

## Jim Bell

**J**im Bell is the Director of the Industry Standards Program Office for Hewlett-Packard Company. He is responsible for leading the development and execution of a focused strategy for effective, coordinated participation by HP businesses in industry consortia and standards organizations.

He also represents HP on the Governing Board of The Open Group and the Advisory Council of the Worldwide Web Consortium.

During 1995 and 1996, he served for fifteen months as President and CEO of X/Open, President and CEO of OSF, and after their merger, President and CEO of The Open Group.

Prior to joining HP, Jim Bell managed various engineering functions at Digital Equipment Corporation from 1968 to 1980, serving as the Corporate Director of Research from 1973 to 1980. He previously held positions with Bell Labs, IBM, SRI International, Control Data Corporation, Northeastern University, and Stanford University.

He earned a BA from Dartmouth College, and MS and PhD degrees in Computer Science from Stanford University.



**“Commitment to standards development is a longstanding part of HP’s corporate culture.”**

*ISO Focus: What is the role of the HP Industry Standards Program Office?*

**Jim Bell:** Commitment to standards development is a longstanding part of HP’s corporate culture, and the company has received widespread recognition for our public advocacy and effective support for the open standards process. HP takes its role as a global standards innovator seriously, with more than 500 HP employees currently participating in

approximately 750 standards committees within about 200 industry standards organizations around the world. Many of these participants also hold influential leadership positions in key standards organizations.

HP’s Industry Standards Program Office (ISPO) contributes to the success of the company’s businesses by leading effective participation in industry consortia and standards organizations. As the coordination point for all of the company’s standards efforts, the ISPO is tasked with ensuring the horizontal alignment of HP’s decentralized standards programme. To accomplish this mission, the ISPO concentrates on three primary areas: managing a focused standards strategy; coordinating execution; and creating an environment where our standards participants can achieve success.

*ISO Focus: How does the HP Industry Standards Program Office work with the individual business units on standards development?*

**Jim Bell:** HP’s standards activities are heavily decentralized, with members of specific business units working on efforts most closely associated with their particular areas of expertise. At a micro level, this distributed approach helps ensure that HP has its best personnel involved in particular development areas, and also helps ensure that standards strategies are closely aligned with the business and technology strategies within the individual business units. Our individual business units also have mechanisms for coordinating standards strategies across their business.

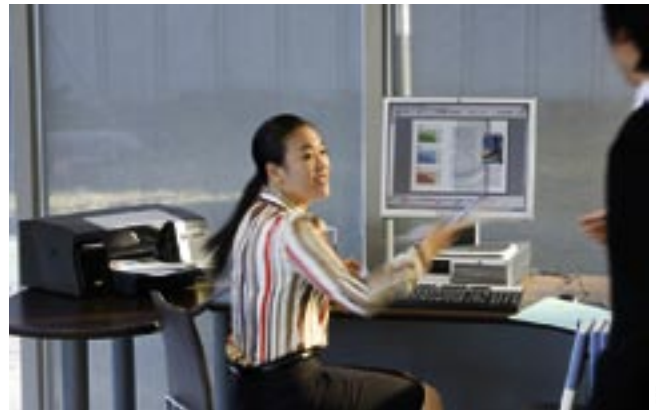
At a macro level, the ISPO's role is to focus on ensuring coordination of standards strategies across the entire company. One of the valuable resources we provide is a centralized, searchable database of all HP standards activities, which enables participants to quickly find the appropriate contacts for discussing particular associations or technology areas. We provide training, consulting and mentoring for HP's participants in standards development, and help them manage relationships with the different organizations and geographies. We also assist HP participants in managing the linkage between standards and intellectual property licensing.

**“ISO 14001 has enhanced programme management effectiveness by providing a set of common management processes that can be integrated into business practices.”**

The ISPO is responsible for setting HP's overall standards strategy and processes, as well as for leadership in resolving issues across multiple product groups. The ISPO also works closely with HP's Standards Strategy Review Board (SSRB), an internal organization made up of the top-level Chief Technology Officers (CTOs) from each of the business groups. As the overall owner and sponsor of the company's industry standards programme, the SSRB has two important roles: first, it must approve any proposed standards actions that involve HP intellectual property; and second, it is the ultimate resolution body for cross-company standards issues. The cross-business review process driven by the SSRB has played a critical role in increasing the quality of strategic standards decisions throughout the company and in protecting HP's intellectual property.

ment worldwide, the growth of corporate social responsibility (CSR) standards and benchmarks, corporate scandals and CSR reporting have accelerated the need to look beyond just financial performance.

A growing body of evidence shows that CSR contributes to a number of positive results, including increased profits, access to greater capital, reduced operating costs/increased operational efficiency, enhanced brand image/reputation, increased sales and customer loyalty, and increased productivity and quality.



Worker using HP Officepro K 550.

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**ISO Focus:** *HP is among the companies chosen for the 2005 Dow Jones Sustainability Index for the company's ability to combine sustainability with profitability. What is, in your view, the business case for investing in socially responsible actions?*

**Jim Bell:** The business case for investing in socially responsible actions continues to evolve along with the changing business landscape. Companies must now be increasingly more responsive to the needs and views of a variety of stakeholders. The growth and performance of socially responsible invest-

**ISO Focus:** *What added value would you see in the International Standard giving guidelines on social responsibility being developed by ISO? (ISO 26000)*

**Jim Bell:** HP has a longstanding commitment to social responsibility which is integrated into our overall business strategy. We believe our social responsibility policies, standards and practices are substantive and effective. Since the ISO guidelines on social responsibility are still in the early stages of development, added value is yet to be determined. However, the potential for added value exists if the result is a document that sets itself apart from numerous existing similar documents by providing better usability and more flexible applicability to a variety of stakeholders. This could lead to a higher probability of universal acceptance and foster cooperation among various stakeholder groups for overall gains in social responsibility.



HP BladeSystem bc 1500 Blade PC.

**ISO Focus:** What concrete benefits has the implementation of ISO 14001 brought HP?

**Jim Bell:** HP implemented an environmental management system (EMS) similar to ISO 14001 many years before that standard was introduced. Therefore, concrete benefits are more attributable to historical EMS implementation at HP rather than specific conformance to ISO 14001. However, ISO 14001 has enhanced programme management effectiveness by providing a set of common management processes that can be integrated into business practices. In addition, certification to ISO 14001 has shown tangible benefits in being able to quickly and clearly demonstrate that we meet customer expectations for having an effective EMS.

**ISO Focus:** HP actively supported and has been a key participant in developing the ISO and IEC toner cartridge yield standard for monochrome laser printers (ISO/IEC 19752). What are the benefits of using

this common International Standard? How does this approach illustrate, more generally, the benefits of other International Standards?

**Jim Bell:** ISO/IEC 19752 is the only robust standard specifically designed for the measurement of monochrome electro-photographic printers. No other standard, national or international, combines definition of test page, end-of-life and test environment along with statistical analysis to accurately and repeatably measure cartridge yield.

**“The conclusion reached at the WSC workshop on digital technologies in the home is well-aligned with HP’s strategy.”**

From the beginning of development, the needs of the customer and manufacturer have been top-of-mind. For the customer, the standard provides a common measurement method using a

familiar test page. For the manufacturer, it provides a universally-accepted statistically-based method for measuring yield performance during all phases of printer design and manufacture.

This approach typifies the types of standards that HP supports: it meets a customer need using well-defined methods and good measurement practices and provides a tool for design and manufacture. HP is continuing to support the development to these types of standards by acting as the co-editor for colour electro-photographic and inkjet cartridge yield standards (ISO/IEC 19798, 24711 and 24712). All of these standards find their roots in the methodology defined in ISO/IEC 19752.

**ISO Focus:** In concluding the WSC workshop on digital technologies in the home, leading industry groups called for International Standards to shape the future of the digital home and called for closer cooperation between the WSC partners, standards developing organizations (SDOs) and industry consortia. Do you have any

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## About HP

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thoughts on this conclusion? What are your aspirations for developments in ISO and with its partners (i.e. IEC and ITU)?

**Jim Bell:** HP has an established strategy guiding its work in standards organizations. Elements of this strategy include:

- *Appreciation and support* for the variety of standards developing organizations (including the WSC partners, formal SDOs and industry fora);
- *Participating* in the venues which best match HP's business objectives;
- *Promoting* cooperation between organizations;
- *Identifying* opportunities to elevate specifications to International Standards.

**“We would urge continuing the dialogue begun at the WSC workshop so the international organizations are well-positioned to produce International Standards that truly serve the needs of the global market.”**

The conclusion reached at the WSC workshop on digital technologies in the home is well-aligned with HP's strategy.

HP is active in a number of industry groups creating standards for the digital home, including Alliance for Telecommunications Industry Solutions (ATIS), Consumer Electronics Association (CEA), Digital Living Network Alliance (DLNA), Digital Video Broadcasting Project (DVB) and Universal Plug and Play (UPnP), several of which participated in the WSC workshop. We're



HP Corporate headquarters in Palo Alto, California, USA.

working with industry partners and other stakeholders to create specifications that support HP's vision of the digital home. Along with our partners, we'll be promoting these specifications and the products and solutions built upon them to our customers around the

world. As these specifications mature and demonstrate their acceptability in the global marketplace, we believe some of them may be candidates for International Standardization.

As shown at the WSC workshop, there are numerous groups developing specifications and technologies in the digital home space. Many of these are competing solutions which do not co-exist or interoperate with each other. While HP welcomes the interest of ISO and its partner organizations and supports closer cooperation among all the players, we would caution that premature promulgation of regional standards as International Standards may create confusion in the market and hinder the progress toward convergence. We prefer instead that specifications with international acceptance be adopted. We would urge continuing the dialogue begun at the WSC workshop so the international organizations are well-positioned to produce International Standards that truly serve the needs of the global market. ■

The **Hewlett-Packard** Company NYSE: HPQ, commonly known as HP, is one of the world's largest information technology corporations. Headquartered in Palo Alto, California, United States, it has a global workforce of approximately 150 000 employees worldwide.

HP was founded in 1939 by William Hewlett and David Packard in a garage behind the Packard's California home. Today, the company is the second largest computer company in the USA and serves more than one billion customers in more than 170 countries on five continents.

HP is a provider of products, technologies, solutions and services to individual consumers, small and medium-sized businesses and large enterprises. Its offerings span enterprise storage and servers; multi-vendor services, including technology support and maintenance; consulting and integration, and managed services; personal computing and other access devices, and imaging and printing-related products and services.

During the fiscal year ended 31 October 2005, HP's operations were organized into six business segments: storage and servers; software; services; printing and imaging; PCs; and financial services.