating systems, including UNIX, Windows NT and others.

The message at both the December and March events was clear: HP is the company to look to when you're serious about doing business on the Internet or getting the most out of your intranet.

How did HP watchers react?

Steven Milunovich, an analyst with Morgan Stanley, said, "We believe that HP's edge is that it has better platform technology than IBM, is perceived as more open and has superior direct distribution. HP is in a good position to meld PC and enterprise computing characteristics..."

Another analyst, David Wu of Chicago Corporation, said, "It's a credible strategy. It's got breadth."

Why is the Internet so important and why is HP a driving force in intranet/Internet technology?

The Internet has become one of the most important technological developments in our lifetime. Already it's changed the way we get information, shop, become educated, communicate with one another and do business.

In its simplest form, the Internet is the ultimate open system. And as most people in our industry know, HP

has been a leader in open systems longer than some of our more vocal competitors have even existed. So the explosion of the Internet fits perfectly with many of HP's strengths.

To help our customers capitalize on the Internet opportunity, we are focusing our efforts in three key areas:

1. Platforms. We have Internet-enabled and Internet-ready platforms in every HP business segment. The major challenge we face is taking this technology and using it to solve business problems. This leads us to the second layer.

2. Enabling technologies. The primary elements are management, measurement and security.

• On the Internet, you have to be able to manage and integrate complex environments. You have to control the network, whether it's built on NT, UNIX or even mainframe environments. You also have to track and deal with performance issues if your global network is going to work reliably.

• In the area of measurement, we offer industry-leading solutions such as HP OpenView and HP NetMetrix systems-management platforms.

• Security is another key element if you're going to carry mission-critical information and transactions across the Internet. HP has taken a leadership role in this area with initiatives such as the International Cryptography Framework—the only encryption framework approved by the U.S. government for export outside of the United States—and with security products such as HP Praesidium and HP Virtual Vault.

That brings us to the top layer.

3. Delivering solutions. For example, with the intranet we can redefine how paper and information flows in an office. Only about 5 percent of paper that's printed is printed and distributed by office printers. The vast majority of printed paper today is printed centrally, such as newspapers, magazines and catalogs. Then the printed material is shipped, read and, typically, thrown away or recycled.

Instead of printing information so that it can be distributed, our solution is to distribute information so that it can be printed—on an HP printer for the best quality—but only when it needs to be.

Delivering solutions goes far beyond technology, though. It includes an integrated approach to the way we deal with our sales force and our channel partners, and the way we provide service and support to our customers.

The Internet is an enormously complex network. No one company—not even HP—can do it all. So we're developing an extensive list of Internet partners with links to Microsoft, Oracle and Netscape, for example. In fact, HP has gained a reputation as a neutral "Switzerland" that's able to partner with each of these fierce competitors.

To show how serious we are about the Internet, we established the Internet Technology Group and brought Ira Goldstein back to HP as its general manager and as HP's Internet technology officer. Ira's group has a close relationship with HP Labs to accelerate time-to-market. And Internet R&D is going on in just about every HP division to enable their products, devices and services to be Internet-capable.

This is an important turning point for HP in terms of the Internet. We've taken a visible position, we have a bold and exciting strategy, and a commitment to deliver on our vision.

I'm excited about our Internet future and I hope you are, too.

VeriFone: a new kind of acquisition

By now, you've probably heard the exciting news about HP's acquisition of VeriFone, the worldwide leader in moving money electronically and electronic commerce.

This is an ideal marriage of Verifone's technology and HP's Internet strategy.

Karen Epper, an analyst with Forrester Research, said of the transaction, "It really makes a lot of sense for HP. Payments are going to be everything in the world of online commerce, and VeriFone is a real leader in the area of payments."

This acquisition is different from previous ones. Once it's official—some time this summer—VeriFone will become a wholly owned subsidiary of HP. To capitalize on its strengths—customer orientation and unusual speed and dexterity in the marketplace—it will remain separate from HP, keeping its own systems, pay practices, facilities and employee programs.

—*Lew Platt*

WorkLife Harmony Day at HP Europe was a fun-filled event with activities for attendees of all ages.

Working on WorkLife harmony

Have you ever felt there just aren't enough hours in the day to get everything done? Have you ever wondered what happened to your social or family life?

Employees and their friends and families explored answers to those questions at the WorkLife Harmony Day on March 12 at HP's European headquarters in Geneva, Switzerland.

The 'Body-Mind-Soul' theme focused on creating harmony in the way employees live and work.

The aroma of fresh-baked bread filled the morning as speakers discussed the hidden costs of being out of balance; HP processes and programs to reduce workload and stress; and how individuals can make a difference at HP.

With live jazz and a hearty lunch of the world's varied cuisines—confirming that the four main food groups are not candy, Coke, coffee and croissants—participants began the afternoon's festive activities: massages, Aikido workshops, aerobics, juggling lessons and, of course, more food, washed down with the best red and white wines.

After mini-Olympics and gobbling down Swiss chocolate delights, kids created artwork for the HP Europe Web site.

For more information about WorkLife Harmony, take a look at **http://www.grenoble.hp.com/worklife/**.

Getting "MAD" at HP Little Falls

LITTLE FALLS, Delaware— In June 1996, Little Falls site employees received an e-mail message from General Manager Nancy Kerins with the subject "I'm MAD!" To find out why, employees had to attend the next coffee-talk meeting.

At the coffee talk, Nancy announced the Making a Difference (MAD) employee-

recognition program and its first award recipients. "It was a marketing trick, but it worked," says Jean Mooney, site public-affairs manager.

The Little Falls site established the MAD program to acknowledge employees' good work and innovative work methods, and to remind employees to make a difference every day.

Employees nominate co-workers, managers or a team through an electronic nomination form, including a brief summary of the nominee's or team's impact on the site or local community.

MAD award certificates are given out at monthly coffee-talk meetings. Since its inception, more than 275

employees have received an award.

"We need to make sure people see the good work that's being done," Jean says.

Visitors to the Ars Electronica Center view video, including TV broadcasts, on a PC, made possible with an HP video server.

HP leaps into the future

LINZ, Austria—Visitors to the Ars Electronica Center (AEC), a "museum of the future" in Linz, Austria, will get a glimpse of what the future holds in art and computer technology.

HP Austria is in a three-year cooperative agreement with AEC, which is the first and only museum of its kind in the world.

AEC purchased at discounted rates an HP video server, PC equipment and several HP peripherals.

The museum consists of five themed levels. Visitors move through the building trying out the different stations. A popular exhibit is "Cave," a 3-D virtual-reality installation. Visitors step into a computer-simulated world—a flight in space or a roller-coaster ride—and interactively influence the scene.

Young visitors can enter a futuristic classroom—Internet-connected and equipped with state-of-the-art communication technology. This exhibit allows students to create their own exercise book and then print it on an HP DeskJet 690C printer.

CEO Lew Platt gave a pre-taped inaugural address at the museum's opening ceremony in October 1996. Since then, more than 57,000 visitors have visited the museum.

To get more information about the museum, take a look at the AEC home page at http://www.aec.at.

World Cup soccer update

The HP World Cup intranet site is up and running at http://www.grenoble.hp.com/wc98. The site posts the program objectives, highlights of upcoming events, regional activities around the World Cup program and much more.

Check out the site for more information and to learn how you can help HP score with World Cup 98.

HP MAKES DOW JONES

HP has become one of the 30 stocks that comprise the much-watched Dow Jones Industrial Average (DJIA).

FORT COLLINS ACQUISITION

Celestica International Holdings Inc. is planning to acquire HP's printed circuit assembly operation in Fort Collins. All affected employees will be offered a job with Celestica or another position within HP.

PHOTOSMART SYSTEM

HP has introduced the HP PhotoSmart PC photography system, which includes a photo printer, photo scanner, digital camera and photographic papers.

PETERSON TO RETIRE

Pete Peterson, senior V.P., Personnel, will retire on August 1, 1997, after 25 years with HP. He has headed Personnel since 1990, when he also became a member of the HP Management Staff.

NEW NAME IN SAN DIEGO

The San Diego Printer Division has changed its name to the Office Products Division (OPD) to better reflect the products it now produces, including all-in-one offerings such as the OfficeJet Pro 1150c.

FOUNDRY VENTURE

HP has joined Chartered Semiconductor Manufacturing and the Singapore Economic Development Board to form a joint-venture company to supply semiconductor foundry services. The new company, Chartered Silicon Partners Pte Ltd, will start constructing a new wafer fabrication facility in the Woodlands Industrial Park of Singapore in September.

SEVCIK LEAVES HP

Rich Sevcik, V.P. and G.M. of the Systems Technology Group, left the company in April to become senior V.P. of software for Xilinx.

CORRECTION

Chris Christopher is the new G.M. of the Workstation Systems Division, which is part of the Technical Computing Business Unit within the Computer Systems Organization.

JOSE PUENTE

A "steamy" vacation

GEYSIR, Iceland—Iceland tourists are few, but they're fond of the Arctic island country, which abounds with scenic beauty—sparkling glaciers, ice-capped volcanoes, glowing coastal waterfalls and bubbling hot springs.

"You can clearly see how its natural phenomena have shaped Iceland's spectacu-lar landscape," says Jose Puente, an HP field-logistics manager in the Worldwide Customer Support Opera-tions in Madrid, Spain. Jose vacationed with his wife in Iceland in July 1993.

Among Jose's favorite places is Geysir—a hot spring in southwest Iceland, from which the word "geyser" was derived.

Natural hot springs that intermittently eject steam and water into the air, geysers are generally asso-ciated with recent volcanic activity.

Jose captured the begin-ning of this geyser's erup-tion, which began with a big, green bubble and blurp, followed by a roaring tower of steam.

"It's amazing to see how a geyser works," Jose says. "I could see how, little by little, water filled the hole, mixed with hot gases and began to erupt."

Jose took the picture with a Canon EOS 600 camera on FUJI Velvia film.

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