Reflections on Three Industrial Research Labs
Bell Labs, HP Labs, Agilent Labs

Jim Hollenhorst
Agilent Labs
APS March Meeting
March 13, 2008
Three Decades, Three Labs

Bell Labs, Murray Hill, NJ
1979-1990

HP Labs, Palo Alto, CA
1990-1999

Agilent Labs, Santa Clara, CA
1999-2008
Notes: Bell Labs 1979-1990

1979 – Development area
Joe Geusic, Ted Fulton, Andy Bobeck
Magnetic Bubbles
Superconductivity
Stock price
Farewell lunch
Leading the industry again
Big projects
Nobody fired, yet
Simon Sze
Diodes
Bellcore/divestiture
Notes: Bell Labs 1979-1990 (continued)

Macho culture
Can’t say no
Cape Canaveral chicken
Zanzibar
Hemorrhaging money
Attack of the MBAs
Assaulted by disco music
Diagonalizing matrices
Notes: HP Labs 1990-1999

Len Cutler, John Moll
Chasing electrons
Teamwork
Sharing – Labs, Equipment, Profits
Business impact
Catch the little ones on the way up
Ideas from everywhere
Bill and Dave
Notes: Agilent Labs 1999-2008

Excitement
Boom
Bust
Tested culture
Bill and Dave
Three Decades, Three Labs

Different business cultures
Different research cultures
Outstanding success
Outstanding people