

INTERNET COMM

For the people of HP Intercontinental Operations

The Last Edition 1992



It's goodbye in any language.
Intercontinental news is going electronic.

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The Last Edition
1992

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Intercon news

Join us for a stroll down memory lane.

Intercom magazine was first published in 1975, and has since chronicled the history of our many successes and achievements. It has served us well. This issue, however, will be the last in the current format. The electronic age has been beckoning and our desire to communicate Intercontinental news on a timely basis suggests that an electronic newsletter will be a more effective medium.

This does not suggest good clear communication is any less important than it has always been. As we embark on this new format, there are strong local publications in place in many *Intercon* countries. The new electronic newsletter, which will be called *InterConnect*, will continue to bring you organizational news, financial updates, success stories, as well as stories of personal achievements of *Intercon* people. I do have some concerns about moving to an electronic format. Clearly it does not lend itself to color and images. The tradeoff, of course, is speed of delivery and timeliness. As we "test market" this new approach, I will welcome your feedback on how it meets your needs.



We've devoted much of this issue to looking back at some of the news *Intercom* has covered since 1975. At the end of FY74, the *Intercon* world included all of Asia Pacific, Latin America, Canada, the African continent (excluding the Arab countries) and Israel. Over the years we have transferred Israel and Africa to Europe, and at the end of FY91 Canada joined the U.S. to form the North American Field Operation. To offset the loss of these markets we have concentrated on building our business in Latin America and Asia Pacific, adding subsidiaries in Korea, China, India and Thailand.

Intercon's sales in FY91 were \$2.6 billion. Without considering the territories we transferred to Europe, this represents a compound growth rate over the 17 years from FY74 to FY91 of 18.9 percent. We have actually multiplied our FY74 sales by 19 times.

In looking over back issues of *Intercom*, I am struck by two things. The first is that although we have experienced many organizational changes, there has been a remarkable stability

Two big events of 1975: *Intercom* was first published and HP's top management toured the Penang, Malaysia, facility. Above, from left to right: Chow Sai Lam, Ray King, Alan Bickell, Francis Lee, Shen Dah Ming and John Young. At right, several fashion statements later, Alan speaks at a recent *Intercon* coffee talk in Hong Kong.

goes electronic

within the management team. A number of key managers who helped start Intercon in 1974 are still actively involved in the organization, including George Cobbe, now general manager of HP Canada; Lee Ting, who now heads the Asia Pacific real estate function and manages the Northeast Asia region; and Dick Warmington, general manager of Samsung Hewlett-Packard. And, of course, I'm still around after returning from Europe in '74 to take on the Intercon general manager assignment. I believe this continuity has helped us provide a consis-



tent vision of the opportunity our markets provide to HP, and to focus our efforts on success.

The second thing that strikes me is the substantial number of accomplishments we have reported over the years, aside from simply meeting quotas and cost targets. The pages of Intercom have reported many, many personal successes and contributions to HP. Most recently I was particularly struck by our quality programs and the impact that TQC has had on our activities.

As we think about our history and the events that have been recorded for us by Intercom, I think we all have a right to be quite proud of Intercon's accomplishments over the years.

I'd like to use the remainder of this space to announce the winners of FY91's Intercon Country Performance Awards. My thanks and congratulations to all of the winners and to everyone else in the organization for your contributions. FY91 was a year of solid accomplishment for us. I am personally very pleased with our results.

BEST OVERALL PERFORMANCE:

Mexico showed superior sales performance this year as the only country to exceed quota in every sales force despite a year of high inflation, frequent legislative changes and a relatively weak country infrastructure. HP

Mexico's administrative performance was superior as well.

MOST IMPROVED PERFORMANCE:

Taiwan achieved quota this year in all but one product line, coming in overall with 106 percent of quota and 29 percent growth. HP Taiwan is recognized for strong people management, a high level of professionalism and teamwork, and active participation and leadership in the community.

BEST ADMINISTRATIVE PERFORMANCE:

Malaysia and **Mexico** share this award this year after years of record growth, 51 percent and 38 percent respectively. The Mexican team managed to reduce their Admin CPOD to 1.9 percent and reduce the FTE headcount to 135.5.

HP Malaysia is operating in a dynamic environment and the relatively young and small Admin organization ably dealt with the growth. General Admin increased headcount .5 to 30.7 versus orders up 51 percent. The Admin CPOD was reduced to 1.8 percent.

BEST CUSTOMER SUPPORT:

Japan made excellent progress in improving customer satisfaction with an installed base of workstations that has increased dramatically. YHP has exceeded its targets and productivity improved significantly.

(continued on page 13)



Great Moments in history

Maybe it doesn't rank right next to the birth of Muhammad in Mecca or the invention of the polio vaccine as a great moment in history, but you are holding the last issue of *Intercom* magazine. From now on your news of the Intercon world will come electronically via a monthly newsletter called *InterConnect*.



In 1984 Dick Alberding, left, toasted HP's then-new joint venture in China with Jiang Zemin, minister of the China electronics industry and M.W. Searles, Jr., who was commercial counselor with the U. S. embassy in China.

We'll take you on a trip down memory lane in this issue, revisiting some great moments in Intercon and *Intercom* history — and there have been many. Intercontinental started as a small operation tucked away in

a corner of Building 8 on Page Mill Road in Palo Alto and has grown into an organization that represents 20 percent of HP's total business, with revenues surpassing \$2 billion annually.

Today Intercontinental is responsible for HP's business activities in Asia Pacific and Latin America, but also once covered Canada, Africa, Israel and South Africa. Intercon has played a vastly important role in

building Hewlett-Packard into a global company by building a strong local presence in the countries where the company does business. Though Intercon has spanned vast distances — from the rugged and remote Northwest Territories of Canada to the bustling streets of Jakarta to the southern tip of Latin America — people have always worked together as a close and dedicated team.

Dave Packard, while visiting the Far East with HP's board, dots the eye of the dragon, a custom that allows the dragon to see before the dance begins.



Intercon's Lee T. hosts a U.S. visit by Sri N. T. Ramo Rao, former chief minister of Andhra Pradesh, India, and Indian film star.

1961

- HP Canada established
- HP buys Sanborn Company, adding medical to its product line
- Berlin Wall constructed
- "West Side Story" wins Academy Award



1966



- Mexico sales office established
- Indira Gandhi, Nehru's daughter, becomes prime minister of India
- Color TV becomes popular
- China undergoes the Cultural Revolution



1970

- HP Singapore established
- HP Taiwan established
- World populations: People's Republic of China, 760 million; India, 550 million; USSR, 243 million; U.S., 205 million
- EXPO 70 opens in Osaka



1967



- A big year for expansion: HP Australia established (with Alan Bickell as its first business manager) as are HP operations in New Zealand, South Africa, Venezuela, Brazil and Argentina
- Six-Day War between Israel and Arab nations
- Mickey Mantle hits 500th career home run

1972

- Malaysia manufacturing established
- HP is invited to China to discuss business projects
- The HP35 scientific handheld calculator is introduced
- HP unveils the HP 3000 minicomputer
- U.S. President Richard Nixon visits China and Russia



In 1983 John Young was laying the groundwork for HP's joint venture with Samsung Electronics when he met with Samsung Chairman Byungchul Lee in Korea.

1963

- Yokogawa Hewlett-Packard established
- Edith Piaf dies
- Quarks are discovered
- U.S. joins Vietnam conflict



1969

- Intercon headquarters established in Palo Alto
- Dave Packard takes a leave to become U.S. Deputy Secretary of Defense

1973

- Intercon orders reach \$100 million
- Pablo Picasso dies
- Cease-fire agreement signed by U.S.-South Vietnam/North Vietnam-Vietcong
- Juan Perón and wife Maria Estela Martinez elected president and vice-president of Argentina

That's one small step for man... one giant leap for mankind!

1965

- Intercon orders reach \$10 million
- Winston Churchill dies
- Soviet astronaut Leonov leaves Voskhod II and floats in space for 10 minutes

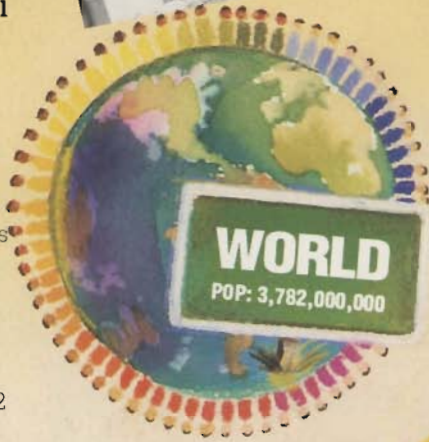


- HP orders pass \$300 million
- Neil Armstrong and Buzz Aldrin walk on the moon
- The video-tape cassette is invented



1974

- Alan Bickell named Intercom managing director
- HP opens sales office in Moscow
- Nixon resigns after Watergate scandal
- World population reaches 3.782 billion



1979

- HP Puerto Rico established
- Hong Kong sales office opens in Austin Centre in Kowloon
- Intercom headquarters moves to Deer Creek Road
- Rubik's Cube hits the market
- Iran seizes U.S. embassy in Tehran and holds hostages



1981

- China representative office opens
- Responsibility for Israel and Central Africa management transfers to HP European Operations
- HP introduces the first silicon 32-bit chip



1975

- First issue of *Intercom* published with page one headline reading, "Introducing: US!"
- Kenzo Sasaoka becomes president of YHP
- First HP 3000 sells in Mexico
- International HP orders exceed domestic orders for first time



1980

- Far East headquarters established in Hong Kong
- First solar-powered aircraft invented
- Solidarity trade unions confront Communism in Poland



1982

- Guadalajara manufacturing established
- YHP receives Deming Award
- First Asian-language HP products hit the market
- Falklands War between Argentina and England



1978

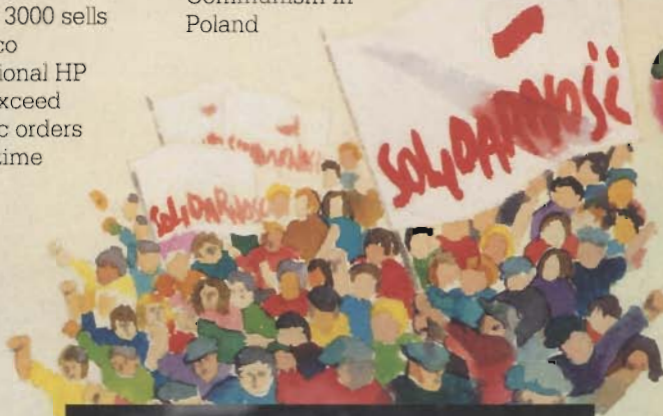
- Malaysia sales established
- U.S. and China announce full diplomatic relations
- Japan and China sign treaty of peace and friendship
- Disco dancing is the rage
- First test-tube baby



Manuel Diaz cut the anniversary cake with Maria de la Cruz Delgado when HP Mexico celebrated its 20th birthday in 1986.

1983

- Bill Doolittle retires
- Dick Alberding named Vice President—Marketing/International
- Responsibility for South Africa moves to European management
- HP acquires Panacom Automation, Inc., in Canada
- Fax machines start appearing in Intercom offices, prompting an *Intercom* story about how to use them
- HP Touchscreen personal computer is introduced



Facts?
What facts?





Bill Hewlett cheerfully dressed in the traditional garb of a Chinese emperor during a board visit to Hong Kong in 1988.

1986

- Joint venture established in Brazil
- ASEAN (now called Southeast Asia) sales area created
- HP introduces PA-RISC products
- Super Bowl is televised in China for first time
- U. S. space shuttle explodes in flight



1987

- Intercon orders pass \$1 billion
- Latin America Region moves into Mexico City headquarters
- Japan Global Sales Program starts
- U. S. and Soviet Union agree to reduce nuclear arms

1989

- HP India Pvt. Ltd. and HP India Software Organization established
- **HP Thailand established**
- HP celebrates 50th anniversary
- HP acquires Apollo Computers
- 7.1 earthquake hits San Francisco Bay Area
- Berlin Wall comes down



1988

- HP stock trades on the Tokyo Stock Exchange
- Devastating Armenian earthquake kills tens of thousands

1991

- Joint venture with Hindustan Computers Ltd., forming HCL HP Ltd. in India
- Construction starts on new Kobe facility in Japan
- Persian Gulf conflict ends after Iraq withdraws from Kuwait
- Last *Intercom* magazine in production



1984

- **Samsung Hewlett-Packard established in Korea**
- Alan Bickell named HP vice president
- "Value-added" enters the HP lexicon
- Compact disk player introduced



1985

- **China Hewlett-Packard established**
- HP Desk reaches most of Intercon operations worldwide, forever changing the way people communicate
- CD-ROM invented
- Mikhail Gorbachev becomes leader of Soviet Union



A building is a building is a building?

Employees often joke that HP buildings look identical whether they're in Dallas, Texas, or in the old Beijing watch factory that housed China Hewlett-Packard in its first years. There is the telltale receptionist desk in the lobby of an HP enterprise, the maze-like structure of cubicles without doors.

The buildings may have a sameness to them, but the people, cultures and views outside are all very different, and part of the wonderful mixture that have made up Intercon. Below are some buildings that have been part of the Intercon story. Can you match the building to the city and country?



1. _____



2. _____

a. Singapore, Depot Road facility

b. Alphaville, near São Paulo, Brazil

c. Perth, Australia

d. Hong Kong, office of HP's early distributor, Schmidt and Co.

e. Penang, Malaysia, early manufacturing building

f. Seoul, Korea, home of Samsung Hewlett-Packard

g. Wellington, New Zealand

h. HP South Africa

i. Kuala Lumpur, Malaysia sales

j. HP Venezuela



9. _____



10. _____



3. _____



4. _____



5. _____



6. _____



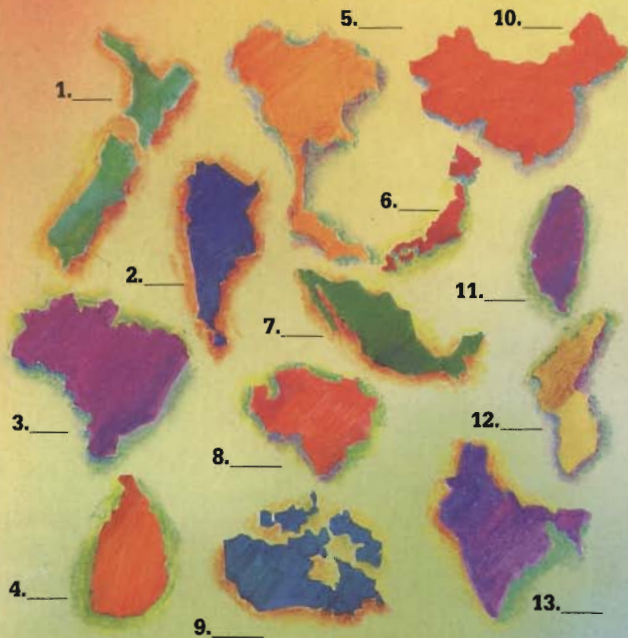
7. _____



8. _____

The shape of things

A quick geography quiz for Intercon scholars: can you match the names of the countries below with the shape of the country?



- a. India
- b. China
- c. Venezuela
- d. Japan
- e. New Zealand
- f. Thailand
- g. Mexico
- h. Sri Lanka
- i. Argentina
- j. So. Korea
- k. Canada
- l. Brazil
- m. Taiwan

It's goodbye in any language

One of the special joys of working within Intercontinental is the chance to meet and work with people from all over the world. Many languages are spoken in this culturally diverse network so clear communication is always a challenge. Below, "goodbye" is written in 10 different languages that have been part of the Intercon world. Can you match the language with the country?

- 1. _____ Japanese
- 2. _____ Hindi (India)
- 3. _____ French (Canada)
- 4. _____ Portuguese (Brazil)
- 5. _____ Hangul (Korea) Korean
- 6. _____ Malay (Malaysia)
- 7. _____ Afrikaans (So. Africa)
- 8. _____ Chinese
- 9. _____ Spanish
- 10. _____ Hebrew
- a. Au revoir
- b. 안녕
- c. Selamat Jalan
- d. अलविदा
- e. מֵאוּלָם
- f. Adios
- g. 再見
- h. Até Logo
- i. さようなら
- j. Vaarwel



Karaoke craze sweeps YHP

When the karaoke equipment comes out, it can transform the meekest employee into the corniest of lounge lizards. And that's just what happened when Yokogawa Hewlett-Packard initiated a companywide contest to select the best karaoke performer at YHP.

Long a national passion in Japan, karaoke entails singing solo into a microphone at bars or gatherings, backed up by taped music. Lyrics are provided. Few international visitors to YHP escape without at least one foray to a karaoke bar with Japanese co-workers.

YHP employees in each office picked their local champions during beer busts or an after-work party at a karaoke bar. All employees were given the chance to watch the seven finalists on videotape and vote for their favorite.

Chie Taguchi of the Osaka sales office emerged the champion with her rendition of "Taxi." Second prize went to Kimihisa Kato of Takaido headquarters for "Ii hi Tabidachi" ("Starting on a journey on a good day"). The Muraoka Award went to twins Tatsuji and Seiichi Hayakawa of Hachioji for "Chiisana Nikki" ("Small diary"). A special award from the judges went to Hiromichi Fujishiro of the Takasaki sales office for "Akogare no Hawaii Kouro" ("Hawaii route which I long for"). Winners received testimonials and karaoke products.



Kimihisa Kato, above, the second-place winner, donned a gold lamé jacket for the Takaido contest. At right, YHP's answer to John Travolta, Hiroaki Sakai lets loose during the Hachioji competition.



Singaporeans seeing spots before their eyes

HP Singapore (Sales) capitalized on the intense interest aroused by the popular Dalmatian dog series of ads for the LaserJet printers, and let 10 Dalmatian buses loose on the streets.

The public buses were painted yellow with black spots and carried the slogan, "HP LaserJet printers knock the spots off other printers." These buses ply some of the busiest routes in the heart of Singapore, including the financial and business district.



This HP bus turned heads as it made its way through the streets of Singapore.

The buses attracted some media attention.

The investment in the bus campaign also gave HP Singapore a chance for some community service as all 10 of the vehicles were used to ferry participants to National Day celebrations.



The greening of Taiwan

HP Taiwan deserves special recognition for its continued environmental efforts in FY91. Through its Corporate Citizenship Program, HPT has sought to stem the tide of environmental neglect resulting from years of staggering industrial growth. Public Affairs Director Edward Liu says their success has been made possible by a unique blend of the traditional Chinese appreciation for natural beauty and modern environmental activism — a kind of “Back to the Future,” Taiwan-style.

The Corporate Citizenship Committee decided to focus on long-term projects that would make it easy for employees to get involved, take advantage of the staff’s creative ideas, and help the company enhance its relationship with the community. The committee launched its “Adopt a Park” program, giving HPT employees a new home away from home, the Tatun Natural Park, part of the larger Yangmingshan National Park, a favorite recreation spot for Taipei residents, especially during the spring flower season.

HPT was able to support Yangmingshan’s efforts to establish a sister-park relationship with Yellowstone, America’s oldest national park. Two donated HP Vectra PCs now run Yangmingshan’s multi-media guide system. More than 200 HPT employees participated in a special ceremony at the park last year, and worked after the presentation to clean the trails leading to their newly adopted park. HPT has donated trash bins to the park and some employees have become volunteer guides there.

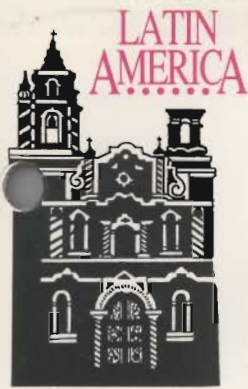


The committee also turned its attention closer to home and worked to raise environmental consciousness in the office. Paper cups have been eliminated; paper now is used on both sides and then recycled. Bins are in place for recycling glass and aluminum and staff members were asked for ideas on how to preserve two precious commodities on the island — water and electricity.

The HPT efforts received much attention on the island. Two local networks featured HP in half-hour special TV reports; local newspapers ran feature articles; and Taiwan Premier Hau Pei-tsun directed all government agencies to institute programs similar to HP Taiwan’s.

HP Taiwan’s good deeds have become an example of how concerned corporate involvement can lead to a better — and cleaner — tomorrow.

Environmental education started early for these children of HP Taiwan employees. Their parents dedicate their clean-up efforts to making the world a better place for their children, the next generation.



Mexican president visits HP

When Mexico President Carlos Salinas de Gortari visited the U.S. last fall, he was the guest of honor at a luncheon at HP's Corporate offices in Palo Alto. The meeting gave Mexican government and business leaders a chance to meet with a number of Bay Area executives, including HP co-founder Dave Packard who hosted the lunch. President Salinas (along with Canadian Prime Minister Brian Mulroney) was in the Bay Area as a featured speaker during Stanford University's Centennial celebration.

Luncheon attendees included 11 government officials, nine CEOs and presidents of Mexican companies, and representatives from U.S. pharmaceutical, manufacturing, petroleum, electronics and biotech industries. Also welcoming the visitors from Mexico was Manuel Diaz, formerly general manager of the Latin America Region, who is now director of sales and marketing for the Americas in the Computer Systems Organization. The



Former Latin America Region General Manager Manuel Diaz, President Salinas and HP co-founder Dave Packard, had much to discuss during the Mexican president's visit to HP in Palo Alto.

group's discussion centered on the free trade agreements and other business and economic issues of interest to Mexico and the United States.

Getting the word out in Argentina

HP Argentina was the only electronics company to participate in last fall's "I Congress and Exposition of the Argentine Union of Service Entities — UDES

'91" at the Buenos Aires Sheraton.

The UDES '91 meeting for managers and executives of service entities explored more than 20 areas of great importance in today's competitive market. This included a presentation by HP Argentina on TQC in a service company. A trade show ran parallel to the Congress.



HP Argentina General Manager Hugo Strachan, left, speaks with Argentina President Carlos Saúl Menem at the Expo.

Giving higher education a boost

In the past 30 years enrollment at Mexican universities has increased tenfold, and has grown nearly as much in the rest of Latin America. To help universities meet the growing administrative needs of such dramatic increases, Hewlett-Packard and the Pan American Development Foundation are working together to upgrade the technological capacities of universities. HP 9000 computers have been sent to the University of Belgrano in Argentina and the University of Chihuahua in Mexico.

The University of Belgrano in Buenos Aires will use the computer to help organize student records, course offerings and enrollment statistics, as well as to modernize the current library administration system. The University of Chihuahua has similar plans for its HP 9000 computer. The mainframe will connect 36 PCs in a network that will greatly enhance the capacity of the school by increasing the flow of information and offering better service to students and professors.

HP Taiwan General Manager Ho-ming Huang, right, receives the Golden Tower Award from Vincent C. Siew, Minister of Economic Affairs.



Cat happier than usual

HP Taiwan's "Happy Cat" Total Quality Control team won the "Golden Tower Award" in October at the 4th National QCC convention organized by the Ministry of Economic Affairs. The award represents the highest recognition and the national championship for quality control activities in the non-manufacturing field. The "Happy Cat" team includes 10 people from the administration department. Their outstanding achievement was reducing 17 percent of the operation costs for the Chungli branch office, which saved more than \$50,000 in eight months.

A quality appointment

Kenzo Sasaoka, president of Yokogawa Hewlett-Packard, has been elected president of the Japanese Society for Quality Control. He assumed the position in October. The society was established in 1970 and has more than 3,000 members.

The name game

Within the Electronics Instruments Group, two Yokogawa Hewlett-Packard entities have new names and one has been elevated to division status. The former YHP Hachioji Division has been changed to the Hachioji Semiconductor Test Division (HSTD). Shigeki Mori continues as the general manager.

The former YHP Instrument Operation has been elevated to division status and renamed the Kobe Instrument Division (KID). It will relocate from its Hachioji home to Kobe when the new facility opens this spring. Yoh Narimatsu, who has been operations manager, will be the division general manager.

This year's best and brightest

Intercon was well represented in Scottsdale, Arizona, this year when HP honored its top 100 sales representatives by inducting them into the President's Club. Intercon winners for 1991 were:

JAPAN

- Osamu Tamura
- Masaaki Umeshima
- Atsunori Tanabe
- Akira Hiratsuka
- Tamio Ono
- Toru Nishino
- Yoshiyuki Tejima
- Fusao Shibahara

CHINA

- Zhiyin Yun
- Ricky Lee

KOREA

- Young Geun Kim
- Tae Sool Kim

SINGAPORE

- Daniel Lee Siong Yan

TAIWAN

- Calvin Chen

MEXICO

- Armando Chavez
- Miguel Angel Galicia
- Niccolo Spataro
- Victor Vilchis

CANADA

- John Trisic
- Michel Cloutier
- Joel Cheng

AUSTRALIA

- Brett Hutchinson

ANSWERS TO QUIZZES ON PAGE 8

Buildings

- 1. f
- 2. e
- 3. b
- 4. d
- 5. i
- 6. h
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- 8. j
- 9. c
- 10. g

Country Shapes

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- 4. h
- 5. f
- 6. d
- 7. g
- 8. c
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- 10. b
- 11. m
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Translations

- 1. i
- 2. d
- 3. a
- 4. h
- 5. b
- 6. c
- 7. j
- 8. g
- 9. f
- 10. e



Ken Koo

ASIA PACIFIC

Hans Neilson has been appointed manager for Personnel, Quality and Public Affairs for the Australasia region. He replaces **Geoff Windsor** who retired in October as

region personnel manager. Hans has been the managing director of HP New Zealand for the past five years. He is relocating to Melbourne.

Ken Koo was recently appointed North Asia manager for Computer Products Operation. The region encompasses Korea, Taiwan, China and Hong Kong. He joined HP in 1975 at the Loveland Instrument Division and has held a number of sales and marketing positions in the U.S. and Asia. He was most recently the country computer sales and marketing manager for China Hewlett-Packard.

LATIN AMERICA

The Personal Computer Group (PCG) restructured its management of Microcomputadoras HP (MHP), which shares its Guadalajara site with the Guadalajara Operation. **Mike Forster**, former general manager of the Guadalajara Operation, is now the site general manager. **John Toppel**, former GM of MHP has moved to Geneva as Computer Systems sales manager for Africa and the Middle East.

MHP has been redefined as manufacturing and distribution and will be managed by **Jose Luis Ortega**, who reports to **Jacques Clay**, general manager of PCG. The PC Marketing Center, managed by **Luis Puerto**, reports to **Bernard Meric**, PCG marketing manager under Clay. Both Ortega and Puerto report to Forster for site-related issues.

Letter from Alan Bickell

(continued from page 3)

Even the project center moved to a profit position.

BEST COMPUTER PRODUCTS PERFORMANCE: Korea wins this year's award with the highest quota in Asia Pacific — 180 percent — and its well managed FSC, which was 11 percent over target. There is excellent teamwork within Korea and with the marketing centers, and proactive and aggressive marketing programs in place.

BEST OVERALL SALES PERFORMANCE: As I mentioned earlier, Mexico had just a superior year as the only country to exceed quota in every single product line. HP Mexico finished the year at 127 percent of quota and with 38 percent growth.

BEST COMPUTER SYSTEMS PERFORMANCE: Singapore's phenomenal quota performance — 158.5 percent — along with its 31 percent growth rate helped them capture this award. Key to Singapore's success was the outstanding field and factory teamwork that culminated in a major victory over DEC in the multi-million dollar MINDEF deal, giving it the largest computer systems country market share in Asia Pacific.

BEST T&M SALES PERFORMANCE: China finished the year at 152 percent of quota, an astounding 82 percent growth rate. CHP closed a number of major deals including MOA and MPT. The T&M team has energetically and creatively pursued joint manufacturing deals with several local electronics factories. The sales programs have demonstrated focus, balance and drive.

BEST COMPONENTS PERFORMANCE: Taiwan's creative, well managed Components team sought out enough new business this year to put it at 206 percent growth and 198 percent of quota.

BEST ANALYTICAL PERFORMANCE: Malaysia Analytical finished FY91 with not only the best quota performance in Intercon but also with the best growth. This followed good performances over the previous two years by the sales and support team.

BEST MEDICAL PERFORMANCE: Australasia finished FY91 at 111 percent of quota, a 50 percent growth over FY90. About 30 percent of the Medical business came via distributors, both of whom finished above quota, while the direct sales team contributed above-quota performances in ultrasound and CIPM products. The restructured support organization played a significant role in FY91's successes.

BEST QUALITY PERFORMANCE: Malaysia had an outstanding year in the quality area. It won the prestigious National Quality Award of Malaysia despite tough competition; received the top ranking in Intercon in HP's Quality Maturity System among those reviewed in FY91; and received second place ranking in Intercon in the improvement of vulnerable customers in the HP Customer Satisfaction Survey.

Happy Trails to You!



Dave Stoecklein/ West Stock

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