

hp

HEWLETT
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From: John Minck

Date: Oct 12, 1990

To: Ned

Re: Congratulations

What great news to hear of your recent promotion! You certainly deserve it and it is good to see talent recognized.

Ned, although we haven't worked together for years, I guess you know my reputation for speaking out whenever I think it is important. It gets me into hot water occasionally, as last year, when a note I sent to Packard commenting on his 1989 talk to the general managers got sent on to John Young (and the whole executive committee, in fact).

Anyway, it's a form of the open door, and I hope you won't mind some observations from the trenches?

I have a message for an orientation talk I give to new employees at SPD who go to work in many functional areas, from finance to shipping:

Help Marketing Get Orders
Or Get the Hell out of our Way

Which speaks to bureaucratic thinking of some division functions, who figure they have a God-Given right to exist, and grow. It also speaks to the auditing mentality which assumes that HP people are trying to do in the company, and in trying to stop a few bad guys, instead throws impediments in front of the good people trying to get on with the job.

Or perhaps, it could be paraphrased for corporate:

Help Divisions Get Orders
Or Get out of our Way

Help Divisions Make Profits
Or be Prepared for Dissolution

In any organization of 17 or more divisions, and so many businesses, it is clearly a fact of life that relationships are complex. Bringing the field force back to T&M helps some. And the timing of your promotion would be a great time to peel off some superstructure in group management. From my perspective, there is a lot of duality around, and those expensive jobs would seem to be a luxury we may not be able to afford.

I certainly am not in any position to know what goes on at your level. And I'd be the first to admit that Bill T has kept his Sector staff super-lean compared to some HP Computer armies. I guess we're working on those from what I read. Anyway, that's not my business.

What is my business is the job of communicating with customers. It's a fact that the cost of doing that job has gone up over the last few years. Fulfilling bingo requests used to be \$1.35 each at Dave Asplund's Literature

Center, and even that was included in our division tax to corporate. Now it is \$5.50 from CIC and we pay it separately.

Advertising and direct mail is considerably more expensive, and in my opinion, we still don't get a whole lot of presence for our money. I guess I have been unhappy ever since Carol Schiefele came on to do the media on a central basis. Starting with the "William Tell" ad and moving through the "etchings" format, and to the present short copy ads, I feel we don't impart much product or applications benefits. Gil, on the other hand likes them just fine. The plain fact is that an ad series Abramson used to run in 2-color might be \$30K and now the going-in cost is \$80-100K.

As I said, we can live with differences of opinion on effectiveness on things like that. The present process Kathy has going of co-managing media and direct mail in conjunction with Sector is working just fine. Kathy is doing a super job and is a real asset. (And further, having come from a division Marcom job, she really understands how things are down below). Max is a workaholic. That whole gang does a fine job. And we're delighted that T&M is bringing back several of the newsletters like T&M NEWS and INSTRUMENT NEWS to the Sector fold. Gallagher has homogenized I/N so bad, I doubt that the field reads it much.

Anyway, Ned, I hope you will take a fairly aggressive role in outside T&M interests. For example, in my work with the National Conference of Standards Labs, I end up serving as an informal contact point with HP. I had encouraged Bill Terry into giving some Congressional testimony this spring, in support of the NIST annual budget hearings, and he agreed. Over the past years, John Fluke Jr has testified several times and has been very active and visible, as well as Wavetek and Datron and Guildline folks, and HP is never to be found. I still edit the NCSL Newsletter (copy enclosed). Incidentally, this spring, Congress didn't give NCSL a chance to get our people together for the NIST.

The old NBS is now NIST, and we finally have a new director whose name is John Lyons. John is a good guy, and much more supportive of measurement services than Ernie Ambler who retired. The metrology community still has lots of interaction with NIST, and most recently, I found out that Roger Costa has just hired Dave Abell to a new post of HP Metrology Manager. Dave previously ran all the HP service centers so he has a good grasp of the group of customer metrologists. I infer that he will be taking a much more active outside role in getting HP more active with this metrology community.

For example, NCSL has an ad-hoc committee working on a TQM project to work with DOD to reduce multiple military service audits. Interestingly the DOD is quite interested in reducing costs and is looking for ways. One way may be to set up a Lab Accreditation Program under NIST which the DOD might buy into, and that would substitute for MIL-C-45662A. The powerful impact of this is that the accreditation may be set up in conformity with ISO 9000 which is what is going to be needed for importing products into the EC after 1992. And since HP is also working to buy into ISO 9000, that is a very interesting development.

And we're always looking for keynote and other theme speakers for these industry groups. I hope you will encourage your management to take the outside path. It's still something HP does poorly, and report cards are spotty on our contributions to industry. We have notable successes like HP-IB and VXI and other open standards. And John Young gets lots of press. But our presence in other areas is not very impressive.

But that's already more than you wanted to know. Like I say to others, my advice is worth about what you pay for it, which is nothing. But you may just use it as background, and burn after reading.

One final observation though, which I do firmly believe in. I'm including a note I sent to Bill, soon after the Business Week article on women in management rated HP as a "late bloomer". I obviously believe that T&M's results in that area are awful. Also just an opinion. But you're the person who can do something about it. I hope that you will.

Again, congrats, and in this tough year ahead, the best of everything to you.

Thanks for the nice note you sent me several weeks ago. I'm sorry to take so long to respond, but I've been pretty swamped trying to do two jobs. I definitely appreciate hearing your ideas and inputs and look forward to hearing from you at any time.

You raise a number of interesting issues and I can assure you that I'm not anxious to create any unnecessary group or sector overhead. I believe our group staffs have been pretty lean and I hope we can keep them that way. I'll have to admit, that I don't understand all of the activities in Sector Marketing, but I can assure you that I will be learning more about this as I start spending more time in my new job. Issues like the cost of inquiry fulfillment, the cost effectiveness of our advertising and direct mail programs, and the whole concept of "image advertising" need to be addressed.

I appreciate your input about the need for a more visible role for HP T&M management in outside activities. This past year, I had the opportunity to speak at the IMTC Conference in Huntsville and would be glad to speak on other occasions if the opportunity warrants it. Please keep me informed if you hear of anything worthwhile. In the meantime, for the first year or so, I imagine I'll have to balance this with my internal plans of getting around and meeting a lot of people in the T&M field and factories in order to solidify some of our plans for the future.

Thanks for sending me the NCSL newsletter. I'm glad to hear you're still involved with this organization and hope that HP is still well regarded by this important set of customers. I'm also pleased that Dave Abel has taken on the new post of HP Metrology Manager and hope that he can raise the visibility for metrology inside the company and be an important link with the outside world.

Finally, I agree with the note that you sent to Bill Terry regarding our T&M results in affirmative action. I'm hopeful that we can identify potential managers earlier and provide these key individuals with some additional training and mentoring. As usual, some managers are more proactive in this area than others and I'm hopeful that we will raise it up again to a higher level of visibility.

John, thanks again for your note. I look forward to hearing from you again.

Best regards,

Ned