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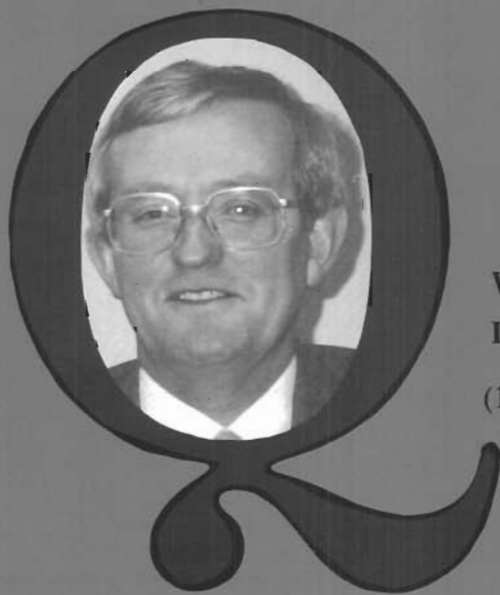
FOR HP EMPLOYEES AND FAMILIES  
IN AUSTRALIA AND NEW ZEALAND

No 46 December 1990

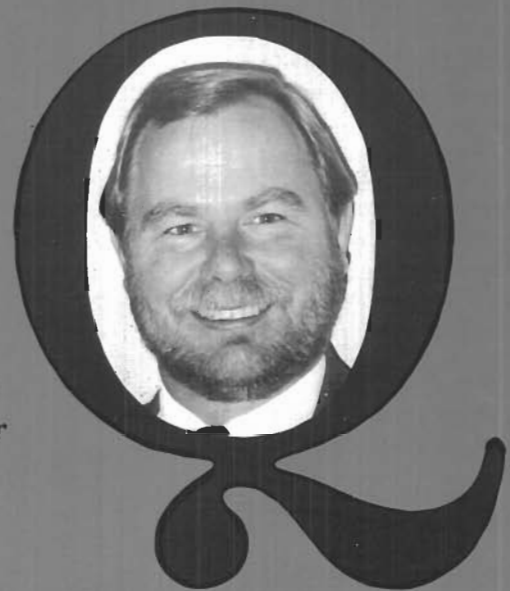


## Quota busters . . . quality performers

### President's Club members



Wellington's  
Dave Morel  
(185% of quota)



Melbourne's  
Gregory Lister  
(137.4%)

- |                   |                       |                   |               |                      |
|-------------------|-----------------------|-------------------|---------------|----------------------|
| 2: MD message     | 5: Quality performers | 7: TQC & CFS      | 12: NZ news   | 15: Clean-up         |
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**HP Computer Museum**  
**[www.hpmuseum.net](http://www.hpmuseum.net)**

**For research and education purposes only.**

# Poised for success in FY'91

We have just come through a year of many changes. Basically, there have been some successes but in general it has been a more strenuous year than we have had in the past.

Now that FY'90 is behind us, I want to thank everyone for responding to the changes and for persisting in tough times to get through the year as successfully as we actually did.

I am especially proud of the many people who made sacrifices (mostly without recognition) to make sure our organisation did not break under the strain. Thank you all.

□

As we look forward to FY'91, many of the negative factors present in 1990 still remain - ruthless competitors, declining economy, limited resources, etc.

It clearly will be a challenging year. However, I believe that the sacrifices of 1990 have laid a solid foundation for improved performance in FY'91.

We are much more sober as we enter the new year and, as such, we are ready to compete aggressively in our target markets right from day one. In addition we have a number of things going for us:

- We have, or will soon have, strong product offerings in each of our fields of interest.
- We have a talented group of people;
- We have the formation of the Asia Pacific organisation which promises more support for, and understanding of, the issues of Australasia; and
- We have a pretty clear vision of what we have to do to be more successful; that is to focus on doing a few things well and not

waste any energy on low priority or non-aligned activities.

□

The continuing economic decline - and consequent decline in the markets we are pursuing - means that we must hold on to all of our existing customers and take a significant amount of business away from our competitors if we are to grow and meet our order targets.

This will not be easy but I am confident we will be successful if we work together without regard to departmental, functional, geographical or other organisational boundaries.

We always seem to succeed when we work together as a team and we always seem to perform marginally when the teamwork falls apart.

I believe that hard economic times present the greatest opportunities for strong companies like HP. It is during times like these that a peak performance from HP can deal a lethal blow to pesky but vulnerable competitors and eliminate them from returning when the economy improves.

We must be at our best now in order to deliver these knockout punches. To be our best we need to work on our teamwork.

□

Our theme of 1991 is *Changing for a Better Way.*

Change must become an integral part of our operational culture. The pace of competition does not permit standing still for any length of time. In fact, if we can enhance our ability to adopt change at some point it will become a competitive advantage for us.



Our competitors will fall behind because they won't be able to get their organisations to change fast enough to keep up with us.

I've said in the past that the road to success will not be paved by working harder and harder to the point of exhaustion. Instead our success will come from working smarter, changing the way we do things to achieve better results with less effort.

Basically, to me that means finding and adopting creative new approaches to old and new problems and eliminating any effort on unnecessary or low priority tasks.

We need to find beauty in simplicity and develop an abhorrence for any sort of complexity.

Clearly this requires a team of people who are constantly challenging the status quo and striving to change for a better way.

□

In the spirit of looking ahead with positive aspirations as 1991 unfolds in front of us, I would like to wish everyone a happy and safe holiday season with family and friends.

The best to everyone in the New Year.

Bill



## Shared growth with Dealers

Sales of PCs, peripherals and calculators through the Dealer Channel now comprise 33 per cent of HPA revenue; and 54 per cent of computer business.

Only 11 Sales Representatives - more correctly called Account Managers - are involved in our nine offices in Australia and New Zealand.

But they get exceptionally strong support from three SEs (all specialist trainers), the 10 members of the Dealer Channel Marketing group, plus the Response Centre, CIC, Sales Support and many others as needed.

Indeed, the number of Account Managers can be deceptive. The Dealer Channel comprises more than 50 Dealers and two distributors, employing 1900 sales people, who can be developed and motivated into a powerful voice for HP.

- **John Bieske**, Region Sales and Marketing Manager, leads the Dealer Channel team.

- **Russell Warmington** is DSM for Victoria, South Australia, Western Australia and Northern Territory. **James Radford** manages NSW, Queensland and Canberra.

- **Robert Miles** is Marketing Manager and in New Zealand **Mel Weston** is Marketing/Sales Manager.

"We're in *partnership* to achieve mutual business growth," John says. "We work towards convincing Dealers it is good business for them to sell more HP products because we offer them better products, better support, better marketing and better account management.

"HP is the only company that makes a total offering



• John Bieske and Secretary Anne Markovich

through dealers; the only one with total solutions of the PCs and peripherals range."

John found the 30 months he spent in Palo Alto, responsible for VARs, OEMs and software suppliers throughout Intercon, were valuable experience.

It gave knowledge of indirect selling channels. Although different, there were significant similarities to the Dealer Channel," he says.

"We don't normally meet customers face to face but we project HP values through our Dealers. We train, motivate and keep them continuously informed at two levels - top management and also those who are making the actual sales.

"Should information not get passed down, we're able to update people at the coalface on new products, promotions, prices, discounts and the like. ■

## Partners have a say

Victorian Computer Group Sales Manager of Alcatel-Datakey, **Michael Bosnar**, says his company is an extension of HP.

"With co-operation between us, the selling pitch is consistent and cohesive," he says.

"Our structures, training and

development of people all reflect the partnership."

Victorian Support Manager **Kim McDonald** agrees: "HP's service Engineers and the hardware group are exceptional. Even when a visit isn't scheduled, they come at short notice to help with a problem; and the phone support of the CIC and Response Centre, as well as HPNewsNetwork and DealerLink, is excellent.

"It all makes for a very good relationship."

Twinlock-Acco is a calculator distributor which also feels its HP partnership is paying good dividends.

Marketing Manager **Chris Seers**, who impressed with the professionalism of a recent presentation at a Dealer sales conference, says: "We have a common goal - to grow and prosper together. *Next page*



• **Norika Traue** plans future directions with Twinlock-Acco's **Mark Miller** (left) and **Chris Seers**.



• **Robert McKenzie** (left) with Datakey's **Kim McDonald** and **Michael Bosnar**.

## “our plans mesh”

“We like to be able to retain our independence but our plans mesh. We have done exceedingly well since September when we started selling HP calcs exclusively.”

Training Specialist **Robert McKenzie** says that he, **Steve Lawrence** in Wellington, and **Wee Ming Tan** in Sydney know that HP has to perform in the partnership to retain Dealers’ loyalty. Responsibilities aren’t one-sided.

Therefore, they cheerfully accept teaching commitments early morning or into the evening, on either HP or Dealer premises.

□

Support is the biggest differentiator between us and our competitors and Dealer Channel Support Manager **Brian Avery** works hard at keeping it that way, staying close to Dealers and backing them in selling support products and developing support programs that are recognised as leading the industry.

□

**Lloyd Stott** is one of five engineers in the Dealer Sales Response Centre who give confidence to Dealers and end user customers when a difficult technical question comes up. They are only a phone call away.

□

When journalist **Gordon Williams** joined the Dealer Channel team as Communications Program Manager, contacting Dealers was cumbersome and haphazard. His first project was to compile a data base that could be accessed quickly and selectively.

Now all Dealer managers, or all of their sales staff, or particular categories can be given information on a day-by-day or even hour-by-hour basis.

This was made possible by equipping every dealer with a PC and giving them access to HPDesk and HPNewsNetwork.

Gordon is pleased that Dealers’ meetings, which used to be all about availability, delivery and price, now list *communication* on their agendas; they appreciate being kept informed.

“It’s impossible for an Account Manager to be up-to-date with every



• James Radford



• Robert Miles



• Russell Warmington



• Acc/Mgrs Robert Plowman, Maria-Luz McInnes and Kirsty Garrett • Lloyd Stott



• Brian Avery



• Laurie Cini



• Gordon Williams



• Wee Ming Tan

piece of new or changing information; or for dealer managers to relay it promptly to everyone who should know,” he says.

But Gordon is quick to add that anything that is done to improve communications is meant to enhance the stature of the Account Manager.

Like many others, he’s content to be in the wings, out of sight.

□

Another service the PCs permit is direct access through DealerLink to such matters as inventory levels, prices, delivery dates and the order history of an inquiring dealer.

**Laurie Cini**, Order Admin Supervisor and Inventory Controller for Distribution Centre products, says that with the new DealerLink system Dealers can place their own orders and track them through the system.

“We no longer have to be their order processor; they can do it all themselves. It is a productivity plus for them and us,” he says.

**John Bieske**, **Russell Warmington** and **James Radford** speak appreciatively of their teams.

Russell, whose first contacts with HPA were on school holidays when his father was founding Managing Director, also spent two years attached to Intercon in Palo Alto.

James spent three years in Saudi Arabia for HP Europe and has been three years with HPA.

From Sydney, he manages our government programs as well as Dealer Channel business.

James says he’s particularly happy with progress of graduate recruits **Angela FitzGerald** in Brisbane and **Leo Lynch** in Sydney.

“They’re young but enthusiastic and learning fast from our senior people,” he says.

**Norika Traue**, also based in Sydney as Distributor Program Manager, works with Twinlock-Acco (calculators) and Infomagic (Apple products). ■

## Top SRs earn the President's Awards

Outstanding sales skill is needed to join the prestigious President's Club but there are other important criteria.

Nominees are judged also on:

- Customer satisfaction;
- Resource management;
- Sales planning and its implementation;
- Team contribution (developing new customers; creative approach; teamwork);
- Leadership and development of others (other SRs seek them out for coaching; willingness to help younger SRs);
- Enthusiasm and positive approach (team building, coping well in a changing business environment);
- Role model (top performance is recognised and respected by the entire team, including AEO, CEO and Admin);
- Business judgment (consistent and sound decisions).

□

**Dave Morel**, of Wellington, and **Gregory Lister**, of Abbotsford, were the 1990 selections.

Dave, who was an AEO consultant before moving to Sales three years ago, achieved 185% of quota.

His accounts are the New Zealand Police, Shell Oil, Shell/BP/Todd Oil Services and Massey University at Palmerston North.

Shell/BP/Todd is the only exploration and development site involving Shell where HP has ousted a competitor. The company acknowledged that the swinging factor was HP's outstanding service support.

Gregory Lister has exceeded quota every year he has been selling. This year he achieved 137%; last year it was a mammoth 440%.

His accounts include the State Superannuation Board, Rural Water Commission, Ministry of Housing and Diners' Club.

As part of their prize, Dave took his wife, Eleanor, and Gregory took Sherrill to Palo Alto to be guests of **John Young** at the President's Dinner on 2 December.

Both will have use of an upgraded company car for a year.

It's been an especially good year for Gregory and Sherrill. Their daughter Freya Anne was born in April.

□

Sales Representatives who became 1990 members of the 100% Club:

**Simon Molloy** (Auckland, 100)  
**Dave Heads** (Wellington, 100.2)  
**Craig Fraser** (Wellington, 101.8)  
**John Townsend** (Adelaide, 103.9)  
**Ken Jackson** (Adelaide, 104.6)  
**Garry Duursma** (Sydney, 105.6)  
**Ian Johnston** (Melbourne, 110.3)  
**Martin Fogarty** (Sydney, 111.2)  
**Stephen Trainor** (Melbourne, 110.6)  
**Tony Beatton** (Brisbane, 120)  
**Rod Gordon** (Sydney, 122.5)  
**Graedon Frazer** (Sydney, 128.5)  
**Stephen Finch** (Sydney, 124.1)  
**Tony Crocker** (Sydney, 136.5)  
**Gregory Lister** (Melbourne, 137.4)  
**Brett Hutchinson** (Melbourne, 142.6)  
**Joseph Puthussery** (Melbourne, 145.1)  
**Chris Morison** (Melbourne, 153.6)  
**John Burnett** (Brisbane, 154.9)  
**John Lynch** (Melbourne, 168.3)  
**Dave Morel** (Wellington, 185).

Managers who join the Club:

**Jim Watson** (Region SM, Sydney, 101.1)  
**Tony Wood** (DSM, Wellington, now Melbourne, 106)  
**Margaret Young** (DSM, Sydney, 124.5) ■

The Dealer Channel . . . a partnership to achieve mutual business growth.



• Co-Cam, pleased with our service with peripherals, said it by sending Jon Johnston a life-size Garfield doll.



• Corporate Accounts Manager Lindsay Lyon and Secretary Adele Majdecki at our Trenerry Crescent office.



• Dealer Channel Sales Co-ordinators Carol Taeuber (left), Debra Barry and Tony Clarke.

## Positive result for AA/EEO

Good progress towards meeting our Affirmative Action and Equal Employment Opportunity targets was shown in the statutory report that HPA made to the Federal Government for the year 1989/90.

In 1988, 18% of professionals recruited by the company were women.

In 1989 the figure increased to 34% but adjustment necessitated by the Apollo merger reduced it to 24%.

Internal professional appointments increased by 3% and the attrition of women reduced from 14% to 13%.

In 1988, women held 13% of management and 19% of professional positions and increased in 1989 to 17% of managers and remained steady at 19% of professionals.

The closure of the ASO and the restructuring of HPA will impact significantly on reaching the targets of 19% and 31% respectively. The forward planning estimates will be reviewed to reflect these changes.

We are confident that, longer term, our strategic recruitment and development programs will reaffirm HP's commitment to our AA and EEO program.

By June this year, nearly all employees had attended a half-day workshop to raise awareness of our program's philosophy and practices.

A similar segment was included in the New Employee Induction program.

Exit interviews gave employees the opportunity to discuss or document AA or EEO issues which could have contributed to their resignation.

Members of Senior Management conduct informal coffee sessions with employees at which questions of any nature can be openly discussed and many have taken the opportunity.

Both positive and negative issues are carefully considered for the future development of the program.

The Planning Team, after being active for three years in formulating the AA goals and strategies for HPA, has now disbanded.

Thanks go to **John Klimczak, Roy Armour, Danielle Segal, Anne Foley, Bruce Marsh, Heather Duncan, Rose-Marie Todes, Jal Karani, David Peake, Geoff Windsor** and **Ray Gerwing** for their significant contributions.

The role of AA Officer, after three years, has passed from Rose-Marie Todes to Heather Duncan.

Rose-Marie, in her role as Staffing Program Manager, will continue her involvement in strategic development.

Rose-Marie, Heather and Geoff Windsor are readily available to consult on any issues, as are members of the Senior Management Team.

The full AA/EEO report is available from Heather Duncan. ■



Heather Duncan . . . AA Officer.

- Numbers of male and female tertiary graduates equipped for careers in high technology industries are reducing year by year and a significant shortfall is expected in the next five to 10 years.

Therefore, AA efforts are all the more critical to the survival of organisations in the electronics industry.

## Box Hill TAFE scholarships

Acknowledging the important contribution being made by women in the electronics industry, HPA is offering four scholarships to women undertaking an Associate Diploma in Electronics or Computer Systems at Box Hill College of TAFE.

Each is valued at \$800 and successful applicants will be given paid work experience at Blackburn.

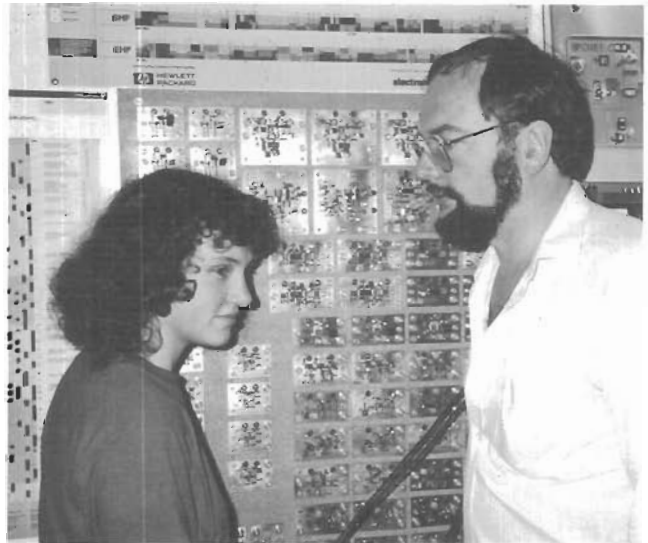
Girls who have completed or are completing Year 12 Maths, Science and English are eligible.

So also are women over 19 who do not have these prerequisites but have the academic potential to complete the course.

**Anita Thompson**, of Glen Waverley, who did computer science in Year 12 at Syndal High School, says she was fortunate to be able to add an electronics option.

She liked the subjects, enrolled for the Box Hill course and is now in the third semester of a two-year course. She has a Telecom traineeship.

Anita complimented HPA on its scholarship initiative and hopes other girls will recognise the opportunities it offers. ■



• Anita Thompson and Rob Bernard, one of her Box Hill teachers.

- **Reece Adam**, son of Blackburn Secretary **Kim Marshall** and Gerard at Knox Private Hospital (7lb 14oz/3572gr) at 6.50am on 1 October.

## Births

- **Natalie Anne**, first daughter of Financial Analyst **Anne La Fontaine** and Greg at Waverley Private Hospital (6lb 11oz/3033gr) on 5 November.

# T-Q-C-REPORT

## Managing Director Bill Hilliard's Message

The concept of quality - and HP's commitment to quality - cannot be better highlighted than in HP's 'Corporate Customer Objective':

*"To provide products and services of the highest quality and greatest possible value to our customers, thereby gaining and holding their respect and loyalty."*

Traditionally, HP Divisions and Support organisations have done a tremendous job in providing products and support services of the highest quality.

This, once a unique advantage to our organisation, has been challenged by new converts to quality in our industry.

As a consequence, we must find new ways to maintain our competitive advantage. TQC methodology offers us one such new approach.

I believe that the consistent practice of TQC throughout our organisation will dramatically improve our competitiveness by enhancing our productivity and our customer satisfaction.

Each person in our organisation shares the responsibility for quality in HP Australia.

I am confident that if each of us embraces the principles of TQC as we do our respective jobs, the cumulative impact on our performance will be substantial.

This will produce the kind of results we need to guarantee a secure and successful future and the kind of results in which we can take great pride. □

## CFS now ready to roll

The pilot implementation of the Customer Feedback System will start this month and continue for three months.

The full implementation is scheduled for 1 March.

Ken Bailey is the

Program Manager for HPA.

Introduction to CFS, a two-hour overview of the system, is currently scheduled to run during March and April in Sydney and Melbourne.

Details: p 9.



• Shailesh Naik

## "Standards of yesteryear are now not enough"

Shailesh Naik  
Region Quality Manager

□  
Customer expectations are changing. The standards by which customers judge our products and services have risen steadily.

Yesteryear's quality products barely meet today's rising expectations.

Today our competitors focus on improved quality to differentiate their products and to reduce cost.

The winds of change have challenged HP on many fronts and moved quality to the forefront of Company concerns.

This is evidenced by John Young's quality challenge to Hewlett-Packard entities - *To achieve a score of 3.5 in 80 per cent of all Quality Maturity Reviews by 1994.*

We in Australia have made a very good start. This year we achieved a rating of 2.46 (out of a total of 5.0). We now need to put aggressive programs in place to reach our goal of 3.5.

The Senior Management Team and the Quality Department are committed to bringing HPA's level of quality maturity to meet John's challenge, as can be evidenced by the following:

- Appointment of three Quality Managers.
- TQC program is now a standard agenda item (1 hour) at each SMT meeting.
- Launch of Customer Feedback System.
- Quality Open Day in May/June 1991.
- TQC Project of the Year awards.

I urge each and everyone of you to bring yourself to a level of subconscious competence in the practice of TQC. ■



## Idea, plus action, gave a good productivity gain

Literature Co-ordinator **Bill Allison** was thinking there had to be a better way to handle the polystyrene shells we use to protect equipment in transit from the Distribution Centre to customer sites around the country.

The shells had many good properties. Whatever the shape of an item, they formed around it and took up the slack in a container, giving almost complete drop and bump protection.

They were snowflake light, an important cost consideration when so much of our equipment is sent by air.

Today's variety were non-toxic and friendly to the ozone layer.

But they had drawbacks. Packed in 1.4 cubic metre bags, they needed considerable storage and a warehouse is often strapped for space.

Labor was needed to stack them from floor to ceiling and again to carry them from the stack to the hoppers that fed by gravity into the containers being packed.

Their very lightness made them hard to control. Draft from a loading door being opened could scatter them in all directions. Getting them back into container or hopper presented almost as much hassle as persuading a genie return to its bottle.

Then Bill drew on an idea he had heard about. It did

in reverse what ducted vacuuming does in a modern house and in commercial buildings; and farmers do at railway silos?

Instead of sucking in dust from multiple intakes and moving it to a bulk storage, or wheat from truck to silo, couldn't shells be blown from a giant central hopper to where they were needed.

Instead of being restricted to one static packaging area, why not tap in for shells wherever it was convenient to do the packing?

After a bit of trial and error, the idea became a working installation.

Shells now arrive in bulk. Like petrol tankers, trucks couple a discharge hose to a receiving pipe that leads to a giant hopper slung under the roof.

It's easy to know when to re-order; the level of the shells can be seen through transparent mesh walls.

A venturi pump delivers shells through a 20cm galvanised pipe to multiple packing points.

The installation was not over-costly. The cleverness was in recognising a problem, being determined to find a better way and the application of straight-forward mechanical principles.

The system has been working for four months. In a full year, it will save HPA more than \$30,000.

For his initiative, Bill received an *Ideas in Action* award of \$250. He spent it on a fireplace surround at his Emerald home. It's a place where he spends a good deal of time in the chill of a Mt Dandenong winter.

This is his 17th year with HP.

He had been in the RAAF and came to us a month after we moved from Glen Iris to Blackburn.

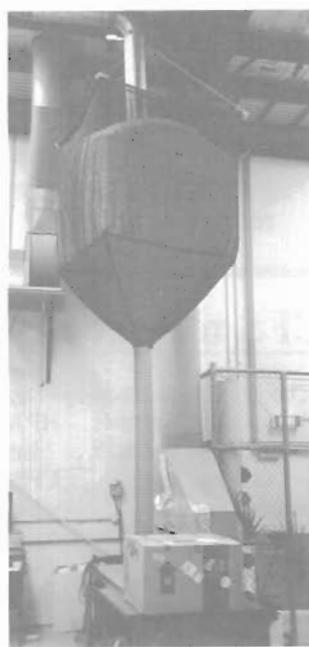
Lisbeth is his wife and they have three daughters and a son. ■



• Bill Allison alongside delivery tube; large elevated holding hopper means packing doesn't have to stop for shells to be reloaded.



• Polystyrene shells



• Smaller hopper feeds delivery point.

## Benefits of CFS

The CFS provides a systematic means to acknowledge, collect, analyse and resolve 'soft' product complaints about Hewlett-Packard's -

- Sales Process
- Sales Information and Literature
- Delivery Process
- Educational Service Process
- Documentation
- Account Management
- Quote Process
- Hardware Problem
- Software Problem
- Cost of Ownership

A 'soft' product issue is analogous to a 'service and delivery issue' or a complaint that cannot be resolved through existing systems and methods.



### How CFS can help you

The Customer Feedback System is designed to measure daily the satisfaction level of our customers with Hewlett-Packard products, processes and services.

Data from 'the customer's voice' is used by HP entities to make process improvements. Some specific processes that CFS

can help you improve are:

- Defining escalation procedures for immediate action.
- Preventing recurrence of a customer dissatisfier (rework).
- Formally communicating customer dissatisfiers.
- Managing long-term permanent problem resolution.
- Capturing customer expectations for future products and services.

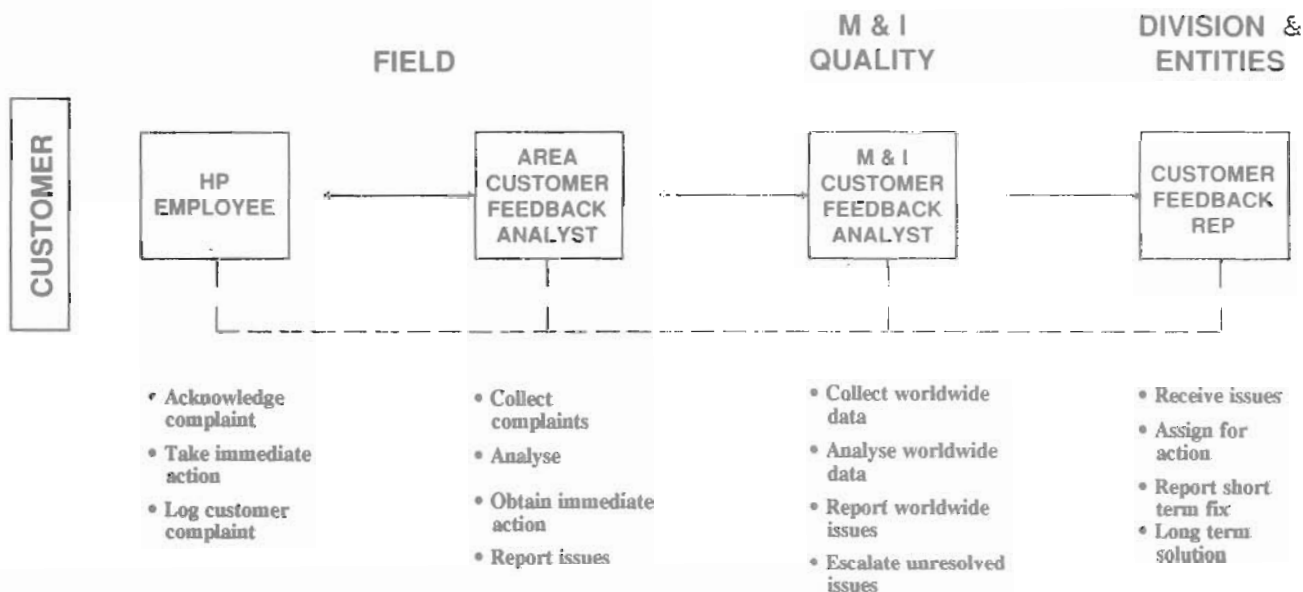
### Long-term benefits

CFS's long-term benefits to Hewlett-Packard are:

- Increase in product loyalty.
- Expense reduction in complaint management.
- Increased productivity.
- Ability to set customer satisfaction priorities and objectives.
- High level support for resolving customer issues.



## Customer Feedback System Overview



## A slow start but now picking up speed

Hard to believe, but it's now 10 months since *Ideas in Action* was launched.

It took a while to get support, attracting only 77 suggestions in the first six months, but 136 in the four that followed.

Twenty-eight have been put into action and 42 have implementation

dates scheduled during the next three months.

Ideas have ranged from recycling materials to setting up permanent in-house PC training rooms.

Gold awards have gone to Bill Allison (p8); and David Triggs in Sydney for designing a UNIX-based package which, assisting

AEs with configuration of systems, is a great productivity gain.

So *Ideas in Action* has had a good first year. There have been a number of very good suggestions and many have made our jobs easier and HP a nicer place.

Now we need *everyone* to submit an idea, small or large.

Please keep them coming in.  
Anne Foley

## Prizes for top TQC projects

The Senior Management Team and the Quality Department are happy to announce the TQC Project of the Year competition.

We want to recognise and reward the most significant contributions to HPA's customer satisfaction/productivity initiative through the utilisation of TQC.

All members of HPA TQC teams are eligible. Five teams will be short-listed and three awarded prizes.

The first prize is a trip within the region for all members of the team. It could be in Australia or New Zealand.

Accommodation and a dinner will be provided in a top hotel and sightseeing will be arranged.

The trip will include a presentation by the team to the office visited.

Second prize will be a cash award of \$250 to each team member; and third prize will be a cash award of \$150.

Members of the top team will also receive certificates signed by the Corporate Quality Director, the second team signed by the Asia Pacific MD and the third by the MD of HPA.

Entries are required by the end of Third Quarter FY91 (30 July) and winners will be announced at the October Year End wrap-up.

These are the evaluation criteria and the points allotted in a total of 100:

### • Project linkage (15).

*Is the project linked to or derived from the annual plan?*

*Is it a key problem or critical issue?*

### • Problem definition (25).

*Is the problem clearly defined?*

*Is there a process for this issue?*

*What are the past data failure trends?*

*What is the objective and numerical goal (target) for improvement?*

*How is the goal set?*

*What are the benefits of meeting the goal (reduced cost, increased profit, customer satisfaction)?*

*Is the project in the PDCA format?*



• Quality Managers: Ken Bailey (Support) and Anne Foley (Admin).

### • Data collection and analysis (15).

*What data on the problem has been collected?*

*From where is the data collected?*

*Is there a cause-and-effect analysis?*

*Are most likely causes identified and verified?*

### • Solutions and results (30).

*Are alternative solutions reviewed and properly evaluated?*

*What is the procedure to identify and select alternative solutions?*

*What solution was implemented?*

*What are the results of implementation?*

*Is before-and-after data available?*

*Has the goal been met?*

*If the goal has not been met, what are the causes for deviation?*

*What was done after analysing the deviation? (For example, did employees go back to P in PDCA?)*

### • Standardisation and future plans (15).

*Is the new process documented?*

*What documents have been rewritten?*

*How have employees been retrained in the new process?*

*What are the plans for the future?*

*What is the plan for any remaining problems?*

*What was learned from this improvement project?* E

## High cost of losing customers

• In the average business, for every customer who complains 26 others remain silent.

• 91% of unhappy customers will never purchase goods or services from you again.

• Remedy customer complaints and 82% to 95% will continue to make purchases.

• It costs about five times as much to attract new customers as to keep old ones.

From studies conducted by T.A.R.P, Washington, DC.

## In footsteps of the champs

What experiences do **Hiroshi Iizuka** and **Hank Lu** share with Greg Norman, Jack Nicklaus, Jumbo Ozaki, Lu Liang-Huan and other great names of golf?

Well, they've all known that sinking feeling as a little white ball topples into the cavernous sand traps or, though softly struck, races past the hole in the glass-like greens of Royal Melbourne Golf Club.

For Hiroshi, from Japan, and Hank, from Taiwan - on attachment to the Asia Pacific Education Service Centre until early next year - Victoria's golf courses have attracted like a magnet.

They have travelled to Beacon Hills, Warragul and Cape Schanck to play. So they were quick to accept when Age golf writer Brendan Moloney invited them to a game at his club, Kingston Heath.

He was embarrassed, however, when he had to change the arrangement.

"The bad news is that we can't get on the course. The ladies are hitting off early. But the good news is that Royal Melbourne says we are most welcome to play there," he reported.

So our visitors were able to play Australia's most famous course, designed by the legendary Alister Mackenzie and rated among the top five in the world.

Both were amazed that so few were there at 7am.

"Back home, at a course so close to the city, there would be queues lined up for a game," Hank said.

They hadn't seen Sandringham public course across the road, where the first four hit off even before dawn broke and the course was booked solid until sundown.

Both play off "something worse than 20" and in due modesty they aren't expecting to share many locker hours with Greg, Jack, Jumbo or "Mr Lu". But if they did, it would be tempting to behave as if they had been there, done that; to caution against taking the par-three fifth too confidently and to stress you have to aim well to left if you're to negotiate the tricky dog-leg 18th. ■



• Hank Lu (left), Brendan Moloney and Hiroshi Iizuka ready to tackle the beautiful Royal Melbourne west course.

## Farewell 003

Early retirement by **John Springall** and acceptance of a VSI package by **Les Lawrence** leaves only **Bruce Marsh** and **Danny Kovacs** as Sample Electronics employees who helped found Hewlett-Packard Australia Ltd still working full-time with HPA.

John joined Samples in 1963 from the Civil Aviation Department as Service Manager. That was his role with HPA, with Facilities and EDP added later.

**John Warmington**, our first Managing Director, was employee No 001; **John Williams** was 002; and John S was 003.

As the company rapidly developed its properties, new construction and maintenance became a full-time responsibility.

John was involved with architects and builders in the Blackburn extensions and in construction of our offices in Abbotsford, Canberra, Brisbane and Wellington.

The last-named gave most satisfaction.

"It was radically different, we worked with a New Zealand team, it was city centre and not a country paddock, environmentally sensitive and NZ architects voted it Building of the Year," he fondly recalls.

□

**Les Lawrence** came over from Samples, did two years of national service, found transistors had taken over from tubes and went to Medical, where technology was not as advanced, just to get back to speed but spent his entire HP career there.

"I've not regretted that I stayed. An enduring memory is the excitement of being a pioneer at a time when not many doctors had technological expertise and relied on engineers to



• John the Builder.

help make their medical advances," he remembers.

"I went to the States to train on foetal monitors at a time when HP was the world leader, which made me the Australian technical expert.

"A few medical visionaries weren't too proud to marry their skills to mine and we worked in equal partnership.

"I got immense satisfaction from seeing the number of stillborn babies reduce and infant life expectancy rise.

"Today the equipment and techniques are well-known. Hospitals almost buy off the shelf, a lot of doctors have considerable electronic skills and you don't have the feeling you're a pioneer facing new frontiers." ■



• Les the pioneer.

## Automating T&M increases profit

As Wellington CE **Keith Baucke** tells it, until recently calibrating test and measurement equipment was done manually and wasn't very profitable business.

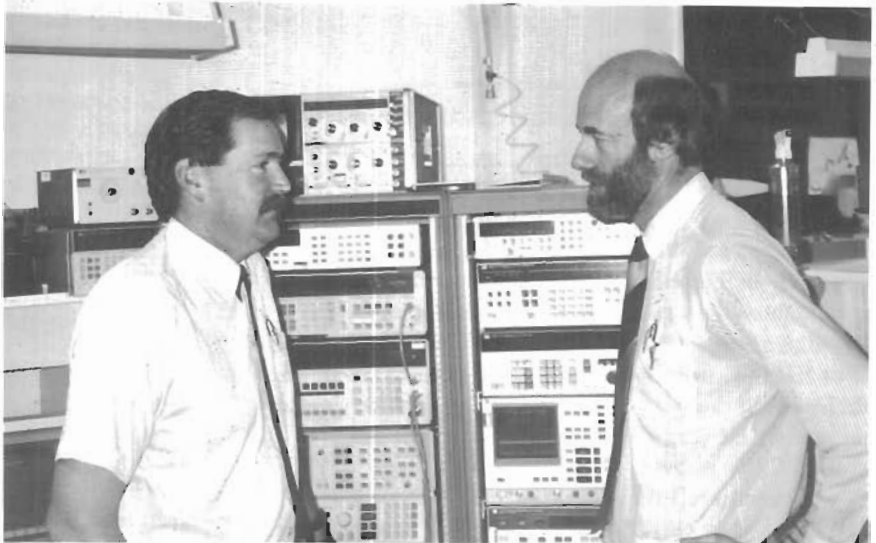
It could take 11 hours from the start of the operation to the final printout of measurements and the certificate that gave assurance that all had been done to international standards.

Companies competing for export business must be able to guarantee their products meet such standards.

By automating the process, right down to the writing of the certificate, the time has been reduced to around three hours and now it is good income for HPNZ.

In March, Keith was in Melbourne for a meeting of T&M people and **John Kim**, from PRSD in the US, was telling about the new STE9000 calibration system. They were all impressed but Keith observed that it needed bits and pieces of equipment his lab did not have.

"That's no problem; we have a few spares in our pocket," replied the affable John, rather to Keith's surprise and delight.



• Keith Baucke (left) and Peter Reedy . . . grateful for a helping hand.

Not long after he received an inquiry about where to address the bits and pieces. Region SVC Manager **Nigel Marrion** got the same inquiry in Melbourne.

"We've been well looked after. John's high on our list for a card at Christmas," said Keith.

In the Wellington lab, Keith is responsible for calibration and CE **Peter Reedy** looks after board testing and the computer side of things.

The New Zealand Army is a major customer and Army calibration personnel have been trained in the lab. ■



• Susan Mitchell . . . pleased with prizes.

## Girls scoop pool

Trenerry Cres Secretary **Susan Mitchell** and Contracts Manager **Pam Seibert** (Blackburn) tied with 14 out of 15 correct entries in The Great Kiwi Quiz.

Susan won the draw to decide the major prize of New Zealand wine and cheese, Kiri Te Kanawa's *Christmas Carols* on CD, the Auge publication, *New Zealand, An Emerging Force*, and a ticket in the Melbourne Cup sweep (regrettably she didn't win \$500,000 and has shelved plans to retire).

Consolation prizes went to Pam and to Logistics Specialist **Liz Fennell** (Blackburn, 13 correct), Branch Office Administrator **Angie Marshall** (Adelaide, 11) and BOA **Fiona Cleland** (Perth, 9).

These were the correct answers: **Tawrrific** and **Empire Rose** won

Melbourne Cups; Kiri sang at **Prince Charles'** wedding; flying time Perth-Christchurch is **6hrs**; **Sydney** is nearer Wellington than Brisbane and Melbourne; travelling due west from Canberra, you would miss NZ;

**Queensland, New Zealand** and **Northern Territory** have one House of Parliament; **kiwi** and **moa** are birds; **Invercargill** is closer to the South Pole than Hobart or Capetown;

**Uranium** is not a NZ export; the Treaty of **Waitangi** marked peace between Maoris and Europeans; *aotearoa* means **Long White Cloud**; Maoris comprise **9%** of the population; **Geoffrey Palmer** was PM; **English** and **Maori** are official languages; and GTS on goods and services is **12.5%**.

FOOTNOTE: The Cup winner was not a New Zealand horse. 'Tis strange that **Hans Neilson** hasn't been in touch to make this point.



• Pam Seibert



• Liz Fennell



• Angie Marshall



• Fiona Cleland

## Marmite sangers are off menu

Since the 1979 revolution in Iran, lettuce and Marmite sandwiches aren't taste treats that tempt New Zealand Marketing Manager **Mel Weston**.

But at the proper time, he's still partial to a drop of foaming Fosters.

Mel taught English for four years in Iran and was there during the revolution that ousted the Shah.

When evacuated to steamy Bahrein, the first meal they served was lettuce and Marmite sandwiches and Fosters beer.

Born in Christchurch, Mel obtained a double degree in Accounting and Marketing from Canterbury University.

After working for six months at a freezing works, he travelled for six years through Indonesia, Singapore, Malaysia, Thailand, Burma and the Middle East.

He had sold business mainframes for Burroughs before joining HPNZ 15 months ago. All of the company's marketing functions, including Dealer Channel, were recently merged.

Beth, Wellington-born, and Bianca, 21 months, have joined forces to curb Mel's wanderlust. However, he's permitted to continue running for recreation. ■



• Mel Weston . . . now has a fixed address.

## Jumping with joy and Dawn

Conversation at a dinner party was waning when someone asked Sales Secretary **Dawn Gilmour** if there was something she had always wanted to do but hadn't got around to it.

She thought and said it was making a parachute jump.

A stranger nearby said: "Good, I can arrange it."

Then he introduced himself as the president of Wellington Parachuting Club.

"It was a beautiful day at Masterton," Dawn recalls. "A completely blue sky and not too many nerves because they deliberately gave short notice. There wasn't much time to dwell on all of the nasty things that might happen."

She jumped tandem - strapped to an instructor - from 9000ft, reached 120mph for 32 seconds of free fall and then floated serenely down.

"I was on a high for a week," she says. "It was a fabulous experience. To go solo, I need three days training. I'm *thinking* about it." ■



• Dawn . . . the parachutist.

## Seconds

Auckland Service Coordinator **Lin Jones** first visited New Zealand on a holiday five years ago and stayed 12 months.

It's just over a year since she set out for the second time from her West Country home in Gloucester to settle in Auckland and join HP. ■



• Lin Jones.

## College gift

When fire damaged Avondale College in Auckland, it threw administration into chaos.

One effect was that it wiped out the word-processing system.

HPNZ responded by donating a Vectra PC with a 20MB hard disc and a LasterJet11 printer.

The college principal, **Phil Raffles**, warmly thanked **Mel Watson**, Marketing Support Manager, who came from Wellington for the handover, and Auckland Staff Sales Representative **Steve McConnell**.

Mr Raffles said it was a fine example of HP's commitment to good citizenship and ability to react quickly in an emergency. ■

## All alive-o

In Wellington they call him Muscleman but they deliberately corrupt the spelling.

What they mean is that CE **David Hokke** is the man to see if you want mussels, oysters, bacon, hams and a variety of other delicacies at less than shop prices.

As president of the Social Club, he buys in bulk and colleagues get the benefit. He also helps organise social functions.

Other committee members are Order Administrator **Caroline Lawson**, Order Admin **Elizabeth Brazier**, CE **Quentin Tatham** and Service Administrator **Andrew Bain**. ■



• David Hokke.



• Jill Gimblett . . . Auckland Secretary since early this year.

## An introduction to business

For HPA volunteers acting as business advisers to a Young Achievement project, it meant after-school attendance on 28 consecutive Tuesdays for planning and production sessions at Joseph Street.

For SVC Process Manager **Joanne Turton** it meant double commitment. She was co-ordinator also in 1989.

YA enlists sponsors to advise on setting up a company structure and producing a saleable product.

Advisers coach in most business areas - finance, human resources, planning, production, marketing and sales - so that students get a feel for the work environment before looking for a job or deciding about tertiary study.

The reward for advisers, who encouraged the Year 11 students to make their own decisions, was in expressing HP's ideal of corporate citizenship and also in observing them develop in business theory and practice.

A bonus was inclusion of two of their group among State finalists considered for a tertiary scholarship.



• Kaye Griffiths . . . scholarship.



• Adviser Graeme Harris.

**Kaye Griffiths**, of Blackburn HS, won a \$1000 award.

The HP group considered compiling a food guide for eastern suburbs but soon realised the problems of time and their own lack of publishing skills. So they did what a good management team would - looked again at the market and settled on decorated flower pots.

Raw stock was bought wholesale, water-proofed and designs hand-painted. Working capital was raised by selling shares and chocolates. At the scheduled October winding up, a 70c dividend was paid on each \$2 share.

**Shigeyo Komatsuzaki**, a Japanese exchange student, summed up: "We had a valuable learning experience and are glad we did not let down Hewlett-Packard, which gave us generous support, and those who backed us financially and with mature advice along the way."

Those who persevered to the end of the project were -

- **Blackburn HS:** Hubert Luong, Tzyypin Tong, Thavy Chong, Tamoe Kamagawa, Kaye Griffiths and Georgina Crocker.
- **Doncaster East HS:** Melissa Mouchline, Khoo Tianhuat, Shigeyo Komatsuzaki and Ben Yun.

- **Ringwood HS:** Eileen Braddock, Hamish McKirdy, Adam Hiscox, Mark Heath and Jacqui Lye, who as managing director gave a polished report to a big prize-giving audience at AMP House.

- **Malauna Coll:** Roderick Sharpe and Melissa Burlock.

Awards for special effectiveness, recommended by the students in some categories and by advisers in others, were to **Shigeyo** for her artistic contribution in production; **Melissa Mouchline**, for organising the sale of chocolates; **Eileen**, for overall contributions; and **Georgina** for consistent effort and co-operation.

HPA donated two calculators as main prizes.

The advisers, in addition to Joanne, were **Graeme Harris** (production), **Elizabeth Densky**, supported by **Ian Watts** and **Alison Teed** (personnel); **Andrew Harris**, supported by **Anne La Fontaine** and **Carolynne Davies** (finance); and **Frank Moloney** (marketing). ■



• From left: MD Jacqui Lye, scholarship finalist Rodney Sharpe, Japanese exchange student Shigeyo Kamatsuzaki, personnel director Melissa Burlock and winner of performance award, Eileen Braddock.



• Co-ordinator Joanne Turton (left), personnel adviser Elizabeth Densky and award winner Georgina Crocker.

## Cleaning up at Blackburn

Region Property Manager **John Daley** was looking for help with spring cleaning at Joseph Street. He wanted to get rid of outdated files, boxes that had accumulated, posters urging support of functions long past, surplus baggage and the like.

Customer Education Co-ordinator **Joyce Thompson** volunteered to bring in a team of cleaning ladies.

After a P/A build-up over several days urging everyone to tidy up and be ready to dump their debris, the **Sadies** arrived.

To pun and say they *swept* through the building would be askew of the truth. *Comfortable* was a kind word to describe them - hair in curlers, fallen waistlines, moccasins and slippers, unhurried gait, stopping often to wisecrack, occasionally unflattering of the way some people are house-trained by their mothers.

There was speculation whether Joyce had checked references or just let her finger do the walking - taking the first number in Yellow Pages and hiring sight unseen . . . suspicion even that she was double-dipping, having hired herself as the boss Sadie.

One of the ladies, sporting an oversized hair bow,

bore some resemblance to **Dee Gibson**. Others reminded of **Judi Elliott, Cecilia Louey, Janine McDonald, Rosie Vine, Susan Byrdy** and **Cheryl Moore**.

One poor soul slumped more frequently to rest than the others. So sad she had need to work. Supporting a son through university, no doubt. Spending frugally on herself. A brave gap-toothed smile made you want to pitch in for a dentist.

Someone remarked she looked like **Helene Smith**, except that Helene would never have let herself get into such a state.

Social club president **Andy Jaeger** sounded like voice-over for the Grim Reaper advt. He'd come over the P/A with warnings such as, "Take heed in CIC; it's two-thirty and your area's still dirty. Sadie the Cleaning Lady will get you."

At the end, this Daley pronouncement: "Thanks, everyone. The place looks ever so much tidier."

**Footnote:** Comparing pictures taken a few days apart of the cleaning ladies and of those socialising in the Great Hall of the Arts Centre, there really was no resemblance.

Either that or a Fairy Godmother helped them scrub up so well for the Social Club's annual dinner dance on 6 October. ■



• Anna Menelaou, John Koumourou and Cecelia Louey.



• Cecelia & Janine?



• Social Club president Andy Jaeger and Janine McDonald.



• Helene Smith and her Cinderella twin.

• LEFT: Cheryl Moore, Joyce Thompson and Susan Byrdy look-alikes.



## Many tributes to Malcolm

Improvements to the park adjoining the eastern boundary of our Joseph Street property are nearing completion.

HPA has undertaken to maintain the 2 hectare park as a tribute to **Malcolm Kerr**, who died in April.

Malcolm had proposed to Nunawading City Council that HPA fund improvements to the reserve as a gesture of citizenship marking Hewlett-Packard's 50th anniversary in 1989.

The Council approved the arrangement and also the installation of a plaque recording the public spiritedness of HPA's managing director from 1985 to 1990.

Not only will the park be a pleasant place to visit for people living and working in Joseph Street but it preserves an environmental asset for the district.

Facilities Manager **Kam Pow** took responsibility for liaising with the Council and contractors for the building of a retaining wall and planked walkway, and for the general tidying of the area.

The site is a significant fauna habitat and has a diverse range of native flora, although weed invasion has degraded much of it.

Pedestrian activity will be confined to the outer boundaries by an unobtrusive gravel path. Information about flora and fauna will be discreetly displayed.

To encourage waterfowl to return, a wetlands area is being re-established. Pedestrians will use the planked walkway which has just been built. Solid jarrah seats will be inviting places to rest and observe.



• Behind Kam Pow is the wetlands area to be restored.

Malcolm has also been posthumously honored in a number of other ways.

The large meeting room at Trenerry Crescent is the Malcolm Kerr Room.

HPA made a donation to lymphoma research at the Peter McCallum Cancer Institute.

In a letter to **Elly Susnich** acknowledging the gift, Dr Fedora Trinker, Director of Medical Services, said many women in high risk categories would have an improved chance of cure from breast cancer and a better choice of treatment options through early detection.



• Nicholas, Barbara and Andrew at Joseph Street.

In June, the Total Quality Management Institute dedicated its national seminar for service industries to Malcolm.

The Institute, in a letter to Managing Director **Bill Hilliard**, wrote: "The proceedings honored the support Malcolm Kerr gave to the Institute. He gave inspiration to those who struggled with change."

In September, the National Capital Dancers dedicated their gala performance of *Kaleidoscope* in Canberra to Dame Peggy van Praag and Malcolm.

Dame Peggy, who died in January, was the founding artistic director of The Australian Ballet.

A foreword to the program read: "Malcolm Kerr was greatly admired and respected in the world of business. For the Dancers, he was a person with an exceptional understanding of our vision."

Meanwhile the Malcolm Tree that **Alan Bickell**, Vice-President and Director of Intercontinental Operations, planted in April is growing stronger and taller.

**Barbara Kerr**, with sons **Nicholas** and **Andrew**, visited Joseph Street during the university vacation to show Nicholas the tree and its plaque. Nicholas had had to return to Rockhampton to prepare for exams and was unable to attend the tree planting ceremony four days after his father's funeral. ■