MEASURE

Inventing the new HP

SHIKHARESH DAS

Rules of the garage.

The original company of inventors started here.
It is returning here.
The original start-up will act like one again.
From this day forward.

Kate and I were enjoying our wedding anniversary dinner at our favorite restaurant when the telephone call came.

"Mr. Coleman," said Stacy, the babysitter, "the hills near your home are on fire and I think you'd better get back soon."

We raced the five miles across town to find our neighborhood in chaos. The police had closed the housing subdivision to incoming traffic. We parked the car and began running the eight blocks to our home and daughters.

It was a hot October night. Thirty-mile-per-hour winds whipped the fire across 650 acres of bone-dry grassy hillside. A blaze that seemingly had been a mile from our house minutes ago now was no more than a football field away. Thick, choking smoke burned our eyes and lungs.

Most of our neighbors were standing on the street in front of their homes, hypnotized and horrified by the wall of fire that rolled across the hills. Stacy had the girls loaded in her van, ready to go.

We sent her home and scurried inside the house to pack a few keepsakes before escaping the scene.

Casey, our 8-year-old, was quiet. She either felt secure with mom and dad there, or was in shock. I still don't know which. Maggie, the ever-expressive 6-year-old, was scared and crying. The wind fanned the flames and her emotions equally.

We were about to run out of the house when we noticed our next-door neighbor, Sam, standing outside, studying the fire's advance. We didn't know Sam well, but figured that anyone who could remain so calm at a time of near panic was a good person to know.

"We're safe now; you don't need to be afraid," Sam said. "You can see where the firefighters have started a controlled burn. That means the fire will burn itself out and not spread down to the houses."

It turns out that Sam was in charge of the police and fire departments in Taipei, Taiwan, before moving to the United States. His soothing words convinced us that the worst was over.

Sam was right. Although a few "hot spots" remained on the hills during the night, the danger was over. Ultimately, the only casualty was one old barn.

It's been more than a month since the fire, but the memories are still fresh. Each evening as we drive home, we look at the blackened hills and count our blessings that the firefighters stopped the blaze where they did.

Lately, fire seems like a good metaphor for life at HP. We're "under fire" and moving at a faster and faster pace, while working to stay "fired up."

We all have to do some firefighting these days. Sometimes that means extinguishing the flames; at other times it means using them so that the fire burns itself out.

In the end, fire, like life, can inflame and inspire us or devastate us. It depends on what we do with it.

—Jay Coleman
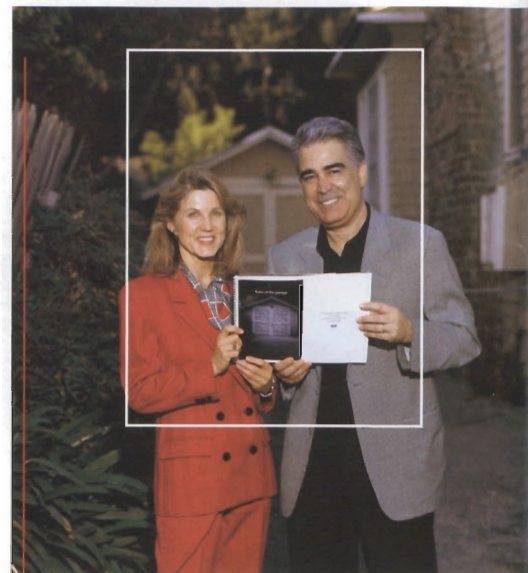
On the cover: Going back to our roots, Bojana Fazarinc, director of Global Marketing Services, and Antonio Perez, president of HP's Consumer Business, pose in front of Bill and Dave's famous garage at 367 Addison Avenue in Palo Alto. The garage is the centerpiece of a new companywide branding campaign led by Bojana and Antonio.
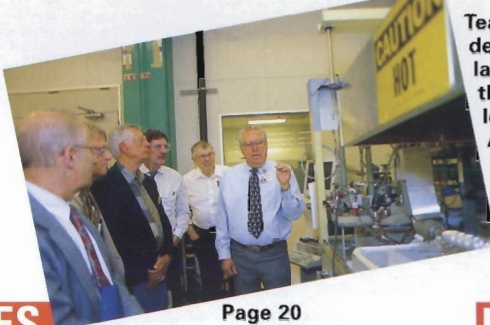
Cover photo by Douglas L. Peck

THE INSIDE STORIES
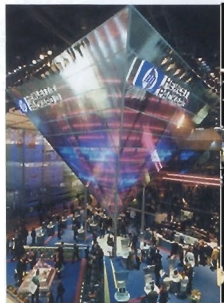
Team members who helped develop the groundbreaking laser interferometer nearly three decades ago—(from left) Joe Rando, John Dukes, Al Bagley, Gary Gordon and Len Cutler—tour the Santa Clara Division with Process Supervisor Gary Gamble (far right).

Page 20

Page 12

Agilent Technologies
Innovating the HP Way

Pages 14–21

Page 25

MEASURE

Pages 28, 31

Hewlett-Packard Company—a leading global provider of computing and imaging solutions and services for business and home—is focused on capitalizing on the opportunities of the Internet and the proliferation of electronic services. HP has 123,500 employees worldwide and had revenue of $47.1 billion in its 1998 fiscal year.

HP plans to launch Agilent Technologies as an independent company by mid-calendar 2000. Agilent consists of HP's test and measurement, semiconductor products, chemical analysis and healthcare solutions businesses, and has leading positions in multiple market segments.

Selected articles from this and past editions of MEASURE are available on HP.Now at http://hpnow.hp.com/.

MEASURE magazine is printed on recycled paper with vegetable-based inks.

Inventing the new HP

HP unveils a new branding strategy that marries a solid foundation with the speed of the Internet Age.

By Jay Coleman

For 60 years, one simple, yet profound, principle has guided the Hewlett-Packard Company: What would Bill and Dave have done in a situation like this?

The answer typically was to find an inventive solution to whatever challenge they faced. For example:

• Determined not to produce "me-too" products, but ones that presented a technical contribution, Bill and Dave developed an audio oscillator in 1938. It represented a breakthrough in technology from existing oscillators in size, price and performance.

• When an employee was diagnosed with tuberculosis and had to take a two-year leave of absence, Bill and Dave established a plan for catastrophic medical insurance—an idea virtually unheard of in the late 1940s.

• Believing that all employees—from janitors to top managers—should share in the company's success, the co-founders began a production bonus program (later changed to profit-sharing) where each employee received a proportionate amount of the company's profits.

With that legacy of invention, it's only natural that HP is going back to its roots to ensure its future as we prepare to enter the new millennium. One of the first steps is a dynamic, new U.S. $200 million-plus brand campaign to redefine and reinvigorate HP's image and stature as a leading technology company.

"HP has one of the most revered and admired brands in the world," says President and CEO Carly Fiorina, "and yet, perhaps we're in danger of appearing a bit old fashioned. So how do you take the promise of the brand and make sure it represents the 21st century?"

Carly answered that question on November 15 when she previewed the branding campaign during a press event at COMDEX, the industry mega-

(From left) Amy Kelm, Worldwide Consumer Brand manager, Nancy Theobald and Bryan Stahmer, brand consultants, and Bojana Fazarinc, director of Global Marketing Services, discuss HP's new inventive branding campaign while looking at the current (left) and newer (right) product packaging styles on the table.

trade show in Las Vegas, Nevada. Additionally, the campaign was introduced internally to employees that day. Ads will continue throughout fiscal year 2000 and beyond.

At the core of the campaign is the idea of inventiveness—not only HP as a company with groundbreaking technology and products, but one that continually has reinvented itself for six decades. It's a company that has

> **"HP is a company of inventors— invention is part of our DNA."**

received volumes of praise for introducing creative management practices and benefits. We've also established a reputation for crafting inventive solutions to address customer needs.

"HP is a company of inventors— invention is part of our DNA," Carly notes. "We're also at a pivotal point in our history. Can we keep the core values of our great company and still give employees the flexibility to change, adapt, invent and perform? To me, that flexibility to change, adapt, invent and perform is exactly what Bill and Dave were all about.

"So, in many ways, we're going back to those roots."

Just what is a brand and why is it so important to HP?
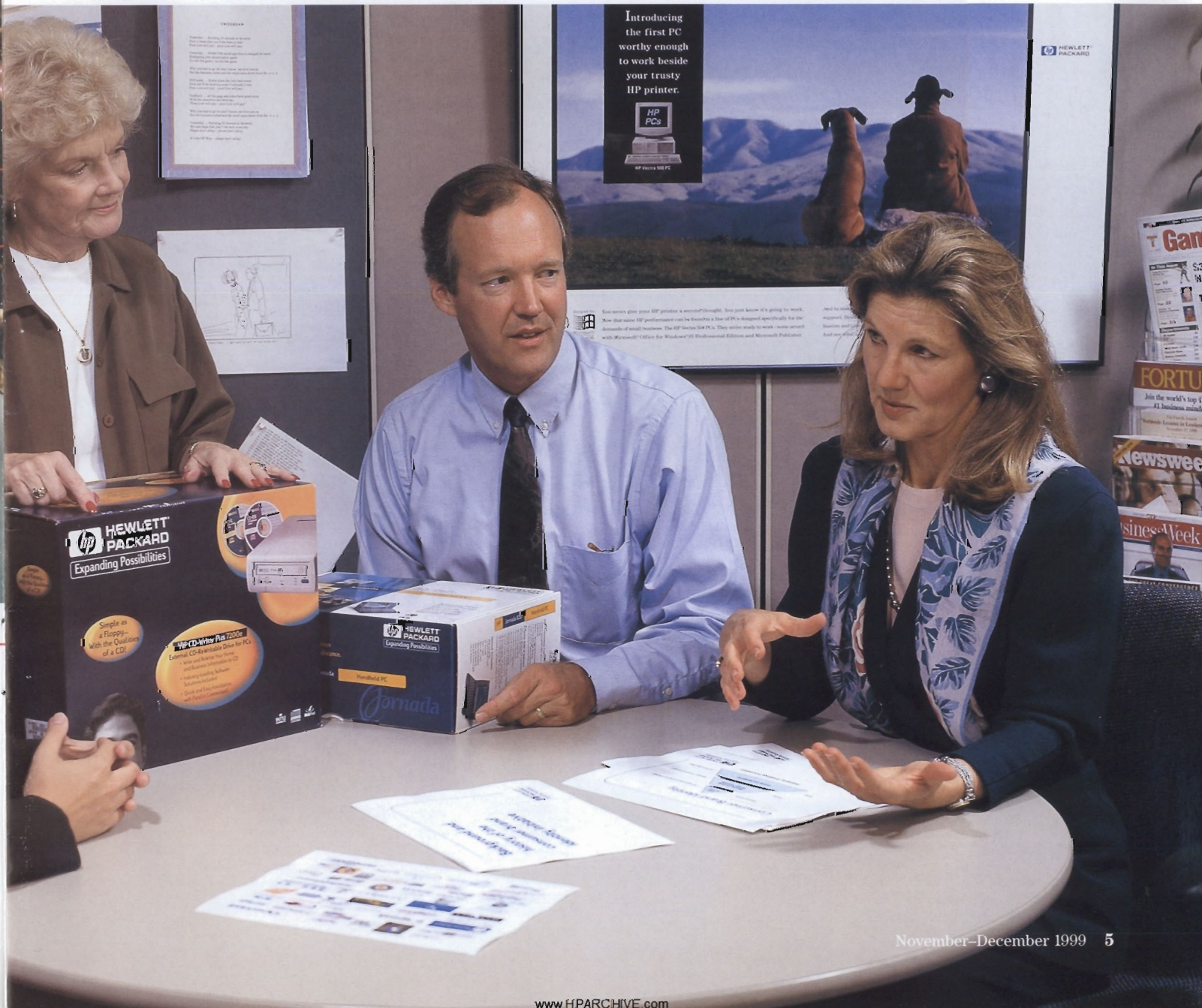
Brand lexicon

Sorting through the maze of brand terms can be difficult. Here's a glossary to aid you on your journey.

Brand: a specific "promise" made to customers and committed to by employees.

Brand equity: the added value that a brand gives to products, both in rich associations and financial value.

Brand identity: the internal perspective on "Who the brand is," what it stands for and how it is reflected visually.

Brand image: the external view of who the brand is and what it stands for at a point in time.

Brand personality: the personality traits that a brand has that distinguish it (part of the brand's identity).

Brand attributes: the six to eight values and/or beliefs that the brand holds sacred and always will live up to.

Brand positioning: how the company wants a customer to think and feel about the brand; a succinct idea of what makes the brand relevant and unique.

Brand proposition: what the brand provides to the customer based on the brand's identity and its positioning.

Brand vision: a future success scenario on where the brand will go and what it will achieve (includes scope, role and key goals).

Brand imperatives: the five to six key strategic initiatives that must be undertaken for the brand to achieve its vision.

Brand tracking: a research monitoring program tracking the brand's progress with customers, indicating key brand strengths and weaknesses. Provides a foundation for corrective action.

Brand relationship: the customer's connection with the brand based on how well the brand meets the customer's needs, aligns with the customer's values and is differentiated versus competitive brands. Strong brand relationships result in high loyalty and willingness to pay premium pricing.

Brand management: a systematic means of managing all aspects of the brand within the corporation. Includes brand analysis, planning, execution and tracking.

Brand strategy: A combination of company vision and positioning, ground rules, processes, tools and tactics to consciously manage a brand.

"Our brand is a promise of what customers and key stakeholders can expect from HP in terms of our products, quality, reliability, integrity and the way we interact with our communities," says Bojana Fazarinc, HP's director of Global Marketing Services. She and Ian Ryder, who manages the Global Brand Management team, co-chaired the company's Brand Steering Committee. The committee, made up

Ian Ryder and Pam Stupples discuss how HP's e-services campaign ties in with the company's new brand strategy during a meeting at HP's Bracknell, England, site.

of marketing managers from HP's businesses and geographic areas, has been developing HP's first company-wide brand strategy. Its goal: to move HP from a house of brands—with dozens of identities—to a "branded house" with one immediately identifiable image.

Antonio Perez, president of HP's Consumer Business, in his role over-

seeing Corporate Marketing, is responsible for revitalizing HP's brand, building on the work of the Brand Steering Committee. That committee has been replaced with a new Brand Executive Council, which includes Antonio, Bojana, Pradeep Jotwani, Doug Johnson, Nick Earle and Jos Brenkel. The Brand Executive Council has been working intensely in the past two months to launch the brand revitalization program.

"Carly is leading the search for HP's true identity," Antonio explains. "Inventiveness is at the heart of HP. It's absolutely essential that we apply that spirit to the economy of the new millennium."

HP's formidable brand reputation stems from 60 years of product excellence and quality. In the early days, HP was largely a company of engineers, selling products to other engineers because of the high HP stamp of quality, value and reliability.

In the past 10 years, HP has moved into the incredibly competitive world of computing and printing products. It's a world of high customer expectations, low profit margins—compared with test-and-measurement products —and dozens of competitors. How HP stands out from its competitors is key.

"We have moved from a company with just a few thousand customers to one with many millions—in excess of 100 million printer customers alone," Ian says. "This is a completely different world from the one we have known, with different expectations from our customers. And there are very different services, processes and behaviorial challenges for all of HP's employees and partners."

These challenges, as Carly has indicated, must be addressed to improve the total customer experi-

ence, that is, any contact that a customer has with HP. We're fortunate, Bojana adds, because Carly has been an HP customer for the past 10 years. She knows first-hand what we do well and what needs to improve.

"Consistency is vital," Bojana says. "Every new product, technology and customer interaction needs to ensure that it's consistent with the brand promise. That's what a brand is—a promise. We need to manage HP's brand as a companywide asset.

"Every time customers encounter HP, we want them to have a consistent experience that tells them: 'This is a special company with special products and technology. This is Hewlett-Packard.'" **M**

What shapes a brand identity

All critical points of contact with our customers and by our share-owners creates an impression. A positive, consistent experience on many points, results in a strong brand-image relationship.

Product excellence
• Product design
• Functionality
• Ergonomics

Product support
• Manuals/documentation
• Help desk/800 number/support
• Product service

Buying experience
• Merchandising & packaging
• Retailer/channel partner
• Ordering/buying process
• Supplies availability
• Electronic commerce

Communication and awareness reinforcement
  • Marcom messages/ deliverables, PR/ads/ Web site/literature
  • Brand names/symbols
  • Financial performance
  • Sponsorships/events
  • Relationship-marketing programs
  • Company culture/ employee actions
  • Tone and manner of communications
  • Office design/signage/ business cards, etc.
  • Speeches

In 1997, HP decided to put supplies for its printer products closer to its customers. Users could purchase the printer supplies they needed from vending machines placed at strategic locations.

Inventing

Rules of the garage.

Believe you can change the world.
Work quickly, keep the tools unlocked, work whenever.
Know when to work alone and when to work together.
Share — tools, ideas. Trust your colleagues.
No politics. No bureaucracy. (These are ridiculous in a garage.)
The customer defines a job well done.
Radical ideas are not bad ideas.
Invent different ways of working.
Make a contribution every day. If it doesn't contribute, it doesn't leave the garage.
Believe that together we can do anything.
Invent.

The original company of inventors started here.

It is returning here.

The original start-up will act like one again.

From this day forward.

hp.com

The "Rules of the garage" help ignite a revitalized HP.

Tuning up for 2000

HP's wide-ranging Y2K effort touches suppliers, employees and customers around the world.

By Sanjay Khanna

The Year 2000 is closing in, second by second, tick by inexorable tick. All the while, some prognosticators warn that we're heading toward computer mayhem.

Well, those prognosticators don't work at HP. From California to Colorado, to China, individuals and teams of spirited HP employees are working feverishly so that the moment the second hand clicks past December 31, 1999, into January 1, 2000, we'll be able to ring in the New Year in celebration—without any symptoms of Y2K-induced technological hangover.

How is this possible? In the mid-1990s, HP mapped out an intense, focused and disciplined Y2K strategy. Its goal was to protect the organization—$48 billion in revenue, 120,000 employees in more than 120 countries, millions of customers and 149,000 PCs, 24,000 HP-UX workstations, 13,000 servers, 2,700 routers, 325,000 IP devices, 2,600 subnets and 25,000 cellular phones—as well as the company's customer, partner and supplier relationships.

HP established a Y2K Board and Council to develop the Y2K readiness program, monitor its progress HP-wide and report directly to HP's CEO.

In fact, HP has devoted significant resources to a battery of efforts. These include steps to minimize risk, test systems, develop and post fixes for hardware and software and ensure the business integrity of HP's internal systems and external supplier, partner and customer relationships.

HP President and CEO Carly Fiorina describes the Y2K initiative as "the most extensive program in the history of Hewlett-Packard."

It's a program that touches millions of HP customers and more than 110,000 suppliers worldwide in person, via the Web, through call centers and support offices and in every press release and publication issued in 1999.

In this article, *MEASURE* brings readers three examples of how HP is bringing a balanced perspective and operational discipline to Y2K preparedness. This applies to the company's relationships with suppliers, customers and in community-centered voluntary efforts.

HP's Y2K supplier readiness program: keeping HP keeping on

As the world's second-largest maker of computing products—and the 13th largest company in the *Fortune* 500—HP must ensure that its 36,000-plus products receive everything from just-in-time parts to the complete delivery of contract-manufactured subassemblies.

Since 1996, the goal of HP's Supplier Readiness Program has been to ensure that HP's 110,000 suppliers continue to ship HP the parts and supplies it needs to manufacture and ship its products in January 2000. To accomplish this goal, HP's Year 2000 program must "ensure that HP's companywide procurement information systems and the systems of HP's supply-chain partners are Year 2000 ready," says Harry Relf, HP Year 2000 program manager for Corporate Procurement.

Harry and his team collaborate with supply-base managers in HP businesses to enforce supplier guidelines. These call for suppliers to have documented Y2K readiness programs, demonstrate their Year 2000 assessments, time lines, implementation plans, and apply metrics and contin-

---

Y2K mythology

Myth 1: No one has seen anything like this before.

Myth 2: Critical systems will fail, sparking a technological apocalypse.

Myth 3: You will have to buy a new personal computer.

Myth 4: Your home appliances will go haywire.

Myth 5: Somebody will come up with a quick fix.

gency planning for areas such as manufacturing, distribution and logistics. What is more, HP suppliers' programs are expected to include Y2K requirements for *their* supply base.

A Marine Corps veteran, Harry notes matter-of-factly that while HP standards may seem overly tough, they are stringent for good reason. "HP is very serious about its commitment to its customers and business," he says. "We honor the loyalty of our customers, our employees and shareowners by being highly disciplined in managing our complex supply-chain process.

"So we must ensure that our suppliers are equally disciplined and principled. If suppliers do not meet our standards of business synergy and integration, it means we can't trust them as partners who are committed to satisfying HP or HP customers. Customer satisfaction—and business excellence—is what HP is all about. It's that simple."

While HP standards may seem overly tough, they are stringent for good reason.

From Beijing to Shenyang: Ensuring the Y2K readiness of HP enterprise-computer systems in China

According to the Gartner Group, a respected computer industry analyst firm, China is a country with better than a 50 percent chance of experiencing significant Y2K problems. For HP and Agilent Technologies business in China, the challenge is caring for their China-based global telecommunications, government, banking and insurance customers to help them avoid Y2K problems predicted for the country at large. China is a nation that has fewer IT specialists than it needs to support its computer systems, so HP aims to be a pillar of IT insight, support and service.

HP has been that pillar for 300 of HP China's customers in the financial and insurance sectors. They depend on HP enterprise systems—including HP 3000 and HP 9000 products —for mission-critical applications. Allen Shi, Y2K program manager for HP's Customer Service and Support Group (CSSG), and his team developed a Y2K patching program to meet HP customer needs in the most effective, efficient way possible. In February 1999, HP customer engineers conducted 11 training sessions in six Chinese cities—Beijing, Chengdu, Chongqing, Guangzhou, Shanghai and Shenyang —to inform its enterprise customers of HP's Y2K strategy and solution.

The HP team distributed CD-ROMs containing the necessary patches, manuals and demos, and then worked both on-site and by phone with the organizations to ensure that the patching program was carried out successfully. The program, which ended in June 1999, resulted in 90 percent Y2K compliance of customers' 3,300 HP enterprise computer systems. The remaining 10 percent had non-compliant systems that required new applications, operating system upgrades or legacy system upgrades. Others had applications that can't migrate to new systems and are upgrading their systems with new applications. China CSSG is still helping them to ensure that their computing environment is Y2K compliant by the end of 1999.

HP's Y2K program has helped major customers such as the People's Bank of China, China Construction Bank (Guandong Province) and China Telecom. "While Gartner Group says that China is a Category 4 country, what I have seen of HP's Y2K efforts in China leads me to feel optimistic that our efforts may make China's results much better than some had thought possible," Allen says.

Preparing yourself, your community and your home office: Ian Wells' wise words

Ian Wells, a software engineer with HP's Workstation Systems Division, has spent most of the past two years on a mini-crusade involving Y2K preparation. Beginning in February

Allen Shi (far left), Y2K program manager for HP's Customer Service and Support Group in China, reviews the crisis-management plan in Beijing with team members (from left) Wennian Cui, Fei Wu, Zheng Yuan Lu, Sulin Hu and Solomon Lai.

1998, Ian helped the city of Lowell, Massachusetts, learn about Y2K issues and become prepared to face the emotional, social and technical risks and challenges communities face from the potential Y2K problem. Ian, as much technical expert as philosopher, is a former director of the social-impact group of the Boston Computer Society, where his broad view of how computing has begun to change and influence society came in handy.

"When I began looking into the ways Y2K computer failures could impact Lowell, I was amazed," says Ian, who relocated to Fort Collins, Colorado, in June 1999. "I spoke to the (Lowell) city council and the Red Cross and learned that while there were plans for floods, there were no plans to address the problems that Y2K could cause for a small community. The Red Cross and local emergency services have since developed Y2K contingency plans."

As a concerned citizen, Ian organized neighborhood events to let people know about Y2K issues. He led 7 a.m. meetings every Thursday at the Owl Diner in Lowell, used a show on a community radio station to share information about Y2K issues, and spoke to various community groups and on TV.

Ian advises people to be balanced in their Y2K thinking. Between the extremes of building a fort in the mountains or doing nothing, he says it's important for HP employees—and anyone else, for that matter—to know who their neighbors are, where to get help and to be in a position to offer help. Ian sees Y2K as an opportunity to act on our values, both at home and in our community. He advises people to:

• Evaluate the risks for your own community, for example, by using the Y2K and Society community-evaluation form. Check your local emergency measures organization's recommendations for your town. Risks can vary widely depending on the contingency planning in your community.

• Keep a week or so's supply of food at home and be conservative with family budgeting. This allows you to avoid worrying about end-of-December lines in the stores.

• Find a temporary alternative place to work if your home office is your primary office.

• Ensure your home computer is Y2K compliant.

• Use a dial-up Internet Service Provider if ISDN or ADSL is the way you connect to the Net from home.

• Use surge protectors.

• Develop reliable sources for Y2K information.

• Understand the risks of the "system effect," that is, the bottleneck that occurs when one system can't provide service to other systems. For example, while your local supermarket may be Y2K compliant, the transportation system that supplies it with food may not be.

Other helpful approaches to community Y2K preparedness include:

• Ensure your neighbors are well prepared.

Reliable sources for Y2K personal preparedness

• HP's Y2K Web site: **www.hp.com/year2000**
• American News Service: **www.americannews.com/y2knon.html**
Forward examples of community initiatives to your local newspaper.
• Y2K and Society: **www. y2kcenter.org**. Allows people to use a community report card to evaluate risks in their communities.
• *Utne Reader.* **www.utne.com/ aY2K.tmp**. Download the *Utne Reader* Y2K guide for families and neighborhoods.

• Set up a neighborhood distribution list—a good way to keep in contact with neighbors, Y2K or not.

• Set up a community Y2K list to post problems, get an analysis of problems and work with your community to separate fact from fiction.

• Support nonprofits with accurate technical information.

Finally, he suggests helping nonprofits with their technical issues.

"I gave a Y2K overview to a local nonprofit. When I told them I worked at HP, a staff member's eyes lit up. She mentioned that HP employees had volunteered many days at homeless family shelters in Lowell. She thought the world of HP people and made me feel my volunteer efforts made a difference. She said, 'HP is truly a class act,' and I was proud to be part of it." **M**

(Sanjay Khanna is a communications consultant based in Vancouver, British Columbia, Canada.—Editor)
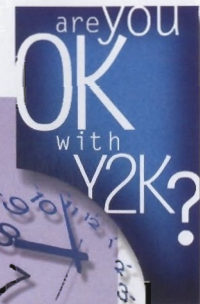
Lew Platt (far right) became only the fourth person to serve as HP CEO in 1992, following co-founders Dave Packard (left) and Bill Hewlett (center), and John Young.

Lew's 33 HP years

Accolades pour in for HP's Chairman Lew Platt.

By Jay Coleman

Thomas Everhart, president emeritus of the California Institute of Technology and an HP board member, remembers the trip the board took to HP's Atlanta, Georgia, site in 1995.

After lunch, he and then-HP CEO Lew Platt walked into a room where more than a thousand people gathered for an all-employee meeting.

"By the time we got to the front of the room," Tom says, "everyone was on his or her feet, clapping—for Lew, not for me. We mounted the stage and sat down. Then Bill Hewlett started down one aisle and Dave Packard down the other. At that point, the crowd rose and started applauding again.

"Perhaps this illustrates why I believe that, next to Dave and Bill, Lew Platt is the most respected person in HP history."

That's high praise, considering the tens of thousands of employees who have worked for HP during the past 60 years. But as Lew ends his 33-year HP career and prepares to retire from the company, similar accolades are pouring in.

"Lew doesn't breathe his own exhaust. There isn't an arrogant bone in his body," U.S. Representative Anna Eshoo told *The San Jose Mercury News* newspaper.

On October 7, Representative Eshoo also read a statement into the U.S. *Congressional Record*, praising the contributions of the fourth CEO in HP history: "...Lew Platt's success cannot be measured by sales figures only. Lew Platt took it upon himself to create a workplace second-to-none in its acceptance of women and minorities.

"Through his extraordinary leadership of HP and the industry," the statement continues, "Lew Platt has contributed mightily to our community and our country."

John Young, the man who preceded Lew as CEO, echoed praise in the *Mercury News* article. "(Lew's) a very likable guy. He has this great integrity, he's a straight shooter, and he has all the qualities you associate with HP. Lew was given a series of tough jobs at HP, and he always succeeded in reaching his goals."

Lew has always been a high achiever. He was voted "most likely to succeed" in his high school class in Johnson City, New York. From there, it was engineering school at Cornell University, an MBA from the Wharton School of Business at the University of Pennsylvania, then straight to HP in 1966 (see Lew's career on page 13).

Part of Lew's initial HP responsibilities included managing the maintenance department at the Waltham (Massachusetts) Division. He says it taught him the "people" side of management faster than any class he could have taken.

That ability to relate to all employees has made him a special CEO, colleagues say.

"What comes to mind when I think of Lew is him going to the cafeteria, grabbing a tray like everyone else, getting his lunch along with everyone else and then sitting down at a table with employees and just talking with them," says Ron Gonzales, the mayor of San Jose, California, and a former HP employee. "He always made it comfortable for

Lew's stature as a business leader extends well beyond HP and into the government and computer communities.

HP ARCHIVES

people. I think that's one of the keys to his success."

Lew's stature as a business leader extends well beyond HP and into the government and computer communities. U.S. President Bill Clinton appointed Lew to the Advisory Committee on Trade Policy Negotiations, where he served as the chairman of the World Trade Organization Task Force. Lew has helped lead the Computer Systems Policy Project, a consortium of U.S.-based computer hardware companies that champions trade and technology issues. He's also been a member of the Business Council and Joint Venture Silicon Valley.

"I have always admired and respected Lew Platt," says John Chambers, CEO of Cisco Systems. "His leadership has been an inspiration to many, and I want to thank him for his friendship and the memories."

Lew, who serves on the boards of the David and Lucile Packard Foundation and The Boeing Company, has said that, although he's retiring from HP, he will become CEO of Kendall-Jackson Wine Estates Ltd. in January. It will be a new chapter in Lew's career.

"At Boeing, we are truly fortunate to have Lew Platt serve on our board of directors," says Phil Condit, Boeing chairman and CEO, and an HP director. "He is a remarkable leader who has great vision anchored in sound fundamental business values.

"I've known Lew for many years, and he constantly amazes me with his wisdom, insight and inspiration. I am sure that Lew will be a business force in the years ahead." **M**

Lew's HP career at a glance

Year	Position
1966	Joined HP as a process engineer at the Waltham (Massachusetts) Division
1966–67	Plant engineer
1967–68	Marketing services manager
1968–69	Marketing manager/industrial recorders
1968–70	Product manager/industrial sales manager
1969–71	Manufacturing engineering manager
1971–74	Engineering manager
1974–80	G.M., Waltham Division
1980–84	G.M., Analytical Products Group
1983	Elected V.P.
1984–85	V.P. and G.M., Manufacturing Systems Group
1985	Elected senior V.P.
1985–86	Senior V.P., Manufacturing, Medical, Analytical Systems Sector
1986	Senior V.P., Design and Manufacturing Systems Sector
1986–88	Senior V.P., Technical Systems Sector
1987	Elected executive V.P.
1988–90	Executive V.P., Computer Products Sector
1990–92	Executive V.P., Computer Systems Organization
1992–93	President and CEO
1993–99	Chairman, president and CEO

LEW PLATT

A 153-year-old industry comes of age

In less than a year, the communications side of Agilent has acquired seven companies, divested itself of two operations and started up the Optical Networking Division. What's going on over there?

By Sam Lightman

Agilent's Service Test Division (STD) in Westford, Massachusetts, provides three levels of digital subscriber line (DSL) testing to help convert copper into gold. STD General Manager Ed Richards meets here with Human Resources Rep Silvana Deluca.

"Although telecommunications is 153 years old, I would suggest it's still very much in its infancy. Next-generation communications will come of age over the next 10 years or so."

Tom White, Communications Solutions Group (CSG) G.M. in Agilent Technologies, addresses his audience vigorously. "The communications industry is undergoing massive change," he continues. "First, unprecedented growth is being driven by huge demand for Internet-based services. And second—the thing I love most—is a proliferation of new technologies being grafted on to this old technology that is the communications network in order to make that growth possible."

One of Tom's favorite subjects is the digital subscriber line (DSL) revolution. The telephone companies have 60 million tons of copper wire, he says. With the help of Agilent components and test solutions, users are going to pay good money to send some six megabits per second of data over those old lines, essentially transmuting the copper into gold.

Later, Bill Hahn, Agilent V.P. of Strategic Programs, expands the discussion. "The term 'communications'

Turning COPPER into GOLD

There is a remarkable way to reuse existing copper lines beyond Plain Old Telephone Service (POTS), fax and voice band modems: Digital subscriber line (DSL) users can plug their existing phone line into a DSL-modem-equipped PC or attach an external DSL modem to their PC's network card to get high-speed data services and voice band services simultaneously.

The advantages of DSL compared to a standard voice-band modem connection are immediately apparent:

• **You are always connected** to the Internet (via an ISP—Internet Service Provider) without dialing in or logging on and possibly getting busy signals.

• **You get high-speed data access** up to 126 times faster than 56K modems, 55 times faster than ISDN and four times faster than T1 lines.

• **You can talk and surf simultaneously** using both your telephone/ facsimile machine and your computer with little transfer loss to either service.

• **You can use your existing phone line** instead of adding new kinds of wiring or systems to your home.

Agilent's Service Test Division (STD) plays a vital role in this technology by providing three levels of DSL testing:

• Level 1 tests the basic physical characteristics of existing copper lines using an N1625A Transmission Impairment Measurement Set (TIMS).

POTS utilizes a transmission bandwidth from 300Hz to 3.4KHz, while the higher rates provided by DSL require transmission in a bandwidth as high as 1.5MHz.

• Level 2 tests for service verification between the central office and the subscriber.

• Level 3 tests higher IP (Internet Protocol) layers.

For more information connect to http://www.bellatlantic.com/adsl/ and http://www.asdl.com.
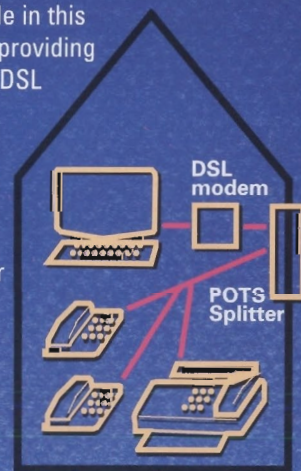
represents a remarkably broad market," he says, "and there are four meaningful ways to break it down: equipment versus service, data versus voice, wire versus wireless, tester versus component. We play on both sides of all of those. So there are some issues there."

The issues revolve around what Bill calls "Ned's mantra" (for Agilent President and CEO Ned Barnholt): speed, focus, accountability. "We can't do everything in wired/wireless," he says, "or any of the other markets, for that matter, so we have to get focused."

Getting focused means getting a handle on the markets you want to compete in, and then addressing them intelligently. But those markets are all exploding. And Agilent is spread out all over: components and component solutions; handheld DSL installation testers and terabit router testers; and complete network-monitoring and management solutions. What's more, opportunities to expand even further are everywhere.

That highlights an important strategic concern, Bill says. "Historically, we have sold components to Cisco and others. And we have sold testers to, say, Nokia, Motorola, Ericsson and Lucent. Now if we decide to get into the equipment business ourselves, we are starting to step on the toes of our cus-

tomers. Potentially we could become a competitor of some of our best customers."

HP always has been wary of that conflict. At Agilent, however, "We're rethinking that reticence," Bill notes, "because it may make more sense to get even a small share of a multibillion-dollar component or equipment market than it does to be the dominant player in a multi-hundred-million-dollar tester market."

On the other hand, he says, there's the "Agilent inside" approach. "The vast majority of the profits in the PC business go to Intel and Microsoft, and they don't make a single PC between them," Bill says. "Maybe we can make as much money, or more, simply by providing an important component to the manufacturers. Sell the keyboard to three other people and reap 80 percent market share."

One of the principal forces driving all of this communications ferment is, as Tom notes, the exponential growth of the Internet. And what that has wrought is nothing less than a new paradigm in the communications industry.

Agilent's communications side really wants to enable this next-generation network—a whole new set of technologies based on IP (Internet Protocol), with packet-switched technology replacing traditional circuit-switching. "Basically, a complete overhaul of the telecom network is taking place," says Strategic Marketing Manager Donna Bastien. "Our position is to have strategic ownership across the board."

In response to that imperative, Bill Hahn says, "A lot of the ferment going on here now is classic portfolio management. In order to take a stronger

> "If I had to pick just one thing, I would pick speed. There is absolutely no time in this market to be second, there's no forgiveness, there's no brand loyalty. If you're second, there's no way you win."

position in one area, we have to withdraw from another. We have an external consulting group working right now with our group management teams to point us in the right strategic directions."

The action already has started. Seven acquisitions and two divestitures have taken place, and one new startup division opened. That's 10 transactions in 10 months.

"It comes back to speed," Bill says. "We've never done that many before that quickly. It's clearly a move to get us more focused." It's also a move to close gaps in competencies by acquisition as much as by internal development. And by what Donna calls "interesting business relationships."

Tom agrees. "What is the secret for success as we go forward within our group?" He poses the rhetorical question to his audience. "If I had to pick just one thing I would pick speed. There is absolutely no time in this market to be second, there's no forgiveness, there's no brand loyalty. If you're second, there's no way you win. If you're there first, you win. So I think speed is absolutely the essence."

But what a thrill to be in on the action. "Quite frankly," he concludes, "I can't think of a better place to be right now than within Agilent Technologies at a time when we can truly help accelerate next-generation communications. It's a wonderful outlook." **M**
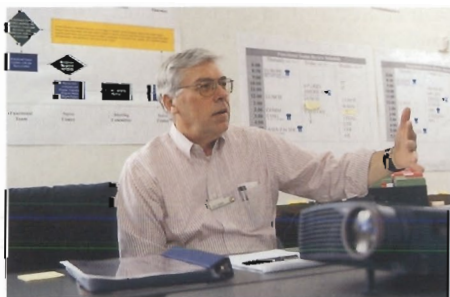
(Sam Lightman is a freelance writer based on Salt Spring Island, British Columbia, Canada.—Editor)

TRANSITION

The many faces of Day One

It took a massive internal effort by HP and Agilent employees to meet the aggressive November 1 milestone.

By Betsey Flood

HP and Agilent probably completed the most complex Day One split in the shortest period of time in the history of corporate America, says Transition Manager Larry Langdon.

November 1, 1999, was a day that was dreaded, anticipated, extolled and probably cursed. "It's just one check-point out of many," HP and Agilent employees nervously reminded them-selves. November 1, also "Day One" for Agilent Technologies, was the critical checkpoint in the transition process that will culminate on Distribution Day, sometime in the spring of 2000, when the two com-panies officially separate.

Day One was the first day Agilent proudly unveiled its new face to the outside world. New voicemail greet-ings calling out Agilent Technologies were put in place. Agilent employees sported new name tags they received at celebrations and their sites dis-played signage with its new name and the "Spark of Insight" logo.

Most companies take an entire year from the initial separation announcement to the first day when the new company operates on its own; Agilent's Day One occurred just eight months after the initial announce-ment day on March 2. According to HP Transition Manager Larry Langdon, the history of corporate America has probably never seen a more complex Day One come together in a shorter time period.

Day One also was the true test of a massive internal effort across all functions and geographies to carve out and build all the interconnecting systems the new company would need to operate efficiently and prof-itably on its own. Day One was the first day Agilent would have the infra-structure up and running to support its operations independently of HP.

Fail-safe processes had to be in place for hundreds of systems, includ-ing operations procurement and

HEART, HP's inter-divisional ordering system that routes orders between field sales offices and manufacturing divi-sions. A clone of HEART would begin operating separately for Agilent shortly after Day One.

Human Resources' (HR) work did not end with the June placement of 15,000 infrastructure employees in either company. Planning to offer the same level of service quality HP employees have come to expect, Agilent HR had nearly 5,000 projects under way in support of Day One. Employee payroll had to be working perfectly, hiring processes had to be in place.

"You can move 10 times faster than you thought possible," says Maureen Simons, Agilent HR Day One readi-ness manager.

As there are still so many interde-pendencies between HP and Agilent, the two companies had to write thou-sands of Service Level Agreements (SLAs) at local levels to make sure that business runs smoothly. SLAs allow Agilent employees to use HP's travel service or local cafeterias, for example. HP would also need some SLAs in place to handle services needed from Agilent, such as the parts procurement system. The SLAs are meant to enable all employees to continue serving customers. It's in the best interest of both companies to make the other successful.

A small team of fewer than 10 peo-ple acted as a catalyst to connect the customer-facing Day One efforts. Not fully formed until July, the Day One Team had only three intense months to rally employee forces to accom-

Day One Transition Manager Pete Dyke (second from left) leads a Day One readiness review with employees at Agilent's Tokaido, Japan, site (photos right and below, page 17).

TAKESHI YUZAWA PHOTOS

The milestones along the way

October	DAY ONE	November	December
• Agilent name created and registered in every country where business is done • Two separate order-fulfillment systems created • Service Level Agreements completed	• Agilent takes first orders • New e-mail addresses	• Year-end earnings reports for Agilent and HP • Agilent products get new logo	• All financial systems sound • Annual reports published

plish three goals. First, identify elements of risk at customer contact points such as call centers, delivery and distribution and collections. Then, put plans in place to minimize the risk. And, most importantly, train thousands of front-line employees to handle what they considered to be the topmost customer scenarios.

The functions set up "escalation paths" to quickly answer Day One questions about special customer issues, including hotlines to call in all regions. "We wanted to make it as simple as possible for the people who are interacting with the customer day-to-day," says Day One Program Manager Pete Dyke. "They shouldn't be worrying about what kind of issue it was, who owns it, who should solve it. They just need one number to call."

Knowing it would be a "bumpy first month" with many challenges, the team chose its battles, focusing on areas of highest impact to HP and Agilent customers. It also focused on processes that could disrupt smooth interaction with those customers. The team worked with all geographies to examine each angle of these processes and identify "failure points," points in the process that have a high risk of not working on Day One and also have a large effect on customers.

Both HP and Agilent employees had to be ready to configure, quote, order, ship and receive payment for orders containing both HP and Agilent products. The two companies had to be prepared to collect on invoices issued against purchase orders from "the other company." Each had to be prepared to handle returns of products—or customer inquiries for products—that were no longer "theirs" after Day One. Web

pages and product catalogs for each company needed to show the correct products. Resellers and distributors needed to know how to work with HP and Agilent. Quotations, packing lists, boxes and, of course, invoices needed to reflect the correct company name. The level of detail—and employee involvement—was enormous, from customer service reps answering customer questions to vice presidents deciding on quickly escalated issues.

Agilent Transition General Manager Shiela Robertson said, "The amount of work we all did was much greater than I ever imagined on March 2, the day of the transition announcement. What Day One shows is HP people's ability to move mountains if you give them an objective."

It's impossible to single out one employee's or even one function's efforts to move mountains towards Day One without mentioning all the others who worked in concert with them to make it a success. Many thousands of faces merge into one face—the face that Agilent's customers will recognize and remember from Day One forward. **M**

(Betsey Flood has been a writer in the HP and Agilent communications departments for the past three years.— Editor)

> *"What Day One shows is HP people's ability to move mountains if you give them an objective."*

"Dreams made real"

How do you design an advertising campaign for a company that's still defining itself? Agilent issued that challenge to one of the world's largest ad agencies and emerged with stellar results.

By Desiree Sylvester

"Genes" is one of Agilent's TV commercials where genes are the secret to creating a world without disease and Agilent provides the technology that helps scientists uncover those secrets.

"We were absolutely astounded to learn all the different ways that what Agilent does every day touches so many people's lives."

Shirley Horn walked into McCann-Erickson's office in New York, and presented one of the world's largest advertising agencies with a challenge: Design what is probably the most extensive global advertising campaign faster than anyone's ever done it.

The McCann team had 20 days to learn about Agilent's businesses and prepare a proposal. Two days after the McCann team pitched the account to Shirley, Agilent's director of Brand Management, it began work on the campaign.

"We (the McCann team) really needed to dig in to each business group to get the 'wow stories' we needed. There was so much to learn, so we called it 'drinking from the fire hose,'" says Kendall Crolius, senior V.P. of Group Management for McCann-Erickson. "We were absolutely astounded to learn all the different ways that what Agilent does every day touches so many people's lives."

There's no doubt that creating a campaign for an $8 billion company—with subsidiaries in more than 40 countries and more than 80 product lines—is difficult. Making sure it creates a lasting and defining impression is just as tough.

"Now that we're Agilent and we don't have the incredible strength and equity of Hewlett-Packard's name behind us, we have to create the kind of brand image that we used to just take for granted at HP—and we only have one chance to do it right," Shirley says.

The next step was to produce seven TV commercials, six general business-press ads and media schedules for the United States and 24 other countries—in four months.

"It was an exciting challenge," Kendall says. "It took literally an army of people to get it all done in the time element. Basically nobody had Memorial Day or Fourth of July holiday weekends. We did it in half the time it usually takes to do a campaign of this size and stature."

McCann-Erickson helped Agilent discover its personality. "Right from the start, the McCann relationship was a marriage made in heaven," Shirley says. "They knew a lot about the personality of the company, which, at that point in time, a lot of us didn't even know ourselves."

Shirley says that the perception of Agilent, internally and externally, was that it was a hodgepodge of businesses that HP was spinning off, with no synergy. "The McCann team found the common element very quickly— we all do basically the same thing no matter what industry we apply ourselves to. We take ideas, we put them into a product generation engine and out come products and services to meet the needs of a particular customer base. That concept is the basis for 'dreams made real.' McCann got that right away and that helped us really solidify what it is we are all about. In one sentence, 'We make the tools for the people who make dreams real.' We don't make the dreams real, necessarily, but our customers are heroes."

This concept gave birth to Agilent's inspirational, but simple, global brand advertising. "We felt the objective of the TV, general business-press advertising is to tell people who we are and what we do without going into a huge amount of depth in technical details," Shirley says. "The main questions are: Who is Agilent? What kind of company is it? And what businesses are we in? Plain and simple. So, the TV

dreams made real.
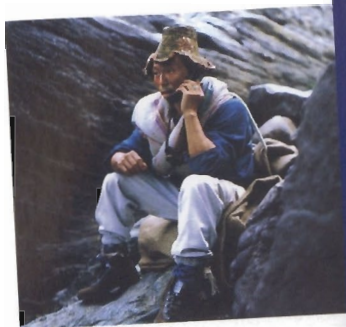
Honey, you're gonna hate me, but I gotta work late. It took one hundred years to connect the first billion people. The second will take only five. The wireless revolution is at hand. And Agilent is testing and creating components for all of it. From handsets to networks, we're helping to bring wireless to the world. And making sure it works. Even if that means overtime.

Agilent Technologies
Innovating the HP Way

Agilent Technologies is a subsidiary of Hewlett-Packard Company. www.agilent-tech.com

Agilent's print campaign illustrates how its technologies touch people in their everyday lives, and make dreams real.

and the business press ads are very simple, and they're aimed at informing somebody who knows nothing about technology."

Once the ads were near completion, Agilent conducted focus groups with customers and general business audiences. "We didn't do it in a vacuum," Shirley says. "We very quickly did focus-group testing in New York, San Francisco, Beijing, Tokyo and Paris. During this customer research, we did a lot of tweaking."

Shirley says that the ads help define Agilent as "a forward-looking, 21st century technology company instead of a 60-year-old measurement company."

Both the print ads (DNA, Green Light, Sherpa, Pipe, Plan and Satellite) and the TV ads (Fountain, Genes, Heart, Raindrops, Next Generation, Down Deep and Go) lend a humanizing element to Agilent's advanced technologies. To view these ads, go to http://agilent.hp.com/company/features/ads.index.htm.

After the McCann team created a demographic profile for Agilent's target audience—high-level executives who watch an average of seven hours of TV a week, read general business press magazines like *Forbes* and engage in leisure activities such as golf and watching football—Agilent bought TV spots that matched this profile. "We kicked off the brand advertising launch (on August 29) with the U.S. Open tennis tournament because our target demographic profile group tends to be avid tennis players and watchers."

The TV ads also debuted on U.S. television shows "*CBS Sunday morning with Charles Osgood*," "*Face the Nation*," "*60 Minutes*" and "*Dateline*." Agilent recently bought prime-time and leisure spots during "*Chicago Hope*" and "*ER*," as well as professional and college football games.

The television ads are dusted with star quality since Academy Award-winning actor Anthony Hopkins did the voiceovers.

"I heard his voiceovers in the movie "*Meet Joe Black*," and it was so mesmerizing and hypnotizing that I thought it would be fantastic for the Agilent campaign," says Dave Moore, group creative art director for McCann-Erickson. "His voice and accent have stature and worldliness. We didn't want it to be just an American campaign, so his voice provided a global aspect."

Print ads appear in a number of national and international publications such as *Fortune, The Asian Wall Street Journal, Financial Times, America Economia* and *Newsweek*.

The McCann team is currently working in more than 40 countries to launch the country-specific campaigns—making sure messages are clear across languages. **M**

(Desiree Sylvester, a Santa Clara [California] University communication major, is MEASURE's 1999 intern.—Editor)

"We had more accuracy and resolution than anyone could use."

A jewel in Agilent's crown

In this computer age of rapid turnover, 29 years of steady sales of a product is remarkable.

By Betty Gerard

If you think "old" technology is measured in months, consider the case of the laser interferometer. First introduced by HP's Santa Clara (California) Division in 1971, sales still are going strong today.

In fact, the product has profoundly affected the computer industry. In essence, the laser interferometer makes IC chips possible. It can measure to about the diameter of a carbon atom—crucial for increasingly complex chips.

HP's laser interferometer fit the emerging chip industry's need to measure the composition of computer-memory chips precisely. It proved equally useful for measuring servotracks.

The tool has three components: A laser head generates a low-power laser beam, a reflector returns the beam to the head and a control box computes and displays readings. This suitcase-sized system can measure distances of several hundred feet.

Recently, pioneers of HP's laser interferometer reunited at the Santa Clara site. Among them were:

• Don Hammond, an HP Labs director in 1971, who put the project in motion.

• Physicist Len Cutler, who invented the revolutionary product.

• Al (Bags) Bagley, then general manager of the Santa Clara Division and an enthusiastic backer.

• Joe Rando, who built the first breadboard DC interferometer.

It was Bags' query that led to the AC laser interferometer. "Why not take two lasers, lock them at different frequencies and heterodyne them in the interferometer?" he asked. Such an operation using two frequencies would resemble what frequency-measuring instruments use.

Len thought two lasers were unnecessary. "I bet we can Zeeman-split one laser to generate the two frequencies."

(The Zeeman effect splits the laser light into two frequencies.)

John Dukes recalled supporting the laser interferometer when management considered it too risky. He produced a working breadboard and resurrected the project, developing three patents. He brought in Gary Gordon, whose contributions in optics, software and digital electronics earned him four patents.

Also reminiscing was development engineer Ken Wayne, a mechanical and optical contributor at the start. HP's solution at first exceeded marketplace needs. The laser interferometer could measure to one-millionth of an inch. "We had more accuracy and resolution than anyone could use," Ken recalls. When an order for two came in, Bags got the buyer to order 25—promising to let him cancel 23—to demonstrate healthy demand for the tool. As the chip industry progressed, so did the demand for better accuracy and resolution.

Manufacturing the interferometer system requires extreme precision. The Santa Clara Division fabricates optical components to a fraction of a wavelength of light. Its failure rate is below 1 percent per year.

"The laser interferometer," says Don Hammond, "is one of the jewels in Agilent's crown." **M**

(Betty Gerard is an HP retiree and freelance writer, based in Palo Alto, California.—Editor)

Gary Gamble (left), process supervisor at the Santa Clara Division, and Jerry Purmal (far right), G.M. of the division's Precision Motion Control section, show off the current lab to retirees Al Bagley and Don Hammond.

LETTER FROM NED BARNHOLT

JIM KARAGEORGE

Agilent management has set some ambitious objectives and is practicing "no-excuses" management, says President and CEO Ned Barnholt.

Agilent Technologies' president and CEO talks about his excitement for the future, feedback from analysts and owning a piece of Agilent's success.

As you read this, Agilent Technologies will have passed several major milestones and is coming up on others. As of November 1, we are doing business under the Agilent Technologies name and continuing the process of establishing our identity. It's an exhilarating time!

As I meet with people outside the company, such as customers and those who follow the technology industry, it is exciting to see their enthusiasm for our new company. Many have no idea that this gem, Agilent Technologies, has been hidden within HP for many years.
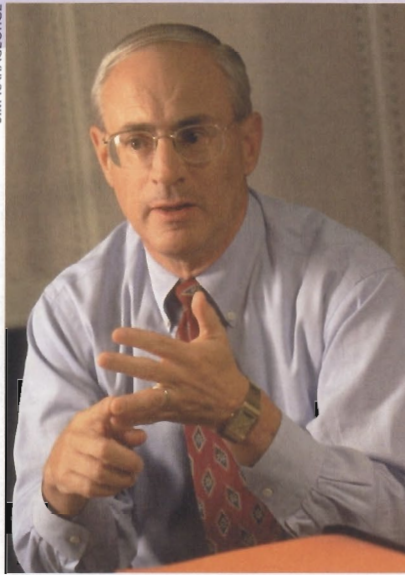
When I describe Agilent—a diversified technology company that provides enabling solutions to high-growth markets in communications, electronics, life sciences and healthcare—they begin to understand my own excitement about our future. They recognize what we know: We have a broad and deep portfolio of technology expertise, which is driven by the R&D in our businesses and in Agilent Laboratories. We also have a close relationship with our customers and insight into the markets that we serve.

People I talk with also are able to see the benefits of our separation from HP. These include greater strategic focus, which is coming with our own board of directors and with the ability to modify our business processes to better fit our businesses and our customers.

While top managers' decisions and accomplishments are an important factor in our success, I expect every individual in Agilent to hold himself or herself account-able for helping to make us successful.

Another is increased speed and responsiveness, which means we can make decisions and deploy resources more quickly.

And finally, greater accountability, including tying our metrics to the market performance of our stock.

In fact, we have made accountability one of our core values because we must be ready to bear the scrutiny of the financial markets as well as our customers. Customers, especially, need to believe in us and be confident in linking their own success to ours.

I am working with our managers to set very ambitious, yet achievable objectives. We increasingly are practicing what I call "no excuses" management.

While top managers' decisions and accomplishments are an important factor in our success, I expect every individual in Agilent to hold himself or herself accountable for helping to make us successful. Make decisive choices. Understand your business objectives well enough to act on them without multiple approvals. Align your actions with our goals. Challenge the status quo and test the past before accepting it as the way of the future.

By taking responsibility for your actions, you also own a piece of Agilent's success.

Ned

LETTER FROM CARLY FIORINA

HP's president and CEO discusses the company's new branding campaign, which features "the garage" and 60 years of HP inventiveness.

STEVE WELSH

As a Hewlett-Packard customer for the past 10 years, I've had a chance to see HP at its best—and worst. So when I say that HP has an enormous opportunity to preserve what's best and reinvent the rest, I'm speaking from experience.

We have the opportunity to revive the rich legacy that Bill Hewlett and Dave Packard established 60 years ago and—at the same time—flourish in the fast-moving Internet world we live in today.

One prominent way you'll see this balance between the old and the new is in an aggressive, global brand campaign that we're kicking off in early December. I gave a sneak preview of the new HP in November at COMDEX —the huge industry trade show—and the response was extremely positive.

What is a brand? A brand is a promise to our customers and a reminder to ourselves of who we are, where we came from and what we can be.

As you know, we unveiled the re-energized HP in our new logo— the letters HP with the word "invent" underneath. Most people know us today simply as HP, just as they see the "swoosh" and immediately think Nike. And the word "invent" captures a lot of what we stand for:

• it embodies the inventive heritage and nature that continues in HP today;

• it reflects not only our technical firsts, but also inventive management and community practices;

• and it symbolizes commitment to our customers and our stakeholders to deliver on the promise of performance through invention.

Keep in mind that invention can take many shapes. You'll see that idea symbolized in an ad rolling out December 1 featuring "the garage"— Bill and Dave's famous first "facility." Invention can be the ways in which we work with customers to create inventive solutions to their problems. HP also has a well-publicized record of launching inventive practices. For example, we were one of the first companies to offer all-employee profit-sharing and flexible work hours. Certainly it pertains to technology and new products—products that make a contribution, as Bill and Dave stated.

Don't forget that at HP, we've reinvented ourselves over and over: We began as a measurement company, then specialized in computing, printing and now the Internet. We're not the stodgy, slow-moving, 60-year-old company that some customers perceive us to be. We need to reveal our true inventive nature to the world—to tell our story and work hard to change that perception. HP can and will become a consistent, compelling voice in the marketplace.

While COMDEX was an ideal place for external exposure with customers and the media, I believe that employees represent the most important audience. You are the people with the HP gene—the DNA to invent. That's why you came to HP. The only way our revitalization of HP can be successful is if you commit your creativity and energy to making it happen.

All employees should get to know the "Rules of the garage"—the ways we'll work together to reinvent our culture. The rules are: Believe you can change the world. Work quickly, keep the tools unlocked, work whenever. Know when to work alone and when to work together. Share—tools, ideas. Trust your colleagues. No politics. No bureaucracy. (These are ridiculous in a garage.) The customer defines a job well done. Radical ideas are not bad ideas. Invent different ways of working. Make a contribution every day. If it doesn't contribute, it doesn't leave the garage. Believe that together we can do anything. Invent.

Together, we can tell the world what a great company we are. We are a company of inventors, and also one that repeatedly reinvents itself to ensure our future. I encourage you to go to the HP.Now Web site to view my COMDEX speech and to see the "reinventing HP" video.

Together we'll reinvent the new HP for the new millennium.

Carly

Getting our "cart online"

Have you ever noticed that taking "Lew Platt" out of "Hewlett-Packard" pretty much leaves us in the "dark"?

Here's hoping that adding "Carleton Carly Fiorina" "fairly" gets our "cart online"!

BILL MEIKLE
Greeley, Colorado

The name game

So what's the new name of *MEASURE* since the HP side of the company doesn't measure anything any more?

Will Agilent pick up the name?

PAUL WARENYCIA
Roseville, California

MEASURE—the name and the print magazine—will continue through May–June 2000, which is roughly the time of the HP/Agilent split. A new print publication for HP employees may emerge then.

The employee communications department at Agilent Technologies is considering launching a print publication, but if there is such a publication, it will have a new name to reflect the company identity.

By the way, HP may not make any measurement equipment, but we "measure" all the time—our programs, progress, financial results, innovation, etc.—Editor

Keep on pushing

I just wanted to let you know that I enjoy reading *MEASURE* and think you do a great job with it. Keep up the good work and keep pushing us forward as a company.

I look forward to articles on and from our new CEO, Carly Fiorina.

HOLLY PONATH
Boise, Idaho

Carly and the Luddites

The September–October *MEASURE* was interesting in that we have our new, forward-looking CEO, Carly Fiorina, along with the Luddites who want to keep *MEASURE* as a hard-copy-only medium.

Folks, wake up and smell the coffee. You do have options with online information:

1) download it to your PC and read it offline;

2) download it to your PC, print it and read it;

3) read it online;

4) download it to your laptop and read it on your next plane trip.

I do most of my reading on planes, so No. 4 is a great option, in addition to saving trees.

If we are having these kinds of discussions about *MEASURE*, I hate to think what goes on in our divisions regarding a new product launch.

DEAN KAGAWA
Tampa, Florida

My link to HP

Thank you for continuing to print *MEASURE*. I am an HP retiree who worked for HP for 25 years. I look forward to receiving the magazine so very much because I am not on the Internet and don't plan to be on it.
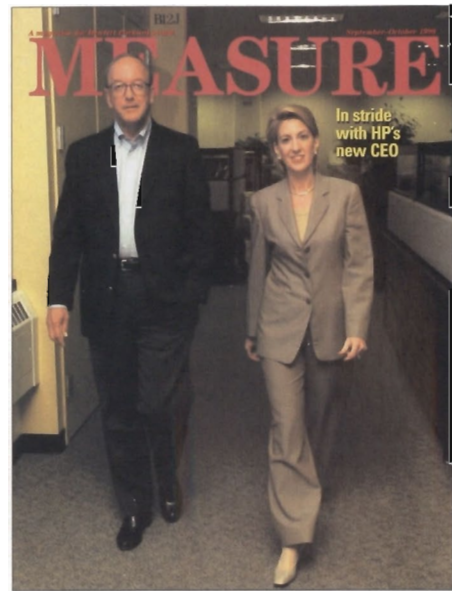
Your issues are so informative and make me feel good to have a link to HP.

CHARLOTTE BRODY
Sun City, Arizona

Light my ire

Your magazine is an excellent read. Both my wife and I enjoy the content, presentation and the utility of the hardcopy format.

But I choked on the headline, "It takes a village to raise a child." (September–October). I would read

no further. I am irritated, angry and offended that you would leverage a phrase that has raised the ire of so many Americans, me included. It does not take a village; it takes two very committed parents to raise a child! The village, the First Lady and her husband can stay out of my personal affairs.

Please, in keeping with the HP Way and respecting the value of inclusivity, including traditional family values, stay clear of politics.

CLIFF GARRISON
Spokane, Washington

While U.S. First Lady Hillary Clinton has helped popularize the phrase, "It takes a village to raise a child," it's actually an old African tribal saying. We certainly didn't think of it in a political context. —Editor

Correction

MEASURE mistakenly misspelled Steve Hoffmann's name in the September–October edition. We regret the error.—Editor

ASK Dr. Cyberspace

Physically moving is one thing, but it's nothing compared to a virtual move.

Everybody does it at least once. Some folks do it all the time. And, as a matter of fact, I'm doing it right now —I'm moving.

That's right, the good doctor has contracted clone-and-go fever. Call me sick, but moving is a healthy practice to engage in once in a while. It's a prime time to rid yourself of extra bits and bytes. Take my advice, keep the best and drag the rest to that bottomless recycling can on your desktop.

My move pales in comparison to an even bigger move that is happening right under our noses—a virtual move of sorts. It's IT's move, the transition from one IT system to two fully func-

tional world-class systems. But, like most big moves, it will be gradual and will hit different places at different paces.

Get ready for a change of scene. Here's a shot of what's coming:

"Hello?"

PhoneWin will include both HP and Agilent employees until May 2000. After that, separate versions will be available.

Complete separation of the Telnet system and voicemail systems is slated for November 2000.

Take note, voicemail transcription services will not be available in Agilent.

"We've moved."

If you're an Agilent employee, be sure to drop your friends and colleagues a line to let them know you have a new e-mail address. Start looking out for **your_name @agilent.com**.

HP currently supports three e-mail servers. Agilent will operate with a single e-mail platform —Microsoft Exchange. Now, how's that for unloading?

"New to the neighborhood?"

Should you call an exterminator? No. AIM, that trusty fumigator (among other things) will continue popping by to detect and destroy viruses for both companies.

"Do I have to surrender my license?"

Applying for a new driver's license can make anyone's wheels spin. Stop worrying—any software downloaded from AIM won't require you to surrender your old license to apply for a new one.

"Can I get fire insurance?"

Chill out. Firewalls aren't going up until summer of 2000. Until then, all employees can access the same Web sites within the company firewall.

"Where can I find a good doctor?"

The same place you always have. Help desk services won't split until May 2000. **M**

A moving experience
• For answers to more of your IT-related questions check out the Transition homepage on HP.Now at **http://hpnow.hp.com**.
• Check up on the IT transition at IT Connection at **http://it.hp.com**.

JEFF SCHEID

Some days it may seem like everything around this place is changing. But here's encouraging proof that the spirit of the HP Way is alive and kicking.

The waiting game

By Jean Burke Hoppe

Barbara McGhee spent most of the last weeks of October in bed, fighting lung infections, struggling to breathe, each day a pharmaceutical and medical battle in a war against cystic fibrosis (CF). At 32, she's just past the median survival age for people with this genetic disorder that can destroy the lungs and impair the pancreas, intestines and liver.

Barbi has been on the waiting list for a double-lung transplant at the University of Southern California (USC) Medical Center for two-and-a-half years. She's been at the top of that list since spring, waiting for The Call from the Med Center, saying they've got lungs from a donor who matches her blood type and petite size.

When The Call comes, Barbi and her husband, Doug, senior member, technical staff (SMTS) with HP's Inkjet Business Unit (IJBU) in Corvallis, Oregon, will be ready. They'll have three to four hours to get from their home in Las Vegas, Nevada, to the Med Center in Los

A local air ambulance is on call, ready to fly them there any time of the day or night.

Reporting to a group in Corvallis, Oregon, but living in Las Vegas, Nevada, allows Doug McGhee to work for HP and care for his wife, Barbi, who suffers from cystic fibrosis.

Angeles. A local air ambulance is on call, ready to fly them there any time of the day or night. Their bags are packed and include Barbi's lucky T-shirt and teddy bear.

The careful reader might wonder now about Doug's hellish work commute from Las Vegas to Corvallis. And that's where the HP Way comes in. Because of Barbi's serious medical needs, Doug has been working offsite in an office in his Las Vegas home since January 1, 1998. From there, he's worked as both an R&D project manager and an SMTS, leading a Corvallis team of engineers. He travels to Corvallis once a month for three days to get in that all-important "face-to-face" time.

Before Doug joined IJBU, he worked for five years as an engineer with the Disc Memory Division in Boise, Idaho. Halfway through that period, Barbi, struggling with the climate and Boise's

mountainous altitude, moved to Las Vegas, which offered dry desert air, the support of her parents and a good medical team.

The move also brought her closer to the USC Med Center. For a year-and-a-half, Doug flew from Boise to Las Vegas every weekend. When he moved to a new job in Boise, his manager agreed to let him work from Las Vegas Mondays and Fridays, returning to the Boise office Tuesday

And he's rigged up a set of three lights she can activate from her room: one requesting food, one requesting medicine and one that means, "I need a hug when you have time."

through Thursday. He kept that up until DMD closed in June of 1996.

Shortly after accepting the Corvallis job, Doug got a new manager. George Rieck, who has since left the company, was fresh from the field and telecommuting was second nature to him. He told Doug, "Why don't you just work full time from Las Vegas? Submit a proposal and we'll figure out how to make it work." Doug's new manager, George Greenfield, supports Doug's offsite work arrangement, too.

"HP and my managers have been very helpful in dealing with this challenge," Doug says. "They've given me the opportunity to make things work for HP and for me. It's a great work-life balance story. I know this isn't an inalienable right and I feel extremely obligated to hold up my end to make it work. HP hasn't lowered its expectations for my performance in any way and they've made sure I have what I need to be successful in this situation.

"I probably work even harder in this situation than I normally would, but it's so very much worth it. Every day with Barbi is a gift. I'm grateful I didn't have to choose between my career with HP and being able to help and support her."

The engineer in Doug has risen to the occasion, professionally and personally. His home office is equipped for speed and efficiency, including a videoconference link so "Video Doug" can attend staff meetings in Corvallis.

His office is set up apart from the rest of the household, but he's there if Barbi needs him. She can summon

him with a remote-control chime if she really needs help. And he's rigged up a set of three lights she can activate from her room: one requesting food, one requesting medicine and one that means, "I need a hug when you have time."

Meanwhile, the difficult wait for The Call goes on and there's plenty to fill the days. That's part of living with cystic fibrosis—which causes unusually thick secretions that are resistant to removal—in all of the affected organs.

A typical day for Barbi starts around 7 a.m. with a breathing treatment. More often than not now, she's on three or four intravenous antibiotics, which she takes through a permanent chest port two or three times a day. She inhales another antibiotic as well as Albuterol, a bronchodilator.

A new medicine called Dnase helps thin the mucus, and Doug also helps her with chest percussions once or twice a day, gently pounding on her chest or back to try to clear mucus from the airways. Pancreatic enzyme supplements, taken with meals, help digest her food. She adds an all-night saline drip to the regimen, along with other breathing treatments as needed.

Being so close to receiving her transplant has given Barbi new hope. "I've been waiting my whole life for

Ways you can help

• Lung transplants can cost anywhere between U.S. $300,000 and $1 million. There will be many costs to the McGhees beyond the $156,000 their insurance will cover. Barbi designed the National Cystic Fibrosis Awareness Campaign pin for 1999 to help raise funds for the surgery, hospitalization and related expenses. Barbi's "Cure CF" pins are $6 on the http://www.curecf.com Web site.

• In the United States alone, 55,000 people are on the national list waiting for a donated organ. About 55 people per day receive an organ transplant; another 10 die each day before a match can be found.

You can help by carrying a signed donor card or a driver's license that states you are an organ and tissue donor and, most importantly, by discussing your decision with family members and loved ones so they know your wishes. Surviving family members will be asked for their final consent; generally, they say no in their time of grief. There is no age limit on who can donate.

JEFF SCHEID

this," she says, "and it's terrifying and exciting."

The success rate for double-lung transplants at USC is the same as for other surgeries. The danger is post-operative, especially the possibility of Barbi's body rejecting the new lungs. The average hospital stay for the operation is about a month and Barbi will stay an additional two months for rehabilitation and testing.

The five-year survival rate for double-lung transplants is about 50 percent. Barbi says that the transplant won't cure her CF. "I'll still have it. But my lungs will be CF-free. I almost can't imagine what that will feel like."

If Barbi has a crisis before lungs are donated for her, she has people lined up who are willing to donate

Learn more

Check out these Web sites for more information on cystic fibrosis and organ donation:

- http://www.curecf.com
- http://www.cystic-l.org
- http://www.organdonor.gov
- http://www.2ndwind.org
- http://www3.nbnet.nb.ca/normap/CF101/home.htm

sections of their lungs to her in a fairly new procedure known as a living-donor transplant. Two people would donate sections of their lungs, giving her about 80 percent lung function. The living donors would end up with 85–90 percent lung function.

She's hoping it won't get to that.

"Mostly I try not to think about it all too much or I make myself crazy. When I can, I spend time on an online support group, work on my Web page and think about ways to raise money for the transplant.

"Usually I'm fine, but when I can't breathe and start to feel desperate, I find myself thinking, 'Ten people died today who matched my blood type. If only they had been organ donors.'" **M**

(Jean Burke Hoppe is a freelance writer based in Lincoln, Nebraska. —Editor)

# HP and Agilent dazzle and delight at Telecom99

HP and Agilent executives met with CEOs, CIOs and other executives from the world's top telecommunications companies during the six-day event. Altogether, a staggering 900 customer meetings took place.

HP CEO Carly Fiorina (left) and Agilent Technologies CEO Ned Barnholt officially open the companies' joint pavilion at Telecom99 in Geneva, Switzerland.

Visitors to the booth could view the latest HP PC peripherals and "hot" appliances, displayed under a pyramid-shaped Plexiglass "jewel."
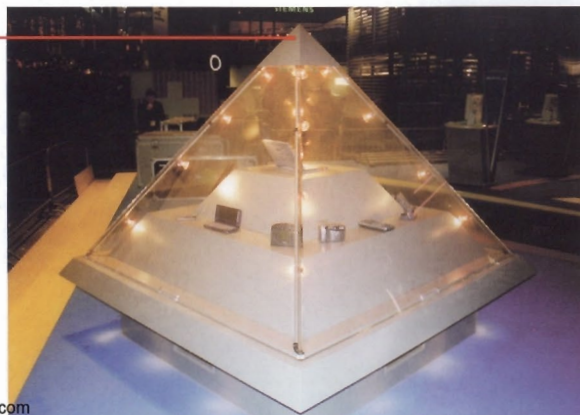
The e-services video wall highlighted HP's e-services strategy—especially mobile e-services appliances—for the telecom industry.

The three-story pavilion included upper floors where top-level discussions took place. The "pyra-cone" inside the inverted pyramid housed a 55-seat theater where 1,200 customers saw HP and Agilent seminars and presentations.
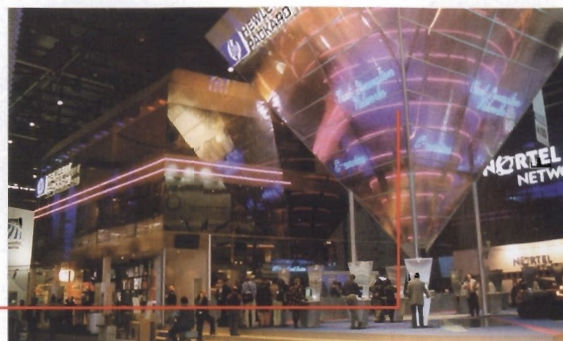

An estimated 125,000 attendees—three-fourths of all Telecom99 attendees—came by the HP/Agilent booth and received product descriptions on easy-to-use Web-based "infopods."

HP gave away 20,000 apples that were custom grown with white HP logos. The popular giveaways left "a smile in the mind" of customers.

Attendees were drawn to HP and Agilent by a unique video walkway that led into the booth. A series of four mini video stories high-lighted the key messages for Telecom99.

The HP/Agilent stand was posi-tioned at the crossroads of the exhibition, near major customer booths such as Nortel, Lucent and Ericsson.
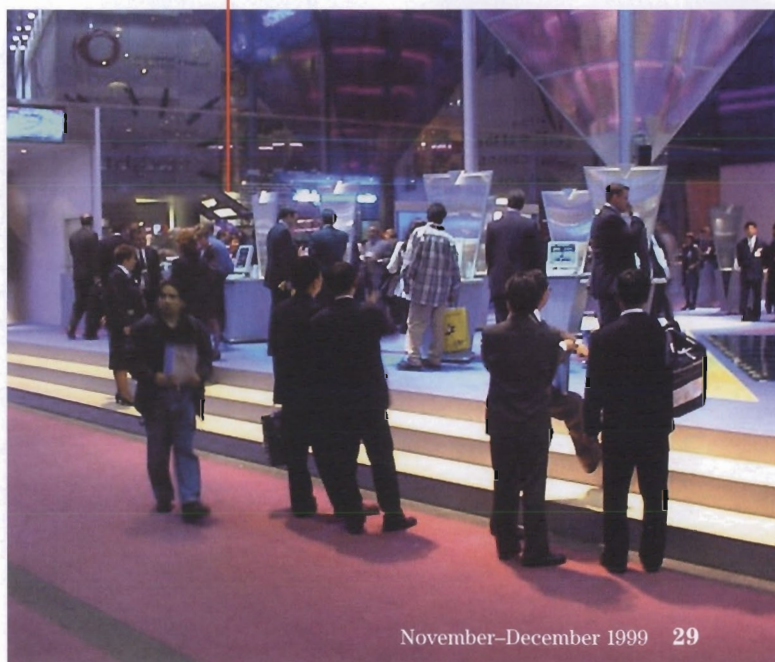
News from around the HP world

By Desiree Sylvester

Straight from the customer

President and CEO Carly Fiorina has declared that HP will focus on the "total customer experience." So it's important to hear the good and the bad—directly from customers.

Alex Sozonoff, HP vice president for Customer Advocacy, will share customer feedback for this regular *MEASURE* feature in future issues.

My HP 5100C scanner began to malfunction after 15 months (three months beyond the warranty expiration). I followed the technical advice to no avail. Twice I sent e-mails to the Community Support Forum to address the problems. These messages were neither posted nor did they elicit any response. To top it off, customer service informed me that these particular scanners were no longer being serviced; however, I was eligible for a discount on an upgraded scanner! Finally, I made one last attempt and recounted these events in a letter to several HP executives.

In retrospect, the letters were mostly a form of therapy. I had little hope of getting anyone at HP to respond. I simply resolved not to do any further business with HP.

To my shock and delight, I received an e-mail from Philip Cummings of the Executive Customer Support Group. Within a week, I received a new scanner to replace the older one.

Though dismayed by the earlier treatment, the rebound by those at HP earned back my confidence. The experience has renewed my faith in HP and I look forward to continued satisfaction with your products.

I am once again a satisfied HP customer and will speak highly of your products and of your desire to meet the needs of your customers.

Tracy Taylor
Townsend, Massachusetts

HP partners with the community

HP's tradition of giving back to the community just got richer. The U.S. Contributions Board awarded U.S. $500,000 in cash and equipment to 15 nonprofit organizations, including the Denver Center for the Performing Arts and the Association of Science Materials Center.

One recipient, the National Center for Missing and Exploited Children, was awarded an equipment grant to further its efforts to locate and recover missing children. The organiza- tion has a 94-percent recovery rate.
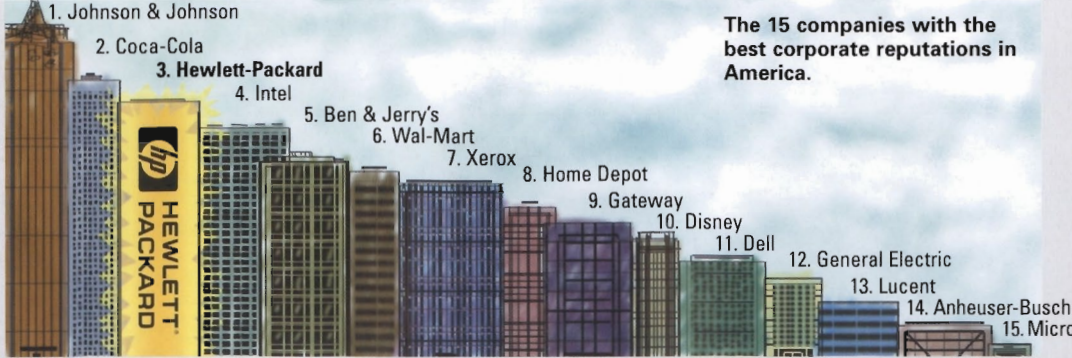
HP, a philanthropic leader among global corporations, strives to build bridges between the humanities and technology through its substantial donations to the community.

To learn more about HP's philanthropy program, including current grants, visit Corporate Philanthropy's site at **http://www.hp.com/go/grants**.

Domain

Agilent Technologies has acquired the rights to the **Agilent.com** domain name, formerly owned by Agile Enterprise.

People

Randall Tobias, chairman emeritus of Eli Lilly and Company, has joined the Agilent Technologies board of directors.

Steve Rusckowski is now G.M. of the Healthcare Solutions Group.

The Optoelectronics Division has named **Mike Holt** as its new G.M.

Two promotions within Computer Products: **Jacques Clay** to senior V.P.; **Gilles Bouchard** to V.P.

Stan Podaras plans to retire from HP in early January after 29 years with the company. He was instrumental in growing PC and printer sales in the United States.

Will Arduino is HP's new Colorado State Public Affairs manager. **John Riggen** continues in a similar role for Agilent.

Harry Sterling, G.M. of the Commercial Systems Division, will retire in November after 24 years with HP.

The Changengine Software Operation has tapped **Daniel Fustier** as its G.M.

Soh-Keng Tan has been named to manage both IT Asia Pacific and IT Europe for HP.

Larry Cattran, a top Chemical Analysis Group (CAG) manager, retired November 1, after 26 years with CAG.

Prizes

Gary Gordon of HP Labs has received the first **Joel S. Birnbaum Prize** for innovation. Gordon created three cursor-control devices that make it easier to interact with computers.

HP has received an **Emmy Award** for "outstanding achievement in technological advancement." The company was recognized for its MPEGscope test product family.

Acquisition

Agilent Technologies has acquired **Qosnetics**, a start-up company that provides test tools for Internet networks.

For more information, search Newsgrams at **http://hpnow.hp.com/news/newsgram/nghome.htm**.

National Center For Missing And Exploited Children

1-800-THE-LOST

1. Johnson & Johnson
2. Coca-Cola
3. **Hewlett-Packard**
4. Intel
5. Ben & Jerry's
6. Wal-Mart
7. Xerox
8. Home Depot
9. Gateway
10. Disney
11. Dell
12. General Electric
13. Lucent
14. Anheuser-Busch
15. Microsoft

The 15 companies with the best corporate reputations in America.

HP's golden reputation

Hewlett-Packard ranked No. 3 on the Reputation Quotient (RQ) Gold, a list of 30 companies with the best corporate reputations. RQ scores were calculated for each company based on six main categories: social responsibility, products and services, financial performance, vision and leadership, workplace environment and corporate appeal. For additional information about this study, go to the Web site http://www.reputationquotient.com.

Spectacular presence at Telecom99

GENEVA, Switzerland—Crowds of visitors flocked to the impressive-looking Hewlett-Packard and Agilent Technologies stand at Telecom99 in October (once every four years), the world's most important telecommunications show, to see demos of both companies' communications technologies, applications, platforms and tools.

The dazzling HP pavilion, titled "The Ideas Accelerator," showcased solutions that can help telcos, ISPs and large and small enterprises accelerate their growth and profitability. We were visited by more than 125,000 people, obtained 6,000 hot leads, and more than 1,200 customers attended HP seminars throughout the week.

A Swiss newspaper named the HP pavilion "the most innovative stand" at the show.

More than 150 journalists jammed an HP press conference featuring three past and present CEOs:

Shown actual size is a giveaway from Telecom99 that doubles as a business card and CD-ROM. It holds up to 30 Mbytes of information. This one had movie files that included highlights from HP/Agilent.

Lew Platt, Ned Barnholt and Carly Fiorina. Lew gave a few parting words about his Telecom experience; Ned spoke of Agilent's communications vision; and Carly launched the new mobile e-services.

During Telecom99, HP unveiled a series of initiatives aimed at the creation of mobile e-services for wireless service providers and extended enterprise environments. The initiatives include an integrated hardware/software platform solution for delivering wireless Internet services; and Mobile E-services-on-Tap—advanced wireless capabilities delivered to HP's service provider customers on a pay-per-use basis.

HP President and CEO Carly Fiorina delivered an energetic keynote speech where she discussed HP's credentials for leading the global push into Chapter Two of the Internet, especially the company's "spirit of innovation." She also spoke about HP's e-Speak universal communication language, calling it "the Rosetta stone of the brave world."

To find out more about the HP/Agilent presence at Telecom99, check out http://www.hp.com/telecom99/index.html.

DO NOT
PLUCK FLOWERS

SIKKIM TOURISM

A silent invitation

SIKKIM, India—When Shikharesh Das reached Tsangu Lake on a cold January morning, he came across this lone signboard and noticed something was missing—the flowers.

"The pristine white scenery greeted me," says Shikharesh, sales development manager for the Patient Monitoring Division in Singapore. "But smack in the middle of the snow and frozen lake was this odd sign warning 'Do Not Pluck Flowers.' At the same time,

it was passing a subtle invitation to me to return for them in the spring."

With camera in hand, he pounced at the chance to snap a shot of this ironic sign. Shikharesh used a polarizing filter and aimed against the light to capture the way the sign was illuminated by the sun's reflection off the snow.

Sikkim, a snowy province located high in the Himalayas, is famous for its abundance of exotic flora and fauna. This mountainous land is silhouetted by Kangchendzonga, the third

highest peak in the world at 8,586 meters above sea level (28,169 feet). Every spring, hundreds travel to Sikkim's tranquil countryside to view the striking wildflowers and orchids against the backdrop of the Himalayas.

Located just 3,780 meters (12,400 feet) from the Indian border, Tsangu Lake—a natural lake of Sikkim—remains frozen during the winter and most of the spring. But its alpine surroundings are home to various species of rhodo-
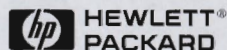
dendron, which bloom once the snow starts melting under the warm spring sun.

Shikharesh says Sikkim has been a favorite holiday destination of his family for years but this was their first winter visit.

"I decided to go in the winter, when the snow is thick and the temperature drops into the region of zero degrees," he says.

"Many people go there in the spring to look at the flowers, but in the winter this sign had a totally different meaning." **M**

For U.S. address changes, use Change of Address form in Personnel on the Web at **http://persweb.corp.hp.com**.

www.HPARCHIVE.com