

Measure

For the men and women of Hewlett-Packard/AUGUST 1969



Headquarters under glass



To record Impressions of corporate headquarters, MEASURE invited Bob Reade of Neely's North Hollywood office to bring his cameras. Bob joined Neely some 15 years ago but this was his first visit to Palo Alto in ten years. He developed his way with a camera while performing his part-time duties as editor of the Neely Sales Region publication, LA PRENSA (so named because of Neely's affinity for things Spanish). Here he meets another talented person, Pat Ladouceur, headquarters lobby receptionist whose memory for names and faces is fabled. Bob's impression: a very friendly and informal reception.

□ What does corporate headquarters mean to you? A voice on the other end of the line? A signature on a memorandum? A remote command post? The place where visitors come from?

With more and more plants and offices being established away from the corporate hub in Palo Alto, it's obvious that fewer and fewer company people will have the opportunity of touring HP headquarters and of discovering it for themselves.

With that in mind, MEASURE invited a talented representative of the company — Bob Reade of the Neely Sales Region — to visit "corporate" as it is frequently called, and record his impressions with a fresh eye — and a sharp Nikon.

Bob's observations confirmed what many other visitors have said before: that HP headquarters is very unlike the general concept of a corporate organization. It has an openness and informality unknown to most industries.

Reade also came across a number of the special customs that have grown up over 30 years of corporate history. Most of these, he felt, are the outgrowth of very useful practices that have to do generally with maintaining good relations and communications between people and departments. Yes, the natives are friendly.

The openness, Reade found, is a physical thing: From any one point in the headquarters floor at Palo Alto, you can see almost all of it with one sweeping glance — 75 percent of its people and all but a few departments. To capture this scene, Reade set up his camera in the middle of the room — referred to locally as "three upper" — and rotated it on a special turret that allowed him to photograph almost exactly 360 degrees in the six frames shown on the cover. Then he went exploring . . .



Just off the lobby Reade discovered two activities that attract people — the corporate art gallery and the employment office. The art show usually is made of paintings loaned by artists who have some family or other connection with the company. Down the hall and to the left is HP Labs; to the right is a courtyard where noontime games are played and lunches eaten.

A candid cameraman discovers that HP corporate headquarters is much different than expected — “three dimensional, a lively and interesting place . . .”



It's a very typical scene to see an exec come out of his office and work informally with his secretary, rather than summon her with a buzzer as is customary in so many organizations. Such rigid protocol reduces communication, and vice president Ray Wilbur obviously favors good communications with secretary Jeanne Ottzman.



The sports shirts these fellows are wearing are bright and new, but they represent an old HP tradition. Once upon a time, it seems salesmen could not visit the company on Fridays, so everyone sported sports clothes on that day. Including Dave Packard and Bill Hewlett. Carrying on that tradition are HP buyers Ebo Cavallini (left) and Shell Trask.

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Some people have irreverently named this gathering the "corporate coffee communion." This isn't a bad way of describing it, because it is the very essence of informal communications between company executives. Division chiefs drop by as well as key out-of-town visitors. Undoubtedly Bill Hewlett would have been in this picture too, but was away on business. All in all, a great amount of useful information, as well as humor, is exchanged here and in other coffee gatherings twice daily.

headquarters

"There are personal touches everywhere. Yet, there's almost no evidence of the usual corporate status symbols. There seems to be a very practical attitude . . ."



Flying to a sales seminar in Stockholm? A convention in New York? A visit to Waltham? A stop in New York? Here's where it starts, at the travel desk with Anne Lyons (foreground) and Loretta Lipko. Behind them is teletype connecting them with every major airline and hotel chain in the world.



Mail is a major activity at corporate headquarters, and it's delivered to people in supermarket style by pretty girls, such as Yvonne Gau, wheeling supermarket carts through the aisles.



This glimpse shows customers receiving special instruction about HP products in one of the classrooms operated by Corporate Training. Such visiting customers are familiar figures around headquarters.



What looks like a countdown scene at Cape Kennedy is actually a view of everyday business activity in the materials control section of three upper. Here, divisions phone seeking inventory information, and important buying decisions are made based on inventory data maintained in the Kardex files. On view from left are Dick Payne, Charlie Wieck, Don Tapley, Hal Bainger, Clark Smith, Bob Turley, and Gene Herman.



This is the nearest thing you can get to a "behind-the-scenes" view in corporate headquarters. Occupying the desk in foreground is Madie Schneider, Bill Hewlett's secretary. To the right are the president's offices, to the left are several vice presidential offices, including those of executive vice presidents Noel Eldred and Ralph Lee, seen discussing business just outside the boardroom door.



There are personal touches of humor everywhere, Bob Reade found. Such as the high-flying skull-and-crossbones flag used to warn off would-be borrowers of a calculator, the cartoons and office graffiti, and the big John Wayne wall poster that the corporate accounting manager, Wayne Briggson, says reflects the spirit with which he likes to approach certain problems.

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**"Everywhere
there is communication,
and hardly any walls
or doors to block it ...**



Above all, the Neely editor observed, headquarters is a center of communications; almost every corporate function seems to relate directly to gathering, preparing, or distributing information. At the daily heart of it is a very complex telephone system. But there is also television production, teletype, product catalog preparation, corporate advertising and product publicity, public relations, mail, bulletins, conferences, seminars, lectures, films, and a thousand-and-one informal conversations.



It didn't take Bob Reade long to discover the wonderful world of Whitey Pollock, graphic artist in the public relations department. Whitey moonlights his sketching talent during coffee breaks. Invariably his subjects are girls, and invariably they are attractive. Coming from a sales organization where outgoing personalities are the norm, Reade was impressed with the liveliness and pleasantness of corporate people, due he believed to the fact that HP is one big sales-minded organization.

This seems to reflect the philosophy of the organization."

headquarters

Seeing corporate people on their own home ground, instead of as visitors rushing through a tour of a regional sales office, gave Neely's Bob Reade quite a different perspective of headquarters. No longer was it two dimensional. It is made up of people, a very diversified body of people. Including girls: Rosemary Barry and Barbara O'Keefe of Professional Employment, at left below; Louise Flanagan of Personnel, below; Donna Martinich of Accounts Payable, at right; and Sharon Lindberg, a Personnel summer hire, at lower right.





Warming up for Wescon/69

□ On the industrial show circuit — which in itself represents a rather big industry — the Western Electronic Show and Convention is looked on as the complete pro. And it is surely that, having a highly regarded ten-man staff working year 'round to create the 'instant city' that will be populated by 45,000 visitors to San Francisco's Cow Palace later this month (and Los Angeles next year).

But Wescon is also a triumph of the show-biz amateur — the more than 400 people of the electronics industry in the West who volunteer for committee work plus the hundreds of engineers, scientists and other associates who put together the product exhibits and technical presentations. Actually, of course, there's nothing at all amateur about it; in most cases the volunteers — including scores of Hewlett-Packard people — contribute on the basis of their professional expertise.

Why does HP make such an effort? "We were one of the founders," said Jack Beckett, government relations manager and chairman of the 1969 Wescon board. "We feel a responsibility for keeping the show at a high level. We recognize that many of our own people look forward to the show. It's a chance for them to get out and see the whole world of electronics all in one place, the same as at IEEE in New York.

"No doubt these shows represent a considerable investment in time and money, and there is no sure way of measuring their effectiveness versus other ways we might invest our efforts. Wescon is a tradition. It's a big showplace that helps us focus on what we are doing. There's no ready substitute for that."

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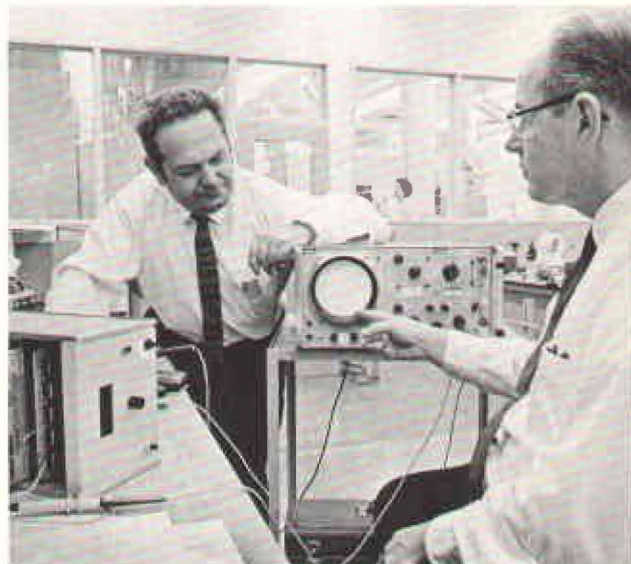
Off to another of the many board meetings that mark the progress toward Wescon/69 goes Jack Beckett, HP's government relations manager and chairman of the Wescon board. As the mid-August show period approached, Jack's job of the moment was lining up a keynote speaker for the big luncheon.





Above all, Wescon is an arena of new electronic products. Just about every HP division will be represented at the Cow Palace with new instrumentation. Years of developmental work and months of special effort to meet the show deadline are involved. Such is definitely the case of Santa Clara Division's new 5480A signal averager which promises exciting new concepts, as in spectroscopy and bio-medical applications. The new instrument greatly enhances the resonance resolution of various other HP instruments. Reviewing format of 5480A exhibit are, from left, division engineering manager Dick Anderson, Skip Ross, Jim Daub, and Chuck Taubman.

Wescon /  69



A major part of Wescon is the technical side — the scientific papers and presentations. This year, HP people from Colorado Springs, HPA, HP Labs, and Loveland will contribute. Here, Howard Borden (left) of HPA, and Egon Loebner of HP Labs look over solid-state display that will become part of their presentation. Title is "Ecological Niches for Optoelectronic Devices." Their theme develops a parallel between biological evolution and the evolution of optoelectronic devices such as HP's light-emitting diode.



Publicity about the electronics industry and its members and their products is one of the principal by-products of Wescon. Serving on this year's public relations committee are Ross Snyder, technical editorial relations manager at left, as vice chairman, and Dave Kirby, corporate public relations director. Document is special press relations directory for exhibitors.



In spite of great fund of experience from past shows, registration of 45,000 visitors is never an easy task. Each year new refinements are developed by the registration committee, this year under the chairmanship of HP's Austin Marx.



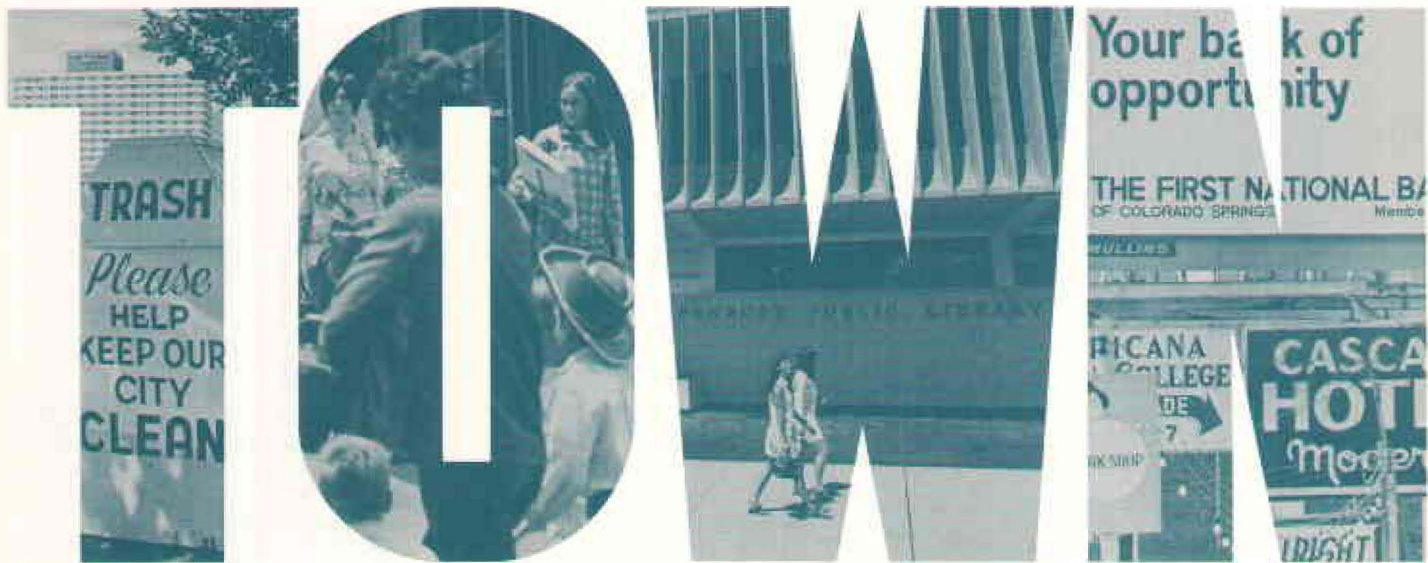
Wescon is more than a show. For thousands of Westerners it's a chance to visit — on alternate years — either the Los Angeles or San Francisco areas. Wives are given a special welcome through the efforts of the women's committee. This year the hospitality room committee, which serves as a kind of tour center, has strong support of HP wives as evidenced by meeting of, from left, Mrs. John (Mildred) Cage (vice-chairman), Mrs. Gene (Phyllis) Daniels, Mrs. Jack (Peggy) Beckett (chairman), and Mrs. Bill (Helen) Doolittle.



Another great show is planned for participants in Future Engineers programs, youngsters who have won their local school contests for engineering projects. Here, chairman Tom Christiansen (left), HP international planning manager, reviews exhibits program with Varian's John McCann.



All three fellows — Neils Tonneson of corporate advertising (left), Bill Pasek of Novelart Company, and Al Fisch, Cupertino Division ad manager — had active Wescon roles, particularly Neils who is on exhibits committee. But for them, shows overlap and while working on one, they are planning for the next, in this case the Fall Joint Computer Conference to be held in Las Vegas in mid-November.



***Does it make any difference
that we become involved
in the affairs
of our communities?***



Community representatives look at HP — *“With our goal of attracting more clean industry,” said Ken Phillips, public relations manager of the Springs Chamber of Commerce (left), “a success story such as Hewlett-Packard is extremely valuable, not only to this town but also to the state.” Joel Hefley (above left) of the Community Planning and Research Council, said that “bringing industry in has helped create broader views of community services. There’s more participation now, less complacency. Industry has brought in people who get things done.” K. Freyschlag (right), public relations VP for the Exchange National Bank, said that “HP’s approach of concentrating on key community programs makes sense and has produced excellent results in Colorado Springs.”*

□ The seventh corporate objective talks about citizenship. It states our intention to honor our obligations to society both collectively and individually by being economic, intellectual, social, and aesthetic assets to each community in which we operate.

O.K., but what does that mean? Giving money? Mowing the factory lawn? Going to church? Observing the traffic regulations?

Well, no hard and fast prescription could be made. What’s good in San Diego might not fly at all in Waltham or South Queensferry. So each division has to determine its own particular role. It’s their home, after all, and within the limits of corporate policies it is up to them to decide how they will participate. Likewise, individual participation for the most part is voluntary. But the important point is that active and willing participation at all levels is strongly encouraged.

The question remains: Does it make any difference?

Frankly, in quite a few of HP’s plant communities the impact of community service is not that easy to measure — not because the impact isn’t effectively there but because it is hard to isolate. Many of us tend to live in one place, work in another, and travel far and wide for the shopping, the services, the activities and entertainment we desire. The question for many of us, then, is how we define our community, our hometown.

No such problem exists for the people of the Colorado

Springs Division. Place yourself for the moment 14,110 feet high atop Pikes Peak. On the plains below, some 8,000 feet down, is Colorado Springs (population 130,000) and El Paso County (population 230,000). The nearest sizable neighbor, Pueblo, is 40 miles to the south. Denver, Colorado’s major metropolis, is 65 miles north.

Thus for purposes of viewing an HP organization in action in its community, the Springs is splendidly isolated and uncluttered. What’s more, this one-time sleepy resort town now has its share of many of the social and community problems besetting the rest of the world. Its growth rate is among the fastest in the U.S. It even has a few not shared by the many, such as the significant “presence” of some 30,000 military men, plus their families, at Fort Carson, Norad, and the Air Force Academy. So there’s plenty of community work to be done — in the fields of education, health, recreation, employment opportunities, economic growth, and beautification for example.

As noted by Bob Grimes, finance and materials control manager, when he and others first came to the Springs in 1961–62 to begin the division, the invitations to join various organizations really poured in. “We were a very small group, but the community looked on us as representatives of a big company. We could easily have become involved in more than 100 different organizations, but we had to restrict ourselves. We had to choose a few activities we considered

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particularly effective and representative, ones that HP had something to contribute to."

One such activity favored by the HP team was — and is — the Community Planning and Research Council. This organization deals with the very subject of creating more effective community services. Among accomplishments of the privately funded Council has been a plan whereby the YMCA, YWCA and U.S.O. share facilities at a considerable savings. Another project resulted in the unification of three mental health agencies, again at sizable savings and improvements in service.

Considerable efforts have also been made in the areas of minority employment and economic opportunity. As the division's personnel manager, L. A. Fulgham, said: "In terms of numbers, the situation here is nowhere near as acute as in other parts of the country. But for that very reason we felt that we had a special opportunity and a challenge to solve the problems we did have here now?" To that end "L.A." organized the special Job Opportunities Committee of the Chamber of Commerce. It has since become an aggressive and effective medium in obtaining employment for minority people.

In such instances, the company's involvement is clearly that of good citizen, with only indirect benefit to the company. But, obviously there are times when the company has

to look to the community for support. At Colorado Springs, this became particularly true in the case of finding adequately trained test technicians and other vocational skills needed by the electronics industry.

Management at HP and at other manufacturing firms in the state felt there was a need for a strong and permanent liaison between industry and the schools so that each would better understand the needs of the other. Thanks to work done through the Colorado Council of WEMA (Western Electronic Manufacturers Association) and the State Offices of Vocational Education, this has now been accomplished. Both the industry and the community will benefit.

For the most part, though, community relations at the Springs is conducted on a much more local scale. Generally it involves participation in such basic activities as scouting, the "Y's," PTA, service organizations, conservation groups and public spirited fraternal clubs, as well as such special functions as the Pikes Peak Hill Climb and Soap Box Derby. Such participation has picked up strongly in the past few years — due to the fact that people who came to the division five and six years ago have now had the chance to lose their temporary feeling and to identify with Colorado Springs as their home town.

Bill Terry, general manager of the division, says, "The fact that we are now the largest private employer in the city

hometown HP



Grassroots kind of community involvement is represented by Georgia Heinzman, assembly line at the Springs. Georgia, who served in Canadian Womens Army Corps and whose U.S. Army husband is stationed at Fort Carson, won award as "Outstanding Legionnaire" last year for helping members and servicemen's families in District 7.



Newly elected to the Colorado Springs school board, HP's Bob Grimes (at left) feels that vigorous community service by industry and its people is of critical importance in preserving a free and healthy society. Bob pioneered company participation in Colorado Springs activities. His wife is active in League of Women Voters.

Scores — probably several hundred — people at the Springs division are involved directly in some sort of community service.

Daphne Weidler of CRT production typifies the women who keep the small local organizations going. In Daphne's case it was as president of a PTA four years ago, and now as active member in a neighborhood group that mixes some community service in with social pleasures.

emphasizes the obligations we have here. We must remain alert to the needs and problems of the community. For example, there have not been enough industrial jobs available for men in this area. This has meant that many wives have had to leave us to follow their husbands seeking employment elsewhere. Well, one way we thought we could help would be to modify our practice and permit hiring of both husband and wife when we had openings for which they were qualified. This has helped in a number of cases.

"We have to be concerned with the total environment. Take smog, as an example. At this time it's not really a problem, so now is the time to take whatever steps are necessary to stop it. This starts with keeping our own plant operations clean. But our experience in California strongly suggests that something more than good intentions is involved. To protect ourselves, as well as to insure that we are not inadvertently contributing to a problem, we felt that studies should be made of our local air shed — the air that all of us in Colorado Springs breathe. To that end we encouraged the city and county health departments to make a basic study, which they were definitely interested in doing.

"It's a very progressive community," Terry added. "Colorado Springs has excellent systems of city management and schools. It's a great place to live and work. We want to do everything we can to help keep it that way." □



Thanks to interest created initially by HP's Stan Selby, the electronics industry in Colorado now has excellent relations with state vocational departments for purpose of providing well-trained technicians. Working through WEMA, Art Porter, HP test engineer at left, serves on advisory committee of El Paso College program while Rodger Earley, systems analyst at the Springs, was loaned executive in creating liaison between WEMA and state educators.



Now that jets and missiles and moonships have shrunk man's concept of his world, shouldn't his definition of "community" expand proportionately? HP's Milt Russell is one who thinks so. On a leave of absence from the Springs last year, he traveled to New Delhi under a U.S. National Science Foundation grant to help scientists in India learn the mysteries of — and even build — CRTs. HP furnished materials for the program.



Community relations has many facets for a corporate organization. Not the least of them is abiding by the regulations and standards of the community, particularly those regarding health and safety. For example, all electrical work around the Garden of the Gods plant is done or supervised by a journeyman electrician. Other skills are similarly represented. Likewise, Bob Hinsey, the plant engineer, is a licensed general contractor.



News in brief

Palo Alto—The company's new corporate systems enclosure was among 21 merit award winners that will be displayed in the industrial design exhibit of Wescon/69 at San Francisco's Cow Palace, August 19–22. The enclosure represents the combined design efforts of the Corporate Industrial Design team and the R&D departments of the Avondale and Palo Alto divisions. Top awards of

excellence and special Pacesetter award winners will be selected from the 21 products at the Wescon exhibit.

Palo Alto—A regular semiannual dividend of 10 cents a share, payable October 15 to shareowners of record October 1, was declared by the HP board of directors at the July 17 meeting.

Palo Alto—The HP Systems Division has become part of the Electronic Products Group. The division, under division manager Dick Reynolds, custom-designs and manufactures special-application automated test systems.

Palo Alto—Stock purchased under the employee stock purchase plan for the second period of calendar year 1969 was priced at \$84.32 per share. Of this, participants paid \$63.24 while the company's contribution was \$21.08. The plan's purchase price represents the average market price per share during the period of April 1 to June 30.

Waltham—Marketing responsibility for the various oscillographic recorders and related products manufactured at Waltham Division is being transferred to the San Diego Division. The move will be effective September 1.

People on the move

Corporate—Bobby Nakamoto, to accounting staff, from inspector, Manufacturing Division.

Data Products Group

Cupertino—Robert Schaffer, to manufacturing supervisor, from same, Santa Clara; Larry Brendlen, to R&D section leader, from technical staff, Santa Clara; Rich Dengler, to software, commercial order processing supervisor, from Microwave marketing.

Mountain View—Carol Rinna, to personnel records, from same, Palo Alto personnel.

Palo Alto—Jane Evans, to marketing product manager, from product manager, digital analyzers, Santa Clara; John Kuehne, to process engineer, from same, Manufacturing Division.

Electronic Products Group

Group—Herb Hancock, to personnel staff, from fabrication supervisor, Manufacturing; George Stanley, to product

training manager, from Corporate product training.

HP Associates—Jack Lepoff, to technical staff, applications, from Microwave.

Manufacturing—Charles Klingbeil, to materials control staff, from warehouseman; Ed Charlton, to shipping supervisor, material handling, from material packaging staff; George Langford, to accounting, from purchasing, building services; Bill Merritt, to accounting, from materials management.

Microwave—George Westbrook, to commercial order processing supervisor, from instrument loan coordinator; Ken Tingley, to marketing manager, from export marketing manager, International.

Santa Clara—Eli Warsaw, to advertising and sales promotion manager, from exhibits manager, International.

Systems—Robert Reed, to production control scheduler/expediter, from inventory control, Manufacturing Divi-

sion; Bud Cady, to graphic art and design, marketing, from Customer Service Center; Jerry Brown, to production control scheduler/expediter, from shipping supervisor, Manufacturing Division.

International—Vicente Garcia-Aracil, to training assignment, marketing staff (Cupertino), from manager HP Mexicana; Alan Bickell, to business manager, European Sales Region (HPSA), from finance manager, HP Ltd., South Queensferry; Neil Carlson, to Latin American sales manager, HPIA (Palo Alto), from electronic sales engineer, HPIA (Palo Alto); Dick Mobilio, to general manager, AAA Region, Palo Alto, from marketing services manager, European Region, HPSA; Erick Montoya, to manager, HP Mexicana, from sales engineer, HPIA; Arnold Stauffer, to electronics sales manager, HPSA Geneva, from South American sales manager, HPIA; Charles Williams, to Scandinavian area manager (Stockholm), from HP Canada.

From the president's desk

In a company like HP it is not possible to pick any one segment of the organization and say that it is more responsible for the company's success than any other segment. However, it certainly must be agreed that the future of HP is heavily dependent upon the quality and skill of our research and development program. It is equally obvious that without adequate production techniques, or without money to finance our products, or an organization to market them, an effective R&D program would have little meaning. But the fact remains that the character of our company basically is set by the character of its R&D work.

It is for this reason that Dave (when he was here) and I have made every effort to keep track of this exceedingly complex program. To put this in perspective, the company will spend something over \$30 million this year for research and development activities and this will yield, on the average, one new, major instrument every two weeks.

At least once a year, therefore, we endeavor to review in detail the engineering programs of all the operating divisions. These reviews provide us with at least three important benefits. First, they educate and update the top levels of management. If proper decisions are to be made, it is absolutely essential that the people making those decisions have a fundamental knowledge of what is going on in this important sector of the company. Secondly, as the character of HP becomes more complex it is necessary to allocate funds and resources between various competing R&D programs — and to do this intelligently an overall knowledge and understanding of the total company R&D program is required. Thirdly, these reviews inherently provide a formal vehicle for each division to use in carefully thinking out and planning how to best control and manage research and development activities.

Over the past 60 days we have completed reviews of the R&D programs of most of the western divisions. It is a little strenuous to sit for eight hours at a time and concentrate on complicated technical presentations, but I must admit that the time spent is not only essential but fascinating as well.

Because of space limitations I won't single out any one area of activity, but I would like to comment on how much I have been impressed by what is going on in the various divisions. The level of technical sophistication, the caliber of our people, and the quality of project planning is really outstanding.

We have long had a position of pre-eminence in the field of electronic instrumentation. It is now evident that we can apply not only the technology but also our management skills as well in a number of other fields that are only loosely affiliated with basic electronic instrumentation. This isn't to say that we are "home free" in these newer areas, but we know that our products and our technology appear to be as good or better than the known competition. Only time will tell if this is true. There are also some basic problems as to the most effective method of marketing in some of these newer areas, and this, too, will require a great deal of imagination plus a very large commitment to the development of a marketing strategy.

However, without these kinds of challenges we wouldn't be what I consider an active company. Being in business inherently involves the willingness to take risks, and successful companies are those for whom risks have paid off.

Fortunately, we have a broad enough base, financial soundness, top quality decision makers, and a history of success that allows us to approach these new fields with a considerable degree of optimism. I can only say that I have been greatly impressed and encouraged by what I have seen and heard during the last couple of months.



Bill Hewlett



The specifications that Diogenes set twenty-one hundred years ago should have been relatively easy to meet: using a lighted candle by daylight, find an honest man. In contrast, consider the specs used this year by the American Society for Engineering Education in selecting the first winner of the Frederick Emmons Terman Award of Outstanding Young Engineer Educator. Candidates must be under 40 years old, have published an EE textbook before the age of 36, and be both an outstanding teacher and researcher. Hewlett-Packard is financially supporting the annual award which is named in honor of HP board member and former engineering professor of Bill Hewlett and Dave Packard at Stanford University (where

he is now provost emeritus), Dr. Fred Terman. The ASEE found their man and presented the award to him at Penn State University in June — \$1,000 in cash, a one-pound gold medal, a bronze and walnut plaque and a certificate. This first winner is Dr. Michael Athans, a 32-year-old associate professor of electrical engineering at MIT and author of a textbook on optimal control systems. He was born, by the way, in Drama, Greece, not too far away from the scene of Diogenes' much less successful search.

Measure

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