

A magazine for Hewlett-Packard people

March-April 1998

MEASURE

HP heads
into World
Cup '98



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Change
'98

There's a new focus at HP—a new intensity on customer satisfaction, better execution and creating new businesses.

And there's nothing wrong with any of that. Absolutely nothing. Unless, in the process of strengthening these areas, we weaken what has made HP strong for nearly 60 years.

Hewlett-Packard has always designed and built excellent, reliable products. We're a legend as a well-managed company. According to a recent *Fortune* magazine survey, we're No. 5 on the list of most-admired U.S.-based companies.

But HP is more than a company of great products, service and support. It's a company known for its philanthropy and contributions to communities in which we operate. It's a company of people practices that most companies envy. It's a company with a simple philosophy—the HP Way—that begins with a belief in people.

So the question is, "How can we make the necessary changes to keep HP competitive—minimizing unnecessary internal red tape—without abandoning those qualities that make us a special company?"

This is the formidable challenge facing our business groups as they take on more autonomy.

Let's take the Personal Systems Group (PSG) as an example. How does PSG—backed by the huge

123,300-person HP organization with its built-in infrastructure and overhead—compete with a 16,000-person, direct-sales company like Dell Computer? Do we discontinue philanthropy? Do we forget about the HP Way? Do we stop being the kind of company that made us what we are today?

I don't think so. Many of us joined HP because it isn't like most other companies. The special attributes that make us HP are the magnets that attract and retain the best people. Sure, we can be like Dell or hundreds of other companies. Is that what we want?

Don't get me wrong. We have to change to remain a leader. That was never more evident than the first day of HP's 1998 General Managers Meeting. On that day, Compaq Computer announced its intention to buy Digital Equipment Corporation. If completed, the acquisition would drop HP from second to third on the list of the world's largest computer companies.

I'm not suggesting that customers shouldn't be our primary concern, either. Great products and service lead to happy customers, and happy customers lead to profit. And I'm all for profit. Profit puts extra cash in our pockets, fuels growth, enables us to carry out a myriad of projects, and finances R&D and philanthropy.

Profit is good.

So, as the Executive Committee and our general managers mold the new, rejuvenated HP, they must see the world with a dual focus: the urgent view of the future and a clear respect for the past.

Because maybe HP is a great company, not *in spite of* our differences but *because of* them.

—Jay Coleman



On the cover: Like the USA team, here playing Costa Rica, HP heads into World Cup 98 with optimistic chances to score big. Turn to page 4 to see how the official technology supplier plans its attack.

Photo by John Todd

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MEASURE

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Hewlett-Packard Company is a global manufacturer of computing, communications and measurement products and services recognized for excellence in quality and support. HP has 123,300 employees worldwide and had revenue of \$42.9 billion in its 1997 fiscal year.

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On HP's turf

Soccer—known throughout most of the world as football—rules on this planet, and the new royalty is about to be crowned. The France 98 World Cup games start June 10. Devoted fans will be cheering their teams on to victory—and getting an earful about Hewlett-Packard Company, the official information-technology hardware and support supplier to World Cup 98.

By Jean Burke Hoppe



As the Big Event draws near, the excitement and tension mount behind the scenes of the World Cup 98 games as thousands of details—all critically important—are ironed out. The pressure is on—a little bit like the edge-of-the-seat 1994 World Cup championship match when Brazil beat Italy on penalties. When the games begin in June, everyone involved wants one thing: flawless execution, on the field and off.

The world definitely will be watching as the 32 teams vying for the cup play in 10 venues throughout France, all hoping to wind up July 12 in the

new Stade de France in Saint-Denis for the final match.

It's estimated that there are 1 billion soccer players on this planet. From the stands in France, nearly 2.5 million people will see the games in person. During the 64 matches, it's estimated that a cumulative 37 billion television viewers will tune in (almost unfathomable when you consider the latest U.S. Census Bureau statistics that put the world population at 5.9 billion). Beyond that, 9,500 journalists from around the world are expected to converge on France to cover the games. It's like a public relations Fantasy Island.

AP PHOTO/AMAT GHOMI



Otiji Ameachi of Nigeria (right) competes for the ball with Naeim Sadavisad from the Iranian team.

- A. Lens
- B. St-Denis
- C. Paris
- D. Nantes
- E. Lyon
- F. St-Etienne
- G. Bordeaux
- H. Marseille
- I. Montpellier
- J. Toulouse



The games will be held at 10 venues throughout France.

Of course, those fans aren't showing up or tuning in to hear about Hewlett-Packard, but HP is going to tell them a great story.

Fans, players, journalists, staff and volunteers—all will encounter Hewlett-Packard during their World Cup experience. HP, working with Sybase, EDS and France Telecom, is orchestrating the most cohesive, integrated I.T. environment in the history of organized sports.

Organizing HP's World Cup effort has been complex, says Katey Kennedy, worldwide World Cup marketing manager, pulling people from across businesses, functions and geographies. Katey and Jean Le-Saint, worldwide World Cup project manager in Evry, France, have spearheaded the project for HP, reporting to Alex Sozonoff, vice president and general manager of Computer Organization Marketing and Operations.

Participating HP organizations include the Enterprise Systems Group (ESG), Consumer Products Group (CPG), Information Storage Group (ISG), LaserJet Solutions Group (LSG), Personal Systems Group (PSG), Software & Services Group (SSG) and the Measurement Organization (MO), including the Chemical Analysis, Components and Medical Products groups.

At least 75 different types of HP products have been or will be used to

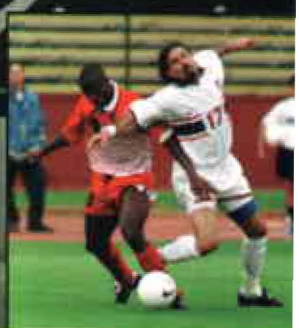
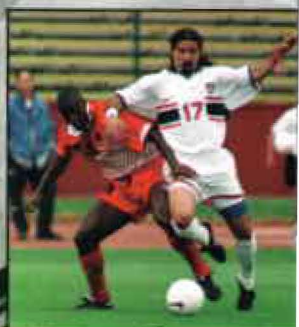
...it's estimated that a cumulative 37 billion television viewers will tune in...

guarantee the efficient operation of all aspects of the games.

Fans will be able to access information to add to their enjoyment of the World Cup and resolve any late-night bets that may come up about player statistics. Moments before the game, they can check the lineup. Immediately after the game, they can view game highlight images. They

manage the many millions of pieces of information that must be unobtrusively gathered and processed to

The Canadians get a leg up on the competition as the ball is finessed away from the U.S. team.



In all, the World Cup IT infrastructure comprises about 75 types of HP computing and communications products. Among them: 2,000 HP Vectra PCs, HP 620LX Palmtop PCs, HP OpenMail, 100 LANs, HP DeskDirect cards, HP networking hubs and switches, HP AdvanceStack switches, HP AdvanceStack routers, 500 HP LaserJet Printers, HP DeskJet Printers, HP-UX, HP 17-inch Monitors, HP Omnibook laptop computers, HP ScanJet scanners, HP 9000 servers, HP SureStore Optical Jukebox, HP OpenView Omniback, HP OpenView PerfView, HP CD-Writer, HP NetServer LH, HP NetServer LM, HP NetServer LD Pro, HP Netserver E30/E40, HP OpenView Interconnect Manager, HP OpenView IT/Operations, HP MeasureWare, HP NetNMATRIX, HP Envizex 'p' X terminal, HP Entria Plus X terminal, HP DesignJet printers, Ntrigue Windows applications server, HP MirrorDisk/UX, HP MC/ServiceGuard, HP Corporate HelpDesk Service, HP OpenView Network Node Manager, HP Viridia M3 portable patient monitors, HP CodeMaster 100 portable defibrillators, HP blood pressure cuffs, HP Spo2 transducers, HP ECG electrodes, HP 1100 Series LC/MSD detector, HP 5973 MSD and HP 6890 gas chromatograph.

can check tomorrow's weather forecast. World Cup Online and Internet access will provide consolidated up-to-the-minute, official information to fans, athletes, coaches and others from virtually any remote location, via kiosks and radio-linked handheld systems.

The World Cup Internet site, <http://www.france98.com>, is available through servers in the United States and Europe. As traffic increases, a site in Asia might be added to maintain acceptable response times to visitors from around the world. The

Get your daily dose
 Find virtually everything you want to know about soccer and World Cup 98 at the following Web sites.
 Relive the 1994 Brazil-Italy championship match at HP's site at: <http://www.hp.com/worldcup98>
 The official World Cup 98 site is: <http://www.france98.com>
 Check out the HP banner and tons of links on: <http://soccer.yahoo.com/wc98>
 The Fédération Internationale de Football Association official site: <http://www.fifa.com/index.html>
 Practice your Italian at Rete!: <http://www.tin.it/rete/>

The whole pack will be there: 2,500 print media journalists, 700 photographers, 4,800 television reporters and technicians, and 1,500 broadcast hosts. They will be in Journalist Heaven at the International Media and Press Centers at every venue, with a broad range of HP equipment at their fingertips. Journalists will have easy access to the Internet with everything from competition statistics to player biographies to World Cup history back to 1930.

HP systems will help make sure that the hundreds of athletes are in the right place at the right time. Athletes will have immediate access to scheduling information and transportation availability. They'll also be protected by a secure identification and access control system, which limits access in certain areas.

HP chemical-analysis equipment will be used for drug testing, which will preserve a level playing field.

Sixty percent of medical calls during soccer games involve injuries on the field, and HP Viridia M3 patient monitors will provide vital information to help World Cup doctors make

well-informed clinical decisions while treating injured players.

HP's organizing committee has made available 5,000 ticket packages to HP entities worldwide, says Katey Kennedy, so that HP's best customers and resellers can attend World Cup games and enjoy some HP hospitality. The company also has a loge box at Stade de France for CEO Lew Platt's staff and top customers during the opening game, semifinals and final match.

HP entities have been having fun leveraging off HP's World Cup participation. Gerardo Costes, Commercial Channel Organization (CCO) program manager in Mexico City, organized a soccer team to travel to a tournament in France and invited 10 resellers from Latin America—where soccer definitely rules—to compete in

it. Taiwan has been very active, sponsoring trade shows and special programs. The Medical Products Group has based trade shows on a World Cup theme. Many entities have localized and

released World Cup advertising campaigns or special offers.

Emmanuel Klotz, marcom manager for the European PSG Marketing Center, calls World Cup 98 the biggest media event of the century in Europe. PSG, ESG and ISG, Emmanuel says, have combined forces to coordinate all the initiatives in Europe so that HP talks with one voice throughout the event.

Much of Emmanuel's most recent efforts have gone to keeping media interest high in the months before the World Cup games by supplying about one story each week to the information technology and business press about different HP applications and issues for World Cup 98.

HP entities have been having fun leveraging off HP's World Cup participation.

PREVOST-SEGUIN / TEMPSPORT

DOUGLAS PECK



World Cup 98 has taken Paris and the rest of the country by storm. The games run from June 10 through July 12.

World Cup Web site is expected to handle an estimated 25 million to 50 million hits per day during the games, with peaks up to 150 million hits.

And if the excitement is too much for an overwrought fan, HP Code-Master 100 defibrillators will be on hand to treat sudden cardiac arrests.

The countdown

- June 10–30** Preliminary rounds
- July 3–4** Quarterfinals in Marseille, Saint-Denis, Lyon and Nantes
- July 7–8** Semifinals in Marseille and Saint-Denis
- July 11** Third-place playoff in Paris
- July 12** Final match in Saint-Denis

His team also has focused on Web activities, including building a World Cup Web site—hp.com/worldcup98—which will feature a 3-D “Stadium of

All Dreams.” He also helped negotiate a deal with Yahoo!, the keepers of the world’s leading Internet search engine, making HP the global sponsor for Yahoo!’s World Cup Web site.

“We need to be strong on the Web,” Emmanuel says. “We can’t dominate TV or the press because there are so

Suit up for World Cup

Have you caught World Cup fever? If so, you can choose from more than a dozen World Cup-branded clothes and other items via the HP Company Store.

Items include a baseball cap, windbreaker-style jacket, polo-style shirt, stadium cushion and water bottle. Specially priced items include lapel pins and sweatshirts, along with an HP-customized lapel pin collection. Check out The Company Store Web site at www.hpstore.com.

many big names and stories associated with the World Cup. We decided to focus our dollars on the Web, a natural for HP anyway.”

The World Cup could not happen without the help of 12,000 volunteers, chosen by the Organizing Committee from more than 20,000 candidates.

About 80 HP employees will be among those 12,000. Most work in France, but others are coming from Canada, Germany, the United States, the Netherlands and Belgium. They are taking unpaid leaves from their jobs to work unpaid jobs during the World Cup. They’re paying their own transportation and are responsible for their own lodging while in France.

Enthusiasm like this is, of course, contagious, and these volunteers will make excellent ambassadors in dealing with the public, journalists and government officials. **M**



Katey Kennedy, World Cup 98 marketing manager (far right), decides with her Santa Clara, California-based team, which will be the recommended posters for Spain to create on its inkjet printers. From left are Arlene Lapinski, marketing coordinator; Steven Angelo, program manager; and Michael Fournell, international public relations manager.

When New York-New York Hotel and Casino chose HP to provide its networking solution, it was

Betting on a sure thing

By Jay Coleman

"This is a cutthroat business and we can't afford to have our network down for five minutes, let alone an hour."

LAS VEGAS, Nevada—John Ginney sits in his fifth-floor office, punches a few buttons on his computer keyboard and, for all practical purposes, he is Captain James T. Kirk at the helm of the Starship Enterprise.

Like the dashing character from the TV show *Star Trek*, John is boldly going where none of his competitors has gone.

This is no science-fiction adventure. But John's "voyage" is, indeed, an out-of-this-world experience.

As director of information systems for New York-New York Hotel and Casino, John commands the computer system for one of the 20 largest hotels in the world. Within this 20-acre site are 2,034 hotel rooms, 2,500 employees and some 2,000 slot machines.

And an innovative end-to-end Hewlett-Packard network solution provides the central nervous system that links the year-old mega-resort.

HP's AdvanceStack 10Base-T and 100VG hubs, AdvanceStack Switch 2000s, NetServer file servers and Vectra PCs are the building blocks that tie the system together like no other single property in Las Vegas.

From his secluded office, John can get an instant online snapshot of information that used to be tabulated in a report a month later. How are room reservations running for New Year's Eve 1999? How is the hotel's occupancy rate today? How much money has slot machine No. 1777 taken in up to this second? How much money has the entire gaming floor amassed?

"This is a cutthroat business and we can't afford to have our network down for 5 minutes, let alone an hour," John says. "The HP network has been in place for more

than a year and it's been trouble-free. It's a solid, sound environment."

New York-New York's decision to select the HP solution is a story in itself. In the summer of 1996, Steve Vollmer, then director of information systems for the hotel/casino, called Phoenix-based Sales Manager Joe Junker to see what network solution HP could offer. Joe enlisted the help of Kevin Kabat, North American business-development manager for HP's Workgroup Networks Division, for the sales call.

"Steve had sketched out the entire network on a whiteboard and began asking several critical questions about the network," Kevin says. "We answered his questions—pointing out a few technical errors that Steve had made—and tried to convince him that our solution made sense."

Joe and Kevin left, and Steve, a stickler for details, did his homework, comparing HP's plan with those from major network competitors, such as Cisco Systems, Bay Networks, 3Com and Cabletron.

On the next HP sales call, Joe and Kevin brought in Gary McAnally, general manager of the Workgroup Networks Division.

"We answered more questions," Joe explains, "then Gary handed Steve his business card, wrote his home phone number and said, 'If you have any problems, call me.' Between Kevin's technical expertise, Gary's commitment, and our overall solution and reputation for support, Steve was sold."

"I believe in HP 100 percent," Steve says. "New York-New York is a

Twelve New York City-styled towers dominate the entryway into New York-New York, an important systems win for HP in the hard-to-crack hotel/casino industry.



JEFF SCHEID

HP's Joe Junker (left) pores over the computer-system plans at New York-New York with John Ginney, who commands the system for one of the 20 largest hotels in the world.

supertanker of a hotel, and it was a gamble to tie our systems together the way we did. But the HP network meets the expectations we had for efficiency, performance and reliability."

New York-New York was an important win for HP in the hard-to-crack Las Vegas hotel/casino industry, Joe says. "A reseller, Ron Cook's Connecting Point, pried the door open for us," Joe says. "Then we put together a package that was a good technical and financial solution for Steve.

"Great customer service and support are the keys now," Joe adds.

In December 1997, Steve left New York-New York to set up the networking system for the Venetian Hotel and Casino, a gigantic 6,000-room property scheduled to open in the spring of 1999.

Will HP have the right solution?

"We're working hard on that now," Joe says, "including a deal to put an HP fax machine in every room.

"Hospitality and gaming are a multi-billion dollar industry in Las Vegas, and we're demonstrating that when you choose HP, it's no gamble." **M**

I want to be a part of it —New York-New York

New York-New York, a joint venture of MGM Grand, Inc. and Primadonna Resorts, Inc., is the tallest hotel/casino in Nevada. Its distinctive features include:

- 12 New York City-styled towers extending 47 stories and 529 feet at the top of the Empire State Building
- a 150-foot replica of the Statue of Liberty
- a 300-foot-long, 50-foot-high replica of the Brooklyn Bridge walkway entrance
- a Coney Island-styled roller coaster—the Manhattan Express—that carries 1,000 passengers an hour on a 67-mile-an-hour, hair-raising experience, rising 203 feet in the air and dropping 144 feet at one point



Beside myself

By David Price*

Between rants, a sufferer of Multiple Name Syndrome (MNS) offers some helpful tips for coping.

I have to admit there have been times when I wanted to strangle myself. Again and again and again and again.

At first it was a minor inconvenience—a fleck of dirt on an otherwise sparkling window. But each subsequent incident has tossed a handful of sludge at the glass, until my window of reason looks like the mudflaps of a moving van on a dirt road in the rain.

It's my *name* that's doing this to me. My own name, for goodness' sake.

To understand what's clouded my sunny outlook, let's slip back 11 years to when I joined this wonderful company—full of energy, full of ideas, full of promise. I'd become a member of a powerful worldwide team, yet was still somehow special, somehow unique. *E pluribus unum*, as a first-year Latin student might say.

Then I got the call.

"Missed you at the meeting," my colleague said.

Huh? What meeting?

"This morning," she said. "The meeting on communication strategy. I thought you'd be there."

Well, sure, that makes sense. That's a natural assumption. It's my *job*.

"I never heard about it," I said.

Now, I consider myself as obsessive-compulsive as anyone else around here. I don't miss meetings; I tie up

loose ends; I respond within 24 hours to my voicemail; I even dust my monitor once a week with a clean, lint-free cloth. So trust me when I say I don't miss meetings.

That is, the ones I know about. Hmm. The ones I know about...

The clue drove me to my keyboard. I clacked the beginning of a new message into HP Desk, that treasured relic of an e-mail system, and tried to address it to myself. The screen flashed two choices:

1. David Price, Boise, Idaho
2. David Price, Rockville, Maryland

"Uh oh," I thought. "What's this? A namesake? A shadow personality? A twin brother they never told me about? And he's getting *my* messages."

I tapped out a note to the other David. We corresponded briefly, exchanged pleasantries, acknowledged the unusual situation and agreed to forward any misplaced missives.

But it didn't always work. I found out in backhanded ways that messages never arrived. There could have been dozens over the years. There

could have been hundreds. One maddening curse of Multiple Name Syndrome (MNS) is that you never know what you're missing.

One maddening curse of Multiple Name Syndrome (MNS) is that you never know what you're missing.

The muddle has gotten deeper. David Prices have proliferated in Hewlett-Packard like fungus on a wet lawn. We stabilized on four for a while. Then we acquired Convex Computer in 1995. Guess what? Now we have five.

*(the one in Palo Alto)

There's a David Price in Boise. One each in Santa Clara and Palo Alto, California. There's one in Richardson, Texas. Another in Greeley, Colorado. There's even a non-HP David Price in the United Kingdom. So much for special. So much for unique.

Feeling sorry for myself, I contacted David Faltermier of the Enterprise Directory group in Palo Alto looking for sympathy. I found everything but. It turns out that MNS is far more widespread than my parochial little mind had imagined.

David and his wonderfully responsive team reveled in their research and produced some revealing statistics that slammed me into my place (see the sidebar, Common denominators). My problem pales when compared to what the David Smiths face. There are 25 of them.

"I am amazed at how many confidential e-mails get sent to the wrong person," says the David Smith in Loveland, Colorado. "I tell everyone I work with that I don't use e-mail for confidential information and they shouldn't either."

Sixteen Michael Smiths. Thirteen Mark Smiths. Thirteen Robert Johnsons. *Yow!*

Those of us plagued by MNS find that humor is often the best, and sometimes only, way to cope.

unusual MNS situation is in Bristol, England. Two Chris Daltons work there. In the same entity. In the same department. On the same project. For the same manager.

"We have a disturbing number of other similarities, including that we both hate being called Christopher and we won't use our middle names," Chris says. Goodness knows which one is talking. "I guess the main ways people tell us apart are that I'm older by 10 years, and he's English and I'm Canadian."

Not that these distinguishing traits are readily apparent on the cc:Mail or PhoneWin directories.

Those of us plagued by MNS find that humor is often the best, and sometimes only, way to cope.

Several jobs ago, I wrote an electronic newsletter for the former Eastern Sales Region in the United States. At the time, there were three Wayne

Although they aren't even close to the top of the most-common list, perhaps the most

Bless Siew

In researching the most commonly occurring names in Hewlett-Packard, the first pass turned up a significant number of Chinese names, such as Siew Tan (48 of them). However, as Cecilia Pang, Corporate Communications manager for Asia Pacific, tells us, "Most Chinese names have three parts. There is the family name and then the rest consists of two more words." When you take all three names into account, none of the Chinese names made the list.

Common denominators

Within HP, about 7,900 employees share about 3,300 names. Here is a list of your fellow employees who suffer greatest from Multiple Name Syndrome (MNS).

MNS sufferers	Number at HP
Smith, David	25
Smith, Michael	16
Smith, Mark	13
Johnson, Robert	13
Williams, David	11
Wilson, Robert	10
Smith, Richard	10
Brown, Robert	10
Anderson, Mark	10
Price, David	5

Curiously, the top nine are all men's names. While many complex cultural explanations for this phenomenon could be considered, the simplest is that parents are far more creative in naming their girls.

Scotts in HP. For fun, they decided to hold a reunion luncheon at a San Francisco Bay Area restaurant called, appropriately, Scott's Seafood Grille.

"When we told our hostess why we chose her restaurant, she gave us each a bottle of Scott's Chardonnay," says the Wayne from Loveland.

A brief write-up on the unusual meeting appeared in a local newspaper. I remember thinking at the time that the headline writer missed

a great opportunity. He should have called the story, "Wayne, Wayne, Go Away."

So we laugh. And we whine. And once in a while we even offer a practical tip for our lucky colleagues with singular names. You know who you are—Glenda Dasmalchi, Yukon Fong, Takashi Onozato, even Lew Platt, for that matter. Here's the tip: When addressing an e-mail message, keep in mind that there's often more than one of us. Actually, let's put a number on it—there are more than 7,900 of us in Hewlett-Packard who share 3,300 names.

So don't just fire off a message to the first David, Michael or Richard who pops up. Click through the list and note the location. The MNS sufferers of HP will greatly appreciate your extra effort in tracking us down.

Now that I've gotten this off my chest, I guess I should share a secret. There is a glimmer of a silver lining to the MNS cloud. For example, if you don't like this story, please write a scathing note expressing your displeasure. Send it to David Price. In Boise. Or Santa Clara. Or Greeley. Or Richardson.

If you like it, write to me. I'm the one in Palo Alto. **M**

Five tips for sufferers

Instead of ranting about the inequities of life, Multiple Name Syndrome (MNS) sufferers should try one or more of these coping strategies:

1. Go work for a smaller company where you're the only one of yourself. As part of the negotiations, bar them from hiring any more of you.
2. If you're a woman (men are most commonly afflicted with MNS), get married and change your name.
3. If you're a man, get married and change your name.
4. Thank your lucky stars that you aren't David Smith.
5. Break the cycle.

Give your children unusual names, like "Arugula" or "Sargasso."

And if your last name happens to be "Price," whatever you do, don't name them "David."



The company's three Paul Russells met recently over lunch to commiserate and plan solutions to their MNS problems. Try to match the correct Paul with his site: Palo Alto, San Jose or Sunnyvale.

Answer: (from left) Paul Russell of Palo Alto; Paul Russell of Sunnyvale and Paul Russell of San Jose. See what they are up against?

YOUR TURN

MEASURE readers share their views on matters of importance.

Mac attack

I develop software on Windows NT PCs in my work at HP, but I also own a Macintosh for use by my family at home. In "How I learned to love my PC" (January–February 1998), I found it interesting that the author had to learn to love her PC, while we loved our Mac "out of the box." The author had to deal with problems with the PC that just don't come up on the Mac.

I think the balanced view is that there are strengths and weaknesses in both platforms, and the Mac users who are "obnoxiously loyal" to the Mac are not brainless bigots, but love their Macs because the strengths of the Mac outweigh the benefits of using a PC for the users of and environment in which the computer is to be used.

JOE LUSZCZ

Andover, Massachusetts

We received a Mac attack from several HP employees who use Macs. Most of the people objected to writer Jean Burke Hoppe's humorous characterization of Mac users, including herself, as "obnoxiously loyal." The fact is, that's the kind of loyalty HP wouldn't mind having. By the way, MEASURE is designed and produced in-house using a Mac.—Editor



Horror stories

I read Jean Burke Hoppe's article with great interest because I just purchased my HP Pavilion PC two months ago. I wish I could say I had as much success as she did.

In a nutshell, the thing locks up all the time. The sound quits, some programs don't work and some graphics are inverted.

I've read similar horror stories on America Online message boards. Many of the people posting to this message board say they will never buy IIP products again, and they will tell all their friends, too.

This is a bad thing that I hope HP will be looking into.

ERIC MATSCHKE

Vancouver, Washington

Product reliability and support are serious concerns, especially given HP's added emphasis on increasing customer satisfaction. We've received several reports of satisfied Pavilion customers. We hope that by the time you read this, your problems and those of other customers will have been resolved.—Editor

Dyeing to know

Reading the article "Branded!" in the January–February *MEASURE* caused me to think back about HP changing the color of boxes from white to brown when it seemed



everyone was concerned about the ecology. The bleaching process to make the white boxes was eliminated to help the ecology.

I would suspect that the dyes used on the new boxes would be detrimental to the ecology, as was the bleach. Am I wrong or has the bottom line become more important?

LARRY LUND

Santa Clara, California

HP is committed to finding the best possible environmental-packaging-

Please send mail

Do you have comments about something in *MEASURE*? If we publish your letter, you'll receive a Dr. Cyberspace *MEASURE* T-shirt.

Send your comments to Editor Jay Coleman. The fax number and addresses are on page 3. Please limit your letter to 150 words, sign your name and give your location. We reserve the right to edit letters.

material solutions that meet business needs, says Paul Russell from Corporate Environmental Health and Safety. "We use only water-based inks that contain limited amounts—less than 100 parts per million—of regulated heavy metals," Paul says.

"In the United States," he adds, "all corrugated cartons are totally chlorine-free (TCF) liner board. Where TCF material isn't available, we use elemental chlorine-free liner board." Product-line packaging engineers are responsible for ensuring that all these conditions are met.—Editor

Fans in the stands

As a person born and raised in Germany, I can tell you that there is only one world sport—soccer.

In your January–February article "World Cup countdown," you wrote about the 2 million people watching the events. Let me tell you that the correct number will be 2 billion.

RALF BORN

Palo Alto, California

Hold your penalty kick, Ralf. The article said that an "estimated 2.5 million soccer fans (will) cheer from the stands." The number refers only to spectators who will be in World Cup stadia, not the total TV viewing audience.—Editor

Corrections

Cypress CEO T.J. Rodgers' name was misspelled in the January–February *MEASURE*. Ken Straiton took the photo on page 12. Also, the correct URL for HP Corporate Aviation's shuttle schedule is <http://hpct.corp.hp.com/travel/2392.htm>

It's all about connections

Thousands of employees are using CONNEX to gather information and build relationships. You can, too.

By Sanjay Khanna

When it dawned on Pam Heid that Kathleen Borges, her classroom instructor, educational consultant and mentoring program manager, had been spending fewer hours in the classroom because of mentoring program "busy work," she knew things would have to change.

Either Pam and Kathleen would have to create process improvements to get Kathleen back into the classroom or, in the worst-case scenario, Pam would have to scale down the popular mentoring program, which matches 50-plus mentors and mentees each year.

While Pam and Kathleen explored ways they could improve how Kathleen matched mentors and mentees, Pam, education manager of the Roseville, California, Site Organization, who also manages the Roseville site's research library,

attended a demonstration of CONNEX at an HP library conference in Sacramento. After observing the demo, Pam was thrilled. "I asked myself: 'Could CONNEX be the ticket to make the best use of Kathleen's time?'" Pam says.

It turns out that it was. Now that Roseville uses CONNEX to administer the mentoring program, the work that currently takes Kathleen one month to complete—manually matching the profiles of mentees with

mentors, interviewing prospective mentees, and introducing mentees



ANNE KNUDSEN

and mentors—is expected to take only one week: a 75 percent reduction in effort. Benefits for the mentees include the freedom to independently search for and interview potential

mentors and rank them by preference.

Such efficiencies don't surprise Tony Carrozza, a software engineer at HP Labs'

"...it's easy to see the CONNEX potential for reduced duplication and productivity leaps throughout HP."

Research Library and one of the key people behind CONNEX. Citing a typical example of CONNEX's power, Tony recounts the story of Anna Manalo, applications engineer at HP-Philippines who found Tony's profile at the CONNEX intranet site and contacted him about a programming problem he'd previously solved. "In 15 minutes, I'd managed to save her a week of work," Tony says. "Multiply that gain by thousands and it's easy to see the CONNEX potential for reduced duplication and productivity leaps throughout HP."

Though it was funded by a World's Best Industrial Research Lab (WBIRL, pronounced "wibble") grant in 1995, the seeds of CONNEX predate WBIRL. Around 1987, Eugenie

How to place your profile on CONNEX

CONNEX is friendly, easy to use, and powerful. To place your profile on CONNEX:

1. Go to the HP Labs Research Library intranet site (<http://lib.hpl.hp.com>) and click on CONNEX.
2. If you are a new user, click on "New User Registration." There is no charge for CONNEX. Once you are registered, you can enter CONNEX, create your profile or search the database.



Eugenie Prime and Tony Carrozza, founders of CONNEX, plan the next generation of HP's intranet Web tool.

a prototype of CONNEX in a previous job in HP's Product Processes Organization. Entrusted with funds from a WBIRL grant, Eugenie and Tony began developing the CONNEX application.

Says Eugenie, "While working on CONNEX, it's become abundantly clear that the knowledge, skills and values embodied by our people are crucial to HP's survival. With HP's intellectual capital going home every day at 5 o'clock, CONNEX helps HP and its people remember how important they are to innovation. That's why knowledge management has become the issue of the year—maybe the decade."

Since its rollout in February 1997, CONNEX has amassed a user base of 5,300 participants. CONNEX's database now contains 1,600 searchable profiles of HP employees. Each profile includes information about the knowledge, affiliations, education and interests of CONNEX participants.

Should everyone at HP have a profile in CONNEX? "No," Tony says. "CONNEX," he says, "is for people who are genuinely willing to share worthwhile knowledge and insight with others. If you don't like sharing, you shouldn't place your profile in CONNEX."

CONNEX also offers an "unexplored potential for networking," says Barbara Waugh, Labs' worldwide human resources manager. For emphasis, she points out the "vast range" of talks and symposia held at HP every year. "Using CONNEX, it would be possible to recreate the magic of connections by searching for tidbits you may remember about individuals whose thoughts and ideas you found inspiring," she says.

In fact, CONNEX has inspired many to go online and leverage

Five ways to benefit from CONNEX

Below are five ways to benefit from CONNEX's power to help HP people connect, communicate and solve real business problems.

1. Encourage those in your organization who are skilled at—and enjoy—sharing information to contribute their expertise through CONNEX.
2. Encourage your project team to sign up on CONNEX so that you can better leverage your team's knowledge base.
3. Encourage members of your HP affiliation (trade or professional organization, standards body, etc.) to sign on to CONNEX. If you are a member of an organization not found in the selection lists provided, add it to "Other Affiliations."
4. After attending particularly inspiring courses, seminars, or workshops, join others in placing your profiles on CONNEX to maintain your hard-won professional connections.
5. Place your profile in CONNEX, listing your key areas of interest, hobbies and expertise. Expect a call—someone at HP will want your help.

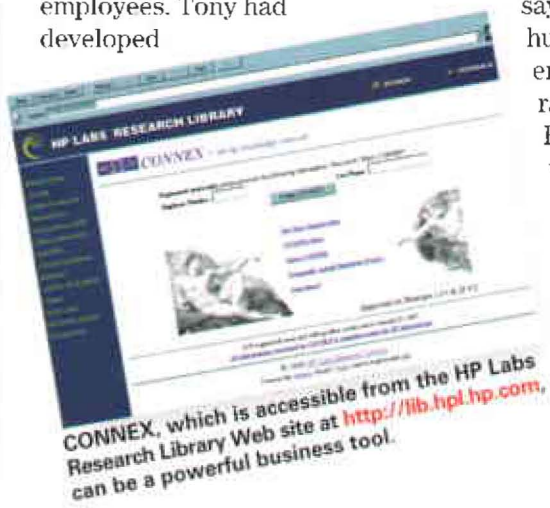
its benefits. The Technical Women's Group, for example, stays in touch with CONNEX, and individual members use the tool to solve problems and make connections.

"CONNEX enables networking across traditional HP boundaries and encourages the non-standard behavior that will be a big part of HP efforts to know what it knows," Barbara says. "We believe that CONNEX may herald the birth of a new way of communicating at HP, one that's integral to the alchemy of building relationships and sparking profit." **M**

(Free-lance writer Sanjay Khanna lives in Vancouver, Canada.—Editor)

Prime, manager of HP Labs' Research Library, and her fellow librarians discovered that they'd been spending inordinate amounts of time helping HP Labs' researchers find colleagues whose interests would provide opportunities for collaboration. In light of this, the library staff had become convinced that HP Labs needed an easy-to-access, automated tool to link researchers with one another based on their interests, education and achievements. They had to shelve their plans, however, because their vision was not readily achievable, given their funding and the state of technology.

Enter the mid-1990s and the World Wide Web. With a Web browser providing the easy-to-use front-end, Web-based technology finally offered the cost-effective solution they needed to build a database repository of HP employees. Tony had developed



CONNEX, which is accessible from the HP Labs Research Library Web site at <http://lib.hpl.hp.com>, can be a powerful business tool.

From silk to silicon

Along the ancient trade routes that once carried silk and spices from Asia to Europe by way of Central Asia, HP and its channel partners are bringing HP technology to what eventually may be known not as the Silk Road but as the Silicon Highway.

By Mary Weed

(In our November–December 1997 edition, MEASURE visited the young, dynamic employees in HP Russia. Here we profile the team of people transforming the HP INDEX—the INDIRECT EXPORT—countries in the Caucasus and Central Asia. —Editor)

TASHKENT/SAMARKAND, Uzbekistan—In the early morning din of trucks and car radios in the bustling Uzbek capital of Tashkent, women in flowing gowns hurry their uniformed children off to school. Older men in skull caps sit together over tea and bowls of rice or noodles. Saffron, eucalyptus flower honey, balls of dried cheese, roasted apricot seeds and honeydew melons the size of watermelons are all for sale in the ancient bazaar.

Look a little closer, however, and you'll see modern shops selling HP's latest computers, printers and cartridges. In fact, the spread of information technology is well under way in Tashkent and Samarkand, cities often thought of only as exotic tourist destinations.

HP's business is booming on this new commercial frontier. Since 1992, growth in some markets has been more than 1,000 percent. "It reminds me of when we first entered the now-maturing East and Central European markets," says Werner Hascher, a 25-year HP veteran and support manager for the region, who has a history of pioneering HP's emerging markets. "But growth," he notes, "is going to happen a lot faster here than in Poland, Hungary and the former Czechoslovakia."

And to think that HP's enviable performance in Central Asia began rather serendipitously by way of a multi-million-dollar deal with Uzbekistan's Central Bank and the National Depository. When Werner was asked in 1992 by a value-added reseller in the United

Kingdom to commit HP support for the deal, he had to look up Uzbekistan on the map.

Today, the commercial geography of the "Stans"—Uzbekistan and Kazakstan in particular—is much better known. More importantly, HP is becoming a well-known brand in these important emerging markets.

"Two years ago, we had nothing," says Tore Hofstad, Commercial Channel Organization (CCO) sales and marketing manager for the INDEX countries. "Now we have more than 30 channel partners." He speaks of the accomplishments

of his Commonwealth of Independent States (CIS) excluding Russia team, saying he's proud of the number of channel partners HP has.

One of those channel partners, Nuron D.C., already offers service that few competitors can match. "Just look at the many HP service-center listings in the Uzbek (telephone) yellow pages, and you see our presence is strong," says CIS Area Manager Alexander "Sacha" Chub. "We have the same number in Kazakstan. Our competitors can't say the same. This makes us look very optimistically at our future."

"The real secrets to fast growth in the region are the combined ingredients of speed, people and sincere relationships," Tore adds. "HP is in the infant phase of developing markets, customer relationships and partners' knowledge, but it's a perfect synchronization from all points of view

"The real secrets to fast growth in the region are the combined ingredients of speed, people and sincere relationships."



Members of HP's INDEX sales team (from left), Sergey Plaksin, Tore Hofstad, Ludmila Tschelkanova and Alexander Chub, meet in a park outside Moscow, to concentrate on HP's channel partners in Central Asia.

—business, people management, issue-solving, etcetera.”

What is also evident is that there has been a pent-up demand in the region for the latest information technology. “The people here,” Tore notes, “are among the most highly educated in the world and they are committed to excel.”

Uzbekistan has long been a center for rocket science. Rather than simply being an exotic tourist site, this former Soviet republic is home to a

well-educated and technically skilled population. For example, scientists who now work for Nuron D.C. include Alena Tyan, an order-processing manager; Aleksy Sividov, project department director; and Alexander Torgovitsky, Professional Services Organization project engineer.

Customers also are increasingly demanding as they become aware of what HP can offer them. “Our customers are very qualified themselves and send us well-done specifications,” Alexander says. “They know what

they're talking about. And with the progress of our economy, they increasingly know what they want. We're responding to that growing and sophisticated demand.”

Nuron D.C. itself grew out of a desire to meet this pent-up demand. The company started shortly after Uzbekistan's independence in September 1991. The founder, Anatoly Kim, who was born in Tashkent and educated in finance in St. Petersburg, asked fellow schoolmate, Oleg Zhukhov, to join as president. Today, the team is 120-strong.

From the beginning, Nuron D.C. looked to HP as a supplier. “One hour after our founding,” Oleg explains, “we decided that we couldn't be successful with a no-name computer. We understood that a brand name was a brand name and that service with a global company was more than a feeling.” HP's reputation as a large and thriving company helped cement the relationship. “When you start working with a global company,” Oleg says, “it's like a train and we're the wagon. If a foreign company is growing, we're growing with it.”

While the HP “train” helps partners such as Nuron D.C. grow, HP's CIS team also is busy winning multimillion-dollar tenders for World Bank and International Monetary Fund projects. Out of 30 recent bids to provide servers, personal computers and networks, HP's CIS team won 30.

“By the end of 1997,” notes Sacha Chub, “our commercial channel business grew two and a half times to

Silicon

\$24.6 million. Our strategy now is to expand our channel philosophy in these countries as they grow. Especially with countries like Kazakstan, which has oil reserves comparable to

Kuwait, this red belt region from the Caucasus to Mongolia is hot.”

But the challenges are not to be scoffed at. The average wage is just \$1.20 a day, putting a personal computer out of the reach of most people. The cost of an Internet connection, or even one for making phone calls, is exorbitant.



HP employees stop at a market on the road to Samarkand.

Perhaps most important, the infrastructure needs an overhaul. As Bernd Bischoff, general manager for Europe's

Commercial Channel Organization, puts it: “Not only do you have to have the money to buy HP products, you have to have the basic infra-

structure, such as a reliable supply of electricity to make the computers run.”

...many HP channel partners visit customers with spare generators in their car ...

spare generators in their car trunks.

Legacy systems present another challenge. Alexander Torgovitsky of Nuron D.C. says that it's necessary to keep older operational systems up and running while convincing people they need a new system.

HP's role, beyond that of a supplier, has been to develop local structures with local teams, train the partner channel and focus on big deals. HP's Grenoble-based Philippe Julien heads the Localization Engineering Center (LEC). The center works with

local partners, as well as companies such as Microsoft or IBM, to set up standards in terms of screen or printer fonts and keyboard layouts for these emerging markets.

Recently, the LEC helped define and source Kazak keyboards for HP Vectra and OmniBook PCs for the Education and Finance Ministries.

Philippe commends HP for laying the groundwork for further business development while rekindling the cultural spirit of the newly independent republics.



JAMES HILL / BLACK STAR

Modern computer stores such as Partya Virtual World in Moscow are increasing throughout the INDEX region, where HP sales are soaring. HP sales rep Pavel Kozlov (left) discusses an HP product-demonstration area with Partya's Vladimir Dunaitsev.



In the last few years, HP's INDEX countries easily have been among the fastest-growing parts of HP's business worldwide. The Central Asia region represents 15 percent of HP's INDEX revenue, with the biggest revenue, coming from Ukraine, Slovakia and Romania.



Tore Hofstad recently clinched a tremendous deal in Moldova: 10,000 personal computers and servers to improve the nation's education. Typically, 5,000 total are sold in a year.

With language localization, Philippe commends HP for laying the groundwork for further business development while rekindling the cultural spirit of the newly independent republics. To tackle the many problems, he says, "it takes an energetic, powerful team on the silicon road to sharpen market awareness, seek credit opportunities and fortify deals."

What's more, this type of business development is augmented by a personal touch that makes all the difference in a region where personal relationships are every bit as important as product quality. Arkady Son, an Uzbek of Korean-Chinese origin who heads Nuron D.C. Support, points out that running deeper than the finances and growth potential linking the HP team to the Uzbeks is "the common spirit we share and the feeling of being in a family." **M**

(Mary Weed works in HP's European public affairs/communications department in Geneva, Switzerland. —Editor)

INDEX countries at a glance

HP's INDEX (short for INDirect EXport) countries are pointing in the right direction—up! Sales are soaring, thanks to a diverse team based in Vienna and reporting into Geneva's International Sales Europe-East headquarters.

INDEX countries are: Albania, Armenia, Azerbaijan, Belarus, Bosnia-Herzegovina, Bulgaria, Croatia, Kazakstan, Georgia, Kyrgyzstan, Moldova, Mongolia, Macedonia,* Romania, Slovakia, Slovenia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan and Yugoslavia. This article focuses on Central Asian markets.

* Macedonia is also known in the INDEX countries as the Federated Yugoslavian Republic of Macedonia (FYROM).

Established: 1992

Number of employees: 10 (revenue per employee averages \$12.5 million per year)

Employee average age: 27

Sales growth: 1,000 percent since fiscal year 1992

A few top HP INDEX customers: Central Depository of Uzbekistan, Moldova Education Ministry, Slovak Savings Banks, Ukrainian Ministry of Statistics, National Bank of Kazakstan, Romanian Railways, Bulgarian Telecom, Croatian Clearing House

Extreme kayakers risk life and limb for the sheer pleasure of an adrenaline rush. HP Ireland's Joules Dormer and fearless folks like him have an inherent need to

Take a ride on the wild side

by Grace Razo

It was a kayaker's worst nightmare.

At the bottom of a steep river gorge in Oregon's rugged Cascades mountain range, a paddler was pinned to a tree. Rescuers reached him several times, but were unable to free him. Light was fading and the water was rising.

"Eventually," recounts Joules Dormer, a process engineer in the Dublin, (Ireland) Inkjet Manufacturing Operation, "the pressure of the water collapsed his boat and the paddler fainted into unconsciousness. Ironically, it was when he fainted that he slumped forward and drowned in six inches of water."

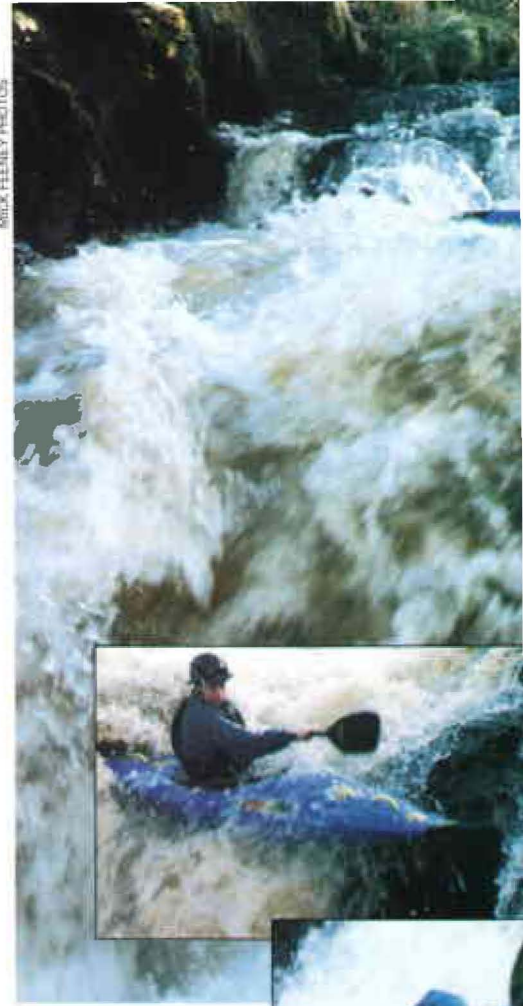
Risk-taking white-water paddlers thrive on raging rapids and surging currents. The spicier and dicier the water, the better.

Like movie hero Indiana Jones, an adventurous Joules encounters the rigors of some of the fiercest white water with skill, strength and stamina. He defies Mother Nature and revels in an aftermath of natural euphoria. And he clutches the memory of his companion's drowning as a vivid reminder that there's no room for error out there in the water.

"At the top end, so-called extreme kayaking," Joules says, "you know that one mistake is costly and painful, varying from loss of boats and equipment to severe bruising, broken limbs and, ultimately, death in the most extreme cases. This part of paddling is the real mind game, being able to be clear and calculated, not letting the sense of fear derail a logical thought process."

It may appear that Joules lives in constant bliss, never coming off the natural high athletes get when they stretch the limits of human capability.

But, surprisingly, he lives a life allied with HP Europe's Work/Life Harmony: semi-symmetry between



MIKKI FEENEY/PHOTOS



the dangerous sport of kayaking and his HP job.

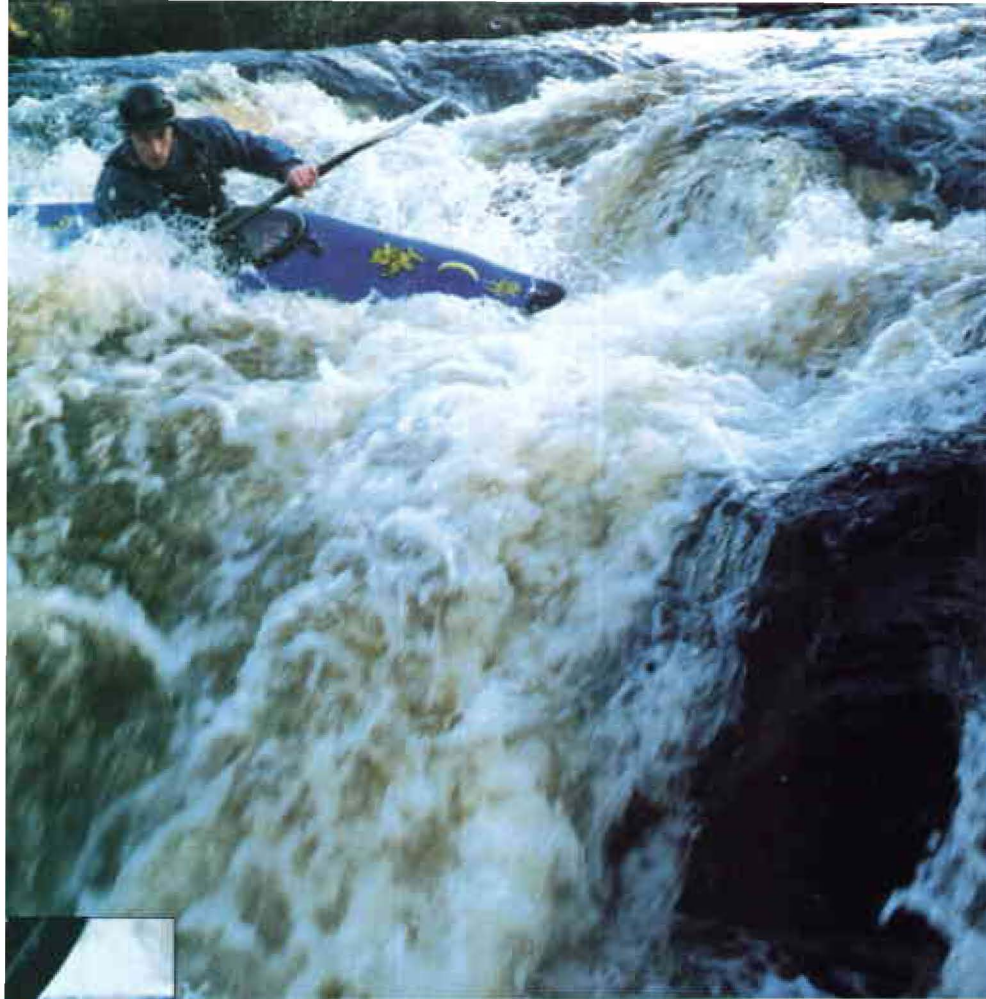
"It's all about balance, isn't it?" Joules says.

Although he does admit, "My heart is really out there in the water," this kayak extremist manages to keep the scales level. Accomplished, of course, with personal sacrifices and HP flexibility. When Joules takes time off for competitions abroad, he says he gets total support from HP management.

Joules's typical day includes 2-3 hours of training before or after work. Often this means being out on the water at 5 a.m., or at night during the winter.

Joules says, "Kayaking is not a hobby. It's a lifestyle. And my day's not over until I've done some sort of training."

This passionate affair with kayaking began at Greystones, the rocky headland 20 miles south of Dublin



What does kayaking mean to Joules? Well, among other things, he says, "It's about satisfying my love for the water, which I have developed by spending most of my life beside it, in it or on it. It's about understanding the subtle and complex interaction between man, boat, paddle and water."

Here he was representing Ireland in the World Kayak Freestyle Championships. This grand finale of freestyle kayaking drew 200 paddlers from more than 30 countries.

Joules had some hot moves—stern dips, whippets and pirouettes—as he maneuvered his boat down the ominous grade-4 rapid.

Kayakers grade the relative danger and turbulence of river water using a numbering system from grade 1–6. Flat and placid water is considered a grade 1; grade 6 is considered the limit of what is humanly possible.

To the layman, Joules says, a grade-4 rapid would look like swift-moving currents and a series of tumbling waves—the sort that thrilling raft trips are made of.

"To an expert kayaker, this type of water is a playground of opportunities. The water is challenging enough to hold one's attention, but not so dangerous that it renders one helpless or out of control."

Joules finished the competition within his goal of the top 20. Where in the top 20?

"Well," Joules chuckles, "No. 20. I squeezed in there by the skin of my teeth." **M**



where Joules grew up. Swimming the sea on Dublin's east coast apparently was too tame a sport for a spunky 16-year-old.

Soon after Joules was given a kayak and paddle



for his lifeguard duties at Bray Beach, he was "commuting" back and forth to work. It didn't take long for his 4-mile cruise to turn into the most radical ride of his life.

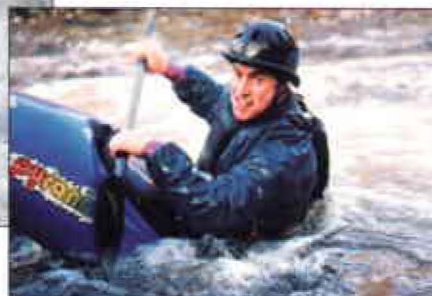
"There's more of a buzz to kayaking," as Joules puts it.

Last year, that buzz escalated from noisy hum to crashing crescendo. It was a kayaker's dream come true.

Joules was well-outfitted by his sponsors for the daring descent down the McKoy Chutes rapid on Canada's Ottawa River. Armed with his blue Pyranha Razor boat and Rough Stuff double-blade paddle, Joules confronted the chutes with zeal.



"It's about spending extended periods of time in the fresh air, close to nature, letting the river take you to places people just don't go or can't go because of their seclusion," Joules says.



ASK

Dr. CyberSpace

Sometimes your browser just isn't enough. Here's why you probably need a plug-in or two.

You're surfing madly on the Web and suddenly find that you've hit a link that takes you to a great video that you really want to see. Then your computer starts telling you that you've reached a dead end, smashed into a brick wall...unless you're willing to load a new "plug-in" for your browser.

What are plug-ins? Why do you need them? Why do Web designers create pages that require you to download a plug-in?

Plug-ins let you push the limits of your browser (that's Netscape's Navigator for most HP people) and explore multimedia files on the Internet. Plug-ins are helper applications that let you see and hear things that your browser can't handle all by itself.

Web designers are always looking for new ways to present information in exciting and entertaining ways,

using video, sound and virtual reality. Realize that the Web is an evolving place where someday you'll be able to do everything from reading online data to watching live video broadcasts. But today's browsers can't handle all the new, gee-whiz file types that come along to take advantage of the evolving Web. So companies like Iterated Systems and SmartBrowser and Ichat create plug-ins that let you do things that your browser alone just can't handle.

Fortunately, most Web designers develop sites that stick with the basics—pages that Netscape's Navigator and Microsoft's Internet Explorer can display with ease.

But if that lowest-common-denominator approach just doesn't fit your cut-loose surfing style, don't despair. There are hundreds of plug-ins out there. And while most are a boon to your viewing, there are downsides to plug-ins. Some are difficult to install and they will test your patience during the download process. Many are no longer "helper" applications—they've exploded into entire applications with mini-

operating systems and programming languages. You can wait and wait and wait while some of these larger plug-ins download and set themselves up.

You've probably used a plug-in at HP without even realizing it. Adobe Systems' Acrobat Reader lets you see files and forms the way they were originally designed, packed with graphics and all sorts of typefaces. HP's Human Resources Web site makes great use of Acrobat Reader to

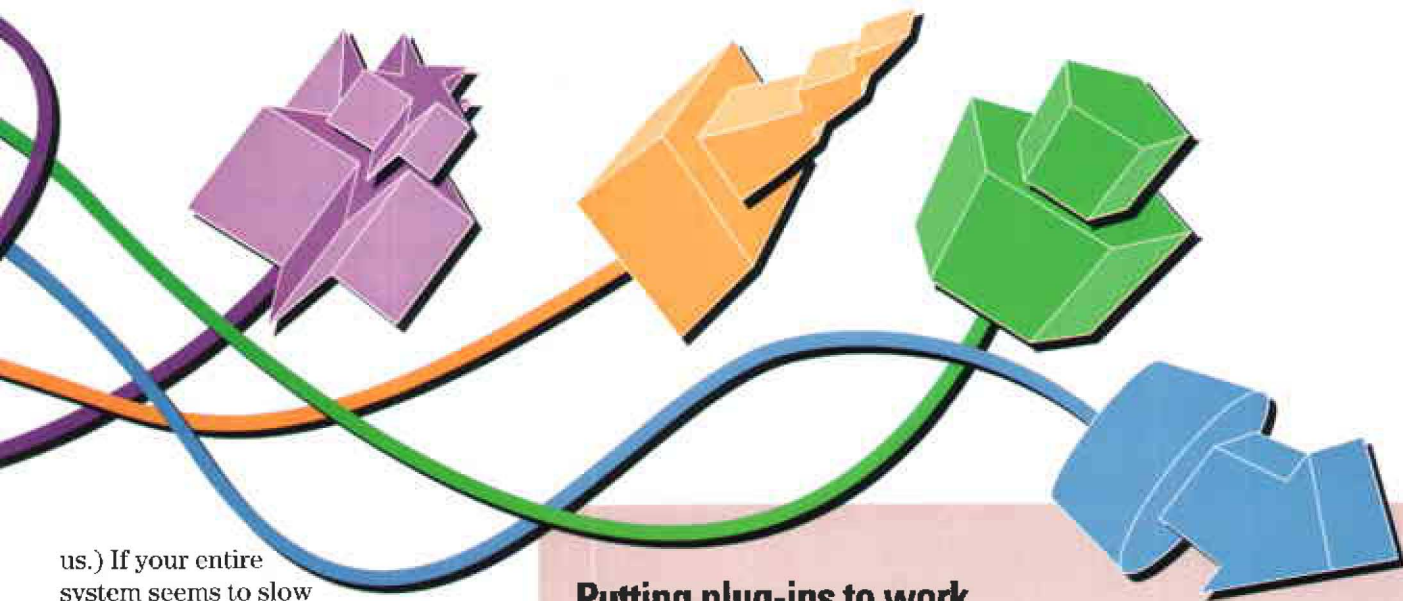
display and print many of the U.S. only personnel forms you need (see the sidebar on page 23). Acrobat is actually conveniently packaged with Netscape on almost all HP sys-

tems. (Technically it's configured as a helper application and not a true plug-in, but that's not important to most of

Plug-ins are helper applications that let you see and hear things that your browser can't handle all by itself.



THOMAS J. BILKOWIN



us.) If your entire system seems to slow during file downloads, it's because the plug-in, which you can get free from Adobe's Web site, is a real CPU hog. But the viewable document quality more than makes up for the sluggish performance.

Other groups of HP employees have plug-ins that are embedded in their browsers to let them work with all the files they need to do their work.

And if you run into a plug-in you need? Download it if you need it. Most are free. Most, but not all, work inside the HP firewall. All of them need to be installed on your C: drive alongside your browser.

If there's a caution to plug-ins that you need to know about, it's that there are no security restrictions on what a plug-in can do. Most of the well-known plug-ins are OK (certainly the ones in this article). But don't assume that it's safe to install any plug-in on your HP system. Ask your site I.T. person if you're in doubt.

If you find a plug-in that you find particularly useful, let me know about it. Send your thoughts to doctore@corp.hp.com. And don't forget to visit Dr. Cyberspace's clinic, open 24 hours a day on HP's intranet, at hpweb.corp.hp.com/publish/hpnow/use/drcyber/index.htm. M

Putting plug-ins to work

Inside HP

HP employees in the United States can find an electronic literature rack filled with all their personnel-related forms at persweb.corp.hp.com/forms. Lots use the Adobe Acrobat plug-in (you can recognize Acrobat files by their .PDF extensions), which allows you to view and print the form.

Outside HP

Ichat lets you plug in an Internet Relay Chat (IRC) client into your browser. IRCs are one way to let a small group of people (maybe a project team) or a large group "chat" on a Web page. (This kind of "chatting" is done using a keyboard and not your vocal cords.) America Online used Ichat for a 17,000-person get-together with pop star Michael Jackson. Get a demo at www.ichat.com.

Need a form to file your U.S. income taxes next month? Most of the forms at www.irs.ustreas.gov are available in .PDF format—one more reason you'll want Adobe's Acrobat plugged in to your browser.

Just for fun

VoxChat from Voxware is an Internet telephone product that lets you talk (yes, with your vocal cords) party-line style with up to four people on a Web page. Learn more about it at www.voxchat.com.

Macromedia's Shockwave is another big plug-in that, like most, is free. When you add Shockwave to your browser, you can do some amazing things...like saving the White House from Godzilla or playing Whack-A-Mole in Macromedia's Shockwave Gallery. This plug-in really enables you to display CD-quality audio and graphics. Learn more at www.macromedia.com/Tools/Shockwave/index.html.

The case for change

By Jay Coleman

Friday, January 23, 1998, was a big day for Hewlett-Packard. On that date:

- one senior executive left the company;
- another was named to head a major new business organization;
- a third announced his decision to retire;
- the company scrapped its Management Council and several high-level decision-making bodies; and
- reporting relationships changed for Geographic Operations.

Three days later, at HP's annual General Managers Meeting, Chairman, President and CEO Lew Platt revealed three areas of companywide emphasis:

- create a new intensity in our customer focus;
- improve our execution;
- excel at creating new business for HP.

Whew! What the heck is going on here?

The answer, in a word, is change. OK, that's not exactly earth-shattering news for HP. The company's been changing ever since it was founded 59 years ago. But these changes—depending on your point of view—could be either just part of the normal, cyclical need for restructuring or shock waves that could reverberate for years to come.

"One thing's for certain," Lew says. "It's not business as usual."

What's different today? Virtually everything. We operate in different businesses than we did even a few years ago. The competition has increased—and improved. Everything happens at breakneck speed. And



the complexity of running a global company with 123,300 employees has hampered our responsiveness to customers, Lew says.

The 1998 General Managers Meeting was meant to motivate and remind G.M.s that they are the HP leaders who must make smart decisions that are right for their respective businesses and for HP.

"There is no doubt that we face some serious challenges," Lew told the G.M.s, "but HP people have demonstrated that they are very willing to change. That's one of our strengths. As Charles Darwin said, 'It's not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.'" **M**

"There is no doubt that we face some serious challenges, but HP people have demonstrated that they are very willing to change. That's one of our strengths."

Lew Platt,
chairman,
president
& CEO

Here's what we know

- Rick Belluzzo, former HP executive vice president and general manager of the Computer Organization (CO), left HP to become CEO of Silicon Graphics, Inc., a major HP competitor in engineering workstations.

- Lew is acting head of CO, and doesn't expect to make any organizational announcements for several months.

- Ned Barnhoft, executive vice president and former general manager of the Test and Measurement Organization (TMO), was named to lead the new Measurement Organization (MO). MO includes the former TMO, as well as the Medical Products Group, the Chemical Analysis Group and the Components Group.

The Information Storage Group was moved from the former TMO to CO.

- Doug Carnahan, HP senior vice president and general manager of the former Measurement Systems Organization, will retire, effective the end of May 1998, after a 30-year HP career.

- A new Executive Committee replaces the Management Staff and the Management Council, along with various council committees.

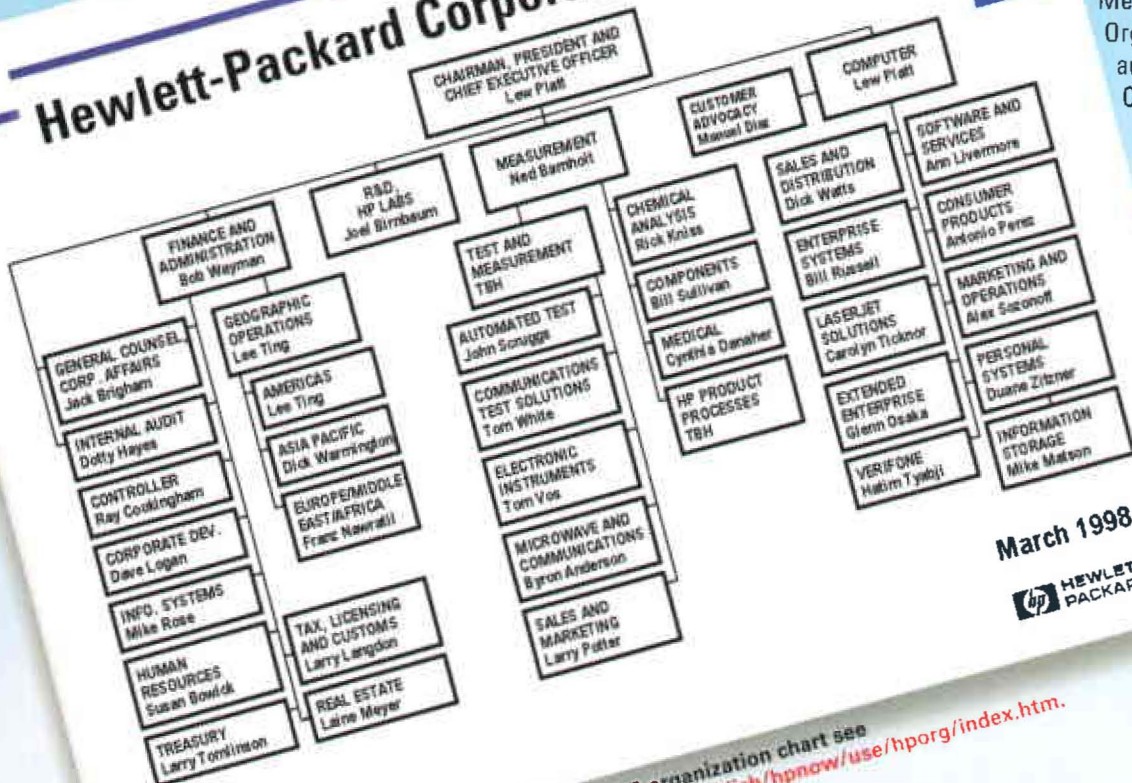
- Other than Lew, Ned and Bob Wayman, executive vice president for Finance and Administration, the streamlined Executive Committee is made up entirely of vice presidents from the Computer

Organization: Ann Livermore, G.M. of the Software and Services Group; Antonio Perez, G.M. of the Consumer Products Group; Bill Russell, G.M. of the Enterprise Systems Group; Carolyn Ticknor, G.M. of the LaserJet Solutions Group; Dick Watts, G.M. of CO's Sales and Distribution Group; and Duane Zitzner, G.M. of the Personal Systems Group.

- Geographic Operations under Lee Ting, V.P. and managing director, now reports to Bob instead of Lew.

- HP Labs (HPL) center directors will have a dual-reporting relationship to both Joel Birnbaum, senior vice president and HPL director, and the appropriate manager in the Measurement Organization and/or Computer Organization.

Hewlett-Packard Corporate Organization



March 1998



For the latest HP organization chart see hpweb.corp.hp.com/publish/hpnow/use/hporg/index.htm.



What these changes mean to you

So why do we need to change now—and how? Here are a few thoughts from some of HP's top leaders:



"Any change that we make to the way HP operates has to result in better growth, better financial performance and, in our customers' minds, a stronger and better HP. That's what we're really after with these changes."

Ann Livermore,
V.P. & G.M.
Software and
Services Group

"The critical question is, 'Where's the balance point?' In other words, 'How much autonomy do we need and how much sameness do we need across Hewlett-Packard?'"

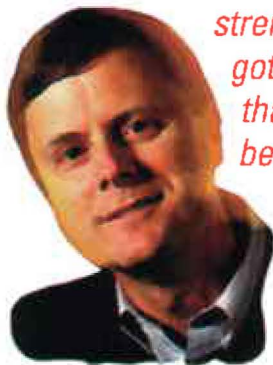
It's very important that we critically look at our practices and decide if there's something that makes each

of our businesses noncompetitive because of a requirement that HP has put on our business."

Ann Livermore,
V.P. & G.M.
Software and
Services Group

"Our cost model is different because the guys we have to go up against are people like Dell Computer. Dell has a totally different business model and very, very low overhead, and offers a completely different value chain that right now is perceived to

"This is the greatest company in the galaxy. HP's culture is one of its greatest strengths, but we've got to be very careful that it doesn't become one of our biggest weaknesses, too."



Duane Zitzner,
V.P. & G.M.
Personal
Systems
Group



be one of the darlings in the marketplace.

We have to go after this with a vengeance in order for us to be successful in the marketplace.

HP has to go through a metamorphosis. It's got to change itself to get to the point that allows the businesses to compete and compete successfully.

We have a unique set of capabilities inside HP that's unparalleled in the marketplace.

HP people are very good in general about wanting to do what's right for our shareholders and for the company. In fact, they excel at that. We have to get the structure, the right beliefs and the right value set. I think that's going to happen."

Duane Zitzner, V.P. & G.M.
Personal Systems Group

"HP is a unique company. In many ways, we already have broken the mold for many companies. The way we run our business, the kind of values we have, the culture we have built around people, the way we move successfully from one business model to another and, at the same time, our ability to preserve the strength of our core businesses make us a very special company."

Ned Barnholt,
executive V.P.
Measurement Organization

"Certainly the five basic values of the company don't need to change. But lots and lots of practices need to change. I would guess if you could find one word that really sums up everything, it's speed. We need to move more quickly. We need to take the shackles off some of our businesses so that they can respond very quickly to competitive environments."

**Lew Platt, chairman,
president & CEO**

"If we're not changing, we're falling behind. Every general manager needs to recognize that change is inevitable in our business. We need to be constantly challenging the status quo, looking for new and better ways to do things, new and different ways to organize processes.

Customers and our partners, when they look into HP, really don't want to see the complexity of our organization. The fact that we have a number of different businesses really needs to be masked from our customers.

As we look at what we want to change, it's important also to

recognize what's made us successful. We want to build on our successes, which will allow us to take that next step to be a \$70 billion or a \$100 billion company without ever missing a beat."

**Ned Barnholt, executive V.P.
Measurement Organization**

"The need for change is quite urgent right now. The environment has actually changed very quickly around us and that means that we need to change

very quickly to get ourselves in a position to be competitive in the years ahead.

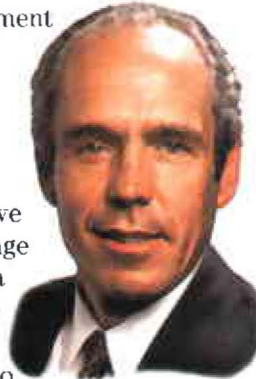
One of the real challenges is to figure out how you can have a lot of different businesses with very different business models all under the umbrella of the single company. Not too many companies have been able to do that.

People will be required to move away from the norm—the norm of HP practices, the norm of HP expectations—and they will end up operating outside of their normal comfort zone. I expect this will be a big change for people.

We need to change now while we still are in good shape, rather than

"It's terribly important that we manage the changes that we have here and not let them be forced upon us. The companies who have failed in this industry are those that have waited too long to adapt."

**Bob Wayman,
executive V.P.
Finance and
Administration**



wait until we are threatened by low growth or poor profitability.

I think the changes we are facing today are really quite large in magnitude, but they probably aren't any greater than the changes that we made at the beginning of the 1990s."

**Lew Platt, chairman,
president & CEO M**

Here's what won't change

You can expect to see dozens of changes in HP's business practices during the next several months, but CEO Lew Platt and his executive teammates insist that HP's five core values will remain intact.

For a refresher, the core values are:

1. We have trust and respect for individuals.
2. We focus on a high level of achievement and contribution.
3. We conduct our business with uncompromising integrity.
4. We achieve our common objectives through teamwork.
5. We encourage flexibility and innovation.



The 1998 HP General Managers Meeting was perhaps the most important G.M. meeting in recent Hewlett-Packard history. So I want to make sure that all employees understand its significance.

I don't need to summarize all the changes we announced at the meeting and the previous Friday—*MEASURE* already has done that (on pages 24–27). Instead, I want to concentrate on the three areas of focus that I hope every one of you has memorized and embraced by now:

1. Create a new intensity in our customer focus. We spend far too much time with internal issues that have no impact on customers. We have imposed too many metrics and held too many meetings that aren't directed at customer needs.

From now on, with every project you undertake, ask yourself, "Is this what my customers want? Will this improve HP products and services to

satisfy our internal and external customers better?" If the answer is "No," it's time to refocus your resources and efforts.

If every G.M. is committed to eliminating unnecessary meetings and processes, we will free up millions of hours to focus on our true customer priorities.

2. Improve our execution. Too often, we set goals and then fail to reach them. And there are no consequences. From now on, when you make a promise, deliver on it. This may mean doing fewer things, but doing them extraordinarily well. It requires speed and agility.

HP is too big and too diverse for one solution to work for everyone. So we're giving general managers more autonomy to run their businesses the way they see fit and we'll hold them accountable for meeting their objectives. Rewards from this point on will be for results, not just for effort.

3. Create new businesses. This is essential to being competitive and for continued growth. This will involve risks, and you shouldn't be afraid to take them. It also means we must have the courage to get out of businesses at the right time so we can pursue better opportunities.

You may think that there's nothing startlingly new in these three areas of focus. After all, we've always emphasized customer satisfaction, strong execution and innovation. The difference is in our intensity. We're giving general managers a great deal of freedom to decide what changes are right for their organization.

That's where the real success of this renewal will take place—you and your managers taking a hard look at everything you do and quickly determining what needs to change. We'll still maintain our five core values.

Hewlett-Packard has a great future. It is deep in people and talent. We have positive attributes that most companies would kill for. We have great technology. We're in the right markets that offer great opportunities for growth.

Although we face some serious challenges, in my 32 years here I've never been more excited about Hewlett-Packard. With your help, I'm confident we can increase our intensity and make the changes we need to make.



STEVE CASTILLO

CEO Lew Platt (second from right) helped roll out the Computer Organization (CO) strategy during a worldwide broadcast in February. Among the presenters were (from left) V. J. Joshi, Lloyd Mahaffey, Glenn Osaka, Bill Murphy, Lew and Dick Watts.

EXTRAMEASURE

News from around
the HP world

By Grace Razo

A \$1 million spark

LOS ANGELES—"This is so different, so unique, so state-of-the-art," says Paul Petersen, a manager of HP's supply chain information systems in Palo Alto, California, and a member of the California Science Center's board of trustees. He adds, "It's better than the Smithsonian's National Air and Space Museum. I wish every HP employee could go see it."

Paul gets charged up when he talks about the new California Science Center in Los Angeles where behind-the-scenes HP goods propel

many of the Center's educational interactive exhibits—made possible by the largest donation HP has made in the last 5 years.

HP awarded a \$1 million grant—\$750,000 in HP computer equipment and \$250,000 cash from the company foundation—to the state-owned center, which opened February 7.

Learn more about the Science Center by taking a virtual tour at *MEASURE* @hp.now: hpweb.corp.hp.com/publish/hpnow/views/measure/index.htm.

MICHELE A.H. SMITH



California Science Center guests explored a host of kid-in-a-candy-store exhibits at the Center's gala opening dinner, where U.S. Vice President Al Gore gave the keynote address.

In good company

HP deserves a pat on the back. It made the No. 5 spot on *Fortune* magazine's list of "Most Admired Companies in America" for 1997. That's quite a climb from last year's No. 12 ranking.

It's also quite notable considering it's been more than a dozen years since

HP has mingled among the top five.

Within this distinguished quintet, General Motors was rated No. 1, followed by Microsoft, Coca-Cola, Intel and HP.

In addition to its solid position in the overall list, HP also finished first for the sixth consecutive year in the "Computers, Office Equip-

ment" category, with a score of 7.90 (out of a possible 10). Following in HP's footsteps were Compaq Computer (7.50), IBM (7.26) and Dell Computer (7.18).

Full text of the March 2, 1998, *Fortune* article, "Most Admired Companies in America," is available online at www.pathfinder.com/fortune/.



HP imaging sharpens the focus

WORLD WIDE WEB—Distinguished photojournalist Dirck Halstead snaps his way around the globe with gusto. In his latest assignment—a cyberspace pictorial—the *TIME* magazine senior White House photographer is equally enthused.

HP's Internet Imaging Operation (ITIO) sponsors the Digital Journalist, a multimedia Webzine paradise of brilliant photos and poignant photo essays by world-renowned photographers.

"It's truly a site for photojournalism in the digital age," says Dirck, 'zine edi-

tor and publisher, who firmly believes, "Webzines are the magazines of the future."

Critics—from photojournalism pioneer *Life* magazine to media mogul Ted Turner—applaud the visual, virtual showcase at www.digitaljournalist.org.

See a snapshot of other ITIO projects at www.image.hp.com.





U.S. team takes two

NAGANO, Japan—After 15 swift and furious turns around “Spiral”—the bobsled and luge track—two U.S. Olympic luge teams sped to silver and bronze medals at the 1998 Winter Olympics in February.

And HP test and measurement equipment—used to

build a device that helps sledders improve their start times—deserves some of the recognition.

You can read the full article at www.hp.com.



Jacqueline (left), and her daughter, Michelle, were “treated like royalty” when they appeared on the Oprah Show and discussed the things mothers don’t tell their daughters about aging.

Double take

ROCKVILLE, Maryland—You’re not alone if you can’t distinguish between mother-daughter look-alikes Michelle Carter and Jacqueline Lincolnton.

Millions of viewers couldn’t either when the pals made their U.S. TV debut on the Emmy-award-winning Oprah Winfrey Show in 1997.

The self-proclaimed Oprah “junkies”—Michelle,

a product engineer in Enterprise Account Services, and Jacqueline, an order-fulfillment manager in the Customer Business Center—say the best part of the show was meeting its hostess.

“Michelle and I have always regarded Oprah Winfrey as an inspirational and motivational role model for all women and, especially, African-American women,” Jacqueline says.

FIRST QUARTER RESULTS

HP reported a 15-percent increase in net revenue, a 13-percent increase in orders and 2-percent earnings growth for the 1998 fiscal year’s first quarter.

Net earnings were a record \$929 million, and earnings per share on a diluted basis were 86 cents.

GERMANY’S MOST ADMIRED

ManagerMagazin, a German business publication, has named HP the 9th most-admired of the 100 major companies in the country. The results were based on surveys of 2,500 senior German industry executives. IIP Germany moved up from 12th place last year.

COMPANY REORGANIZES

HP has consolidated its three major business units into two organizations: the Measurement Organization (MO), headed by **Ned Barnholt**, HP executive vice president and MO G.M.; and the Computer Organization (CO), headed on an interim basis by **Lew Platt**, HP chairman, president and

CEO. (For further details, see page 24.)

CARNAHAN TO RETIRE

After a 30-year HP career, **Doug Carnahan**, HP senior vice president and G.M. of the former Measurement Systems Organization, plans to retire by the end of May.

NEW BUSINESS UNIT CREATED

The Internet Software Business Unit (ISBU) has been created within the Software and Services Group with **Joe Beyers** as G.M. ISBU includes:

- Electronic Business Software Division (EBS), **Radha Basu**, G.M.;
- Internet Security Operation (ISCO), with Beyers as acting G.M.;
- Internet Imaging Operation (ITIO), **Srinivas Sukumar**, G.M.;
- Internet Java Operation (IJVO), **Jim Bell**, G.M.;
- Communications Software Operation (CMSO), with Beyers as acting G.M.; and
- Software Engineering Operation (SWEO), **Ron Eckhardt**, G.M.



STEVE CASTILLO

Lee Ting (left), HP vice president and managing director of Geographic Operations, welcomes U.S. Commerce Secretary William Daley (right), who believes industry self-regulation is the way for the Internet to develop.

Get on the ball

PALO ALTO, California—As if technology weren't already changing fast enough, the U.S. government wants companies to step up the pace.

That's the advice U.S. Commerce Secretary William M. Daley and Ira Magaziner, senior advisor to President Clinton, gave to HP and nine of its technology peers during a Janu-

ary 12 meeting at HP's corporate offices. Essentially, the politicos want members of the computer industry to move forward on putting some privacy principles in place for electronic commerce. And they want them to move fast.

"We feel very strongly that there has to be action taken quickly if we're going to hold off legislation," Secretary Daley told the group. "That's the simple message that I want to give."

HP's cream of the crop

If you want to climb the rungs of the business success ladder, follow the footsteps of the company elite.

The following 10 entities were awarded the President's Quality Award (PQA) on January 25 at the General Managers Meeting in Monterey, California:

- HP Canada Infrastructure (HQ)
- Commercial Systems Division
- France Services & Support
- Kobe Instrument Division
- Korea Test & Measurement Organization
- LaserJet Supplies Operation
- HP Mexico
- Netherlands Commercial Channel Organization
- Taiwan Test & Measurement Organization
- United Kingdom Test & Measurement Organization.

Congratulations to the above winners on their accomplishments.



pany that develops automated external defibrillators. The acquisition is intended to complete HP's range of external-defibrillator offerings for the entire cardiac-care continuum.

SULLIVAN IN FOR CRAVEN

Bill Craven, Components Group (CG) G.M., plans to retire in August after a 37-year HP career. On February 1, he was succeeded by Bill Sullivan as CG G.M. Sullivan also was named an HP vice president.

NEW HATS

Keith Goodwin has been named an HP vice president and worldwide Enterprise Accounts Organization G.M.

Glenn Osaka has been named a senior vice president of VeriFone, in addition to his role as an HP vice president and Extended Enterprise Business Unit G.M.

Lynn Ogilvy is now G.M. of HP South Africa.

Dick Chang has been named G.M. of the Communications Semiconductor Solutions Division.

Bruce Bolliger is now operations manager for HP Singapore Vision Operation.

CPG CUTS BACK IN VANCOUVER

The Consumer Products Group is reducing the amount of product-assembly work at the Vancouver, Washington, site. The decision will eliminate about 1,000 jobs, mostly in manufacturing organizations.

All affected employees will be offered other jobs within HP, including relocation benefits. A voluntary severance incentive (VSI) program also will be available and will be offered to about 1,800 people in Vancouver. About 3,000 employees currently work at the site.

CUSTOMER ADVOCATE

Manuel Diaz has taken on a new assignment as HP vice president of Customer Advocacy. He will be responsible for raising HP's overall skill in managing relationships, especially with key enterprise accounts within the Computer Organization. He will report to Lew Platt, HP chairman, president and CEO.

HEARTSTREAM ACQUIRED

HP has agreed to acquire Heartstream, Inc., a com-

For the joy of it all

BORDEAUX, France—HP Taiwan's Eve Yin has traveled to more than 15 countries with a trusted and loyal companion: her 20-year-old Nikon F1 camera with a 52mm standard lens. And it hasn't let her down yet.

"It's a pretty old model," says Eve, a senior marcom program manager for the Test and Measurement

Organization. "I've used it since I was a college freshman."

Eve has a master's degree in photography and has taught still photography. But now she enjoys the art more as a creative expression and chronicle of her travels.

In fact, a picture of these bright multicolored baskets on sale at a farmers' market in France's premier wine

region is one of a collection of images found in a poster calendar and notebook Eve created in 1997.

"I didn't produce the calendar and notebook for profit," Eve says. "I hoped to share my joy of travel with more people. I wanted to do something for myself that would record life."

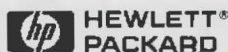
Although she likes to observe the cultures and

habits of different people, Eve says people are the most difficult subjects to photograph.

"From a subjective point of view, a photographer needs to be in touch with his or her subject," Eve says. "It's hard for me to get this kind of feeling when the subject is a person or group of people." **M**



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