HP Remanufactured Products

A world of difference . . . .

Our goal:

To be your first and best choice for

- **quality refurbished HP equipment**
- **at the lowest prices**
- **with full-factory warranty**
- **and prompt shipment**

What does that mean to you?

For more than 50 years, Hewlett-Packard has lead the industry in setting high standards for quality, reliability and integrity. And, for the past 16 years, HP has recognized the value of 'recycling' both equipment and parts as a means of conserving the world's valuable resources.

Many companies resell HP equipment, and some even promote a 'remanufacturing' process. But there is only one company that can advertise factory-refurbishment and factory-warranted.

That company is Hewlett-Packard.

Hewlett-Packard has refurbishment centers in the United States, Germany and Australia — and marketing centers in the U.S., Canada, Hong Kong, and many European countries.

What sets HP apart from used-equipment resellers?

A unique nine-step testing and refurbishment process — your guarantee that you'll get bona fide HP Remanufactured products every time.

Only HP

- has access to the complete history and warranty record of each product
- updates its refurbished equipment with the latest engineering and software revisions
- ensures that HP-trained technicians do all the refurbishment work on HP Remanufactured equipment
- gives you the same warranty as new HP products
- offers you the same sales terms and conditions you get when buying new HP computer systems and peripheral products
- partners with you to help plan your long-term computing objectives, coordinate complex orders and arrange for
  - delivery
  - consulting
  - support
  - software conversion
  - migration assistance

And ONLY HP has a wide selection of low-interest financing plans that allow you to lease or rent your computer equipment without the burden of full payment.

HP equipment to fit every need

*H*P has the largest, most extensive inventory of remanufactured HP products available anywhere in the world. This includes:

- **HP 9000 systems and upgrades**
- **HP 3000 systems and upgrades**
- **Workstations**
- **Peripheral products and accessories**
- **Test and measurement equipment**
- **Board test systems**

HP's product warehouse has the latest-technology equipment to receive, store, refurbish and ship this wide variety of equipment.

How does this benefit you? When you place an order

- **HP matches your equipment needs with our current selection of refurbished products and options**
- **You get quick acknowledgement that your order has been filled**
- **And, when you need fast shipment, HP will make every effort to get your order to you by your required delivery date.**

What's included in HP's top-quality, nine-step refurbishment process?

Cleaning:

Equipment parts — from circuit boards, wires, screens, components and cabinets — are blown out to eliminate accumulated dust (a major factor in circuit damage) and given a thorough cleaning.

Parts replacement:

HP-trained technicians analyze each piece of returned equipment. Because mechanical parts typically have a high failure rate, they are routinely replaced. All engineering revisions are added to bring equipment up to the latest technological level.

Physical inspection:

When equipment is returned to HP, it is thoroughly inspected to determine its current condition and whether it meets HP's high standards for refurbishment.

Review of warranty records:

HP's computerized history provides data on parts failure rates to determine which parts should automatically be discarded.

Wiring/connections:

Board connections are thoroughly checked, and all wiring is inspected to comply with current HP quality standards. HP takes this extra step to ensure you years of trouble-free operation.

6 Cosmetic improvements:

All exterior panels and cabinet pieces are removed and are repainted or replaced with new ones.

7 Testing 1, 2, 3:

HP refurbished products go through an extensive series of mechanical and electrical tests in accordance with HP's rigid specifications. Diagnostic testing incorporates standalone as well as system and peripheral interconnectivity tests. Lastly, system software is tested and brought up to the latest release level when available.

8 Final inspection:

Cables, documentation and manuals are packed with each product; then one final inspection is made to ensure your shipment arrives with all its necessary accessories.

9 The HP Certificate of Quality:

Because HP stands behind all its products — both new and remanufactured — you'll receive a "Certificate of Quality" with your order. It is your guarantee that your factory-refurbished HP equipment stands up to the same high-quality standards of all HP equipment.
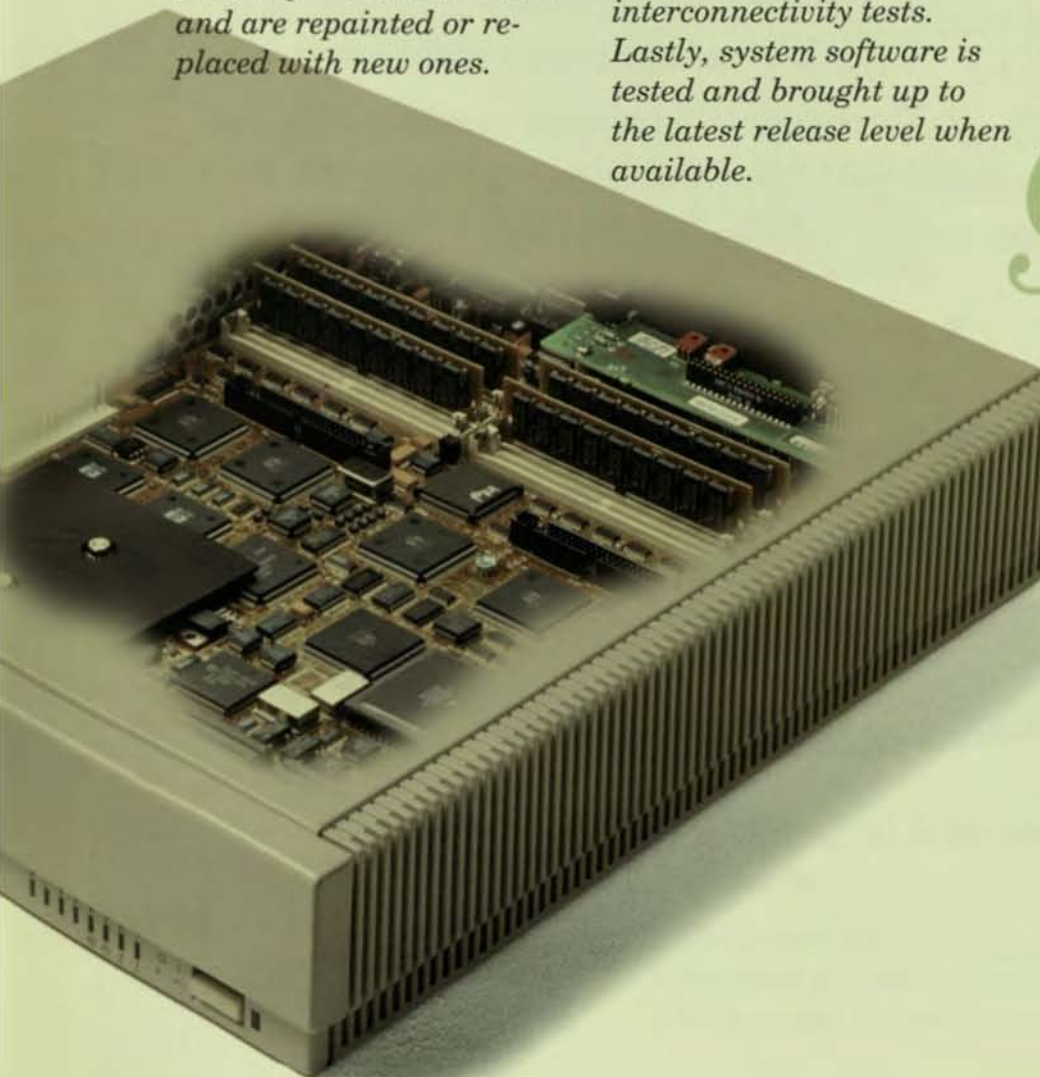
When to buy HP Remanufactured equipment

Sometimes you require new HP products; other times your choice will be refurbished HP equipment. In some cases, the best solution might be a combination of both.

Over the years, HP has found that customers like you select HP Remanufactured products when:

1. You have an immediate need for:
   - **higher performance**
   - **more storage space**
   - **added capacity**
   - **a replacement system**

2. You want HP's newest product line, but it isn't yet available, so you go with a refurbished system until you can get newer equipment.

3. An older-technology product fits your needs for the foreseeable future.

4. You want to duplicate your current system so you won't have to invest in software migration.

The HP sales team

HP Remanufactured products are always easy to purchase — whether you have an assigned HP sales representative, buy through an authorized Hewlett-Packard Channel Partner — or order directly from one of HP's catalogs.

Unlike some used-equipment brokers who typically sell product they don't yet own, HP works with you to select the right solution for your specific needs.

You can always be assured of total commitment and complete service when your choice is factory-warranted HP Remanufactured Products.

Financing your HP Remanufactured equipment

HP offers a well-rounded portfolio of flexible financing plans that:

- **make technology more affordable and**
- **enable you to begin using your refurbished computer equipment right away**

What makes HP's financing plans different from other financing options? HP is committed to providing the best value through lower costs, flexible upgrade policies and user-friendly plans. And, with more than $1 billion in assets, HP Financing is one of the largest, most secure computer lessors in the world.

HP Financing Plans:
Two sides of the same coin

For short or long-term use and return

- *12-60 month term*
- *Pay only for use, with option to purchase*
- *Easily revised to add eligible upgrades or other equipment*

HP Rental/HP Lease

HP Installment Plan

When your goal is to own the equipment at end of term

- *12-60 months*
- *No down payment or upfront cash outlay*
- *Title passes to lessee upon delivery*

Words worth a million...

Our customers do the best job of describing the advantages of using Hewlett-Packard for all their computer equipment needs. For many HP customers, moving to a new system is the largest capital equipment purchase they'll make in a year.

That's why it's important they feel comfortable that HP will stand behind all the services they need —from prepurchase consulting to migration assistance and support.

Here is what two recent customers have to say about us:

"As my company grew, I needed to move my ride-share program off a PC and onto a computer system. My business warranted a system now, but I couldn't justify the expense. Fortunately I found I could lease an HP 3000 computer system.

"The HP people I worked with took the time to understand my business needs and recommended the right solution for me. Now I can focus on my next business objective — a regional database for linking ride-sharing throughout Southern California."

Ken Cottrell, president,
Commuter Service Company
Laguna Hills, CA

"We buy a lot of remanufactured Series 710 and Series 720 workstations from HP because we've found it to be a very cost-efficient solution for many of our customers. Our Decade-UX software runs on the HP platform for CAD/CAM-type applications. We sell primarily to Fortune 1000 customers who want to automate their design-engineering capabilities.

"Selling refurbished HP equipment fits when we get into price-sensitive situations. Our customers still get the same warranty as new. Our experience has been that there really isn't any difference between new and HP Remanufactured products."

Paul Pazzaglini, CEO
Cadshare Resources, Inc.
Charlotte, N.C.
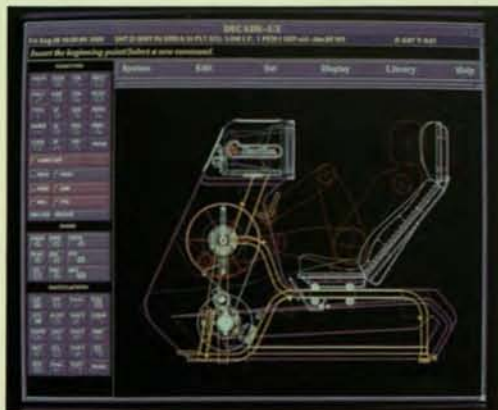
A commitment to you...

There is only one company that has the quality, reliability and longevity to give you risk-free refurbished computer purchases: Hewlett-Packard.

And there is only one way you can be assured of total commitment to these principles: Ask for original HP Remanufactured products.

Hewlett-Packard will work with you to meet your individual requirements today, tomorrow and for many more years of tomorrows.

It all boils down to three words:

1. **Price**
2. **Availability**
3. **Warranty**

Doesn't that make Hewlett-Packard the company *you* want to keep company with?

And to our world.

A s a company, Hewlett-Packard is strongly committed to preserving the earth's resources.

Refurbishing computer systems, test and measurement equipment and peripheral products — which necessarily use up precious metals like gold, silver and platinum — is an important part of this commitment.
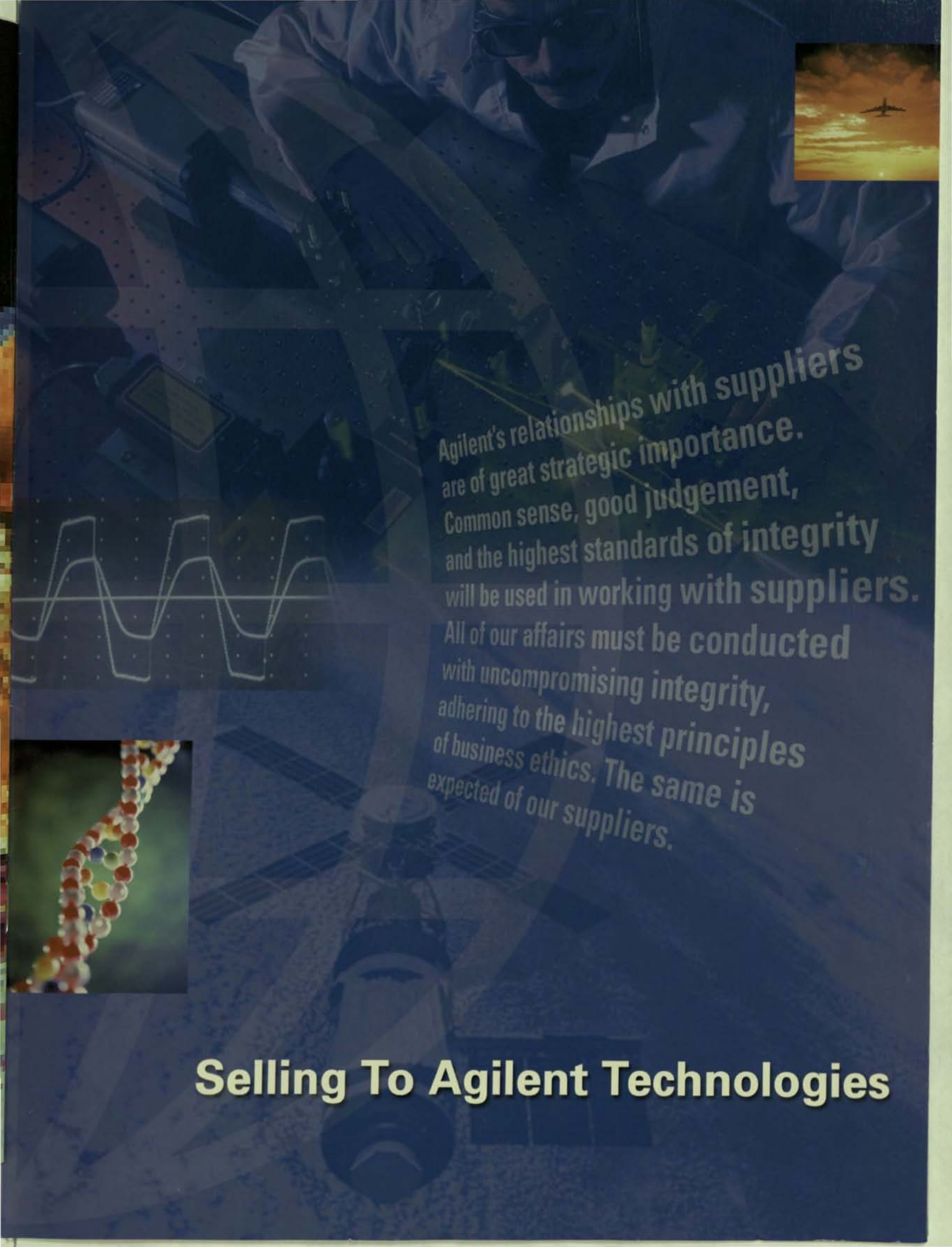
Many other parts can be reused to repair older products no longer sold new. This results in less industrial waste and a more efficient use of our limited natural resources.

For more information or to obtain the location and phone number of your local HP sales office, call 1-800-637-7740.
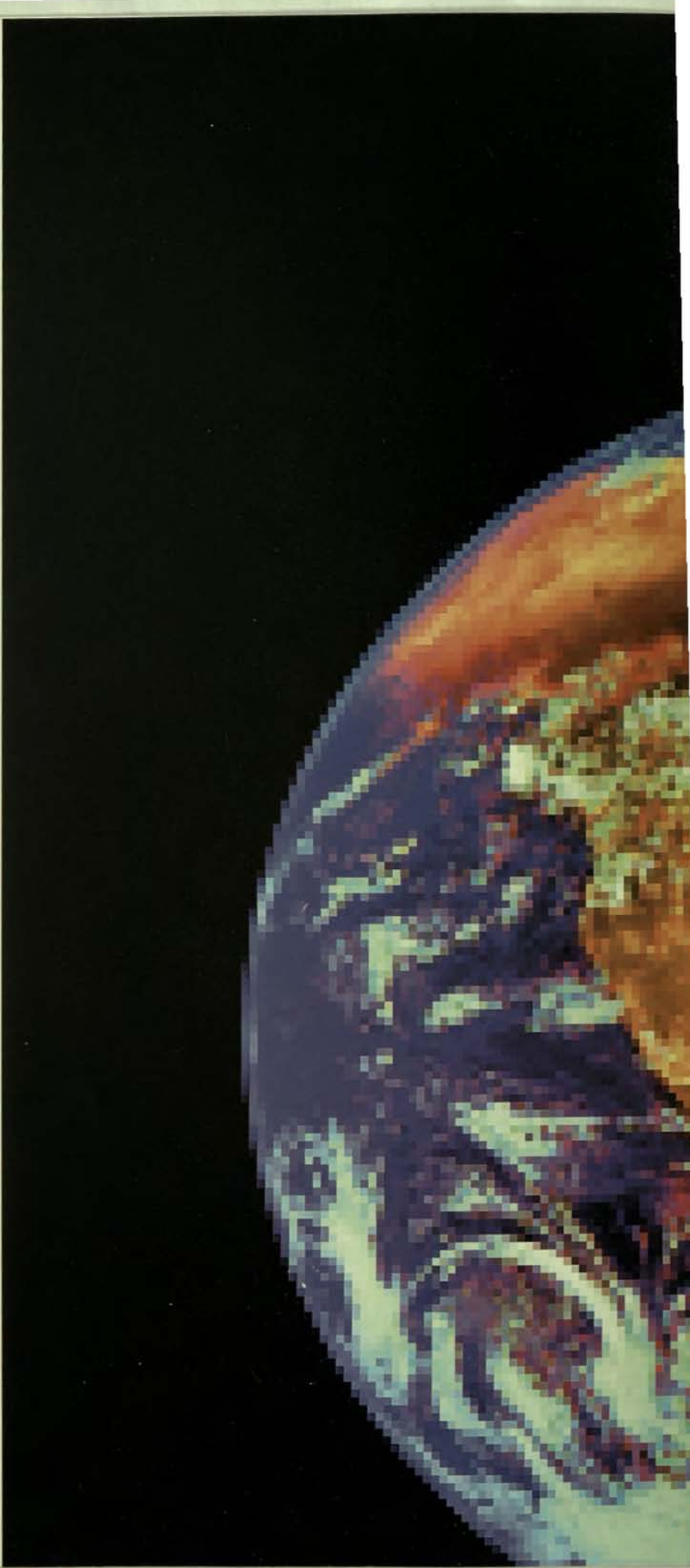
Agilent's relationships with suppliers
are of great strategic importance.
Common sense, good judgement,
and the highest standards of integrity
will be used in working with suppliers.
All of our affairs must be conducted
with uncompromising integrity,
adhering to the highest principles
of business ethics. The same is
expected of our suppliers.

Selling To Agilent Technologies

Selling To Agilent Technologies

Supplier Performance Expectations

Agilent Technologies
Innovating the HP Way

Agilent Technologies At A Glance

In March 1999, Hewlett-Packard Company announced a strategic realignment that divided HP into two companies: the computing and imaging company, which would keep the HP name and a new company, Agilent Technologies, Inc., a global, diversified technology company focusing on high-growth markets in the communications, electronics, life sciences, and healthcare industries. Our businesses excel in applying measurement technologies to develop products that sense, analyze, display and communicate data.

On November 18, 1999, Agilent was listed as a public company on the New York Stock Exchange, and at that time the company's $2.1 billion initial public offering of stock was the largest in Silicon Valley history.

Agilent's customers include many of the world's leading high-technology firms, which rely on our products and services to make them more profitable and competitive—from research and development through manufacturing, installation, and maintenance.

Adding Our Own Spark Of Insight To The HP Way Tradition

Agilent Technologies, relying on the spirit of adventure and innovation Hewlett-Packard created more than 60 years ago, has added its own spark of insight—to become a leading producer of test and measurement solutions and communications components.

In fact, our headquarters is erected on the site of HP's first laboratory and headquarters, and Agilent embraces the values that have made the "HP Way" a success. These include a dedication to innovation and contribution; trust; respect and teamwork; and uncompromising integrity, all of which extends to our customers, employees, and suppliers.

Above all, Agilent emphasizes speed, focus, and accountability to achieve a high-level of performance that draws on the full range of people's skills and aspirations.

Breakthrough Technology And Product Leadership

Agilent is constantly pushing the limits of what's possible, developing exciting new technologies, products, and consultation services to revolutionize the very way people live and work. We're creating solutions that enable people to realize their dreams—in industries that range from healthcare and life sciences to communications, electronics, and semiconductors.

- We develop test and measurement solutions that enable our customers to build, install, manage, and maintain the networks that make up the global communications infrastructure and ensure the quality and performance of the products they create.
- We supply semiconductor components, modules and assemblies for high-performance communications infrastructure, computing devices and mobile information appliances.
- We design chemical analysis products that help scientists map the human genome, develop new cures for diseases, and identify, quantify, and analyze the properties of thousands of substances.

- We create medical products that are make it easier to take vital signs, make diagnoses and gather and analyze patient information.
- We extend the frontiers of fiber optic, wireless and visual communications with electronic components that make the world's communications networks move more information faster, with higher integrity.

Doing Business With Agilent

Agilent's relationships with suppliers are of great strategic importance. Common sense, good judgement, and the highest standards of integrity are what we use in working with suppliers. We expect the same of our suppliers.

Business Ethics

Agilent conducts all of its business with uncompromising integrity. Our employees are open and honest in their dealings and are expected to adhere to the highest standards of business ethics. In addition, Agilent strives to conduct all of its affairs in strict compliance with applicable laws, and we expect the same commitment from all of our suppliers.

- This includes obeying all laws in the country of manufacture or sale relating to equal employment opportunity, affirmative action, supplier diversity, environmental and safety regulations as well as other national policies.
- This includes zero tolerance for any action or implication of reciprocity either by Agilent or a supplier. Agilent will neither suggest nor imply that a supplier must buy Agilent products in return for Agilent's purchases. Although this does not preclude Agilent from selling to its suppliers, it should never be suggested or expected that Agilent's account should affect the buying decision.
- Agilent employees and members of their immediate families may not accept a gift, payment, loan or other favor from an Agilent customer, supplier, or competitor. Even the appearance of impropriety is to be avoided. Inexpensive advertising novelties of less than $25 or business meals and entertainment are acceptable as long as they are infrequent and consistent with accepted Agilent business practices. Business meals and entertainment must also be for the express purpose of enhancing a business relationship, and payment of such activities must be shared by Agilent.

Agilent Supplier Performance Expectations

The results Agilent seeks will not occur from random sourcing or selecting suppliers solely on competitive quotations. It will result from making the correct selection of s uppliers based on several criteria, and then working closely with them in specific areas to improve quality and productivity.

The basic strategy for establishing these "working relationships" is through the establishment of mutual performance expectations and measures, feedback, and corrective actions that ensure continuous process improvements. The best suppliers will receive a higher share of Agilent's business. Strategically, Agilent is working towards a smaller supplier base with the goal of developing long-term relationships.

By setting the following supplier expectations, Agilent hopes to maximize customer satisfaction, maximize profitability for all contributors in the system, maximize responsiveness to change, and provide a framework for effective communications.

Supplier Performance Expectations Summary

Technology
- Demonstrated leadership in technology
- Adjustment of technologies to match Agilent product and services life cycles

Quality
- Products and services conform to specifications every time
- Products and services continue to perform through the life of the Agilent product

Responsiveness
- Demonstrated commitment to meeting Agilent's changing needs worldwide

Delivery
- 100% on-time delivery

Cost
- Pricing that allows Agilent to be competitive in worldwide markets

Environment
- Conduct operations in an environmentally responsive manner
- Conduct operations in a way that ensures the health and safety of employees and surrounding communities

Procurement Policy

It is Agilent's intention to purchase industry standard materials and services at world-wide competitive prices from qualified suppliers.

The share of business a supplier could receive for any one particular component grouping will be determined by an evaluation. This evaluation will yield the best s uppliers meeting Agilent's needs in the following areas:

- Price leadership
- Lead times
- Quality
- Reliability
- Delivery
- Long-term technical direction
- Environmental protection
- Flexibility in meeting our changing needs (both present and future)
- Long-term relationships

This evaluation is referred to a TQRDC-E, which stands for Technology, Quality, Responsiveness, Delivery, Cost, and Environment.

Agilent's plan is to nurture relationships with each supplier, so that these relationships will be rewarding for all parties. At the same time, we require suppliers to run their businesses in an efficient, cost-effective fashion that will allow them to be competitive in the worldwide market.

Agilent's practice is to procure any services and operational materials by asking qualified suppliers to submit competitive quotations. Agilent then awards an increasing

share of business to those suppliers offering the greatest continuing value to Agilent relative to the factors discussed above.

Those suppliers that continued to serve Agilent throughout the years as recommended suppliers and are industry leaders in technology, quality, responsiveness, delivery, cost, and environment, will have the opportunity for an open dialogue with Agilent in all business areas including: terms, conditions, and prices. This allows cost dialogues to occur, when appropriate, and fosters long-term relationships.

Relationships With Suppliers

Choosing Suppliers

- Agilent is not obliged to deal with all potential suppliers, and we are not required to award our company's business to a supplier based solely on the lowest price or the fact that the supplier is also a customer. Our good reputation with suppliers depends on making choices based on the merits, and we avoid decisions that could appear to be based on personal favoritism or other factors unrelated to Agilent's best interests.
- Procurement decisions will reflect Agilent's best judgment about a supplier's technology, quality, responsiveness, and delivery capabilities as well as cost.
- The supplier's financial stability, environmental performance and track record are other factors that may be considered.
- While we can't avoid making subjective judgements on some of these issues, we will avoid any appearance that one supplier has an advantage over another because of gifts or favors to Agilent employees, or even strong personal relationships between the supplier's people and Agilent representatives.
- Lastly, we won't establish or maintain a business relationship with any supplier if we believe that its practices violate local laws or basic international principles relating to labor standards or environmental protection.

Formal Bids

When we invite potential suppliers to participate in a formal bidding process, they must follow the procedures defined and announced for the process.

- If we say Agilent will give all participating suppliers the same information, we must fulfill on that promise.
- If the resulting submissions reflect a discrepancy that suggests one supplier misunderstood our company's requirements, Agilent will give all suppliers the same clarification of our requirements and the same opportunity to revise their bids.

In other, less formal purchasing situations, we have greater flexibility, but we must still fulfill any expectations we create for whatever process we've chosen. We should be aware of industry customs as well as any past practices in dealing with suppliers, and then we must clarify any expectations that may not match our plans.

Managing Information From Suppliers

Agilent will make sure potential suppliers receive the same information, and that if resulting submissions reflect a discrepancy that suggests one supplier has misunderstood the company's requirements, all suppliers will be given the same clarification of the requirements and the same opportunity to revise their bids.

Pricing Information & Confidentiality

- Agilent often asks suppliers for their best prices for materials and services it uses or incorporates into its products, even if those prices are more favorable than prices available to our competitors.
- Agilent will not enter into a group purchasing agreement with Agilent competitors that would control prices to be paid by the members of the group.
- As a rule, Agilent does not accept confidential or proprietary information from a supplier unless a Confidential Disclosure Agreement (CDA) has been signed. Information from our suppliers can be disclosed to other Agilent entities if disclosure is consistent with the purpose for which the information was provided and is permitted under the terms of any applicable CDA.
- In some instances the terms of Agilent's purchase contracts require us to treat information about prices as confidential. In the absence of any agreement, Agilent has no legal obligation regarding the information. However, non-standard, negotiated price information is usually competitively significant, and with rare exceptions, Agilent will choose to refrain from disclosing one supplier's prices to another.
- If one division is deciding whether to buy products from an outside source or another Agilent division, we may disclose the outside company's price to the other Agilent division if doing so is consistent with any applicable confidential disclosure agreement and any expectations created by Agilent. The prices that Agilent pays for components will not be revealed to any Agilent subcontractor without written approval from Agilent's Director of Procurement.

Customer References/Implied Endorsements

Our policy is that Agilent's name may not be used in a supplier's or consultant's advertising or promotional materials. Customer references or the like, without the written approval of the user entity's general manager or marketing manager. Use of the Agilent logo is seldom permitted.

In addition, Agilent almost never approves the use of its name in exchange for a discount or other incentives.

Supplier Approval Process

The selection of suppliers who can provide products or services which meet quality and reliability levels specified by Agilent is extremely important.

Quality Evaluation

The purpose of this policy is to ensure that the approval sources Agilent selects are capable of supplying parts, materials and services that meet Agilent's quality standards. To ensure standards are being met, technical evaluations are performed which consist of:

- Part Qualification Test/Analysis
- Process Qualification Audits

Business Evaluation

In addition to quality evaluations, business conditions are also evaluated, including a review of the supplier's:

- Financial Stability
- Order Processing System
- E-Business Capabilities
- Future Business Directions
- Business Ethics

Providing Life Cycle Support

Agilent offers responsive support throughout a product life cycle. This life cycle usually extends to five years beyond the date of the last production run, and often longer if customer requirements still exist. It is our expectation that suppliers will continue supplying parts throughout this cycle.

In addition to providing product support throughout a life cycle, Agilent also assures customers of responsive service, often defined in hours. To accomplish this objective, we work with our suppliers to provide minimal lead-time, on-time shipments, and responsive information flow for support materials and services.

Becoming An Agilent Supplier

After successfully completing the evaluation requirements mentioned above, there are several ways to become an Agilent supplier:

- A division evaluates a product and, if found acceptable, will design it into an Agilent product
- A division evaluates a product and, if found acceptable, recommends acceptance of that product to other using divisions.
- Agilent Procurement, or a division working with them, evaluates a product and, if found acceptable, recommends that supplier as an additional or new source to using divisions.

On Your First Visit To Agilent

During a first visit to Agilent, it's very helpful if you provide brochures, reports or product literature, which describe your products and services. Be sure to make appointments before visiting Agilent sites to avoid delays and to gain assurance of meeting with the appropriate people.

A Global Leader

Headquartered in Palo Alto, California, Agilent employs more than 42,000 people around the world—in Asia, Europe, the United Kingdom, South America, Australia, and North America. Agilent's divisions/groups are organized to function independently. Each has its own family of related products, R& D laboratories, manufacturing capabilities, marketing, purchasing, and administrative staffs.

Here's a brief summary of our locations:

UNITED STATES	ASIA PACIFIC	EUROPE
California	Australia	Belgium
San Francisco Bay Area	China	France
Sacramento/Roseville Area	Japan	Germany
Sonoma County	Korea	United Kingdom
(Santa Rosa,	Malaysia	
Rohnert Park)	Singapore	
Southern California		
(Westlake Village)		
Colorado		
Colorado Springs		
Fort Collins.		
Loveland		
Delaware		
Little Falls		
Massachusetts		
Andover		
Westford		
New Jersey		
Rockaway		
Washington		
Everett		
Seattle		

We make tools for the people who make dreams real.

Agilent Technologies
Innovating the HP Way

5301 Stevens Creek Boulevard
Santa Clara, CA 95051
408.553.2412 fax

More information is available about Agilent Technologies on our Web site at:
www.agilent.com

Selling to Agilent Technologies

A Supplier Introduction to Agilent Technologies

Agilent Technologies
Innovating the HP Way

Revolutionizing The Way People Live And Work
Through Technology

In March 1999, Hewlett-Packard announced a strategic realignment that divided HP into two companies: the computing and imaging company, which would keep the HP name and a new company, Agilent Technologies, Inc., a global, diversified technology company focusing on high-growth markets in the communications, electronics, life sciences, and healthcare industries. Agilent's businesses excel in applying measurement technologies to develop products that sense, analyze, display and communicate data.

On November 18, 1999, Agilent was listed as a public company on the New York Stock Exchange, and at that time the company's $2.1 billion initial public offering of stock was the largest in Silicon Valley history.

Our customers include many of the world's leading high-technology firms, which rely on our products and services to make them more profitable and competitive—from research and development through manufacturing, installation, and maintenance.

Adding Our Own Spark Of Insight To The HP Way Tradition

Agilent Technologies, relying on the spirit of adventure and innovation Hewlett-Packard created more than 60 years ago, has added its own spark of insight—to become a leading producer of test and measurement solutions and communications components.

Agilent is emphasizing speed, focus and accountability to achieve a level of high performance that draws on the full range of people's skills and aspirations.

In fact, our headquarters is erected on the site of HP's first laboratory and headquarters, and Agilent embraces the values that have made the "HP Way" a success. These include a dedication to innovation and contribution; trust; respect and teamwork; and uncompromising integrity, all of which extends to our customers, employees, and suppliers.

Breakthrough Technology And Product Leadership

Agilent is constantly pushing the limits of what's possible, developing exciting new technologies, products, and consultation services to revolutionize the very way people live and work. We're creating solutions that enable people to realize their dreams—in industries that range from healthcare and life sciences to communications, electronics, and semiconductors.

Market Segments

Test & Measurement

Agilent's test and measurement business provides test, measurement, and monitoring systems used in the design, development, manufacturing, operation or support of electronic and communications devices, systems, and supplies.

Key Products

Test solutions for wired and wireless communications equipment, including fiber-optic, broadband, radio frequency and microwave; network service testing and monitoring; general purpose instruments; automated test equipment; high-frequency electronic design tools; technical support and consultation services.

Customers

Communications network equipment manufacturers and service providers; electronic components and equipment makers; semiconductor manufacturers.

Semiconductor Products

This business segment is a leading supplier of semi-conductor components, modules and assemblies for high-performance communications infrastructure, computing devices and mobile information appliances.

Key Products

Fiber-optic communications devices; integrated circuits for high-speed local-area and storage-area networks; radio-frequency devices and integrated circuits for mobile wireless handsets and infrastructure; infrared components; application-specific integrated circuits; CMOS image sensors for digital cameras; CMOS motion sensors.

Customers

A broad array of original-equipment and contract manufacturers in the communications and computing industries.

Healthcare Solutions

Agilent's clinical measurement and diagnostic solutions enable medical professionals to gather and analyze information in hospitals, clinics, doctors' offices and patients' homes.

Key Products

Patient-monitoring and imaging systems; cardiology products, including automatic external defibrillators; related professional services, supplies, and support.

Customers

Professionals and institutions in more than 100 countries, including hospitals, outpatient clinics and doctors' offices as well as major corporations, public facilities, travel companies and entertainment providers.

Chemical Analysis

The chemical analysis business provides instruments, systems and services that enable customers to identify, quantify, analyze and test the atomic, molecular, physical, and biological properties.

Key Products

Gas and liquid chromatographs, mass spectrometry systems, bio-instrumentation and related supplies and consumables such as chromatograph columns and analytical reagents. We also provide service and customer support for our products. communications, electronics, and semiconductors.

Agilent's relationships with suppliers are of great strategic importance. Common sense, good judgement, and the highest standards of integrity will be used in working with suppliers. The same is expected of our suppliers.

Business Ethics

Agilent conducts all of its business with uncompromising integrity. All of our affairs must be conducted in strict compliance with the letter and spirit of the law, adhering to the highest principles of business ethics.

Procurement Policy

It is Agilent's intention to purchase industry standard materials at worldwide competitive prices from qualified suppliers. Who we do business with is determined by an evaluation. This evaluation yields the best suppliers who meet our needs in the following areas:

- Price and total cost leadership
- Lead times
- Quality
- Reliability
- Delivery
- Long-term technical direction
- Environmental, health and safety concerns
- Flexibility in meeting our changing needs (both present and future products)
- Long-term relationships

This evaluation is referred to as TQRDC-E, which stands for Technology, Quality, Responsiveness, Delivery, Cost, and Environment.

Building Long-Term Relationships

Agilent's plan is to nurture relationships with each of our suppliers, so that these relationships will be rewarding for all parties. At the same time, we require our suppliers to run their businesses in an efficient, cost-effective fashion that will allow them, and us, to be competitive in the worldwide market.

Agilent Supplier Performance Expectations

The results Agilent seeks will not occur from random sourcing or selecting suppliers solely on competitive quotations. We will make the correct selection of suppliers based on several criteria listed below, and then we will work closely with our suppliers in specific areas to improve quality and productivity.

The basic strategy for building these "working relationships" is through the establishment of mutual performance expectations and measures, feedback, and corrective actions that ensure continuous process improvements. The best suppliers will receive more of Agilent's business. Strategically, Agilent would like a smaller supplier base, with the goal of developing more and more long-term relationships with suppliers who meet our expectations.

Supplier Performance Expectations Summary

By setting the following supplier expectations, Agilent hopes to maximize customer satisfaction, maximize profitability for all contributors in the system, maximize responsiveness to change, and provide a framework for effective communications.

Technology
- Demonstrated leadership in technology
- Adjustment of technologies to match Agilent product life cycles

Quality
- Parts conform to specifications every time
- Parts continue to perform through the life of the Agilent product

Responsiveness
- Demonstrated commitment to meeting Agilent's changing needs worldwide

Delivery
- 100% on-time delivery

Cost
- Pricing that allows Agilent to be competitive in worldwide markets

Environment
- Conduct operations in an environmentally responsive manner
- Conduct operations in a way that ensures the health and safety of employees and surrounding communities

Supplier Approval Process

The selection of suppliers who can provide products or services which meet quality and reliability levels specified by Agilent is also extremely important to our business. Critical materials, parts, or services are purchased only from suppliers approved by Agilent divisions through Materials/Procurement Engineering Departments based on the following criteria:

Quality Evaluation

The purpose of this policy is to ensure that the approved sources Agilent selects are capable of supplying parts and materials that meet Agilent product quality standards. To ensure standards are being met, technical evaluations are performed which consist of

- Part Qualification Test/Analysis
- Process Qualification Audits

Business Evaluation

In addition to quality evaluations, business conditions are also evaluated, including a review of the supplier's:

- Financial Stability
- Order Processing System
- E-Business Capabilities
- Future Business Directions
- Business Ethics

Becoming An Agilent Supplier

After successfully completing the evaluation requirements above, there are several ways to become an Agilent supplier:

- A division evaluates a product and, if found acceptable, will design it into an Agilent product
- A division evaluates a product and, if found acceptable, recommends acceptance of that product to other using divisions
- Agilent Procurement, or a division working with it, evaluates a product and, if found acceptable, recommends that supplier as an additional or new source to using divisions

Providing Life Cycle Support

Agilent guarantees its customers responsive support throughout a product's life cycle. This life cycle usually extends to five years beyond the date of the last production run and often longer if customer requirements still exist. We expect our suppliers to continue supplying parts throughout this cycle.

On Your First Visit To Agilent

During your first visit to Agilent, it's very helpful if you provide brochures, reports and other literature that describe your products and services. Be sure to make appointments before visiting Agilent sites to avoid delays and to make sure you meet with the appropriate people.

Supplier Diversification Process

Agilent Technologies has a proactive process to identify and increase purchases from U.S. small, minority, and women-owned businesses. The process focuses on the procurement of materials, components, equipment, facilities, supplies, and services..

U.S. small, minority and women-owned suppliers interested in providing products and services to Agilent Technologies can request additional information from:

Agilent Technologies, Inc.

Supplier Diversification Process Manager
M/S 54L-BB
5301 Stevens Creek Boulevard
Santa Clara, CA 95051-7295

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standards

Adhering to the highest standards of business ethics; dealing openly and honestly to earn the trust and loyalty of others.

A Global Leader

Headquartered in Palo Alto, California, Agilent employs more than 42,000 people around the world—in Asia, Europe, South America, Australia, and North America. Here's a brief summary of our locations and their products and technologies.

United States

California

San Francisco Bay Area
Applied research in electronics, medical and analytical measurements; biotechnology; photonic and solid-state materials and components, measurement systems and solutions; development and manufacture of test and measurement, chemical analysis and semiconductor products for the global communications industry

Sacramento/Roseville Area
Repair of test and measurement equipment; development and support of complex integrated circuits for high-speed IO applications

Sonoma County (Santa Rosa, Rohnert Park)
Products for the telecommunications industry including RF/microwave test and measurement equipment, microwave test accessories, integrated circuits and components and devices for the fiber optics market

Southern California (Westlake Village)
High-frequency software simulation tools for electronic design applications on personal computers

Colorado

CColorado Springs
Development of logic analyzers and microprocessor development systems as well as oscilloscopes and communications systems test equipment

Fort Collins
Integrated circuits used in Agilent's many products and the products of large electronics manufacturers

Loveland
Voltmeters and digital multimeters, automatic board test systems, and test/measurement systems

Delaware

Little Falls
The major center of Agilent's chemical analysis business, including the design and marketing of gas chromatography systems and supplies used in research, process monitoring and field testing

Massachusetts

Andover
The design and manufacture of products from acute-care patient monitoring, cardiovascular ultrasound imaging and clinical information systems for critical care to defibrillators, electrocardiographs and ECG management systems

Westford
Portable and handheld test instruments used for applications in the telecom field

New Jersey

Rockaway
AC/DC power systems products for the design characterization and test of products, subassemblies, and components

Washington

Everett
Mechanical and acoustical measurement equipment for automotive and aerospace industries worldwide; data acquisition, signal analysis, and automation integration software

Seattle
Heartstream Automatic External Defibrillator devices

Asia Pacific

Australia
Products and systems for worldwide communications networks

China
Measurement instruments and medical and chemical analysis products for scientific laboratories in industry and academia

Japan
Analytical products used for inorganic chemistry applications such as environmental testing and for the semiconductor industry; manufacturing of electronic component test products; wireless communication test systems

Korea
Test and measurement instruments

Malaysia
Optoelectronic indicators/displays, microwave, RF components, and test and measurement equipment.

Singapore
Gallium arsenide wafers, integrated circuits, and optoelectronics components

Europe

Belgium
High-frequency software simulation tools for electronic design applications on personal computers

France
Automated test and measurement applications

Germany
Measurement systems for the optical telecommunications market and test systems for the semiconductor market, and patient/fetal monitoring systems

United Kingdom
High-speed optoelectronic components for fiber optic communication systems, RF and microwave test instruments, cordless communications, and video test products

People see many things in the Agilent symbol:

A rising star,
A pebble cast into a still pool,
A burst of energy.

Back in the lab,
we just call it the Agilent spark of insight.

We make tools for the people who make dreams real.

Agilent Technologies
Innovating the HP Way

Revolutionizing the way people live and work through technology.

Agilent Technologies
Innovating the HP Way

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More information is available about Agilent Technologies on our Web site at: **www.agilent.com**
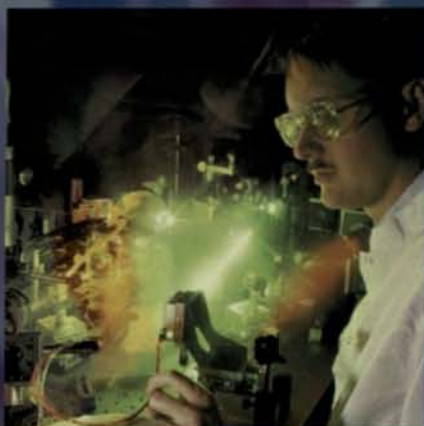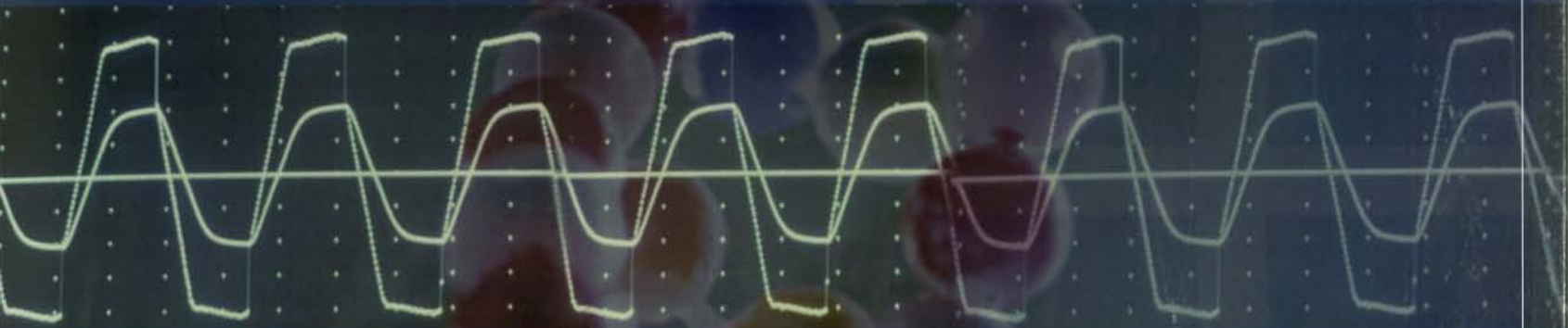
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Communicating the HP Way

Tools for managers and their teams

The importance of the HP Way

"When I first took over as CEO in 1992, I knew this cultural framework was important to me, but I didn't know exactly how important it was. I can tell you today, five years later, I really understand how important this is."

Lew Platt, 1997
HP chairman, president
and chief executive officer

More than an abstract philosophy, the HP Way forms a framework for the way the company does business, a basis for a wide variety of decisions, and a foundation for our corporate culture. It has not only been the reason for much of our success as a company, it has contributed to a work environment that HP believes is among the best in the world.

The HP Way Framework

- Organizational Values
- Corporate Objectives
- Strategies and Practices

These three elements comprise the HP Way. At the core of the HP Way are the Organizational Values that endure through good times and bad.

The Corporate Objectives, established in 1957, change infrequently with the most recent update in 1997.

The Strategies and Practices change in response to external and internal business conditions, but they always remain consistent with the values and Corporate Objectives.

Global competitive pressures, governmental regulations, societal changes, and varying customer expectations drive most of the changes to our Strategies and Practices. These external forces may vary among countries causing some geographic differences in HP's Strategies and Practices. Also, fluctuating internal conditions such as budgets, business cycles, and increasing employee diversity influence and shape many of our Strategies and Practices.

Contents

Introduction

"Especially the people in important management positions must not only be enthusiastic themselves, they must be selected so they will engender this enthusiasm among their associates. There can be no place, especially among the people charged with management responsibility, for half-hearted interest or half-hearted effort."

Preamble to HP's 1961 Corporate Objectives

The HP Way and your role

In much the same way that runners carry the Olympic torch from Athens to the site of the current games, HP relies on its managers at all levels—all over the world—to carry the message of the HP Way. As the company continues to grow, managers across the company have the responsibility of supporting and safeguarding the unique business culture that is founded in the HP Way.

The company relies on you to communicate the HP Way effectively, to model it for your team members, to embody it in your day-to-day business decisions, and to continue to make it and HP successful. The tools in this guide are intended to help you carry the HP Way torch.

Purpose of this guide

This guide helps you quickly prepare an effective HP Way presentation that:

- introduces the company culture to new HP employees
- reinforces the HP Way framework with current employees
- explains the essence of the HP Way to customers, HP Channel Partners, and suppliers

Using this guide

This guide contains the HP Way slides and speaker notes, in a workbook format. The content of the slides and speaker notes are designed to help you:

- explain the three elements of the HP Way and their importance
- answer specific questions about the HP Way
- stimulate discussion and discovery on how to conduct business the HP Way
- share quotes from HP executives on their views of the HP Way
- share some of the history of how the HP Way evolved

The core set of 11 slides and the video, "Lew Platt on the HP Way," contain the same content. You can use either one to introduce the elements of the HP Way. For more detail, you can expand your presentation with slides and exercises from the appendices.

Putting together your presentation

The following guidelines streamline your preparation and point you to other key resources, such as the HP Way brochure. All of the HP Way resources reinforce the same messages; so choose the resources that have the right level of detail and emphasis for your audience. Also, check the HP Corporate Human Resources Web site at *http://persweb.corp.hp.com/hpway* for ongoing updates to HP Way materials.

Seven steps to an effective presentation:

1. *Review the HP Way brochure, the Corporate Objectives brochure, and the video, "Lew Platt on the HP Way."* These tools are referenced heavily throughout the speaker notes of the slides. The video can be used in place of the core slide set, presented on pages 6 to 11.

2. *Order support materials.* Order enough copies of the HP Way brochure to distribute to your audience. You also might want to order and hand out the Corporate Objectives brochure. See page 4 for ordering instructions.

3. *Determine the needs of your target audience.* Select appropriate HP Way messages for the audience:
   - new employees
   - current employees
   - customers
   - HP Channel Partners
   - suppliers

4. *Identify objectives and expected outcomes.* Define why you are giving this presentation and what you hope to accomplish. What is the one idea or concept you want your audience to remember? What actions do you want your audience to take as a result of your presentation?

5. *Select your slides.* A core set of 11 slides in this guide is the basic presentation, or you can use the video. In addition to presenting the core slides or showing the video, you can select slides from the appendices. Choose approximately another 10 slides, with three to six as backup for answering specific questions that you anticipate. To print color transparencies or black-and-white handouts, you can access the files on the Web site.

6. *Use real-life stories.* To demonstrate and reinforce the HP Way, draw on examples from your own experience or those of your peers, managers, and subordinates. Story-telling is an effective way to transmit cultural values. For Dave Packard's HP Way stories, read his book, *The HP Way.*

7. *Include an exercise.* Select an exercise from Appendix E for individual reflection and to stimulate discussion or create your own exercise.

Giving your presentation

Here are a few ideas on how to effectively convey the HP Way to your audience:

1. *Keep it short.* Focus on your key points.

2. *Use a future perspective.* Present the HP Way with a look toward the future.

3. *Stress lasting values.* Show how HP's Organizational Values and Corporate Objectives have lasted over time and have changed very little since their beginning in 1957.

4. *Point out that change in Strategies and Practices is necessary.* Acknowledge that change has occurred in HP's Strategies and Practices and reinforce the idea that change must continue. Focus on the business conditions that affect HP practices. Point out that strategies and practices that are appropriate in today's environment will continue to change to deal with the environment of the future and to respond to external forces. Flexibility and willingness to adapt to change is essential for the HP Way to continue.

5. *Promote the HP Way as essential to doing business.* Explain the importance of the HP Way as part of every employee's work at HP.

6. *Encourage personal responsibility and initiative.* Reinforce the concept that each HP employee is responsible for the HP Way, not just managers.

7. *Make your presentation come alive with your own stories.* Ask your audience to share their stories if appropriate.

HP Way resources

Here is an overview of key resources that will help you deliver a meaningful presentation. See the HP Corporate Human Resources Web site at *http://persweb.corp.hp.com/hpway* on ordering instructions for HP Way materials. Also, check the Web site periodically for updates to the HP Way materials.

HP Way slides, speaker notes, and exercises: The complete set of HP Way slides and worksheets displayed in this guide can be downloaded and printed from the Web site address listed above.

The HP Way brochure: The HP Way brochure is Hewlett-Packard's best description of the HP Way. It is a good overview and handout for employees, customers, HP Channel Partners, and suppliers. (P/N 5963-3690)

HP Way video: The 10-minute video, "Lew Platt on the HP Way," shares Lew's perspective on the HP Way. It is primarily intended for HP employees but can be used with external audiences. (P/N 5010-5541V, NTSC video) (P/N 5010-5541P, PAL video)

Corporate Objectives brochure: The Corporate Objectives brochure contains the complete text of HP's Corporate Objectives. For your convenience, this same text is included in Appendix F of this guide, with the 1997 changes marked in italics. (P/N 5965-6814E)

HP Way On-line Reference tool: This tool contains the same HP Way material that is in the slide set and brochures. You can recommend this to your employees for reference and self-paced learning. It also contains hyperlinks to additional resources. See the Web site address listed previously.

HP's Standards of Business Conduct: This guide covers how to handle HP business with uncompromising integrity in today's complex business world. (P/N 5091-8550E)

The book on the HP Way: Dave Packard's 1995 book, *The HP Way,* covers the history of the company and the HP Way, as well as many colorful stories you may want to share. The book was published by Harper-Business and is available at most bookstores in the United States. It may also be ordered through bookstores found on the Internet.

Who to contact: If you have any questions concerning these HP Way materials, contact the Worldwide Training Response Center (WTRC) at Telnet or (650) 857-7878.

Organizational
Values

Strategies and
Practices

Corporate
Objectives
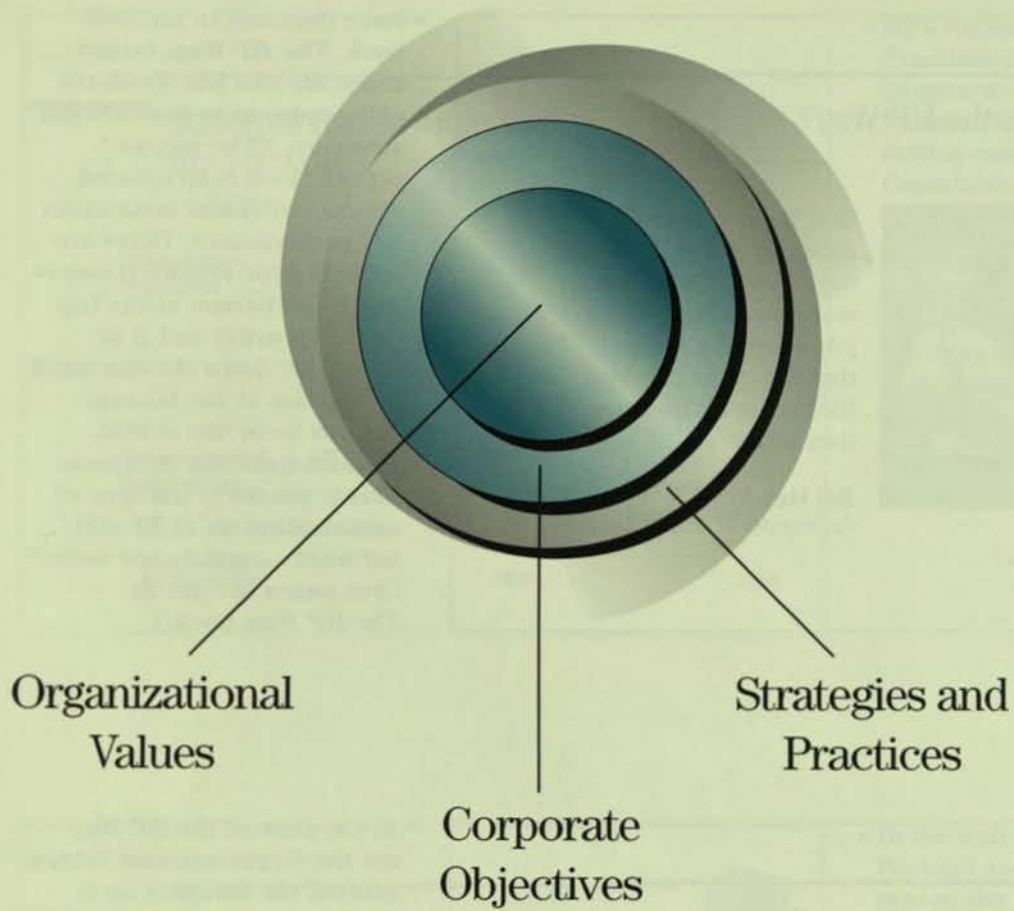
Note: *The video "Lew Platt on the HP Way" and the next 11 slides entitled "The HP Way core presentation," explain similar concepts. We suggest you choose one or the other for your presentation.*

Speaker notes

What is the HP Way?

"It is the policies and actions that flow from the belief that men and women want to do a good job, a creative job, and that if they are provided the proper environment, they will do so."

Bill Hewlett
Co-founder of Hewlett Packard

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- Dave Packard, in his 1995 book, *The HP Way,* talked about his and Bill Hewlett's philosophy on organizational structure. "The way an organization is structured affects individual motivation and performance. There are military-type organizations in which the person at the top issues an order and it is passed on down the line until the person at the bottom does as he or she is told, without question or reason. This is precisely the type of organization we at HP *did not* want ... and *do not* want." (See pages 127-128 in *The HP Way* book.)

The HP Way: Enduring values through changing times

Organizational Values

Strategies and Practices

Corporate Objectives

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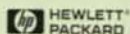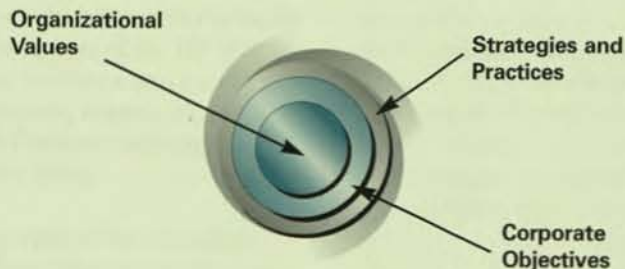
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- At the core of the HP Way are the Organizational Values, guiding the company as it works toward common objectives.

- HP's Corporate Objectives are the guiding principles for all decision making by HP people. They were established in 1957 and change infrequently, with the most recent changes occurring in 1997—the first since 1989.

Instructions:
See The HP Way brochure, pages 2 and 3, and the short video, "Lew Platt on the HP Way," for an overview of the HP Way framework.

External forces impact the HP Way

Competitive
Pressures

Societal
Changes

Governmental
Regulations

Customer
Expectations

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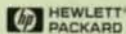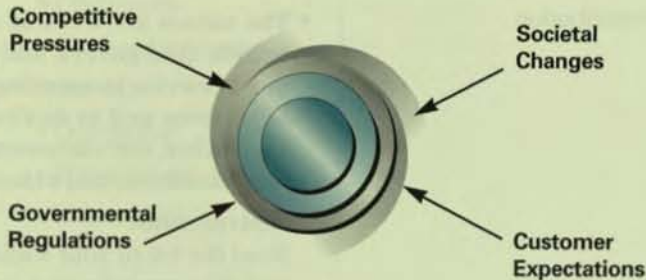
- HP's various Strategies and Practices change in response to external and internal business conditions, while staying consistent with the Organizational Values and the Corporate Objectives.

- Fluctuating internal forces such as budgets, business cycles, and increasing employee diversity also influence and shape many of HP's Strategies and Practices.

Organizational Values

"Our five core values remain really quite timeless. As a matter of fact, they haven't changed at all throughout the history of the company, and I can't imagine that they will ever change."

Lew Platt
HP chairman, president and chief executive officer

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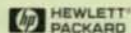
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- In the Fall of 1938, Dave Packard and his wife Lucile rented the bottom floor of a house on Addison Avenue in Palo Alto, California. The single-car garage on the property became Bill and Dave's workshop where they started their company.

- This photo is of Bill and Dave at the 1989 dedication ceremony where the garage was officially designated as a California State Historical Landmark and the birthplace of Silicon Valley.

- The Organizational Values represent the way the two co-founders ran their business and the way they treated their employees, customers, and business partners.

HP's Organizational Values

- Trust and respect for individuals
- High level of achievement and contribution
- Uncompromising integrity
- Teamwork
- Flexibility and innovation

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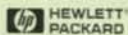
Speaker notes

- These five underlying Organizational Values reflect what we, as HP employees, attempt in our actions.
- The values also guide the company as it moves toward common objectives.
- The values are a set of strong beliefs that govern and guide our behavior in meeting our objectives and in dealing with each other, our customers, shareholders, and others.

Instructions:
Read the list to your audience and give examples and stories from your experience.

HP's Corporate Objectives

"The Corporate Objectives, the seven of them, are more or less timeless. We change them from time to time. About every 10 or 12 years, we have rewritten the Corporate Objectives to simply make them more modern and more consistent with the environment in which we live."

Lew Platt
HP chairman, president and chief executive officer

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- According to Dave Packard's book, *The HP Way*, 1957 was an exceptional year for HP. Orders were at an all-time high, HP expanded into international markets, and the first set of Corporate Objectives was created at a management meeting in Sonoma, California.
- Bill and Dave devoted a good part of that meeting to a review and discussion of the proposed objectives. They felt strongly that if their managers and supervisors were to be guided by written objectives, they should have a part in developing them. At this meeting, it was also decided that the objectives should be evaluated from time to time and, if necessary, should be modified for the future benefit of the company.

HP's Corporate Objectives

- Profit
- Customers
- Fields of interest
- Growth
- Our people
- Management
- Citizenship

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- **HP's Corporate Objectives are guiding principles for all decision-making by HP people.**
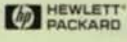
Instructions:
Read the list to your audience and give examples from your personal experience.

HP's Strategies and Practices

"The practices change a lot. They have to change in response to the competitive environment and in response to what is going on around us. The important thing is that when we change these practices, it needs to be done in a way that's very consistent with the objectives and very true to the core values."

Lew Platt
HP chairman, president and chief executive officer

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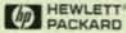
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- **In the photo, Dave Packard, center, serves steaks at a company picnic in the 1960s.**

- **This is an example of a company practice that changed as the company grew. Now employee and family gatherings are handled regionally, and HP has established company recreation areas throughout the world, so everyone benefits.**

Speaker notes

- HP's Organizational Values and Corporate Objectives guide us in forming our Strategies and Practices and in managing a dynamic business in a changing world.

- Bob Wayman has this to say about HP Way Strategies and Practices, "Over time our view of the HP Way has tended to be narrowed to people practices. But it's just not the whole story. There is much more to the HP Way in terms of how we treat our customers, finance our growth, and develop our business strategies."

Instructions:
For more on these specific practices, see Appendix C.

Current shared management strategies and practices

- Growth through profits
- Decentralized businesses
- Management by objective
- Personal responsibility and initiative
- Open communication

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- This slide is one example of how commitment to our values remains constant while our Strategies and Practices change due to business conditions.

Instructions:
For other examples, see Appendix D.

Changing practices–stable values: teamwork

Practice then

- Single-product businesses
- Narrow view of team
- Vertical integration

Practice now

Teamwork

- Single product and systems businesses
- Broad view of team
- The extended enterprise

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"In setting up HP businesses around the world, I have found again and again that the HP Way is so fundamental to human behavior that it doesn't clash with any culture."

Lee Ting
HP vice president and managing director,
Geographic Operations

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PACKARD

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Notes

"Although we minimize corporate direction at HP, we consider ourselves one single company, with the flexibility of a small company and the strengths of a large one—the ability to draw on corporate resources and services; shared standards, values, and culture; common goals and objectives; and a single worldwide identity."

**The HP Way book,
Dave Packard, 1995**
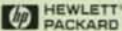
This is the garage in which Bill and Dave began Hewlett-Packard in 1939. This photo of them, looking at a view of earth taken from space, was created for HP Labs' 1995 Celebration of Creativity Day. The picture is called "HP for the World" and represents applying the HP Way to care for our planet. Dave Packard said, "The HP Company should be managed first and foremost to make a contribution to society."

- This statement, made by Bill Hewlett in 1987, demonstrates the strong belief in people that he and Dave Packard used as their foundation for the HP Way.

"The HP Way, when you really come down to it, is respecting the integrity of the individual."

Bill Hewlett, 1987
Co-founder of Hewlett-Packard

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Definition of HP's Organizational Values

HP's values are a set of deeply held beliefs that govern and guide our behavior in meeting our objectives and in dealing with each other, our customers, shareholders, and others.

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The Organizational Values are enduring and serve as the core of the HP Way.

Instructions:
For the full text of HP's Organizational Values, refer to any of the following:

- HP Way brochure (part #5963-3690, page 4)

- Corporate Objectives brochure (part #5965-6814E, pages 1-3)

- Appendix F: *Measure* magazine article on the updated Corporate Objectives, February 1997 (with full text showing changes in italics, pages 55-59 of this guide).

Trust and respect

We have trust and respect for individuals.
We approach each situation with the understanding that people want to do a good job and will do so, given the proper tools and support. We attract a *diverse group* of highly capable, innovative people and recognize their efforts and contribution to the company. *We work with our people to create a safe, pleasant, and stimulating environment in which they can thrive.* HP people contribute enthusiastically and share in the success that they make possible.

HEWLETT PACKARD   *Italicized text indicates 1997 changes in wording   3/98*

Achievement and contribution

We focus on a high level of achievement and contribution. Our customers expect HP products and services to be of the highest quality and to provide lasting value. To achieve this, all HP people, but especially managers, must be leaders who generate enthusiasm and *commitment* to meet or *exceed* customer *expectations*. Techniques and management practices which are effective today may be outdated in the future. For us to remain at the forefront in all our activities, people should always be looking for new and better ways to do their work.

HEWLETT PACKARD   *Italicized text indicates 1997 changes in wording   3/98*

Speaker notes

Uncompromising integrity

We conduct our business with uncompromising integrity. We expect HP people to be open and honest in their dealings to earn the trust and loyalty of others. People at every level are expected to adhere to the highest standards of business ethics and must understand that anything less is totally unacceptable. As a practical matter, ethical conduct cannot be assured by written HP policies and codes; it must be an integral part of the organization, a deeply ingrained tradition that is passed from one generation of employees to another.

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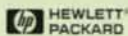
- **Integrity is broader than honesty as it requires responsibility for actions.**
- **HP's integrity distinguishes us as a company. For example, a team member can see a safety hazard, walk by it, and still be honest. With integrity, one must take action to correct the situation.**
- **HP's Standards of Business Conduct explains how to handle HP business with uncompromising integrity in today's complex world.**

Teamwork

We achieve our common objectives through teamwork. We recognize that it is only through effective cooperation within and among organizations that we can achieve our goals. Our commitment is to work as a worldwide team to fulfill the expectations of our customers, shareholders, and others who depend upon us. *This team must include the many suppliers, distributors, HP Channel Partners, and others whose contributions also are essential to our success.* The benefits and obligations of doing business are shared among all HP people.
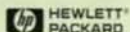
HEWLETT PACKARD *Italicized text indicates 1997 changes in wording* **3/98**

- **We've expanded our concept of teamwork to include our various business partners such as suppliers, distributors, HP Channel Partners, and others.**

Flexibility and innovation

We encourage flexibility and innovation. We create an *inclusive* work environment which supports the diversity of our people and *stimulates their creativity*. We strive for overall objectives that are clearly stated and agreed upon, and that allow people flexibility in working toward goals in ways they help determine are best for the organization. HP people should personally accept responsibility *for their growth* and be encouraged to upgrade their skills and capabilities through *continuous learning and* development. This is especially important in a technical business where the rate of progress is rapid and where people are expected *not only* to adapt to change, *but to help create it.*

HEWLETT PACKARD   *Italicized text indicates 1997 changes in wording*   3/98

"People come to work in HP because of the set of core values that they find here and because they know that this is a diverse company. HP offers many opportunities throughout a career to work on different things in different ways with different groups of people."

Joel Birnbaum
HP senior vice president, research and development and director, HP Laboratories
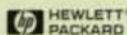
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"HP's values remain constant over time. While certainly we need to institute new practices from time to time, this has nothing to do with changing our values."

Bob Wayman
HP executive vice president, Finance and Administration

HEWLETT PACKARD

3/98

"We feel our objectives can best be achieved by people who understand and support them and at the same time who are allowed flexibility in working toward common goals in ways that they help determine are best for their operation and their organization."

**The HP Way book,
Dave Packard, 1995**
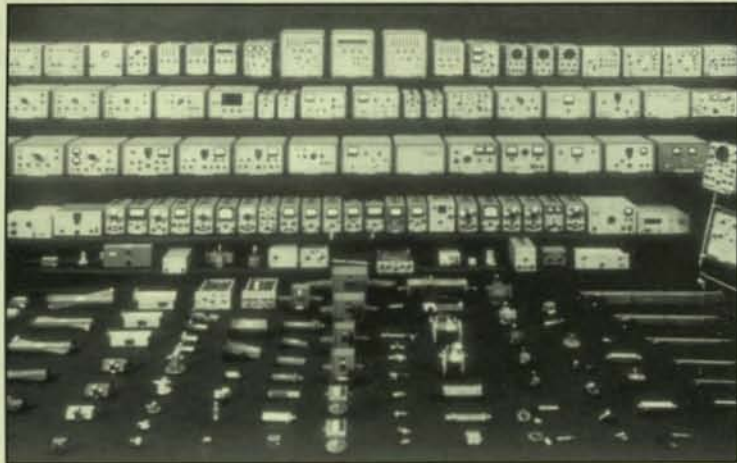
This photograph, taken in 1958 for HP's annual report, represents the complete product line at the time: 204 products. The value of the equipment shown is $97,000. The revenue for that year was $30.4 million dollars, and HP had no locations outside Palo Alto. Today HP's product lines include more than 25,000 products, and HP is located in over 120 countries.

- **Based on values of open communication and trust in the individual, in the early days of the company, the HP Way was a revolutionary way to build a team—and a successful business.**

"Early in the history of the company, while thinking about how a company like this should be managed, it kept getting back to one concept; if we could simply get everyone to agree on what our objectives were and to understand what we were trying to do, then—starting with people who want to work and providing them with the right conditions and resources to do it—we could turn everybody loose and they would move along in a common direction."

David Packard
Co-founder of Hewlett-Packard

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Definition of HP's Corporate Objectives

HP's Corporate Objectives are guiding principles for all decision-making by HP people.

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Instructions:
For the full text of HP's Corporate Objectives, refer to any of the following:

- HP Way brochure (part #5963-3690, page 5)

- Corporate Objectives brochure (part #5965-6814E, pages 4-16)

- Appendix F: *Measure* magazine article on the updated Corporate Objectives, February 1997, with full text showing changes in italics

Profit

To achieve sufficient profit to finance our company growth and to provide the resources we need to achieve our other Corporate Objectives.

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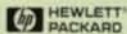
- Cash flow from profits funds growth.
- To remain competitive in the marketplace requires that we focus on businesses where we can make a contribution.

The 1997 update:
- Emphasizes return on assets as a key measure of HP's financial success. Effective asset management is essential to our ability to self-fund our growth.

- Highlights the importance of focusing on businesses where we can make a contribution, as well as performing all of our functions as economically as possible.

Customers

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

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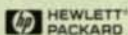
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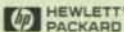
- The central purpose of our business is to satisfy customer needs.
- Customer satisfaction is achieved through the active participation and dedication of everyone in the company.

The 1997 update:
- Emphasizes listening to customers to better understand and respond to their needs.

- Stresses the importance of quality materials, as well as safe, cost-effective, and environmentally sound manufacturing.

Fields of interest

To participate in those fields of interest *that build upon our technologies, competencies, and customer interests,* that offer opportunities for continuing growth, and that enable us to make a needed and profitable contribution.

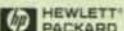**HEWLETT PACKARD** *Italicized text indicates 1997 changes in wording* 3/98

- **We evaluate new businesses and customer opportunities on these criteria: profit potential; long-term stability; ability to make a distinguishing contribution and achieve market leadership; and the probability of generating the cash flow needed to continue self-financing.**

The 1997 update:
- **Stresses the importance of building on our technologies, competencies, and customer interests.**

HP's purpose

To create information products that accelerate the advancement of knowledge and fundamentally improve the effectiveness of people and organizations.

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- *Create* **means that we contribute in our fields of interest; we are not a clone company. HP's information products encompass the broad range of HP equipment— measurement, computation, communication—and services and support.**
- *Advancement of knowledge* **means that we extend people's ability to understand their world.**
- *Fundamentally improve* **means that we make a difference in our customers' lives. This phrase also implies that we work to thoroughly understand our customers' needs.**
- *Effectiveness of people and organization* **means that we aim to improve how people live and work.**

Growth

To let our growth be limited only by our profits and our ability to develop and produce innovative products that satisfy real customer needs.

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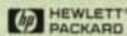
- We do not believe that organizational size is important for its own sake.
- The size of an individual organization is based on the function of the organization and the needs of HP overall.

The 1997 update:
- Emphasizes that we must capitalize on our size and global presence to be close to customers, to realize important economies of scale, and to make the best of the varieties of skills and resources available.

Our people

To help HP people share in the company's success which they make possible; to provide employment security based on performance; *to create with them an injury-free, pleasant, and inclusive work environment that values their diversity and recognizes individual contributions;* and to help them gain a sense of satisfaction and accomplishment from their work.
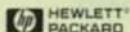
Italicized text indicates 1997 changes in wording   3/98

- HP people share in the successes they help to make possible.
- HP people are expected to meet certain performance standards.

The 1997 update:
- Stresses HP's inclusive environment, as well as the need for HP managers to anticipate customer and business trends, to consider the impact on knowledge and skills needed in the future, and to communicate these requirements to their employees at the appropriate time.
- Highlights HP's commitment to employee development, work/life challenges, continuous learning, and career self-reliance.

Management

To foster initiative and creativity by allowing the individual great freedom of action in attaining well-defined objectives.

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Speaker notes

- The successful practice of management by objective involves managers and their employees.

The 1997 update:

- Emphasizes the need for individual businesses to seek the appropriate balance between focusing on their own needs and objectives and contributing to or utilizing the strength, size, and reputation of the company as a whole.

- Stresses the dynamic nature of HP's business and the responsibility that it places on managers to create an environment that embraces change.

Citizenship

To honor our obligations to society by being an economic, intellectual, and social asset to each nation and each community in which we operate.

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- We provide worthwhile employment opportunities for people of diverse backgrounds and disadvantaged groups.

- We create desirable jobs and generate exports and tax revenues.

The 1997 update:

- Includes new language on safe products and services, as well as on environmental responsibility.

- Emphasizes the importance of looking for creative ways to apply technology to societal problems—nationally and internationally.

"We have not been afraid to experiment with new ideas, particularly where they might fulfill a desire of our employees and have no adverse effect on the company."
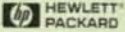
Bill Hewlett, 1982

HP shows off its first computer in 1967 at a tradeshow for the Institute for Electrical and Electronic Engineers (IEEE) organization in New York City. Today, a constant flow of new products is essential to HP's growth. Products introduced in the last two years account for about two-thirds of HP's orders.

- When Lew Platt became CEO in 1992, he toured the company and visited many, many sites worldwide. He had a lot of people approach him and express the notion that the HP Way was dead. When he asked what they meant, they would give examples of practices that had changed.

"I came to realize that virtually every time somebody expressed that the HP Way was dead, that they were talking about some practice that had changed. And it occurred to me that it is really important that we get across this notion of the three-element framework and get it solidly in everyone's mind because, in fact, nothing that has been done has violated the core values or the objectives of the company. These were simply practices that had changed."

Lew Platt
HP chairman, president and chief executive officer

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- HP's Strategies and Practices are the formal and informal procedures developed by HP people in an effort to meet company goals and objectives.

- They are made up of our plans and actions for working, leading, managing, and interfacing, and include various business, people, and management approaches.

Definition of HP's Strategies and Practices

HP's Organizational Values and Corporate Objectives guide us in forming our Strategies and Practices and in managing a dynamic business in a changing world.

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Growth through profits

- Reinvest most of our profits to fund our growth
- Focus on businesses where we can make a contribution
- Effective asset management is essential to our ability to self-fund our growth
- Consistent profitability helps us deal with fluctuations in economic conditions
- Profit is the responsibility of all

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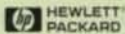
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Speaker notes

- Our long-standing policy has been to reinvest most of our profits and to depend on this reinvestment, plus funds from employee stock purchases and other cash-flow items, to finance our growth. We will use debt from time to time as part of a prudent currency and tax management program but not as a basic instrument for financing growth.

- We measure our profitability, not just as return on sales, but as return on the value of the assets used to produce our profits.

- Profit is not something that can be put off until tomorrow; it must be achieved today. The day-to-day performance of each employee adds to—or subtracts from—our profit.

Decentralized businesses

- Innovation and contribution defined by the target markets and customers
- Decision making and accountability close to the customer
- Power of HP brand recognition, economies of scale, and employee loyalty shared by all businesses
- Decentralized product lines ranging from single products to systems to services
- Diverse business models
- Processes, policies, and practices that are tuned to the business model and the customer needs

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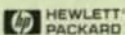
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- The goal of decentralized businesses is to allow each business to compete effectively in its chosen market segments and to be close to the customer.

- HP's businesses have become increasingly differentiated over the past several years. Some operate in markets that require lean cost structures and increasingly shorter product life cycles to remain competitive. Others have gross margins that allow them to afford more substantial operating expenses and longer product life cycles.
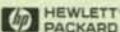
Speaker notes

"Power of One—Best of Many"

HP strategies for unprecedented growth:

- Intensify our focus on customers
- Improve execution of business plans and accountability for results
- Excel at new business creation
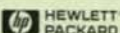
General Managers Meeting – January 1998

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3/98

- During the January 1998 General Managers meeting, Lew Platt asked the 340 HP senior managers to join him in a concerted effort to renew and revitalize the company. Platt said that "a sense of urgency" is needed, along with significant changes in focus, attitude, passion, and practices, to ensure HP "doesn't hit the brick wall" that almost every company has struck once it reaches $40 billion in annual revenue. (HP topped $40 billion for the first time in FY97.) Using the theme "Power of One—Best of Many," Platt laid out three strategies to ensure continued growth and prosperity.

Changing business practices

Then	Now
• CEO Hoshins and Business Fundamentals cascaded company wide	• Limited set of metrics and requirements used company wide
• Management Council with subcommittees set policy and provide company governance	• Company governance provided by forums created to resolve specific issues
• Company wide President's Quality Award	• Groups decided how to recognize exemplary business performance

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- "We need to manage and lead a wide variety of businesses with a single HP company structure," Platt said. "The businesses need to have processes, policies, and practices that are tuned to their business models and customer needs."

- Platt explained that the rationale for eliminating the Management Council was to send a strong signal that this is not business as usual. "One size doesn't fit all," Platt said. "We must take the shackles off some of our businesses to allow them to compete effectively. There will be a limited set of corporate requirements and company wide metrics."

Changing business practices
(continued)

Then	Now
• "One size fits all" way of operating	• Diverse business models
• Implementation of business planning processes such as 10-step planning or business strategy summaries (BSS)	• Wide degree of freedom in reporting business portfolio strategies and business plans
	• Quarterly operational reviews to ensure accountability for results

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Management by objective (MBO)

MBO can be practiced through:

• Written plans that guide and create accountability throughout an organization
• Cross-organizational teamwork and integration to meet customer needs
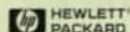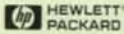
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• The goals are to allow each business to compete more effectively in its chosen market segments, to return to management by objective (MBO), and to free business managers to spend more of their time and energy on customers, improved execution of their business plans, and new-business creation. In exchange for this increased freedom, Platt said he intends to hold business managers more accountable for meeting the commitments they make.

• "I invite you to ask yourselves what similar management practices you could do without in your organization to free up more of your people's time to focus on the important things. I want to emphasize that the changes in your business should be far more significant than those we make at the corporate level."

• The practice of MBO is an example of our value of flexibility and innovation as we generate and recognize alternate approaches to meeting an objective.

• Shared plans and teamwork within and across organizational boundaries help leverage our strengths to meet customers' needs.

• It is also evidence of our integrity that we hold ourselves accountable for results.

Speaker notes

- This employee-owned and manager-supported approach accelerates the decision-making process and helps employees gain a greater sense of satisfaction and accomplishment.

Personal responsibility and initiative

With support from their managers, employees take personal responsibility and ownership:

- To voice diverse opinions
- To understand the impact of their contribution on the broader business scale
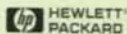- To continuously develop their skills to meet changing customer demands

[hp] HEWLETT PACKARD

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- HP selects and manages its businesses with the goal of providing long-term employment security and opportunities for personal growth and development.

- In return, HP people are expected to practice career self-reliance through managing their careers proactively, and learning and applying new skills to critical business needs.

Instructions:
See the next slide for more detail on HP's approach to employment security.

Career self-reliance

- Definition: Actively managing your career, development, and learning in the rapidly changing environment in which HP competes
- HP people take responsibility and personal ownership for:
  - meeting and exceeding certain standards of job performance
  - adjusting to changes in assignments, work schedules, and the work environment
  - owning their performance and development with support from their manager

[hp] HEWLETT PACKARD

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Employment security

- Long-standing company objective to have stable employment
- Dependent on individual performance, company performance, and the competitive environment
- Layoffs avoided through the use of temporary workers, overtime, time off without pay, reduced work weeks, ongoing skill upgrades, continuous learning, job changes, and relocations

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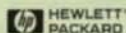
- Our long-standing objective to have stable employment leads us to seek alternatives to layoffs wherever practical. Meeting this objective is dependent on every individual's performance, HP's performance, and the overall competitive environment. Use of temporary workers, overtime, time off without pay, and reduced work weeks along with ongoing skill upgrades, job changes, and relocations are all critical to continued employment security.

- Our value of flexibility shapes how we avoid becoming a "hire-and-fire environment." This value includes expectations that we each welcome change throughout our HP careers.

- When business conditions require downsizing an organization, our values of respect and integrity encourage us to provide affected employees with accurate and timely information on the business situation. Because of our values, we work to provide our employees with tools and alternatives for managing their career development and making their employment decisions.

Speaker notes

Managing work/life demands

Working together to achieve common objectives for business success, managers, and employees may use the following to manage the demands of work and personal life:

- Flexible hours
- Telecommuting
- Job-sharing
- Part-time employment
- Flexible time off
- Leaves of absence
- Variable work schedules

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- HP encourages employees and managers to work together to manage the demands of work and personal life while they achieve common objectives for business success.

- HP supports policies that help employees intelligently manage the demands on their time and attention.

- Here's Lew Platt's perspective: *"Work/life issues are a business priority. We need to reassert our position as the best place to work in order to keep today's talented and committed employees and to continue to attract the best candidates. Attention to work/life issues strengthens HP's competitive edge and improves teamwork within HP."*

Safety

Creating an environment where people work injury-free means:

- Sharing accountability for safety among all
- Being responsible for our own safe work behaviors and for helping each other stay safe
- Focusing on prevention by proactively assessing and eliminating risks
- Promptly reporting all incidents, injuries, and illnesses
- Investigating all incidents, injuries, and illnesses at the source and sharing our learnings

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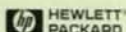
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- Improving safety is consistent with HP's commitment to its people.

- At HP, safety is everyone's concern, and we are committed to creating an environment where people work injury-free.

- To accomplish this, all employees need to take ownership for their personal safety as well as for the safety of their co-workers and work environment.

Open communication

HP encourages informality and fosters open communication through:

- Management by wandering around (MBWA)
- Open door policy
- Use of first names
- Spontaneous conversations
- Open offices
- Casual employee gatherings

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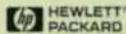
- While a lot of companies are now moving to a more informal communication style, it started at HP more than 50 years ago. Our open communication style allows good ideas to move through the company.

- Open communication leads to effective teamwork, greater achievement and contribution, and strong relationships with our customers, colleagues, HP Channel Partners, and suppliers.

- The key to open communication is our commitment to create an inclusive environment that values differences and honors diverse perspectives.

Open door policy

HP's open door policies can be used:

- To share ideas
- To gain clearer understanding of alternatives
- To discuss career options
- To share feelings and frustrations in a constructive manner

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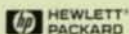
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- HP's open door policy is based on the value of trust and respect for the individual.

- It encourages employees to share ideas, discuss career options, and responsibly discuss issues with management or Human Resources.

Instructions:
See the next four slides to answer specific questions on HP's open door policy.

Speaker notes

- This HP policy states that an employee may seek counsel from a manager, or a member of the human resources community, with assurances that no negative consequences will result from the action.

- These are things a manager should DO when an employee asks for an open door discussion.

Using the open door policy

Guidelines for managers and supervisors

DOs

- Show you care, have empathy, and listen carefully. Ask questions for clarification.
- Ask if you may take notes. Sort or list the issues and concerns.
- Determine what the employee expects from you.
- Find out who else the employee has talked to and establish the amount of confidentiality that should be kept.
- Remain rational and objective. Avoid being defensive.
- If you are not able to assist the employee, recommend others who can and offer to make an appointment with someone else if needed.

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- These are things a manager should NOT do when discussing issues in an open door meeting.

Using the open door policy

Guidelines for managers and supervisors

DON'Ts

- Don't ever violate confidentiality.
- Don't agree to disagree—be fair.
- Don't punish an employee for using the open door policy.
- Don't make the employee feel he/she can't turn to higher level management.
- Don't call an employee's supervisor after the employee made an appointment with you.
- Don't make a decision or pass judgment until you have full information.

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Using the open door policy

Guidelines for employees

DOs

- Ask yourself if this is something you yourself can resolve.
- Remember, there are always at least two sides to every story.
- Follow the chain of command as much as possible. (Start with your immediate supervisor, if possible.) Realize that your immediate supervisor will probably appreciate an opportunity to discuss your idea or concern.
- Be factual and specific in describing your concern or problem.
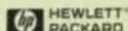
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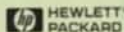
- A probable first question in an open door conversation will be, "Have you discussed this directly with the manager or other employee involved?"
- Following the chain of command as much as possible is usually the fair and rational thing to do.
- Just as managers have an obligation to be receptive and confidential in an open door conversation, an individual using the open door has an obligation to be fair, organized, and rational in the discussion of his or her idea or concern.

- Employees should avoid these pitfalls when using the open door policy.

Using the open door policy

Guidelines for employees

DON'Ts

- Don't approach anyone in anger, if possible.
- Don't wait until intolerable frustration settles in.
- Don't make personal complaints. Instead, deal with facts and effects as much as possible.
- Don't wait until your idea or concern is "too old" for anything to be done.
- Don't shop around for colleague support before sharing your concern with someone who can coordinate a solution.
- Don't expect a solution without further investigation.

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- For HP to remain competitive, people at all levels of the organization need to continue to look for new and better ways to work.

"An important part of the HP Way is employees taking personal responsibility to voice diverse opinions to ensure that we are doing the right things to win in the marketplace."

Ann Livermore
HP vice president and general manager,
Software and Services Group

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"The culture in HP is one of its greatest strengths, but we've also got to be very careful that it doesn't become one of our biggest weaknesses, too. We need to continue to look at this and say, 'What makes sense for HP in the year 2000?'"

Duane Zitzner
HP vice president and general manager,
Personal Systems Group,
Computer Organization

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Organizational
Values

Strategies and
Practices

Corporate
Objectives

Speaker notes

- A respect for individual contributors has always been a distinctive feature of HP as a company.
- The ways we demonstrate respect have changed to respond to economic conditions and our increased size.

Instructions:
These slides show the value displayed in the middle box supporting and linking the practices that change in response to changing business conditions.

Changing practices–stable values: respect for individuals

Practice then

- Job stability
- Face-to-face "open door" and MBWA
- Homogeneous work force

Practice now

Respect for individuals

- Changing job requirements
- Electronic communication supplements face-to-face "open door" and MBWA
- Diverse work force and inclusive work environment

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- A high level of contribution is more important than ever as the speed of change accelerates in our markets.
- How we define our contribution has changed over time.

Changing practices–stable values: high level of contribution

Practice then

- Advanced state-of-the-art technology
- Do-it-all-ourselves approach
- Supplier power

Practice now

High level of contribution

- Also emphasize cost, ease of use, time to market
- Leverage technology developed elsewhere (standards, alliances)
- Customer power

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Changing practices–stable values: integrity

Practice then

- A clear distinction between customers, competitors, and collaborators
- Sharing information with small teams of internal people

Practice now

Uncompromising integrity

- Less distinctive roles of customers, partners, suppliers, and competitors
- Sharing information now more challenging

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- The value of uncompromising integrity is the foundation for how HP conducts business. In today's complex world, one of HP's key customers can also be a partner and even a competitor.

Changing practices–stable values: teamwork

Practice then

- Single-product businesses
- Narrow view of team
- Vertical integration

Practice now

Teamwork

- Single product and systems businesses
- Broad view of team
- The extended enterprise

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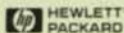
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- While teamwork is even more essential to bring together the vast resources available to us now, it may involve internal and external human resources—as well as incorporating expertise worldwide.

Instructions:
This slide was shown in the core slide set as an example on page 10.

Changing practices–stable values:
flexibility

Practice then

- Rapid pace of change
- Desirable
- Specialized skill sets

Practice now

Flexibility
and innovation

- Incredible pace of change
- Mandatory
- Transferrable skill sets
- Career self-reliance

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Speaker notes

- Flexibility will always be key in technology industries.
- As the rate of technology change accelerates, our ability to be flexible will determine how well we stay ahead of change and how well we maintain our leadership positions.

These exercises are intended to help you stimulate reflection on HP's Organizational Values and Corporate Objectives and lead discussions on key areas of the HP Way. Viewing the 10-minute video, "Lew Platt on the HP Way," is a good overview to help you prepare for leading these exercises. The video can also be shown to your audience before or after the exercises, depending on your objective.

Exercise 1:

Making HP's Organizational Values and Corporate Objectives our own

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Making HP's Organizational Values and Corporate Objectives our own

Objective: To understand what HP's Organizational Values and Corporate Objectives mean to us in our daily work.
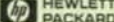
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Making HP's Organizational Values and Corporate Objectives our own

- Where do similarities or differences of opinion exist within our team?

- How will we manage these differences?

- What level of consistency in practices do we expect within our team?
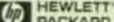
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Instructions:
- After either presenting the HP Way core presentation (pages 6-11) or the video, "Lew Platt on the HP Way," use this exercise to explore HP's Organizational Values and Corporate Objectives with your team.

- Photocopy the worksheets on the next two pages for each participant.

- Complete the worksheets yourself first to understand your own perspective on HP's Organizational Values and Corporate Objectives.

- In a team meeting, present the objective slide and have each team member complete the worksheets. Allow 10 minutes to complete them.

Instructions:
- Meet again as a group and compare perspectives across the team.

- Lead discussions on these points using the team's ideas captured on the worksheets.

- Communicate your thoughts on these points to your team and then devise a plan for working on specific changes.

- Discuss implications and ideas for incorporating HP's Organizational Values and Corporate Objectives into daily work.

Worksheet:

Making HP's Organizational Values and Corporate Objectives our own

HP's Organizational Values

In your own words, describe behaviors that capture the essence of each Organizational Value. If each Organizational Value is being practiced, what would it look like? What behaviors would you and others exhibit?

• **Trust and respect for individuals:**

• **High level of achievement and contribution:**

• **Uncompromising integrity:**

• **Teamwork:**

• **Flexibility and innovation:**

See the Corporate Objectives brochure, LDC part number 5965-6814E, for HP's complete definitions.

Worksheet:

Making HP's Organizational Values and Corporate Objectives our own

HP's Corporate Objectives

In your own words, write key behaviors that describe each Corporate Objective. If each Corporate Objective is maximized, what would happen?

- **Profit:**

- **Customers:**

- **Fields of interest:**

- **Growth:**

- **Our people:**

- **Management:**

- **Citizenship:**

See the Corporate Objectives brochure, LDC part number 5965-6814E, for HP's complete definitions.

Exercise 2:

Using the HP Way as a business foundation

Using the HP Way as a business foundation

Objective: Develop an action plan for how our team grows HP's business using the Organizational Values and Corporate Objectives.

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Instructions:
- Before meeting with your team, you may want to complete the next two worksheets yourself to capture your impressions of how visible HP's Organizational Values are in your organization and how well you think your team is achieving HP's Corporate Objectives.

Evaluation criteria for using HP's Organizational Values and Corporate Objectives

- **Part 1: Organizational Values**
  - 0 = Value is lost
  - 1 = Value is slightly visible
  - 2 = Value is inconsistently practiced
  - 3 = Value is typically visible
  - 4 = Staff is excellent in its practice of the value

- **Part 2: Corporate Objectives**
  - 0 = Unacceptable
  - 1 = Fair
  - 2 = Average with competition
  - 3 = Leader among competition

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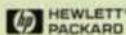
Instructions:
- Photocopy the worksheets for each participant on the next two pages.

- Explain the evaluation criteria and ask everyone to circle the best answer from their perspectives. Give everyone five minutes to complete the two-part worksheet.

Worksheet:

Using the HP Way as a business foundation

Part 1: Visibility of HP's Organizational Values

Circle the number beside each value that best matches your perception of how well we are practicing HP's values.

	Value is lost	Value is slightly visible	Value is inconsistently practiced	Value is typically visible	Staff is excellent in its practice of the value
Trust and Respect for the Individual	0	1	2	3	4
Achievement and Contribution	0	1	2	3	4
Uncompromising Integrity	0	1	2	3	4
Teamwork	0	1	2	3	4
Flexibility and Innovation	0	1	2	3	4

Your total score _____

Worksheet:

Using the HP Way as a business foundation

Part 2: Achieving HP's Corporate Objectives

Using the criteria below, circle the number beside each
objective that best matches your perception.

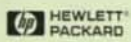|	Unacceptable	Fair	Average	Leader
Profit Do we achieve sufficient profit to finance our company's growth and to provide the resources we need to achieve our other Corporate Objectives?	0	1	2	3
Customers How well do we provide products and services of the highest quality and the greatest possible value to our customers, thereby gaining and holding their respect and loyalty?	0	1	2	3
Fields of Interest How effectively do we participate in those fields of interest that build upon our technologies, competencies, and customer interests, that offer opportunities for continuing growth, and that enable us to make a needed and profitable contribution?	0	1	2	3
Growth To what extent is our growth limited only by our profits and our ability to develop and produce innovative products that satisfy real customer needs?	0	1	2	3
Our People How well do we help HP people share in the company's success which they make possible; provide employment security based on performance; create with them an injury-free, pleasant, and inclusive work environment that values their diversity and recognizes individual contributions; and help them gain a sense of satisfaction and accomplishment from their work?	0	1	2	3
Management To what extent do we encourage initiative and creativity by allowing the individual great freedom of action in attaining well-defined objectives?	0	1	2	3
Citizenship How much do we honor our obligations to society by being an economic, intellectual, and social asset to each nation and each community in which we operate?	0	1	2	3

Your total score _____

Exercise 2, continued

Average team score for practicing HP's Organizational Values

- Trust and respect for individuals _____
- High level of achievement and contribution _____
- Uncompromising integrity _____
- Teamwork _____
- Flexibility and innovation _____

Total team score _____

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Instructions:

- Add the scores of all of your team members for each value and divide that number by the number of people participating. Then, add the average scores for all of the values to get your total team score.

- Discuss with your staff their perceptions of how visible the values are in their daily actions. If your team score is fewer than 16 points, identify one or two values that need attention and create an immediate action plan. (See page 50.)

Average team score for achieving HP's Corporate Objectives

- Profit _____
- Customers _____
- Fields of interest _____
- Growth _____
- Our people _____
- Management _____
- Citizenship _____

Total team score _____

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Instructions:

- Add the scores of all of your team members for each objective and divide that number by the number of people participating. Then, add the average scores for all of the objectives.

- Discuss the team's achievement of the Corporate Objectives. If your team score is fewer than 15 points, identify one or two objectives, and create an immediate action plan. (See page 51.) Use the text of the objectives from the Corporate Objectives brochure or Appendix F to guide your discussion.

Action plan for improving our practice of the HP Way

- What do we need to do more of?
- What do we need to do less of or do differently?
- What are the barriers to change?
- What supports making these changes?
- What is the one easy solution that would help close this gap?
- What is the number one thing that must change to make improvement?
- What have we learned?

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Instructions:

- Photocopy the worksheets on the next two pages, and have your group take a few minutes to write their answers to these questions in terms of the two selected values and objectives, where the most improvement is needed. Then, review and discuss each question, capturing ideas on flip charts or a white board. At the end, summarize and agree on a plan of action to achieve an environment where the team can improve the practice of the HP Way.

Worksheet:

Using the HP Way as a business foundation

Action plan for improving the use of HP's Organizational Values

The Organizational Value selected by team to improve: _____

Using the Organizational Value selected, answer the following questions:

• What do we need to do more of?

• What do we need to do less of or do differently?

• What are the barriers to change?

• What supports making these changes?

• What is one easy solution that would help close this gap?

• What is the number one thing that must change to make improvement?

• What have we learned?

Worksheet:

Using the HP Way as a business foundation

Action plan for improving the use of HP's Corporate Objectives

The Corporate Objective selected by team to improve: _____

Using the Corporate Objective selected, answer the following questions:

• What do we need to do more of?

• What do we need to do less of or do differently?

• What are the barriers to change?

• What supports making these changes?

• What is one easy solution that would help close this gap?

• What is the number one thing that must change to make improvement?

• What have we learned?

Still fit at 40

The HP Corporate Objectives have guided the company in the conduct of its business since 1957, when first written by co-founders Bill Hewlett and Dave Packard. Remarkably, the objectives have changed very little over the last 40 years. They've sustained extraordinary change in the world's most dynamic industry, with only modest updating every 5 to 10 years. Elegant in their simplicity, they've served as a compass that has helped guide HP to prominence as one of the most admired corporations in the world.

In 1996, the HP management staff initiated a fresh review of the objectives, the first since 1989. What follows on the next six pages is the newest edition, with additions highlighted in color for easy reference. While the language of the objectives themselves and the organizational framework on which they're built is largely unchanged, the supporting language has been strengthened in several important areas. Specifically, there's:

"Elegantly simple, HP's Corporate Objectives undergo a periodic adjustment to stay current."

Roy Verley
Director, Corporate
Communications and
Corporate Philanthropy

- More emphasis on creating an inclusive work environment that values and benefits from diversity at all levels
- More emphasis on injury prevention, product safety, product stewardship, and environmental protection
- More references to suppliers, HP Channel Partners, and other business associates, who are a vital part of the HP value chain
- Updated references to our growing breadth of product and service offerings, business interests, customer sets, and MC^2 capabilities*
- Updated language on employee development, work/life challenges, continuous learning, and career self-reliance
- Stronger language on managers' leadership responsibilities
- A direct reference to return on assets as a key measure of HP's financial success
- A new paragraph on global competition
- A new language on balancing the needs of our individual businesses with the interests of HP as a whole
- Stronger language on our citizenship contributions

"If our 'Best Place to Work' objective is to have real meaning, it's essential that we capture our intentions in the one document all managers and employees look to for guidance," says Lew Platt, HP chairman, president and chief executive officer. "We want everyone to understand the importance we place on inclusiveness, safety, leadership, and employee development. We also want everyone to recognize that our changing business model requires greater flexibility and creativity in the way we manage and measure our business performance. These aren't new ideas, but they needed to be articulated more clearly and directly. I think this latest revision of the objectives does that."

*MC^2 represents measurement, communication, and computation.

The organizational framework for our objectives

The achievements of an organization are the result of the combined efforts of each individual in the organization working toward common objectives. These objectives should be realistic, should be clearly understood by everyone in the organization, and should reflect the organization's basic character and personality.

At Hewlett-Packard, we have five underlying organizational values that guide us as we work toward our common objectives.
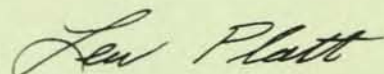
• **We have trust and respect for individuals.** We approach each situation with the understanding that people want to do a good job and will do so, given the proper tools and support. We attract a *diverse group* of highly capable, innovative people and recognize their efforts and contributions to the company. *We work with our people to create a safe, pleasant, and stimulating environment in which they can thrive.* HP people contribute enthusiastically and share in the success that they make possible.

• **We focus on a high level of achievement and contribution.** Our customers expect HP products and services to be of the highest quality and to provide lasting value. To achieve this, all HP people, but especially managers, must be leaders who generate enthusiasm and *commitment* to meet *or exceed* customer

expectations. Techniques and management practices which are effective today may be outdated in the future. For us to remain at the forefront in all our activities, people should always be looking for new and better ways to do their work.

• **We conduct our business with uncompromising integrity.** We expect HP people to be open and honest in their dealings to earn the trust and loyalty of others. People at every level are expected to adhere to the highest standards of business ethics and must understand that anything less is totally unacceptable. As a practical matter, ethical conduct cannot be assured by written HP policies and codes; it must be an integral part of the organization, a deeply ingrained tradition that is passed from one generation of employees to another.

• **We achieve our common objectives through teamwork.** We recognize that it is only through effective cooperation within and among organizations that we can achieve our goals. Our commitment is to work as a worldwide team to fulfill the expectations of our customers, shareholders, and others who depend upon us. *This team must include the many suppliers, distributors, HP Channel Partners, and others whose contributions also are essential to our success.* The benefits and obligations of doing business are shared among all HP people.

• **We encourage flexibility and innovation.** We create *an inclusive* work environment that supports the diversity of our people and *stimulates their creativity.* We strive for overall objectives that are clearly stated and agreed upon, and that allow people flexibility in working toward goals in ways they help determine are best for the organization. HP people should personally accept responsibility for *their growth* and be encouraged to upgrade their skills and capabilities through *continuous learning and* development. This is especially important in a technical business where the rate of progress is rapid and where people are expected *not only* to adapt to change, *but to help create it.*

The Hewlett-Packard objectives that follow were initially published in 1957. Since then, they have been modified from time to time, reflecting the changing nature of our business and social environment. This version represents the latest updating of our organizational framework and objectives. I hope you will find this informative and will look to these objectives and underlying values to guide your activities as part of the HP team.

Lew Platt

Lew Platt
Chairman, President and
Chief Executive Officer
January 1997

Full text of updated Corporate Objectives

Profit

To achieve sufficient profit to finance our company growth and to provide the resources we need to achieve our other corporate objectives.

The profit we generate from our operations is the ultimate source of the funds we need to prosper and grow. *We measure our profitability not just as a return on sales but, increasingly important, as a return on the value of assets needed to produce our profits. These profitability measures, which will vary among our individual businesses, are absolutely essential indicators* of our corporate performance over the long term. Only if we continue to meet our profit objectives, can we achieve our other corporate objectives.

Our long-standing policy has been to reinvest most of our profits and to depend on this reinvestment, plus funds from employee stock purchases and other cash-flow items, to finance our growth. *Effective asset management is essential to our ability to self-fund our growth. We will use debt from time to time as part of a prudent currency and tax-management program or to provide a source of financing for customers who prefer to lease (rather than buy) our products, but not as a basic instrument for financing growth.*

Our *rate of growth* varies from year to year, reflecting changing economic conditions and varying demand for our products. To deal with these *fluctuations*, it is important we be consistently profitable. When our business grows slowly, our profits allow us to accumulate cash reserves for *future investment. Conversely, during periods of rapid growth, we tend to draw down these reserves to supplement profit reinvestment.*

Meeting our profit objective requires that each and every HP product and service is considered a good value by our customers, yet is priced to include an adequate profit. Maintaining competitiveness in the marketplace also requires that we *focus on businesses where we can make a contribution and that we perform our research and development,* manufacturing, marketing, *support,* and administrative functions as economically as possible.

Profit is not something that can be put off until tomorrow; it must be achieved today. It means that a myriad of jobs be done correctly and efficiently. The day-to-day performance of each individual adds to—or subtracts from—our profit. Profit is the responsibility of all.

Customers

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

HP's view of its relationships with customers has been shaped by two basic beliefs. First, we believe the reason HP exists is to satisfy real customer needs. Second, we believe those needs can be fully satisfied only with the active participation and dedication of everyone in the company. *We must listen attentively to our customers to understand and respond to their current needs and to anticipate their future needs.*

The essence of customer satisfaction is a commitment to *quality,* a commitment that extends into every phase of our operations. Products must be designed to provide superior performance and long, *safe,* trouble-free service. We must work closely with suppliers to ensure that we receive *high-quality materials, components, and sub-assemblies at reasonable prices and with assurance of supply. Once in production, our products must be manufactured at a competitive cost and with superior workmanship. It's important that we choose our suppliers and production partners carefully to ensure they share our commitment to quality, safety and environmental protection.*

Careful attention to quality not only enables us to meet or exceed customer expectations, but it also has a direct and substantial effect on our operating costs and profitability. Doing a job properly the first time, and doing it consistently, allows us to employ fewer assets, reduces our costs, and contributes significantly to higher productivity and profits. *This applies to every aspect of our business, from research and development to order fulfillment and support. Each of us must strive for quality and efficiency in everything we do.*

Providing innovative, reliable products and *services* is a key element in satisfying customer needs, but there are other important elements as well. HP offers many different products *and services* to a broad set of customers. It is imperative that the products *and services* recommended to a specific customer are those that will best fulfill the customer's overall, long-term needs. This requires that our field-sales *and support* people *and our extensive network of dealers, resellers and other HP Channel Partners work* closely with customers to determine the most appropriate, effective solutions to their needs. It requires, as well, that *our products be readily available through our customer's preferred source, be easy to order and configure,* and be supported with prompt, efficient services that will optimize their usefulness. *When problems arise, we must respond in a way that demonstrates ownership and a desire to resolve matters*

quickly and effectively, thereby enhancing customer loyalty and trust.

Our fundamental goal is to build positive, long-term relationships with our customers, relationships characterized by mutual respect, by courtesy and integrity, by a helpful, effective response to customer needs and concerns, and by a strong commitment to providing products and services of the highest quality, *value and usefulness.*

Fields of interest

To participate in those fields of interest *that build upon our technologies, competencies and customer interests,* that offer opportunities for continuing growth, and that enable us to make a needed and profitable contribution.

Our company's growth has been generated by a strong commitment to research and development in electronics and computer technology. That growth has been accomplished by providing a *rapid flow* of new products *and services* to markets we already serve, and by expanding into new areas that build upon our existing *technologies, competencies, and customer interests. In addition, we've actively pursued emerging opportunities in related fields that our company is well-positioned to serve.*

Our first products were electronic measuring instruments used primarily by engineers and scientists. In time, we extended our range of measurement expertise to serve the areas of

medicine and chemical analysis. Recognizing our customers' needs to gather and use large quantities of measurement data, we developed a small family of computers which later evolved into a broad line of computer and computer-based products, including associated software, *peripherals, support, and services.*

Today, HP is one of the world's foremost suppliers of measurement, computation, and communication products and services. Our product offerings range from consumer products for home offices, small businesses, and on-the-go professionals to precision instruments and extremely powerful computer systems for the most advanced applications. Service and support offerings also cover a broad spectrum, from world-class hardware maintenance and support to professional services, such as consulting and outsourcing.

We continue to invest heavily in research and development to strengthen our capabilities in measurement, computation, and communication. Further, we've learned that combining and effectively applying our expertise in these three areas creates major new opportunities, both in our traditional markets as well as in important new fields, such as electronic commerce.

HP's basic purpose is to *accelerate the advancement of knowledge and fundamentally improve the effectiveness of individuals and organizations.* We provide products and services that help customers acquire, display, analyze, communicate, store, and

1997 changes to the Corporate Objectives are in italics.

manage information. Customers' information needs may require a solution where HP must work in partnership with other companies to meet those needs. For that reason, our design goal is to provide highly functional, interactive hardware and software that can be *integrated* easily by HP, customers, and other organizations.

Within its broad fields of interest, HP has ample opportunities to pursue a variety of businesses. In evaluating those opportunities, we *favor* those that *link to or complement* our existing technology and customer base *or that build on an established competency (such as a strong presence in a key distribution channel)*. In addition, we evaluate those businesses on the basis of their profit potential, long-term stability, our ability to make a distinguishing contribution *and achieve market leadership*, and their likelihood of generating the cash flow needed to continue HP's tradition of self-financing.

Growth

To let our growth be limited only by our profits and our ability to develop and produce innovative products that satisfy real customer needs.

HP does not believe that large size is important for its own sake; however, for a least two basic reasons, continuous growth in sales and profits is essential for us to *create shareholder value* and to achieve our other objectives. We serve a dynamic and rapidly growing segment of our technological society. To remain static would be to lose

ground. We cannot maintain a position of strength and leadership in our fields without sustained and profitable growth.

Growth is also important in order to attract and retain high-caliber people. These individuals will align their future only with a company that offers them considerable opportunity for personal progress. Opportunities are greater and more challenging in a growing company.

Increasing global competition and worldwide demand for technology products require that we establish ourselves successfully in every corner of the world. To compete effectively we must be close to our customers. We must also capitalize on our size and global presence to realize important economies of scale and to make best use of the broad array of skills and resources available to us.

Our people

To help HP people share in the company's success which they make possible; to provide them employment security based on performance; *to create with them an injury-free, pleasant, and inclusive work environment that values their diversity and recognizes individual contributions;* and to help them gain a sense of satisfaction and accomplishment from their work.

We are proud of the people we have in our organization, their performance, and their attitude toward *one another*, their jobs, and the company. The company has been built around the

individual, the personal dignity of each, and the recognition of personal contributions.

Relationships within the company depend upon a spirit of cooperation among individuals and groups, a commitment to teamwork, and an attitude of trust and understanding on the part of managers toward their people. These relationships will be good only if employees have faith in the motives and integrity of their peers, managers, and the company itself.

On occasion, situations will arise where people have personal problems which temporarily affect their performance, and it is important that people in such circumstances be treated with understanding while the problems are being resolved.

HP selects and manages its businesses with a goal of providing long-term employment for its people and opportunities for personal growth and development. In return, HP people are expected to meet certain standards of performance on the job, to adjust to changes in assignments, schedules, *and the work environment* when necessary, and to be willing to learn new skills and to apply them where most critically needed. This flexibility is particularly important in our industry where rapid technological change and intensifying worldwide competition compel us all to continually seek better ways to do our jobs.

Another objective of HP's personnel policies is to enable HP people to share in the

company's success. This is reflected in a *total compensation* package, including *pay and benefits*, that places us among the leaders in our industry.

HP also places a high value on *creating an inclusive environment that benefits from diversity at all levels, values individual differences and enables all HP people to develop and contribute to their full potential. HP actively supports or creates outreach programs that enrich the pool of diverse candidates available for hiring and promotion.* By tapping the talents and ideas in such a diverse work force, the company can expand its base of knowledge, skills, and understanding, become more responsive to customers' needs, *and strengthen our global competitiveness.*

Advancement from within is based solely upon individual initiative, ability, and demonstrated accomplishment. Since we promote from within whenever possible, managers at all levels must concern themselves with the proper development of their people. *HP managers should anticipate customer and business trends, consider the impact on knowledge and skills needed in the future, and communicate these requirements to their employees in a timely way.* They also should give them ample opportunity—through *challenging work assignments and* continuing programs of training and education—to broaden their capabilities and prepare themselves for more responsible jobs.

The physical well-being of our people has been another important concern of HP's since the company's founding. *We believe all occupational injuries and illnesses are preventable, and our ultimate goal is to eliminate them.*

We want people to enjoy their work at HP and to be proud of their accomplishments. This means we must make sure that each person receives the recognition he or she needs and deserves. In the final analysis, people at all levels determine the character and strength of our company.

Management

To foster initiative and creativity by allowing the individual great freedom of action in attaining well-defined objectives.

In discussing HP operating policies, we often refer to the concept of "management by objective." By this we mean that, insofar as possible, each individual at each level in the organization should make his or her own plans to achieve company objectives and goals. After receiving managerial approval, each individual should be given a wide degree of freedom to work within the limitations imposed by the plans, and by our general corporate policies. Finally, each person's performance should be judged on the basis of how well these individually established goals have been achieved.

The successful practice of "management by objective" is a two-way street. Management must be sure that each individual understands the immediate objectives, as well as corporate goals and policies, *and has the necessary training and tools to be successful.* Thus a primary HP management responsibility is communication, *coaching, constructive feedback,* and mutual understanding.

For their part, employees must take sufficient interest in their work to want to plan it, to propose new solutions to old problems, to *take reasonable risks, and to exercise sound judgment in the performance of their jobs.* "Management by objective," as opposed to management by directive, offers opportunities for individual freedom and contribution; it also imposes an obligation for everyone to exercise initiative and enthusiasm.

In this atmosphere it is important to recognize that cooperation between individuals and coordinated efforts among operating units *often* are essential to our growth and success. *Individual businesses must continuously seek the appropriate balance between focusing on their own needs and objectives and contributing to or drawing from the strength, size, and reputation of the company as a whole. Our businesses are independent in many respects, but they're also part of* a <u>single</u> company whose strength is derived from mutually helpful relationships among units that are closely linked through common technologies, customers, values, goals, and objectives.

The dynamic nature of our business places an important responsibility on managers to create an environment that embraces change and helps employees manage the increasing demands of work with their other life activities. This requires a high degree of flexibility and a willingness to consider nontraditional approaches to getting the job done. At the same time, it is important for everyone to recognize there are some policies which must be established and maintained on a company-wide basis. We welcome recommendations on these company-wide policies from all levels, but we expect adherence to them at all times.

Citizenship

To honor our obligations to society by being an economic, intellectual and social asset to each nation and each community in which we operate.

All of us should strive to improve the world in which we live. As a corporation operating in many different communities throughout the world, we must make sure that each of these communities is better for our presence. This means identifying our interests with those of the community, it means applying the highest standards of honesty and integrity to all our relationships with individuals and groups; *it means creating desirable jobs and generating exports and tax revenues*; it means building attractive plants and offices of which the community can be proud; *it means designing and providing products and services that are safe to use and can be*

manufactured, operated, and disposed of in an environmentally responsible manner; it means contributing talent, time, and financial support to worthwhile community projects.

Each community has its particular set of social problems. As citizens of the community, HP people can and should do *whatever they reasonably can* to improve it— either working as individuals or through such groups as charitable, educational, civic, or religious institutions. In a broader sense, HP's "community" also includes a number of business and professional organizations whose interests are closely identified with those of the company and its individual employees. These, too, are deserving of our support and participation. In all cases, managers should encourage HP people to fulfill their personal goals and aspirations in the community as well as attain their individual objectives within HP.

At a national and *international* level, it is essential that the company be a good corporate citizen of each country in which it operates. *This means looking for creative ways to apply technology to societal problems and contributing HP products and support to philanthropic programs that address immediate or long-term societal needs.* Moreover, our employees, as individuals, should be encouraged to help find solutions to national *or international* problems by contributing their knowledge and talents. The betterment of our society is not a job to be left to a few; it is a responsibility to be shared by all.

HEWLETT®
PACKARD

This workbook
was created by
HP Corporate
Education. It is
intended for use
by HP managers
worldwide to assist
them in explaining
the HP Way to
new employees,
current employees,
customers, HP
Channel Partners,
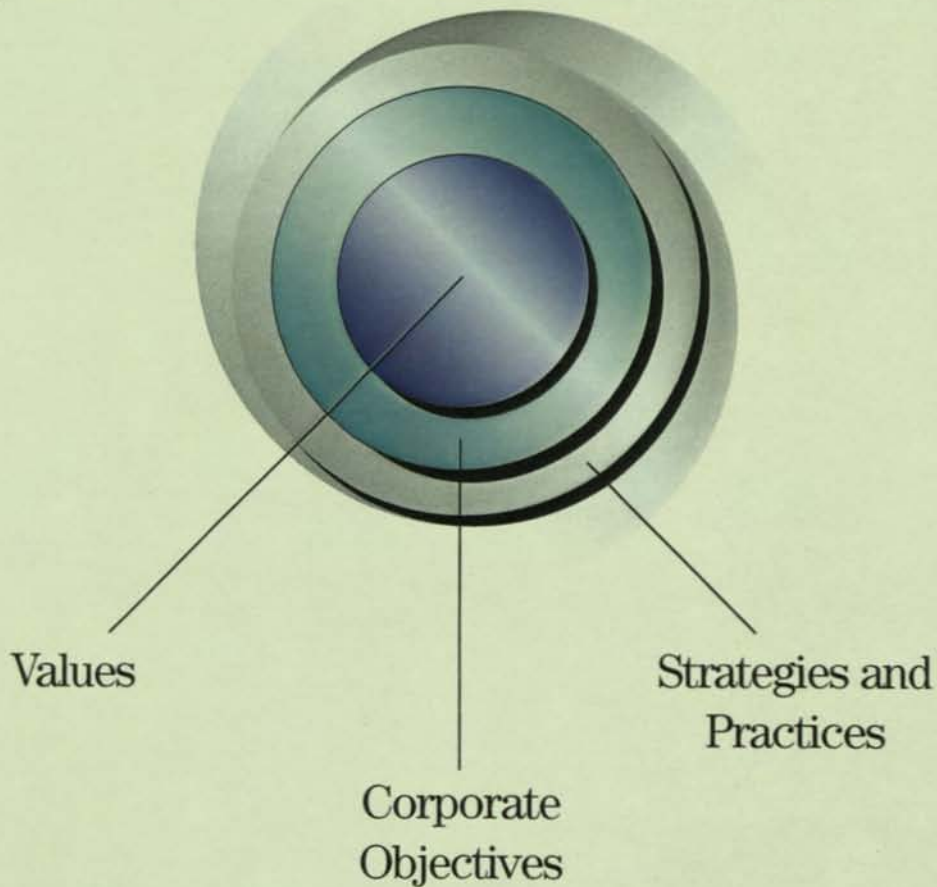suppliers, and other
industry colleagues.
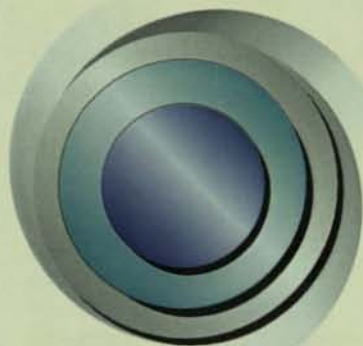
The HP Way
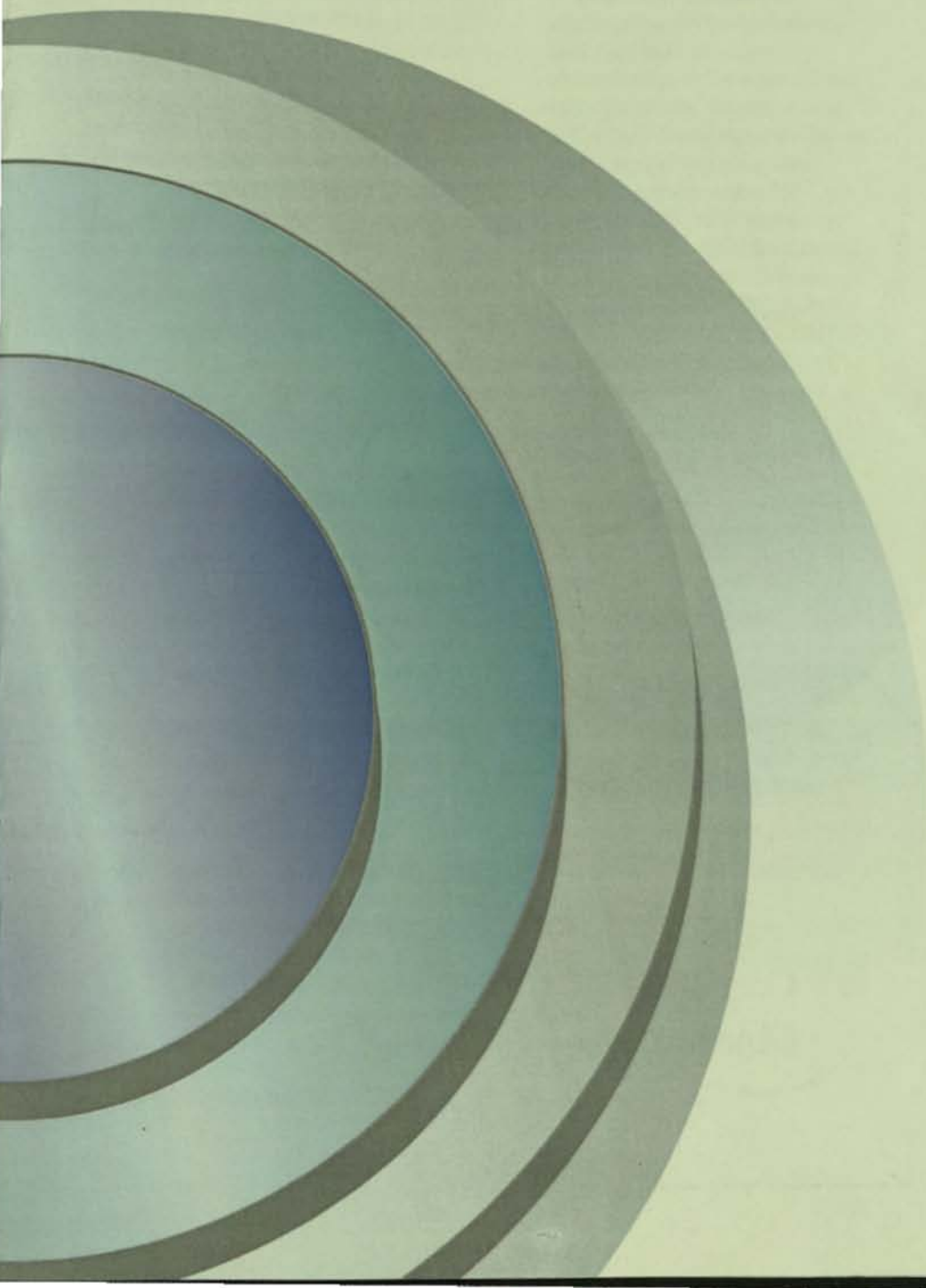
The HP Way:

*"What is the HP Way?
I feel that in general terms
it is the policies and actions
that flow from the belief
that men and women want
to do a good job, a creative
job, and that if they are
provided the proper
environment they will
do so."*

Bill Hewlett, 1982

Values

Strategies and
Practices

Corporate
Objectives

Enduring Values through Changing Times

The history of the HP Way began in the early years of HP. Bill Hewlett and Dave Packard, two Stanford engineers, combined their product ideas and unique management style, and formed a working partnership.

After many successful products and amidst a rapidly expanding organization, they met in 1957 with their key managers to formalize a set of Corporate Objectives. These objectives, along with underlying corporate values that shape how the objectives would be met, remain as the foundation for something special—the HP Way of doing business.

Enduring values—the core of HP culture

The HP values and Corporate Objectives have sustained dramatic company growth and extraordinary global change. Country to country, the values and Corporate Objectives have served as a unifying force. They are a compass that has helped guide HP to become one of the most admired and successful corporations in the world.

The diagram at the left depicts the relationship among the elements of the HP Way:
Organizational values
Corporate Objectives
Strategies and practices
These three elements comprise the HP Way. At the core of the HP Way are the values that endure through good times and bad. The Corporate Objectives, established in 1957, change infrequently, with the most recent update in 1997.

Changing strategies and practices

The strategies and practices change in response to external and internal business conditions, but they always remain consistent with the values and Corporate Objectives. Global competitive pressures, governmental regulations, societal changes, and varying customer expectations drive most of the changes to our strategies and practices. These external forces may vary among countries causing some geographic differences in HP's strategies and practices. Also, fluctuating internal conditions such as budgets, business cycles, and increasing employee diversity influence and shape many of our strategies and practices.

HP's value of making a high level of contribution illustrates how practices change yet remain consistent with the underlying value. In the 1960s, HP produced everything in-house—even the screws used to fasten together the instrument casings. HP still values a high level of contribution, but now we focus on a few core competencies and buy the additional technology and services we need.

Another example revolves around the value of teamwork. In the past, HP regarded teams as a group of people from one entity focusing on a single product. Now we take a much broader view, by including other HP entities, customers, suppliers, distributors, and channel partners. What has not changed is HP's value of encouraging people to work together in teams to achieve common objectives.

Organizational Values

HP's values are a set of deeply held beliefs that govern and guide our behavior in meeting our objectives and in dealing with each other, our customers, shareholders and others.

"HP's objectives and values have guided us very well for more than half a century. We believe they are what will give us firm footing in this rapidly changing environment."

Lew Platt, 1994

We have trust and respect for individuals. We approach each situation with the understanding that people want to do a good job and will do so, given the proper tools and support. We attract a diverse group of highly capable, innovative people and recognize their efforts and contributions to the company. We work with our people to create a safe, pleasant and stimulating environment in which they can thrive. HP people contribute enthusiastically and share in the success that they make possible.

We focus on a high level of achievement and contribution. Our customers expect HP products and services to be of the highest quality and to provide lasting value. To achieve this, all HP people, but especially managers, must be leaders who generate enthusiasm and commitment to meet or exceed customer expectations. Techniques and management practices which are effective today may be outdated in the future. For us to remain at the forefront in all our activities, people should always be looking for new and better ways to do their work.

We conduct our business with uncompromising integrity. We expect HP people to be open and honest in their dealings to earn the trust and loyalty of others. People at every level are expected to adhere to the highest standards of business ethics and must understand that anything less is totally unacceptable. As a practical matter, ethical conduct cannot be assured by written HP policies and codes; it must be an integral part of the organization, a deeply ingrained tradition that is passed from one generation of employees to another.

We achieve our common objectives through teamwork. We recognize that it is only through effective cooperation within and among organizations that we can achieve our goals. Our commitment is to work as a worldwide team to fulfill the expectations of our customers, shareholders and others who depend upon us. This team must include the many suppliers, distributors, channel partners and others whose contributions also are essential to our success. The benefits and obligations of doing business are shared among all HP people.

We encourage flexibility and innovation. We create an inclusive work environment that supports the diversity of our people and stimulates their creativity. We strive for overall objectives that are clearly stated and agreed upon, and allow people flexibility in working toward goals in ways they help determine are best for the organization. HP people should personally accept responsibility for their growth and be encouraged to upgrade their skills and capabilities through continuous learning and development. This is especially important in a technical business where the rate of progress is rapid and where people are expected not only to adapt to change, but to help create it.

Corporate Objectives

HP's Corporate Objectives
are guiding principles for
all decision-making by
HP people.

*"It is necessary that people
work together in unison
toward common objectives
and avoid working at cross
purposes at all levels if
the ultimate in efficiency
and achievement is to
be obtained."*

*Dave Packard
—Preamble to the 1961
Corporate Objectives*

Profit

To achieve sufficient profit
to finance our company growth
and to provide the resources
we need to achieve our other
corporate objectives.

Customers

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

Fields of interest

To participate in those fields
of interest that build upon our
technologies, competencies,
and customer interests, that
offer opportunities for
continuing growth, and that
enable us to make a needed
and profitable contribution.

Growth

To let our growth be limited only
by our profits and our ability to
develop and produce innovative
products that satisfy real
customer needs.

Our people

To help HP people share in the
company's success which they
make possible; to provide them
employment security based on
performance; to create with
them an injury-free, pleasant
and inclusive work environment
that values their diversity
and recognizes individual
contributions; and to help them
gain a sense of satisfaction
and accomplishment from
their work.

Management

To foster initiative and creativity
by allowing the individual great
freedom of action in attaining
well-defined objectives.

Citizenship

To honor our obligations to
society by being an economic,
intellectual, and social asset
to each nation and each
community in which we operate.

Strategies and Practices

HP's values and objectives guide us in forming our **strategies and practices** and in managing a dynamic business in a changing world.

"The HP Way, when you really come down to it, is respecting the integrity of the individual."

Bill Hewlett, 1987

HP's strategies and practices consist of shared plans and actions for working, managing, and leading. Worldwide, differences may occur across functional areas, product lines, and various cultures. Our strategies and practices range from guiding how we communicate with each other to how we finance growth by reinvesting most of the profits. While HP's strategies and practices are always consistent with our values and Corporate Objectives, they must change over time in order for us to remain competitive.

This section highlights strategies and practices, shared worldwide, that guide our people:

- Open communication
- Management by objective
- Personal responsibility and initiative

Open communication

Open communication leads to effective teamwork, greater achievement and contribution, and strong relationships with our customers, colleagues, channel partners, and suppliers. Through open communication, HP employees are better able to respond to customer needs and build customer loyalty.

Key to open communication is our commitment to create an inclusive environment that values differences and honors diverse perspectives. HP encourages informality and fosters open communication through the use of first names, spontaneous conversations, open offices, and casual employee gatherings.

Management by wandering around (MBWA)

Management by wandering around can be demonstrated by a manager reserving time to walk through the department and being available for informal chats. In today's environment with geographically dispersed teams throughout the world, many managers use electronic tools to facilitate communication with employees.

Open door policy

HP's open door policy is based on the value of trust and respect for the individual. It encourages employees to share ideas, discuss career options, and responsibly raise issues with management or Personnel without adverse consequences. Any employee may use this policy to share feelings and concerns in a constructive manner and to gain a clearer understanding of alternatives.

Management by objective (MBO)

Individuals and teams contribute to HP's goals by developing well-defined objectives that integrate with their business and other organizations within HP. MBO fosters innovation and encourages alternative approaches to meeting those objectives. Together, MBO and open communication create an accepting and inclusive environment where people are willing to take risks, share new ideas, and develop strong commitment.

For example, written plans, such as business fundamentals and hoshins (breakthrough objectives), guide and create accountability throughout HP. Shared plans and teamwork within and across organizational boundaries help leverage our strengths to meet customer needs.

Personal responsibility and initiative

For HP to remain competitive, people at all levels of the organization need to continue to look for new and better ways to work. With support from their managers, employees take responsibility to express diverse opinions, to understand the impact of their contribution on the broader business picture, and to continuously develop their skills to meet changing demands.

This employee-owned and manager-supported approach makes HP stronger overall. It accelerates the decision-making process and helps employees gain a greater sense of satisfaction and accomplishment from their work.

Career self-reliance
HP selects and manages businesses with a goal of providing long-term employment for HP people and opportunities for personal growth and development. In return, people are expected to take initiative by managing their careers proactively, learning new skills, and applying them to meet critical business needs. This includes meeting and exceeding certain standards

of performance on the job while adjusting to changes in assignments, schedules, and the work environment.

Work/life demands
HP encourages employees and managers to work together to manage the demands of work with other life activities while they achieve common objectives for business success.

Safety
Improving safety is consistent with HP's commitment to its people. At HP, safety is everyone's concern and we are committed to creating an environment worldwide where people work injury-free. To accomplish this, everyone needs to take ownership for their personal safety as well as for the safety of their co-workers and work environment.

This brochure is
intended for employees
worldwide, as well as
interested customers,
channel partners, and
industry colleagues.
The objective is to
communicate about
the key elements
of our HP Way and
provide a few examples
of how the HP Way
is demonstrated at
Hewlett-Packard
Company.

Hewlett-Packard's Remanufactured Products Solution

The lower-cost alternative that provides the same high standards of quality and reliability

HEWLETT
PACKARD

Move up

to the

HP 3070

Board Test

System

with the

Hewlett-Packard

3065 Upgrade

Program
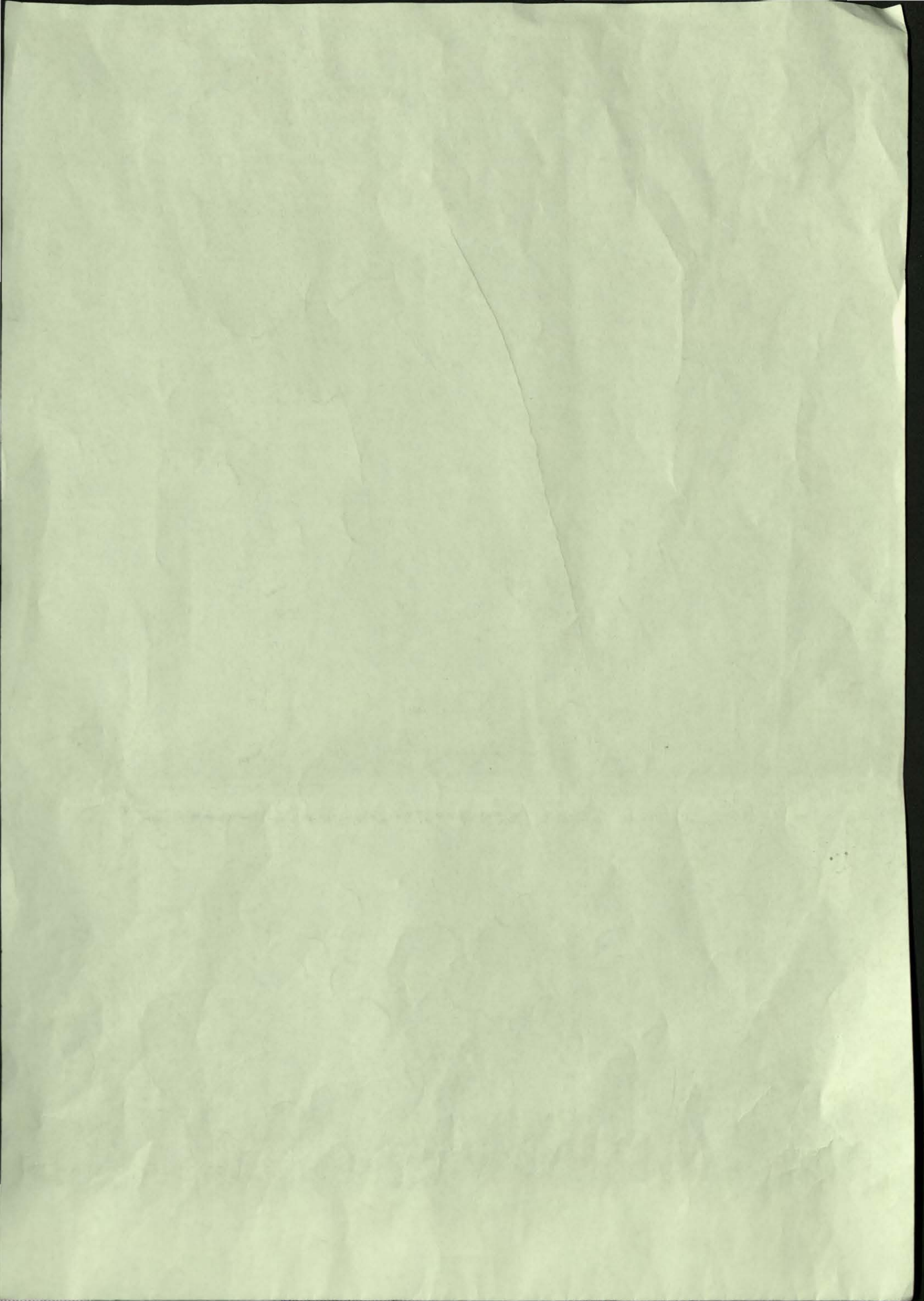
HEWLETT PACKARD

Your company's test work is now stretching the limits of your HP 3065 board test system, and you're ready to move up to HP's more powerful 3070 system. Because Hewlett-Packard has a commitment to maintaining the value of the HP equipment you purchase, you can get substantial return credit for your HP 3065 when you upgrade to the HP 3070 board test system.

And if budget constraints are preventing you from upgrading to HP's 3070 system, this return credit will help you lower the cost of making that transition **now.**

Here's what HP can offer you:
Up to **40 percent** off the current list price of the HP 3065 board test system when you trade it in on a new HP 3070 system.

You're ready to upgrade to the HP 3070 if you:
- already have **multiple 3065s**
- need **more capacity**
- need **more sophisticated material handling**
- have **tougher test requirements**
- are looking for HP's **long-term solutions**

HP provides:
- 100 percent upgrade credit funding
- Coordination of order details
- A customer engineer to handle return procedures
- Equipment de-installation and freight charges paid
- A wide selection of financing options
- Professional account management

To be eligible for this promotion:
- Your return credit must be tied to an HP 3070 system order
- Your returned HP 3065 system must include one test head (either the HP 3065ST, H, HL or HX)
- Your HP 3065 system must be returned to FRD within 30 days after you take delivery of your new HP 3070.

We make it easy for you:
- Call your HP sales representative
- HP will configure your order and quote a return credit
- You'll be billed the **net** cost (price of the new HP 3070 less the return credit price)
- Regular purchase agreement discounts apply toward the return credit
- Return credits are subject to change without notice

Take advantage of this excellent cost savings by calling your HP sales rep today!

Eligible products and credits:

Product Number	Description	Return Credit
3065ST	Test system	− $40,000
3065H	Test head	− 41,800
3065HL	Test head	− 47,600
3065HX	Test head	− 54,400
44601A	Analog card	− 1,840
44602A	Digital card	− 1,840
44603A	Pulser P/S	− 625
44604A	G/P card	− 1,250
44605A	Hybrid card	− 3,670
44609A	C/H cable	− 1,800
44609B	L/X cable	− 2,000
44680A	AT hardware	− 19,600
44687A	AT L module	− 14,000
44688A	AT X module	− 18,000
11345A/B	C/D fixture	− 500
44641A	Programmable DUT	− 1,450
44642A	Oscilloscope	− 5,240
44643A	Synthesizer function	− 2,500
44644A	Voltmeter	− 1,875
44645A	Universal counter	− 2,500
44646A	100 MHz counter	− 1,430
3065C	Controller	− 14,280
12749H	512 Kb memory	− 2,190
12788F	1024 Kb memory	− 3,400
12788G	1536 Kb memory	− 6,100
12788H	2048 Kb memory	− 7,870
12979C	Dual port I/O	− 2,570
3065CL	Controller	− 15,200
12103D	1 Mb memory	− 1,030
12103K	2 Mb memory	− 2,040
3065CX	Controller	− 45,600
12220A	768 Kb memory	− 1,690
12221A	3 Mb memory	− 5,040

Remanufactured products from Hewlett-Packard

When you buy Hewlett-Packard's remanufactured equipment, you get a **worry-free** solution. Why? Because the equipment has been **completely refurbished**—and a whole lot more.

You get:

- A **lower-cost alternative** when your system has reached its capacity and your budget won't stretch any farther
- The **same warranty** HP provides new products
- **Engineering and software updates** developed by the engineers at the product's original manufacturing division
- The **same sales terms and conditions** HP provides on new-product offerings (no added charges for de-installation of an old system, freight costs, insurance, manuals, documentation and installation of new system)
- A remanufacturing process that guarantees our products are **functionally and cosmetically equivalent to new**
- **Immediate eligibility** for a service contract. HP remanufac-tured equipment does not require a 30-day evaluation period
- A **varied selection of financing options** to choose from:
    - —lease with option to buy
    - —operating lease plan
    - —rental plan
    - —a 36-month, no-down payment finance plan
- HP's **top-rated reputation** for quality, reliability and professionalism
- **Professional account management** to ensure that your long-term needs will be addressed and your problems resolved quickly
- HP's **one-vendor solution** which means continuity and stability for you
- **Coordination of all details**—from de-installation through delivery and beyond—saving your management team time and expense

All of this is backed by HP, a company with **50-plus years of customer commitment.**

Only HP provides complete factory refurbishment

At HP's remanufacturing facility, all equipment goes through an extensive refurbishment process involving these important steps:

☑ The latest engineering updates

During the lifetime of a Hewlett-Packard product, many engineering improvements are made by the originating HP division. These improvements and changes are then incorporated by HP into later versions of the equipment. But products that were manufactured at the beginning of the production cycle may not have these engineering improvements.

You won't have to worry about that when you purchase refurbished equipment from HP. Our products already include the major technical "fixes" identified by HP's customer-engineering organization over the lifetime of each product.

☑ Ensuring trouble-free operation

HP's remanufactured products have already been through their initial burn-in process, so whatever electrical "bugs" they had have now been detected and corrected. In addition, board connections are checked, and loose wiring is reconnected. Mechanical parts that routinely fail are replaced. Accumulated dust is blown out to lower the risk of circuit damage. Finally, all parts get a thorough cleaning, and panels that need repair or repainting are removed.

☑ Comprehensive diagnostic testing

If there's one thing we emphasize, it's thorough testing. All peripherals and systems are run through a series of mechanical and electrical tests according to HP's rigid specifications. Diagnostic testing is done on a standalone unit, and an entire system goes through performance testing to ensure communication between the CPU and its peripherals.

☑ Button up and quality guarantee

The final step in the refurbishment process is to repaint cabinet pieces, add the finishing cosmetic touches, reattach all the panels and make one last inspection. After that, new cables, documentation and manuals are added, and a special "Certificate of Quality" is signed by the technicians who worked on your unit.

This certificate is your guarantee that your factory-refurbished products stand up to the same quality standards as new HP equipment.

☑ An "equivalent-to-new" warranty

HP's warranty on remanufactured equipment is the same one you get on new equipment. It's our way of promising that the refurbished equipment you receive is first class—or we'll repair it at no cost to you.

Take a look at what parts replacement means at HP

When we remanufacture a product, we do more than just wipe off the dirt and cover up the scratches, An HP-refurbished unit gets a thorough updating including replacement of all used and worn parts.

For example, on HP's family of 256X printers, **parts replacement may tally $3,000 or more.** That's because we typically replace all of these parts:

    Cast II—Tractor Kit (includes four tractors, tractor cables, two tractor-support shafts, a tractor-closing bar and a new platen assembly)
Motor Grounding Kit
Upper Ribbon Cover
Lower Ribbon Cover
Sound Shroud
Ribbon Center Assembly
Short Tractor Cable
Long Tractor Cable
Casting Upgrade Kit
Idler Arm
Ribbon Motors
Ribbon
Tractor Belt

On the HP 7933HR disk drive, **HP spends up to $2,000 on parts alone.** We replace:

14	**Disk heads**
1	**Disk pack**
1	**Chip firmware**
1	**Prefilter**
1	**Spindle ground contact**
1	**Filter**

It's especially important on mechanical products like the 7933 disk drive to replace moving parts that show wear-and-tear over time and frequent usage.

Our extensive remanufacturing process also includes electrical updates, the latest software revisions, painting and touchup work, testing—and much more. Small wonder that our customers consider factory refurbishment from HP a true added value.

True added value can be measured in dollars and cents.

HP's software support is important to you

HP equipment that has been maintained under HP's software support contract means you're getting a system|that includes the currently supported level of the operating system. All remanufactured systems from Hewlett-Packard include:

☑ Software Support Upgrade Product (SSUP)

This is HP's software support contract which guarantees that your system has the latest software revisions and updates.

☑ Software certificates

Software certificates show proof of ownership of a software license, and they belong to you when you purchase a remanufactured HP system. You will get one certificate for each software package (other than the operating system) on your machine.

☑ Software installation

Operating system software installation is always included when you purchase your remanufactured system from HP.

☑ Software manuals

You'll get a complete set of the most recent revision of software manuals from HP.

Let the buyer beware

If you buy HP equipment from a used-equipment vendor and your system has not been maintained under HP's SSUP, you may end up paying an additional $1,000, $2,000—or more! That's because the system may require extensive software updates. Costs vary considerably because each piece of software on your system may need to be updated to the latest revision.

Also, you may not get the software certificates you need for each package on your system. If you don't, you'll have to buy the software all over again.

Another added cost may be operating system software installation charges. These costs may be charged to you on a time-and-materials basis by HP.

After you buy from HP

Our service doesn't stop when you place an order. In fact, that's only the beginning. It's important to you—and it's important to HP—that everything's ready for your HP system when it's delivered. That's why we make *two* visits to your office well before your equipment is shipped to you.

Visit 1: Site Preparation

• A specially trained customer engineer (CE) will visit your site every time you order a system or product (other than small peripherals).

• Our CE acts as a computer room consultant to ensure your computer environment is ready to accept the equipment on order.

The CE checks:
- —power requirements
- —circuit loading
- —location of outlets
- —number of grounds available
- —air conditioning capacity

• Finally, the CE provides a detailed report to the customer which includes a proposed floor layout and complete installation instructions (which products will run on which circuit, the number of amp breakers needed, etc.)

Visit 2: Site Verification

The HP CE verifies that all recommended changes were implemented and makes sure they meet all installation requirements. Because environment is so critical, the maintenance contract is finalized only when all required changes are made.

Problem resolution

If a problem occurs during or after installation, you can be assured that your HP CE, systems engineer and sales rep will work as a team to resolve it quickly to lessen the impact on your business.

"The HP CE spent hours with me working out my power require- ments and making up a floor layout prior to the arrival of my remanufac- tured Series 70. He was really thorough!"

HP customer

Expeditors International chooses remanufactured products from HP

When Steve Sicotte-Kelly, MIS director of Expeditors International in Seattle, needed more computing power recently for this rapidly growing freight-forwarding business, he went to his HP sales rep, Ky Hopewell, with the expectation that he would get the best value for his money.

"I shop for value, no question about it," says Steve, "because with HP you really don't have to worry about the quality and reliability of the equipment you are buying."

During the 10 years Expeditors has been in business, it has grown from one office to 27 worldwide locations—with more on the way. Computing needs also have mushroomed. Over the past 18 months the company has purchased three remanufactured Series 70s from HP and a Series 42R for its Hong Kong site.

Why does Steve buy remanufactured systems from HP?

"I don't base every decision on price, but because we're expanding so rapidly I have to spend my budget wisely. At times I've been tempted to buy from used-equipment vendors, especially when the price is lower. But if HP can come close to matching their price, I'll go with HP."

Steve knows that buying remanufactured computer systems is a cost savings, but there's another reason why he remains loyal to HP.

"It's probably Ky more than anything else," says Steve. "I really value our relationship. He helps me plan my installation and takes care of time-consuming details like tracking down the right cables or communicating my special requests or needs within the HP organization.

"In short, he really gives meaning to the phrase 'value-added.' "

Steve says he always solicits quotes from other sources as well as HP.

"But when I talk to these companies I feel far less comfortable because they can't provide the thorough testing or give the serviceability guarantee that HP can."

What else does he value about buying from HP? Steve puts consulting services at the top of his list.

"I consider my HP sales rep as my personal consultant, and that's a service other companies can't provide."

"Today's customer demands quality. His car should start the first time. The picture on his TV screen should be sharp. And his computer should be fast, powerful, and easy to use. The product he buys should also be reasonably priced. Satisfying the customer is the reason any of us is in business."

John A. Young
HP President/CEO

The test of time

TOM LEA

The HP way has survived
and thrived through 50
years of constant change
and challenge...

A half-century from now, circa 2039 AD, the beliefs and practices that make up what is known as "the HP way" may be in wide and even universal use. Imagine: profit sharing, flexible hours and management-by-objective in the Ukraine!

Such innovations and adaptations in people-oriented practices and values have brought a special kind of loyalty to Hewlett-Packard, plus a good degree of recognition. In fact, HP is probably known as much for its management philosophy and style as for technology.

Meanwhile, the evolution and testing of that way or philosophy of doing business continues. Here, at the start of the company's next half-century, we look back briefly at the circumstances and challenges that made it what it is today.

What is the HP way?

Bill Hewlett once put it this way: "I feel that in general terms it is policies and actions that flow from the belief that men and women want to do a good job, a creative job, and that if they are provided the proper environment they will do so. But that's only part of it. Closely coupled with this is the HP tradition of treating each individual with consideration and respect, and recognizing individual achievements."

Later interpretations emphasize the inner core of shared values: trust, achievement and contribution, total integrity, teamwork in achieving common objectives, flexibility and innovation in responding to challenges.

Those are the durable concepts directly reflected in the company's corporate objectives and from which have flowed a variety of visible, but not necessarily permanent, practices. The essence of those values, in fact, is in their ability to accommodate change—change driven by the needs of customers, by technology, by competition and participation in global markets — in creative and useful new ways while preserving the spirit and intent of the organization.

On the cover

Dave Packard and Bill Hewlett take a 50-year look back at one of the first documents of company history—a ledger book listing cash payments from 1938-41—prior to a 50-year awards luncheon in Palo Alto. A page from the ledger (left) shows that Bill and Dave paid themselves modest monthly salaries during the company's early days.
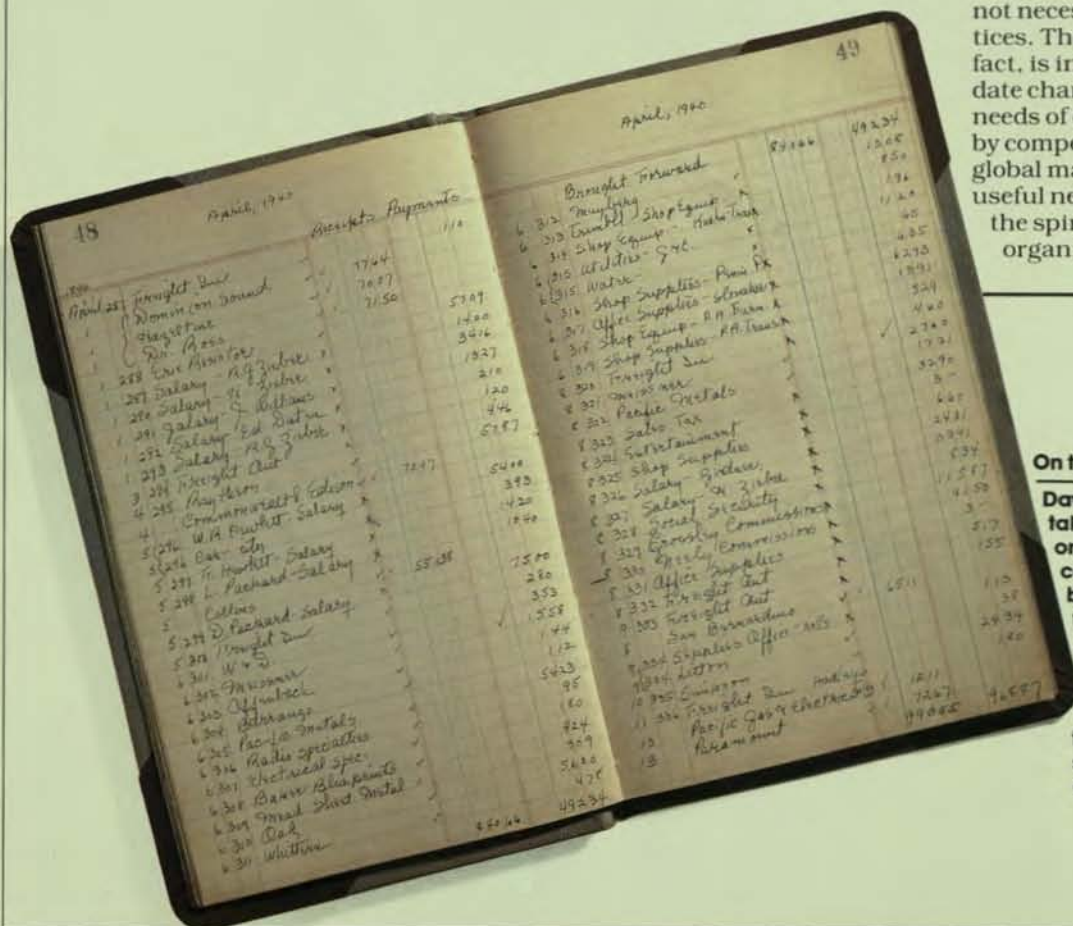
Making a run for it...

Following graduation as electrical engineers from Stanford University in 1934, Dave Packard and Bill Hewlett went on a two-week camping and fishing trip in the Colorado mountains. They discovered strong similarities in their attitudes toward most things and became close friends.

Earlier, professor and mentor Fred Terman arranged a class visit to TV pioneer Philo Farnsworth's lab in San Francisco. As a result of that and other such visits, Dave and Bill decided that "maybe we'd try and make a run for it ourselves" sometime.

Before that happened, Dave took a job (scarce in those times) with General Electric, while Bill continued graduate studies both at Stanford and MIT, after which he undertook free-lance research and development work at Stanford. With encouragement from Terman, Bill developed an audio oscillator — an important source of high-quality audio (sound) frequencies—that was simpler and more versatile than others on the market. Terman then arranged for Dave to take a leave of absence from GE. He never went back.

Dave and Bill tossed a coin to decide the name of their new business partnership. It came up "Hewlett-Packard." The partnership became official on January 1, 1939, and began business with $538 in working capital. From a rented garage at 367 Addison Avenue in Palo Alto, California, they offered one product. Known as the 200A audio oscillator, it gave much higher performance than competing instruments in measuring the frequency of sound and—priced at only $55—it cost much less.

In this way, "value" became an early objective. Footnote: the partners chose the model number "200" so that customers wouldn't think they were buying from upstarts.

Dave was a tough, determined competitor as far back as his football-playing days at Stanford University.

The audio oscillator, the product that started it all, made movie magic for Mickey, too.

The '40s

Get set! Go...

The young partnership got off to a very good start. Having heard favorable comments about the audio oscillator, the chief sound engineer for Walt Disney Studios purchased eight of the second model—the 200B. All were first used in the production of the stereophonic sound presentation of *Fantasia*, a hugely successful animated movie.

That order helped to firm up the young company's finances and its sense of direction. Henceforth, it would concentrate on developing high-quality, innovative electronic instruments that could be produced in quantity for broad application by engineers and scientists. This early sense of direction — of new products as a driving force—became the young company's formula for success and survival, and persists today.

In pursuit of their goal, the partners kept their little lab busy. During 1939, Bill and Dave developed and marketed several other new products—such as the wave analyzer—that won excellent acceptance among engineers and technicians in utility companies. These successful

Bill served in the U.S. Army during World War II while Dave ran the young company. Years later, Bill directed HP while Dave was U.S. Deputy Secretary of Defense.

ventures encouraged them to seek broader markets. That first year they signed Crossley Associates to sell their products for them in the Midwest U.S. and Neely Enterprises in the West.

Then they ran out of garage space and rented part of a small building. The year ended with a small band of employees producing a half-dozen different instruments. Wives Lu Packard and Flora Hewlett played important administrative roles. A friendly dog kept them company.

With Pearl Harbor and direct U.S. involvement in World War II, the trickle of government orders turned into a stream and then a flood. By 1942, 60 people were in the HP fold. New products were added, and HP built the first of its own buildings, a 10,000-square-foot office, laboratory and factory at 395 Page Mill Road. By 1943, production was in high gear. Nearly 100 people worked two shifts a day. Sales for the year hit close to $1 million.

Over the same period, the founders made key decisions that continue to influence the relationships of the company and HP people. For the most part, those decisions arose from a deliberate effort—as Dave Packard once described it—"to get out and learn as much as we could about management — how to produce good results through teamwork."

□ For the sake of employment stability, Bill and Dave decided not to take

You could buy a three-bedroom house in Palo Alto for $12,500 in 1948, the same year HP introduced microwave-measurement products.

4

By 1940, the young company had outgrown the garage and moved into the building which once housed "Tinker" Bell's fix-it shop.

Boogie woogie music, the craze of the '40s, had people dancing in the aisles at the Roxy Theater.

on large contracts that could lead to a "hire-and-fire" operation.

□ Using General Radio Company as a successful example, they chose to finance growth on a "pay-as-we-go" basis. Besides, there wasn't a lot of venture capital around then.

□ They backed up their belief that employees should benefit from the success of the organization as early as 1940—a $5 Christmas bonus (all they could afford!). This later became a production bonus and eventually the companywide profit-sharing plan. The employee stock-purchase plan also grew out of this concept of sharing.

□ In August 1942, after witnessing the devastating effect of an employee's tragic illness, the partners introduced medical insurance to cover catastrophic health problems of employees and their families.

□ The tradition of first-name informality—of "Dave" and "Bill"—got under way at the very start. And there were Christmas parties and family picnics.

Business dropped off a bit after war's end, but not for long. HP continued to develop new products and to reach out for new markets. In 1948, for example, the company introduced the first of its highly successful line of microwave measurement products. By the end of the decade, it was bringing new instruments onto the market at the rate of 20 per year.

The production facility was a compact room where a handful of employees turned out a half-dozen instruments.

And that "market" now included manufacturing and processing industries, in addition to electronics and science.

Such efforts were rewarding. By 1947, the company needed a second new building. Sales returned to their 1944 peak of $1.5 million. The firm incorporated on August 18, 1947, and continued to grow in people, products and revenue.

The '50s

Setting objectives...

Hewlett-Packard was clearly on the path of big and bigger things in 1949. The "new" technology of electronics was evolving rapidly, both in terms of sophistication and applications in the marketplace.

HP added to that pace with its invention in 1951 of the high-speed frequency counter and the low-frequency function generator, both widely used in measuring and testing electronic circuitry. Other landmark products followed over the decade. Major news events included the first public offering of HP stock on November 6, 1957, followed the next year by the company's first acquisition (F.L. Moseley Co., an electronic recorder manufacturer in Pasadena, California), and the beginning of European sales, HP's first overseas venture.

Yet, while obviously immersed in such matters, the company gave very careful thought to the internal effects of growth; the "how" of it was at least as important as "how much." As an example, old timers can recall that the partners turned down a generous purchase offer in the early '50s; they didn't want to leave their employees exposed to unknown motives and decisions of new employers. The '50s are also remembered as a time when the HP management style was identified as "management-by-objective," in which day-to-day work decisions are made by those closest to the action.

That kind of thinking was at work when the company decided to write its operating philosophy in 1957. Known as the "Hewlett-Packard Corporate Objectives," that first document spelled out an overall framework for the organization itself, followed by seven objectives it should strive for. The latter outlined goals in terms of profit, customers, fields of interest, growth, our people, management and citizenship. Says John Young, HP's president since 1977. "These represented the distilled wisdom of the first 18 years in business." Since then, he added, "our key objectives have changed little. They have stood the test of time."

The second decade closed on some very positive notes. HP's sampling oscilloscope—first of its kind and forerunner of products still in wide use—was introduced in 1958. Europe was on its way to becoming a major HP market. Plans were in the works for new manufacturing sites, and major new product lines, plus several acquisitions to add to the company's instrument business.

Annual revenue topped $50 million in the '50s at about the same time limber kids— and parents— adopted the hula hoop as the latest fad.

HP established its first manufacturing plant outside Palo Alto in a renovated knitting mill in Böblingen, West Germany, in 1959.
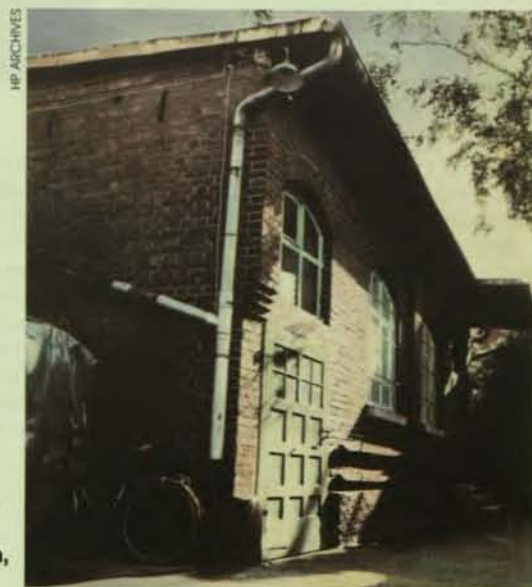
Lee De Forest, the father of modern electronics and inventor of the three-element vacuum tube, tries a new HP waveguide device for Bill Hewlett and Barney Oliver, long-time head of HP Labs, during a visit to HP in 1956.

Picnics, beer busts and a friendly, open style were HP traditions long before "corporate culture" became buzzwords.

In 1951, Al Bagley's development of HP's new 524A high-speed frequency counter reduced the time needed to measure high frequencies from minutes to seconds.

HP offered more than 300 products in the '50s at a time Howdy Doody, Buffalo Bob and Zippy the chimp delighted TV viewers.

The '60s

Running on a fast track

The '60s were indeed a venturesome time for Hewlett-Packard, a time that put its objectives through some major tests.

There was, in particular, the organizational test. Over the course of the decade the company restructured several times, growing from a single entity in Palo Alto to more than a dozen manufacturing divisions organized into four product groups. These included new sites in Germany, the United Kingdom and Japan, as well as Colorado, California, Massachusetts, New Jersey and Pennsylvania in the U.S.

The company also took major steps to develop its own sales representation wherever its products were sold. A number of U.S. "rep" organizations were acquired, and many new sales subsidiaries (or joint ventures) were established to serve growing markets around the globe. The new HP sales organization was structured along regional and national lines. In time, such actions created more than a hundred local sales teams committed to local customers. Meanwhile, all of the company's advanced research and development activities were brought together under newly formed HP Laboratories.

Internally, these changes meant that all of the new local managers had to take on many of the roles and tasks of—among others—the founders: to be informal and on a first-name basis with employees, to take a personal interest in people, to delegate and persuade, to coach and reward performance, to set direction, and to anticipate problems. And to bring in many new people who, in spite of quite different backgrounds, would respond favorably to that style.

Observers of that period pretty much agree that the HP management style "traveled" well, and that enthusiasm for it overcame most— if not all—of the "learning-curve" problems that arose in the course of rapid growth.

The decade was studded with notable events. Charles de Gaulle, then president of France, visited the Palo Alto site in 1960. Also that year and as a sign of good times, HP split its stock 3 for 1. In 1961, the New York Stock Exchange accepted HP stock for national and international trading— a sign of reaching the "big time." In 1962, *Fortune* magazine listed HP among the top 500 U.S. companies.

In 1967, HP's Böblingen Division in West Germany solved a lot of employees' scheduling problems by pioneering the concept of flexible working hours. Dave Packard took time out to serve as U.S. Deputy Secretary of Defense from 1969 through 1971.

HP's driving force continued to be new products and new product lines. These included many new test and measurement instruments, electronic components, the first HP minicomputer and first high-tech desktop calculator. The acquisition of Massachusetts-based Sanborn Company (medical) in 1961, F&M Scientific of Pennsylvania (chemical analysis) in 1965, plus other electronics-based firms brought entirely new lines and markets into the HP fold. It was indeed a decade of diversification.

Hewlett-Packard hit the "big time" in 1961 with its first listing on the New York Stock Exchange.

HP PHOTO

8

The purchase of the Massachusetts-based Sanborn Company in 1961 brought new product lines in the medical field such as today's fetal heart monitor.

HP's first joint venture—with Yokogawa Electric Works in 1963—united Toshio Muraoka, Bill Hewlett and Karl Schwarz.

Hewlett-Packard gained worldwide recognition in 1964 when two HP 5060A "atomic clocks" coordinated the national time standards of various countries to within a millionth of a second.

Singer Elvis Presley swiveled onto the international scene in the 1950s and became a movie heart throb by 1964 when HP celebrated its 25th anniversary.

The '70s

To the moon and back...

What a way to launch HP's fourth decade! There they were, U.S. astronauts Neil Armstrong and Buzz Aldrin leaping and dancing on the surface of the moon in July 1969. And just above them, in Apollo II, HP components such as diodes and switches were at work. On Earth, a host of HP instruments—including "atomic clocks" (cesium-beam precision frequency standards)—helped guide and control their journey.

There were other good signs to start the decade: Orders poured in; employment boomed; sales of computers (at 15 percent of total) were moving up; HP's stock was split 2-for-1; international orders grew to 30 percent of total; HP Ltd. in Scotland won the Queen's Award for its microwave link analyzer.

Just one year later (1970), however, the U.S. economy and HP's domestic orders fell sharply. In spite of record international sales, HP inventories mounted. The response was a unique, but HP way-compatible, program known as the "nine-day fortnight" representing a 10 percent work-and-pay reduction in most of HP's U.S. plants and for all management people. The program lasted for about a year until normal work-force attrition and some extra unpaid holidays got HP back in balance.

HP passed other tests. One was the so-called $300-million test. In those times, that figure was seen as a limit or barrier beyond which companies tended to lose their individual styles and character. HP crossed that mark in 1969 and—if anything —the company became stronger in its determination and efforts to maintain the HP way as it was now called.

That determination was soon tested. The uncertain economic climate of the early '70s inevitably raised questions about how HP should conduct business: Long-term debt to finance its way? Build market share at the expense of profitability? These were quickly answered: HP chose to solve its problems by belt-tightening—better control of inventories and receivables, conservative hiring, and accelerated training and development of people in anticipation of an upturn. It also continued to introduce innovative products—such as the HP-35, the world's first scientific pocket calculator, in 1972.

In still another test, the founders showed their willingness to delegate day-to-day operating management of the company. That occurred in November 1977, when the board of directors named John Young president (and chief operating officer the following year), supported by three executive vice presidents.

The new team had its hands full. The company had passed the $1-billion sales mark in 1976, and was approaching $2 billion at the end of '78, accompanied by impressive surges in earnings and employment.

The HP-35 scientific handheld calculator made the engineer's slide rule obsolete with its introduction in 1972.
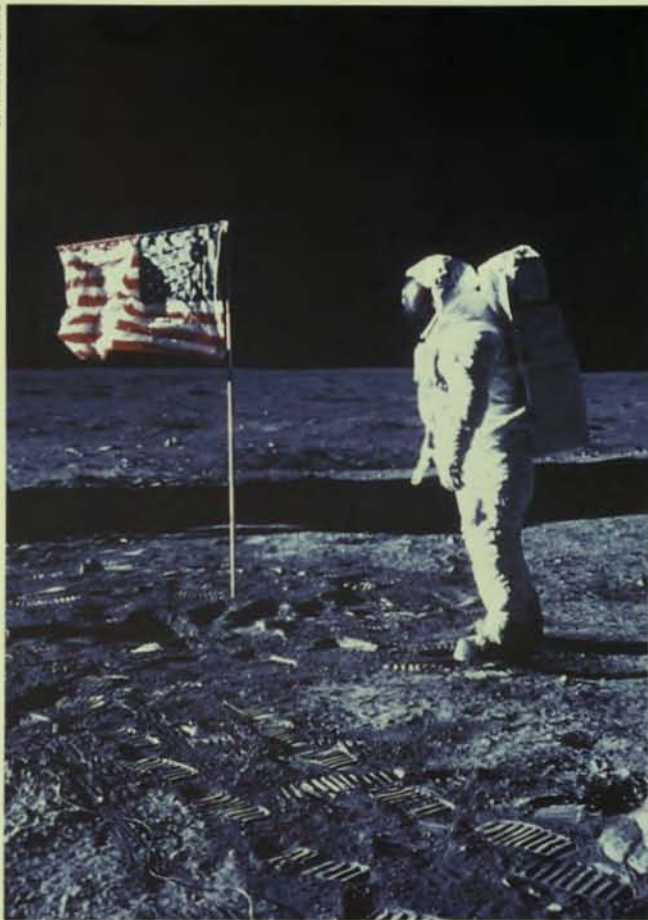
HP components and equipment played important roles in the U.S. space program in the '70s after Buzz Aldrin (shown here) and Neil Armstrong walked on the moon in July 1969.

New opportunities in business computing opened up for HP in 1972 when the company unveiled the HP 3000 minicomputer.

John Young took the helm as HP president in 1977 and was named chief executive officer a year later.

HP's total station distance- and angle-measuring instruments made land surveying faster and easier, such as this scene of an Australian engineering crew in Kuala Lumpur, Malaysia.

The '80s

All hands on deck!

To keep the company shipshape and on a profitable course during the '80s required a host of major and timely decisions and responses. The decade's big challenges to HP were— and are—growing global competition, rapid economic changes, fast-rising customer expectations, social and environmental concerns, and —especially—the massive impact of computer technology on HP's product lines, processes and the organization as a whole.

These developments came as no surprise. Yet, where once HP tended to set the pace in its markets, it now had to work harder than ever to gain and maintain a competitive advantage. And work it did, pursuing a set of strategic goals with renewed vigor. They include:

□ **Quality:** Yokogawa-Hewlett-Packard, HP's joint venture in Japan, had performed poorly in the mid-'70s, with a great deal of fierce homeland competition. So it set a new course —Total Quality Control—based on continuous improvement of every process through scientific measurements. The result in just a few years was a dramatic turnaround, one that not only won the prestigious Deming Prize but also helped to inspire and inform the whole company. At the same time, President John Young challenged the company to a 10-year effort to achieve a 10-fold reduction in hardware failures. Results—in controlling costs and meeting customer expectations—were significant. Quality, one of HP's major strengths, had become a renewed way of life— of doing business—as well as a goal.

□ **Products/Organization:** HP began the '80s with a number of excellent computer products, but saw that it was not organized or staffed for the task of becoming a leading, broad-line computer supplier. To remedy that, the company formed its Computing Center lab, brought in people with computer-systems expertise and leadership

HP helped the People's Republic of China move toward modernization when the company established a sales and distribution office in Beijing in November 1981.

experience, chose a single, unifying product architecture, took a leadership role in promoting industry standards, established strong third-party relationships, and realigned the organization to implement those decisions.

All of these undertakings came into focus in 1987 when the company introduced the first offerings of its new RISC-based (Reduced Instruction Set Computing) Precision Architecture products and a multivendor networking strategy that earned rave reviews.

The original "half" of the business —electronic instruments, components, medical and analytical products—had its share of challenges and triumphs.

HP's test-and-measurement business advanced in several significant ways. Technological developments as well as new industry standards cleared the way for the union of instruments and computers. In turn, this created broader markets because engineers could design instruments and systems

American
track star Carl Lewis
won four Olympic gold medals in the
'84 Summer Games in Los Angeles and
went on to star in the '88 Olympics in
Seoul, South Korea.

More than 1,400 people moved into the
new Corporate office building site in
1981—a 478,000-square-foot facility in
Palo Alto.

that gave much higher performance
at lower cost.

Analytical and medical products
also experienced important
changes. A special driving force in
the medical area was the demand for
better diagnostic and monitoring
systems that would improve health
care at lower cost. Analytical tech-
nology was spurred by the rapid
growth of biotechnology ventures
and environmental programs. HP
was a contributor in all of these.

□ **Globalism:** Just about every
industry in which HP has a role as
producer or supplier saw the acceler-
ation of another trend during the
'80s—the strong shift to worldwide
response was to work very hard to
lower manufacturing costs, improve
quality and speed up the process of
introducing new products. These
efforts, combined with its solid and
growing presence in Europe and
Asia, helped to strengthen HP's
position as a world leader or major

The HP Touchscreen personal computer—
the HP 150—presented a new concept in
hands-on computing when it reached the
market in 1983.

The '80s

A commitment to Total Quality Control, which began at Yokogawa-Hewlett-Packard in 1977, paid off when YHP won the prestigious Deming Prize in 1982.

competitor in each of its business segments worldwide.

□ **People:** There is no question that decisions made during the '80s required considerable changes in the way many HP people did their jobs. New forms of organization, designed to unify HP's strategy in several major marketplaces (particularly computers), created some complex new lines of communication and new kinds of working relationships for employees.

How did employees respond? Most adjusted with enthusiasm: new challenges, new opportunities! Of course, some worried about the new complexities, and others wondered where the "good ol' days" (as well as the once-traditional coffee-break doughnuts) went.

The fact is, as old timers can affirm, the "good ol' days" were just as demanding in their way as today. There were no easy paths to success, no sure things. Change was a way of life, just as it is today. The one exception is that remarkable set of beliefs and values that gave—and will continue to give—the company and its people a special sense of partnership and achievement.—*Gordon Brown*

(HP retiree Gordon Brown was Measure *editor from 1968 to 1982.)*

Franz Nawratil and Dave Packard escorted Queen Elizabeth II around the Cupertino site during a royal visit to California in 1983.

HP equipment even found its way onto international postage in 1980 when a Christmas Island stamp saluting the phosphate industry featured the HP 2000 computer.

PHOSPHATE INDUSTRY – 4 Mine Planning

CHRISTMAS ISLAND INDIAN OCEAN 55c

Looking ahead, Chairman Dave Packard noted that "Instruments are the tools of the (electronics) trade, tools that need to be better than the work. The thrust will be toward smarter, smaller, more reliable and easy-to-use solutions-in-a-box with multiple standard interfaces."

When introduced in the mid-1980s, the Spectrum computer program represented the most comprehensive R&D effort ever undertaken by HP.

The garage—Bill and Dave's first workshop—has been designated California registered historical landmark No. 976 as the birthplace of "Silicon Valley."

As HP approaches the end of the 1980s, its products and services are used in industry, business, engineering, science, medicine and education in more than 90 countries around the globe.

The '80s

MATT WATSON

66 The future is as big as we have both the will and the skill to make it. Despite our fine record, I think we still have our best years ahead. 99
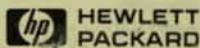
John Young
1989

hp HEWLETT PACKARD

Hewlett-Packard Remanufactured Products:
A New Tradition
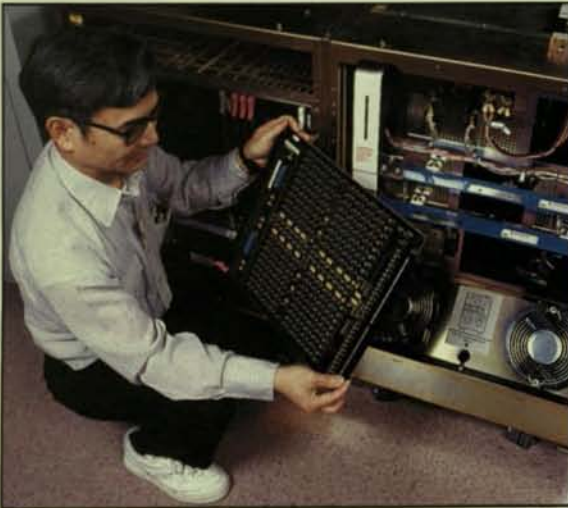
"HP operates in businesses that build upon our existing technology and which fundamentally improve the way people and organizations work."

— John Young, HP President

There's no substitute for tradition

For more than 50 years, Hewlett-Packard has developed new technology to produce a steady stream of products that allow people to do things they couldn't do before. The electronics industry has gone through dramatic changes since Dave Packard and Bill Hewlett formed their business partnership in 1939. But since the beginning, HP's strength has been its ability to create high-quality, reliable products that provide useful solutions to customer needs.

Those products and technologies still have value even when HP introduces a new generation of products. That's why HP set up its first remanufacturing operation nearly a decade ago. By undergoing extensive testing and refurbishment, these products are returned to their original, "like new" condition.

There is only one company that can provide this expertise:

Hewlett-Packard

And there is only one way you can be assured of this level of commitment:

Ask for factory-refurbished HP Remanufactured equipment.

On the front and back covers:

Top row, from left: The audio oscillator, HP's first product; United Video's Prevue Guide Channel brochure; HP has remanufacturing centers in the U.S., Far East and Europe; purchasing HP Remanufactured products means $$ in the bank.

Center row, from left: Hewlett-Packard's certificate of quality for remanufactured products; an HP 3000 Series 960 goes through factory testing and refurbishment.

Bottom row, from left: A remanufactured HP 3000 Series 950 computer; a Series 6000 SCSI disk drive; Dave Packard and Bill Hewlett at the workbench (circa 1939).

The HP Remanufactured difference

Some people think that used HP equipment is all alike: Just dust it off, slap on some new paint and it'll be as good as new. That may be enough for people who don't mind gambling with their company's money. But it's not a good deal if your company can't afford downtime.

A better bet is to play it safe by choosing HP Remanufactured products. **Only HP has access to a complete listing of historical warranty information** that provides valuable data about the reliability of major parts.

HP has been fine tuning its refurbishment process for many years. This process, described in detail on pages 4 and 5, comes as close to the original manufacture as possible. **The products we sell have the latest engineering revisions and software updates, HP-manufactured parts and HP-trained technicians to work on them.**

What else do you get when you buy HP Remanufactured?

- **Selection from the largest inventory of HP products available anywhere. HP now has worldwide remanufacturing facilities—in the United States, Europe and the Pacific Basin.**

- **Quick availability—1–2 weeks on most products**

- **Competitive pricing**

- **Our guarantee that the product has passed HP's thorough nine-point refurbishment process**

- **HP's top-notch product warranty**

- **The same sales terms and conditions HP provides on new products**

- **Immediate eligibility for HP's top-rated service and support**

- **Professional management of all details—from order confirmation to coordinating delivery**

- **A choice of low-interest financing plans to lease or rent your computer purchases**

- **A fully trained Hewlett-Packard sales professional who can help you plan your long-term computing objectives**

- **One vendor who can supply all your computing information needs**

And, because you are buying from Hewlett-Packard, you can be assured that we'll be here to work with you as your business needs grow. Today... and tomorrow.

"I knew we would save money by buying HP remanufactured products without sacrificing either quality or service."
—*Dale Williams, MIS Director, United Video*
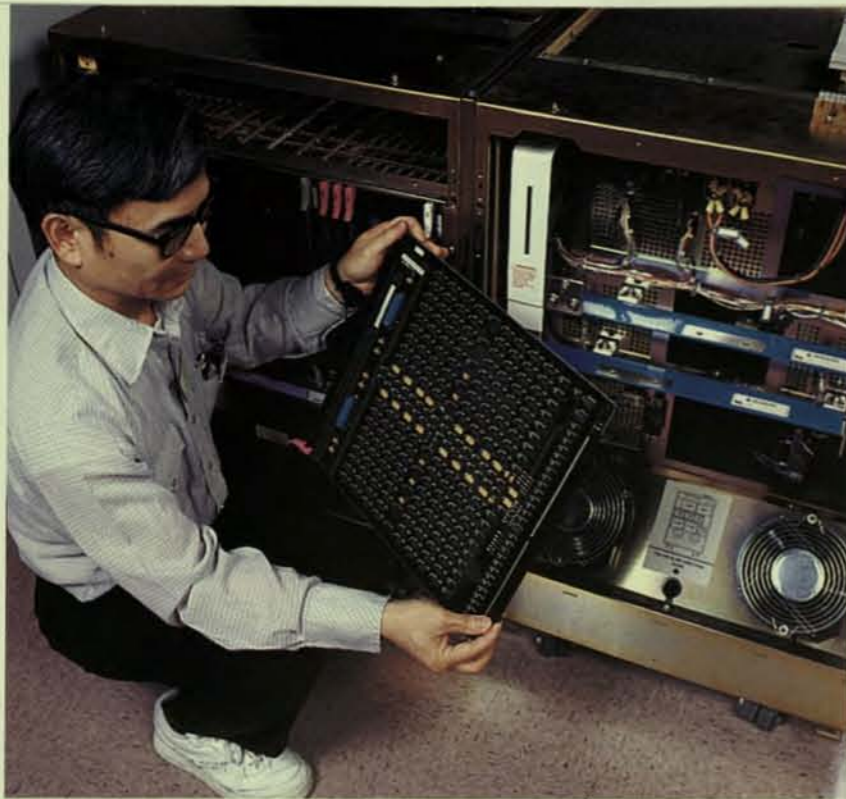
Every board and part are thoroughly checked and tested before a remanufactured system gets HP's official "Certificate of Quality." Here, an HP technician examines the boards of an HP 3000 Series 960 system.

"HP's refurbished products are always reliable because the engineering and software updates are done by HP engineers."
—George Cunningham, Product Marketing Manager, Powersoft

It isn't *really* remanufactured unless it's HP Remanufactured

When you buy HP Remanufactured products, you have HP's guarantee that your equipment purchase is functionally and cosmetically equivalent to new. Take a look at the nine steps listed here. Several of them...adding the latest technical "fixes"...HP software updates ...checking HP's computerized parts history on major product parts...ensure that HP's refurbishment process is **No. 1 in quality.**

Here's what we do:

Step 1: All equipment returned to HP is given a thorough physical inspection to determine its current condition and is evaluated on its fitness to be refurbished.

Step 2: Every part of a piece of equipment—circuit boards, wiring, screens, components as well as the cabinetry—is blown out to get rid of accumulated dust (a major enemy of circuit damage). After that, the product gets a thorough cleaning, both inside and out.

Step 3: HP-trained technicians make a thorough analysis of each returned product to determine which parts need to be replaced. During the lifetime of an HP product, many engineering improvements are made by the HP division that originally manufactured the product. These improvements are incorporated by HP into later versions of the equipment. Some products that were manufactured at the beginning of the production cycle may not have these improvements. So, when the equipment returns to HP for refurbishment, all the major technical "fixes" identified by HP's customer engineering organization during the lifetime of the product, are added.

Step 4: HP keeps a computerized record of the warranty history of all its major parts. These records enable HP to decide which parts should automatically be discarded. For example, all mechanical parts that have a high failure rate are routinely replaced. This is your assurance you'll get a remanufactured product that will give you years of trouble-free operation.

Step 5: Board connections are checked—and rechecked—and all wiring is inspected to ensure HP quality.

Step 6: Most customers say they want equipment that runs well; how it looks is secondary. But HP wants its products to be both functionally and cosmetically just like new. That's why we remove all exterior panels and cabinet pieces and repaint or replace them with new ones. When you compare an HP Remanufactured product with a new one, you'll have a tough time deciding which is new and which is refurbished.

Step 7: If there's one thing HP emphasizes, it's testing. All peripherals and systems are run through an extensive series of mechanical and electrical tests according to HP's rigid specifications. Diagnostic testing is done on standalone units, while systems go through a series of performance tests to ensure communication between the CPU and its peripherals. Finally, system software is tested and brought up to the latest release level.

Step 8: Before every HP Remanufactured product leaves our dock, cables, documentation and manuals are added. And then one final inspection is made to ensure your purchase comes with all necessary accessories.

Step 9: HP stands behind all its products—both new and remanufactured. That's why you'll receive a "Certificate of Quality" with your refurbished HP equipment. That certificate, signed by an HP engineering manager and a manufacturing manager, is your guarantee that your factory-refurbished products stand up to the same high-quality standards of all HP equipment.

In others' words...

Powersoft

George Cunningham
Product Marketing Manager

Today's manufacturing operations are faced with rising costs, shrinking profits, and increasing competition in the global marketplace. That's why Powersoft, one of HP's largest value-added resellers (VARs), offers its customers a "powerful" solution. The company combines several of its manufacturing packages with HP's budget-stretching remanufactured systems to enable customers to stay competitive, increase their profits and expand.

George Cunningham, product marketing manager for Powersoft, headquartered in Burlington, Massachusetts, says the company's software application package, GrowthPower, offers all the functions needed to run a small or mid-sized manufacturing plant. It runs exclusively on HP 3000 computer systems.

"We only buy from HP, so when customers are price sensitive, we turn to HP's remanufactured systems and peripherals for a lower-cost alternative," says George. "HP's refurbished products are always reliable because the engineering and software updates are done by HP engineers. On top of that, HP's complete remanufacturing process gives me absolute security that the products I buy will be just like new," he adds.

George believes HP backs its reputation for engineering excellence with an outstanding record of customer support. "We're especially pleased with our HP sales rep, Mark Logan, who participates at all levels of the organization. Mark is like a member of the Powersoft employee family.

"The Powersoft-HP relationship gives our customers a competitive edge in a dynamic industry and makes it easier for us to get to the bottom line when we sell our total solution," George concludes.

United Video

Dale Williams
MIS Director

United Video Satellite Group in Tulsa, OK, is a satellite and cable television service company with annual sales of $50 million. A Hewlett-Packard customer for 11 years, UV has also been buying HP remanufactured equipment since MIS Director Dale Williams joined the company 4½ years ago.

"I felt we could save money by buying HP refurbished products without sacrificing either quality or service," says Dale.

Dale's relationship with HP sales rep Al Minter is also a major factor in his decision to buy HP remanufactured products. "I really value our relationship. Al is proactive in providing information and quotes whenever I need them," says Dale.

Because UV is growing fast, it is always looking for ways to expand its services. Dale says the five remanufactured HP 3000 systems UV purchased in the last several years enabled MIS to keep pace with the company's marketing and merchandising opportunities.

"We use the remanufactured HP 935 system to run such processing-intensive applications as Superstar Connection and Prevue Guide Channel," he adds. UV developed both applications in house.

"We've had excellent success with HP remanufactured products," concludes Dale. "In particular, fast delivery helped us when we didn't have the luxury of planning ahead, which often happens in our type of business. Most importantly, buying HP remanufactured products saves us money, and that has a direct impact on our bottom line."

HBO & Company

**Frank Perry
Technical Specialist**

Cutting costs without cutting services is always a priority for hospitals. That's why HBO, which sells integrated financial packages into the medical marketplace, started buying HP's fully refurbished systems as soon as they became available eight years ago.

HBO Technical Specialist Frank Perry is one of the company's 2,000 employees located in Atlanta, Georgia. An HP customer for 13 years, HBO found a useful niche creating specialized software that helps hospitals run the financial side of their business. They add this software to remanufactured HP systems and sell them as a package to hospitals.

"It's a very affordable solution," says Frank.

Sometimes it's quick availability rather than price that enables HBO to make a sale. "One of our customers needed an HP 3000 system desperately because their nightly batch runs were taking 12 hours or more," he relates. "I was able to get a refurbished system to them overnight, and it was up-and-running four days later.

"Our HP sales team does whatever it takes to make sure our needs are satisfied," Frank praised. "We have an excellent working relationship, and I think that pays dividends for both HP and HBO."

HEWLETT PACKARD

For more information:

In the U.S., please call the local HP sales office listed in your telephone directory or an HP regional office listed below for the location of the nearest HP sales office.

United States:
Hewlett-Packard Company
4 Choke Cherry Road
Rockville, MD 20850
(301) 670 4300

Hewlett-Packard Company
5201 Tollview Drive
Rolling Meadows, IL 60008
(708) 255 9800

Hewlett-Packard Company
5161 Lankershim Blvd.
No. Hollywood, CA 91601
(818) 505 5600

Hewlett-Packard Company
2015 South Park Place
Atlanta, GA 30339
(404) 955 1500

Canada:
Hewlett-Packard Ltd.
6877 Goreway Drive
Mississauga, Ontario L4V 1M8
(416) 678 9430

Japan:
Yokogawa-Hewlett-Packard Ltd.
15-7 Nishi Shinjuku 4 Chome
Shinjuku-ku
Tokyo 160, Japan
(03) 5371 1351

Latin America:
Hewlett-Packard
Latin American Region Headquarters
Monte Pelvoux No. 111
Loma de Chapultepec
11000 Mexico, D.F. Mexico
(525) 202 0155

Australia/New Zealand:
Hewlett-Packard Australia Ltd.
31-41 Joseph Street
Blackburn, Victoria 3130
Australia (A.C.N. 004 394 763)
(03) 895 2895

Far East:
Hewlett-Packard Asia Ltd.
22/F Bond Centre
West Tower
89 Queensway
Central, Hong Kong
(852) 848 7777

In Europe, please call your local HP sales office or representative:

Austria, Central Europe, USSR and Yugoslavia:
(0222) 2500-0

Belgium and Luxembourg:
Customer Information Center
(02) 761 34 00

Denmark:
(42) 81 66 40

Finland:
(90) 88 721

France:
(1) 69 82 60 60

Germany:
(06172) 16 0

Greece:
(01) 68 28 811

Iceland:
(91) 67 10 00

Ireland:
(01) 88 33 99

Israel:
Computation and Measurement Systems (CMS) Ltd.
(03) 5380 333

Italy:
(02) 95 300 134

Netherlands:
(020) 547 6666

Norway:
(02) 87 97 00

Portugal:
(11) 301 73 30

Spain:
900 123 123

Sweden:
(08) 750 20 00

Switzerland:
(057) 31 21 11 (Headquarters office)
(022) 780 41 11 (Suisse Romande)

South Africa:
HiPerformance Systems
(011) 802 5111

Turkey:
175 29 70

U.K.:
(0344) 369 369

European Headquarters/Africa/ Middle East:
Hewlett-Packard S.A.
150, Route du Nant d'Avril
1217 Meyrin 2
Geneva, Switzerland
41/22 780 81 11

Global solutions for
multinational companies

Hewlett-Packard
gives you the world

"Our goal is to help customers compete on a global basis. That means that we must design and manufacture products that can be adapted to a wide variety of local languages and business practices."

John Young, CEO, Hewlett-Packard Company

Localization on every level

Hewlett-Packard products are designed to be easily localized to meet the needs of different market regions. Each of our product divisions has the worldwide research and development responsibility for designing and manufacturing products for easy adaptation to local requirements. This adaptation is guided by the technical standards relevant to each region.

In countries with complex language requirements and conventions, Hewlett-Packard has dedicated operations to address these specific regional needs, performing all product research and development in the region. For example, Asian products are designed and manufactured at HP facilities in Japan and Singapore.

A commitment to successful implementation

HP's globalization strategy goes beyond the development of products to serve the needs of diverse users. We are committed to doing everything necessary from translation and adherence to local conventions to legal requirements and distribution, to provide complete solutions.

Our Country Product Organizations are dedicated to meeting specialized local needs, while HP subsidiaries, joint ventures, technology transfers, and partnerships with local vendors provide both products and comprehensive user training. And in service and support, our local Country Response Centers fully support our localized products, offering on-line assistance when it is needed.

Same features, different languages

Our integrated and tested localized hardware and software solutions enable us to provide products with identical features in a broad range of languages.

But we go beyond customizing language-specific features to meet the needs of individual countries. We also provide the tools you need for developing international software through HP's Native Language Support (NLS). NLS gives application developers the ability to support multiple national markets by supporting multiple languages. No language-specific versions of software are necessary. As a result, localization becomes a simple process that does not require programming expertise.

Your global marketplace

The rules are changing for today's multinational companies. Customers in the global marketplace expect the products and services they buy to be designed for the ways *they* live and work.

That requires a truly global perspective throughout your organization's strategies, processes, marketing plans, and resources. You need a clear understanding of each region, because if you can accommodate the needs of customers in different countries, they'll be more receptive to doing business with your organization.

HP's global business approach

Hewlett-Packard can help you implement a strong international business strategy. Like your company, HP is multinational, so we understand the challenges you face.

As a multinational company, HP has a long-standing commitment to a global business approach. Whether we are designing products, creating marketing plans, developing manufacturing processes, or writing manuals, we are guided by the diverse needs of our worldwide customers.

HP's globalization strategy starts with designing our products for easy adaptation to local requirements. We then carry out product localization—adapting products to specific languages and conventions in the regions where they will be used. In addition, we have dedicated research and development centers and manufacturing facilities to address the needs of regions with particularly complex languages or conventions.

HP's commitment—and experience —are evident in our presence around the world. We currently manufacture and/or conduct research and development at 66 facilities in 17 countries around the world. We also operate more than 450 sales and support offices in 93 countries.

Consistent worldwide communication

Hewlett-Packard's experience in conducting business globally has taught us the importance of maintaining consistent business practices throughout a worldwide organization. We know that such consistency depends on the effective communication and consolidation of worldwide information— across languages, legal requirements, regulations, and diverse government standards.

That's a complex challenge. Hewlett-Packard has solutions that work for our organization and for a broad range of other multinational companies. For example, our electronic mail solution, HP Desk-Manager, is available in 17 languages. So you can be assured of effective communication around the world.

Cost-effective implementation

HP's globalization strategy enables you to use the same applications in different countries. You can leverage common training, MIS resources, and other best practices on a worldwide basis.

And HP solutions are designed to work in the countries where they're used. For example, users from Mexico to the Netherlands to Japan can implement our family of manufacturing solutions, HP Manufacturing Management II, in their own languages. So your computer systems and applications are easily learned and used by country nationals, minimizing hiring and training costs.

Your competitive edge in the global marketplace

From international product design to product localization to dedicated regional operations, HP's globalization strategy can give your company a competitive edge in the worldwide marketplace. To learn how to put our strategy to work for you, contact your nearest HP sales representative today.

HP Apollo Series 400
Model 425e Workstation

UNIX Workstation Power at a PC Price

The HP Apollo Series 400 Model 425e is a premier low-cost, high-performance workstation. Based on the MC68040 processor, the Model 425e supports both HP-UX and Domain/OS UNIX operating environments. The Model 425e delivers 22.1 MIPS, powerful X Window performance, and a rich array of I/O capabilities, including parallel, serial, and SCSI ports. Expandable configurations give you the flexibility to customize each workstation to match specific application requirements. The Model 425e also offers such options as built-in CD ROM, a 3½" floppy disk, and a 420MB high-performance internal disk. Memory can be configured with 8 to 48MB of ECC RAM.

The Model 425e is an ideal client in the client/server environment, and offers the added benefits of local processing power, the ability to run diskless (low cost-per-seat), powerful X Window functionality, multi-tasking capabilities, easy installation, and networking versatility.

User-friendly enhancements are available with HP VUE and Instant Ignition. HP VUE lets you take advantage of an easy-to-learn and easy-to-use interface. Instant Ignition provides you with a preloaded operating system, so you can start becoming productive as soon as the system is delivered.

The Model 425e is object-code compatible with the Series 400 family, and has access to a library of over 3500 applications.

For your CASE, DTP, low-end CAD, and commercial requirements, such as customer service and financing, the Model 425e is the low-priced quality solution that typifies HP's workstation offerings. Invest in performance today, and protect that investment into the future. And, as always, when you buy an HP product, you are assured of the quality of our service and support.

For more information or for the location of your local HP sales office, call 1-800-637-7740. In areas outside the U.S., contact your local HP sales office.

Hewlett-Packard Company
300 Apollo Drive
Chelmsford, MA 01824
Tel: (508) 256 6600
Fax: (508) 256 1599

UNIX is a registered trademark of UNIX System Laboratories Inc. in the U.S. and other countries.

The information contained in this document is subject to change without notice.

Features	Benefits
CPU Performance (25MHz MC68040 Processor)	
22.1 MIPS Integer 2.6 MFLOPS Floating Point 11 SPECmarks	• Low cost and powerful performance
Memory	
8-48MB ECC RAM	• Expandable memory capability to match applications needs
Graphics Options	
16" Color, 1024 x768, 75MHz 19" Gray, 1280 x1024, 72MHz 19" Color, 1280 x 1024, 72MHz	• A wide selection of screens lets you choose the right equipment to meet your needs
8 color planes 110,000 DC Vectors/sec. X11 Perf 1.2 2017 ops/sec.	• Excellent X11 performance • Faster user interface
Graphics Software	
X11, Starbase, GKS	• Fully integrated graphics library with X11 windows
Mass Storage	
Up to 840MB Internal 9.1GB max. disk with SCSI 600MB CD ROM internal option 1.44MB Floppy disk internal option	• A wide range of mass storage options to meet the need for quick access to large amounts of data
Standard Interfaces	
Integrated I/O subsystem IEEE 802.3 (Thick and Thin Net)	• Low cost, high performance • Allows quick and easy integration into heterogeneous networks
SCSI-II, RS232 (3), Centronics, HP-HIL	• Simple connection of high-speed, low-cost disks and peripherals
Cooperative Computing Products	
NCS, Passwd Etc	• Supports distributed applications, ease of administration in a networked environment
TaskBroker	• Provides users with access to all available power on the network
NetLS HP SharedX	• Allows licensing of applications based on actual usage • Real-time sharing of X protocol-based applications between two or more remote users.
User-Friendly Features	
HP VUE, X11 Window System Instant Ignition	• Ease of use through standards • Provides immediate productivity through a preinstalled and preconfigured environment

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Printed in U.S.A. 4/91
5091-1601E

Contents

The savings start right here!

Take a look at all the great HP Remanufactured products in this issue of the **HP Money$aver!** Ready to place an order? See page 15.

PRICES EFFECTIVE THROUGH NOV. 15, 1994

*NET price

Limited availability!

Series 433s workstation at powerful savings!

The **HP Money$aver** has limited availability of the remanufactured HP 9000 Series 433s workstation now priced below $10,000!

Small wonder! This popular workstation (A2536A) features Domain CRX with EISA expander and 1.3 Gb. internal SCSI disk drive, a 33 MHz 68040 processor, a 19" 1280 x 1024 CRX monitor, 16 Mb. RAM, 4 EISA slots and ATR interface. Localization kit must be ordered new.

HP Remanufactured NET price: **$9,027** — a savings of 70% off of HP's last new list price.

NET price. No other discounts are available.

Don't miss out on this workstation value — call today while supply is still available.

Coming in the November issue of the HP Money$aver:

The HP Remanufactured Envizex bundle — first time offered!

Bundle up savings with the HP 9000 Series 730-to-735 workstation package!

Take an HP Remanufactured A1950A Series 730 workstation, then add the A2606A Series 730-to-735 upgrade card and what do you get? Savings of more than **$22,000** over the new list price, that's what!

Here's how it works:

1. Buy a refurbished A1950A Series 730 workstation with 19" color monitor, 16 Mb. RAM, 420 Mb. SCSI disk drive and an EISA slot for only **$9,000.**

2. Order options AN8 (16 Mb. RAM) and ODK (Unix 9.05 instant ignition) *FREE!*

3. Order a new A2606A Series 730-to-735 board upgrade at the same time for only **$6,000.** Configured with LAN AUI (Opt. 008) or LAN ThinNet (Opt. 033) at no extra charge.

4. This special package gives you a total of 48 Mb. of memory.

Total NET price: $15,000!

Save even more!

Order 10 or more of these workstation combinations and the price drops to **$14,495** each. Or pay just **$14,000** each if your order is for 20 or more.

All prices are NET. No other discounts are available. Return of the Series 730 CPU is required. To qualify, an equal number of upgrade cards and Series 730 workstations must be ordered. Localization kit must be ordered new. All products are limited to supply on hand, so don't delay!

HP 9000 Series 800 systems break the price barrier!

26% to 56% off!

Hot price reductions on these completely refurbished HP 9000 Series 800 bundled systems! Whether you're looking for a system, upgrading your present equipment or purchasing a duplicate, HP has the right price on the right UNIX business server for your company.

To make these products irresistible, HP guarantees off-the-shelf shipment — usually within 72 hours from the time your order is received!

Supplies are limited, so don't delay! The savings start the minute you call HP DIRECT!

Product Number	Description	Was	HP Remanufactured NET Price	
A1765AR with: Opt. 007, Opt. 503 & Opt. APH	Series 827s business server bundled with 32 Mb. RAM, 1.3 Gb. disk drive, 2.0 Gb. DDS, preloaded 8-user HP-UX license, LAN/9000 interface	$13,680	$7,750	**HOT! 43% savings!**
A1766AR with: Opt. 007, Opt. 506 & Opt. APH	Series 847s business server bundled with 64 Mb. RAM, 1.3 Gb. disk drive, 2.0 Gb. DDS, preloaded 8-user HP-UX license, LAN/9000 interface	$20,500	$12,471	**HOTTER! 54% savings!**
A1768AR	Series 867s business server with 64 Mb. RAM, 1.3 Gb. disk, 2 Gb. DAT, 8 ports, console, 8-user HP-UX license, LAN/9000 interface	$24,000	$17,750	**Save 26%!**

All three systems must be ordered with the following no-charge option: Opt. APH (HP-UX Revision 9.05 operating system).

All prices are NET. No additional discounts are available.

27% to 64% price drops on HP 3000 Series 980/100 system and board upgrades

HP has just dropped the prices on HP 3000 Series 980/100 board upgrades for your Series 950, 955, and 960 systems. Or, transform your HP 980/100 into a 980/200 or 980/300 with the budget-saving solution: HP Remanufactured upgrades!
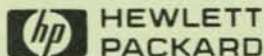
The remanufactured HP 3000 Series 960 system comes preconfigured with 128 Mb. of memory, and has just been reduced by 56%! The Series 980/100 system is pre-configured with 192 Mb. of memory and has dropped in price by 27%.

Product Number	Description	Was	HP Remanufactured Price	You Save
A1130AR	HP 3000 Series 960 preconfigured system with 128 Mb. memory, MPE/ix FOS, class license for IMAGE/SQL	$80,000	$35,000	56%
A1132AR	HP 3000 Series 950 to 960 field upgrade with 64 Mb. memory	$40,000	$23,500	41%
A1134AR	HP 3000 Series 980/100 preconfigured computer system with 192 Mb. of memory, MPE/ix FOS, class license for IMAGE/SQL.	$160,000	$116,000	27%
Opt. 51453B	MPE XL media (must be ordered at no additional charge)			
A1137AR Opt. 871				41%
Opt. 872				31%
Opt. 873				30%
A1138AR Opt. 874 or Opt. 875				44%
A1139AR Opt. 875				55%
Opt. 876				64%
Opt. 877				

Time and the hour runs through the roughest day.

— *Macbeth*

Your roughest day will be a lot tougher without the right equipment to make your business more productive.

Nothing left in your FY94 budget? Not to worry. **HP Money$aver** prices on first-quality remanufactured HP products make them affordable even on the tightest budgets.

But . . . you'd better hurry! Time waits for no man (or woman!) Supply is limited on many of the products in this catalog. And once our inventory is gone, many of these items will no longer be available.

So, what's the timely thing to do?

ORDER TODAY!

HP Money$aver subscription request

ps on HP 3000 Series 980/100 d board upgrades

The remanufactured HP 3000 Series 960 system comes preconfigured with 128 Mb. of memory, and has just been reduced by 56%! The Series 980/100 system is pre-configured with 192 Mb. of memory and has dropped in price by 27%.

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HP 3000 Series 980/100 preconfigured computer system with 192 Mb. of memory, MPE/ix FOS, class license for IMAGE/SQL.	$160,000	$116,000	27%
3B MPE XL media (must be ordered at no additional charge)			
			41%
			31%
			30%
			44%
			55%
			64%

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HP 3000 Series 950 to 960 field upgrade with 64 Mb. memory	$40,000	$23,500	41%
HP 3000 Series 980/100 preconfigured computer system with 192 Mb. of memory, MPE/ix FOS, class license for IMAGE/SQL. MPE XL media (must be ordered at no additional charge)	$160,000	$116,000	27%
Series 980/100 board upgrade from: HP 3000 Series 950 (includes 128 Mb. memory)	$178,000	$105,000	41%
HP 3000 Series 955 (includes 96 Mb. memory)	$145,000	$100,000	31%
HP 3000 Series 960 (includes 64 Mb. memory)	$135,000	$95,000	30%
Series 980/100 to Series 980/200 board upgrade	$160,000	$89,995	44%
Series 980/200 to Series 980/300 board upgrade (includes 64 Mb. memory)	$200,000	$89,995	55%
Series 980/100 to Series 980/300 board upgrade with no PRL	$504,000	$179,990	64% WOW!
Series 980/100 to Series 980/300 board upgrade with PRL	$504,000	$179,990	64% WOW!

Call today!

Don't forget the memory!

Four HP Remanufactured memory boards for HP 9000 and HP 3000 computer systems are currently available at bargain-basement prices. Choose from 16 Mb. ECC boards all the way up to 64 Mb. RAM boards — *at knock-your-socks-off prices!*

All boards are fully refurbished and come with the same warranty as new boards.

Product Number	Description	HP Remanufactured Price	You Save
A1104AR	16 Mb. ECC memory board for HP 9000 Series 850, 855 860, 870, and HP 3000 Series 955, 960, and 980	. $1,600	41%
A1152AR	64 Mb. RAM memory board for HP 9000 Series 870 and HP 3000 Series 980	$18,500	60% YES!
A1437AR	32 Mb. ECC RAM memory board for HP 9000 Series 808S, 815S, 8X2 and HP 3000 Series 9X2 and 920 systems. Uses one memory slot.	$3,590	38%
A1436AR	16 Mb. ECC RAM memory board for HP 9000 Series 808S, 815S, 8X2 and HP 3000 Series 9X2 and 920 systems. Uses one memory slot.	$1,795	36%

Massive savings on SCSI mass storage systems & drives

Value-packed HP Remanufactured SCSI mass-storage systems, in both 677 Mb. and 1.3 Gb. versions, are now value priced as well.

These single-ended systems include disk, power supply and cord, and are compatible with HP 9000 systems and HP 9000 Series 300 and Series 400 workstations (HP-UX 8.0 or higher and Domain Q3 PSK). And, with the mini-tower enclosure, you can add on to fit your future needs.

The HP Remanufactured C1512AR Series 6400 SCSI tape drive stores 1.3 Gb. of data in under two hours without operator intervention. With the Fast search utility, file retrieval is easier. Two HP 92283A digital audio tape (DAT) cassettes are included. This tape drive is ideal for use on low-end to mid-range multiuser systems and workstations.

Product Number	Description	HP Remanufactured NET Price
C2216TR	670 Mb. SE SCSI mass storage system	$850
C2217TR	1350 Mb. SE SCSI mass storage system, including power supply and cord, expandable mini-tower	$1,700
C1512AR	Series 6400 1.3 Gb. SCSI tape drive	$750

SCSI cables and terminators must be ordered separately. Order the appropriate language localization option (at no charge) to receive manuals. (English localization is Opt. ABA.)

At these prices, no additional discounts are available. Order today!

HP Remanufactured Products
Always the right call!
800 637-7740
ext. 7935

Look into optical drives and save!

C1701AR

At these low prices, HP's reliable, rewritable optical libraries are worth looking into.

Libraries and colleges will find the C1700AR — with 20 Gb. of storage — a perfect solution for both their storage and retrieval needs. For smaller amounts of data, the C1701AR provides fast, easy access.

Product Number	Description	HP Remanufactured Price
C1700AR	20.8 Gb. rewritable optical disk library system with 2 rewritable optical drives, 32 removable media cartridges and cabinet	$6,000
C1701AR	Rewritable optical disk drive including one 5.25" rewritable optical disk cartridge giving 650 Mb. of removable disk storage	$1,525*

*NET price. No additional discounts are available.

Disk drives to fit every need – and every budget

Only a few of these HP Remanufactured disk drives remain, so make your selection and order now! Choose from SCSI, HP-FL, and HP-IB drives for increased disk space at a fraction of the original HP cost. At these low prices and quantities, some products are not eligible for additional discounts.

C2213AR

Product Number	Description	HP Remanufactured Price
7937HR	571 Mb. HP-IB fixed disk drive	$1,200
C2201AR	670 Mb. disk storage system with HP-FL interface and .8 metre PBus cable for HP-PA systems. This disk must be the first on an FL channel.	$3,900
C2203AR	670 Mb. disk storage system with HP-IB interface and 1 metre HP-IB cable	$4,800
C2204AR	1.3 Gb. disk storage system with HP-FL interface and .8 metre PBus cable for HP-PA systems. This disk must be the first on an FL channel.	$6,000*
C2213AR	664 Mb. SCSI fixed disk mass storage system with SCSI cable and power supply. For use on HP-UX 7.0 or later.	$850*

*NET price. No additional discounts apply.

Half-price+ sale!

Upgrade kits, CD ROM drives, and more!

Look at these prices! Upgrade with a disk mechanism kit or add a DAT drive. Or choose the CD ROM drive for just 66¢ a megabyte! You get fast access to 660 Mb. of memory, full error correction and industry-standard compatibility. It's ideal for software and literature distribution, and the high-fidelity CD audio jack is perfect for computer-based training applications.

Product Number	Description	HP Remanufactured NET Price
C2282AR	670 Mb. fixed disk mechanism kit with HP-IB controller. For installation in low-end HP-PA systems. Power supply and cabinet not included.	$1,500
C2297TR	Upgrade kit for adding 2 Gb. DAT drive to 670SE or 1350SE mass storage system	$995
A1999AR	CD ROM drive with 660 Mb. memory, full error correction, audio jack	$438
Opt. ABA	Localization kit (must be ordered at no charge)	

All prices are NET. No additional discounts can be applied.

Why pay more? Call HP DIRECT now and save!

Ordering HP Remanufactured products has never been easier!

Two simple steps is all it takes:

1 Check out the HP Remanufactured product specials in this issue of the **HP Money$aver.** For your convenience use the handy order worksheet below. When you order, always specify **HP Remanufactured equipment** to ensure you are charged the low prices quoted in this catalog.

Quantity	Product Number	Description	Unit Price	Line Total
		HP Remanufactured		
		HP Remanufactured		
		HP Remanufactured		
		HP Remanufactured		
		HP Remanufactured		
			Order Total:	

Your name: Company Name:

Phone: Date:

2 FAX this form to: **800 345-8398**, or call **800 637-7740, ext. 7935** if you'd like a trained customer service representative to take your order. **Remember to tell the sales rep that you are ordering HP Remanufactured products.** And, while you're on the line, why not ask about other HP Remanufactured specials?

HP Remanufactured Products

Always the right call!

800 637-7740 ext. 7935

FAX: 800 345-8398

Always the right call:

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Don't forget!

Availability of HP Remanufactured products is always limited by our supply. Prices are guaranteed until January 31, 1994. Sometimes, however, the price of a few products go down after this catalog has been printed. In that case, be assured you'll always get the lowest price available when you order.

Introducing the new

HP Money$aver

Here's what you get when you call **HP DIRECT:**

- Knowledgeable customer representatives who can answer your questions, take your order or transfer you to a qualified sales support engineer

- HP products that have been refurbished by HP-trained technicians

- The same standard discount terms offered by HP field sales representatives

- The same warranty you get with all new HP products

- Fast shipment! Most products will ship within two weeks of receipt of your order

- Convenient ordering hours:

  Monday through Friday, 9 a.m. to 5 p.m. from anywhere in the continental U.S.

Simple. Fast. Convenient.

HP Remanufactured Products

800 637-7740

Ext. 7931

Always the right call!

First Time Offered!

Hewlett-Packard Remanufactured Series 720 workstations
now at 45% off new list price!

Get ready to shift into overdrive! These refurbished HP Apollo 9000 Series 720 workstations shift the power to those who need it most: **YOU!**

The entire line of RISC-based HP 700 workstations has always been a powerful, cost-effective solution. But now you can purchase factory-refurbished HP 720s with GRX or CRX graphics at **45% less** than the current new list price!

Product Number	Description	Current List Price	HP Remanufactured NET Price
A1929A	GRX. Includes 19" grayscale monitor, 16 Mb. RAM, 420 Mb. SCSI disk drive.	$15,650	$8,607
A1933A	CRX. Includes 19" color monitor, 16 Mb.RAM, 420 Mb. SCSI disk drive	$22,450	$12,347
Additional options:			
AN8	Add 16 Mb. RAM	$2,000	$1,100
AMH	Add 2nd 420 Mb. SCSI disk drive	$2,200	$1,270
0DK	Unix 9.0 instant ignition	$79	$43

All HP workstations prices are **NET**. No additional discounts are available. Localization kits must be ordered new.

You get a full one-year warranty with these workstation products.

Price breaks
on refurbished low-end HP 9000 systems

Two of HP's most popular HP 9000 Series 800 computer systems just became more affordable. Whether you're looking for a backup system, a unit to mirror your present configuration, or more computer capacity, these remanufactured systems will fill the bill.

Price decreases range from 16% to 45% – yet you get the same one-year warranty HP gives on all new systems. And, you're eligible for all standard discounts as well.

Check out the savings...then pick up the phone and call HP DIRECT today! If we have your system in stock, it'll be on its way to you right away.

Product Number	Description	Was	Now	You Save
A1703AR	Series 817S Business Server. Includes 16 Mb. memory, 328 Mb. disk drive, 2.0 Gb. DDS, console, 8-user license	$9,800	$8,200	16%
A1765AR	Series 827S Business Server. Includes 16 Mb. memory, 328 Mb. disk drive, 2.0 Gb. DDS, console, 8-user license	$19,000	$10,500	45%

SAVE 43%

now on preconfigured HP 3000 Series 960s!

Check out the savings on this fully remanufactured HP 3000 Series 960 preconfigured system with 128 Mb. of memory, MPE/XL FOS, TurboImage, SQL, System Dictionary and more. All this for the just-reduced price of **$80,000** – a 43% price drop from the price listed in the September **HP Money$aver!**

Need an additional 16 Mb. of memory? No problem. Just order option 500 at only **$5,800.**

Call today!

Product Number	Description	Was	Now	You Save
A1130AR	Series 960 system	$140,000	$80,000	43%
Opt. 500	Add 16 Mb. memory	$10,000	$5,800	42%

Need help deciding which system best meets your needs? Call **HP DIRECT (800 637-7740, ext. 7931)** to speak to an experienced sales support engineer.

6

An HP "Best Buy":

Limited supply of one of HP's most popular DAT tape drives

Now $3,500

You've heard that old expression, "When they're gone, they're gone."

Nowhere does it apply more aptly than to this still-in-demand HP-IB digital data storage drive from HP. This workhorse tape drive has a 1.3 Gb. capacity and uses HP 92283A digital audio tape (DAT) cassettes.

For HP 3000 customers with MPE V/E V-Delta-8 (or later) systems, this is the only compatible HP-IB DAT drive currently available from HP.

And now it's been **reduced in price by 35%!**

Last time the refurbished C1511AR DAT tape drive was offered, our price was $5,400. You can purchase it now – while our very limited quantity is still available – for only **$3,500.**

B-I-G
price drop on refurbished HP memory boards

At these incredible prices, there's no need to put up with "maxed-out" memory problems one day longer! You're the winner from HP's oversupply of these fully refurbished 8 and 16 megabyte memory boards.

Product Number	Description	Was	Now	You Save
A1037AR	16 Mb. RAM Board for HP 3000 Series 925, 925LX 935, and 949 computer systems **or** HP9000 Series 825S/SE/SRX, 835S/SE/SRX and 845	$2,000	$1,200	40%
A1404AR	8 Mb. RAM Board for HP 3000 Series 920, 922 and 932 computer systems **or** HP 9000 Series 808, 815, 822 and 832 computer systems	$1,100	$ 700	36%

HP Remanufactured Products

800 637-7740

Ext. 7931

Always the right call!

Order extra memory for your low-end HP 3000 and HP 9000 systems now for a fraction of the original list price. Call HP DIRECT today!

HP Remanufactured Series 710 workstations are a *great buy* at 60% off new list!

Get the power of an HP Apollo workstation for peanuts!

HP's low-end Series 710 workstations are specifically designed for most office environments and traditional workstation markets such as:

- electronic computer-aided (ECAD) design
- mechanical computer-aided design (MCAD)
- computer-aided software engineering (CASE)
- database management
- desktop publishing applications
- desktop productivity

Three different configurations of these RISC-based workstations deliver 57.9 MIPS, 49.7 SPECmarks and 12.2 MFLOPS.

Choose from a variety of internal mass storage and removable media options as well. HP also offers excellent financing alternatives to help you get the equipment you need now and to upgrade in the future.

You get a full one-year warranty with these workstation products.

HP Remanufactured Products

800 637-7740

Ext. 7931

Always the right call!

Produ
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A2213

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Check out the

great buys in

this issue of the

HP Money$aver!

ubscription . . .

on this label of the **HP Money$aver**,
es. But if you have changed addresses or
be on the mailing list, please complete the
amped self-addressed card to HP.

☐ Please remove me from
    your mailing list.

10 should be receiving the
ide us with the following information:

Position Title _____
Department _____

● ● ● ● More

Check out the great buys in this issue of the HP Money$aver!

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Remanufactured Products

HP

800 637-7740

Ext. 7931

Always the right call!

You get a full one-year warranty with these workstation products.

Product Number

A2213A

A2210A

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Localiz

Your HP Money$aver subscription . . .

If your name and address are correct on this label of the **HP Money$aver**, you'll continue to receive future issues. But if you have changed addresses or companies, or if you do not want to be on the mailing list, please complete the information below and return this stamped self-addressed card to HP.

☐ Change my mailing address as follows:

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   your mailing list.

Do you have a business associate who should be receiving the **HP Money$aver**? If so, please provide us with the following information:

Name _____   Position Title _____

Company _____   Department _____

Address _____

...ition specials!

HP's low-end Series 710 workstations are specifically designed for most office environments and traditional workstation markets such as:
- electronic computer-aided (ECAD) design
- mechanical computer-aided design (MCAD)
- computer-aided software engineering (CASE)
- database management
- desktop publishing applications
- desktop productivity

Three different configurations of these RISC-based workstations deliver 57.9 MIPS, 49.7 SPECmarks and 12.2 MFLOPS.

Choose from a variety of internal mass storage and removable media options as well. HP also offers excellent financing alternatives to help you get the equipment you need now and to upgrade in the future.

Remanufactured Products

HP

☎ 800 637-7740

Ext. 7931

Always the right call!

You get a full one-year warranty with these workstation products.

Product Number	Description	Current List Price	HP Remanufactured NET Price
A2213A	Color Workstation. Includes 19" monitor, 16 Mb. RAM, diskless	$13,000	$5,200
A2210A	Color Workstation. Includes 16" monitor, 16 Mb. RAM, diskless	$11,950	$4,780
A2208A	Grayscale Workstation. Includes 19" monitor, 16 Mb. RAM, diskless	$9,860	$3,944

HP REMANUFACTURED SERIES 710 WORKSTATIONS MUST BE ORDERED WITH OPTION AN8 (16 MB. RAM) AT $640.

Additional options:

AMK	420 MB. SCSI disk drive	$2,200	$880
UDK	Unix 9.0 instant ignition	$79	$32
UDJ	Unix 8.07 instant ignition	$79	$32
AM8	600 Mb. CD-ROM	$1,050	$420
AMB	3.5" SCSI floppy disk	$525	$210

All HP workstations prices are NET. No additional discounts are available. Localization kits must be ordered new.

More HP 3000 computer system great buys!

These remanufactured HP 3000 Series 900 computer systems are priced to sell! Right now these preconfigured systems bundled with memory, disk, DDS and console are ready to be delivered. Check them out, then call HP DIRECT today!

Product Number	Description	Remanufactured Price
A1770AR	Series 917LX Preconfigured System. Includes 24 Mb. memory, 670 Mb. disk drive, 2.0 Gb. DDS, console, 8-user license	$7,000
A1771AR	Series 927LX Preconfigured System. Includes 24 Mb. memory, 670 Mb. disk drive, 2.0 Gb. DDS, console, 20-user license	$12,500
A1758AR	Series 937LX Preconfigured System. Includes 32 Mb. memory, 1.3 Gb. disk drive, 2.0 Gb. DDS, console, 32-user license	$21,600
A1772AR	Series 937 Preconfigured System. Includes 32 Mb. memory, 1.3 Gb. disk drive, 2.0 Gb. DDS, console, 32-user license	$33,500
A1708AR	Series 947 Preconfigured System. Includes 64 Mb. memory, 1.3 Gb. disk drive, 2.0 Gb. DDS, console, 64-user license	$56,000

Don't forget: These systems include a full one-year HP warranty. You can also order additional user licenses, memory and disk options.

Refurbished disk and tape drive specials at low price points!

When you need more tape or disk capacity but can't stretch your IT budget any further, HP Remanufactured peripherals can solve your problem. Here are some great buys for several of HP's most popular peripherals which have been completely refurbished and given a full one-year warranty (the same as for new peripherals).

Product Number	Description	Remanufactured Price
C2204AR	1.3 Gb. disk storage system with HP-IL interface	$9,500
C1520BR	2.0 Gb. SCSI DAT drive using DDS format	$1,500
7937HR/FLR/XR	571 Mb. HP-IB disk drive with internal HP-IB controller; 7937HR is the standard HP-IB drive; 7937FLR includes a fiber optic cable and controller for RISC systems; 7937XR includes controller cache	$1,200
C2213AR	664 Mb. SCSI disk drive	$1,200
C2216TR	670SE SCSI mass storage system with 677 Mb. disk drive	$1,500
C2201AR	670 Mb. disk storage system with HP-FL interface	$3,900

What service and support is best for you?

See page 14 for a complete description of HP's line of customized service plans.

Choose from two HP Financing options

HP offers two financing plans that can help you improve your productivity right away!

What makes HP's financing plans different from other financing options? Flexible upgrade policies and user-friendly plans. And, with more than $1 billion in assets, HP financing is one of the largest computer lessors in the world.

HP rentals and leases

When you have a short-term need, select an HP rental or lease option. It offers:

- 12–60 month term
- Pay only for use, with option to purchase
- Can be revised to add eligible upgrades or other equipment

HP installment plan

When you want to own the equipment at the end of the term, your best choice is the HP installment plan. It features:

- 12–60 month term
- No down payment or upfront cash outlay
- Title passes to lessee upon delivery

HP optical drives now priced at pennies per megabyte!

Calling all libraries, governmental agencies, universities, legal firms — in fact, all HP 3000 customers who need to store and easily access large quantities of data!

HP has reduced the prices on two of its most reliable optical library systems: the 650 Mb. capacity C1701AR optical disk drive and the 20 Gb. C1700AR rewritable optical library.

Product Number	Description	Was	Now
C1700AR	20 Gb. Rewriteable optical disk system with two drives, 32 removable media cartridges and cabinet	$12,000	$6,000 50% off!
C1701AR	Rewritable optical disk drive with one 5.25" optical disk cartridge (650 Mb. of removable disk storage)	$4,350	$2,500

HP Remanufactured Products

800 637-7740

Ext. 7931

Always the right call!

Supply is limited— Order today!

HP Support options:
It's your choice

HP's complete menu of hardware, software and installation support options are available on HP Remanufactured products. These options improve your product's warranty and provide support for your operating system and applications software.

HP support options give you the right coverage at the right price. You can choose to upgrade your initial HP warranty or add support after your warranty period expires. Support options are available for:

- warranty upgrades
- telephone support
- software media and documentation updates
- HP SupportLine (up-to-date information and electronic support)
- An HP license to use software updates
- Installation services

Which to choose? Here's a capsule description of both installation and HP system support options:

Installation options

OS4	Installation and network configuration (when applicable) for products that do not include installation in their purchase price
OSZ	Network configuration for products that do include installation in purchase price

HP hardware support options

Support option	Upgrade to next-day on-site	Upgrade to four-hour on-site	Upgrade to 24-Hours 7 days/wk	License to use updates	Media updates	Documentation updates	HP Support Line access	Telephone support
OS0	✔			✔	✔	✔	✔	
OS1		✔		✔	✔	✔	✔	
OS2	✔			✔	✔	✔	✔	✔
OS3		✔		✔	✔	✔	✔	✔
OS5			✔	✔	✔	✔	✔	
OS6			✔	✔	✔	✔	✔	✔

HEWLETT
PACKARD

A New Service From Deals And FRD

If you have products listed on DEALS that have not sold and would like to turn that unsold equipment into cash, then ASIS may be for you. With ASIS, a new DEALS service offered through Finance and Remarketing Division, you can avoid write-offs on your loaner, upgrade, and consignment equipment.

The ASIS Partnership
FRD's ASIS service offers partner organizations an alternative way to disposition refurbished or unrefurbished products and to maximize your return on equipment which has not sold through other channels. In partnership with DEALS and your organization, FRD will manage all of the logistics to sell your equipment through your choice of two resale alternatives:

- **Fax Auctions**
  Products are grouped into product families, and a list is sent via fax to qualified customers. FRD collects bids, awards sales, and ships products.

- **Public Auctions**
  Public auctioneers are contracted to sell equipment that will generate a greater return when sold in an open bidding environment. FRD handles all logistics of the sale.

With your approval, FRD will send any equipment not sold through fax or auction sales directly to HP's Support Materials Organization (SMO) for parts and metal reclamation, relieving you of the responsibility for final disposition.

For over two years, FRD has been using the ASIS channel to disposition used instrumentation that has not sold through other channels. During this time, FRD has been able to disposition almost 100 percent of the used equipment selected for the ASIS channel, thus significantly reducing write-offs for HP.

Avoid Costly Write-Offs

DEALS
Demo Equipment And Loaner Sales

A Worry-Free Channel

FRD will manage all details of resale including

- Sales/Customer Interface

- Equipment Handling

- Transaction Accounting

- Collection of Customer Payables

- Reporting on the Sale

For 20 percent of the recovered revenue, FRD handles all logistics of disposition. Additional FRD services such as testing, configuration, and marketing communications are also available for an additional fee.

How To Get Started

To sell your products through ASIS, simply

- Request an "ASIS Products Information Form" from DEALS

- List each product's accessories

- Indicate condition, including any testing or calibration already completed

- If necessary, ship equipment to FRD (In some cases, equipment may be conveniently sold at your factory.)

Who To Contact

To minimize write-offs of your unsold products, contact DEALS:

Telephone: Telnet 586-5709 or (201) 586-5709

Fax: Telnet 586-5615 or (201) 586-5615

HPDESK: T-M DEALS / HP2100

Target Products

Your product is a good candidate for resale through ASIS when

- use of other channels has not been successful

- incremental cost of refurbishment cannot be recovered in resale

- regulatory barriers have made refurbishment difficult

- volume is too low to cover refurbishment set-up costs

Now, in one simple package:
financing,
installation
and service
—from Hewlett-Packard.

NEWS FLASH:
HP RENTS INSTRUMENTS

RENT
HP INSTRUMENTS
AT JUST 3.25%

HEWLETT-PACKARD
·FINANCING·

Compare our Rental Package with ANYONE in the marketplace:

Just
3.25%
per month[1]

Our current 12-month rate is low and "fixed" for the life of your plan.

If you rent a $100,000 system, your monthly cost is just $3,250 per month.

(Effective through October 31, 1989. Rates can be quoted with or without maintenance.)

100%
backed
by HP

Financed, installed and serviced by the one vendor who knows your equipment best— Hewlett-Packard.

65%
of every
payment

65% of every payment can be applied towards ownership.

For example: Purchase a $100,000 system for just $74,650—after your 12-month rental term.[2]

To explore money-saving solutions, contact your local HP Representative:

[1]This rate includes warranty. Maintenance after warranty period is available.

[2]This example assumes no discount is applicable.

You usually have to pay for experience. Not anymore.

Hewlett-Packard's remanufactured computer equipment meets the same high standards of quality and reliability you've come to trust from HP...and at considerable savings.

CPU + disc drive – near capacity
Need more – ports
– terminals
– printers
Budget limited
Need system NOW
What about an HP
remanufactured System?

When it's time to upgrade, expand or purchase your first HP computer system, ask yourself these **seven** questions:

- Are my computing needs growing faster than my **budget**?
- Do I want the high standard of **reliability** only HP offers?
- Do I need **quick delivery**?

- Can I get the same **warranty** I get on new HP equipment?
- Will a refurbished system have the latest **engineering and software updates**?
- Are there advantages to me if I **finance** my HP purchases?
- In short, will I be satisfied with anything less than a **total system solution**?

Here's why remanufactured equipment from HP is the right solution for you:

☑ **Budget constraints**
If your profit margins haven't caught up with your growth, it usually means your company has more business than you expected. That's good news. And the solution to this "problem" is to purchase remanufactured systems, accessories and peripherals at considerably less cost.

☑ **Guaranteed reliability**
When customers choose HP products, it's often because of the company's excellent reputation for reliability. That same kind of reliability is built into HP-refurbished equipment as well as into the service and support that comes after the sale.

☑ **Availability now**
You need the system now? No problem. That's one of the advantages of choosing remanufactured equipment. HP's inventory allows quick delivery on most products. And, in a pinch, we usually can obtain the equipment you need from our wide supply pool.

☑ **Our promise: a 90-day warranty— the same terms and conditions as on new HP equipment**
HP always backs its workmanship. That's why you get the same terms and conditions on HP remanufactured systems as you get on new. This includes free site verification, freight and installation as well as a 90-day-warranty. Later, you can ensure your HP systems are in good hands by putting them on the same service and support contracts available for new HP equipment.

☑ **Latest engineering and software updates, too**
Some people think remanufactured equipment means old technology. Not at HP. You don't just get a facelift; you also get all the latest engineering changes and software enhancements that are an integral part of the refurbishment process. We consult with the HP division that made the product in the first place; so the remanufactured equipment you buy is functionally AND cosmetically as good as new.

Our refurbishment process has four thorough steps:
Incoming Inspection. Only the best returned equipment passes this initial examination and is sent on to be remanufactured.
Assembly. Units are cleaned, connections checked, electrical updates made and panels are removed for painting.
Test. All equipment is run through several hours of extensive mechanical, electrical and diagnostic testing.
Final Assembly. After putting on all the finishing touches, we customize your order and give it one final inspection. If it passes, it receives a "Certificate of Quality" personally signed by our inspectors who send the certificate to you with your equipment.

☑ **Full range of financing plans**
Our sales finance representatives can help you determine which plan is best for your needs: lease with an option to buy; an operating lease plan, a rental plan; even a no-down-payment, 36-to-60-month term payment plan.

☑ **HP: the total systems solution**
Price may not be the only consideration when you purchase HP remanufactured products. What happens after the sale may be just as important to you. You can rely on the fact that HP will work with you today...and tomorrow. Only HP can offer all of this.

When you think about it, you get a lot of experience for your money with an HP remanufactured system.

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To do:
Call HP rep today!

HP Money$aver

Multi-user Systems
Add-on disk and memory options are available for these multi-user systems.
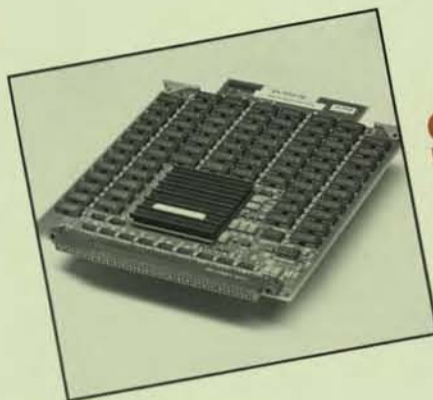
System Memory

PRODUCT NUMBER	PRODUCT DESCRIPTION	REMANU. U.S. LIST	WARRANTY 90 DAY/1 YEAR	KEY NOTES
HP 3000 Systems				
A1770AR	Series 917LX System, 32 MHz Includes 24 Mb Memory, 670 Mb Disk Drive, 2.0 Gb DAT, Console	$12,300	1 year	✓
A1771AR	Series 927LX System, 32 MHz Includes 24 Mb Memory, 670 Mb Disk Drive, 2.0 Gb DAT, Console	$17,800	1 year	✓
A1758AR	Series 937LX System, 32 MHz Includes 32 Mb Memory, 1.3 Gb Disk Drive, 2.0 Gb DAT, Console	$31,000■	1 year	✓ ❶
A1752AR	Series 947LX System, 32 MHz Includes 48 Mb Memory, 1.3 Gb Disk Drive, 2.0 Gb DAT, Console	$79,500■	1 year	✓ ❶
A1707AR	Series 957LX System, 48 MHz Includes 64Mb Memory, 1.3 Gb Disk Drive, 2.0 GB DAT, Console	$70,000■	1 year	✓ ❶
A1757AR	Series 967LX System, 48 MHz Includes 64 Mb Memory, 1.3 Gb Disk Drive, 2.0 Gb DAT, Console	$128,725■	1 year	✓ ❶
A1130AR	Series 960 System Includes 128 Mb Memory, MPE/ix FOS, TurboImage/XL and SQL Software	$140,000	1 year	✓
Option 500	Add 16 Mb Memory	$10,000		
A1027AR	Series 922LX System Includes 24 Mb memory and 670 Mb Disk Drive	$12,000	1 year	✓
Option 004	Add one 670 Mb Disk Drive	$2,868		
Option 504	Increase to 32 Mb Memory	$1,873		
HP 9000 Systems				
A1703AR	Series 817S System, 48 MHz Includes 16 Mb Memory, 328 Mb Disk Drive, 2.0 Gb DAT, Console	$12,400■	1 year	✓ $
A1765AR	Series 827S System, 48 MHz Includes 16 Mb Memory, 328 Mb Disk Drive, 2.0 Gb DAT, Console	$23,600■	1 year	✓
A1704AR	Series 837S System, 48 MHz Includes 16 Mb Memory, 328 Mb Disk Drive, 2.0 Gb DAT, Console	$16,000■	1 year	✓ $
A1766AR	Series 847S System, 48 MHz Includes 677 Mb Drive, 32 Mb Memory, 2.0 Gb DAT, Console	$36,000■	1 year	✓ ❶
A1706AR	Series 857S System, 48 MHz Includes 677 Mb Drive, 64 Mb Memory, 2.0 Gb DAT, Console	$53,200■	1 year	✓ ❶
A1044AR	Series 832 System Includes 16 Mb Memory, 335 Mb Disk Drive, 8 Ports, Console	$7,000	90-day on site	✓
A1716AR	Series 822 System Includes 8 Mb Memory, 335 Mb Disk Drive, 8 Ports, Console	$5,000	90-day on site	✓

Prices effective February 1, 1993

PRODUCT NUMBER	PRODUCT DESCRIPTION	REMANU. U.S. LIST	WARRANTY 90 DAY/1 YEAR	KEY NOTES
A1037AR	16 Mb Memory for Series 925/935/825/835	$6,995	90-day on site	
A1104AR	16 Mb Memory for Series 850/950	$6,500	90-day on site	
A1404AR	8 Mb Memory for Series 920/922/932 and 808/815/822/832	$2,800	90-day on site	
A1436AR	16 Mb Memory for Series 920/922/932 and 808/815/822/832	$7,000	90-day on site	
A1437AR	32 Mb Memory for Series 920/922/932 and 808/815/822/832	$13,900	90-day on site	
A1623AR	32 Mb Memory for Series 825/835/845 and 925/935/949	$13,900	90-day on site	

Tape Drives

PRODUCT NUMBER	PRODUCT DESCRIPTION	REMANU. U.S. LIST	WARRANTY 90 DAY/1 YEAR	KEY NOTES
C1521BR	HP DAT Systems Backup with Data Compression	$3,735	1 year	❶ $
7980AR	6250/1600 cpi Autoload 1/2" Tape Drive (HP-IB)	$6,100	90-day on site	
7980XR	6250/1600 cpi Extra CapacityAutoload 1/2" Tape Drive (HP-IB)	$6,575	90-day on site	
7980SR	6250/1600 bpi Autoload 1/2" SCSI Tape Drive	$7,475	90-day on site	❶
Option 100	Rack-mounted Cabinet			
Option 200	Specify Standard 1600/6250 bip Density			

Specifications:
- ♦ Sales are on a first-come, first-serve basis.
- ♦ All products except workstations are eligible for purchase-agreement discounts.
- ♦ Most products can be shipped within two weeks of the date of your order.

NOW!
Remanufactured
HP 3000 and HP 9000
Nova Systems!

HEWLETT PACKARD

Hewlett-Packard Company
HP Money$aver
2314 Calle Del Mundo
Santa Clara, CA 95054-1034
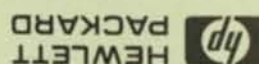
To get more information about these excellent HP values, call the Hewlett-Packard Customer Service Information Center at (800) 752-0900. They will provide you with the phone number of the HP sales office nearest you. If you want to place an order, ask for the order processing department when calling your local Hewlett-Packard sales office.

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Do you want to receive future issues of the *HP Money$aver*?

☐ **Yes,** continue to send me the *HP Money$aver* at no obligation.

☐ **No,** please remove me from your mailing list.

Tell us about yourself!

Please take a minute to answer the questions below. It will help us offer the right products and better serve your business needs.

Check the title which best describes your position:
1200 ☐ President/CEO
2100 ☐ Vice President
2102 ☐ Chief Financial Officer
2103 ☐ Chief Information Officer
2200 ☐ General/Functional Manager
2300 ☐ Middle Mgr / Department Mgr
2400 ☐ First-level Supervisor
1400 ☐ Programmer/Analyst
4200 ☐ Operator/Systems Manager
1200 ☐ Engineer (EE, ME, etc.)
3200 ☐ Educator
1100 ☐ Scientist
9000 ☐ Other _____

In which department
6000 ☐ Information Technology
6100 ☐ Software Development
6200 ☐ Computer Operations
6300 ☐ Telecom/Datacom/Networks
3200 ☐ R&D
3500 ☐ Engineering
3100 ☐ Manufacturing
2600 ☐ Purchasing
2200 ☐ Finance/Accounting
5300 ☐ Education/Training
9000 ☐ Other _____

I currently buy HP equipment from (check all that apply)
F100 ☐ HP sales rep
F104 ☐ HP telesales rep
F102 ☐ Direct-mail catalog
F105 ☐ Value-added reseller
F101 ☐ Used-equipment company
F109 ☐ Other _____

Purchasing decision:
13 ☐ I use these hardware products in my job
16 ☐ I influence the purchasing decision on these products
15 ☐ I am a buyer/purchasing agent

Number of people at your business location:
01 ☐ 1 - 99
02 ☐ 100 - 499
03 ☐ 500 - 999
04 ☐ 1000 - 4999
05 ☐ 5000 +

Products owned:
F390 ☐ HP 3000 Series 900
F050 ☐ HP 3000 MPE V
F980 ☐ HP 9000 Series 800
F900 ☐ HP 9000 Workstations

Product Interest
S395 ☐ HP 3000 Systems
S900 ☐ HP 9000 Workstations
F600 ☐ Disk Drives
3200 ☐ Tape Drives
3300 ☐ Printers
3700 ☐ Terminals
3800 ☐ I/O Expansion
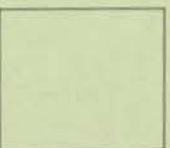F610 ☐ Memory Expansion
4800 ☐ Networks

If there is a mailing label at the top of this page, please peel it off and attach it below.

Name _____
Company _____
Address _____
City _____ State _____ Zip _____
Phone No. _____

F26A

Be sure to
let your customers
know about
this great deal
from HP!

Here's
an offer
your
customers
can't
refuse!

HEWLETT
PACKARD

How does 50% off new list prices sound?

Hewlett-Packard is now making it easy for your customers to say "Yes" to a great deal, one they really can't afford to refuse.
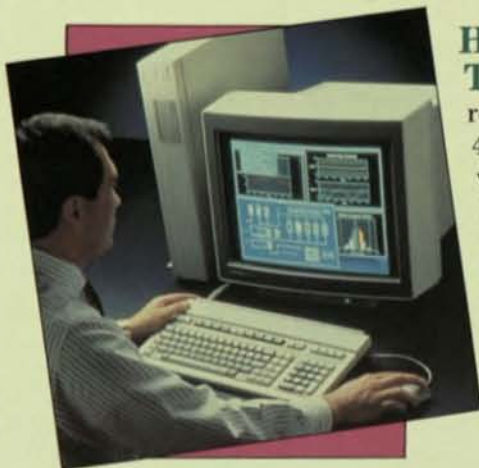
Here's The Deal HP is now offering 4 types of factory-refurbished Apollo 9000 Model 425t workstation bundles. These workstations are available for HP-UX and Domain operating systems with color or monochrome monitors, and they include 16 Mb main memory and a 210 Mb internal disk.

Price Now 50% off of new list prices, ranging from $6,695* to $8,732.50.*

Availability Delivery within one to two weeks, while available. At these low, low prices, they will move very fast.

Targeted Customers Price-sensitive S/300, S/400 and Domain customers requiring additional seats. Also, customers who can benefit from a gradual migration strategy moving from the Domain operating system to the HP-UX operating system on S/700s.

Also Available HP Remanufactured workstation-compatible disk and tape drives at competitive prices, including C2212AR, 9144AR, 9145AR, C1701AR, and C2213DR and Remanufactured S/400t workstations at low prices.

With HP Remanufactured equipment, customers get the same warranty, sales terms and conditions that HP offers on its new equipment, including a 90-day minimum warranty.

It's All HP Guaranteed

It's easy to see that HP's gone the extra mile to assure your customers remarkable, yet practical, solutions that will more than meet the pressures they feel in today's tough economic times. HP's here to help them and you; just take a look at these offers:

Check Out These Systems

P/N	Description	Discounted Price*
A2101A	HP-UX, 19" monochrome VRX, 16 Mb memory, 210 Mb disk drive, instant ignition	$6,732.50
A2105A	HP-UX, 19" color VRX, 16 Mb memory, 210 Mb disk drive, instant ignition	$8,732.50
A2109A	Domain, 19" monochrome VRX, 16 Mb memory, 210 Mb disk drive, ATR (Apollo Token Ring)	$6,695.00
A2113A	Domain, 19" color VRX, 16 Mb memory, 210 Mb disk drive, ATR (Apollo Token Ring)	$8,695.00

As with all workstations, localization kits should be ordered separately (A1098A/A1099A).

Please Note

Supply is limited to current stock, and all HP Remanufactured products are sold on a first-come, first-served basis.

One Last Reminder

Contact your HP VAB sales representative or distributor to order from HP's Finance and Remarketing Division.

To Place An Order

*These prices are net of all discounts. No other discounts can be applied.

HP Remanufactured workstations at runaway prices . . .

. . . more than 60% off!

NOW! Eight HP 425e workstations for less than high-end PCs !

- More than **60% off** new U.S. list price
- **Completely refurbished**
- One-year product warranty
- Limited supply

HP-UX/DOMAIN				Price
A2130A/A2145A	19" monitor	grayscale	Diskless	$2,156
A2134A/A2149A	16" monitor	color	Diskless	$2,956
A2139A/A2154A	19" monitor	color	Diskless	$3,956
A2141A/A2156A	19" monitor	color	400 Mb SCSI	$5,576

All prices NET. No additional discounts apply.

Call Now!

Contact your nearest Regional Sales Center:

Eastern Region
2101 Gaither Road
Rockville, MD 20850
(800) 933-9551

Southern Region
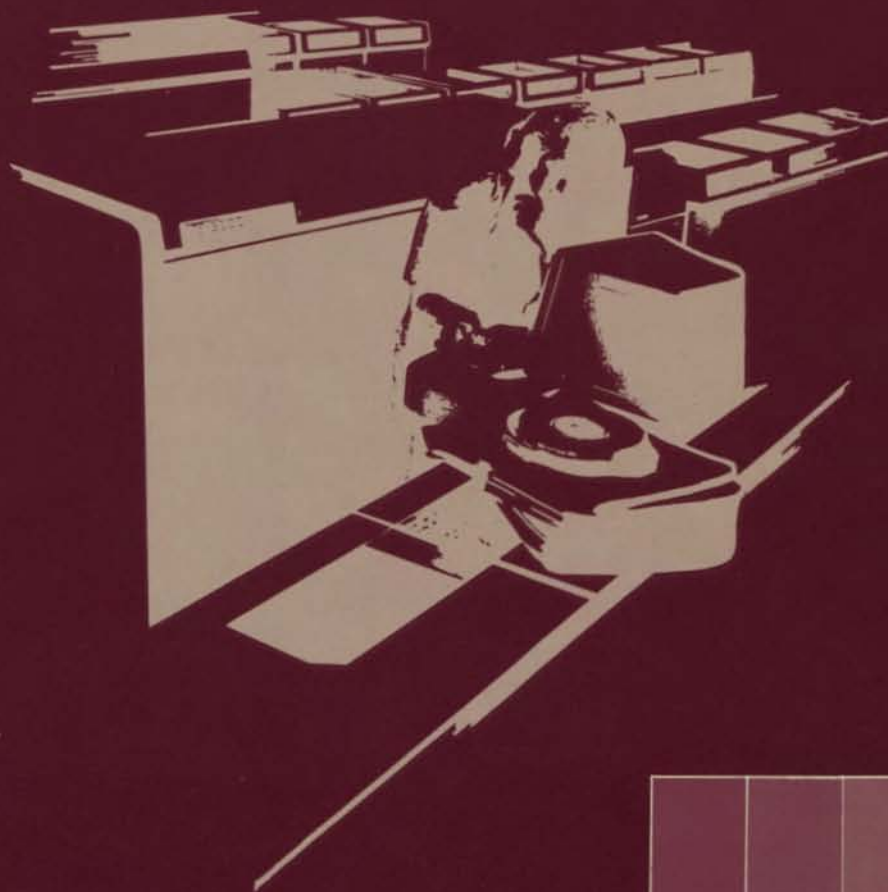P.O. Box 105005
Atlanta, GA 30348
(404) 916-8842

Western Region
331 E. Evelyn Ave.
Mtn. View, CA 94039
(800) 742-6795

Midwest Region
5201 Tollview Dr.
Rolling Meadows, IL 60008
(800) 444-6275, ext. 2483

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Selling HP's remanufactured products solution

HEWLETT PACKARD

Tools to help you compete
against used-equipment
vendors

- It may help you **save a sale** that might otherwise go to an outside vendor.

- It enables you to **maintain control** of your accounts.

Why sell the remanufactured products solution?

What's in it for HP— and for you?

As a Hewlett-Packard sales rep, your job is to sell HP's latest technology products. But there are times when selling remanufactured products is the right solution:

- It means **profit** for HP through management of the company's used-equipment assets.

- It means **100% quota and commission** for you.

But don't remanufactured products sales cannibalize HP's new-product sales?

NO! The customers who buy remanufactured products probably would not have bought from HP otherwise. In 1988, for example, only two percent of the commercial-systems customers who bought *new* equipment also purchased remanufactured products from HP. And most of these were government accounts who require classic technology or value-added businesses who sell to price-sensitive customers.

How to sell remanufactured solutions

The most valuable tactic you can use when fighting used-equipment brokers is HP's tradition of **professionalism.** When you are in a competitive situation against used-equipment brokers, focus on the advantages of buying from HP's Finance and Remarketing Division (FRD) rather than on the disadvantages of buying from a broker. Be factual, low-keyed, yet competitively assertive when presenting your proposal. A professional approach will help you **Finish First.**

HEWLETT PACKARD

FINANCE AND REMARKETING DIVISION • 331 East Evelyn Avenue, Mountain View, California 94041. Telephone (415) 962 8120

Shepherd & Shows, Inc.
9840 Van Waters Way
Lexington, VA 87311

Attention: Gerard Wayman, MIS Manager

Dear Jerry!

Thank you for inviting Hewlett-Packard to address your system needs at both your headquarters office in Lexington and your satellite office in Richmond. We believe our solution offers Shepherd & Shows the highest quality of support to ensure that both sites are successfully implemented.

Detailed below is Hewlett-Packard's official quote:

Lexington office:

Remanufactured Series 70 with
 - 8 mb memory
 - 1 ATP direct
 - 1 ATP modem
 - 1 synchronous interface bus
 - HP 15011 console & 9123 disc drive
 - 7978 6250/1600 BPI tape drive

Price: $_____

Richmond office:

Remanufactured Series 70 with
 - 8 mb memory
 - 1 ATP direct
 - 1 ATP modem
 - 1 synchronous interface bus
 - 1 synchronous interface bus
 - HP 15011 console & 9123 disc drive
 - 7978 6250/1600 BPI tape drive

Less return of Series 42
Price: $_____

$_____

TOTAL:

Hewlett-Packard's offering includes much more than the equipment listed above. It also covers:

1 - Implementation Support and Service Plan (ISSP). Even before your systems order is placed, HP's sales representative, system engineer and customer engineer will develop a thorough plan covering the installation of your system. This plan is reviewed by you to ensure that installation of your system goes smoothly. Total expense for this preplanning is $400 per site ($800 total).

2 - Site preparation and site verification. An HP customer engineer (CE) will visit your site to ensure that your computer room will be ready to accept delivery of your system. The CE will prepare

outlines the worth of all of HP's value-added services. We encourage you to make an item-by-item comparison with any competitive bid from

---

-2-

...or layout and complete installation instructions.
...(site verification) ensures that all recommended
...de prior to installation. Normal charge for this
...o per site **($1,200 for your two sites).**

...r support. After your system order is in house,
...ngineer (SE) will spend approximately two days
...ing for your installation. This includes verifi-
...m configuration and peripherals, coordination of
...rt in both locations, review of ISSP, I/O configur-
...ation blueprints, table sizes, etc. He will also
... cut patch tapes and generally coordinate all
...rocedures. The SE's time is charged out at $1,320
...fore, the total time he will spend on your project
...oximately **$2,640.**

...ishment. Every product that goes through HP's
...ishment process meets the same high standards of
...quality and reliability as our new product
... total process includes a thorough inspection,
...hanical, electrical and cosmetic refurbishment.
...you receive is functionally equivalent to new.

...e level of refurbishment required, this remanu-
...ess runs a minimum of $3,700 per system. Total
...bishing your two systems is **$7,400.**

.../Installation. The cost for de-installation of a
...48 is $500 per system. For installation of a
...a valid certificate of maintainability, the cost
...ystem. Therefore, the total installation charge
...r sites is **$3,800.**

...warranty. Hewlett-Packard's remanufactured systems
...ee-month service warranty. Cost of a three-month
...Series 70 is valued at $4,200 **($8,400 for two).**

...ntary software support. You receive eight
...Series 70 for a cost of $4,065 per system **($8,130**

...ding freight and insurance). Total weight of your
...l determine the exact amount of delivery charges
...Typically, a Series 70 system including the 7978B
...bout 1,200 pounds. Therefore, our estimate
...y charges from our factory to your two sites will
...ystem **($2,600 total).**

... for these value-added services is **$34,970,** but
...is **$0!**

...our entire refurbishment process which further

-3-

other HP vendors. We think you'll find this to be a fair way to
competitive quotes.

After you ____

feel confident you'll fin
dor solution for you. Je
tis order.

ny other se
These in

g system c
...iated product
...o upfront down pay
- Low leasing rates
- Quick availability

Here are other points you can use to help differentiate HP from used-equipment vendors:

• HP's value-added services. Show your customers the value of HP's extensive refurbishment process, guaranteed certificate of maintainability, coordination of deinstallation/shipment/installation, and the same terms-and-conditions as new HP equipment. Detailed information on these value-added services is provided for your customers in the *HP Remanufactured Products* customer packet (Pub. No. 5952–8052). Use this kit and the sample customer letter to help your customers focus on the important value-added services only provided by HP.

• The Hewlett-Packard relationship. When purchasing remanufactured products from HP, customers like the security of working with the **HP sales rep** and the **HP CE.** In a survey of more than 1,000 HP customers, reliability was at the top of their list of preferred characteristics. They want *HP's products* to be reliable, and they want *HP* to be reliable. They expect HP to stand behind every sale to resolve any unforeseen problems. This is a benefit ONLY HP can provide, and it's one of the most compelling advantages you have when you position HP against HP resellers.

• Flexible pricing. FRD works directly with you to help combat broker offers. Where applicable we offer trade-in credits on a wide variety of used equipment, and we have alternative solutions (such as bundled pricing or additional product discounts). Never walk away from a deal without *first* calling FRD.

• Quick availability. Many remanufactured products can be shipped as soon as an order is in house. Others can be shipped in 1-2 weeks when needed. Even for products with longer supplier-response times, your FRD rep will make every effort to provide speedy shipment when your customer has a short time constraint.

• 90-day warranty. FRD's remanufactured products have the same warranty as HP's new equipment. Since that warranty is widely known and respected, this is added assurance that a customer values.

• A choice of flexible payment plans. Whether customers need a lease, a rental agreement or net 30 days for payment, they'll come out ahead by financing through HP compared to paying up front (a common practice of used-equipment vendors).

• An annual log of HP's "extras." Do your customers know how many special services they get from HP? They don't if you don't tell them! Keep a log of the items they receive either free or at a discount from HP, and periodically send them a letter reminding them of such "free" HP services as:

- free software
- CE and SE consultation
- staff training
- factory visits
- sales rep expertise
- better-than-average response time
- field seminars

"Users consider reliability and availability as major shortcomings of the broker/ dealer channel."

The Gartner Group (computer-industry analysts)

• A partnership with a Fortune 500 company. HP's reputation is grounded on 50 years of looking toward the future. This is your customer's assurance that HP will be here for them this year, and the next, and the next.

Use these selling points in conjunction with your customized letter and the comparative worksheet illustrated on these pages. Samples of both of these useful tools are included with this brochure.

The sample letter and comparative worksheet list approximate prices in U.S. dollars. If you need copies of either, contact your regional market development rep at FRD.

FACTURED PRODUCTS
ATIVE WORKSHEET

value HP provides in a typical system
oducts. You can use this information
situation against brokers. Invite your
es AT NO ADDITIONAL COST vs. what a
his quote.

Estimated value to customer	What customer pays to: HP broker
$400-1,000	__0__ ____
$200-800	__0__ ____
$500-3,700	__0__ ____
$1,000-3,000	__0__ ____
$3,000-6,000	__0__ ____
$1,000-2,000	__0__ ____
$300-500	__0__ ____
$600-1,000	__0__ ____
$500-1,500	__0__ ____
$100-200	__0__ ____
$500-1,500	__0__ ____
$500-1,500	__0__ ____
$800-2,000	__0__ ____
,000-5,000	__0__ ____
,095-4,065	__0__ ____
kgs) (8 pkgs)	__0__ ____
$11,495-33,765	__0__ ____

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shipment shipment
ent

Who buys HP's remanufactured products?

Over the past few years, you've been successful selling remanufactured products to customers who have some or all of the characteristics listed below:

• They place a **high priority on having a strong relationship** with their HP sales rep, CE and other members of the HP team —and they're willing to pay a little more to maintain that relationship.

• They are in a **highly competitive market and have low-profit margins.** Budget constraints frequently prevent them from purchasing HP's new-product lines.

• Because they are **growing rapidly in a low-tech, mature industry,** they don't have the resources to devote to migrating to HP's newer-technology products—but they urgently need more CPU capacity.

• **Price is the primary purchase factor,** so they ask for competitive bids from both HP and used-equipment vendors.

• Their **MIS manager is the company's most loyal HP supporter,** because if they buy from brokers and something goes wrong, it's the MIS manager who takes the heat.

• If they are state or city government or education customers, they **require older-technology products** so their systems are compatible.

• They are HP VABs who are **in price-sensitive resale situations.**

Do any of your customers fit into one or more of these categories? Many of HP's installed-base customers do. In fact, here are a few of the companies who have recently purchased remanufactured products from HP:

"HP is perceived to be an aggressive player by (used-equipment) broker participants."

The Gartner Group (computer-industry analysts)

Company	Type of business	Purchase
Spreckles Sugar	Distributor	Series 42Rs
Schlegel	Manufacturer	Series 68R
Readymix	Construction (Australia)	Series 70Rs
Fairfax Schools	Education	Series 70Rs
Van Waters Rogers	Manufacturer (Canada)	Series 70R, Series 68R
Dexter Shoes	Manufacturer	Series 52R
ASK Computer Systems	Manufacturing software (VAR)	Series 70Rs, Micro XERs
Fletcher Jones	Apparel Manufacturer (Australia)	Series 70R
Vancouver (B.C.) Real Estate Board	Service (real estate)	Series 70R

Pushing reliability to new extremes

HEWLETT PACKARD

The HP Vectra PC family

We're Ready

s room until it fails

When it comes to PCs, a lot of people take reliability for granted. But at Hewlett-Packard, we take it to extremes.

Because we've always thought there has to be a better way. After all, when you buy a PC, you want the highest performance you can get for the money. And if it's not totally reliable, you'll never know if you can count on the performance to be there when you need it.

Our torture testing is a perfect example of our approach. Over the years, we've learned that there is no such thing as a random failure. So in our design process, we bring our PCs into a lab, then deliberately stress them until they fail. We subject them to extreme variations in temperature, humidity, and electrical current. These radical variations would be impossible in the Himalayas, let alone in your office. But by identifying the cause of each failure, we can systematically eliminate them from our PCs.

And this is only one small part of HP's Total Quality Control program, which is used in every phase of our operation, from design through final shipment.

Since simpler systems last longer, we design our products with as few parts as possible. The final assembly of our 80286-based PCs, for example, has only seven major parts. And in our manufacturing process, we use advanced surface-mount technology, which results in more efficient design and less chance for assembly errors.

At every stage of each PC's assembly, the goal is zero defects. Not just for the PCs we manufacture, but for each component we buy from outside vendors. By setting this seemingly impossible goal, we've been able to improve our product reliability far beyond accepted industry standards, and continue to improve it year after year.

Finally, every PC we design has to pass our corporate environmental tests. There it is subject to a total of 22 separate tests including temperature, humidity, radio interference, powerline variations, mechanical shock, and safety.

Then—and only then—will we release our PCs into the real world. Where they've been building a reputation for years. By passing test after test in the one place that counts the most.

On your desk.

No PC makes it l

here unless it succeeds

Since HP was founded in 1939, we've become a $12 billion company with 410 sales and service offices around the world. By doing everything we can to give our customers the most precise, most reliable equipment possible. You'll find this kind of quality in everything from mass spectrometers, which are found in almost every research facility in the world, to HP LaserJet printers, which are found in almost every office.

And with the HP Vectra PC family, we're bringing that same reputation for quality to the top of your desk. With a series of PCs that offer excellent price/performance. At every price point, from mainstream systems to the most advanced. And when you take a close look at each of our PCs, you'll find a number of features that let them perform better than other PCs in their class.

For example, on our 386™ and i486™ based PCs, we offer hard-disk mechanisms with lightning-fast access times as low as 15½ milliseconds. And on all of our systems, you'll find a range of ergonomic features that make them feel better than other systems.

But the most important benefit you'll find is that our PCs are fully compatible with industry standards. Like our reliability, this is no accident, but the result of a total commitment. Our PCs are fully compatible with OS/2,® MS-DOS,® and UNIX®/Xenix operating systems. We fully support ISA (Industry Standard Architecture) and we are active participants in establishing EISA (Extended Industry Standard Architecture) as a successful technology.

Because of our long-term commitment to total compatibility, you can be sure that our PCs will run the tens of thousands of software programs that have been written to date. And the software that will be written tomorrow.

Has anyone noticed all the extra reliability we've built in? Evidently they have. These are just a few things that industry experts have said about our PCs lately:

"Each machine demonstrates HP's workmanship and dependability, while offering cutting-edge performance."
—**PC Magazine**

"Some of the best workmanship we've seen among 386 systems."
—**Infoworld**

"From the sturdy chassis to the rock-solid keyboard, these machines are designed to take you into the next century."
—**PC Magazine**

After statements like that, we have little to add. Except to suggest that you turn to the next page.

The harde

er you work, the better we look

The HP Vectra PC family offers leading performance at every price point. Which means you can enjoy HP power and reliability no matter what you do, from spreadsheet analysis to advanced computer-aided design.

For example, our 80286-based PCs are fully compatible with the IBM PC/AT. So they're perfectly suited for general office applica-

formance to an entirely new level. With up to 64 Mbytes of RAM. And as much hard disk storage as you'd find on a typical minicomputer. Which makes them ideal file servers for up to 64 users. And the perfect computers for the most advanced CAD users.

That's our entire family of PCs. For reliability, performance, and support, we're convinced they

tions, from word processing to spreadsheets to business graphics.

For power users, our 386-based PCs are available in desktop and deskside packages. They bring you full 32-bit power, so you can handle the most complex business and technical applications, including large databases, desktop publishing, and the most complex design and drawing applications for CAD. In fact, our deskside model has enough processing power to support up to 32 users in a large department.

And at the extreme high end, our i486-based EISA PCs take per-

offer the best choices available to handle your mission-critical applications.

And with our extensive network of authorized resellers—backed by more than 410 HP sales and service facilities around the world—you can count on assistance or advice wherever, or whenever, you need it.

If you'd like more information or a demonstration, just contact the authorized HP dealer nearest you.

And we'll show you that there really is a better way.

HEWLETT PACKARD

For the HP authorized dealer nearest you, please call (800) 752-0900, or contact one of the regional offices listed below.

United States:
Hewlett-Packard Company
4 Choke Cherry Road
Rockville, MD 20850
(301) 670-4300

Hewlett-Packard Company
5201 Tollview Drive
Rolling Meadows, IL 60008
(312) 255-9800

Hewlett-Packard Company
5161 Lankershim Blvd.
No. Hollywood, CA 91601
(818) 505-5600

Hewlett-Packard Company
2015 South Park Place
Atlanta, GA 30339
(404) 955-1500

Canada:
Hewlett-Packard Ltd.
6877 Goreway Drive
Mississauga, Ontario L4V1M8
(416) 678-9430

Japan:
Yokogawa-Hewlett-Packard Ltd.
15-7, Nishi Shinjuku 4-Chome
Shinjuki-ku, Tokyo 160
(03) 5371 1351

Latin Ameria:
Hewlett-Packard
Lantin American Region Headquarters
Monte Pelvoux No. 111
Lomas de Chapultepec
11000 Mexico, D.F. Mexico
(525) 202-0155

Australia/New Zealand:
Hewlett-Packard Australia Ltd.
31-41 Joseph Street
Blackburn, Victoria 3130
Melbourne, Australia
(03) 895 2895

Far East:
Hewlett-Packard Asia Ltd.
22/F Bond Centre
West Tower
89 Queensway
Central, Hong Kong
(5) 8487777

In Europe, please call your local HP sales office or representative:

Austia, COMECON-countries and Yugoslavia:
(0222) 2500 0

Belgium and Luxembourg:
(02) 761 34 11

Denmark:
(02) 81 66 40

Finland:
(0) 88 721

France:
(1) 60 77 42 52

Germany:
(06172) 16 0

Greece:
(01) 68 28 11

Iceland:
(01) 671 000

Ireland:
(01) 88 33 99

Italy:
(02) 92 36 91

Netherlands:
(020) 547 6669

Norway:
(02) 24 60 90

Spain:
900 123 123

Sweden:
(08) 750 20 00

Switzerland:
(057) 31 21 11 (Head Office)
(022) 780 41 11 (Suisse Romande)
(046) 05 15 05 (Customer Information Center)

UK:
(0734) 777 828

Middle East and Africa:
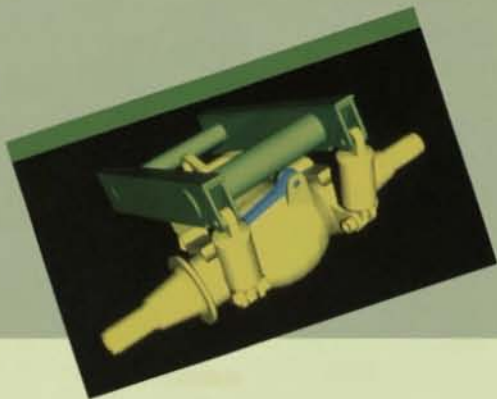Geneva, Switzerland
41/22 780 7111

European Headquarters:
Hewlett-Packard S.A.
150, Route du Nant d'Avril
1217 Meyrin 2
Geneva, Switzerland
41/22 780 8111

Technical information in this document is subject to change without notice.

Hewlett-Packard
& SDRC
**Combining Forces For
Better MCAE Systems**
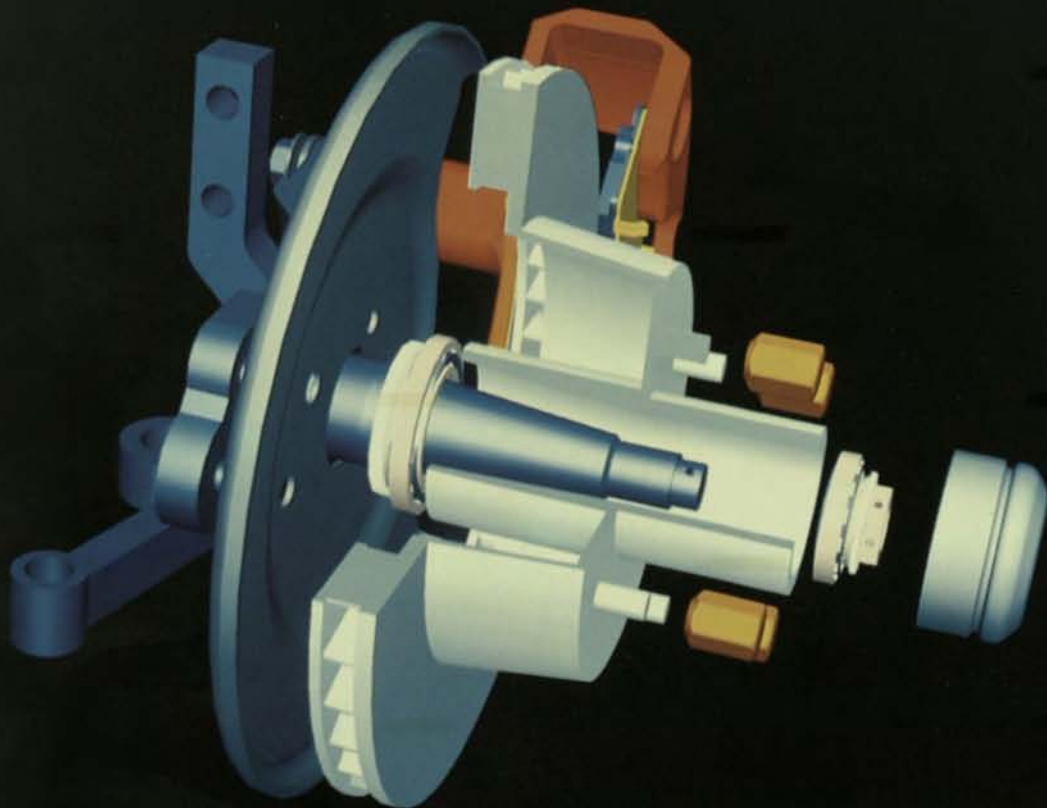
Together, We Have More To Offer

Experience

For over 20 years, SDRC™ has solved critical mechanical engineering problems in the aerospace, automotive, defense, and industrial manufacturing industries. For over 50 years, Hewlett-Packard has earned a reputation for value, reliability and superior engineering with countless computing and instrumentation solutions in these and other industries.

Teamwork

Today, the combined technological expertise of HP and SDRC is paying off to your advantage. In an on-going cooperative development effort, both companies are working closely together to create the industry's most synergistic set of Mechanical Computer-Aided Engineering (MCAE) tools. Through teamwork, and the sharing of technology and design strategies, HP and SDRC engineering teams are developing computing and application products that best complement each other. SDRC software engineers are writing I-DEAS™ applications to take advantage of HP system functionality; HP systems engineers are concurrently developing new functions that enhance the performance of I-DEAS.

Results

The results are graphically obvious the first time you use I-DEAS on an HP system. Designs come to life with speed and photographic realism as tightly-coupled products share the computational burden of MCAE. This balance of hardware and software allows your system to run faster and more efficiently. It allows closer scrutiny of designs, and helps you avoid potential problems earlier in the design process. So new products require shorter development cycles with fewer iterations and fewer prototypes. The end result is better products faster, with greater overall profitability for your company.
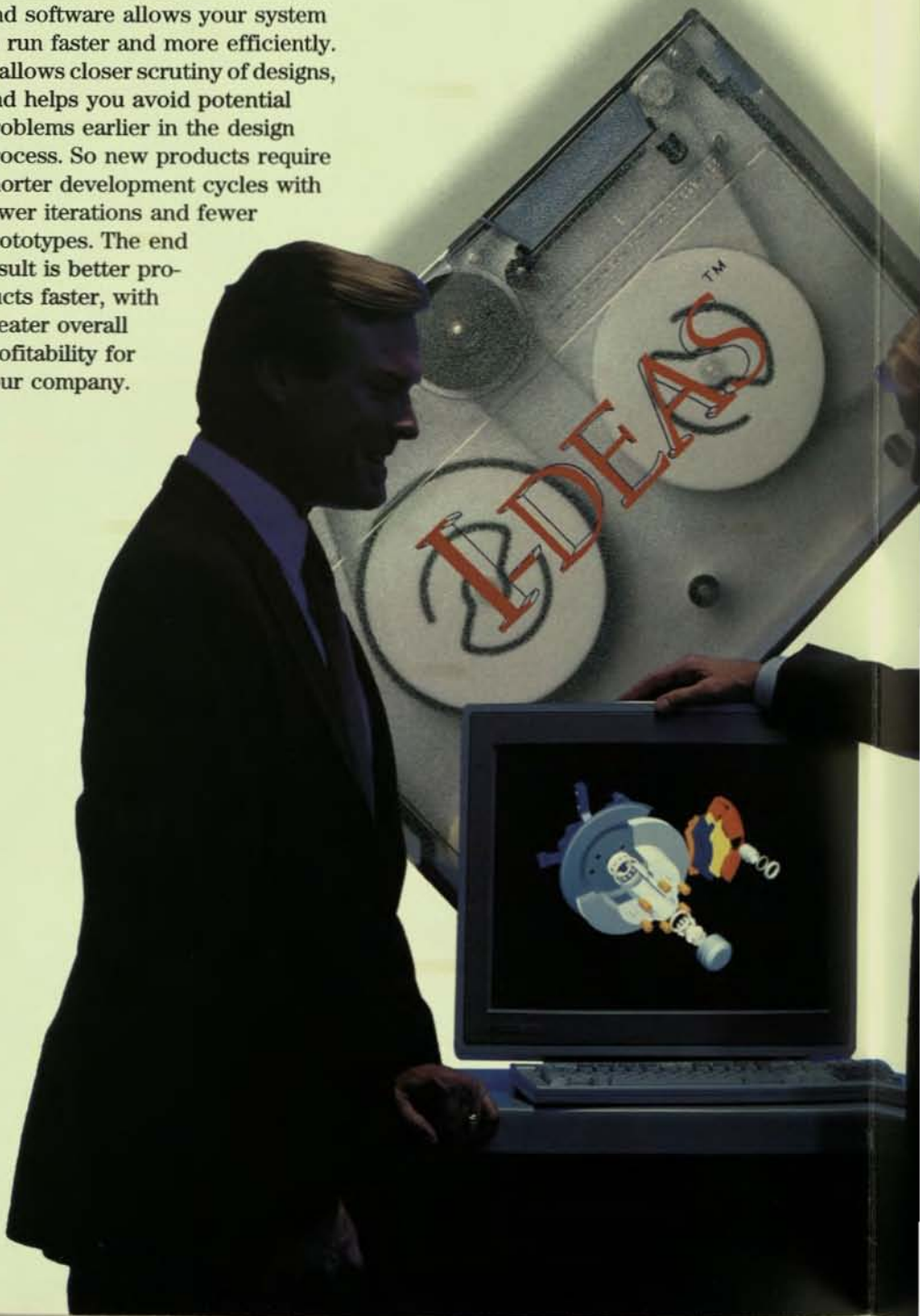
HP & SDRC:
A Partnership
That Works To Your
Advantage

Advantage #1:
Higher Productivity
Through Visualization

A tangible result of the HP/SDRC partnership is plainly visible: graphical images are highly interactive and visually realistic, allowing a thorough understanding and comprehensive evaluation of designs. HP's and SDRC's development and implementation of interactive shading, translucency, and other rendering technologies enable engineers to evaluate the viability and accuracy of a design before releasing it to the lengthy and expensive prototype process.

Advantage #2:
Extensive Hardware And
Software Choices

Among the extensive offerings from Hewlett-Packard and SDRC, you will find the MCAE system that fits your exact price and performance requirements. Whether that means no-frills, low-cost systems or high-end visualization systems, you'll find what you need from HP and SDRC, now and in the future. Both companies are committed to the MCAE marketplace, so as your needs change, you'll continue to have a flexible growth path with upgradable, modular solutions.

Advantage #3:
Integration of Design,
Analysis, and Test

Hewlett-Packard offers digital signal analyzers which can be directly coupled to HP workstations and used with SDRC's test data analysis applications. It enables the rapid analysis of test data, and closes the loop between empirical testing and predictive simulation analysis. This seamless integration of design, analysis and test means that test data can be used much earlier in the product development cycle while there is still time to impact fundamental design decisions.

Advantage #4:
Experience To Sharpen
Your Competitive Edge

The advantages of building a relationship with long-term industry leaders like Hewlett-Packard and SDRC can be summed up quickly: Experience. Teamwork. Support. Commitment. And, ultimately, Success.

The HP and SDRC support organizations are focused on mechanical engineering customers; they know your specialized MCAE needs. Plus, they're worldwide in scope, fulfilling their unwavering commitment to superior engineering excellence.

Hewlett-Packard and SDRC have a rich tradition of working together closely, as companies, engineering teams, and products. It's proven every day through high levels of customer loyalty and satisfaction, and one of the lowest cost-of-ownership ratios in the industry.
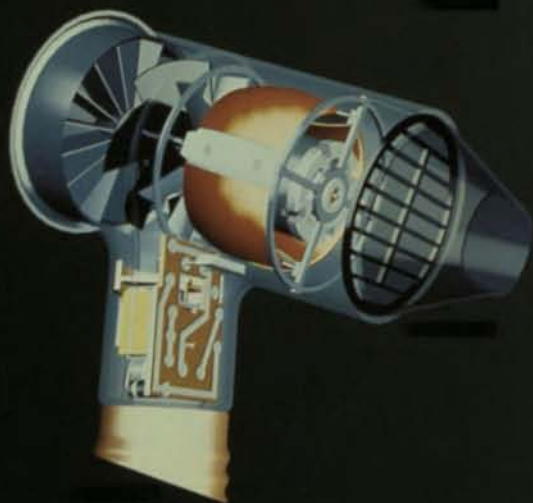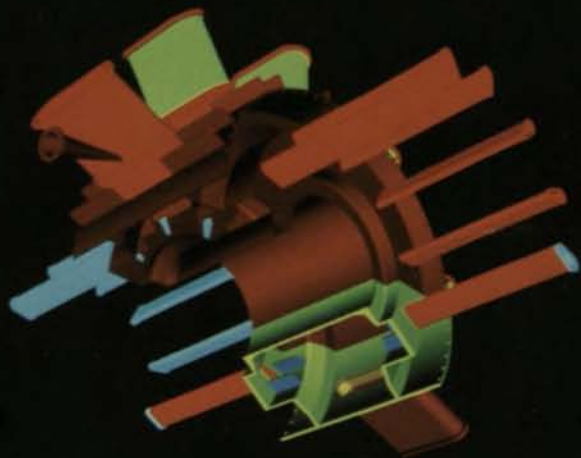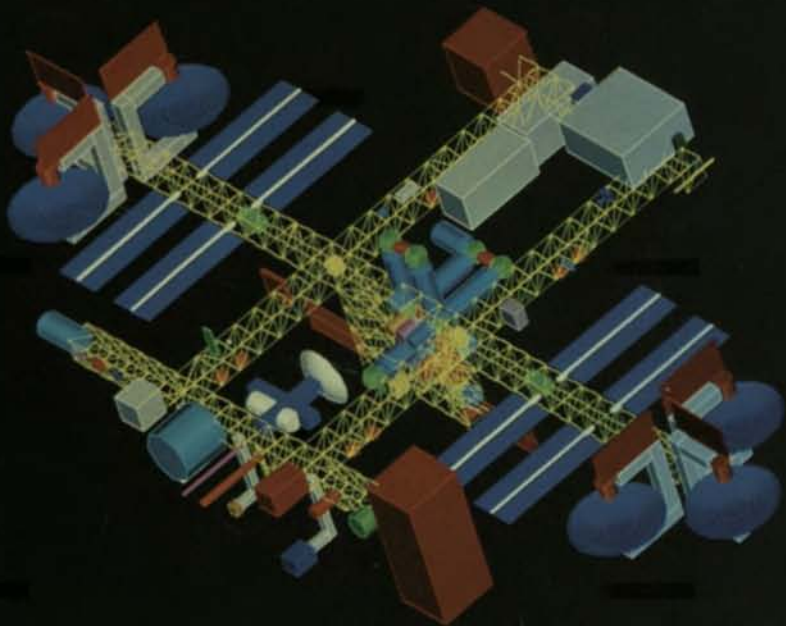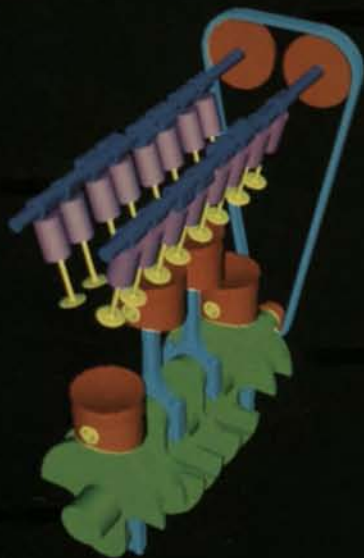
We're capitalizing on each other's strengths, and that creates a strong competitive advantage for you.

FRD HELP offers you these selections:

FRD HELP
800-373-4357

Sales Support		Order Support	
1	**2**	**3**	**4**
Price & Availability Hotline	*FRD Sales Response Center*	*Canada & Neely Regions*	*Eastern & Mid-America Regions*

Price & Availability Hotline Main Menu

1 — *FAX-Back Price and Availability Options*
- 1) Workstations & X-Stations
- 2) Peripherals
- 3) Multi-User Systems & Accessories
- 9) All of the Above

2 — *Specific Product Inquiry*
Enter the product number followed by the pound sign (#)

3 — *Workstations and X-Stations*
- 1) Series 400
- 2) Series 700
- 3) X-Stations

4 — *Peripherals*
- 1) Disk Drives
- 2) Printers
- 3) Tape Drives

5 — *Multi-User Systems and Accessories*
- 1) HP 3000 Series 900
- 2) HP 9000 Series 800
- 3) Memory Products for Series 900 and 800

7 — *Help Menu*

8 — *Administrative Changes*
- 1) PIN Number
- 2) Name
- 3) Phone Number
- 4) FAX Number
- 5) Entity or Sub-Entity Code

9 — *Repeat This Menu*

0 — *Transfer to the FRD Sales Response Center*

* — *Exit*

Call 800-FRD-HELP (800-373-4357)

FRD HELP is also available on Telnet or (408) 730-6100

FRD Sales Response Center Team

Sales Support Specialists

Kelly Ambriz

Deborah Balon

Jayme Brown

Joanne Engelhardt

Meridith Goshorn

Monica Hasegawa

Kim Kaneshiro

Joe Marenin

Lyman Smith

Tom Taylor

Chuck Totman

Order Support Specialists

Lynn Chace-Jeong

Caroline Matthews

Call
800-FRD-HELP
(800-373-4357)