

Hewlett-Packard in China

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Acronyms and Abbreviations

ASC	Application Study Center
BMCC	Beijing Mobile Communication Corporation
BTA	Beijing Telecommunications Administration
BUPT	Beijing University of Posts and Telecommunications
CEIEC	China Electronics Import & Export Corp.
CEO	Chief Executive Officer
CERNET	China Education and Research Network
CGOS	China Goods Order System
CHP	China Hewlett-Packard
CMHK	China Mobile (Hong Kong)
CMM	Capability Maturity Model
CRM	Customer Relationship Management
CSG	Customer Solutions Group
ESG	Enterprise System Group
FISI	Focused Improvement Supplier Initiative
FSI	Financial Service Industry
HP	Hewlett-Packard
HPS	HP Services
IDM	Image Document Management
IPG	Imaging and Printing Group
IT	Information Technology
itSMF China	IT Service Management Forum China
LAN	Local Area Network
MII	Ministry of Information Industry
MOU	Memorandum of Understanding
NGN	Net Generation Network
NSCG	Networked System Consulting Group
NVOD	Near Video-on-Demand
PC	Personal Computer
PRC	People's Republic of China
PSG	Personal Systems Group
PVR	Personal Video Recording
R&D	Research & Development
SETC	State Economic and Trade Commission
SMB	Small-and-Medium-Size Business
SME	Small and Medium Enterprises
SSTCC	State Science and Technology Commission of China
TI	Texas Instruments
TSG	Technology Solutions Group
VOD	Video-on-Demand
VXI	VME (Versa Module Euro-Card) eXtensions for Instrumentation
WAP	Wireless Application Protocol
ZMCC	Zhejiang Mobile Communication Co Ltd

Section One: Overview of HP-China

Beginnings

Hewlett-Packard was the first U.S. electronics firm to be invited to China for trade talks in 1972, when a team of HP executives accompanied a US delegation to Beijing, China, led by President Richard Nixon [1; 2]. HP co-founder David Packard visited China in 1977, 1979, and 1983, touring many places, including western China. From his first visit to the People's Republic of China in 1977, Packard professed a love for China, a deep respect for its people and a sincere commitment to promote a strong relationship between the United States and China. From these visits, Packard concluded: "China is a huge market with boundless potential. HP should come to China to make an investment." [3; 4]

Early in 1980, China and HP signed the first high-tech memorandum of understanding, paving the way for China Hewlett-Packard Co. (CHP) to be established in Beijing in 1985 [4]. In 1981, HP began sales and service distributorship agreements with China Electronics Import & Export Corp. (of the Chinese Government's Ministry of Electronic Industry), and opened its first sales office [5; 6]. In 1982, at a time when many foreign companies did not even offer the Chinese market a cursory glance. HP opened its representative office in Beijing [7].

On June 20, 1985, HP launched its first joint venture in China in partnership with China National Electronics Import & Export Corp and Beijing Computer Industry Co., making it the first business in China's electronics industry sponsored by the Chinese Government in conjunction with a foreign company and HP's only operations management institution that was set up as a joint venture [7-10]. The initial joint venture agreement was signed for a 10-year period with registered capital of \$10 million [11; 12]. China HP's mission was to produce electronic testing instruments, electronic computers and peripheral equipment through R&D, manufacturing, and marketing [13].

General Company Operations

At the beginning of the 1990's, CHP was able to manufacture 12 products with technology transferred from its US parent company, and was making a major investment in R&D to develop the ability to create its own products and boost competitiveness in overseas markets. CHP expanded manufacturing and exports as part of a plan to turn the joint venture into Hewlett Packard's high-tech manufacturing and sales base for the Asia-Pacific region in the 1990s [14]. By the middle of the 1990's, HP had eight joint ventures in the country, manufacturing facilities in Shenzhen, Qingdao and Shanghai, at least six branches across the country, and had invested more than \$200 million in China since the early 1980s [15-20].

The growth rate of its supporting and service business in China reached a new high of 50% in 1998. The company set up another seven service support centers in China in 1998, thus forming the largest direct service support network in China [21]. China HP had grown into a large-scale enterprise, with 12 sub-companies nationwide, five subsidiaries (in Shanghai, Chengdu, Guangzhou, Xi'an and Shenyang), nine branch offices (in Beijing, Shanghai, Guangzhou, Chengdu, Shenyang, Zhengzhou, Tianjin and Shenzhen), service centers in fourteen Chinese cities, and 130 authorized maintenance centers in 54 Chinese cities [22-26]. By the middle of 1999, HP's investment in China had reached more than \$500 million [27; 28]. At the turn of the century, China HP had grown to nearly 20 sites and became the first foreign-invested IT firm whose sales volume in China exceeded \$1 billion [4; 29].

On June 20, 1985 China HP celebrated its 20th anniversary in Beijing, marking the founding of China HP as the first Sino-US high-tech joint venture. As of ** [UPDATE] China HP has about 3000 employees, nine regional headquarters, 28 offices, 37 service centers and

more than 200 service networks and more than 4,000 agencies with an annual operating revenues of CNY22 billion [10]. Below we provide location-specific information on China HP's operations.

Shenzhen

China Hewlett-Packard built an export-oriented production plant in Shenzhen special economic zone in 1988 which in the early 1990s produced subassemblies and performed R&D, manufacturing and marketing for HP's Integrator product line [6; 14]. In 1998, China HP set up a new branch company and service support center, Shenzhen Branch and Technology Service Center (along with others in Nanjing and Wuhan), making it the ninth in China at that time [30-32]. Later in mid-2003, HP China and Shenzhen Aether jointly announced the running of an information safety technology R&D center they co-founded in Shenzhen. The advanced hardware platform of the center is offered by HP. Based on the platform, Aether develops information safety software products with full intellectual property rights for specific industries [33].

Shanghai

China HP selected Shanghai to be the central manufacturing and customer support base for HP's future development in China. The Shanghai branch was set up in March 1986, nine months after China HP was founded. The city's industrial strength and rich R&D base convinced HP that Shanghai was the best place to invest [20]. By the end of 2001, HP had opened five ventures in the city [29]. In the summer of 2003, according to official Chinese sources, the Shanghai branch of China HP was listed as the top of nearly 30,000 foreign-funded enterprises in terms of per-employee profits in Shanghai. The figures released by the Commission of Foreign Trade and Economic Cooperation with Shanghai Municipal Government show that in 2002 the per-employee profit for HP Shanghai stood at 2.13 million yuan (\$259,000) [34]. HP's work in Shanghai has focused primarily on analytical instrument development, computer products, and software development.

In 1995, HP formed an \$8.5 million joint venture with Shanghai Analytical Instrument Factory, its sixth China joint venture. The joint venture, Hewlett-Packard Shanghai Analytical Products Ltd, carried out R&D, manufacturing, marketing and customer support in the high-tech analytical instruments market [35].

HP has used Shanghai as a base for its computer products development and manufacturing operations. In 1990, HP signed a definitive agreement with China's Ministry of Machinery and Electronics Industry to jointly create Huapu Information Technology Co. (of which HP owns 33 percent) to manufacture workstations [6; 36]. In April 1996, the China Hewlett-Packard Shanghai Jingiao Computer Corporation was set up to make state-of-the-art computer products, with a Chinese market focus [19]. In the same month, HP also founded HP Computer Product Co Ltd (Shanghai) and China HP Shanghai Golden Bridge Computer Co in Shanghai's Pudong District to produce two models of HP Color desk jet printer for sale in US and European markets [37]. Meanwhile, that same year HP established a production line to assemble its LaserJet printers [38]. By early 1999, HP's Shanghai PC manufacturing facility was reported to be gearing up to achieve production levels of 50,000 to 60,000 units a month [39]. In the spring of 2003, HP and Intel jointly launched the HP Intel Solutions Center in Shanghai focusing on Itanium development, offering proof of concept testing, solution architecture and project support, vendor solution evaluation, certification, and skill transfer [40]. And in October of 2005, HP began operation of a new PC production line in Shanghai that doubled the Shanghai facility's production capacity for corporate desktop PCs and workstations. The new production line was the fourth at Shanghai Hewlett-Packard Co.

Ltd., the PC and workstation manufacturing facility that serves HP's North Asia business [41].

Complementing HP's computer product development in Shanghai have been its software development operations. As early as October 2001, HP revealed plans to open up a software development center in Shanghai [42]. By May of the next year, the new Hewlett-Packard China Software Solution Centre was established, HP's fourth software R&D centre around the world and its first in the North Asia region. The intellectual investment in the center includes technology transfer from the software solution centre in India to the center in Shanghai and the further training of talented local staff in other HP facilities worldwide. The center from the very beginning would focus on new software strictly in line with Capability Maturity Model (CMM), the top-level software approval rating recognized worldwide [43; 44]. In January of 2003, HP and Intel opened a joint center in Shanghai to develop Linux applications, making it the third HP-Intel so-called global solution center. It is the first in the Asia-Pacific region (including Japan) and allows independent software vendors, developers and customers to conduct proof-of-concept testing and pilot programs [45].

Shanghai was also the location for HP's entry into the emerging field of e-commerce in the late 1990s. In March of 1998, HP's CEO Lewis Platt disclosed the company's intent to use Shanghai as a test base for HP's new technology, new products and solutions for electronic commerce. A co-operation agreement between China HP and the Shanghai Infoport Office was also inked to create an open lab to provide experimental conditions for any computer application units in Shanghai and to develop e-commerce solutions not only for China, but also for the entire Asia-Pacific region [46]. In the same month, HP and the Shanghai Municipal Information Office signed a contract to establish an E-business laboratory to conduct research on information systems for suppliers and consumers and for customers in Shanghai [23; 47]. Finally, in the fall of 2003 HP announced that it would establish a Financial Service Industry (FSI) center in Shanghai, regarded by China HP as an important part of enhancing its profile in China's IT service sector. This center would help HP set up and integrate industrial standards, hardware, software and cooperation partnerships to show clients how to use technology to enhance business processes. FSI center would also design all application software and technical infrastructure to provide users with peer-to-peer business solutions [1; 48].

Beijing

Beijing serves as the headquarters for China HP's operations [35]. The city of Beijing has put in place policies to encourage multinationals to set up regional headquarters there and R&D centers while also promoting the development of indigenous high-tech industry. As a result, Beijing has provided China HP with an enabling environment for its technology development agenda in China [27]. HP opened an experience centre in Beijing, the first of its kind in Asia-Pacific, which enables Chinese consumers to experience HP's digital imaging, digital entertainment and wireless solutions [49]. And towards the end of 2005, HP announced the opening of a major R&D facility in Beijing, HP Labs China, which currently focuses on developing technology for large corporations and government agencies, such as finding ways to connect extensive computer networks [50].

Beijing initially served as a hub for China HP's test and measurement products. It started out with a manufacturing plant in Beijing that performed final assembly on test and measurement products [6]. Later in 1996, HP launched a marketing, research and development center specializing in the technology of electronic testing and measurement in Beijing. In its initial stage the center focused on VXI measurement instruments, which could be widely used in the sectors of aerospace, automobile manufacturing, telecommunications and personal computers. Even then, HP planned to invest \$3 million in the center and hire

engineers and technical professionals from at home and abroad to support electronic instrument development [18; 51]. [WL: Presumably these facilities are now part of Agilent.]

Since then, HP has forged many joint ventures with public, private, and academic entities for R&D and technological development in Beijing. In August 1997, HP and the State Science and Technology Commission of China (SSTCC) opened a joint research facility in Beijing that focuses on software modeling and simulation tools for wireless communication and multimedia [52]. In April 1998, HP China signed an agreement with Beijing Feng Science and Technological Company to establish a HP Scanner Technological Support Center [53]. In July 2003, HP China and Beijing University of Posts and Telecommunications (BUPT) jointly set up a Telecommunication NGN (Net Generation Network) Joint Lab in Beijing to merge HP's telecom platform and BUPT's NGN software system, in order to provide domestic telecom operators with global-leading NGN technologies, platform and related services [54]. And in August 2003, HP China announced a strategic alliance with Beijing Zhongke Redflag Software, a leading independent Linux solutions provider in China, to work together in the Linux market. An HP-Redflag Lab was established at the Beijing-based HP Solution Experience Center and would be dedicated to product development and technical research, providing support for China's independent Linux developers [55].

Qingdao

HP's second locally negotiated joint venture in China was established in the city of Qingdao in 1991 to manufacture medical electronic equipment (HP owns 30 percent) [6]. Later in 1998, Hewlett Packard announced that it had expanded the Chinese manufacturing operations to include product design and marketing. The company produces cardiographs, patient monitors and ultra-sound imaging systems for Asian markets. The new agreement with the Chinese partner enabled the expanded operation, to be called HP China Medical Division, to provide medical technology specifically designed to meet the distinct needs of the medical profession in China [56].

Dalian

The China HP-authorized Application Study Center (ASC) was jointly established by the China HP Company and Dalian Huaxin Computer Tech Co Ltd. on April 15, 1998, and was unveiled in Dalian. China HP provided the center with a D270, 4 Desktop PC and one LaserJet 6P printer. The establishment of the center further enhanced the localization of China HP's domestic technological service [57].

Wuhan

On June 2, 1998, China HP Co Ltd announced the establishment of its Branch and Customer's Support Service Office in Wuhan, HP's seventh branch and tenth user's center in China [30; 58].

Hangzhou

The medical appliance department of China Hewlett-Packard Co. set up an office in Hangzhou, capital of East China's Zhejiang Province, on October 20, 1998, for after-sale service, making it the 12th office set up by China Hewlett-Packard Co. in China. It provides after-sale service to customers of medical appliances of the company in Zhejiang Province [59].

Tianjin

At the end of 2000, HP announced that it was planning to set up five software test centers in mainland China following its Macao center. The first one would be located in north China's Tianjin with investment of US \$1M and was expected to commence operation in February of 2001. HP has signed an agreement with two Tianjin-based companies to jointly establish HP (China)'s first software test center, in which it will hold a 50% stake. One of HP's two local partners is Zhenglian Information Engineering Company, which is the largest individual-invested broadband ISP in Tianjin, while the identification of the other one was not disclosed [60].

Tibet Autonomous Region

In the spring of 2004, HP established a service center in the Tibet Autonomous Region to support the region's information technology development. The center, located in regional capital Lhasa, provides 24 hours' quick response service [61].

Chongqing Municipality

Towards the end of October 2005, HP officially launched a new R&D center in Chongqing Municipality, to conduct software services and solutions for its customers worldwide, according to statement from Chongqing Municipal Government. The new software R&D center is HP's third but largest in China. It is also the company's first center in Western China specializing in providing application software outsourcing services. This new facility currently employs 200 people, and will employ up to 600 people by the end of 2006. [**UPDATE] Within the next two or three years, by 2008, the Chongqing Software Solution Center will hire about 2,000 professionals in Chongqing to focus on producing software solutions for the global market. HP started the construction of this center at the beginning of 2005 and obtained approval from Chongqing local industrial and commercial administration later in August [62].

Shenyang

In July of 2005, HP China and Neusoft jointly established the HP-Neusoft Social Security Industrial Solution Center, specializing in R&D, testing, and promotion of social security informatization solutions. The solution center, located in Shenyang, capital city of Liaoning Province, was established with joint investments from HP (China) and Neusoft's Social Security Department. HP (China) providing its technologies and services to improve Neusoft's existing social security informatization solutions [63].

Xi'an

In 2001, HP invested 68 Million Yuan to set up an e-commerce technology research center in the city, which would be the largest in western China [64].

HP China's Organizational Reshuffling in light of the HP-Compaq Merger

With the merger of Hewlett Packard (HP) and Compaq, the new HP China was officially launched on May 8, 2002 [65]. In July of 2002, HP China announced a series of organizational restructuring. Two months after the merger (July 2002), the new HP China finally started up its integration, to transform HP's traditional sales mode of direct sale to distribution. [66] The company also planned to downsize the number of branch companies from 28 to 8 and operate the combined companies under the HP nameplate into four divisions (which will be discussed below) [66]. The former HP Hong Kong would merge into the new HP China [65]. And a staff cut was expected in the near future with the exact number of layoffs undetermined at the time of the merger [65].

Four new groups were created under the new HP China, namely Enterprise System Group (ESG), Personal Systems Group (PSG), Imaging and Printing Group (IPG), and HP Services (HPS). ESG focused on providing the key technology components of enterprise IT infrastructure to enhance business agility, including enterprise storage, servers, management software and a variety of solutions. PSG focused on supplying simple, reliable and affordable personal-computing solutions and devices for home and business use, including desktop PCs, notebooks, workstations, thin clients, smart handhelds and personal devices. IPG provided printer hardware, all-in-ones, digital imaging devices such as cameras and scanners, and associated accessories. HPS was setup as a premier and global IT services team offering guidance, know-how and a comprehensive portfolio of services to help customers realize measurable business value from their IT investments [65; 67].

After HP's CEO Carly Fiorina paid a visit to China in the first half of 2004, HP China began to see more changes in its business structure. The company's PSG and IPG remained, but their business scopes were slightly readjusted. And ESG and HPS were replaced by two new business groups, CSG (Customer Solutions Group) and TSG (Technology Solutions Group), respectively. CSG sells IT infrastructure, hardware and software, as well as global services. It is responsible for all direct account management and direct sales contacts for the company's enterprise, small- and medium-size business (SMB) and public sector customers worldwide. TSG focuses on making the Adaptive Enterprise and Smart Office value propositions real for Enterprise, Public Sector and SMB customers [67].

In July 2005, in line with the global revamping plan of Mark Hurd, HP's new CEO, Sun Cheng Yaw, vice president of Hewlett-Packard (HP) and the president of HP China, announced that 10 percent of jobs would be cut and that the four business sectors would integrate into three. As a part of the global move, the Customer Solution Group (CSG), which is a sales unit for corporations and government agencies, would merge into the Technology Solutions Group (TSG), Imaging and Printing Group (IPG) and Personal Systems Group (PSG). As a result, the HP China former general managers of CSG and TSG joined in the newly established TSG and were made responsible for the business with corporations and government agencies, together with Mr. Sun [68].

Investments in Chinese Education, Research, and SME's

China HP has made significant investments in Chinese universities and research institutes. As early as 1995 and 1997, HP began making contributions to Chinese universities in the form of HP equipment, and in 1999 HP made plans to open a China Telecom technology center to cooperate with China's major research institutes on optic and microwave communications [26; 35; 69]. Table 1 below shows HP China's investments in specific research and education institutions in China. After the turn of the century, HP began sponsoring a set of research and education projects at Chinese universities and research institutes based on the 64-bit Itanium family [70]. Recently, HP researchers have been collaborating with China's Ministry of Education to develop China's university research infrastructure. HP Labs China is developing a research program aligned with HP Labs' worldwide research, and partnering with Chinese research institutions and major industrial customers. One of those projects involves using an open source HP Labs technology to create one of the world's largest distributed virtual museums by aggregating content from more than 100 university museums throughout the country and placing it in a massive, online database. Another project focuses on the management of a Ministry of Education effort to integrate resources from certain key universities on the China Education Research Network. [71] In March of 2005, HP announced details of its support for ChinaGrid, one of the world's largest grid computing implementations. The grid initiative by the Chinese government is intended

Table 1 HP China's University-and-Research Institute-Specific Investments

College/University	Investment or Collaboration
Beijing University	By August 1995, China Hewlett-Packard had donated nearly one million US dollars' worth of teaching and research equipment to Beijing University, including eighty 486 personal computers and additional equipment [73].
	According to an October 1997 report, China Hewlett Packard donated chemical analysis equipment to Beijing University for use in one of its chemistry laboratories. The \$200,000 US Dollars worth of equipment are believed to have been the most advanced in its field, including an ultraviolet spectrophotometer, a liquid chromatograph, and an air chromatograph [74].
	On January 14, 1998, Beijing University and HP China Company signed an agreement to co-establish an EDA laboratory and a basic electronics laboratory. The establishment of the laboratory would not only up augment teaching quality in the university but also cultivate talent in electronic instrument development and application. (Note: HP cooperated similarly with Qinghua University and Harbin Industrial University.) [75]
	In the beginning of 2003, Beijing University, Beijing Digital Ark Information Technologies Co., Ltd., HP (China) Co., Ltd., Kodak (China) Co., Ltd. and Huadi Computer Co., Ltd. announced that they would cooperate in building a digital library/open laboratory for Beijing University. The digital library would be a comprehensive digital library system integrating education, study, research and service on the basis of the local area net (LAN). The library would become an all-round, multiple-level, open-style and efficient literature information service system, whose focuses would be the treatment, processing, management and service of information [76].
Beijing University of Post and Telecommunications (BUPT)	In the summer of 2003, HP China and Beijing University of Posts and Telecommunications (BUPT) had set up a Telecommunication NGN (Net Generation Network) Joint Lab in Beijing. The lab targets to merge HP's telecom platform and BUPT's NGN software system, in order to provide domestic telecom operators with global-leading NGN technologies, platform and related services. Under the collaboration agreement, HP would provide an application platform, signaling network gateways and technical supports, and BUPT will provide its NGN soft exchange technology and application server products during future research for a fully tested local NGN solution. In addition, HP would also help the joint lab to promote its NGN solution in the whole Asia Pacific market, as well as the global market in future [54].
Chinese Academy of Sciences	In 2001, HP donated 8 servers to the Institute of Computing Technology of the Chinese Academy of Sciences, to do research in compilers. As a second step, in early 2002, University Relations of HP started a federation (named Gelato) to develop a portal, and a Linux release for Itanium platforms, aimed at the research community. This federation would jointly enhance the quality and capability of Itanium platforms in the research community [70].
Jilin Polytechnical University	CHP signs agreement with Jilin Polytechnical University (in the city of Changchun) with other international firms to jointly construct China's first car model development center in February 1995 [77].
Tsinghua University	The electronics laboratory co-constructed by China Hewlett Packard Corp and Tsinghua University was put into operation on January 11, 1997. HP donated 2 million RMB yuan worth of measuring apparatus. The new lab claimed to be first-class lab in China at that time [78].
	In 2001, HP collaborated with Intel to offer Itanium equipment grants to university researchers world wide to do research and education on the new family of platforms. One of their grantees in China was the Computer Science Department of Tsinghua University. HP donated 4 servers for research (and teaching) in compilers and in cluster computing tools and environment [70].
Xi'an Electronic, Science and Technology University	According to a February 1999 report, a joint electronic laboratory was recently set up by Xi'an Electronic, Science and Technology University and China HP Co Ltd. and is located in the university. The joint effort was to upgrade the software, hardware and management in the laboratory. The laboratory is also the comprehensive application and development lab of the state electrical engineering and electronic training base [79].

to extend information technology resources and services to thousands of researchers and the more than 290 million students in the country's university system. HP is the primary technology infrastructure provider for ChinaGrid, which has 15-teraflops of computing power, comprised mostly of industry-standard HP ProLiant and HP Integrity servers. A team of researchers from the new HP Labs in Beijing and from various Chinese universities is currently developing monitoring, measurement, security and visualization mechanisms for ChinaGrid [72].

HP China has also played a part in SME development on the Chinese mainland. In 1999, the State Economic and Trade Commission (SETC) launched a showcase training program on information technology for small businesses funded by China Hewlett-Packard Co. Ltd. The 21st Century Small and Medium-sized Enterprises Training and Development Project has offered training courses to managers of 25 small businesses around China, including private, state-owned, and overseas-funded companies, most of which are in the manufacturing sector. China Hewlett-Packard, the local branch of U.S.-based Hewlett-Packard, had previously sponsored management training programs for large state-owned businesses in China. The initial five-month training program for the 25 small businesses cost Hewlett-Packard an estimated 800,000 yuan (~\$100,000 U.S. dollars) [80].

Section Two: HP-China Human Resources

HP China makes significant investments in its human resources, its most valuable asset. According to 1995 reports, HP China had spent over \$5 million on local and overseas training of its workforce [35]. HP's presence brought benefits to China HP employees, including housing, medical, pension and profit-sharing programs. By 1996, more than 250 China HP employees had purchased their own homes through HP's program, a remarkable achievement in a country that had not allowed private property for decades [4]. And in a recent study (April 2005) conducted by human resource consultancy Hewitt Associates, HP China was ranked as the sixth best employer in China and the best from the IT and Telecom industries. The study found that pay was rated as the top engagement driver for employees in China, followed by work processes and career opportunities. An HR Director Gary Zhang said, "We not only provide training and competitive compensation, but also, I think, we have a very strong culture, the 'HP way.' That's also part of our advantage in retaining our best employees," Zhang said [81]. Below are tables of managerial personnel at HP China whose names have been cited in the press (and bios/relevant facts where available) as well as overall and campus-specific staff/hiring trends.

Table 2 History of HP China's Presidents

Date Range	Name	Bio/Relevant Facts	Source
1984-1987	Chi-Ning Liu	Named first president, general manager, and director of this Chinese joint venture at the age of 48. After this position, he moves on to become the business development manager of HP's Intercontinental Operations in Palo Alto, CA.	[82-84]
1987-1992	Yu Xinchang (also referenced as Philip Yu)	Yu Xinchang, male, Han nationality, received a bachelor's degree in civil engineering and a master's degree in computers. He then received a doctorate in computer networks from the University of Illinois. After joining Honeywell United States in 1973, Yu traveled to China, Hong Kong, and Taiwan to conduct business. He participated in the first US economy trade expo in China and emerged as a major leader in the Sino-American trade promotion delegation. Since 1979, Yu has held important posts in many multinational companies and accumulated rich advanced management experience. He was the president and chief executive of North Telecommunication (China) Co Ltd. From 1987 to 1992, Yu acted as the president and general manager of China HP Co. During his time in this post, China HP Co was named one of the Top 10 Joint Ventures in China for six years in succession. In June of 1995, Canada's Northern Telecom Ltd had appointed Philip Yu senior vice president of Nortel China, its Beijing unit. Yu was appointed global vice-president of the Compaq Computer Co and president of Compaq Greater China in 1997. His responsibilities included overseeing company operations in China, Taiwan, and the Hong Kong SAR. ¹	[65; 85; 86]
Late 1992/Early 1993-September 1997	Terry Cheng	Terry Cheng holds a bachelor of science from National Chiao Tung University and an MBA from Santa Clara University. Cheng was with Hewlett-Packard for 19 years (since 1979) holding senior management positions in Taiwan, Hong Kong and the US before moving to Beijing to assume the role of president and general manager. Under Cheng's leadership, China HP grew almost 10 times in revenue, five manufacturing operations and joint ventures for technology financing in the mainland were established. He resigned from his post in the latter part of 1997 (September) to join Texas Instruments and become TI Asia President in April 1998.	[16; 87-90]
Late 1997/Early 1998 – Late 1999	Chen Yiliang		[30; 91]
Late 1999-Present	Zhenyao Sun	Mr. Sun is currently the President of HP in China, one of the Vice Presidents of HP Global, as well as the General Manager of HP China's Enterprise Storage and Server Group. He joined HP in 1982 in Taiwan as an engineer. During his time there, he served as a business representative, branch manager, and computer business manager; he also began his information technology career with the Taiwan branch. In 1991, he became the general manager of the computer system department of Hewlett-Packard in China. He was then promoted to the vice-presidency of Hewlett-Packard in China and concurrently served as general manager of the company's computer system department. In 1997, the company honored him with their Asian Annual Best Performance Award of Hewlett-Packard in the United States. ²	[65; 92; 93]

¹ http://chinavitae.com/biography/Yu_Xinchang/bio.

² http://www.chinavitae.com/biography/Sun_Zhenyao/bio.

Table 3 Alphabetical Listing of HP's Management Staff as cited in Newspaper and Press Release Publications

Name³	Position	Department/Group/Division⁴	Date (Range)⁵	Reference
Chan, Dave	Director	Personal Systems Group (China), Consumer PC division	9-Jun-03	[94]
Cheng, Chin Hon	General Manager	Personal Systems Group (PSG)	30-Jul-02	[95]
Cheng, Halin	Solution Principal		15-Dec-03	[96]
Cheung, Isaiah	Vice-President	Mobile Information Product Business	12-Jun-2003	[97]
Cheung, Isaiah	General Manager	Mobile Product Unit	5-Aug-2005	[68]
Cheung, Isaiah	General Manager	Notebook Computers Department	5-Feb-2003	[98]
Cheung, Isaiah	Director of Mobile Business	Personal Systems Group (PSG)	Dec-03 thru Dec-04	[99; 100]
Chin, Hon-Cheng	Vice-President/General Manager	Personal Systems Group (PSG)	Mar-04 thru Mar-06	[9; 101; 102]
Chunfu, Yang	General Manager	TSG Consultation Division	16-Dec-04	[103]
Chunfu, Yang	Vice-President		16-Dec-04	[103]
Ek, Jansen	General Manager		14-Nov-86	[104]
Fengju, Sun	Vice-President	Customer Solutions Group	8-Dec-04	[105]
Guoxian, Chen	General Manager	HP China Software R&D Center	31-May-2002	[106]
Han, Ying	Chief Controller and Business Development Director		1996 thru June 1998	[107]
Han, Ying	Finance Manager		1993 thru 1996	[107]
Han, Ying	Service Business Administration Manager		1993 thru 1996	[107]
Hanqian, Chen ⁶	General Manager	Personal Systems Group (PSG)	Nov-04 thru May-06	[67; 108]
Hanqian, Chen	Senior Vice President		26-Dec-2005	[109]
Henshen, Li	Vice-President		29-Mar-1998	[110]
Hongcheng, Liu	Product Manager	Industry Standard Server Division	29-Sep-03	[111]

³ On occasion, some names will appear multiple times to reflect the various positions one held at HP China.

⁴ Where provided, the specific division in which a position is noted. If left blank, assume the position is within the context of HP China as a whole.

⁵ Most references are to a news article that states the person in the respective position. Where date ranges are provided, it is either with respect to the date range of articles that cite a person in a particular position or a date range provided by a source.

⁶ Chen Hanqian, recently general manager of HP 's Personal Systems Group (PSG) , will be transferred to the position of general manager and vice president of HP's Asia Pacific region and will assume responsibility for the business of laptops, household computers, and handheld devices in the region.

Hongman, Lin	General Manager	Shanghai Hewlett-Packard Co Ltd	24-Aug-99	[112]
Hsu, Meichun ⁷	Director	HP Labs China	15-Nov-2005	[50; 71]
Hua, Yu	Manager General	Notebook Computers Department	25-Feb-02	[113]
Jian, Ye	General Manager	Talent Training	2-Mar-04	[114]
Jianhua, Gao ⁸	Chief Knowledge Officer (CKO)		1-Nov-2001	[115]
Jianhua, Gao	Assistant President		28-May-2002	[116]
Jung, Jason	General Manager	Information Products Group (IPG)	10-Jul-06	[117]
Jung, Jason	Vice-President		10-Jul-06	[117]
Kee, Chi-Hing	General Manager	Customer Support Business Unit China/Hong Kong	20-Apr-98	[24]
Kee, Chi-Hing	General Manager	HP Services (HPS)	6-Dec-2004	[101]
Kee, Chi-Hing	Vice-President	Sales Academy in China	6-Dec-2004	[101]
Kee, Chi-Hing	Director/Manager	TSG Operations in Hong Kong	6-Dec-2004	[101]
Kee, Chi-Hing	Vice-President		Feb-04 thru Dec-04	[101; 118]
Koo, Kenneth	Head	Computer Sales and Marketing	15-Oct-90	[119]
Koo, Kenneth	Director	HP North Asia Computer Products	14-Sep-93	[120]
Koo, Kenneth	General Manager	Imaging and Printing Group (IPG)	Nov-02 thru Dec-04	[9; 49; 121; 122]
Koo, Kenneth	Vice-President		Mar-04 thru Dec-04	[9; 49; 123; 124]
Koon, Loh Tiak ⁹	Vice President/General Manager	Technology Solutions Group (TSG)	6-Dec-04	[101]
Lai, Andy	Director	Marketing	29-Dec-00	[60]
Lee, Andrew	Manager	Area Sales	14-Nov-1986	[104]
Lee, Ricky	General Manager	Commercial Channels	1-Jun-98	[125]
Lee, Ricky	Manager	Computer Products Organization	17-Apr-95	[17; 126]

⁷ Hsu joined HP Labs from Commerce One, where she was senior vice president of engineering. Before entering the private sector, she was a faculty member at Harvard University, where she conducted research in information management systems.

⁸ Gao Jianhua joined HP China in 1986, in that time, the major products of HP China are apparatus. After seven years of sales business, Gao Jianhua shifted from sales manager to business development manager. By the end of 1994, Gao Jianhua joined in Apple as Chinese market supervisor. In 1996, Gao Jianhua returned to HP China as the market supervisor.

⁹ Mr. Loh worked for IBM for many years, and he established IBM global services operations in Southeast Asia. Prior to joining HP, Mr. Loh was Executive Director of Hutchison Global Communications Holdings Ltd., a Hong Kong listed company and a subsidiary of Hutchison Whampoa Ltd.

Lee, Ricky	Director	Sales and Marketing	6-Jun-95	[127]
Lee, Ricky	Vice-President		Jan-1998 thru Spr 1999	[125; 128; 129]
Liangsheng, Qiu	Vice-President		19-Dec-02	[130]
Lo, Sam	Director	Enterprise Storage and Servers	11-Nov-04	[131]
Ma, Jindu	Manager	PC Market Development	15-May-98	[132]
Murphy, Mao-Hwa	Manager	Marketing Service	21-Sep-99	[133]
Ong, Alice	Vice-President	Imaging and Printing Group (IPG)	6-Apr-04	[134]
Phang, Foo Piau	Manager	Marketing	15-May-94	[135]
Poon, William	Vice-President	IT Services	4-Nov-05	[136]
Poon, William	General Manager	Manager Services for China and Hong Kong	19-Jul-04	[137]
Qi, Shu	Vice-President		17-May-06	[138]
Qiong, Wu	(General) Manager	Public Relations	Jun-03 thru Mar-05	[139-141]
See, Felix	General Manager	E-Service Organization	4-Jul-00	[142]
Seng, Cheah Chow	Chairman	HP Technology Shanghai Company Ltd	6-Sep-05	[143]
Shea, Gregory	Chief Spokesman		2-Jul-99	[144]
Sheng, Kristy	General Manager	IPG's Consumer Segment Marketing	26-Jul-04	[124]
Sher, Jimmy	General Manager	Commercial Channel Organization	27-May-99	[80]
Sher, Jimmy	General Manager	Information Products Department	11-Jun-99	[145]
Sher, Jimmy	District Manager	Shanghai and East China Market	17-Jun-94	[146]
Sher, Jimmy	Vice-President		11-Jun-99	[145]
Shouqin, Ren	Vice-President		6-Jun-94	[147]
Shu, Jack	Vice-President		6-Feb-04	[148]
Shuwei, Chen		Public Relations	22-Aug-03	[55]
Suen, Daniel	Manager	Marketing	1-Jul-99	[39]
Warmington, Dick	Vice-President		13-Jun-1999	[149]
Wei, Arthur	Director	Corporate Marketing and Communications	28-Aug-06	[150]
Wei, Arthur	Manager	North China	28-Aug-06	[150]
Wong, Paul	Manager	China Hewlett-Packard's Shenzhen Factory	27-Apr-93	[151]
Xiangdong, Chen	Manager		5-Dec-03	[152]

Xiao, Yu	Manager	Marketing	28-May-02	[116]
Yau, Raymond	Vice-President	Imaging and Printing Group (IPG)	12-Jun-2003	[97]
Yau, Raymond	Manager	Sales and Marketing	4-Feb-2004	[153]
Ye, Simon	Marketing Official	PC Department	12-Jun-03	[154]
Yeoh, Tony	General Manager	Consulting & Integration	20-Jun-05	[155]
Yongli, Zhang	Vice-President	Personal Systems Group (PSG)	19-Jun-06	[156]
Yongli, Zhang	General Manager	Mobile Products Division	19-Jun-06	[156]
Yongli, Zhang	General Manager ¹⁰	SME Customer Division and Channel Cooperation Division	19-Jun-06	[156]
Yu, Jeremy	Vice-President		5-Sep-02	[157]
Yue, Ma	General Manager		22-Jan-02	[158]
Yue, Qian	Vice-President	Imaging and Printing Group (IPG)	17-Jun-03	[159]
Yuzhang, Ke	General Manager	Imaging and Printing Group (IPG)	22-Nov-2004	[67]
Zhang, Gary	Director	Human Resources	29-Apr-05	[81]
Zheng, Shiheng	Solution Product Director	China HP Consulting	15-Apr-02	[160]
Zhengsong, Zhuang	General Manager	SME Customer Division and Channel Partnership Division	22-May-06	[108]
Zhengsong, Zhuang	General Manager	Personal Systems Group (PSG)	22-May-06	[108]

¹⁰ It is generally believed that Mr. Zhang was appointed at that position due to his outstanding performance; for example the increase of HP laptops shipments in 2005 by 155.9% when compared to the previous year. Mr. Zhang said that, while in the past he was focusing on the product itself, now he will shift his focus on the channel and its users.

Table 4 Overall China HP Employment and Hiring Trends

1989	350 [161]
1990	300-350 [84; 162]
1992	200-400 [11; 163]
1995	With five joint ventures, HP has 700 employees and the newly forming holding company HP China plans to employ over 1,000. [35; 164]
1996	800 [165]
1998	Currently has 1,200 employees with 300 professional techs ISO9002 certified, 500 in professional repair service [22; 24; 58; 166]. HP planned to employ another 100 engineers throughout the country. [167] CHP's number of specialized supporting service engineers increased to 400 from less than 300 at the beginning of 1998 [21].
2000	China HP has 1,800 employees throughout China [4].
2002	HP China has 1,600 employees [65]. However, counting Compaq employees as a result of the HP-Compaq merger there are 2,800 employees [157].
2003	Plans to recruit 200 HP sales agents. [97] HP employs 3,000 in China, 80% of whom work in the IT services sector [1].
2005	HP China's workforce of 3,000 [10; 81] will be cut by 10% with nearly 300 employees saying goodbye to HP China. At the same time, the company will provide 112 new positions in the Chinese mainland for the future development [68].
2006	HP's current 5,000 staff members are expected to grow 20 percent with the recruitment that will start this month to fill various posts, such as sales managers, technical consultants and software engineers. About one fourth of the 1,078 vacant posts are for research and development (R&D) staff members. And engineers, who will work for a global BPO (business process offshore) center in Dalian, Liaoning Province, will account for 28 percent of the new jobs. Sun said the recruitment is the largest ever of its kind in the history of HP China since it entered the country in 1985 as the first Sino-US high-tech joint venture, whose mainland business jumped by 25 percent in 2005 [168].

Table 5 Campus-Specific Employment and Hiring Trends for China HP

1990	CHP's Shanghai Operation has 70 staff [169].	Huapu Information Technology Co opens with 70 people: 40 in software development and 30 in adapting products to accommodate local languages, testing, assembly, installation and training. [36]	Hewlett-Packard Shanghai Analytical Products Ltd. plans to open with 400 employees. [35]
1996	HP's Electronic Testing and Measurement Center plans to hire 30 engineers and technical staff from home and abroad [18].		
1997	HP/SSTCC Joint Research Facility in Beijing opens with 24 Chinese Scientists. [52]		
1998	HP and China National Corporation of Medical Equipment Industry joint venture has a staff of 140 [56].		
2001	Software Development Center in Shanghai (HP China Software Solution Center) plans to create 1,500 jobs. [42]		
2002	Software Development Center in Shanghai has recruited 50 people and in its five-year plan will hire over 2,000 [43].		
2005	R&D center in Chongqing Municipality This new facility currently employs 200 people, and will employ up to 600 people by the end of 2006. Within the next two or three years, by 2008, the Chongqing Software Solution Center will hire about 2,000 professionals in Chongqing to focus on producing software solutions for the global market. [62]		
2006	Shanghai Hewlett-Packard Co., Ltd. has 250 employees [170].	Hewlett-Packard Technology (Shanghai) Co., Ltd. has a staff of 120 [171].	Hewlett-Packard Trading (Shanghai) Co., Ltd. has 30 employees [172].

Section Three: Timeline

1972

HP is the first U.S. electronics firm to be invited to China for trade talks in 1972, where a team of HP executives accompany a US delegation to Beijing, China, led by President Richard Nixon [1; 2].

1977

David Packard visits China for the first time, touring many places, including western China. The conclusion he got from the tours was that, “China is a huge market with boundless potential. HP should come to China to make an investment.” [3; 4]

1979

HP enters the Chinese market [173].

David Packard visits China a second time [3; 4].

1980

China and HP sign the first high-tech memorandum of understanding, paving the way for China Hewlett-Packard Co. to be established in Beijing in 1985 [4].

1981

HP begins sales and service distributorship agreements with China Electronics Import & Export Corp. (of the Chinese Government’s Ministry of Electronic Industry) [5]. HP opens its first sales office in 1981 [6].

1982

HP opens its representative office in Beijing [7].

1983

David Packard visits China a third time [3; 4].

1984

April

Hewlett-Packard Co. (HP) and China Electronics Import & Export Corp. (CEIEC) agree to form the joint venture company China-Hewlett Packard Ltd. (CHP) to sell and manufacture HP products in China. HP plans to establish a headquarters facility in Beijing [5]. HP is the first U.S. computer maker to enter into a joint venture with the Chinese [8].

August

HP and CEIEC complete final steps in formation of the joint venture company. The two companies will have half ownership of the joint-venture company, subject to the approval of U.S. and Chinese

companies. CHP will have an 8-member board with 4 directors appointed by each partner. The chairman of the board will be one of the four Chinese appointees. HP will have initial management responsibility for the new company. Chi-Ning Liu is named by HP as president, general manager, and a director of the new venture [174]. CHP will start up with a capital fund of 10,000,000 US dollars provided in equal portions by CEIEC and HP [175].

1985

June CHP is officially set up in Peking on 20th June [13].

1986

March CHP begins running TV commercials during Chinese broadcast of Superbowl XX [176].

June HP announces CHP has just concluded a computer sales contract worth \$10 Million with the computing center of the Ministry of Foreign Economic Relations and Trade in China. The Ministry will purchase more than 60 HP 3000 minicomputers within a one-year period [177].

1988

March The US side of CHP begins a 10-day electronic measuring technology training program for the corporation's Chinese employees in Peking on 21st March. To help the Chinese technicians know more about the advanced electronic instruments and their patent technology, the HP shipped over 50 sets of equipment worth \$1 Million and sent five specialists [178].

June China Hewlett-Packard Co announces it will open a new high-tech plant in Shenzhen in July. The plant will manufacture two analytical instruments widely used in chemistry labs and will become HP's principal worldwide supplier of these products, replacing one of their plants in the USA. About 90% of the new plant's output will be exported. Advanced production technology will be transferred to the Shenzhen plant, and the company hopes to expand the operation later to include other products of theirs, such as test instruments and medical equipment [179].

July CHP and Hua Xia (a Xiamen-based consortium including 11 research concerns and 42 electronics firms in the Xiamen Special Economic Zone) are to build 200 computer terminals in a deal worth \$5 Million. They say it will take about two years to complete a contract for the HP 9000 Series 300 terminals. It is the first joint venture with local interests for CHP. Hua Xia is an umbrella group that. Also taking part in the venture are the East China Computer Research Institute, the Peking-based South CAD Center and its Xiamen branch. All three are units of China's Ministry of the Electronics Industry [180].

1989

April For the second year in a row, China's leading business newspaper (*Economic Daily*) names CHP one of the 10 best joint-venture companies among more than 7,800 such enterprises in the PRC.

1990

January Philip Yu unveils an ambitious plan to turn CHP into China's top joint-venture firm in the coming decade. According to Yu, an export-oriented plant invested in by CHP in Shenzhen has been accredited by the transnational computer giant Hewlett-Packard, its parent company in the US, and will serve as a manufacturing base for the company throughout the world, beginning in April this year. CHP plans to embark on the research and development of new products this year in addition to upgrading its production facilities as well as sales and services in the country [181].

February HP is planning to expand the exports of integrators and analytical chemical instruments manufactured by its plant in Shenzhen, a special economic zone bordering Hong Kong [84].

April CHP is selected as one of the country's best sino-foreign joint ventures in 1989 (for the third time) in the competition sponsored by the *Economic Daily*, the *China Business Times* and China Market Publishing Corporation [182].

June CHP will make a major investment in research and development this year to develop the ability to create its own products and boost competitiveness in overseas markets. CHP will expand manufacturing and exports as part of a plan to turn the joint venture into Hewlett-Packard's high-tech manufacturing and sales base for the Asia-Pacific region in the 1990s [14].

September HP signs a definitive agreement with China's Ministry of Machinery and Electronics Industry to jointly create and invest in a company set up to make workstations and develop software. Huapu Information Technology Co., HP's second joint venture in China, will assemble and market HP's newest line of workstations, the HP Apollo 9000 Series 400, for the Chinese domestic market. The company, to be based in Shanghai, is expected to begin operations by the end of the year. The joint venture initially will employ 70 people with about 40 working in software development and 30 in adapting products to accommodate local languages, testing, assembly, installation and training [36; 183]. Hewlett Packard will supply approximately 30 percent of the needed capital for the company [119].

1991

HP Asia establishes a separate North-Asia division within its Hong Kong-based Asia-Pacific operation which handles only Taiwan, Hong Kong and China. A major part of that role is to look at the growing

integration of those markets and to fine-tune HP's own operation to suit that integration [11].

October

CHP announces it has developed a multi-functional bedside guarding system using Chinese characters, believed to be a great breakthrough in China's medical apparatus manufacturing industry. With the new system, Chinese medical workers who do not understand English can easily operate imported medical apparatus, translating English into Chinese [184].

1992

January

CHP recently launched two series of small commercial computers (HP3000/9X7 and HP9000/8X7) in Beijing, which are based on advanced international standards. Compared with similar products in the global market, they will cost half or less. The Beijing-based Stone group is the exclusive sales agent of the new computers [185].

May

CHP named one of China's top 10 joint ventures for the fifth time [186].

1993

February

HP announces the Shanghai Stock Exchange has installed US \$2.7 Million worth of its network servers to run a new integrated trading system [87].

March

The first high-speed digital leased circuit between Beijing and Hong Kong starts operation. The 64 Kbps circuit has been commissioned through cooperation between Hong Kong Telecom and Beijing Telecommunications Administration (BTA) in the Chinese capital. CHP leases the circuit to connect its internal voice and data network with the company's global network via its Asia-Pacific regional headquarters in Hong Kong [187].

May

CHP named among top 10 joint ventures in China for the sixth year in a row [188].

HP's Asian Localisation Centre launches a Chinese language monochrome inkjet printer specifically for China [189].

September

HP signs a two-part agreement with AT&T (China) Ltd and Hongkong Telecom CSL to sell and service the AT&T Systimax SCS line of cabling products in China. Under the deal, it appoints Beijing-based CHP as an authorized re-seller of the product line [190].

1994

March

HP will solidify its foothold in South China by strengthening its distribution network. CHP authorizes its first three wholesalers in

Shanghai, a sign of the company's commitment to the region. The three are Hong Kong-based SIS International Group and Saggio Computer Co Ltd and the Singapore-based IDS Group [191].

- May** HP makes clear its intentions to set up its first manufacturing plant in China in the near future. The company wants to compete more aggressively in the lucrative Chinese market and take advantage of its cheap labor [135].
- June** HP forms Network Systems Business Unit to bring together network-related work from various parts of its organization, preparing a major move into the network market in China next year. [192]
- October** CHP passes the ISO9002 standard, becoming the first company in China to receive this international top quality-assurance certification [193].

1995

- February** CHP signs agreement with Jilin Polytechnical University (in the city of Changchun) with other international firms to jointly construct China's first car model development center [77].
- March** HP announces it intends to invest \$20 Million in China this year for a new unit to make personal computers, with production expected to begin in 1996 [15].
- April** HP announces that it is finalizing a deal to setup a computer, scanner, and printer joint venture manufacturing company in China. The new company is expected to begin production at the start of next year [127].
- June** HP forms an \$8.5 million joint venture with Shanghai Analytical Instrument Factory, its sixth China joint venture. The joint venture, Hewlett-Packard Shanghai Analytical Products Ltd, based in China's biggest city, will carry out research and development, manufacturing, marketing and customer support in the high-tech analytical instruments market. Operations are due to begin in one or two months with about 400 employees [35]. HP holds 70% of the venture's shares, which will specialize in chemical analytical instrument R&D [164].
- HP signs an agreement forming a \$1 Million technology joint research program with the State Science and Technology Commission, a cabinet-level body. Research projects will be selected by scientists from HP and China [35]. The first batch of sponsored projects is likely to cover the fields of telecommunications, computer, biological technology and material science [164].
- HP is in the final stages of forming a holding company, Hewlett-Packard China Ltd, to oversee management of the company's growing stable of China ventures, which, with the new joint venture, will

employ over 1,000. Once formed, it would build a new headquarters in Beijing [35].

HP plans to increase its investment in its Shanghai subsidiary, the Huapu Information Technology Co Ltd, that is nailed down by a letter of understanding recently signed by the company and the East China Computer Institute under the Ministry of Electronics Industry [164].

August HP makes public a five-year investment plan for China, which involves more than 25 million US dollars and will outstrip HP's total input here over the past decade [126].

China Hewlett-Packard Co. Ltd. donates eighty 486 personal computers and additional equipment to Beijing University [73].

November HP China donates 200 HP DJ5000 ink jet printers (an estimated 500,000 yuan) to Beijing's 73 middle schools to improve the schools' teaching facilities to mark the 10th anniversary of the founding of the CHP in Beijing [194].

December HP announces the establishment of its Networked System Consulting Group (NSCG) in China, viewed by local analysts as a new step forward by the company into China's fledgling computer network system market. So far, the NSCG has opened two branches in Beijing and Shanghai, respectively, and a third is to be set up in Guangzhou, capital of south China's Guangdong Province [195].

1996

February HP signs a \$29M agreement to establish a line to assemble its LaserJet printers in China's the Pudong New Area of Shanghai. Construction will start in April and is due for completion by the end of 1997 [38].

March HP launches a marketing, research and development center specializing in the technology of electronic testing and measurement in Beijing. In its initial stage the center will focus on VXI measurement instruments, which can be widely used in the sectors of aerospace, automobile manufacturing, telecommunications and personal computers. HP plans to invest three million US dollars in the center this year, and will hire 30 engineers and technical professionals from at home and abroad [18; 51].

April The first enterprise with backing by HP begins operation on April 1st in the Pudong New Area. The China Hewlett-Packard Shanghai Jingiao Computer Corporation will make state-of-the-art computer products, which will mainly be sold on the Chinese market. The base specializes in manufacturing jet printers, with annual output value expected to reach nearly 100 million US dollars. And most of the printers will be exported. Involving 29 million US dollars in investment, the base is the largest among the company's projects in China [19; 196].

May The Beijing Telecommunications Bureau, China HP Co., Informix Co. and Rongtong Co. sign an agreement on the construction of charged telecommunications management network [197].

July China Hewlett-Packard rolls out a strong, functional, new type of Pentium pro network server. It is an unprecedented server which provides management, practice and functioning level for the execution of commercial applications [198].

SMK Corp. acquires China Hewlett-Packard (Shenzhen) Co. (CHP) from the U.S. parent Hewlett-Packard Co. The new unit will continue to produce connectors for printer cables, but it will also be in charge of making connectors for telecommunications devices and other equipment [199].

As a part of its China Focus Plan, HP World '96 technology center opens in Beijing. Under the plan, Hewlett-Packard will reportedly invest US\$6 million to \$7 million a year in the research and development center to provide professional services and support for its clients in China. According to HP's China Focus Plan, the established technology center will demonstrate HP's latest hardware and software and provide suggested "solutions" for customers in almost all sectors, especially in the four major fields of telecommunications, finance, manufacturing, and engineering design [200].

1997

January The electronics laboratory co-constructed by China Hewlett Packard Corp and Tsinghua University starts operation on January 11th [78].

April Chinese Academy of Sciences and Hewlett Packard China Company announce that they will cooperate in the area of information security technology. HP China Company and its China correspondent, Information Security Technology Research Center of CSI, will set up an information security technology center [201].

The company establishes in Shanghai on April 9 a joint venture named HP Leading Co Ltd [69].

Hewlett-Packard China Electronic Surveying Instrument Center produces its first batch of products, electronic switches, on April 21, all of which will sell to the US, Japan and European countries. It took only seven months of for this center to assemble the production line and choose components suppliers in Beijing, Shanghai and Tianjin. Established in last February, Hewlett-Packard China Electronic Surveying Instrument Center will be devoted to the R&D, production and market development of electronic surveying instruments [202].

The HP China Electronic Survey Device Center in Beijing goes into operation on April 21st [69].

- July** Hewlett Packard China Co and Beijing Youhua Taihe Computer Network Technology Ltd reach an agreement on July 22 where the Chinese company will become the distributor of HP's network products in China. The cooperation will further enhance the competition of HP in China market [203].
- August** HP and the State Science and Technology Commission of China (SSTCC) open a joint research facility in Beijing which will focus on software modelling and simulation tools for wireless communication and multimedia, with an initial 24 Chinese scientists [52].
- September** Terry Cheng, president and general manager of China Hewlett-Packard (HP), resigns. HP will announce Mr Cheng's replacement soon [89].
- October** China Hewlett Packard donates chemical analysis equipment to Beijing University for use in one of its chemistry laboratories. The \$200,000 US Dollars worth of equipment are believed the most advanced in its field and includes an ultraviolet spectrophotometer, a liquid chromatograph, and an air chromatograph [74].
- December** HP China Co Ltd signs a contract with Beijing Tax Bureau on "Tax Archive Management Information System." It signifies that Beijing Tax Bureau has become the first in China to employ Image Document Management (IDM) archive management technology to deal with its tax archives [204].

1998

- January** HP and Microsoft sign a cooperation agreement in Beijing to develop computer systems for four million small and medium-sized enterprises in China. According to the agreement, the two companies will develop a "small enterprise strategy" to increase computerization. The first step will have HP increasing cooperation with local software solutions for small and medium-sized enterprises [128].
- Hewlett Packard announces that it has expanded its Chinese manufacturing operations in Qingdao, Shandong province to include product design and marketing. The new agreement with the Chinese partner will enable the expanded operation, to be called HP China Medical Division, to provide medical technology specifically designed to meet the distinct needs of the medical profession in China [56].
- Beijing University and HP China Company sign an agreement to co-establish an EDA laboratory and a basic electronics laboratory. The establishment of the laboratory will not only up lift the teaching quality in the universities, but also cultivate talents in electronic instrument development and application [75].
- China HP Corp. blazes a new trail in providing aftersale service. Its program "to establish contracted user mechanism" wins the users praise, and the number of users has increased from twenty years ago to

over 100 at present. The program offers maintenance service after the purchase by contract [205].\

February

China HP Company and Zhengzhou Railway Bureau jointly hold the signing ceremony of Jointly Build the Ticket Center System of Zhengzhou Railway Bureau in Zhengzhou. This is the first cooperation contract HP has clinched in China's railway sector. The cooperation contract includes three phases of project. The first phase of the project includes a HP 9000K570 series Unix server and supporting network system valued at about US\$ 1 million [206].

March

Hewlett Packard intends to use Shanghai as a test base for HP's new technology, new products and solutions for electronic commerce. A co-operation agreement between China HP and the Shanghai Infoport Office is also inked to create an open lab to provide experimental conditions for any computer application units in Shanghai and to develop e-commerce solutions not only for China, but also for the entire Asia-Pacific region [46].

China's first electronic network sales service is to be launched thanks to co-operation between Hewlett Packard and the China Goods Order System (CGOS), who jointly established an electronic trading system. Hewlett Packard is also launching a range of activities to help with further implementation of the system, beginning with the Hewlett Packard Mega Forum to be held in six Chinese cities including Shanghai, Guang-zhou and Chengdu. Along with the forum, Hewlett Packard will seek business opportunities with China's major State enterprises to help them build an electronic system to make them more efficient and profitable [110].

Hewlett Packard and the Shanghai Municipal Information Office sign a contract to establish an electronic-business laboratory. The lab's purpose is mainly research on information systems for suppliers and consumers and for customers in Shanghai [47].

April

HP (China) Company signs an agreement with Beijing Feng Science and Technological Company to establish a HP Scanner Technological Support Center. The services provided by the center include guidance to installment of scanner hard and soft ware for secondary agent or customers; training of secondary agents and customers; assisting HP China company; providing free-service of installment for customers in Beijing [53].

The China HP-authorized Application Study Center (ASC), jointly established by the China HP Company and Dalian Huaxin Computer Tech Co Ltd, is unveiled in Dalian. China HP provided the center with a D270, 4 Desktop PC and one LaserJet 6P printer. The establishment of the center will further enhance the localization of China HP's domestic technological service [57].

- May** China HP wins the bid of longitudinal network connection system project of the 97 project from China Telecom General Bureau. The project is an overall telecommunication management system which connects the general bureau-P&T administrations in each provinces - central bureau of each local area network. The project, by implementing complicated information exchange and data internet, will play a significant role in pushing the country's information industry development [207].
- June** China HP Co Ltd announces the establishment of its Branch and Customer's Support Service Office in Wuhan. The Wuhan Branch is HP's seventh branch and tenth user's center in China [58].
- August** China Electronic Import & Export Corp (CEIEC) announces that the term of joint investment in China HP Co Ltd will be prolonged for ten years once more. China HP is a joint venture of CEIEC and the US-based HP Company [208].
- China HP Company's Nanjing Subsidiary and Customers Supporting Center Office goes into operation in Nanjing. The establishment of the Nanjing Branch of China HP will help reinforce its cooperative relationship with the subscribers, agencies and suppliers in this province [209].
- September** Dalian City Information Industry Bureau and China HP Company decide to jointly build two example areas in a bid to promote the development of the city's information service sector. By means of the construction of convenient resident networks, a kind of high-speed information transmission channels will be built between the government, enterprises, family and individuals [210].
- HP Users Support Department formally establishes an office in Jinan [166].
- HP China clinches a \$5.6m deal to provide technical services for Ericsson China. According to the deal, HP will provide a range of services covering implementation of information systems, support for desktops and notebook computers, management, operation and maintenance of information systems, and network security [211].
- October** The medical appliance department of China Hewlett-Packard Co. sets up an office in Hangzhou, capital of East China's Zhejiang Province, for after-sale services to customers of medical appliances of the company in Zhejiang Province [59].
- December** China HP Company and Microsoft (China) Company agree to combine the sales activities of HP BrioPC, HP LaserJet 1100A and Office 97 Chinese version. The two companies plan to cooperate on Office 2000, Win 2000 and NT next year [212].

1999

- HP launches its complete line of notebook products in China in 1999 [2].
- April** Zhejiang Mobile Communication Co Ltd (ZMCC) and HP sign a three-year contract. According to the contract, HP will provide hardware, software and network support. ZMCC, one of the largest mobile communication companies in China, is mainly engaged in mobile telephone service and mobile digital service [213].
- May** The State Economic and Trade Commission (SETC) launches a showcase training program on information technology for small businesses funded by China Hewlett-Packard Co. Ltd. The 21st Century Small and Medium-sized Enterprises Training and Development Project will offer training courses to managers of 25 small businesses around China, including private, state-owned, and overseas-funded companies, most of which are in the manufacturing sector. Sources said that the five-month training program for the 25 small businesses cost Hewlett-Packard some 800,000 yuan (about 100,000 U.S. dollars) [80].
- June** China Hewlett Packard Corp inaugurates the founding of its Changsha Supporting Service Office. The new office is CHP's 15th client supporting service office in China. Now CHP has possessed the largest IT supporting service network in China [214].
- August** Tsinghua Ziguang Inc and China HP Co Ltd sign an agreement officially on establishing cross-century, omni-directional strategic cooperative partnership on. Ziguang becomes HP's domestic special distributor in the fields of server and workstation products, which marks a deeper and broader cooperation between the two sides [215].
- China HP Co Ltd Users Supporting Department declares the set-up of HP supportive service office in Hangzhou. This is the 16th one of HP in China [216].

2000

- January** Hewlett-Packard opens Hong Kong's first wireless application protocol (WAP) demonstration center. The WAP Demo Center is the latest move in HP's mobile e-services initiative aimed at creating mobile electronic services for wireless service products - including telephone service companies and other service providers - and IT vendors, as well as applications within extended enterprise environments. The WAP Demo Center is HP's first major local development to promote business-critical mobile Internet solutions [217].
- February** China's GIS Society, China HP Company and 11 GIS software manufacturers decide to jointly cooperate with each other to promote the development of China's GIS industry in the fields of land

resources, urban information, environmental protection, remote sensing, petroleum and mapping [218].

April HP signs an agreement with Xi'an Xietong Software Company to set up an E-commerce development center in western China. The new center, with an investment of 68 million yuan (about eight million US dollars), will develop software and provide services for China's potential E-commerce market [219].

May Greg Manning Auctions, Inc. announces that its Chinese subsidiary, GMAI-Asia.com, Inc., through its eCommerce web site iAtoZ.com and Hewlett-Packard China Company Ltd. have entered into a strategic alliance to enhance and strengthen iAtoZ.com's position as a leading eCommerce destination site in China and Hewlett-Packard's position as a leading eCommerce hardware and solutions provider [220].

September China's largest projects website, Sinoprojects.com, signs a cooperative agreement with the China Hewlett Packard (HP) Co. Ltd. to jointly provide e-commerce solutions to Chinese enterprises. According to the agreement, Sinoprojects.com will combine its business resources and commercial operation experience with HP's technological advantages to provide all-sided e-commerce services to various project owners [221].

December HP announces that it is planning to set up 5 software test centers in mainland China following its Macao center. The first one will be located in north China's Tianjin with investment of US \$1M and is expected to commence operation next February. HP has signed an agreement with two Tianjin-based companies to jointly establish HP (China)'s first software test center, in which it will hold a 50% stake. One of HP's two local partners is Zhenglian Information Engineering Company, which is the largest individual-invested broadband ISP in Tianjin, while the identification of the other one was not disclosed [60].

2001

January SOHU.com announces that it has signed an agreement with HP to provide comprehensive e-commerce solutions for small and medium sized companies in China. The agreement will help Chinese businesses move into the digital economy by offering innovative e-enterprise strategies and integrated technology systems [222].

HP and China Mobile (Hong Kong) Limited announce that HP and CMHK's majority owned subsidiary, the newly formed Aspire Holdings Limited ("Aspire"), have formed a strategic alliance. The work is expected to include joint R&D in wireless data and the Internet, as well as the delivery of wireless platforms and solutions for mobile network operators, online merchants, content providers and e-companies in China. HP bought seven per cent of Aspire for about \$35 million [223; 224].

April Pivotal Corporation announces the signing of a customer relationship management (CRM) distribution and services agreement with China HP. This multiyear, multimillion-dollar agreement will enable Pivotal and China HP to lead the rapidly emerging CRM market in the People's Republic of China. As the strategic business partner and master distributor for Pivotal in the Chinese market, China HP will deliver and develop Pivotal's fast-to-implement, rapid time-to-market CRM solution suite to mid-size and enterprise companies across the People's Republic of China [225].

September Following the proposed merger of IT giants Hewlett Packard and Compaq, HP China reveals an investment plan in China that amounts to more than USD 1 Billion. The main content of the plan, revealed to reporters in Beijing, includes: the setting up within China of a Hewlett-Packard research institute, senior to other research institutes, devoted to technological research and development of localized China products; the setting up of a software development laboratory, which will develop procedures and systems localized for the Chinese user; and the setting up of a note-book factory in the Jinqiao development zone in Pudong, Shanghai, with an annual production target of 100,000 pa [12].

October HP CEO Carly Fiorina says the company plans to open a software development centre in Shanghai in November which will create 1,500 jobs [42].

2002

January HP and the domestic leading IT enterprise Shanghai Bell become strategic cooperative partners to construct the world-class enterprise research and development platform for Shanghai Bell. CPC is a solution based on WEB. It can let personnel, clients and providers develop the whole set of operations jointly by utilizing Internet. HP will monitor and control all phases of the item by its particular FocusPM and mobilize all senior experts of HP in the world to upgrade the research and development capabilities of Shanghai Bell to reach the world-class level [158].

April Brio Software signs an agreement with HP China where HP will resell Brio's products alongside its own solutions. In addition to distribution, the two companies will also co-operate in providing pre-sales support, after-sales services, consultancy, product training and marketing [160].

May HP China's Software Solution Centre opens in Shanghai, HP's fourth software R&D centre around the world and its first in the North Asia region [43].

July HP announces it will begin manufacturing notebook computers in Shanghai next year [95].

2003

January

HP and Intel open a joint center in Shanghai to develop Linux applications. It is the first in the Asia-Pacific region including Japan and will allow independent software vendors, developers and customers to conduct proof-of-concept testing and pilot programs. It will house more than 100 processors, with more than 400 gigabytes of memory and more than 7,000 gigabytes of storage disk space. The center will mainly focus on developing Linux software for enterprises using Intel products, the companies said [45].

March

HP and Intel jointly launch their first Asia Pacific testing center in Shanghai to bolster sales of the Itanium 2 server processor. The new center, named HP Intel Solutions Center, is the third one in the world. The new center focuses on Itanium development, offering proof of concept testing, solution architecture and project support, vendor solution evaluation, certification, and skill transfer. In addition, it will provide benchmarking, a crucial function for a relatively new chip yet to gain widespread acceptance [40].

June

Tengt International Corp. announces that its Chinese joint venture partner, Tengtu China (Tengt), a leading provider of distance learning solutions and e-education software in the Republic of China, agrees to join with HP in marketing a customized server solution to China's K-12 education market. With this alliance HP is formally declaring its move into the K-12 e-education market in China. The customized platform being offered to this market is designed to support the ongoing education and training of students and teachers across the more than 800,000 schools teaching K-12 curriculum in China [226].

HP and Guangzhou Unicom, one of China Unicom's regional units, have signed a collaboration agreement to launch bundled sales activity for HP's laptop PCs and Guangzhou Unicom's CDMA 1X wireless-access modem cards in a temporary market promotional activity. The bundled sales collaboration with Guangzhou Unicom is the first time that HP has tried a sales cooperation with a domestic Chinese telecom operator [227]

July

UTStarcom China and HP China ally on 3G value-added services. They will bring some of HP's Open Call series products under UTStarcom's 3G Moving Media SP8000CN SE system so as to provide trans-network service support environment for operators running all service. By relying on the solution, operators will be more efficient in developing and managing value-added services in fixed-line and mobile network [228].

HP China and Shenzhen Aether jointly announce the running of an information safety technology R&D center they co-founded in Shenzhen. The advanced hardware platform of the center is offered by HP. Based on the platform, Aether develops information safety

software products with full intellectual property rights for specific industries [33].

HP China and Beijing University of Posts and Telecommunications (BUPT) has jointly set up a Telecommunication NGN (Net Generation Network) Joint Lab in Beijing. The lab targets to merge HP's telecom platform and BUPT's NGN software system, in order to provide domestic telecom operators with global-leading NGN technologies, platform and related services [54].

August

HP China announces a strategic alliance with Beijing Zhongke Redflag Software, a leading independent Linux solutions provider in China, to work together in the Linux market [55].

September

China HP announces that it will set up a Financial Service Industry (FSI) center in Shanghai, which is regarded by China HP an important part of enhancing its profile in China's IT service sector. HP will set up and integrate industrial standards, hardware, software and cooperation partnership to show the users how to use technology to enhance business procedure. FSI center will design all application software and technical infrastructure to provide peer-to-peer business solution to the users [48].

December

Sockeye Solutions Corporation, the leading developer of Adaptive Supply Chain Collaboration Applications, and HP China's Customer Service Organization have announced an agreement to configure and deploy Sockeye Solutions' Service Parts Collaboration Template to a customer in China in the networking and communications space [96].

Tengt International Corp. announces that its 57%-owned joint venture in China, Tengtu United, has signed a cooperation agreement with China HP to jointly market computer software and hardware products in the Chinese K-12 education market [229].

2004

March

HP China announces that the IT Service Management Forum China (itSMF China) has been established in Beijing, which is expected to improve the work efficiency and management of Chinese IT companies [114].

HP signs a memorandum of understanding (MOU) with China's Ministry of Information Industry (MII) under which it will set up Linux-based technology laboratories in China to help software and chip companies develop applications based on the Linux platform. HP will provide up to 200M Yuan worth of software, hardware, technical support and training over the next three years for the establishment of the labs.

HP signs a one-year strategic partnership deal with China's Neusoft Group, a local solutions provider with a focus on software technology.

The partnership aims to make full use of branding and technology advantages from both sides to form “a perfect combination of solutions, products and teams to develop China's information industry.” A technology center and service outsourcing are also included in the agreement [231].

HP and webMethods, a web service infrastructure provider, jointly establish an Integration Competency Center to serve the Greater China Region in HP's new facilities in Hong Kong, providing customers with an environment for performing configuration and sizing, proof of concept, demonstration and employee training [232].

April HP announces that it will become the first multinational to launch a desktop computer in China based on Advanced Micro Devices Inc's Athlon 64 processor [233].

May eOn Communications Corporation, a leading provider of unified voice, e-mail and Web-based communications systems and software, announces it has signed an agreement with HP China, in which the two companies plan to work together to deliver advanced contact center solutions for the enterprise business market in China.

November HP opens an experience centre in Beijing, the first of its kind in Asia-Pacific. The centre will enable Chinese consumers to experience HP's digital imaging, digital entertainment and wireless solutions [49].

2005

January HP and Intel announce they have backed the China Education and Research Network (CERNET) in joining PlanetLab, a worldwide research consortium working on building an open, scalable, global network test-bed for pioneering Internet applications and services. CERNET is the biggest next-generation Internet network in operation in the world and connects 25 universities in 20 cities. The 25 universities in China will be the first members of the PlanetLab in China, HP and Intel said in a statement. CERNET's joining PlanetLab will give a big boost to the research and development of the next generation network in the world .

March China HP accomplishes the first telecom revenue assurance consulting program in China. China HP figured out a solution to Chinese telecom revenue assurance, which combined international practice and the current status of Chinese telecom sector. The six Chinese telecom carriers including China Telecom, China Mobile, China Unicom, China Netcom, China TieTong and China Satcom, plan to launch revenue assurance programs in 2005 through 2006 in a bid to vie against foreign rivals [236].

HP forms a partnership with Orca Interactive, a global developer of solutions for IPTV, to offer a triple play of broadband TV solutions to telecommunications carriers and service providers in Mainland China.

As part of the partnership, HP will prime and lead projects with customers incorporating Orca's RiGHTv Telco-grade middleware applications for the delivery of IPTV services such as broadcast TV over IP, VOD (Video-on-Demand), NVOD (Near Video-on-Demand), PVR (Personal Video Recording), pay-per-view, games, T-commerce and other interactive services [237].

June

Amdocs, the leading provider of software and services to enable integrated customer management and the intentional customer experience, and HP China announce a joint project to provide integrated billing for Beijing Mobile, a wireless operator in China. HP China will prime the project and work in conjunction with Amdocs to integrate Amdocs Billing 6 in order to support pre-and post-paid customers for voice, data, and advanced services, delivering more efficient billing to customers and providing Beijing Mobile Communication Corporation (BMCC) with the capabilities to remain a market leader [155].

July

HP (China) and Neusoft jointly establish the HP-Neusoft Social Security Industrial Solution Center, which will specialize in R&D, testing, and promotion of social security informatization solutions. The solution center, located in Shenyang, capital city of Liaoning Province, was established with joint investments from HP (China) and Neusoft's Social Security Department. HP (China) will provide its technologies and services to improve Neusoft's existing social security informatization solutions .

August

HP launches its first notebook in China using AMD processors in an attempt to gain a bigger share in the low-cost, good-quality market, currently dominated by its arch-rival DELL .

October

HP begins operation of a new PC production line in Shanghai that will double the Shanghai facility's production capacity for corporate desktop PCs and workstations. The new production line, the fourth at Shanghai Hewlett-Packard Co. Ltd., will help HP to expand its business from first and second-tier Chinese cities to smaller markets in third and fourth- tier cities [41].

HP launches a new R&D center in Chongqing Municipality, to conduct software services and solutions for its customers worldwide. The new software R&D center is HP's third but largest in China. It is also the company's first center in Western China specializing in providing application software outsourcing services [62].

November

HP announces it has opened a major R&D facility in Beijing. HP Labs China will focus initially on developing technology for large corporations and government agencies, such as finding ways to connect extensive computer networks. The lab could eventually branch out to focus on consumer technology [50].

2006

April

Shanda Interactive Entertainment Limited, one of the leading interactive entertainment media companies in China, announces a strategic partnership with China HP in which the two companies will work closely together, leveraging their resources in the respective fields to take advantage of rich interactive entertainment content offerings on Shanda's EZ platform and HP's expertise in information technology infrastructure solutions tailored for home entertainment .

June

HP kicks off a year-long training program aimed at providing the management staff of its suppliers in China with the knowledge to improve social and environmental responsibility practices in their factories. The Focused Improvement Supplier Initiative (FISI) provides clear and measurable benefits for supplier factories, including increased productivity and quality and reduced employee turnover, injuries and illnesses [239].

China HP and the Beijing Hejia Software Technology Ltd (Hjsoft) announce that they have become strategic cooperation partners in providing new generation of Hjsoft ERP based on HP Integrity server for Chinese manufacturing enterprises [240].

The world's largest Chinese search engine Baidu and HP announce that, for one year beginning in October 2006, all HP Pavilion and HP Presario series computers sold within mainland China will come with Baidu search service already enabled [241].

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