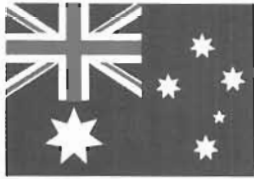


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FOR HP EMPLOYEES AND FAMILIES  
IN AUSTRALIA AND NEW ZEALAND  
No 50 December 1991



## HP Australasia . . . partner in Asia Pacific



Australia



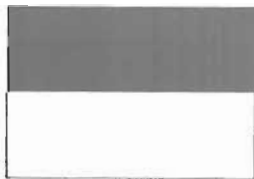
China



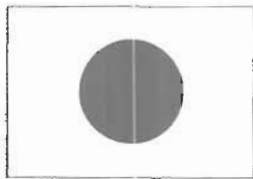
Hong Kong



India



Indonesia



Japan



South Korea



Malaysia



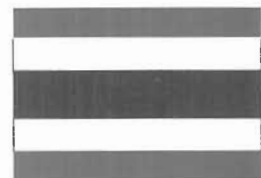
New Zealand



Singapore



Taiwan



Thailand

- Productivity up: 2.
- Asia Pacific's first year: 3 - 7.
- Early retirees: 8.

- Young Achievers; Helping Danny: 9.
- India appointment: 10.
- More AP links: 11.

- Service Awards: 12.
- TQC: 14 - 15.
- Hans returns; Analytical appointments: 16.

**HP Computer Museum**  
**[www.hpmuseum.net](http://www.hpmuseum.net)**

**For research and education purposes only.**

## A better year ahead

The year just ended was an extremely successful one in a tough business environment.

This was the substance of the message that Managing Director **Bill Hilliard** gave to staff meetings last month.

Overall, we finished 10 per cent below quota but made significant gains in productivity. We did the same business as the previous year but at 18 per cent less cost.

Bill said that, given the economic conditions, productivity improvement was commendable and it probably represented one of the best HP performances worldwide.

HPA in the current year would continue to focus on cost management but we were well positioned to do much better in our order taking.

"We're working hard on the revenue side as well as costs," he said.

He pointed to steady improvement in many of our key performance parameters as we moved towards the objective of becoming *World Class* and a worthy partner in Asia Pacific.

Last year our manufacturing businesses were very successful.

**Remarketing** wrote \$7.6m of business, which was 107 per cent of target.

**Finance** achieved \$22.5m worth and 114 per cent of target. Both Remarketing and Finance returned significant bottom line results.

**ATO** achieved 420 per cent growth and a net profit of 13.2 per cent of revenue.

We did very well with **Asset Management**, particularly in the **Receivables** area. In difficult times, performance was outstanding in **DSO** and **Percentage Over 90 Days**.

As well as the manufacturing results, highlights were the performance of **Analytical** (109 per cent of target, representing 29 per cent growth), **Medical** (111 per cent and 51 per cent) and **Dealer Channel** (11 per cent growth). ■



• **Brett Hutchinson**

## Brett joins prestigious President's Club

National Account Manager **Brett Hutchinson** has been given the President's Award for 1991.

His invitation to join the President's Club came from **John Young** as reward for an outstanding sales performance, team work and customer satisfaction.

Each year only 100 employees around the world receive the award.

Last year Brett achieved 135 per cent of quota and has exceeded quota for five years in succession.

Part of his prize was having his wife **Glenda**, a Personnel Representative at Blackburn, accompany him to the President's Dinner in **Scottsdale, Arizona**. ■

## Hank holes out at Blackburn

After a year's attachment to the Asia Pacific Education Service Centre, **Hank Lu** returned to Taipei in early October to take up the position of HP Taiwan's Business Development Manager for the Taiwan Government Account.

Like **Hiroshi Iizuka**, who returned to Japan earlier in the year after a similar stint with the APESC, Hank was a keen golfer who never turned down an invitation to play on a metropolitan or near-country course.

Thus the Royal Melbourne Golf Club's jumper, which Managing Director **Bill Hilliard** presented at a farewell lunch as a memento of having played there.

APESC Manager **Bruce Marsh** thanked Hank for his contributions, for meeting his goals and for the cheerful way he had fitted into the team. ■



• **Bill Hilliard** tries the jumper for size.



Hank's health is toasted by (left) **Pamela Wakefield-Semmens**, who is spending a year with our Personnel Department on release from the Taxation Department, and APESC's Education Services Manager, **Janis Andrews**. ■

# Australasia's entry into the Asia Pacific Region

We're nearing the end of the first year of operation of Hewlett-Packard's upgraded Asia Pacific structure.

For many of us in Australia and New Zealand, the impact has been immediate and dramatic, influencing our focus and the way we conduct our activities, both in selling and service.

For some, the effects of the new order have been slower coming; and have not been fully appreciated as the great opportunity it is to prosper from the happenings to our north. Impacts on HPA will accelerate.

Depth has been helped by the Asia Pacific Education Services Centre in an appraisal of world events and how Australasia needs to respond.

## The region

Hewlett-Packard Company's definition of Asia Pacific includes these countries:

- Hong Kong
- Japan
- China
- South Korea
- Taiwan
- Thailand
- Malaysia
- Singapore
- Indonesia
- Australia
- New Zealand
- India.

The primary administration centre for the region is in Hong Kong.



## HP's rating in Asia Pacific

- Hewlett-Packard Company has established a strong management structure with centralised marketing and management.
- It has a solid manufacturing presence in Singapore, Malaysia and Japan.
- It has recorded consistent over-quota performance and growth.
- Last year its sales in the region were valued at US\$2.5 billion. The target by 1995 is US\$5 billion.
- There is strong Corporate commitment to the region.

## Importance of Asia Pacific

Asia Pacific is one of the world's emerging three major trading blocs. The others are:

- **The Americas** (US, Canada and Latin America); and
- **Greater Europe** (EEC countries, Czechoslovakia, Poland and Hungary).

Factors which make Asia Pacific so important include:

- Japan is the world's prime banker.
- Japan has an increasing investment presence in Asia Pacific.
- The region has a highly skilled and hard-working labor force.
- It has political stability.
- It is poised for sustained growth. Predictions are that by 1992 regional exports will exceed trans-Pacific trade.

A comparison of the economic significance to Australia of the Asia Pacific, Greater Europe and the Americas trading blocs is shown in the tables.

Asia Pacific is Australasia's biggest single market.

## Reciprocal help

Exchange of personnel is proving a benefit to all the countries in the region. Others are sending people to Australia, either to learn from us in areas where we have more developed skills or structures; or to help us integrate more smoothly into Asia Pacific by understanding the way Asian governments and companies do business.

We are reciprocating by helping to establish services that have proved successful in Australia and which HPA specialists have fine tuned to meet other countries' needs.

Some of our people have been posted overseas; and some of our services are being provided by personnel located in Australia.

| WORLD<br>ECONOMIC<br>DEVELOPMENT | % Change<br>Real GDP |       | Real<br>GDP<br>1990s | % Share<br>World<br>GDP 2000 |
|----------------------------------|----------------------|-------|----------------------|------------------------------|
|                                  | 1980s                | 1990s |                      |                              |
| USA/Canada                       | 3.0                  | 2.7   | 1209                 | 23.2                         |
| C & L America                    | 1.3                  | 4.0   | 507                  | 7.0                          |
| Greater Europe *                 | 2.2                  | 3.1   | 1716                 | 29.7                         |
| Western Europe                   | 2.3                  | 3.0   | 1553                 | 27.2                         |
| EEC                              | 2.2                  | 3.0   | 1343                 | 23.5                         |
| Other                            | 2.6                  | 3.0   | 210                  | 3.7                          |
| Central Europe**                 | 1.2                  | 3.5   | 163                  | 2.5                          |
| Asia Pacific***                  | 5.2                  | 5.5   | 557                  | 6.0                          |
| Japan                            | 4.1                  | 4.2   | 806                  | 10.7                         |
| China                            | na                   | 7.0   | 361                  | 3.3                          |
| AP+ Japan+ PRC                   | na                   | 5.6   | 1725                 | 20.0                         |
| USSR                             | 1.2                  | 2.5   | 395                  | 8.1                          |

\* Western Europe (inc EEC) + Central Europe.

\*\* Central Europe (E Germany, Czechoslovakia, Poland, Hungary).

\*\*\* Asia Pacific (S Korea, Taiwan, Hong Kong, Singapore, Malaysia, Thailand, Philippines, Indonesia, New Zealand, Australia)

## Economic Significance to Australia

| Exports              | Imports |       | B O T |       | Exports<br>as %<br>of GDP |
|----------------------|---------|-------|-------|-------|---------------------------|
|                      | '64     | '88   | US\$  | % GDP |                           |
| <b>Asia Pacific</b>  | 37.92   | 55.97 | 14.02 | 44.06 | 4556m 2.38 9.03           |
| <b>North America</b> | 11.03   | 12.56 | 28.57 | 24.38 | -3871m -2.09 2.22         |
| <b>EEC</b>           | 35.08   | 14.64 | 38.35 | 24.03 | -3073m -1.66 2.59         |

## Culture and language

HPA people who have had dealings with Asia Pacific volunteer that understanding cultural and language differences has offered a steep learning curve - not only to be able to conduct social relationships but also for doing business.

Hewlett-Packard, like other companies with international operations, relies on English being the world's business language.

However, ability to speak a second language is a considerable plus because studying a language does not stop with getting the sounds right. The learning process extends to historical, cultural, political and economic areas as well.

Australians on the whole rate poorly as linguists. Until now we have not had to be anything but monolingual. For two centuries, we have spoken English, free even from the need to accommodate an assortment of regional dialects.

If any foreigners wanted to speak to us, it was on our terms - they must speak English.

While Asia Pacific colleagues will courteously continue to converse in English, there is no mistaking their appreciation when a foreigner speaks their language, even if not very well. There is respect for just having made the effort to learn.

## Issues for HPA

While opportunities are great for Australia and New Zealand, some factors are not helpful. Where it is possible to reshape them, there is a task ahead to do so.

Compared with the United States and Europe, we have had weak links to Asia Pacific.

We're geographically isolated. It's a five-hour flight to our nearest Asian neighbor.

With a more mature Australasian market, we have lower growth opportunities.

We are only 12 per cent of the total Asia Pacific Region business.

Among some Australians and New Zealanders, there have been unhelpful cultural attitudes to Asia - political, business and community.

Australia's reliability as a trading partner is often questioned. There is an image that Australia is the land of industrial disputation, brashness and the mentality of *she'll be right, mate*.

Asians look for reinforcement of the image. Businessmen who hustle to tie up a deal over the first lunch, or tourists behaving boisterously in bazaar or on beach, are advertisements we don't need.

**We are learning that Asia and the Pacific can get along if needs be without Australasia; but we cannot get along without Asia.**

When we decided we no longer wanted to be regarded as an outpost of Europe but were part of Asia, neighbors did not welcome us into the club. Our attempt to join ASEAN (Association of South East Asian Nations) was unsuccessful. We were told it was a late change of heart . . . full membership was closed . . . we could aim at being associates.

There is much catch-up work to be done.

## About our Asia Pacific neighbors

| Country/<br>capital             | Population<br>(millions) | Area<br>(sq kms) | Currency | A\$<br>equals |
|---------------------------------|--------------------------|------------------|----------|---------------|
| <b>PR of China</b><br>Beijing   | 1,002                    | 9,561,040        | Yuan     | 4.3           |
| <b>Hong Kong</b><br>Victoria    | 6                        | 1,046            | HK\$     | 6.2           |
| <b>India</b><br>New Delhi       | 765                      | 3,280,483        | Rupee    | 25            |
| <b>Indonesia</b><br>Jakarta     | 173                      | 2,027,087        | Rupiah   | 1670          |
| <b>Japan</b><br>Tokyo           | 121                      | 377,708          | Yen      | 103           |
| <b>Korea Sth</b><br>Seoul       | 43                       | 98,447           | Won      | 588           |
| <b>Malaysia</b><br>Kuala Lumpur | 16                       | 332,633          | Ringgit  | 2.2           |
| <b>Philippines</b><br>Manila    | 55                       | 300,780          | Peso     | 20            |
| <b>Singapore</b><br>Singapore   | 2.5                      | 618              | S\$      | 1.35          |
| <b>Taiwan</b><br>Taipei         | 20                       | 35,859           | New T \$ | 20            |
| <b>Thailand</b><br>Bangkok      | 53                       | 514,000          | Baht     | 20.57         |

### Languages:

**China** - Mandarin.

**Hong Kong** - Chinese, mostly Cantonese; English.

**India** - Hindi is national language; 15 official dialects are spoken; English.

**Indonesia** - Indonesian.

**Japan** - Japanese.

**Korea** - Korean.

**Malaysia** - Bahasa Malaysia.

**Philippines** - No official language; Ilocano, Tagalog and Cebuana are major dialects; English for school studies after Gr 4.

**Singapore** - English, Mandarin, Malay, Tamil.

**Taiwan** - Mandarin but most speak Taiwanese.

**Thailand** - Thai.

**Weights and measures** - Metric throughout region.

**Time** - China, Hong Kong, Malaysia, Singapore, Taiwan and Philippines are 2hrs behind AEST. Japan and Korea are 1hr behind; Thailand is 3hrs behind; Indonesia is 1 to 3hrs behind; and India is 4hrs 30mins behind. 4hrs 30 mins behind.

## What we can do

- We can reinforce Australasia's role in Asia at every opportunity.
- Develop contacts within the HP community in Asia.
- Learn and respect the cultural differences between countries.
- Add value to the new AP region (we do have a lot to offer).

## Never up-to-date

Each day another HPA employee comes in direct contact with the Asia Pacific Region. So any review is necessarily incomplete; it won't tell of the very latest initiative.

Also, some who might have made input haven't been quite ready to announce their project.

But that which follows is an encouraging sampling of what has happened in just 12 months. ■

## Honing skills for global success

Among the most visible of our regional involvements has been the Asia Pacific Education Services Centre with headquarters in Melbourne since its establishment in February 1990.

**Bruce Marsh**, now the last member of the Samples team which set up HPA in 1967 who is still active in the Company, is Manager of APESC.



• Bruce Marsh

"Improving the skills and knowledge of employees in Asia Pacific is a key factor in achieving the region's goal of \$5B business by 1995," Bruce says.

"Alan Bickell believes that the best trained and best motivated will win in the global marketplace. As managers and educators, we need to build the motivation to win and to learn in order to be successful on a global scale."

APESC's focus on education services is set by a steering committee consisting of -

- Kenichi Akasaka (YHP).
- Victor Ang (Asia Pacific HQ, Hong Kong).
- Bob Robertson (HP Australasia).
- Paul Balyns (AP HQ Hong Kong).
- Bian Ee Tan (HP Malaysia).
- Bob Coutts (Intercon).

In its short life, APESC has drawn on resources from around the world.

Janis Andrews came from the US with experience as a major account

manager and is Education Services Manager.

**Hiroshi Iizuka**, with 27 years' experience with YHP, spent a year in Melbourne and returned to become Education Manager in Japan.

**Kazunobu Shimada**, another of YHP's most experienced managers, is now on a year's attachment.

**Hank Lu** also returned to Taiwan after a year in Melbourne and is now Business Development Manager for the Taiwan Government account.

**Jianfeng Lu** also returned last month to Beijing after a five months' assignment.

Besides Bruce, Australians with APESC are **Doug Davies** (Instructional Designer) and **Mary Lam** (Administrative Assistant). ■

## Shimada-san brings input from Japan

Twenty-eight years ago a young R&D engineer was lent by Yokogawa to help establish a joint venture with Hewlett-Packard.

He expected it would be a short assignment but he never got back to Yokogawa.

Instead **Kazunobu Shimada** progressed to become one of YHP's most versatile managers.

He's been a marketing engineer, an instruments field engineer and District Sales Manager, Osaka Area General Manager, Dealer Channel Region Sales Manager, CEO Region Manager, Region Manager for the Value Added Channel Program and Region Manager for the Major Account and Global Sales Program.

He has come to Australia for a year to work in APESC on education programs for the new Asia Pacific Region.

"Shimada-san brings an experienced Japanese perspective to everything we produce and, considering the importance and potential for HP in Japan, this is critical," **Bruce Marsh** says.

"We have the bonus of Shimada-san's TQC experience. He was one of the key managers who helped YHP win the prestigious Deming Award in 1982."

Shimada-san holds a Master's degree in Electrical Engineering from Tokyo Denki University and a BA

(Economics) from Keio University.

This year he completed 40 years of service with Yokogawa and YHP, which is a truly outstanding achievement anywhere in the HP Company.

His part-time study was financed by Yokogawa when his father died and he became responsible for his family.

Shimada-san taught himself to speak and read English.

At 57, he was still playing soccer in a Tokyo team whose average age was 48.

Shimada-san is only now succumbing to the Japanese passion for golf. He's working on building a swing at a driving range . . . then look out Ogle and Baker-Finch and Norman.

"Golf is very cheap here," he says. "For one day's green fees in Japan, I can play here every day for a month."

However, he hasn't thought of putting such a delightful proposition to Bruce.

His wife teaches piano and organ in Tokyo and he's a devotee of Beethoven and Mozart.

To anyone who thinks his experience can help them, Shimada-san says: "Please come and see me. I'm meeting people through the APESC programs but I'm happy to make time to talk things over on a one-to-one basis." ■



• Kazunobu Shimada

## Labor Force Analysis

|             | Literacy Rate % Pop | Uni Students % Pop | Strikes Day/Pop |
|-------------|---------------------|--------------------|-----------------|
| Japan       | 99                  | 2.0                | 0.27            |
| Korea       | 92                  | 3.7                | 0.32            |
| China       | 70                  | 0.2                | na              |
| Taiwan      | 90                  | 2.3                | na              |
| Hong Kong   | 88                  | 1.4                | 0.05            |
| Thailand    | 89                  | 1.9                | 0.18            |
| Malaysia    | 80                  | 0.7                | 0.11            |
| Singapore   | 87                  | 1.7                | na              |
| Indonesia   | 72                  | 0.6                | 0.08            |
| Australia   | 99                  | 2.4                | 0.84            |
| New Zealand | 88                  | 3.6                | 0.34            |

## Bridging gaps of regional culture

**C**ulture is a word to describe how a group of people uses a language, gets married, brings up children, earns a living, expresses tastes in food, clothing and housing, runs a government, takes part in religious ceremonies.

It's the sum total of the way of life of a people.

A national culture is influenced not by ideosyncrasy or whim but by many natural things.

Climate is one. Indian women express fashion sense in cotton or silk sari bare at the waist; Eskimo women in furs buttoned to the neck.

Food sources are another. Chinese eat the tender shoots of bamboo prepared in a hundred ways; then have a household or commercial use for every millimetre of cane.

Countries where meat is scarce stretch it by clever use of herbs and spices.

There are others - population, soil fertility, assets like coal, minerals and forests.

So it is unwise to judge one person's culture as inferior or better than another. Which is why understanding and making a respectful response to regional cultures is a requisite for any interaction by

Australians and New Zealanders with our new Asia Pacific partners.

First step when preparing to work with Asians is to seek knowledge from books or 'old hands' about things they hold important in friendship and business relationships.

It isn't a quick or easy study. I've been visiting Asia since 1943 and whenever foolish enough to think I just about knew it all something happened to show how much more was needed to be learned.



• Steve Hitchings . . . 1982 vintage.

China in particular is truly a land of contradictions when being judged through the eyes of a Westerner.

One example of contradiction was afforded when Steve Hitchings,

Marketing Development Manager for Business Systems, was early into his HP career. We met in Beijing in 1982, neither knowing the other was going there.

He had been lent to the United Nations to help bed in a number of HP3000 systems for Ministries of the Central Government.

Chinese reverence for age had been many times demonstrated. How would a fresh-faced 22-year-old from Colac be accepted by Chinese technocrats twice and three times his age?

Well, his workshops were astounding, up to 50 people jamming the room with the overflow peering at windows.

"His age wasn't important. We respected his knowledge and how he gave it. We weren't talked at but shown," one Ministry official told me.

"Oh, yes, and his sincerity."

Nearly 10 years on, Steve is sure sincerity is the biggest factor in gaining acceptance, not only in Asia but around the world.

Help in understanding the culture of our Asia Pacific partners and making smoother the path of HPA people who go to Asia or are working here with Asian visitors can be obtained from APESC in Melbourne.

**Frank Moloney**

## Ambassadors

**A**mong the first to be impacted by the new Asia Pacific arrangements were Shailesh Naik, Australasian Marketing Manager, and his team.

"The Senior Management Team, together with Marketing, are really HPA's ambassadors to Asia Pacific. We are the window through which our counterparts in the region see our performance and form opinions about us," he says.

"My team is closely involved with the Asia Pacific Marketing Centre. We help them out from time to time. In Indonesia, for instance, there was an Open Systems conference and we were asked for a speaker. Steve Hitchings went and presented a

paper, which went over very well indeed.

"We also share best practices. For example, pricing. At the Marketing Managers' meeting in Hong Kong, we showed them Quick Pricer and Price List, which John Knaggs made sure were in tune with the requirements of Asia Pacific."

Shailesh says HPA can learn a great deal by being closely involved with AP but we also have a lot to share with them.

"We do a lot of innovative things, like HPA, IBM, DEC and Bull getting together to promote the Open Systems Foundation. We had OSF seminars in Sydney, Melbourne and Canberra, receiving a lot of attention and publicity in Asia Pacific," he says.

"What it comes down to is being world class and achieving closer co-operation and integration with our counterparts.

"The better appreciation they have of the Australasian marketplace and HPA's effort, the better they will be able to help us.

"We cannot afford to be isolated, to always be trying to re-invent the wheel." • Shailesh Naik



Shailesh says that from Hewlett-Packard's viewpoint, Australasia is part of Asia Pacific. >>>>

## The new PSO

Combining Project Centre and Technical Consulting Group activities has resulted in **Bill Clarke** taking overall leadership of the Professional Services Organisation.

Announcing the consolidation, Region Customer Support Manager **Roger Kane** said Bill's track record fitted him ideally for the position.

He had developed the Project Centre into one of the leading centres in the world. He had experience of consulting, an extensive MIS background and good achievements in Sales Support.

The PSO does consulting in a pre-sales environment, working closely with the Sales Force, and directly to customers in a post-sales environment.



• Bill Clarke

• Chris Worth

"We try to provide value added services to the open system environment," Bill says as a somewhat oversimplification.

Setting up the Asia Pacific Telecommunications Centre of Expertise at Abbotsford has been another of Bill's responsibilities.

### \*\*\*\* Ambassadors

Unless we're seen to be a team member playing our part and sharing best practices, and Australia is seen as a place with a good future, investment will not come here.

Shailesh credits HPA's closeness to Telecom Australia for the decision of Hewlett-Packard to make an investment in Australia by locating the HP Telecom Centre of Expertise here.

Australian skill sets were acknowledged. They were appreciated in Asia Pacific.

Shailesh sees the need to send our

**Chris Worth** is the Centre's first Manager, arriving in September.

**Ken Sheers, Graham Eddy, Chris Young and Frank Chen** have also joined COE to provide project management, business analysis and Unix and networking expertise.

HP's decision to invest in Australia by locating the Centre in Melbourne was based largely on HPA's close association, through our joint venture, with Telecom Australia.

Those Asian countries which lack a sophisticated communications network but are working at achieving one respect Australia's prominence in the field.

Chris was a Telecom NZ engineer before working for a New Zealand bank and then as an IT strategy consultant with the PA consulting group.

His recent assignments have been mainly in Japan, Indonesia and Hong Kong.

Chris and Linda have two children. In New Zealand their recreations were tramping and climbing. So far they haven't had time to pursue that interest in Australia. ■

## "It's Asia calling"

The telephone and direct mail are the primary tools used by our Sales Centre, whose experience has made it a role model for Asia Pacific.

"We're further along the road of developing this kind of support," says Sales Centre Manager **Peter Hall**, who went to the US last month to demonstrate how to set up such a service and explain its mechanisms, issues and benefits.

people to AP to work in various departments; and the need to host visitors in exchange.

"It is extremely important that our visitors are made welcome and to feel comfortable," he says.

Among those who have already gone to AP on secondment are **Keith Watson, Jeff Marshall and Brian Compton**.

**Lance Fong** is based in Sydney but is Asia Pacific Customer Support Internal Training Manager.

Likewise, **Gordon Williams** is located in Melbourne but has extended his Business Communications role to Asia Pacific. ■

From next month, we will be taking calls from Singapore and possibly expanding the cover to Hong Kong and the Philippines (the English speaking countries).

This will let those countries tap into our Customer Information, VAB and Direct Dealer Sales Centres.

"Our Dealer Sales Centre has been going for several years and is effective. We can help our Asian partners set up a service in the shortest possible time.

It was decided to link phones into Australia rather than take time gradually acquiring expertise," Peter says. ■



## Twin cultures

Studying at Chisholm Institute for a Bachelor of Business, majoring in accounting, and working at Blackburn for five years, has given Cost Accounting Manager **Chin Teng** insights into two cultures.

He came from Penang, met his wife Madeleine (from Singapore) at Chisholm and worked for two years with HP Singapore.

He had a refresher in the culture of his birth when he visited South Korea in September for two weeks as guest auditor.

"The Asian attitude is that there's nothing that cannot be done. It might mean very long hours to meet a request but no one in a team wants to believe it cannot be done," Chin says.

Because of their training and dedication, HP people do better than many other visitors to the Asian environment, he believes.

Chin looks forward to camping along the Darling River once a year, goes bush walking as often as possible and likes motoring and "seeing and doing new things." ■



• Peter Hall

• Chin Teng



# Farewells for retirees

The last weeks of October were a hectic round of lunches and dinners for 13 employees accepting early retirement . . . hosted by colleagues and the company in restaurants and homes in Melbourne and Sydney

**Rosemary Lamont** and **Betty Murray** were farewelled in Sydney at an all-staff meeting and entertained at a restaurant by **Jim Watson** and other managers.

In Melbourne, Managing Director **Bill Hilliard** hosted a dinner in the Wellington Room, attended by members of the Senior Management Team and these 11 retirees (their partners were also guests):

**Bill Allison, Joan Boxshall, Doug Cheeseman, Jean Crawford, Danny Hills, Jal Karani, Danny Kovacs, Jim Lane, Sheila Lowe, Geoff Windsor and Joy Wingard.**

Bill and Jim presented each retiree with a gold badge and a gift from the company; and in addition **Danny Kovacs** and **Geoff Windsor** received awards for 25 and 15 years of service respectively.

Danny's retirement means that APESC Manager **Bruce Marsh** is now the only member of the group employed by Sample and Sons who set up Hewlett-Packard Australia in 1967 and is still employed by HP.

Geoff, HP's longest serving Personnel Manager and with 15 years' continuous membership of HPA's Senior Management Team, also received a plaque, only one of 10 ever presented, from HP Company.

Bill Hilliard, who walked from table to table to present the gifts, said: "It is people like yourselves, who remain with the company and put in hard work and energy, who have made the company what it is today.

"If Dave and Bill were here, they would say the same. We really do appreciate the long years of service you have put in.

"I hope each of you uses the gold badge to come back once in a while to keep in touch. We don't want you to get too separated from our modest beginnings. We have come a very long way in a very short time."

**Alan Bickell**, HP Vice-President and Director of Intercontinental Operations, wrote a letter which Bill read.

"I would like to be with you on this occasion because I know most of you personally and in several cases I had the pleasure of working with you directly when we started HP Australia in 1967", Alan said.

"Unfortunately my schedule just does not allow a visit to Australia at this time.

"I'd like to thank each of you for the substantial contribution you have made to HP Australia over the years.

"We can all be very proud of what has been accomp-

lished in Australia and throughout Intercontinental Operations. We stand as a highly credible and very significant part of the Hewlett-Packard Company. This did not happen without a lot of personal effort and dedication.

"Although you are retiring from HP, I hope you will always feel a part of the company. I think one of the nicest traditions we have is the gold name badge which simply says you are still part of the family and a welcome visitor at any time." ■



• Back: MD Bill Hilliard, Rose-Marie Todes and Jim Lane. Seated: Janis Andrews, Mike Perry, Sheila Lowe, who served all four of our Managing Directors as senior secretary, and Margaret Lane.

• **Rosemary Lamont (left) and Betty Murray** were dry-eyed but still emotional when farewelled at a full Sydney staff meeting - Rosemary after 17 years' service and Betty after 18. **Jim Watson** urged them not to break links with their friends - not only at North Ryde but throughout HPA.



• Jal Karani



• Jean Crawford



• Doug Cheeseman



• Danny Kovacs



• Jim Lane



• Joan Boxshall



• Danny Hills



• Bill Allison



• Joy Wingard

## Helping youths with business

**E**ighteen students of four Melbourne schools did us proud when they carried off the award for *the most profitable Australian company* in the 1991 Young Achievers program.

Selling a mouse pad, they grossed \$9380 (including \$281 seed capital from a car wash) and had a profit of \$2028.48. Shareholders contributed \$190 and were paid dividends totalling \$1427.

We certainly had a high profile at the Victorian awards night.

In a polished presentation to **Sir Arvi Parbo**, chairman of BHP, educationists and parents, the students told how they had been guided by the business skills and ethics of their sponsoring company.

*YA Who?* was also judged third as *the best-performed* company: and its young managing director, **Ben Kerr**, of Ringwood Secondary College, was a close runner-up Victorian *Young Achiever of the Year*.

Their success was not only a credit to themselves but a pleasant pay back to the 10 HPA volunteers who gave their time and advice one night a week over six months.

Accounting Supervisor **Gilbert Ponniah**, as co-ordinator, was the



• The inscription on the plaque presented to retiree **Geoff Windsor** read: *In recognition of your many contributions to HP Company - Geoff Windsor, October 1991.*



• YAs (from left): **Alan Colvin**, **Judy Belousoff**, **Elizabeth Densky**, **Emma Ainslie**, **Christene Okey**, **Gilbert Ponniah**, **Ben Kerr**, **Katherine Knapsey**, **Nick Bubb** and **Kyla Robertson**.

prime mover who recruited a team of enthusiastic advisers.

**Alan Colvin**, **Judy Belousoff** and **Katherine Knapsey** advised on finance and administration; **Elizabeth Densky** and **Christene Okey** on personnel matters; **Peter Hall** and **Tony Graziani** on sales and marketing; and **Graeme Cobb** and **Anne Foley** on production.



• Things to celebrate: **Ben Kerr** congratulates **Judy Belousoff** on her engagement to **Murray Charlesworth**, of Datacraft; and **Judy** congratulates **Ben** on his Young Achiever performance.

The students - from Ringwood, East Doncaster, Heathmont and Blackburn Secondary Colleges - were:

- **Ben Kerr**, managing director.
- **Emma Ainslie** (director), **Nick La Galle**, **Boyd Tolley**, **Angela Bowden** and **Helen Brydon** (company secretary).

- **Karen Koh** (director), **Suzu Irons**, **Alex Rauli** and **Gillian Siesman**.
- **Kyla Robertson** (director), **Brett Ruddell**, **Malcolm Hudson**, **Hng Tien-Yao**, **Philbert Chin** and **Alana Blight**.
- **Nick Bubb** (director), **Kirsten Robertson** and **Rohan Coster** (quality controller). ■

## Helping handicapped

Support for *YA Who?* was one of the ways during the year that employees and the company expressed their commitment to good citizenship.

Another was the donation of \$700 collected by Contracts Administrator **Wendy Mosden** to buy a special bike for a severely handicapped boy.

When collections were still short of the target, HPA donated \$113 so the purchase would not be delayed.

**Danny** is visually and bodily impaired. The bike has contributed greatly to his mobility and enjoyment. He attends St Paul's School for the Blind.

Not only did **Wendy** take the initiative of seeking support from HP colleagues and outside friends but she is on a roster to care for **Danny** at her Ringwood North home for a weekend every month.



• **Wendy Mosden**

»»»»

## Births

- Andre Paul, son of Sherrill and Abbotsford Senior SR Gregory Lister at 8.15pm on 19 September (2168gr/8lb); a home birth).
- Brittany Paige, daughter of Perth PSO Secretary Liz McGovern and Greg on 19 September.
- Sophia Ellen, daughter of Debbie and Blackburn SR Arthur Argyropoulos at 5.15am on 24 October (3232gr/7lb 2oz).
- Declan Mitchell Drake, son of Julie and Response Centre Admin Services Manager Chris Hain, on 4 November (3062gr/6lb 12oz).
- Chloe, fifth daughter of Marguerite and Abbotsford Demo Co-ordinator Peter Simpson at Mitcham Private Hospital at 8.17am on 10 October (3118gr/6lb 14oz).

## Helping handicapped



- Danny and Wendy's helpers (from left): Joyce Thompson, Kitty Aerts, Lyndy Drew, Linda McDonald, Carol Donaldson, Joy Wingard and Doreen Hayden.

"Parents are under great strain caring for a disabled child; giving them even a short break helps them keep going," Wendy says.

"I feel it's time to give back a little of what I have got out of life. But don't single me out; there are a lot of HP people doing good works whom you don't hear about.

## RC widens service

The Response Centre is now giving manufacturing and financial applications support to Singapore, Malaysia, Hong Kong, Taiwan, Philippines, Korea and Thailand.

The service is in English but if a caller has a difficulty with language the inquiry is directed to an appropriate local engineer.

The service is from 8.30am to 7pm which gives a spread over the business hours of the participating countries. ■



• Chris Malone . . . ready for calls.



- Region CEO Manager Roy Armour and Aileen Wilson married on 17 August at Wellers Restaurant, Kangaroo Ground. Like Roy, Aileen came from Scotland.

"I was so pleased when the St Paul's people brought Danny out to Blackburn and showed those who helped me sell chocolates and made straight donations just what the bike means to a handicapped boy.

"My own cause is *Interchange*. Joanne Turton is involved in the *Big Brother, Big Sister* program but still found time to come out to my place and help look after Danny.

"There are others with good causes which deserve support."

Wendy started with HPA in 1973. ■

## Not really a prince, merely a Veep

When a lad in Gawler, South Australia, Bob Congdon once dressed up as an Indian prince for the school concert, not imagining that he would ever go to live in the land of Ghandi and Nehru, of Clive and Kipling.

His mother recently found a photograph of the pretend-potentate as she sorted through some papers.

But that's just what he will be doing for the next four years . . . not as a prince but Vice-President (Customer Support) of India's largest IT company.

HCL Ltd has 4200 employees and is the country's leader in computers, CAD-CAM, tele-communications, micrography and reprography with a customer base of 10,000 organisations served by 81 sales offices.

It recently signed an exclusive marketing agreement covering series HP3000 and HP9000 computers which it will manufacture and market. In addition, it will handle other HP products imported from around the world.



• Bob Congdon

Bob came to HPA in 1975 and has served as Analytical Support Manager, Region CEO Manager from 1986 and more recently as leader of the Professional Services Organisation.

In 1989 HP President and CEO John Young paid a warm tribute to Bob in a personal letter commending him and his CEO team for their role "in making the HP worldwide customer support organisation the success that it is today."

John added: "In the years ahead, to an even greater extent than today, your contribution will serve as a vital competitive differentiator to our company."

Bob's appointment adds to the number of Australians and New Zealanders with roles helping to build the new Asia Pacific structure. ■

## Analytical analysis

How fast developers satisfy the demand for new golf courses in Japan registers in the calculations of Region Analytical Support Manager **Leong Tan**.

As Leong reads it, felling trees to make fairways means runoff and siltration and pollution of streams by herbicides which means more analytical instruments for monitoring which means more servicing that HP Asia Pacific analytical team will have the ability to provide.



• Leong Tan

HP has anticipated a growing market by taking a majority holding in YEW, a new joint venture to distribute our range of analytical products in Japan.

And Leong says HPA is building up its resources to offer analytical support to Asia Pacific.

Customers will be offered support through three Response Centres - in Atlanta, Amsterdam and Melbourne.

"Conservation is a rapidly growing political and commercial force in Japan. There is popular resistance to environmental degradation and we want to be ready to support the analytical equipment HP markets in the region," Leong says.

*New appointments: p 16.*

## Gain for leasing

Internationally, the trend away from ownership towards payment for usage, because of rapid change giving equipment a shorter technological life, has spurred the growth of captive leasing companies.

Because of this, HPA Finance and Remarketing has benefited.

Finance and Remarketing Manager **Muan Lim** and his team are doing business in many countries, including Japan, Hong Kong, Korea, Taiwan and Singapore.

Muan says Taiwan is his strongest market in Asia because that

country has a completely deregulated entrepreneurial economy in which price performance is important.

"We meet the criteria," he says.

HPA has the worldwide charter for remarketing HP board test equipment and has shipped to Europe, the US and Asia.

In Remarketing, we started with only Muan and the group has grown to 13.

On the Finance side, we started with four people in 1984 and now have 11.

With the boom in Finance comes a lot of equipment for remarketing at the end of the leasing period. Our Remarketing operation enables us to recover the residual at the end of the leases.

Muan, from Malaysia, is in his 11th year with HP, having studied at Melbourne University and transferred from Price Waterhouse.

He and wife Kiaw have a daughter, Ailin, aged 10, and a son, Yuhan, aged seven. ■



• Muan Lim

## ATO success story

In just two years, the Australian Telecommunications Operation has achieved domination of the market for its equipment to test optical fibre telecommunications network products.

ATO sells to the world with Asia Pacific a substantial market.

Within 10 weeks of launching the HP75000 Series 90 Modular SONET/SDH Analyser, it took orders worth more than \$A5 million. First year's sales are expected to be \$20 million.

The name of the product is an acronym for Synchronous Optical Network/Synchronous Digital Hierarchy.

ATO beat off challenges by other manufacturers to design and produce its product in record time - not the normal four years but 18 months.

Being modular, customers can mix and match, buying only what functions they need. Standards or functions can be changed at a moment's notice

by inserting a floppy disk. Competitors' updates need new hardware which can be most expensive.

ATO was set up four years ago and started developing a specialised test system for Telecom Australia.

At first there were only its Manager **Bill Wood** and his secretary **Helen Lacy**. Today the team still numbers only 22.

Communication problems that beset larger organisations haven't worried ATO. Smallness has been a strength. Most can talk most days around the same coffee machine. ■



• Bill Wood

## Dealer support

Every six weeks **Brian Avery** has been sitting on a council that sets objectives for Dealer Support Channels worldwide.

Six months ago he visited all the countries in HP's Asia Pacific Region and now has leadership of a team that will offer guidelines for meeting co-ordinated objectives.

The council, which includes representatives from the US

and Britain, will meet in Singapore in February.

The guidelines give Dealers three main options and the possibility of minor local variations: to sell HP contracts directly to the end user; or hold the contract themselves and sub-let part of it back to HP; or, if they meet a number of criteria and invest enough, they can repair equipment themselves.

Brian works with a nominated council member from each country and reports to **Paul Balnys** and **Keith Watson** in Hong Kong.

He knew the area before joining HPA in Adelaide in 1978 from time spent with the Royal Air Force in Hong Kong and Singapore. ■



• Brian Avery



## Service Awards

Sixtyone HPA employees have qualified for five-year Service Awards, 46 for 10 years, seven for 15 and one for 25.

**Peter Burford** is the longest serving of the group with less service than only APESC Manager **Bruce Marsh**.



Those with 15 years of service are **Roger Kane, John Klimczak and Christine Dignam** at Blackburn; **Ken Benton, Kevin Neal and John Schmidt** at Abbotsford; and **Athol Barker** at Canberra.

Those with 10 years' service are:

### BLACKBURN

Kitty Aerts  
Paul Bankowski  
Andrew Blokker  
Hou-Lian Chew  
David Collins  
Carmen Dousset  
Nancy Gan  
Tony Graziani  
Peter Hall  
Glenda Hutchinson  
Muan Lim  
John Lynch  
Robert Miles  
Michael Oldham  
Judy Payne  
Richard Pike  
Kam Pow  
Danielle Segal  
Pam Seibert  
Leong Tan  
Alison Teed  
Stephen Trainor  
Paul Turner  
Robert Underhill  
David Weeks

### ABBOTSFORD

Steve Bogaars  
Brett Hutchinson  
Mike Lee  
Eric Lording

### NORTH RYDE

David Burgess  
David Hynd  
Chris Moyle  
Aldo Oliviero  
John Pennington  
Val Ryan  
Paul Scotland  
Chris Sweet  
Ronnie Tan  
Rod Totten

### AUCKLAND

Terry Davies  
Simon Molloy

### BRISBANE

Penny McClelland  
Bevan Watt

### ADELAIDE

Paul Cumberlidge



• Nancy Gan



• Terry Davies

Among those with 10 years' service.

## That was Dancin'

Despite recessionary times, the Melbourne Social Club's annual dinner dance at Heidelberg Centre in October was a great social success.

As usual, committee members did a lot of unassuming work before, during and after the function.

Ticket sales were slow at first and meant extra effort to organise tables.

During the evening, there were prizes to allocate, caterers to be kept to a timetable; then afterwards balancing books and paying accounts.

Satisfied patrons say, "Thanks." ■



• Committee president Andy Jaeger and committee member Janine McDonald.



• Steve and Debbie Karandais made a smart couple.



• Jenny Schubach caught playing peek-a-boo with unidentified admirer.

## Helen follows Sheila and The Saints

Announcing the appointment of **Helen Lacy** to succeed **Sheila Lowe** as his executive secretary, MD **Bill Hilliard** referred to her contribution to the fledgling ATO as "providing the backbone for the organisation as it evolved."

Helen came from Glaxo Laboratories in 1987 and joined **Bill Wood** when he set about building an organisation that has grown to 23.

Helen and her husband **John** have a son, 18, and daughter, 15.

The family waterskis in summer and in the bleak months they rug up and cheer for The Saints.

They recently did house renovating and now they're into landscaping. ■



• Helen Lacy



• Doug Parsons, minus mask, strikes a Phantom pose with Sharon Michael.

# Life through a lens brightly

Sydney colleagues are impressed by the photographic skills of Senior Business Systems Specialist **Chris Moyle**, who has pursued his hobby in many countries.

He became a shutterbug when his first job was with the photographic manufacturer, Hanimex.

His first camera was a Fujica SLR, he currently has a Nikon F401 and now he is only half-heartedly shutting our the siren song that he should upgrade again.

Not for Chris the quality of one-hour processing. He's tracked down a processing house that charges more "but delivers much better quality."

Chris is modest about his skills. "You should see **Gary Duursma's** underwater work," he says.

Here are samples of Chris's work.

The European scenes were snapped during a double decker bus tour in 1987.

About the bullfight, he says: "I went to see if it was cruel or not. They were to kill six that day; after the third I walked out in disgust. I took the picture to show the bull didn't stand a chance."

Chris has been 10 years with HPA. Bicycle riding and skiing are his other hobbies. ■

Have YOU taken a picture you are proud of? Depth would like to publish favorite pictures from time to time. Send to: **ALISON TEED** at Blackburn.



• **Photographer Chris.**

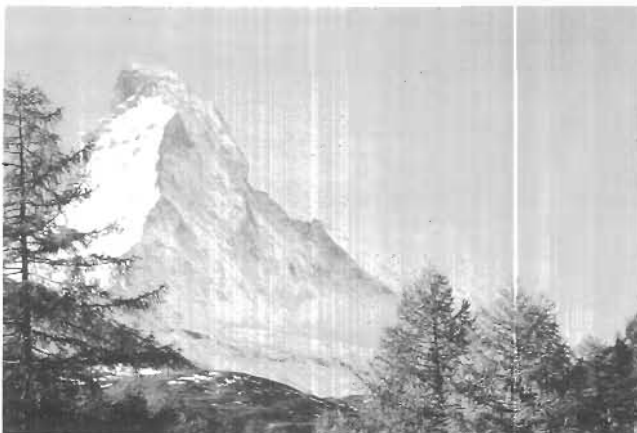
• **Roll up . . . roll up:** Spruiker at the Sydney Royal Easter Show pulling them in to watch the Wall of Death motor cycle stunt riders. "He represents a dying breed."



• **Father and Son:** Taken in a small village in northern Turkey.



• **Golden Gate Bridge:** Taken during a 1990 training trip.



• **Room with View:** The Matterhorn snapped from a youth hostel room in Zermatt, Switzerland in 1987. "What else can I say? It's simply a beautiful place."



• **Sport ? ?:** "The bull doesn't have a chance. A horseman's lance softens him up, a whole crowd of matadors beat him up before the Head Matador finishes him off."



Six members of our Sales Admin team will go to Singapore in May to represent HPA in the Asia Pacific *TQC Project of the Year* competition.

They are the *Turnaround Time Bandits* - Jeff Shiels, Angella Chan, Stacey Scribner, Donna Kennedy, Gary Berman and Mary Weinman.

The Singapore trip is their prize for winning the *Australian TQC Project of the Year* award.

Productivity proposals they designed reduced the time between receipt of orders to their validation in the United States from 11 days to three.

Four projects from the 10 submitted were shortlisted and presentations made to the SMT.

The other prize-winners were -

- **SECOND** (\$250 and a certificate for each member; pictured at right): **Response Centre** for reducing time to solve customers' software problems from 3.6 days to 2.5, consistently over a three months' period.
- **THIRD** (\$150 for each and a certificate): **The SORDS** for reducing DOS (days of sales outstanding) from 84 days to 44.
- **FOURTH: Operation IP Storm** for reducing incorrect invoices from one in 10 to one in 100.

Managing Director **Bill Hilliard** thanked all the teams which competed and made the presentations.

"This is the kind of thing that has allowed us do as well as we have in some difficult times," he said.

"It will let us move towards being *world class*. If every part of our organisation participates, we will be first-class in the not too distant future.

"Continual improvement in all aspects of our business will satisfy our customers, make us a world class company in everyone's eyes and, I think, let us have a lot of fun."

Bill said he wanted HPA next year to enter the *Australian Quality Awards* "to show the whole country but also to help Australian companies become more competitive. ■



• **TAT BANDITS:** Jeff Shiels, Angella Chan, Stacey Scribner, Donna Kennedy and Gary Berman (Mary Weinman not pictured).



• **IP STORM:** Ken Braszell, Stacey Scribner, Lisa Williams, Paul Ayton and Tony Clarke.



• **THE SORDS:** (From left) Cheryl Moore, Kirsten Friis, Toulia Chrisant, Dion Vandenhout, Craig Delianis and Pam Seibert.

• **RESPONSE CENTRE:** (Back) John Low, Karen Trapani, Chris Malone, Stephen Gerwing, Yin Young Liew, Lee Ping Tan, and David Mitchell. (Front) Doug Parsons, David Burton, Rod Makin and Jeff Gardner. (Absent: Jeff Riley, Warwick Fraser and Darin Romasz).



## Trade Fair a lighthearted way to show important TQC gains



• Tough TAT hombres Gary Berman (left) and Jeff Shiels indulge in some lighter moments of banditry with Peter Sullivan. They hope to hijack the big prize in Singapore next year.



• Paul Ayton (right) lacks the figure but not the determination of Stormin' Norman. "Look at our exhibit," he seems to demand. Lisa Williams and Tony Clarke issue a more genial invitation.



• Bernie Tallis (left) and Colin Byron are willing to talk to anyone interested in their project to improve Forecasting and Targeting.



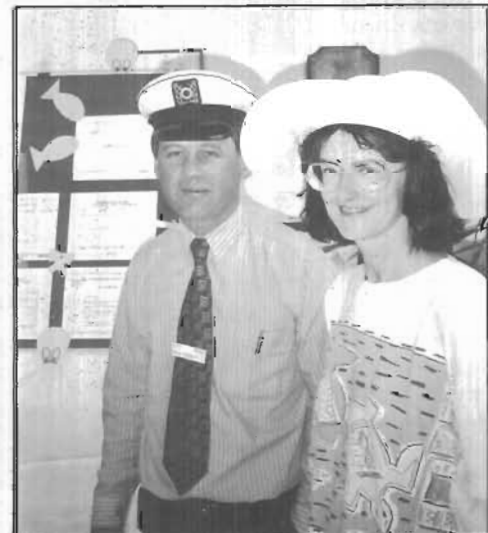
• Doreen Hayden backed up the Blackburn Switchboard entry with a range of telephones and photographs back to early PMG days.



• Janet Beck isn't everyone's idea of a caring gynaecologist but she made a cutting point for the Womb/Room Robbers.



• Pasko Starcevic (left) and Peter Simpson stopped to enjoy the smorgasbord after doing a round of the exhibits.



• "Downstreamers" Bruce Thompson and Pat Burrows added a nautical air to their presentation, showing how to improve the order management process.



## Hans returning

After five years as MD of HPNZ, **Hans Neilson** is coming back to Melbourne in February to lead our Personnel, TQC and Public Relations activities.

HPNZ has prospered under Hans' guidance and gained a much enhanced public profile.

He went to Wellington in September, 1986, with two main targets: to double business in three years (it took less) and develop a very young staff (more than half had been with HP for less than two years).

Today HPNZ is recognised as a stable organisation and credited with the ability to train its people to handle new responsibilities and opportunities.

Hans showed a special flair for lifting the image from *HP Who?* to HPNZ being one of the country's most up-front companies.

He arranged for **Sir David Beattie**, former Governor-General and Supreme Court judge, to join the board.

And his early perception that the America's Cup could be a platform to promote HP's profile and products around the world proved correct.

Not everyone was convinced but today HP Company has

adopted the America's Cup as its prime sports marketing program.

It gives Hans quiet satisfaction.

"We had less than 1000th of HP's employees and resources but it all started in New Zealand," he recalls.

Less spectacular but earning for HPNZ considerable public esteem has been Hans' support of community activities like the 150th Anniversary of Nationhood celebrations; New Zealand's contribution to the rebuilding of Shakespeare's Globe Theatre in London; and Top Dog Companions, a program that trains guide dogs for the disabled.

In all his efforts to show HP as a good corporate citizen, Hans has had the enthusiastic support of his wife



• The new look Hans.

Annette, a former HPA employee at Blackburn.

He's supported her interests with equal enthusiasm - except for bungy jumping.

"Too scared," he says. ■

## New appointments in Analytical

Not many district managers have all Australia as their territory but **John Lynch** does since his appointment as Analytical DSM.

**Jim Watson**, making the announcement, said that in John's 10 years with HPA, all in Analytical, he had contributed greatly to growth of the group with always strong personal quota achievements and significantly through the added value he gave by excellent technical expertise, totally unselfish teamwork and development of others in the team.

"He will be an important factor in achieving the vision of totally dominating our marketplace in another five years of success," Jim said.

John is a member of the prestigious President's Club.

Another Analytical appointment has been that of **Barbara Williams** as Support Programs Manager.

Barbara is responsible for management of Analytical's Customer Education program, having been a key contributor in building up the program but largely in an administrative capacity. Now she has full responsibility.

She was successful administering the Escalation process and now has Australasian responsibility as Escalation Manager.



• Above: Millicent.

• Right: Barbara and John.



Copy deadline for the next issue of Depth is 31 January.

**Simon Johnstone**, a graduate chemist, is a new appointment who will report directly to Barbara.

She will also assist **Leong Tan**, Region Support Manager for the group, with quality support programs.

At a recent meeting in Singapore of FER, Intercon and worldwide Support Managers, she was asked to take on responsibility for Asia Pacific Escalations as well.

Before coming to HPA, Barbara worked in the history and politics department of the State College and for a time was executive secretary of the Wine and Food Society of Victoria.

"It wasn't quite what you might think. I didn't have to choose the wine or steer the chefs, just keep the books," she says with modesty.

Also reporting directly to Barbara is **Millicent Miranda** as newly appointed Administrative Assistant.

After excellent contributions to the Integrated Education group, she will be involved in administrative support, particularly to the Customer Education program.

Millicent came from Singapore and an early job in Australia was as secretary to the chairman of a flavor and fragrance company.

Husband Jude is finance controller of an import-export company. They have children five and two years old.

Millicent enjoys gardening and entertaining and plays badminton socially when time permits. ■