

2005 Corporate Branding and Creative Services

Business Partner Survey

2005 CBCS Business Partner Survey

Table of Contents

Objective and Survey Structure.	3
Survey Improvements	4
Response	5
Business Unit Demographics.	6
Executive Summary..	8
Results	9
Strategic and Tactical Year-to-Year Comparison.	17
Prospect Survey Results Detail Findings	42
Prospect Year-to-Year Comparison	50
Strategic and Tactical Detail Findings	55

Objective

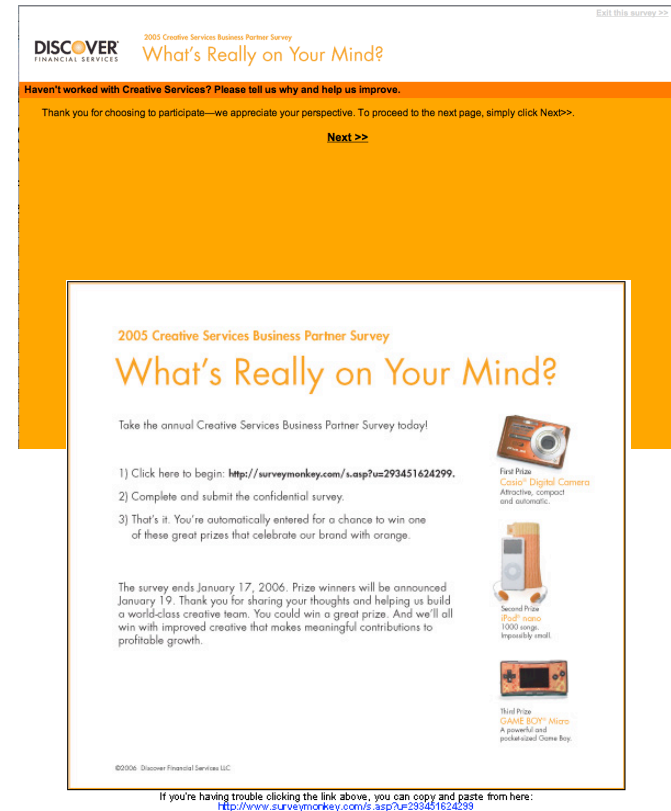
- What is the purpose of the surveys?
 - Identify best practices that should be maintained
 - Recognize opportunities to improve CBCS
 - Add a new element to the 2005 Creative Service Business Partner Survey (i.e., prospect)

Survey Structure

- The survey is broken into three groups
 - Business Partners with manager positions or higher received the STRATEGIC survey
 - Business Partners below the manager position received the TACTICAL survey
 - All DFS employees who do not work with CBCS had access to the PROSPECT survey
- BPs answered open-ended and weighted questions addressing key concerns: Communications, Timeliness, Work Knowledge, Product Knowledge, Business Partner Relations, Creative/Strategic Approach and Continuous Improvement
- Strategic and tactical surveys were administered by Survey Monkey January 3 through 17, 2006
- Marketing channel survey promotions included e-mail blasts and interoffice direct mail

Survey Improvements

- Look and Feel
 - Messaging was modified so it was fresh, clear and more direct to target audience
 - Design was simple and complementary to messaging
 - Imagery was focused on survey prizes to ensure it was compelling and relevant (i.e., created an emotional connection with the target audience)
- Expanded population (i.e., more names)



Response

- How many employees took the survey?
 - 419 valid e-mail addresses (confirmed via DToday)
 - 185 Business Partners responded for a rate of 49%
(73 respondents were STRATEGIC and 112 respondents were TACTICAL)

Three-Year Comparative

	2003	2004	2005
Dates Administered	12/02/03-12/15/03	12/01/04-12/15/04	01/03/06-01/17/06
Total # of Surveys E-mailed	317	289	419
Total # of Respondents	78	156 total, of which 88 are STAFF and 60 MANAGERS	185 total, of which 112 are STAFF and 73 MANAGERS
Response Rate	24.60%	54.00%	49.00%

Business Unit Demographics

(Tactical and Strategic)

	2004 Strategic	2004 Tactical	2005 Strategic	2005 Tactical
Business Unit You Represent	(n=90)	(n=46)	(n=77)	(n=95)
Administration	3	0	5	0
Marketing (BP did not specify specific business unit within Marketing)	32	3	18	3
— Advertising	1	1	0	2
— Portfolio	4	3	3	5
— Features and Benefits	7	0	0	1
— Fee Products	3	3	1	4
— Marketing Services	0	0	1	3
— SPD	0	0	0	1
— Retail Partnership Marketing	1	0	0	3
— Marketing Activation	2	2	2	1
— Analysis and Production	0	0	0	1
— New Markets	1	1	0	2

Chart continued on next slide.

Business Unit Demographics (cont'd)

(Tactical and Strategic)

	2004 Strategic	2004 Tactical	2005 Strategic	2005 Tactical
Business Unit You Represent	(n=90)	(n=46)	(n=77)	(n=95)
Rewards	3	0	1	0
Pricing	0	0	1	1
Production	0	0	0	0
E-Commerce	0	2	0	4
Analysis	0	1	0	1
Administration	3	3	5	18
BT	8	9	9	10
CBCSD	4	4	15	10
Finance	0	0	1	0
ACQ	2	4	4	4
DN	10	11	9	19
Facilities	0	0	1	0
Pulse	0	0	1	1
Corporate Communication	6	0	0	0
Morgan Stanley	0	0	0	1

Executive Summary

In 2005, positive attributes include the CRM group, professionalism and open lines of communication between CBCS and the Business Partner while CBCS' main areas of opportunity include work knowledge, timeliness and CBCS processes.

- Overall average percentage of satisfaction dropped, and is in the 60% range versus the prior year at 70%
- CBCS should look more definitively at the job life cycle and understand each phase while looking to streamline and automate processes with a focus on the Business Partner
- Need to identify what is the acceptance criteria for a job req and the Creative Brief
- Better manage communication within the department by identifying what information is key vs. not and ensuring communication happens consistently with key project stakeholders
- Reduce the number of temporary fixes and communicate better to the Business Partners so they understand why temporary fixes are needed
- More emphasis on developing AMPs modules which enhance the Business Partner's experience when working with CBCS

Results

General Performance Information

- The volume of projects submitted to CBCS has not changed since the 2004 survey. Based upon information submitted by Staff respondents, within the six month period preceding the launch the 2005 survey:
 - 46% submitted 2 to 5 projects to CBCS
 - 81% submitted at least one project to CBCS

- Business Partners perceive they submitted the following projects:
 - Decrease in direct mail (down 9%)
 - Decrease in Web design (down 13%)
 - Decrease in signage (down 11%)
 - Decrease in brochures/collateral (down 6%)
 - Increase in statement inserts (up 7%)
 - Increase in copy (up 14%)
 - Overall downward trend in video, promotional and card design

Results

External Agency Usage

- The usage of external agencies for creative work increased to 55% for Strategic and 52% for Tactical.
- There are five consistent reasons given for sending work outside:
 - CBCS could not meet the Business Partner's requested timeline
 - CBCS resources were unavailable
 - Existing external relationship with good history and expertise
 - Difficulty working with CBCS due to its processes
 - Cost savings

Results

Work Knowledge

- The overall category average percentage of satisfaction is in the 60% range versus the prior year at 70%.
- Factors that contributed to the reduction of scores includes:
 - Business Partners being comfortable with the project development process
 - CBCS adding less value to the project's design and messaging
 - CBCS providing fewer ideas and concepts that are appropriate for projects

Results

Creative Strategy and Approach

- Overall this year, work knowledge is in the 60% range versus the prior year at 70%. Contributing factors include:
 - Business Partners “being less satisfied” with level of creative shown
 - Business Partners “being less satisfied” with the quality of concepts and designs
 - The quality of work produced by CBCS is “not comparable” to that of external agencies
- More than half of management (54%) felt the Creative Brief is helpful for communicating strategic direction to CBCS
- Business Partners said the following would improve the usefulness of OneDiscover.com:
 - Better accessibility
 - Regular updates (this applies to e-mail updates)

Results

CRM Representatives

CRM Reps received an average satisfaction rating of 68% which is slightly down from the previous year. Ways that could improve the service a Business Partner receives from the CRM Representative include:

- Assistance with understanding and completing online forms
- The strategic group had the perception that CRM need to stick to original project timelines (i.e., those submitted with the original job request form)
- On the other hand, the tactical group felt the CRM did follow timelines, and an increase in satisfaction in this area over last year was shown
- Better documentation (i.e., timelines, agendas, etc.)

Results

Business Partner Relations

- Business Partner Relations received an average satisfaction rating of 72% versus the previous year of (83%). Contributing most to the decline was that the Business Partners felt that it is not easy to conduct business with CBCS
- One attribute that Business Partners did report was positive when dealing with CBCS was the respect, collaboration and professionalism exhibited
- 63% of the time Business Partners reported they knew who to contact when they had a specific question about a particular job

Results

Continuous Improvement

- 60% of Business Partners felt their experience with CBCS has been consistent with each project which is down by 19% from the previous year. Specific inconsistencies identified include:
 - How brand rules apply
 - Some projects moving quickly, while others lag with no explanation why
- 78% of Business Partners felt the design of the online job request form is convenient and easy to use
- On average, 40% of Business Partners had a positive experience with the CBCS Creative Brief. Reported steps that CBCS could take to improve in this area was to provide Business Partners with additional support and training
- Business Partners felt 59% of the time that CBCS rolls out new process improvements, making their service more efficient
- Business Partners reported they would use CBCS again 84% of the time, down 10% from the previous year

Results

Steps Creative Service Can Take to Improve Services

- Remove the added layers to the process (i.e., assignment of jobs, too many meetings) to get a job completed
- Stop denying jobs for critical projects as perceived by the Business Partner
- Make the Creative Brief process less cumbersome
- Provide faster turnaround (fewer meetings, shorten review time, decrease lead time, etc.)
- Establish processes and help BP understand the process; provide training
- Have a consistent CRM rep to coordinate with on all projects
- Keep projects on track/maintain process
- Maintain a consistent look and feel for all materials

Strategic and Tactical Year-to-Year Comparison

Utilization of Services—Projects Planned (Strategic and Tactical)

	2002	2003	2004 Strategic	2004 Tactical	2005 Strategic	2005 Tactical
Number of Respondents	31	57	65	88	69	89
<i>Questions consist of multiple answers and the BP selects which answer best applies to the statement.</i>						
What type of projects would you like your department/area to submit to CBCS in the future?						
Direct Mail	19%	16%	24%	24%	33%	24%
Web Design	23%	18%	16%	16%	23%	19%
Copy	NA	NA	NA	NA	9%	19%
Signage	NA	NA	12%	12%	25%	15%
Brochures/Collateral	26%	9%	15%	NA	22%	11%
Statement Inserts	NA	NA	NA	NA	12%	11%
Same Projects [as previous year]	19%	30%	25%	30%	NA	NA

Utilization of Services—Number of Projects Submitted (Tactical)

	2002	2003	2004	2005
Number of Respondents	87	78	88	112
<i>Questions consist of multiple answers and the BP selects which answer best applies to the statement.</i>				
Approximately how many projects have you submitted to CBCS during the last fiscal year?				
1 to 5	63%	56%	50%	46%
6 to 10	16%	17%	20%	18%
11 to 15	7%	3%	3%	13%
16 to 20	1%	1%	3%	3%
20+	5%	7%	5%	2%
None	8%	17%	19%	19%

Utilization of Services—Timelines

(Strategic and Tactical)

	2002	2003	2004 Strategic	2004 Tactical	2005 Strategic	2005I Tactical
Number of Respondents	87	78	61	88	33	96
<i>Percentage Who Agree Somewhat and Agree Strongly with Statement</i>						
CBCS respects my project timelines and works with me to meet deadlines	NA	NA	70%	76%	18%	68%
I am comfortable with the timeframes given when working with CBCS on my project	75%	70%	NA	NA	NA	NA
CBCS consistently completes my projects in a timely fashion	73%	64%	NA	NA	NA	NA
If timelines were not met, please describe why and what the impact was	NA	NA	NA	NA	NA	NA
Available resources (CBCS could not complete requested work for BP)	NA	NA	7%	NA	6%	29%
Timeline Issues (CBCS could not meet BP's timeline)	NA	NA	15%	NA	42%	51%
Process delays due to CBCS (project assignment, creative review)	NA	NA	10%	NA	24%	73%

Utilization of Services—Timelines Continued

(Tactical)

	2002	2003	2004 Strategic	2004 Tactical	2005 Tactical
Number of Respondents	0	0	0	0	96
<i>Questions consist of multiple answers and the BP selects which answer best applies to the statement.</i>					
At what stage in the CBCS process is too MUCH time allocated					
Job Request	NA	NA	NA	NA	46%
CBCS Team Assignment	NA	NA	NA	NA	20%
Production of Work	NA	NA	NA	NA	22%
Proof Routing Stage	NA	NA	NA	NA	21%
Printing	NA	NA	NA	NA	4%
At what stage in the CBCS process is too LITTLE time allocated					
Job Request	NA	NA	NA	NA	5%
CBCS Team Assignment	NA	NA	NA	NA	6%
Production of Work	NA	NA	NA	NA	38%
Proof Routing Stage	NA	NA	NA	NA	36%
Printing	NA	NA	NA	NA	15%

Utilization of Services—Types of Projects (Tactical)

	2002	2003	2004	2005
Number of Respondents	53	70	71	95
<i>Questions consist of multiple answers and the BP selects which answer best applies to the statement.</i>				
What type of projects did CBCS create for you (card designs, brochures, direct mail, Web design, signage, etc.)?				
Direct Mail	23%	23%	35%	24%
Statement Inserts	NA	NA	10%	17%
Web Design	23%	20%	28%	15%
Copy	NA	NA	NA	14%
Signage	NA	NA	25%	14%
Brochures/Collateral	43%	27%	19%	13%
Video	2%	3%	NA	NA
Promotional	6%	10%	9%	NA
Card Design	NA	NA	13%	NA

Utilization of Services—External Agency (Strategic and Tactical)

	2002	2003	2004 Strategic	2004 Tactical	2005 Strategic	2005 Tactical
Number of Respondents	(87	78	67	88	73	110
<i>Question(s) consists of multiple answers and the BP selects which answer applies best to the statement</i>						
Have you used an outside agency for your creative needs during the last fiscal year?						
Yes	56%	36%	48%	52%	52%	56%
No	44%	64%	52%	48%	48%	44%
If so, what type of projects were handled by outside agencies?						
Direct Mail	26%	48%	33%	25%	21%	44%
Web Design	8%	7%	24%	15%	18%	16%
Copy	NA	NA	NA	NA	3%	16%
Statement Inserts	NA	NA	12%	NA	4%	10%
Signage	NA	NA	NA	13%	7%	4%
Brochures/Collateral	66%	19%	NA	9%	NA	11%
Video	0%	7%	NA	NA	NA	1%
Promotional	0%	7%	NA	NA	NA	7%
Posters	NA	NA	NA	8%	NA	4%

Utilization of Services—External Agency (cont'd)

(Strategic & Tactical)

	2002	2003	2004 Strategic	2004 Tactical	2005 Strategic	2005I Tactical
Number of Respondents	NA	NA	32	88	42	110
<i>Open-ended question(s) that the BP must type in their response.</i>						
If your projects have been handled by outside agencies, what was your main reason for doing so?						
CBCS could not meet the requested timeline	NA	NA	25%	NA	33%	29%
CBCS resources unavailable	NA	NA	22%	NA	5%	16%
Existing external agency relationship with good history or expertise	NA	NA	13%	NA	19%	14%
Difficulty working with CBCS due to processes	NA	NA	3%	NA	7%	3%
Cost savings	NA	NA	NA	NA	7%	2%

Agreements with Statements—Work Knowledge (Strategic and Tactical)

	2002	2003	2004 Strategic	2004 Tactical	2005 Strategic	2005 Tactical
Number of Respondents	87	78	66	88	71	105
<i>Percentage Who Agree Somewhat and Agree Strongly with Statement</i>						
I am comfortable with CBCS project development process	74%	62%	70%	76%	61%	63%
CBCS adds value to my projects' design	78%	88%	75%	82%	61%	70%
CBCS adds value to my projects' messaging	N/A	NA	85%	83%	60%	63%
CBCS produced ideas and concepts that are appropriate for my projects	N/A	NA	NA	85%	NA	65%
CBCS effectively collaborates with Production Services to assure a quality end product	N/A	NA	NA	73%	NA	60%
CBCS presents creative executions that are appropriate for my projects	NA	NA	NA	80%	NA	69%
CBCS adds value by providing advice and strategic assistance on projects where the strategy is still in development	NA	NA	NA	NA	51%	NA
When I have projects handled by outside agencies, CBCS adds value by providing consulting efforts on our brand	NA	NA	NA	NA	29%	NA
When I have projects handled by outside agencies, CBCS effectively communicates with my agency and me	NA	NA	NA	NA	28%	NA

Agreements with Statements—Creative Strategy and Approach *(Strategic and Tactical)*

	2002	2003	2004 Strategic	2004 Tactical	2005 Strategic	2005 Tactical
Number of Respondents	87	78	67	0	70	0
<i>Percentage Who Agree Somewhat and Agree Strongly with Statement</i>						
CBCS has contributed to my department's CREATIVE strategy goals	NA	NA	NA	NA	55%	NA
CBCS has contributed to my department's DESIGN strategy goal	82%	86%	NA	NA	55%	NA
CBCS has contributed to my department's MESSAGING strategy goal	NA	NA	NA	NA	47%	NA
Number of Respondents	0	0	0	88	70	102
CBCS has contributed to my department's TECHNICAL strategy goals	NA	NA	NA	NA	13%	NA
CBCS presents creative executions that are appropriate for my projects	NA	NA	80%	NA	59%	NA
The quality of work completed by CBCS is comparable to similar projects handled by outside agencies	78%	80%	59%	65%	52%	44%
Number of Respondents	0	0	0	0	68	0
CBCS provides good value for my budget	NA	NA	NA	NA	65%	NA
CBCS executes my projects with a high degree of professionalism	NA	NA	NA	NA	70%	NA

Agreements with Statements—Creative Strategy and Approach Continued (*Strategic and Tactical*)

	2002	2003	2004 Strategic	2004 Tactical	2005 Strategic	2005 Tactical
Number of Respondents	87	78	0	0	68	0
<i>% Who Agree Somewhat and Agree Strongly with Statement</i>						
OneDiscover.com is a useful reference for questions on our brand	NA	NA	NA	NA	67%	NA
The creative IDEAS (i.e., concept development) provided by the CBCS team are appropriate for the project requests I have submitted	78%	81%	NA	NA	NA	NA
The work produced by the CBCS project team is highly creative	82%	81%	NA	NA	NA	NA

Agreements with Statements—Creative Strategy and Approach (cont'd) *(Strategic and Tactical)*

	2002	2003	2004 Strategic	2004 Tactical	2005 Strategic	2005 Tactical
Number of Respondents	0	0	0	88	25	102
<i>Open-ended question(s) that the BP must type in their response.</i>						
What would improve OneDiscover.com and make it a more useful resource						
Additional content (i.e., Internal branding, more “Discoveredized” templates such as PowerPoints, brand background information)	NA	NA	NA	NA	4%	NA
Better accessibility (i.e., clear navigation, remove password, change “submit” to “click here” on login page)	NA	NA	NA	NA	8%	NA
Regular updates	NA	NA	NA	NA	4%	NA
Remove password	NA	NA	NA	NA	4%	NA
Separate guidelines for Discover Network	NA	NA	NA	NA	4%	NA
Notifications sent to all users when site is updated	NA	NA	NA	NA	1%	NA
The Creative Brief is helpful for communicating strategic direction to my CBCS team	NA	NA	NA	NA	NA	54%
CBCS provides valuable insights and recommendations for my projects	NA	NA	NA	77%	NA	66%
When developing Web banners and/or Web sites, do you feel CBCS understands your technical needs	NA	NA	NA	NA	NA	23%
I am satisfied with the level of creative shown by CBCS	NA	NA	NA	76%	NA	65%
I am satisfied with the quality of concepts and designs provided by CBCS	NA	NA	NA	78%	NA	69%

Agreements with Statements—CBCS CRM Representative (Tactical)

	2002	2003	2004	2005
Number of Respondents	87	78	88	102
<i>% Who Agree Somewhat and Agree Strongly with Statement</i>				
My CBCS CRM representative keeps my projects organized and on time	64%	57%	NA	68%
My CBCS CRM representative communicates necessary information between all parties concerned with my project	67%	63%	NA	69%
My CBCS RM representative works professionally and proactively to resolve unforeseen complications	55%	56%	NA	67%
The CBCS CRM Rep keeps me apprised of creative team assignment and next steps	0%	0%	77%	NA
The CBCS CRM promptly provides timelines for my project	0%	0%	82%	NA
The CBCS CRM keeps me and my team apprised of progress throughout each project	0%	0%	74%	NA
The CBCS BCRM is accessible and responsive to questions from me and my team	0%	0%	76%	NA
The CBCS CRM works professionally and proactively to resolve unforeseen complications	0%	0%	70%	NA
The CBCS CRM acts as an advocate for me	0%	0%	59%	NA

Agreements with Statements—CBCS CRM Representative (Tactical)

	2002	2003	2004	2005
Number of Respondents	87	78	88	102
<i>Open-ended question(s) that the BP must type in their response.</i>				
The CBCS CRM representative could improve their service to me in the following way:				
Assistance with understanding and completing online forms	NA	NA	NA	3%
Sticking to original timeframe	NA	NA	NA	1%
Improve documentation of timelines, agendas, etc.	NA	NA	NA	2%
Better marketing of their services	NA	NA	NA	1%

Agreements with Statements—Business Partner Relations (Tactical)

	2002	2003	2004	2005
Number of Respondents	73	76	88	108
<i>Percentage Who Agree Somewhat and Agree Strongly with Statement</i>				
CBCS demonstrates a sense of respect, collaboration and professionalism with me and my peers	NA	NA	89%	80%
CBCS demonstrates responsible management of my projects	NA	NA	83%	77%
It is generally easy to conduct business with CBCS	75%	76%	82%	59%
I feel that CBCS adds value to the work I produce	NA	NA	79%	72%
The CBCS staff demonstrates a high level of care about me and my peers	82%	85%	NA	NA
The CBCS staff demonstrates a high level of care about my projects	84%	85%	NA	NA

Agreements with Statements—Accessibility

(Tactical)

	2002	2003	2004	2005
Number of Respondents	0	0	0	95
<i>Questions consist of multiple answers and the BP selects which answer best applies to the statement</i>				
I know who to call in CBCS when I have technical problems or questions about the online job request form	NA	NA	NA	43%
I know who to contact in CBCS when I have specific questions about a particular job	NA	NA	NA	63%

Agreement with Statements—Continuous Improvement (Strategic)

	2002	2003	2004	2005
Number of Respondents	0	0	63	14
<i>Questions consist of multiple answers and the BP selects which answer best applies to the statement</i>				
My overall experience with CBCS has been consistent with each project				
Yes	NA	NA	79%	60%
No	NA	NA	21%	40%
<i>Open-ended question(s) that the BP must type in their response.</i>				
Number of Respondents	0	0	14	14
Please explain any inconsistencies you may have encountered with CBCS handling of your projects				
Project time – some move quickly, others lag with no explanation	NA	NA	13%	1%
How “brand rules” are applied	NA	NA	NA	1%
Experience of team members	NA	NA	7%	3%
Different projects produce different results	NA	NA	NA	1%
<i>Percentage Who Agree Somewhat and Agree Strongly with Statement</i>				
The Creative Brief is an effective and thorough way to communicate my projects’ needs	NA	NA	NA	56%
CBCS includes me as a partner in developing new processes (for example, the Creative Brief)	NA	NA	NA	35%
I would find it helpful for CBCS to proactively offer project ideas for my products or services prior to a job request	NA	NA	NA	58%

Agreement with Statements—Continuous Improvement (Strategic)

	2002	2003	2004	2005
Number of Respondents	0	0	0	97
<i>% Who Agree Somewhat and Agree Strongly with Statement</i>				
The rollout of the CBCS online job request form and training has helped make the job initiation process more streamlined	NA	NA	NA	54%
I find the design of the online job request form convenient and easy to use	NA	NA	NA	78%
Number of Respondents	0	0	0	37
Combine the job req and creative brief	NA	NA	NA	5%
Provide a warning notice before the job req times out	NA	NA	NA	1%
Provide training	NA	NA	NA	1%
Number of Respondents	0	0	0	97
Provide ability to save a draft of a job req before submitting	NA	NA	NA	1%
Add spellcheck	NA	NA	NA	1%
Make the link to the job req. easier to find within Discover Today	NA	NA	NA	1%
Improve access to Flash	NA	NA	NA	1%

Agreements with Statements—Continuous Improvement (Tactical)

	2002	2003	2004	2005
Number of Respondents	0	0	0	96
<i>Percentage Who Agree Somewhat and Agree Strongly with Statement.</i>				
My management has provided me with appropriate Creative Brief training, and it was helpful for learning how to complete all parts of the brief	NA	NA	NA	34%
I received a Creative Brief training e-mail and it was helpful for learning how to complete all parts of the brief	NA	NA	NA	32%
The CBCS direction and/or support provided to me for the Creative Brief is helpful	NA	NA	NA	46%
Number of Respondents	(n=0)	(n=0)	(n=0)	(n=95)
The Creative Brief is an effective and thorough way to communicate my project needs	NA	NA	NA	49%
CBCS rolls out new process improvements, making their service to me more efficient (for example, the online job request form and the creative brief)	NA	NA	NA	59%
CBCS executes my projects with a high degree of professionalism	NA	NA	NA	84%
OneDiscover.com is a useful reference for my questions on our brand	NA	NA	NA	66%

Agreements with Statements—Continuous Improvement (Tactical)

	2002	2003	2004	2005
Number of Respondents	0	0	77	89
<i>Question(s) consists of multiple answers and the BP selects which answer best applies to the statement</i>				
Do you feel your overall experience with CBCS has been consistent with each project?				
Yes	NA	NA	82%	89%
No	NA	NA	18%	11%
<i>Open-ended question(s) that the BP must type in their response</i>				
Number of Respondents	0	0	14	13
If no, please explain the inconsistencies you may have encountered with CBCS handling of your projects				
Design/copy – some are stellar, some repeat previous concepts	NA	NA	NA	2%
Project time – some take longer than others, projects end up cancelled and deadlines are missed	NA	NA	21%	3%
Forms, e.g., Creative Brief. Sometimes I fill out one form, other times two. Some CBs require elaboration, others do not.	NA	NA	NA	2%
New people are assigned to projects and not aware of past processes	NA	NA	35%	1%
Communication – BP not kept in the loop	NA	NA	7%	NA

Agreement with Statements—Continuous Improvement

(Strategic and Tactical)

	2002	2003 Strategic	2003 Tactical	2004 Strategic	2004 Tactical	2005 Strategic	2005 Tactical
Number of Respondents	0	0	0	62	75	66	94
<i>Questions consist of multiple answers and the BP selects which answer best applies to the statement.</i>							
Will you use CBCS again?							
Yes	NA	92%	94%	94%	94%	84%	84%
No	NA	8%	6%	6%	6%	16%	16%

Steps CBCS Can STOP Doing to Improve Service

Questions in this section are open-ended and the statements have been summarized for year-to-year comparison

<i>Strategic</i>	<i>2004</i> <i>(n=28)</i>	<i>2005</i> <i>(n=24)</i>	<i>Tactical</i>	<i>2004</i> <i>(n=26)</i>	<i>2005</i> <i>(n=12)</i>
IMPROVEMENTS			IMPROVEMENTS		
Creative brief process too cumbersome	7%	0%	Ignoring BP strategic direction and knowledge	12%	8%
Ignoring BP strategic direction and knowledge	18%	8%	CHALLENGES		
Too many people at meetings	7%	NA	Taking too long to get projects completed/ adding too many layers to the process	23%	25%
Eliminate red tape	14%	NA	Denying job requests for critical projects	15%	50%
CHALLENGES			Creative brief process too cumbersome	19%	50%
Taking too long to get projects completed/adding too many layers to the process	18%	25%	Accepting job reqs if resources are not available/changing resources on projects	4%	8%
Denying job requests for critical projects	7%	8%	Insisting on a job req and Creative Brief before sharing thoughts ahead of time	NA	8%
Accepting job reqs if resources are not available/changing resources on projects	7%	13%	Launching new online tools and process before fully tested	NA	8%
Insisting on a job req and Creative Brief before sharing thoughts ahead of time	NA	4%			
Overlooking the proper medium when designing and writing copy for the Web	NA	4%			
					38

Steps CBCS Can START Doing to Improve Service

<i>Strategic</i>	<i>2004</i> <i>(n=29)</i>	<i>2005</i> <i>(n=34)</i>	<i>Tactical</i>	<i>2004</i> <i>(n=36)</i>	<i>2005</i> <i>(n=26)</i>
IMPROVEMENTS			IMPROVEMENTS		
Faster turnaround on projects (less meetings, shorten review time, meet timeline established)	66%	21%	Streamline the project process (online request form, Creative Brief)	33%	11%
Assign a consistent team to a specific business area who have an understanding of that business area	13%	3%	Increase resources	11%	NA
Be more innovative	NA	6%	Better clarification with BP on project requirements	3%	NA
CHALLENGES			CHALLENGES		
Better understanding of my business area (i.e., network, direct mail)	17%	21%	Accepting my projects	2%	15%
Handle all aspects of a project including administration, production coordination and outsourcing to vendor	7%	21%	Faster turnaround (less meetings, meet timelines, shorten review time, decrease lead time)	33%	38%
Market the services of CBCS to increase awareness of services offered	NA	9%	Shorten review time/decrease lead time	NA	11%
NO CHANGE			NO CHANGE		
Help lower costs	3%	3%	Establish processes and help BP understand process/provide training	11%	22%
Streamline the project process (job req and Creative Brief)	3%	3%	Establish shorter process for minor changes	NA	11%

Steps CBCS Can CONTINUE Doing to Improve Service

<i>Strategic</i>	<i>2004 (n=42)</i>	<i>2005 (n=22)</i>	<i>Tactical</i>	<i>2004 (n=29)</i>	<i>2005 (n=27)</i>
IMPROVEMENTS			IMPROVEMENTS		
To keep projects on track/maintain process	17%	5%	Adding process improvements such as the online job req and Creative Brief	NA	4%
To provide current great service	5%	9%	Having a consistent CBCS rep to coordinate all projects	NA	8%
Continue to control costs	NA	5%	Keep projects on track/maintain process	14%	26%
Good copywriting	2%	5%	Maintain consistent look/feel for all materials	3%	8%
CHALLENGES			CHALLENGES		
Maintain professional, approachable attitude	19%	17%	Providing current great service	7%	8%
Open communication and feedback	29%	18%	Good copywriting	7%	4%
To provide creative ideas and designs	17%	9%	Maintain professional, approachable attitude	24%	15%
Gaining an understanding of BP's business area programs	10%	5%	Open communication/feedback	17%	15%
Continue to maintain a consistent look and feel for all materials	2%	NA	Providing creative ideas/designs	25%	11%

Prospect Survey Results

Background—Prospect

- What is the purpose of the Prospect Survey?
 - Find out why potential Business Partners currently do not use CBCS as a resource
 - Provide information that assists CBCS with achieving broader service opportunities
 - Add a new element to the 2005 CBCS Business Partner Survey
- Who is our target audience?

All DFS employees who do not currently work with CBCS

 1. Strategic
 2. Tactical

Approach—Prospect

- How is the Prospect Survey accessed?
 - Via Discover Today January 3 through 17, 2006.
 - No marketing efforts were utilized to promote the survey

Response

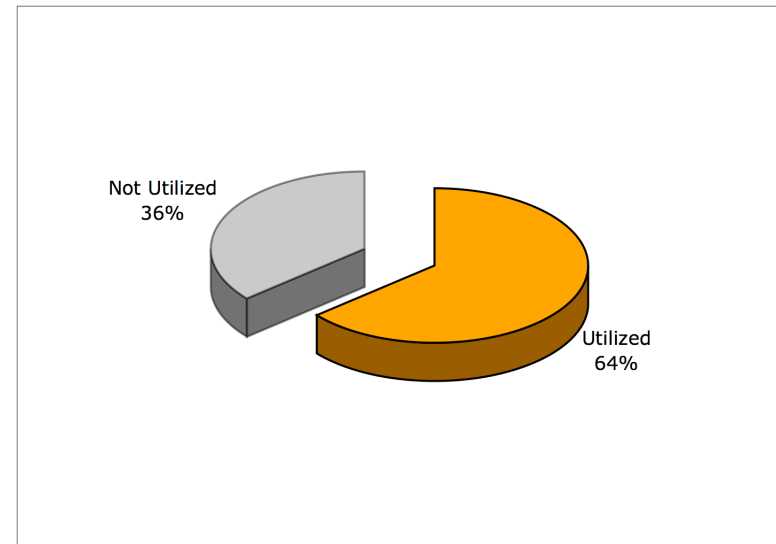
- How many employees took the survey?
42 (includes Strategic and Tactical)

Previous Experience with CBCS—Prospect

- Survey respondents who previously worked with CBCS described it as follows:
 1. Unsatisfactory Experiences
 - Long Creative Brief process
 - Phone calls not returned
 - Job declined after prior approval
 - Copy editing
 - Creative designs or corporate branding designs
 - Missed timelines or timeline restrictions
 2. Satisfactory Experiences
 - Improved processes
 - Commitment level or how Creative Brief discussions led to new learning

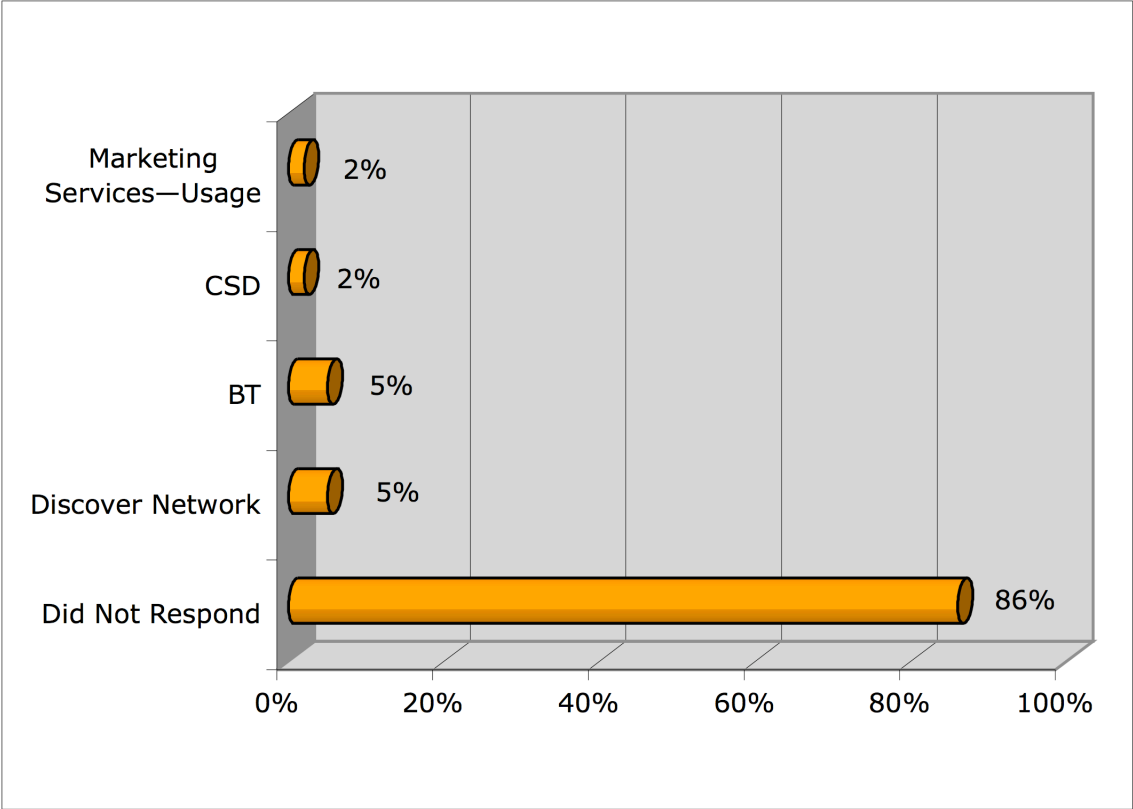
External Agency Use—Prospect

- Survey respondents reported that they or their department had used an external agency for creative needs because CBCS was not available to complete their project request
- 5% of respondents found their agencies to be cost-effective while less than 2% reported fast turnaround and knowledge of brand requirements from their agencies
- The reported agencies used included:
 - Not an Agency (ABS Graphics, Kinkos, etc.)
 - Pratt Marketing Group
 - Individual Freelancer



Business Unit Survey Participation—Prospect

Among survey respondents, DFS business units were represented as follows:



Prospect Year-to-Year Comparison

Utilization of Services—Prospect

	2005
Number of Respondents	42
If you have worked with CBCS in the past, please describe what you found satisfactory or unsatisfactory about working with the department.	
BPs found their experience satisfactory (their satisfied commitment level, the fact that the Creative Brief discussions have led to new learnings)	14%
BPs found their experience unsatisfactory (their unsatisfied opinion referred to the long Creative Brief process, phone calls not being returned, approval of job req then later declined, copyediting, creative design, corporate branding designs)	14%
BPs found their experience unsatisfactory specifically due to timelines not being met or timeline restrictions	14%
No comment	58%

Utilization of Services—Prospect

	2005
Number of Respondents	42
What would make you most likely to utilize CBCS in the future?	
They had more knowledge about services offered/examples of previous CBCS work/capabilites	55%
They have a need for our services	5%
Improved CBCS resource availability	5%
If CBCS has a budget to cover the BP's work (i.e., CBCS does not charge out for their services)	5%
Shorter timeframe to complete job	2%
If CBCS has more of a collaborative approach with other departments	2%
No comment	26%

Utilization of Services—Prospect

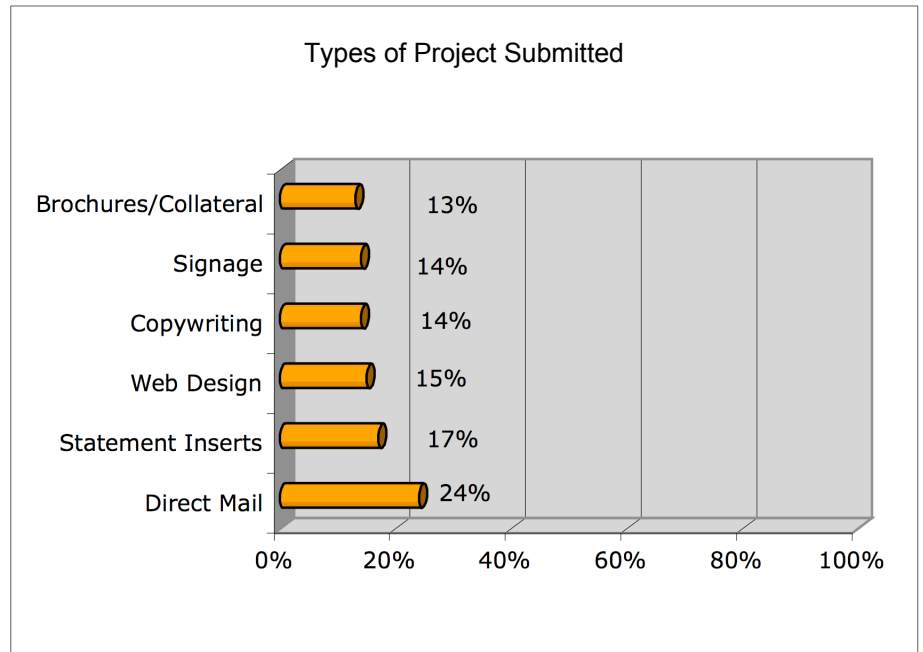
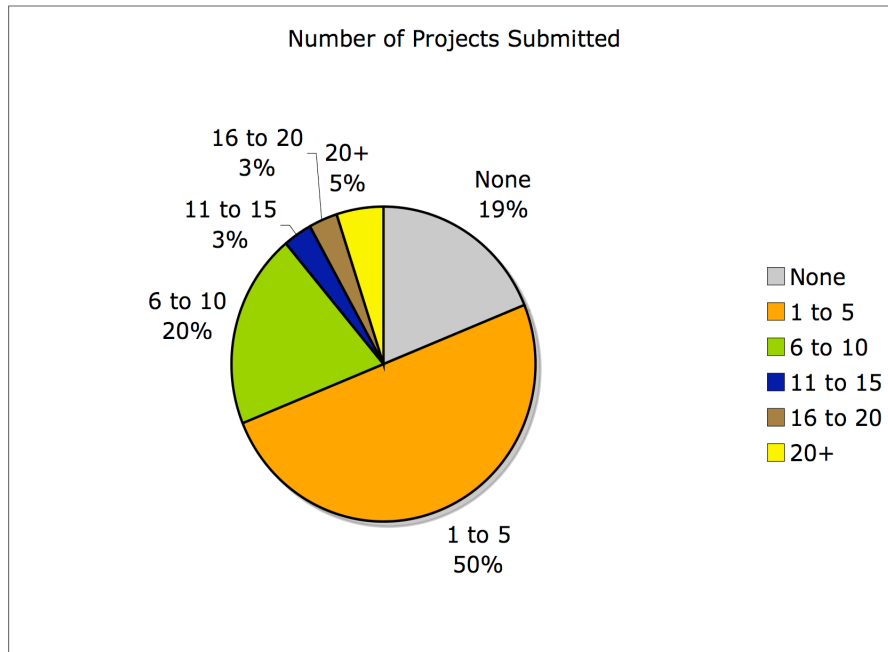
	2005
Number of Respondents	42
Have you or your department/area ever used an external agency for your creative needs because CBCS was not available to complete your project requests?	
Yes	23%
No	77%
If so, which agency?	
Not an agency (ABS Graphics, Kinko's, etc)	7%
Pratt Marketing Group	5%
Individual Freelancer	2%
No Comment	86%
Please describe what you found satisfactory or unsatisfactory about working with external agencies/resources	
Cost Effective	5%
Excellent quality	2%
Fast turnaround	2%
Up-to-speed on brand requirements	2%
No comment	89%

Utilization of Services—Prospect

	2005
Number of Respondents	42
What business unit do you represent	
Discover Network	5%
Business Technology	5%
CSD	2%
Marketing Services—Usage	2%
Not Known	86%

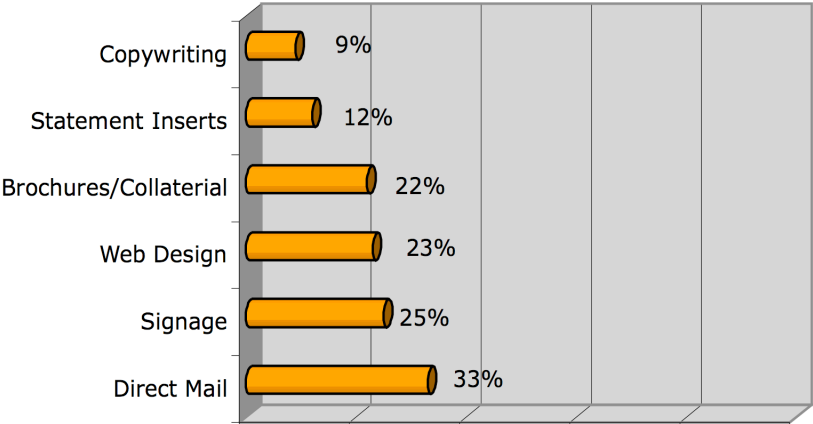
Detailed Findings of 2005 Survey

Utilization of Services—Number and Types of Projects (Tactical)

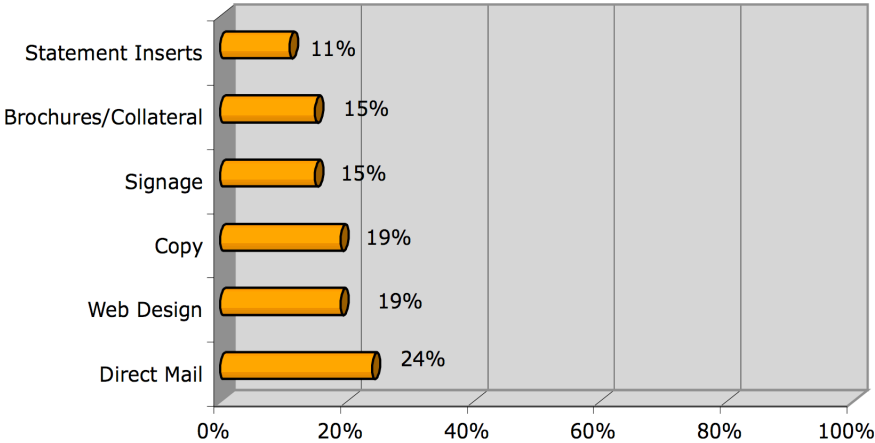


Types of Project to Submit to CBCS in the Future (Strategic and Tactical)

Strategic

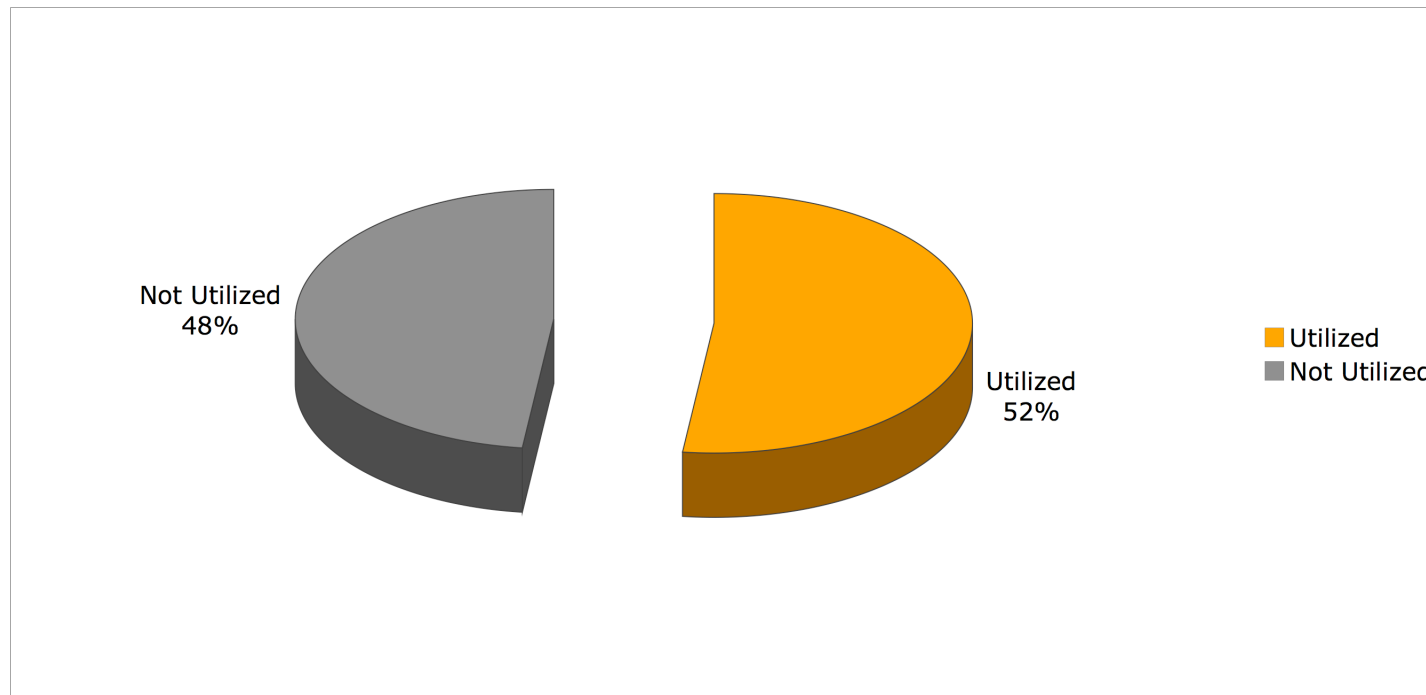


Tactical

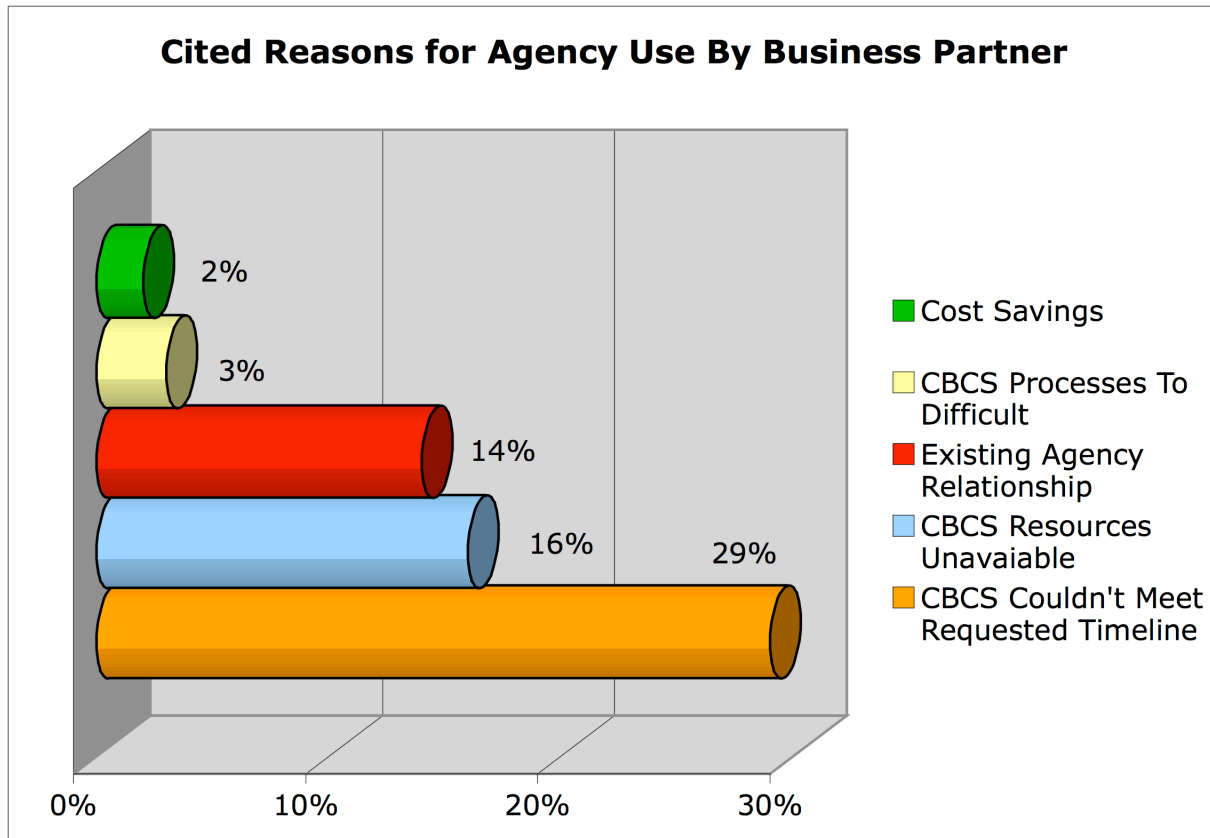


Utilization of Services—Agency Use (Strategic)

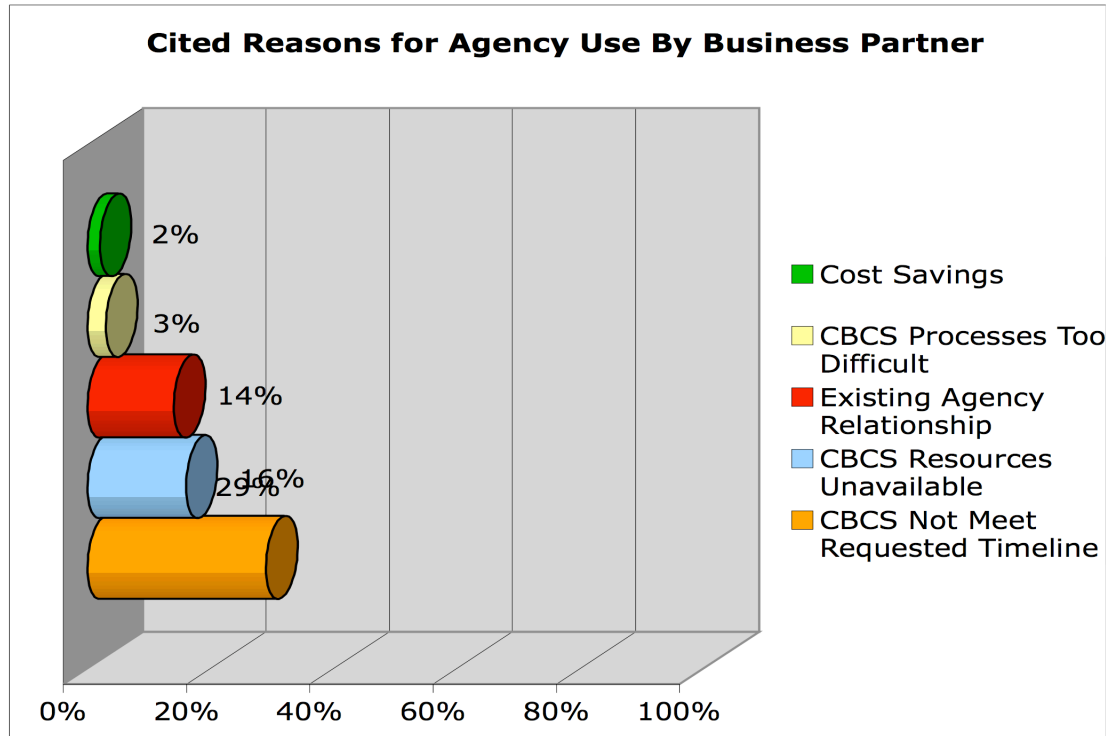
- In 2006, CBCS introduced approved external agencies
- Prior to 2006, Business Partners could use any number of agencies



Utilization of Services—Cited Reasons for Using an External Agency (Strategic)



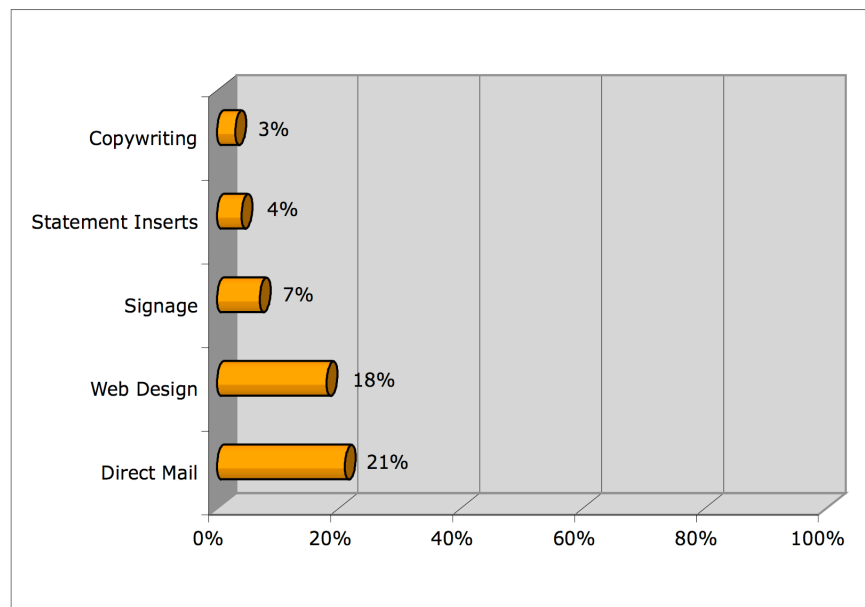
Utilization of Services—Cited Reasons For Using an External Agency (Tactical)



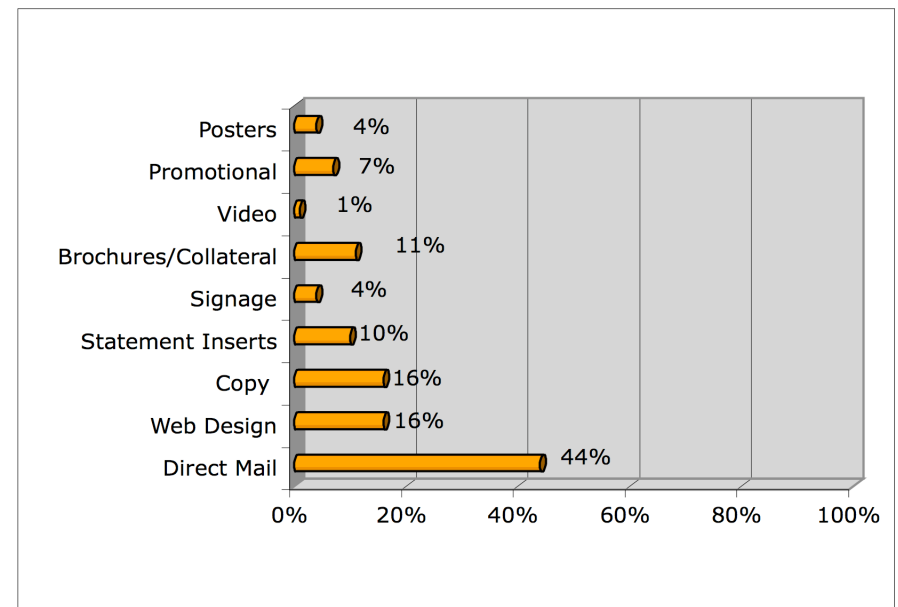
Utilization of Services—Agency Use (Strategic and Tactical)

Respondents reported agency job requests were similar to those for CBCS.

Strategic

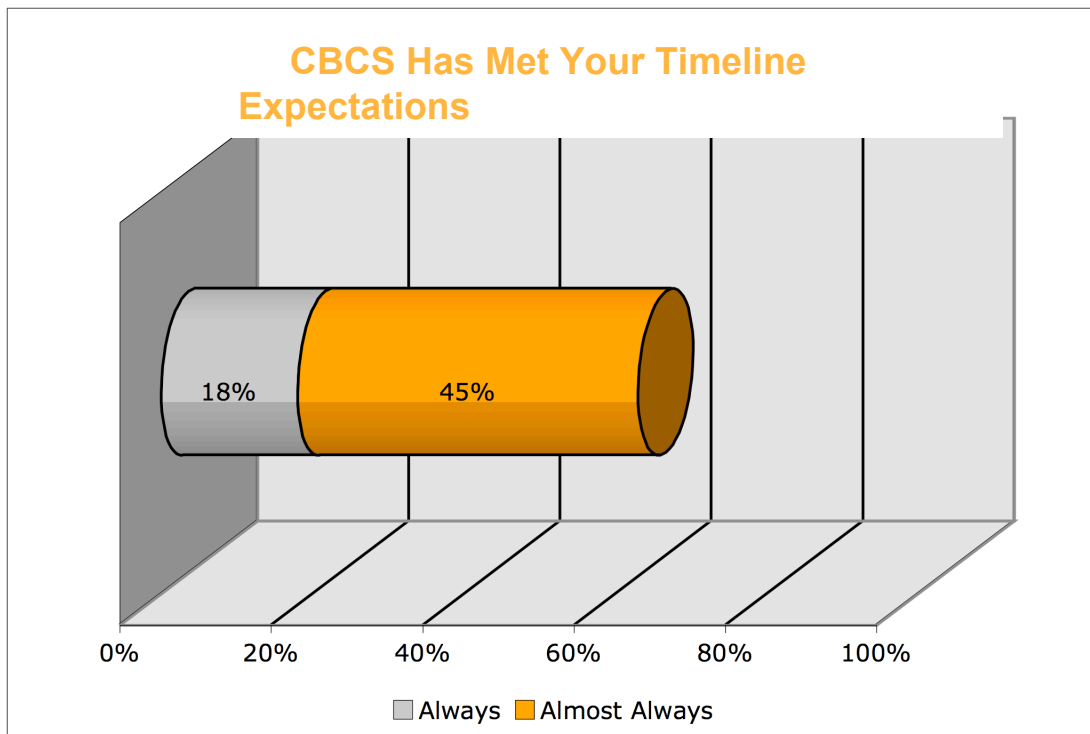


Tactical



Utilization of Services—Timelines (Strategic)

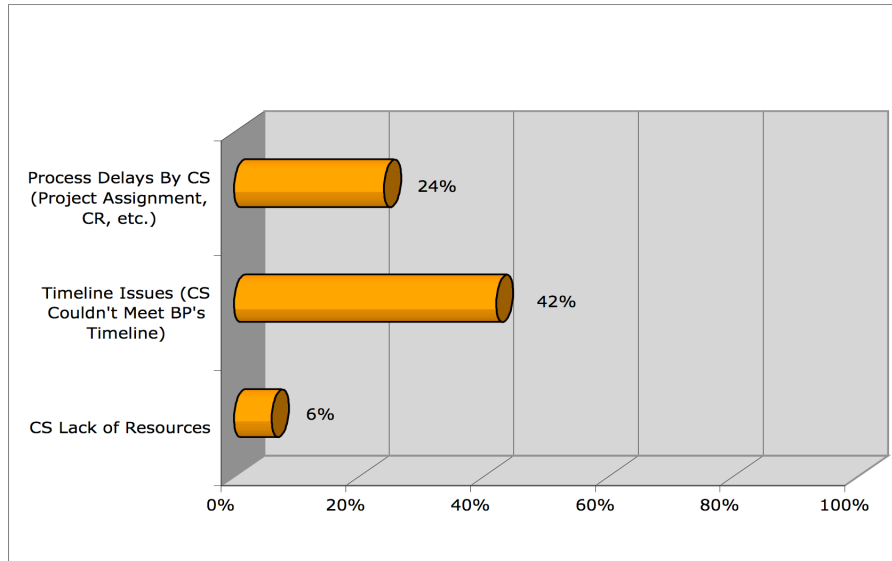
63% of survey respondents, down from 70%, reported that CBCS met requested project timelines always or almost always.



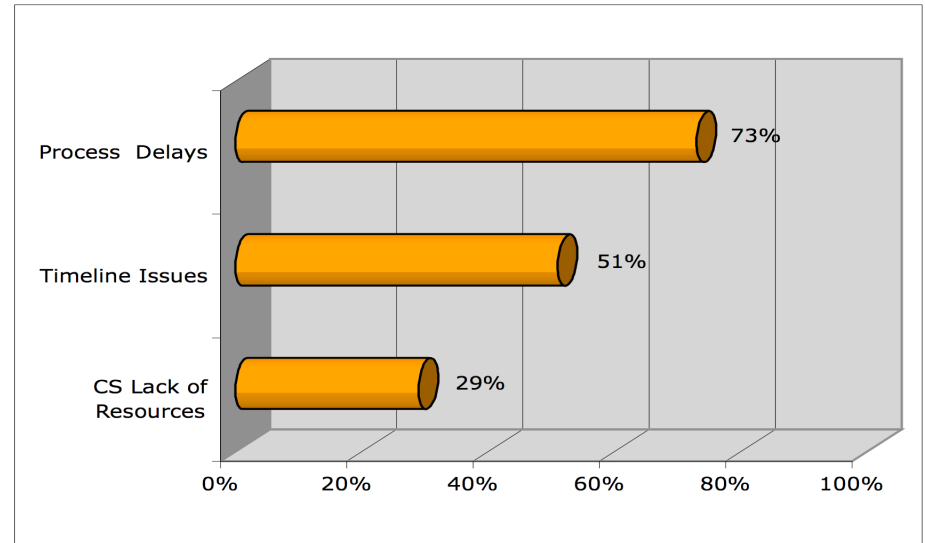
Utilization of Services—Reasons Why Timelines Were Not Met (Strategic and Tactical)

Process delays and timeliness issues were leading reasons why Business Partners requested timelines were not met.

Strategic



Tactical

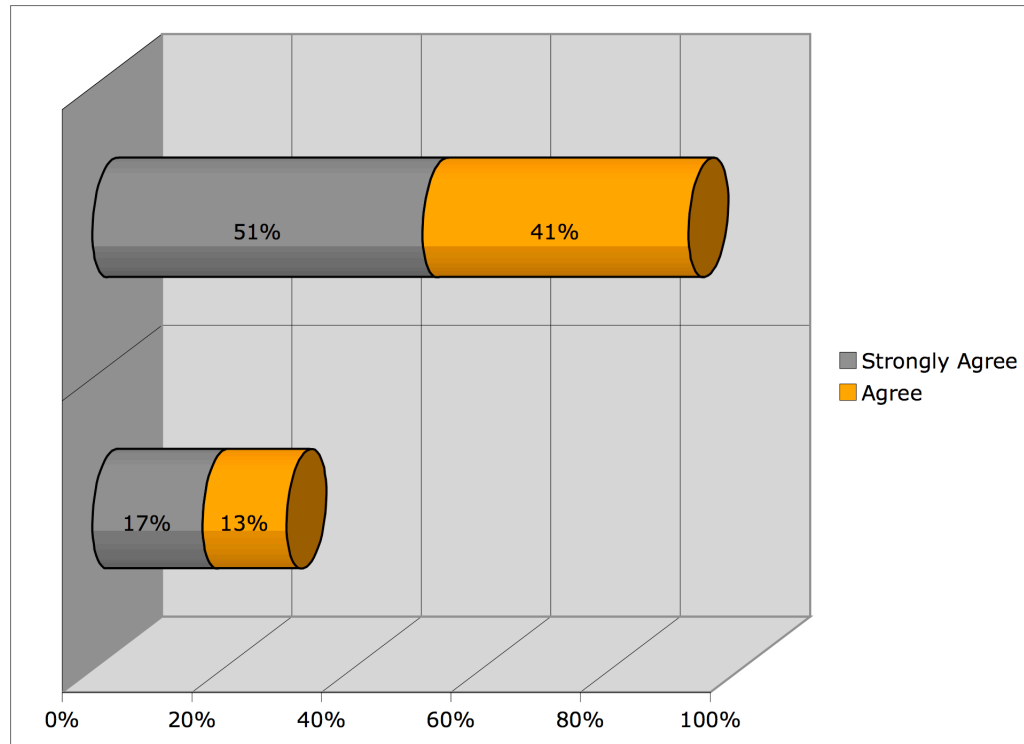


Utilization of Services—Timelines (Tactical)

Q1: CBCS consistently completes my projects with agreed-upon timelines
(down 8%)

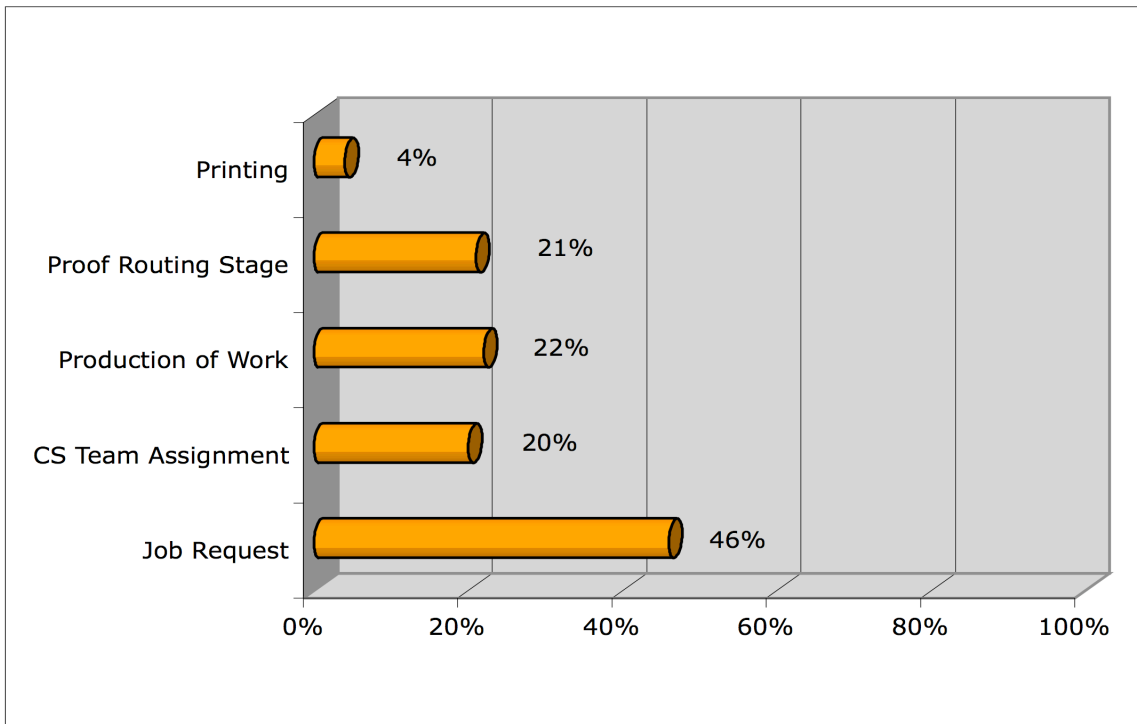
Q2: CBCS is flexible in meeting changing timeline needs*

*New statement.



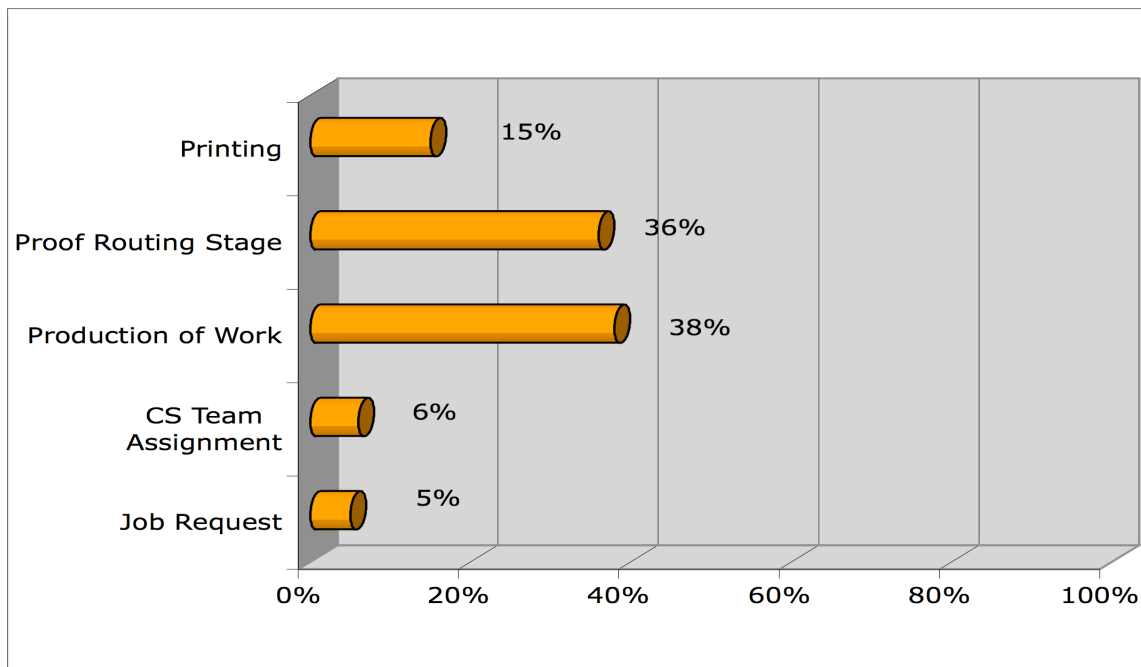
Utilization of Services—Timelines (Tactical)

Tactical survey respondents reported at what stage in the CBCS process too MUCH time is allocated



Utilization of Services—Timelines (Tactical)

Tactical survey respondents reported at what stage in the CBCS process too LITTLE time is allocated



Attributes Describing CBCS—Work Knowledge (Strategic)

Q1: When I have projects handled by outside agencies, CBCS effectively communicates with my agency and me*

Q2: When I have projects handled by outside agencies, CBCS adds value by providing consulting efforts on our brand*

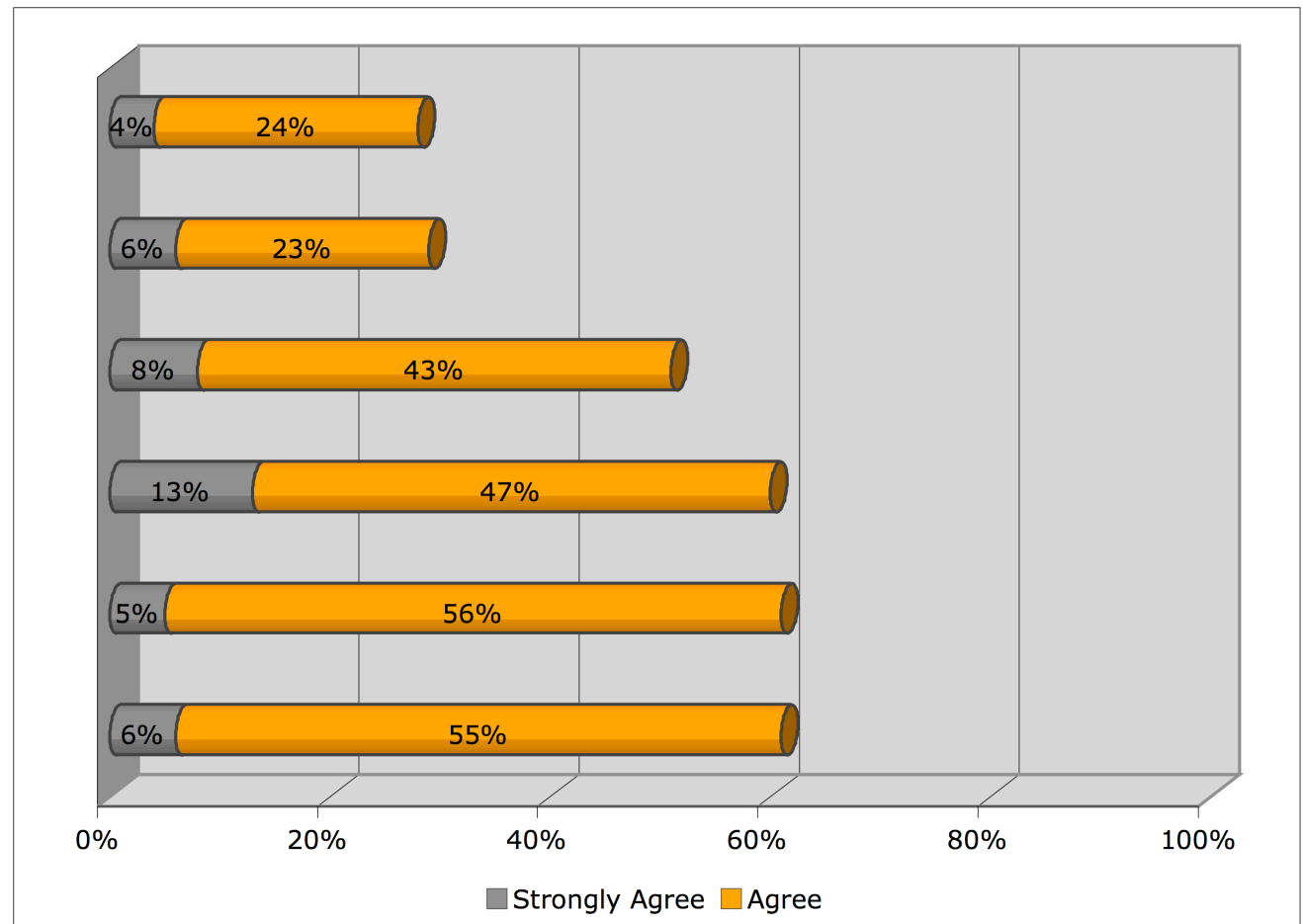
Q3: CBCS adds value by providing advice and strategic assistance on projects where the strategy is still in development*

Q4: CBCS adds value to my projects' messaging (down 25%)

Q5: CBCS adds value to my projects' design (down 14%)

Q6: I am comfortable with the CBCS project development process (down 9%)

*Questions 1–3 are new.



Utilization of Services—Work Knowledge (Tactical)

Q1: CBCS presents creative executions that are appropriate for my projects (down 11%)

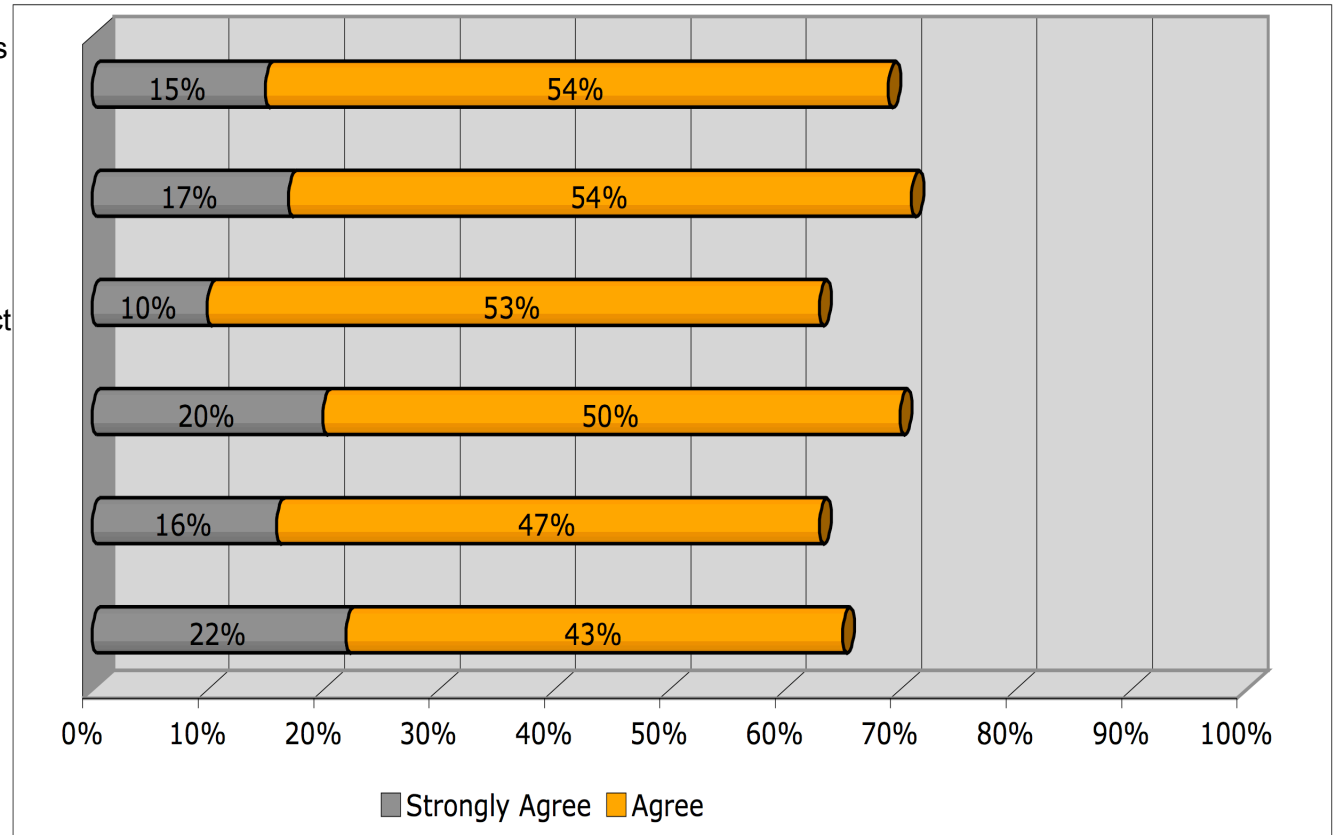
Q2: CBCS produced ideas and concepts that are appropriate for my projects (down 20%)

Q3: I am comfortable with CBCS project development process (down 13%)

Q4: CBCS adds value to my projects' design (down 12%)

Q5: CBCS adds value to my projects' messaging (down 20%)

Q6: CBCS effectively collaborates with PS to assure a quality end product (down 13%)



Utilization of Services—Creative Strategy and Approach (Tactical)

Q1: I am satisfied with the quality of concepts and designs provided by CBCS (down 9%)

Q2: I am satisfied with the level of creative shown by CBCS (down 10%)

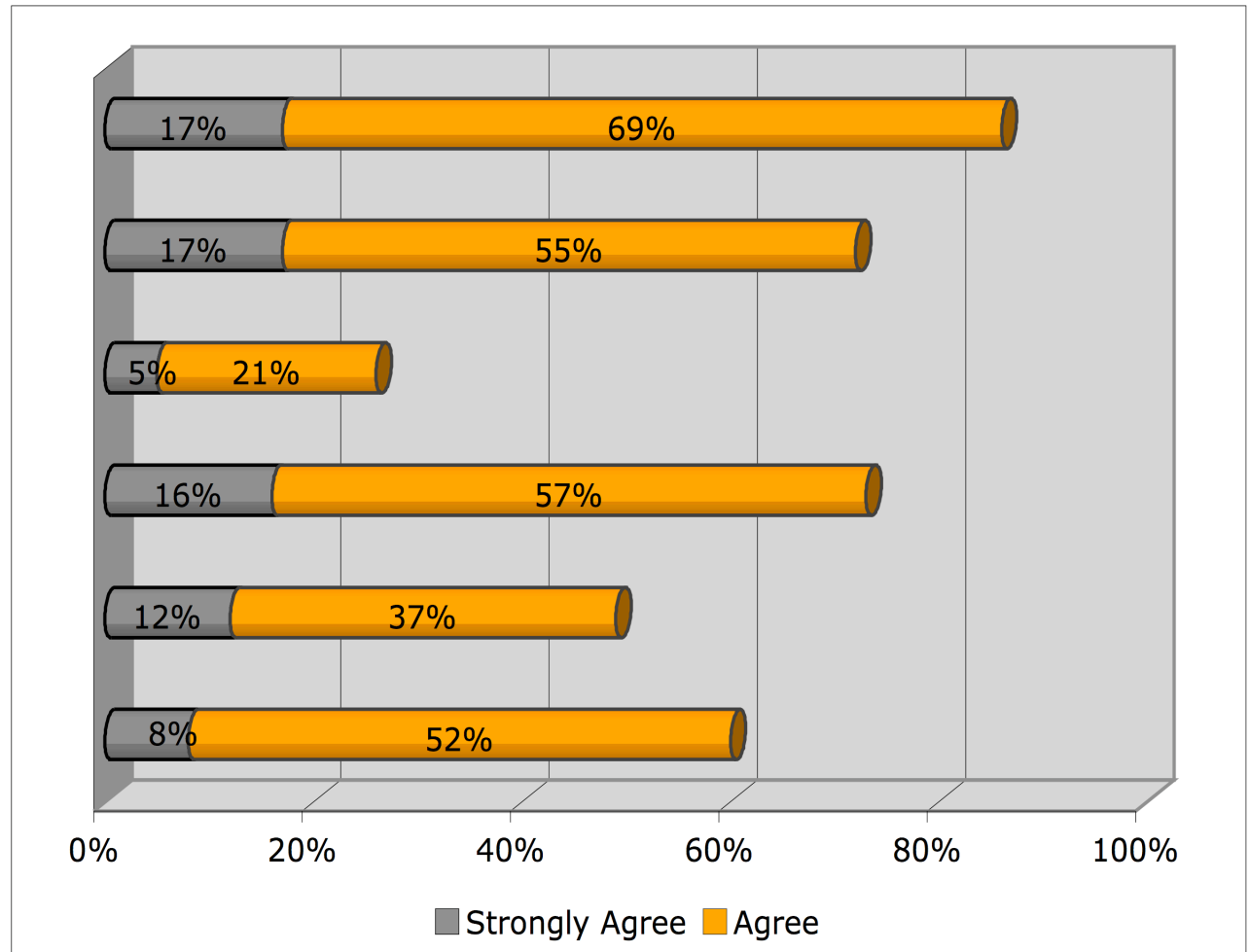
Q3: When developing Web banners and/or Web sites, do you feel CBCS understands your technical needs*

Q4: CBCS provides valuable insight and recommendations for my projects (down 11%)

Q5: The quality of work completed by CBCS is comparable to similar projects handled by outside agencies (down 21%)

Q6: The Creative Brief is helpful for communicating strategic direction to my CBCS team*

*New question



Attributes Describing CBCS—Creative Strategy and Approach (Strategic)

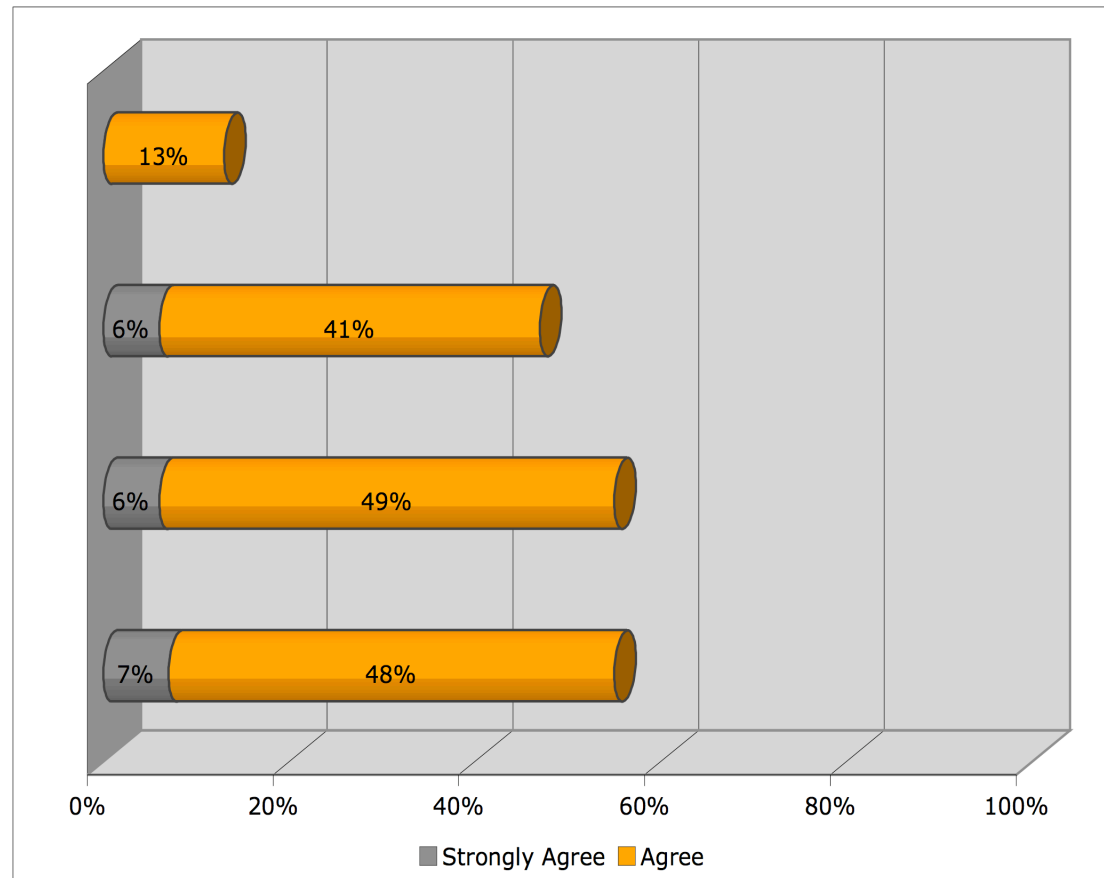
Q1: CBCS has contributed to my department's technical need goals*

Q2: CBCS has contributed to my department's messaging strategy goals*

Q3: CBCS has contributed to my department's creative strategy goals*

Q4: CBCS has contributed by my department's design strategy goals*

*Questions 1–4 are new.



Attributes Describing CBCS—Creative Strategy and Approach

(Strategic)

Q1: The quality of work completed by CBCS is comparable to similar work handled by outside agencies (down 7%)

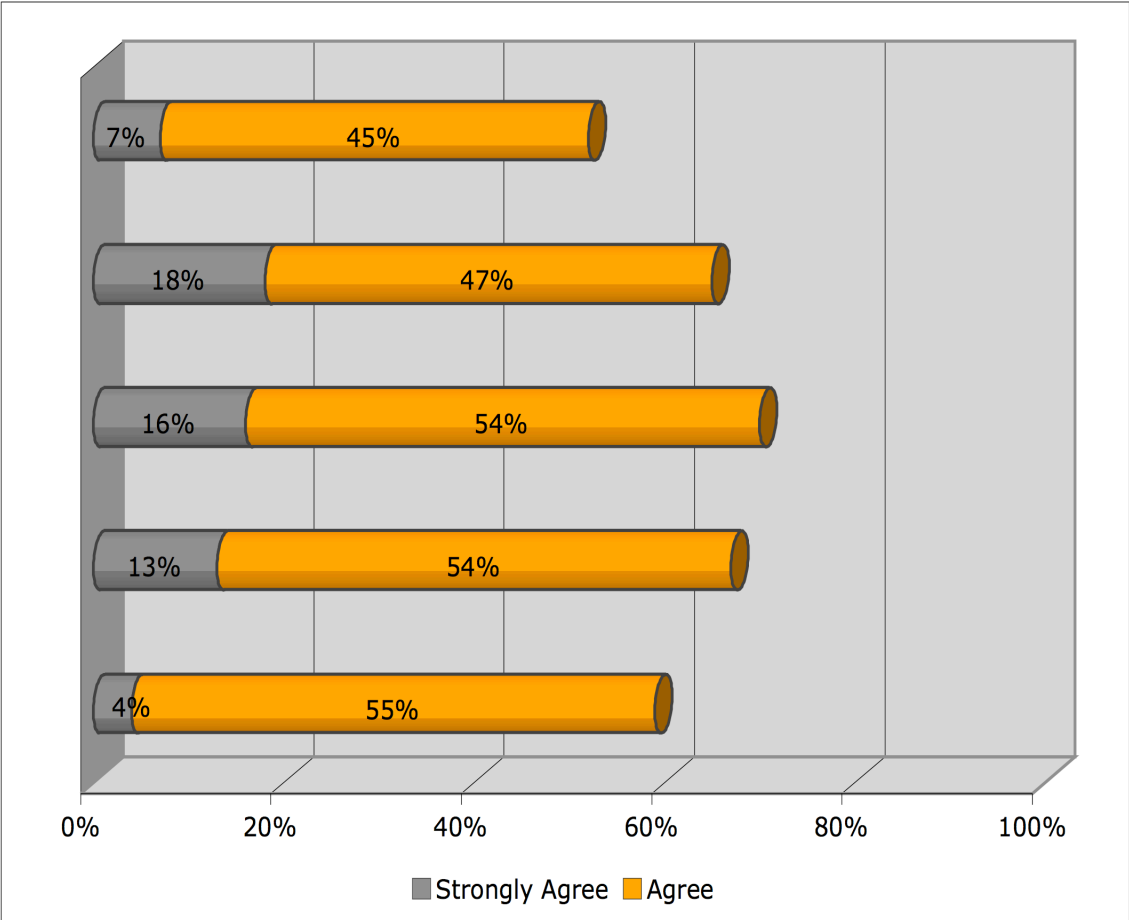
Q2: CBCS provides good value for my budget*

Q3: CBCS executes my projects with a high degree of professionalism*

Q4: OneDiscover.com is a useful reference for questions on our brand*

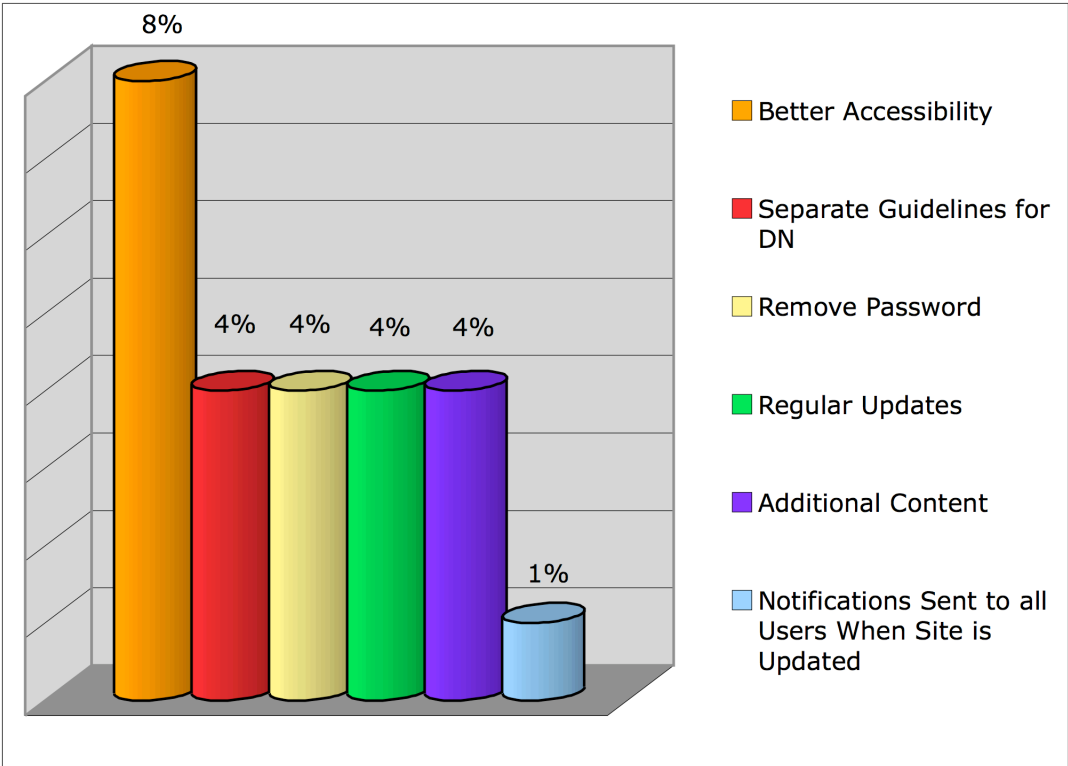
Q5: CBCS presents creative executions that are appropriate for my projects (down 21%)

*Questions 2—4 are new.



Agreements with Statements—Creative Strategy and Approach (Strategic)

Business Partners reported what would improve OneDiscover.com and make it a more useful resource.

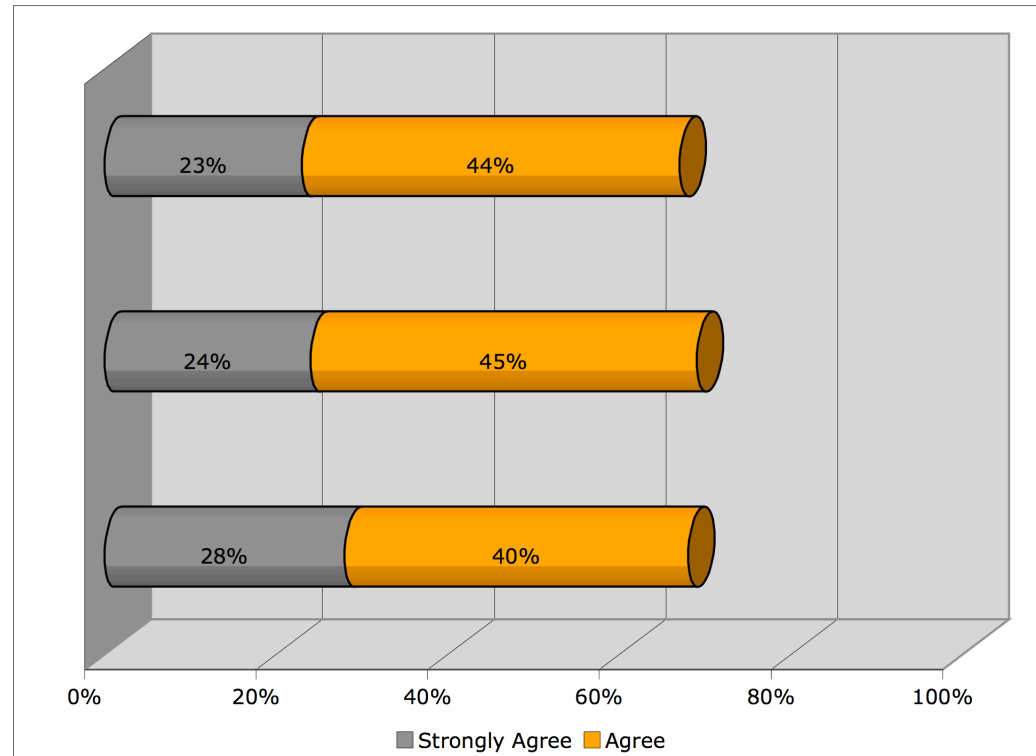


Utilization of Services—CRM Representative (Tactical)

Q1: My CRM representative works professionally and proactively to resolve unforeseen complications (down 6%)

Q2: My CRM representative communicates necessary information between all parties concerned with my project (down 8%)

Q3: My CRM representative keeps my projects organized and on time (down 6%)



Utilization of Services—CRM Representative (*Tactical*)

Business Partners reported their CRM Representative could improve their service in the following ways:

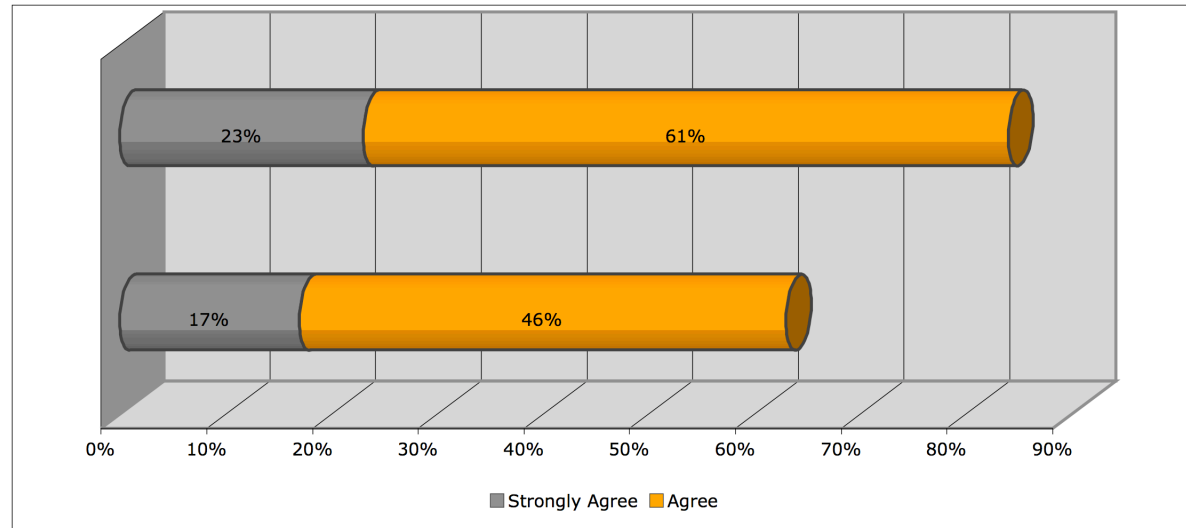
- Sticking to the original timeframe
- Better marketing of their services (i.e., what are their roles and responsibilities)
- Better documentation on timelines, agendas, etc.
- Assistance with understanding and completing online forms

New Processes 2005—Online Job Request Form (Tactical)

Q1: I find the design of the online job request form convenient and easy to use*

Q2: The rollout of the CBCS online job request form and training has helped me make the job initiation process more streamlined*

*New statement.



New Processes 2005—Online Job Request Form (*Tactical*)

Business Partners suggested the following improvements for the online job request form:

- Combine job req and the Creative Brief (5%)
- Save draft feature (3%)
- Improve Flash access (1%)
- Link easier on DToday (1%)
- Spellcheck (1%)
- Provide training (1%)
- Warning notice for time outs (1%)

New Processes 2005—Creative Brief (Tactical)

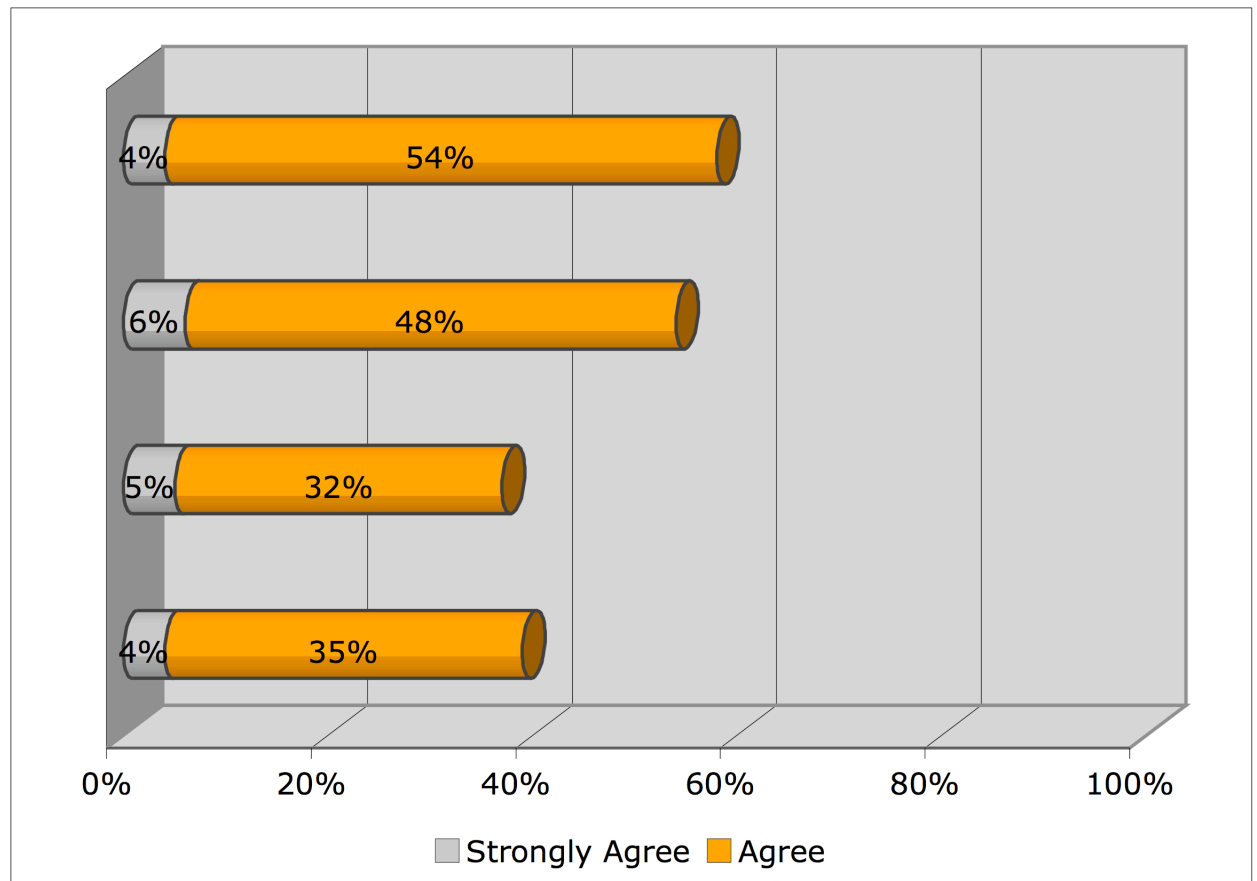
Q1: The CB is an effective and thorough way to communicate my project needs*

Q2: The CBCS direction and/or support provided to me for the CB is helpful*

Q3: I received a CB training e-mail and it was helpful for learning how to complete all parts of the Brief*

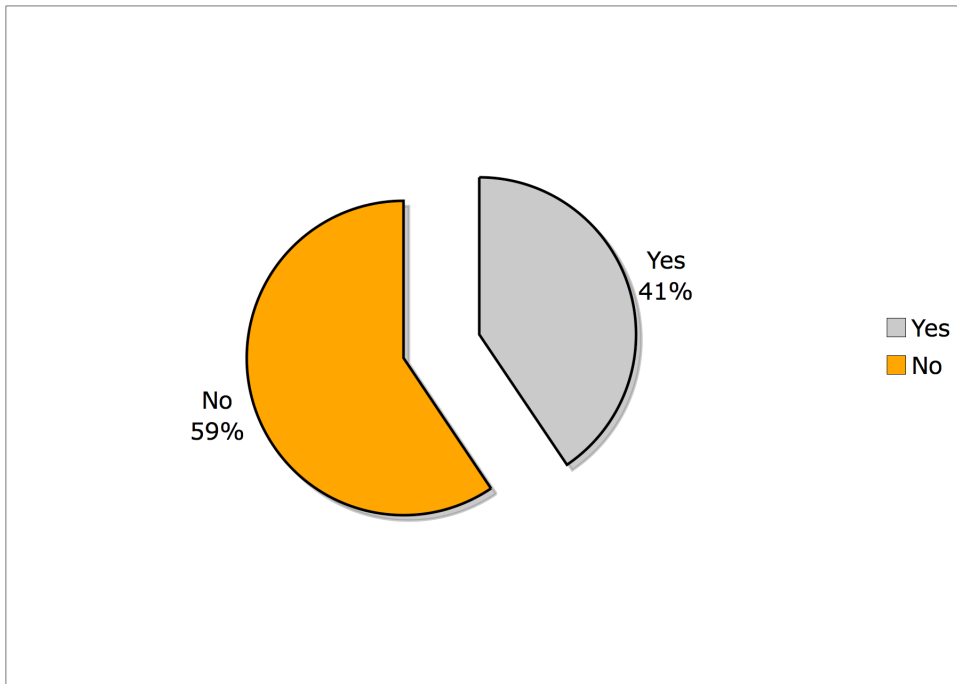
Q4: My management has provided me with appropriate Creative Brief training, and it was helpful for learning how to complete all parts of the brief*

*New question



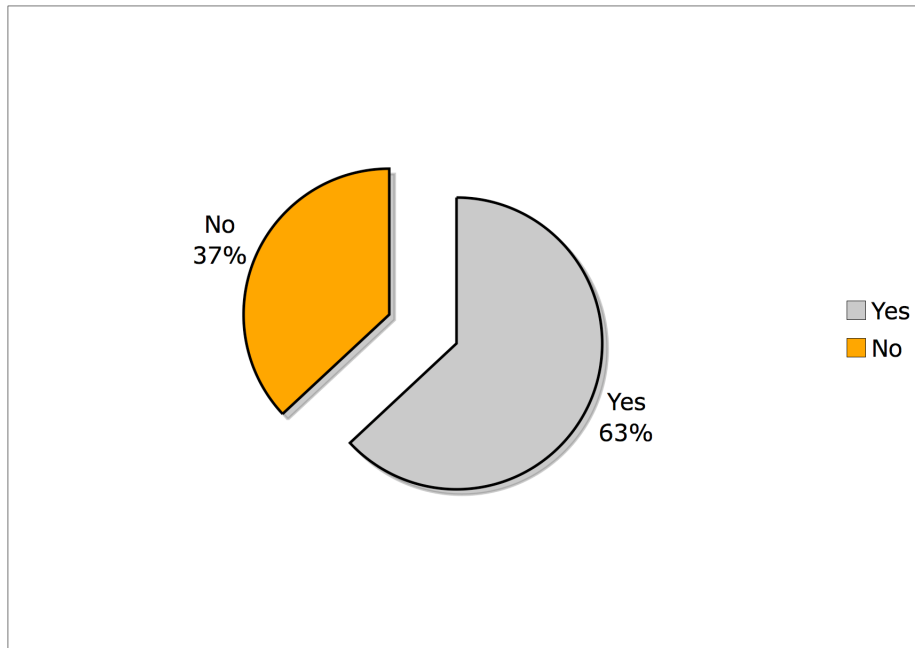
Accessibility—Online Job Request Form (Tactical)

Business Partners know who to contact when they have technical problems or questions about the online job request form.



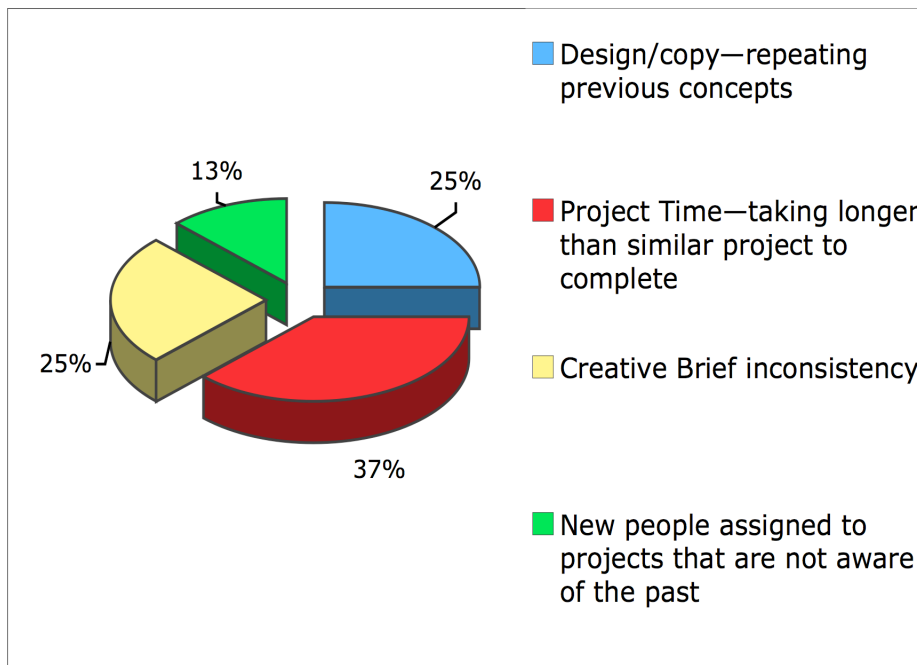
Accessibility—Online Job Request Form (Tactical)

Business Partners know who to contact in CBCS when they have specific questions about a particular job.



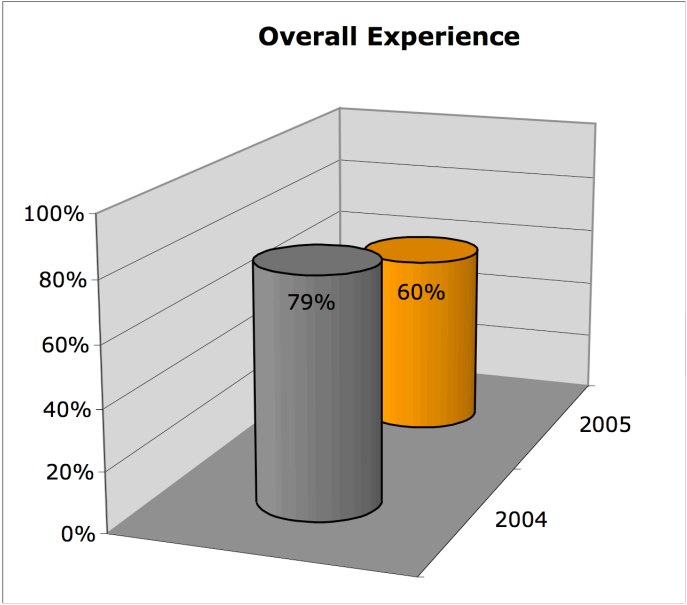
Project Consistency (Tactical)

- 89% of Business Partners (up 7%) reported that their overall experience with Creative Services was consistent on each project
- Respondents reported inconsistencies, including:



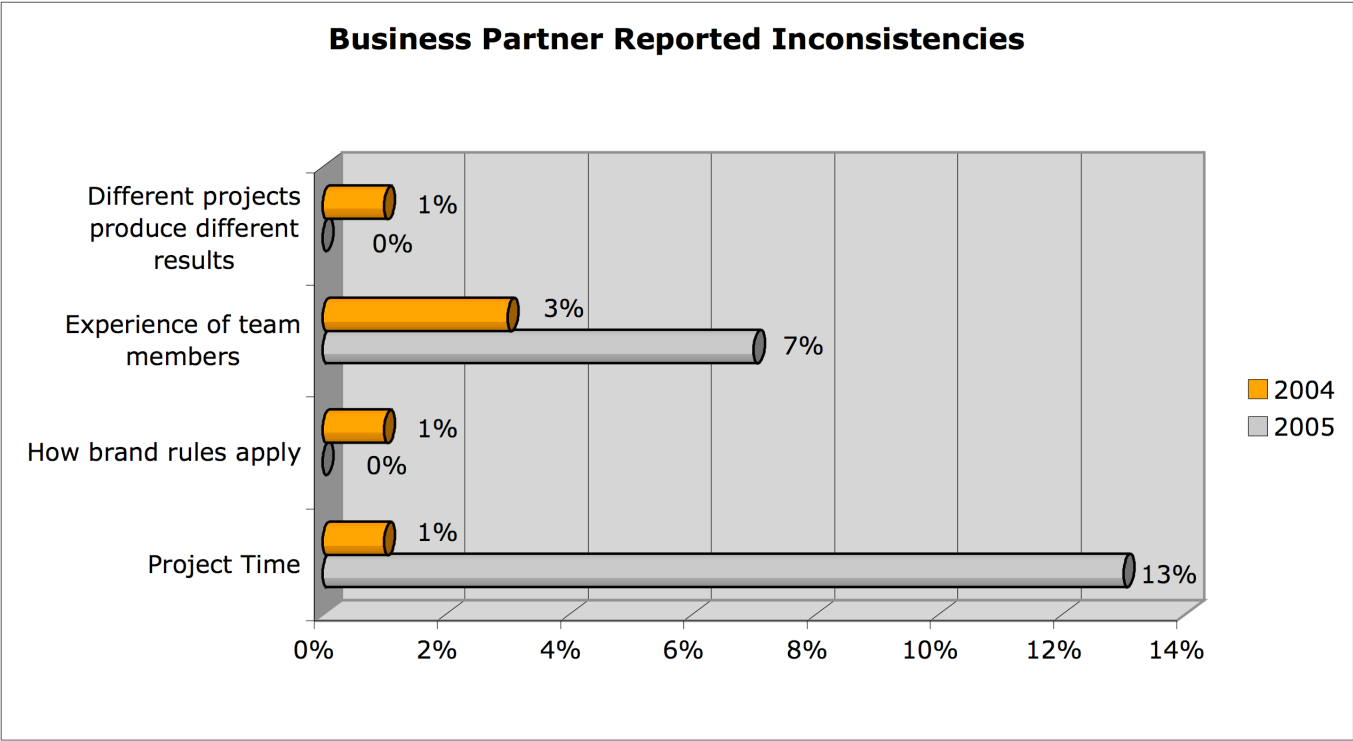
Agreements with Statements—Continuous Improvement (Strategic)

Business Partners reported if their overall experience with CBCS has been consistent with each project.



Agreements with Statements—Continuous Improvement (Strategic)

Inconsistencies Business Partners cited they encountered with CBCS handling of their projects



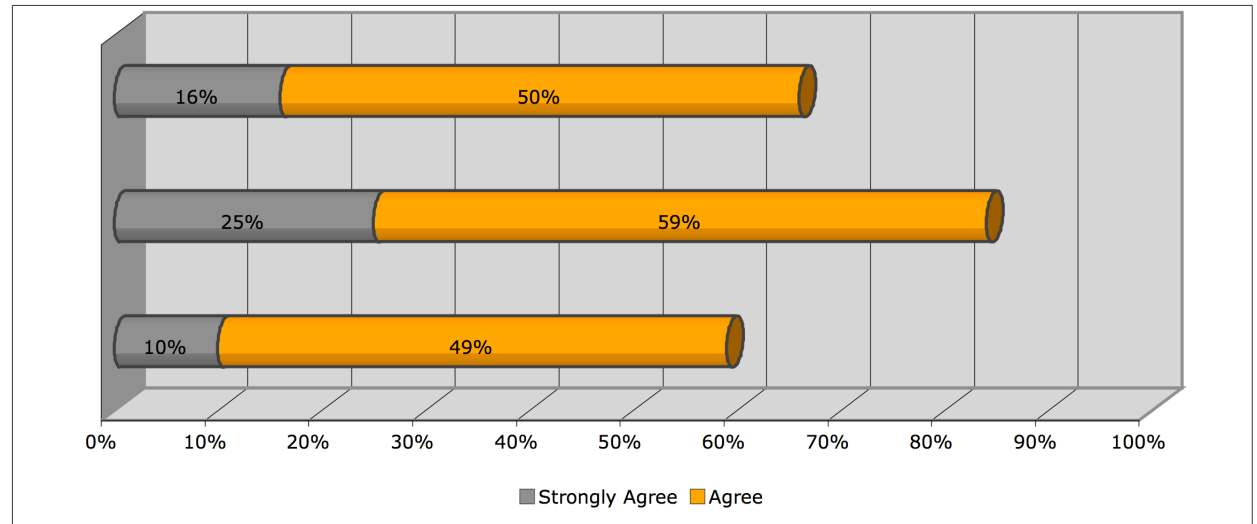
Agreement with Statements—Continuous Improvement (Tactical)

Q1: OneDiscover.com is a useful reference for my questions on our brand*

Q2: CBCS executes my projects with a high degree of professionalism*

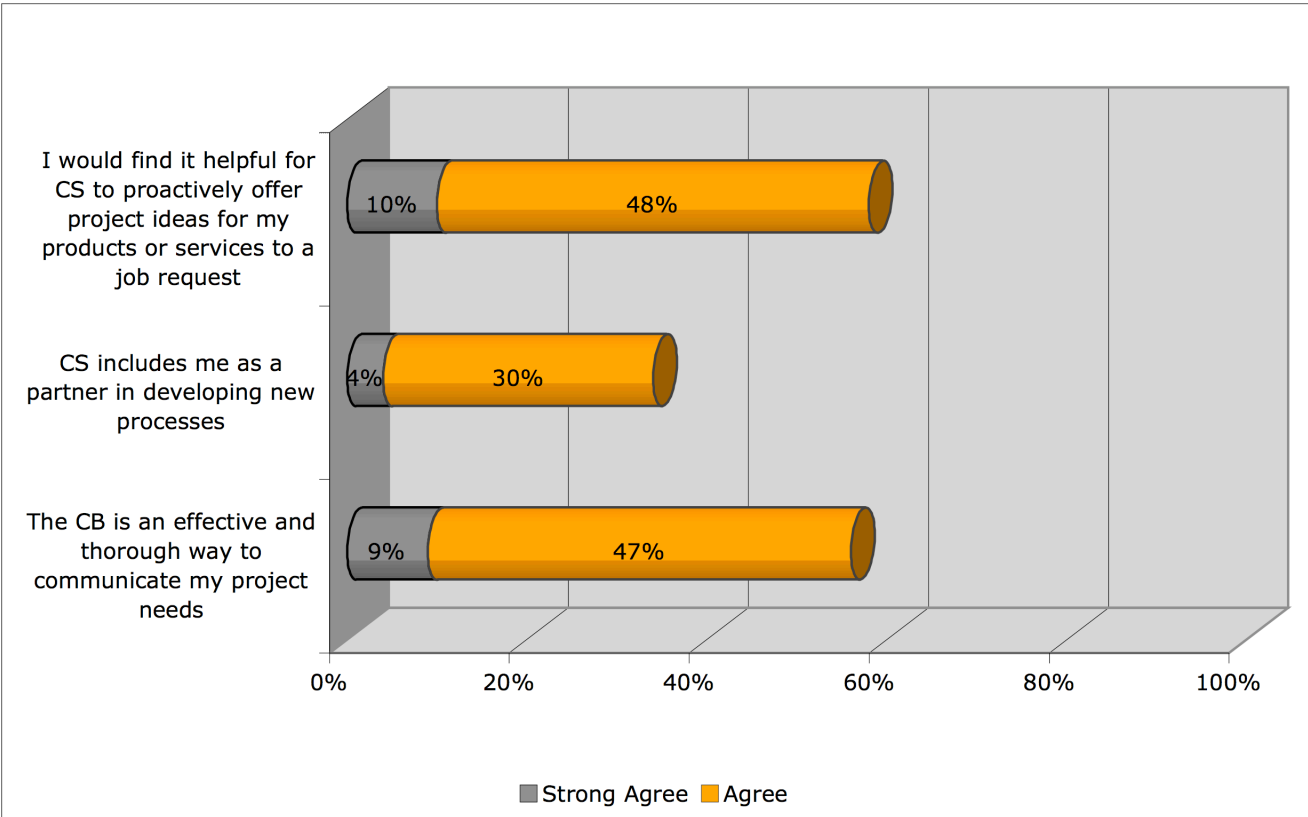
Q3: CBCS rolls out new process improvements, making their service to me more efficient*

*New question



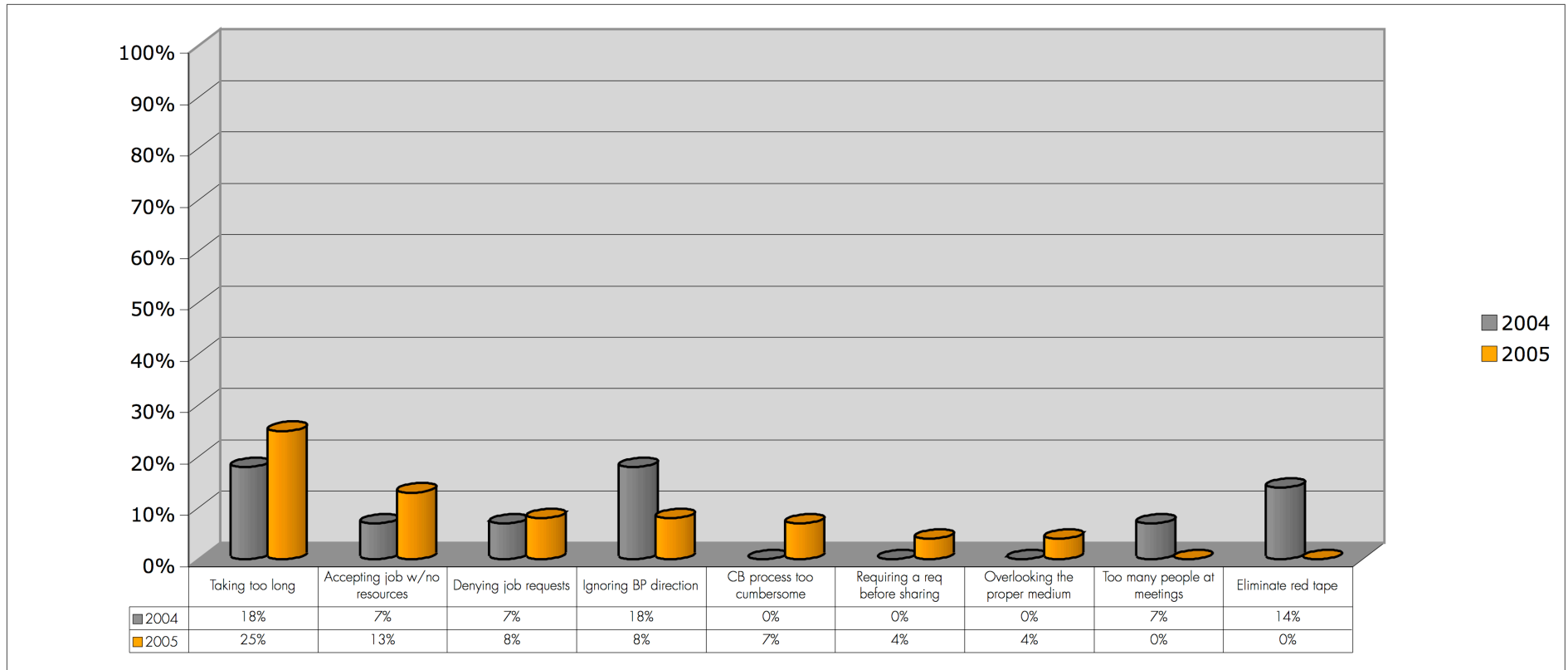
Agreements with Statements—Continuous Improvement (Strategic)

Business Partners reported that CBCS continually rolls out new process improvements including the online job req and Creative Brief, making service more efficient.



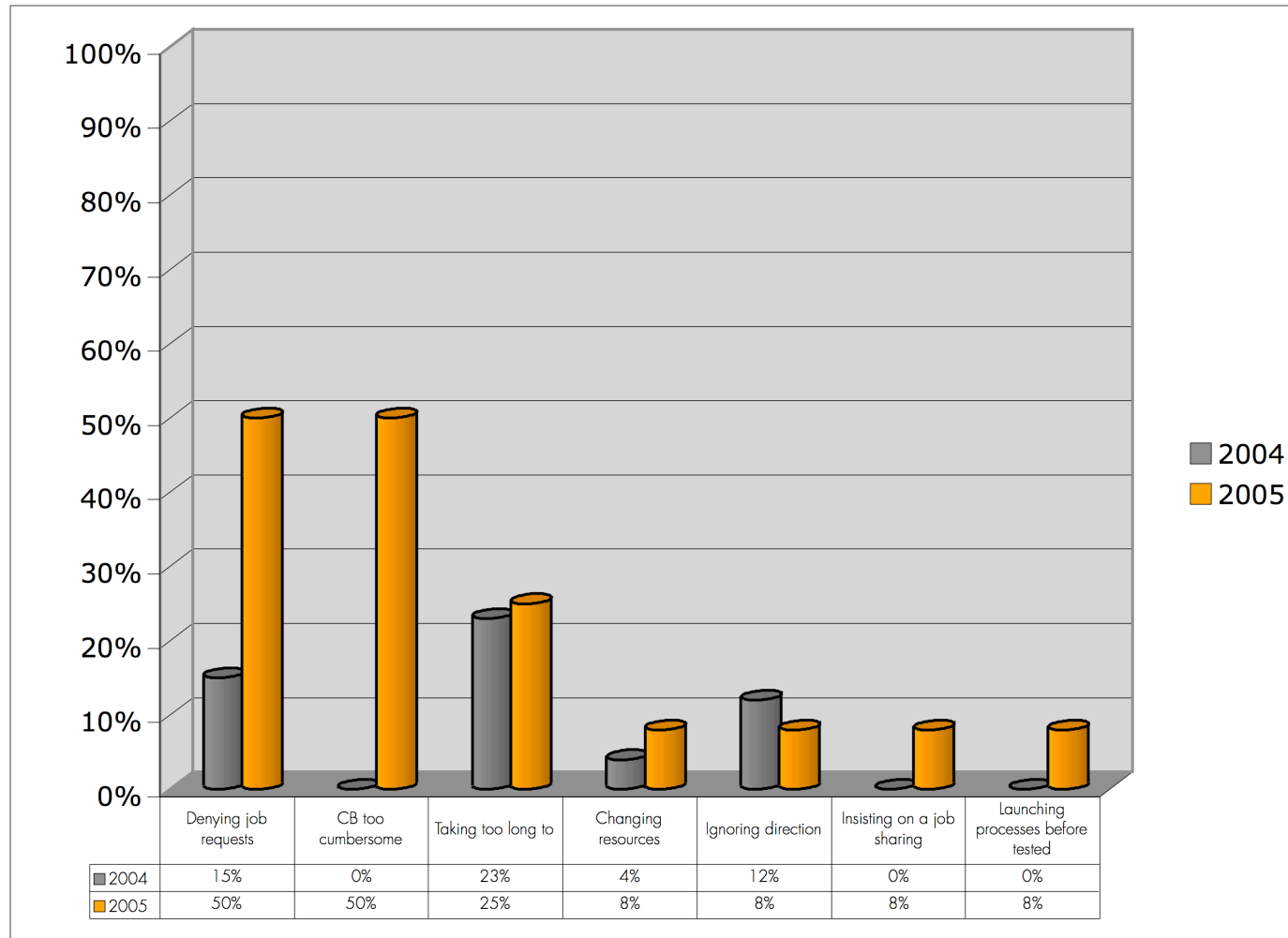
Strategic

What Should CBCS STOP



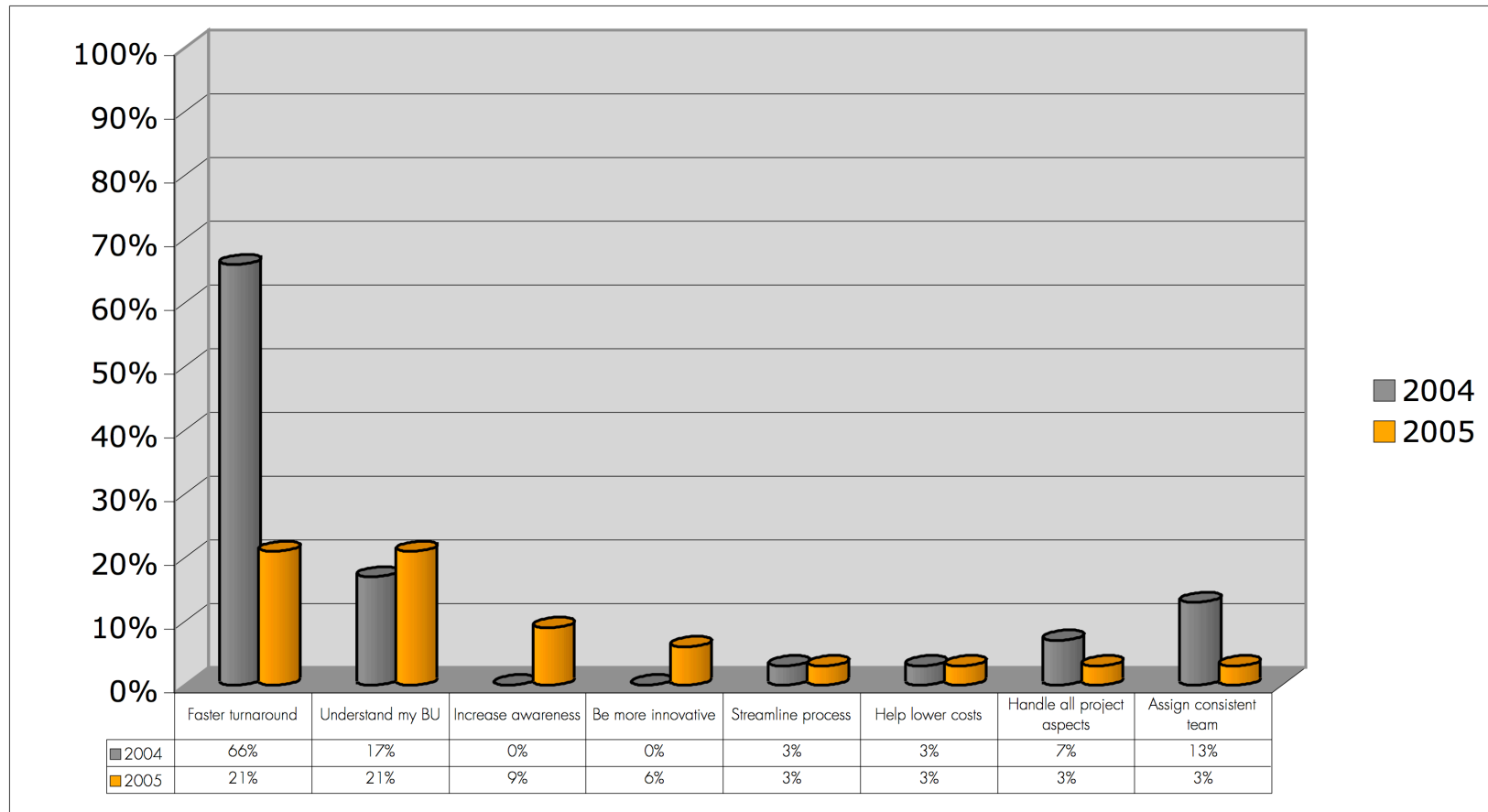
Tactical

What CBCS Should STOP



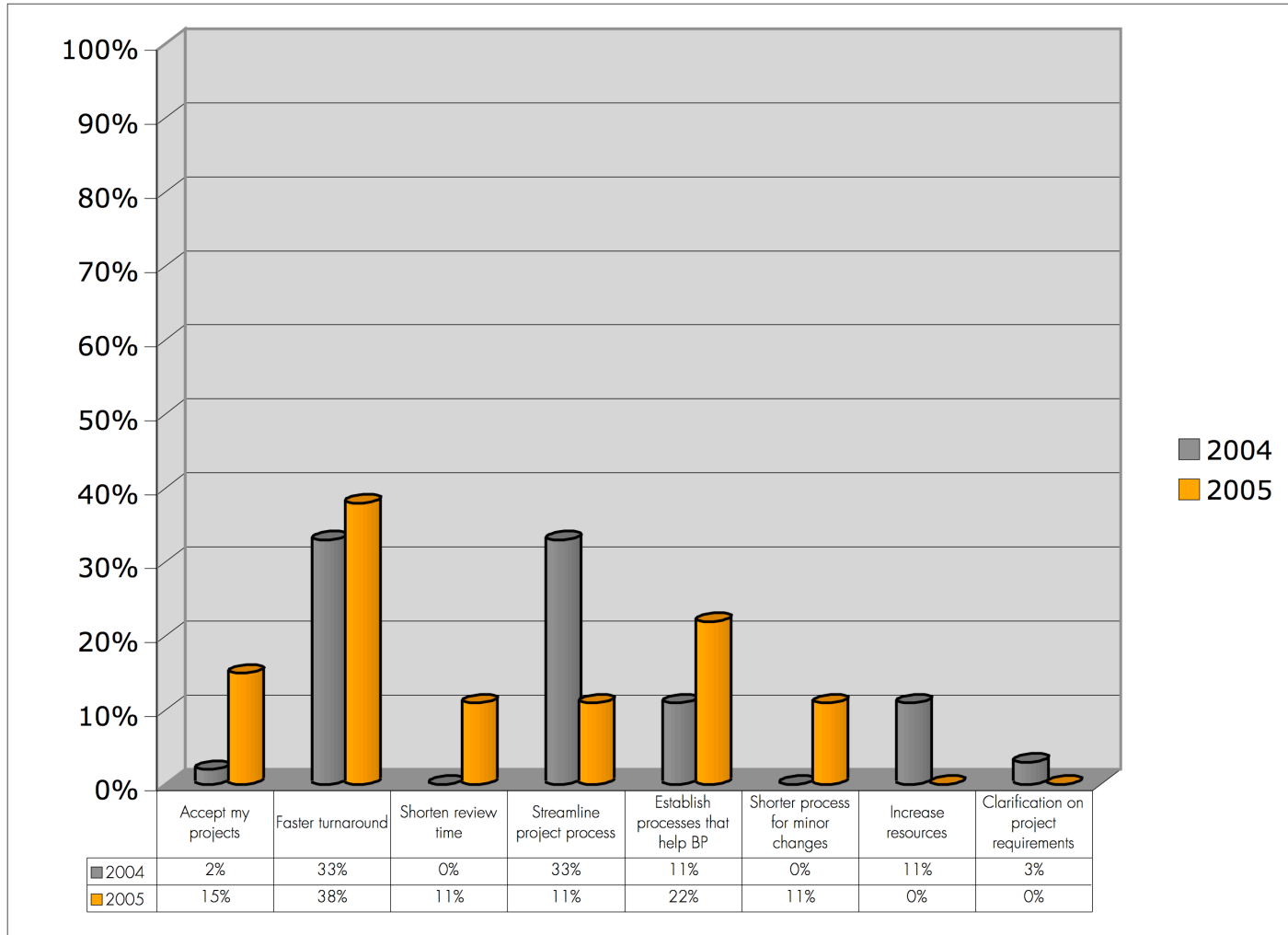
Strategic

What Should CBCS START



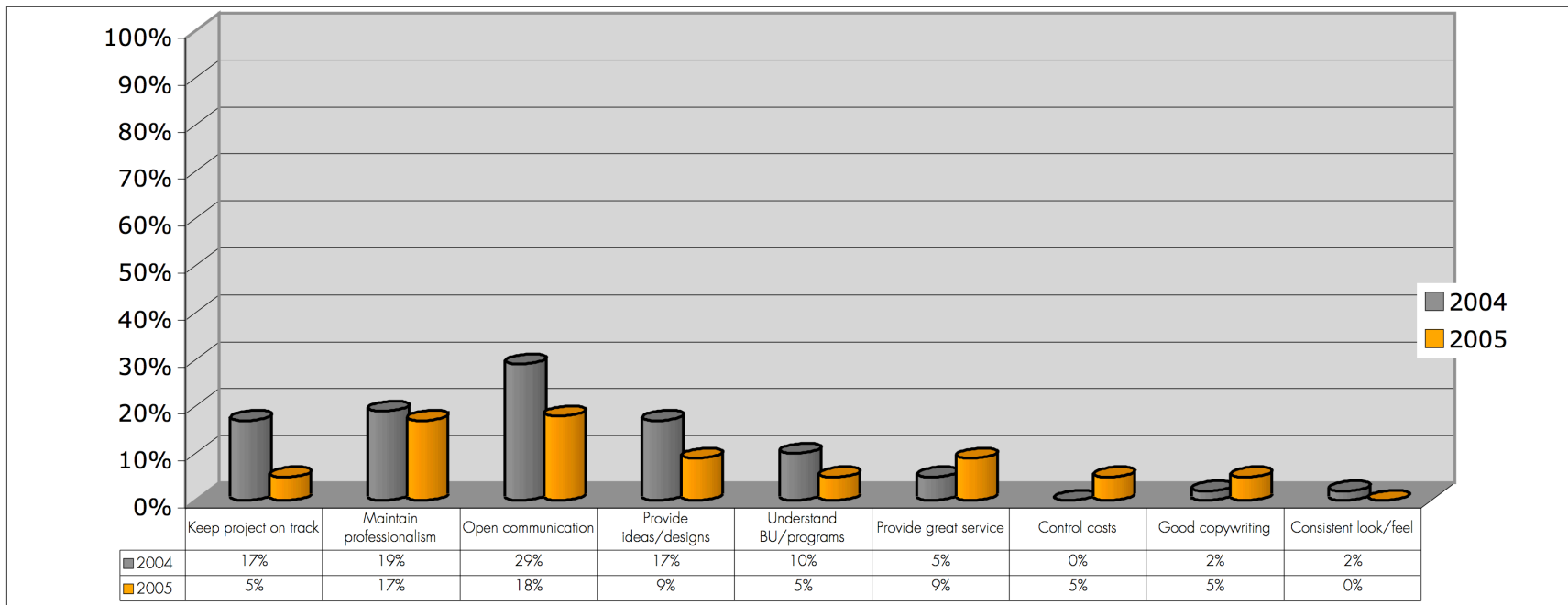
Tactical

What CBCS Should START



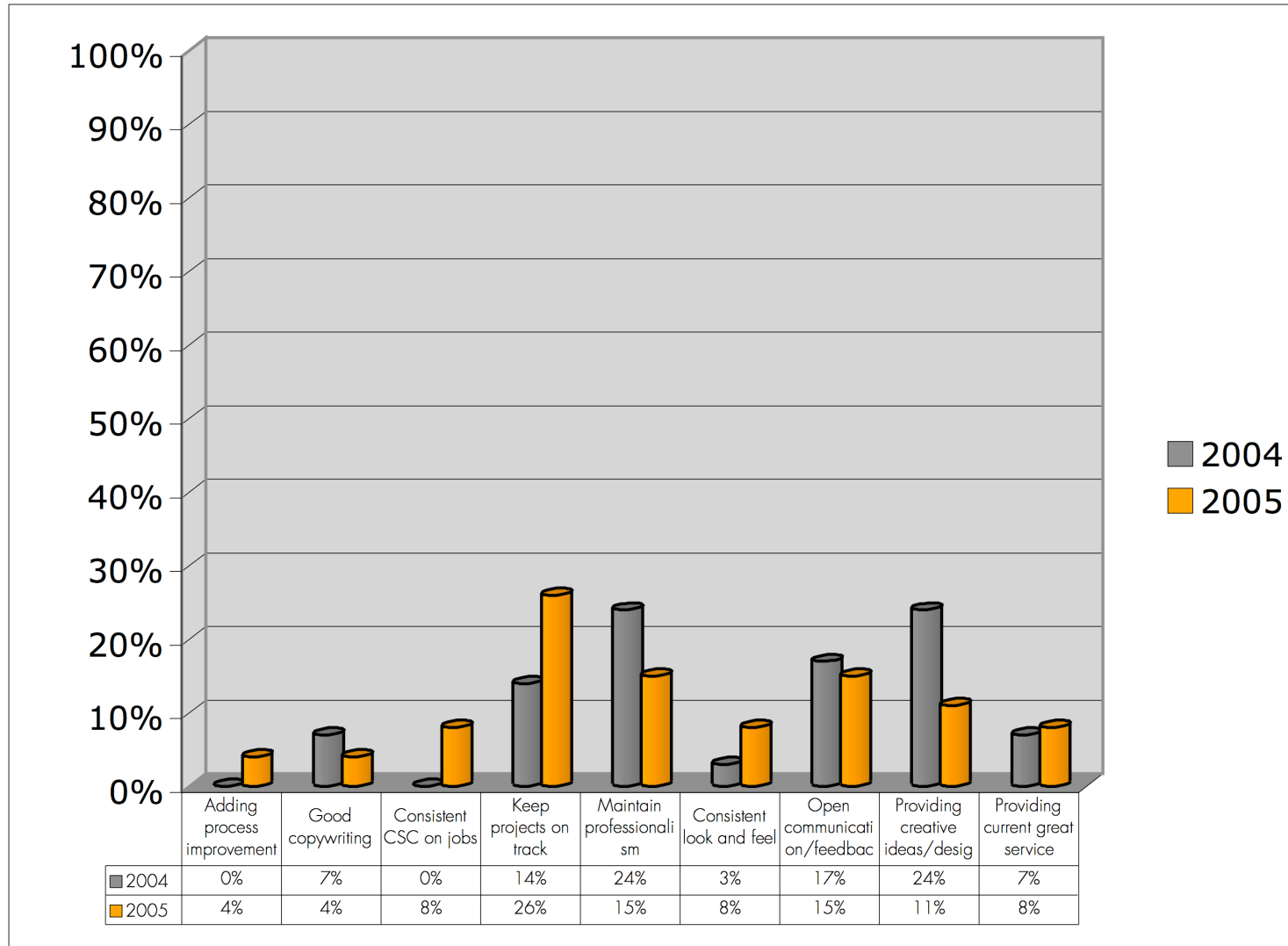
Strategic

What CBCS Should CONTINUE



Tactical

What CBCS Should CONTINUE



Would Work with CBCS Again (Strategic and Tactical)

Down 10% from the previous year, Business Partners said they would work with CBCS again

