

intercom

HP Intercontinental Operations News

FY 1989—Second Quarter



Intercon kicks off the 50th

HP Computer Museum
www.hpmuseum.net

For research and education purposes only.

Year-long celebration begins



Hoisting flags on a windy day is no easy task. Stan Whitten, Ron Ingersoll and Gary Rutherford fight the elements as they go through a practice run up the flagpole.



While this gathering took place outside Intercon headquarters, similar events have been happening at HP locations throughout the world.

ON THE COVER In mid-January, Intercon headquarters had its first event commemorating HP's 50th anniversary, an official flag raising ceremony presided over by vice president Alan Bickell.

Joint master's program produces first HP grad

In January, Adolfo Gascon completed a project that might have been dubbed "Mission Impossible" by some. He received a master's degree in electrical engineering from the Universidad Autonoma de Guadalajara (UAG) and he did it by taking courses from Stanford University in Palo Alto, California. In 1984, Stanford and UAG established a joint master's program which allows students to take courses via videotape. A UAG professor acts as a tutor or proctor, administers exams and helps coordinate the homework assigned by Stanford.

A production engineer for HP's Guadalajara Computer Operation (GCO), Adolfo enrolled in the program in June, 1985. Depending on the course, he was usually one of eight students in the class. "It's a good opportunity to keep updated in the fast-changing area like electronics and computers," says Adolfo. "But I recommend engineers enrolling only if they are willing to make it their highest priority. I spent six to eight hours a week taking classes and another 10 to 15 hours on homework.

While the company paid for all the courses and textbooks, preparation and class work is done on the students' own time. "Not only does working full-time and studying for a master's require a lot of effort, you and your family have to make sacrifices as well," noted Adolfo. "I know I didn't have much time left for my wife and two-year-old daughter."

But the sacrifice is beginning to pay off as he acknowledges that already he's had a chance to apply some of what he's learned to his job. "I've been with HP for five years and plan to use the information I've gained as I move from working with the business systems



Hard work paid off handsomely for Adolfo Gascon when Stanford engineering dean James Gibbons presented him with his diploma.

family into research and development."

HP, along with four other companies, helped establish the curriculum and continues to support it financially and by providing top engineers to tutor the class. Currently 13 out of 38 students enrolled in the program are GCO employees.

"We encourage our engineers to enroll because we know that HP Guadalajara must be at the same level or better in technical knowledge than the rest of the world," says Alfonso Castillo, GCO's personnel manager. "We will also be better prepared to design and produce state-of-the-art equipment to meet the needs of our community."

Dr. Alvaro Romo, dean of UAG's graduate school, admits that the distance between the two schools can be an obstacle. UAG tries to bring a Stanford professor to Gua-

dalajara at the end of the quarter so that students can ask questions before the final exams. And he'd like to reverse the process and send more of his professors to Stanford.

On the other side, the dean of Stanford's School of Engineering, Dr. James Gibbons, wishes that his school's interaction with the students and tutors was more frequent. "The time we do spend, however, has always been very productive. The overall quality of instruction is very high.

"It was HP's familiarity with the program that initiated our contact with the university, and I think the entire economic community in Guadalajara will eventually profit from that connection." ■

Sandy Sousa of worldwide personnel communications provided information for this story.

Appreciation and recognition top employees' wish list

Recognizing and rewarding good performance is nothing new for HP; it's imbedded in the core of the HP way and its management philosophy. However, like all good things that have been around for awhile, its importance can be underrated or overlooked or just plain taken for granted.

"People are not machines," observes Koh Boon Hwee, Singapore manufacturing general manager. "They need to know that their work is important to the overall mission and objectives of their group. Paying well for doing a good job is important but it's not enough. We all need to know that we're appreciated for our contributions; not like a cog in a wheel, essential to the operation but never given a second thought."

About a year ago, HP launched a worldwide effort to promote the importance of employee motivation and recognition. "Essentially we just want to reinforce the basics of good management," worldwide personnel communications manager Katherine Tanelian said at the time. "With our merit-pay system, an environment of open communication and a sound management philosophy, HP has a head start in motivating employees."

Local style

The "how to" of employee recognition at Intercon varies according to local management style and employee needs. For instance, in Singapore, Boon Hwee does not believe that recognition has to be elaborate. "Certainly there will be some formal mechanisms such as we have in the form of the employee suggestion scheme, QC circle effort and so on. But the best form of recognition is the informal and spontaneous one—a pat on the back from the immediate supervisor, a 'thank you' for a job well

done, a note from a higher level manager to highlight an accomplishment. These are simple things but they go a long way in maintaining the motivation for people to excel."

In Melbourne, Australia, region personnel manager David Peak has implemented an HP Achievers' award that recognizes sales support employees for performing over and above the call of duty. "Our sales team often exceeds quota by 110 to 125 percent. This excellent performance from each member of the team has a direct bearing on the company's performance in terms of revenues and productivity gains. Having some sort of recognition program in place ensures that employees feel appreciated when they go beyond what is expected.

Dinner for two

"What you do to show your appreciation doesn't have to cost a lot of money to be meaningful," David says. "Prizes range from dinner for two to lunch for the team to a framed certificate signed and presented by the general manager and office manager."

In Taiwan, personnel manager Shiou-Chuan Huang composes a list of "excellent" or "exceptional" performers who receive a "Pat on the Back" from country general manager Wen Ko.

Non-sales employees who have made a special contribution at HP Canada are rewarded with dinner or some special incentive. Employees who make an extra effort to get things done receive dinner and a ticket to an ice hockey game.

HP Malaysia manufacturing in Penang reports several ways of recognizing employees. The "Top Contributor of the Month" is announced at birthday breaks. They are invited to lunch with general manager Steve Cooper and

receive a letter of recognition for their efforts. Special awards are given for a significant contribution at the end of a project. In addition, employees who hit their targets receive a free car wash and complimentary tea. Those who don't meet their targets end up washing cars.

Performance awards

For many years, Intercontinental Operations, headed by Alan Bickell, has given performance awards based on various merit categories to countries and regions who excel. At the end of FY88, 14 awards were announced, for everything from best overall sales to most improved.

At Intercon headquarters in Palo Alto, a Golden Globe awards program got off the ground in the first quarter of this year when two individuals and a project team became the first winners.

"We did a lot of brainstorming about what kind of a recognition program to design," recalls accounting's Mary Hohn who served on the startup committee. "Headquarters is a small but diversified operation; many of our people travel and they're aware of what's going on in all of our regions.

"What we came up with were some guidelines for nominating. We were looking for employees who had made significant value-added contributions; greatly exceeded expectations; made great achievements in customer satisfaction; stretched their goal achievement; found a creative solution; made unique technical improvements; greatly improved productivity; or enhanced teamwork in their group."

The Golden Globe awards, which are made quarterly when qualified candidates are nominated, include a certificate for dinner and a plaque featuring two golden globes.

"Employees who've received the award seem to feel it's a very special experience," said Jennie Thompson,

headquarters personnel manager. "We hope the formal nomination and selection process will be a re-

minder to supervisors and managers of the importance of recognizing extraordinary achievements." ■



First Golden Globe Winners

Project team members David Anthony (top), Frank Harblst, George Ledbetter and Ramona Azarnia were Golden Globe award winners for their efforts to develop the MicroControl Field Management Reporting System. They handled selection of test sites, coordination, hardware setup as well as on-site management. After successful Beta testing, George and Frank spent the Thanksgiving holiday week in Hong Kong and Japan training and implementing the system, while Ramona was in Latin American countries for the same purpose. The team has implemented MicroControl at every country sales headquarters and region headquarters, replacing the previous FIS system. Its members have been acknowledged for their outstanding teamwork on a company-wide basis.



The 1986 tax reform act in the U.S. created a number of challenges and opportunities for a multinational company such as HP. To understand the new tax law and execute effective strategies quickly requires a multitude of talents, according to Cary Juvonen. That's why he nominated Lisa Peschcke-Koedt for the Golden Globe award they're holding. Lisa is a tax attorney whose high level of technical understanding, communication skills and persistence gained substantial monetary benefits for HP. According to Cary, "Ideas are fine but they require successful implementation which is what Lisa contributed to the process."



Debbie Johnson receives congratulations from Larry Tomlinson after she received the first Golden Globe award. In performing quality assurance testing of software installations for release to Intercon Field Operations (IFO), she has set a high standard for software development teams, saving many hours for administrators and programmers. Information systems managers worldwide have expressed a high level of confidence in installing software tested by Debbie. In addition, she is key person in the smooth operation of headquarters' computer systems, providing excellent support in a pleasant and professional manner.

HP quality and creativity applauded in Japan

What do a couple of Honda and Hewlett-Packard products have in common?

For one thing, the highest level of creative excellence, according to a nine-member selection committee in Japan. Honda's Accord coupe and HP's 82000 IC tester each received Japan Economic Journal awards, chosen from approximately 20,000 new products and services reported during 1988 in four Nikkei newspapers. Both of these products were also among the 16 "most excellent" products and services selected from among a total of 54 recognized in the 1988 Nikkei Awards for Creative Excellence in Products and Services.

The significance of the awards is related to the fact that the Japan Economic Journal is the English version of Nihon Keizai Shimbun, the most famous economic newspaper in Japan with a circulation of 2.6 million.

The HP 82000 IC tester was developed and is manufactured by the company's Instruments manufacturing division in Boeblingen, Germany. The winning circuit tester, which measures application-specific integrated circuit functions, can automatically produce different test programs required for each IC chip through interactive processing. It eliminates the need to request engineering specialists to develop such programs.

The HP 82000 features high-speed operations with a maximum frequency of up to 200 megahertz. HP also plans to develop a series of testers based on this model.

The award-winning and U.S.-manufactured Honda Accord typifies the phenomenon of "reverse imports." Selection committee chairman Takashi Mukaibo commented, "There are several such products among the award winners, representing the result of joint development between the U.S. and Japan. With an increase in such joint projects, there should be a pacifying influence on trade friction." ■



The HP 82000 IC evaluation system exemplifies the highest level of creative excellence, according to the Japan Economic Journal.



Another "most excellent" product is Honda's Accord coupe.



On behalf of HP, YHP president Kenzo Sasaoka receives a testimonial from Akira Arai, president of Nikkei Shimbun.

One Day at Intercon

Last year on October 18, 17 photojournalism students from around the world set out to make a pictorial record of 24 hours in the lives of HP people. This year's first issue of the company magazine, *Measure*, included 60 of the best photos selected from the top 350 slides culled from the original 10,000 slides submitted by the photographers. In addition, 44 more are on display in a traveling exhibit.

As editor Jay Coleman explains, "The quality was so outstanding that every decision became more difficult than the last. Given enough time, money and energy, we could have produced two or three more magazine issues and an equal number of exhibits."

Four Intercon locations were photographed and at least one representative photo from each appeared in *Measure*. There were so many others, however, that captured the essence of our people in a special way. Here are a few of them.



Mexico

▲ Before he heads for the office, Manuel Diaz, general manager of the Latin America Region, limbers up his mind and body on a morning run near his home.



Singapore

- ▲ Rice cakes brought from home are an appetizing addition to the 9 a.m. break.
- ▶ Efficiency on a Thinkjet production line is aided by an AGV robot that travels around the line carrying parts. Background music while this photo was shot included "Greensleeves" and "Home on the Range."



Australia

▶ During morning tea break in Melbourne, Dorothy Tilley receives a warm welcome when she arrives with her cart carrying freshly-made muffins and donuts.

▼ On his birthday, HP Australia finance and remarketing manager John Burnet enjoys breakfast with his wife and four children. An Australian morning tradition is Vegemite, a black salty paste made from brewery residue and spread on toast. Thus far Vegemite's popularity has been limited to Australia.





Australia

▲ Celebrating the shooting of "A Day" on their home turf, public relations manager Doug Forsyth "throws another shrimp on the barbie" for HP Australia's marketing department.

▶ When he's not acting as Telecom test and measurement account manager, Ian Johnston concentrates on his collection of nearly 60 antique radios and gramophones, dating from 1898. Ian has completely restored each piece himself.





Japan

▲ Below ground at the Hachioji factory, employees can work on improving their golf swing during lunch time.

Japan



◀ It's after 7 p.m. and YHP president Kenzo Sasaoka is still at his desk, appearing pleased with the way his day has gone.

▼ Two nights a week, Izumi Shiode joins his wife, Tervo, and their three children for a dinner such as this one featuring Yosenabe, a pot filled with fish, vegetables, pickles and rice. Other nights he works late as manager of the technical systems sector at nearby Takaido headquarters.



"Latin America is on the move"

One of the most exciting elements of our FY88 performance was the substantial order growth achieved in Latin America — up 32 percent. Only Japan exceeded this performance. FY89 to date continues to show unprecedented strength in this region.

This success can be attributed to a number of factors. Certainly a great deal of credit goes to Manuel Diaz and the management team that he has assembled in the region. The energy and enthusiasm they have put into the job is truly impressive. Also important are the manufacturing investments that we've made in Guadalajara and Campinas to support this market. Finally the strategic alliances we've formed in many of the countries, ranging from simple OEM and value-added business relationships to very complex joint venture partnerships, have contributed significantly.

I've just returned from a visit to Brazil and Argentina. Both of these countries represent dramatic examples of the important changes that are occurring in the region. In Brazil, the focus of the visit was our ongoing efforts to build a stronger organization to serve that market. Several years ago, we formed a strategic partnership with The Iochpe Group. As a result, today we are able to support our test and measurement market through Hewlett-Packard do Brazil SA, a joint venture company. A second company, Tesis, focuses on the technical and commercial market with management and technical support from HP.

Growth in Brazil

Both companies have shown excellent results. In FY88, we were able to grow our business in Brazil by 31 percent and should show excellent growth in FY89. For the first time we are in a position to offer locally manufactured computers, starting with the HP 3000-58 in FY87 and '88 and migrating to products in the precision architecture family in FY89.

Joining me for the visit to Brazil was our company's president, John Young. John has been a strong supporter of our Latin American activities and has encouraged us to move ahead with bold, innovative ideas to more fully participate in the Brazilian market. Keep in mind that Brazil is the seventh largest computer market in the world today. Unfortunately, access to the market is severely restricted and generally reserved for local companies. Through the relationships we have established with The Iochpe Group, we've been able to extend our participation in and contribution to this market.

An exciting new initiative is the recent OEM agreement between Hewlett-Packard and Iochpe's subsidiary, Edisa, for the manufacture of HP disks in Brazil. This product has moved along very successfully and is now contributing an important element of incremental busi-

ness to our company. This is an important strategic move for Edisa in that it provides a reliable source of high performance disks for its very successful line of microcomputer-based multiuser systems.

Everyone in Brazil was pleased to see John. We had an opportunity to talk, both in Sao Paulo and Campinas, to all of the employees at extended coffee breaks, spent a considerable amount of time with the management teams in both locations listening to their plans, and enjoyed the opportunity to meet extensively with our business partners in Brazil.

Remarkable turnaround

My second stop was in Argentina. Here the team, led by Rui da Costa, has achieved a remarkable turnaround. They've been able to substantially increase our sales — 32 percent growth in '88, and have made a strong start in '89. Even more importantly, they have achieved an almost incredible improvement in the financial structure of the company. The net result is that today in Argentina we have a real success story. I was really pleased to present to Rui da Costa and all the employees of HP Argentina the Intercontinental Award for the most improved performance in FY88. They truly deserved it.

All of the Latin American countries share a certain amount of economic uncertainty. In Argentina that's a part of the reality of the marketplace. Nonetheless, Rui and the team have proven that professionals with a clear vision of where they are going and attention to detail can deliver an excellent overall performance in spite of a difficult environment. Morale in the organization is very high. They clearly are winners. There is a wonderful "esprit de corps". I left with an optimistic view of our future there.

No report on Latin America would be complete without mentioning our results in Mexico and Venezuela. I didn't have an opportunity to visit these countries this time, but for the record, the HP Mexico team led by Rafael Piccolo achieved 34 percent growth in FY88 and is off to an extremely strong start in FY89. The management team there clearly knows how to win and can be counted upon to deliver a truly outstanding performance. In spite of economic problems, Venezuela grew 42 percent. We are counting on Airton Gimenes to lead the team there to another success in FY89.

Finally, all of the distributor markets in Latin America contributed significantly and seem to be growing very well. We have a new distributor management organization under Jorge Martinez and we are starting to see the results of a more focused effort by his team. So the bottom line is, Latin America is on the move! I know we can count on continued, strong contributions to our overall results from this important region.

Saludos! ■

Advancing microwave science

HP Australia helped officially open the new Sydney Microwave Design Resources Center at the end of 1988, established in conjunction with two local universities. The center, located at the department of electrical engineering of the University of Sydney, will help develop Australian expertise and technology in applications of microwave science.

HP has provided microwave computer-aided-design systems and a variety of specialized test and measurement equipment to the center and will continue to be actively involved in an advisory capacity. The second school participating is the University of Technology.

Recent estimates for the potential of a microwave industry in Australia amount to an annual turnover of \$600 million if the necessary expertise and facilities are put in place. Education provided by the center should help alleviate the current critical shortage of skilled microwave engineers and technicians in the country.

HP Australia general manager Malcolm Kerr pointed out that the company's involvement is one of a series of strategic donations projects to assist the government in fostering a solid and profitable high-tech industry for Australia. The design resources center project closely followed an HP donation of a \$500,000 Artificial Intelligence Laboratory at Royal Melbourne Institute of Technology.

'Round the clock assistance

HP Singapore launched its 24-hour software support in January, first in the local industry to offer the value-added service. Driving force behind this development is the HP Worldwide Network of Response Centers and the advanced telecommunications technology available in the region. The company's customers can now reach the network through a toll-free call accessing the response centers' knowledge database and allowing the transfer of information from one center to another. Because of the centers' strategic locations, HP customers are covered even if their local response center is closed.

Good communications

Three Intercon countries were honored in March during HP's worldwide communications competition. An award of excellence for media relations went to HP Australia's public relations team of Doug Forsyth, Gordon Williams and Robyn Hayes. A similar award for events communication related to the High Achievers Club went to Samuel Araiza of the Latin America region. HP Canada's Linda Johnson accepted another top award for her operation's annual report.

Multi-million workstation deal

HP Canada has won an international contract worth \$11.5 million to supply a minimum of 500 HP 9000 Model 360MH engineering workstations to Bell-Northern Research (BNR). BNR is making the investment to accelerate software development for product design of switching systems for Northern Telecom, its parent company. BNR will move its computer-aided software engineering applications from mainframe computers to distributed HP workstations using standard telephone wiring for high-speed data communications. Initial orders cover 360 systems for use in Canada, the U.S. and the United Kingdom.

Puerto Rico's new home

At the end of 1988, HP's Puerto Rico manufacturing operation moved to its own 142,000-square-foot building in Aguadilla, four miles from the facility it had been leasing. The new manufacturing building is located on a 62-acre site and allows for flexibility and expansion if needed. It has 32,000 square feet more than HP's old location which has been returned to the Puerto Rican government's Economic Development administration.

The operation currently has 423 employees and makes the HP 7475 six-pen color graphics plotter and memory boards.

Additions to OSF

The Open Software Foundation, of which HP was one of seven original sponsors a year ago, currently has more than 40 supporters and members. The first sponsor from the Asia Pacific region is Hitachi Ltd. of Japan. One of OSF's four offices is located in Tokyo. ■

Latin America

Carlos Vaneri is the new sales development manager for the region's southern zone, with responsibility for distributors in Uruguay, Chile, Peru and Bolivia. His previous experience includes sales and marketing management positions with Unisys and NCR. Carlos is a graduate of the Universidad Argentina de la Empresa.

In Mexico, **Gustavo Prieto** has been named personnel manager. He joined HP in 1980 as a technical computer sales rep and most recently was AE country field manager. Gustavo's degree is in electronic engineering from Universidad Iberoamericana.

Two appointments have been announced in Venezuela. **Nelu Rosenheck** is now customer support manager, moving from his position as CEO manager. He came to HPV 11 years ago as a CE. Nelu holds a degree in electrical engineering from Tecnion University in Israel and an advanced degree in business administration from Tel-Aviv University.

Abe Sanoja has returned from Intercon headquarters to Venezuela, where he began his HP career in 1981, to take the newly created post of Analytical district manager for the Caribbean area. In Palo Alto, he has served as Analytical marketing engineer, Latin America major account sales support manager and Intercon account development manager. His degree is in electrical engineering from Sacramento State University.

Far East

The responsibilities of region marketing manager in Hong Kong have been assumed by **Frances Ma** who has held a variety of marketing, planning and finance positions with Signetics, Memorex and National Advanced Systems in the U.S. during the past 20 years. She has a degree in finance from California State University and a master's degree in marketing from the University of Santa Clara.

Also moving to Hong Kong is **David Liu** who will be leaving Taiwan to take on the position of region marketing information manager. Before joining HP in 1985, he was with Formosa Plastics Corporation participating in the PCB technology transfer with HP. In FY88, he was a High Achiever. David has a degree in management science

from National Chiao-Tung University.

Hajime Kawano is heading up the new YHP Far East Region office in Hong Kong's Bond Center, home of Intercon's FER headquarters. Purpose of the office is to support both the growing number of Japanese accounts operating in the FER and the YHP-developed systems sold in Asia.

Hajime brings 18 years of YHP/HP experience to his new job. For the past three years, he has headed sales and development at YHP's Asia Pacific Semiconductor Systems Support Center.

Formerly he was YHP liaison at Intercon headquarters. Hajime has a masters degree in engineering from Kobe National University.

In the same office, **Takayki Anzai** will manage the T&M business. He joined HP in 1981 as a systems engineer for instruments after receiving his MSE from Chiba National University. He was one of the original mem-

bers of the YHP Instrument Project Center and earlier was project leader for CAT applications.

Palo Alto

Tim Bailey is now the country product organizations and projects manager. He joined HP Europe in 1984, providing support on the RISC computer line, and in 1986 he moved to the U.S. as Spectrum internationalization program manager. Tim graduated with a degree in science from the University of Dublin, Trinity College, in Ireland.

Ophir Toledo has returned to the San Francisco Bay Area as Personal Computer Group technical marketing manager after a two and a half year assignment as general manager at Microcomputadoras Hewlett-Packard (MHP) in Guadalajara. Since MHP became a subsidiary of PCG at the end of 1986, gross shipments have grown from \$15 million in FY86 to \$74 million in FY88. **Jose Luis Ortega** will be

acting general manager until a permanent appointment is made.

Pete Oberto has joined the Intercon personnel organization as compensation and benefits manager, coming from corporate compensation where he held a variety of senior level positions for the past eight years. Pete is a graduate of Indiana University and holds a master's degree from Stanford University. Mariam Lim will continue her role as compensation specialist working with Pete.

The new position of Intercon transportation manager has been filled by **Bob Bauer** who joined the company in 1987 as a regional distribution manager for the HP divisions in northern California. He also played a key role in assisting Guadalajara with shipments into the U.S. Bob previously worked for DHL, the worldwide courier service. He graduated from the University of Wisconsin and received his master's degree from the University of Texas. ■

Returning home to find an HP home

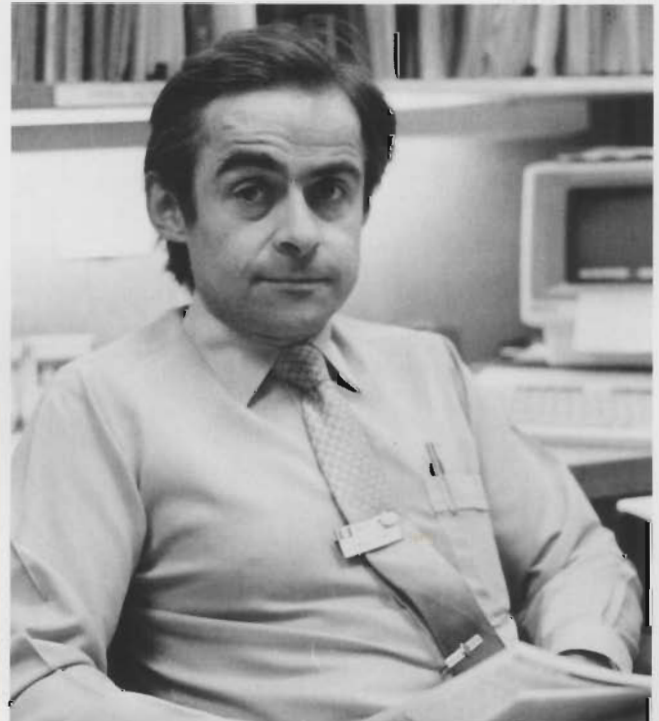
Enrique remembers his friends in Argentina with fondness

Is the HP Way alive and well? Some employees may question its health, but Enrique Setaro is not one of them. The market development manager from HP Mexico wrote the following letter after making an emergency trip back to his birthplace, Argentina.

I am currently working with the marketing group in HP Mexico, and I have been living in Mexico for the last 11 years, but was born in Argentina. Recently I had to fly back to my country, on a very short notice, because my mother had to undergo emergency surgery.

Upon arriving in Buenos Aires, and after being informed about the health status of my mother, I visited the local HP office. Everyone received me with such warmth and friendship and offered to help in various ways. Even the local sales manager Hugo Strachan, was particularly helpful in facilitating my communications back to Mexico and providing local transportation if I might need it.

In retrospect, it is a great relief to know that I have such good friends down there in HP Argentina that really care for me . . . the HP way. Even if I do not work there, they made me feel at home. It really makes a difference to work for HP! ■





TRULY DESERVED
is how Alan Bickell (left) described the most improved performance award he gave to HP Argentina during a recent visit. General manager Rui da Costa accepts on behalf of his team. See story on page 13.



WORKING UP AN APPETITE
raising the 50th anniversary flag led headquarters employees indoors for some cake cutting and eating.

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