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doi: <https://doi.org/10.57709/1061294>

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AN INTERNAL COMMUNICATIONS ANALYSIS OF A U.S. CREDIT REPORTING AGENCY

by

STYLETTA CARTER

Under the Direction of Arla Bernstein

ABSTRACT

Audits of organizational communication have been viewed as an efficient means for collecting data and diagnosing common communication problems (Meyer, 2002), and evaluating employee communication satisfaction has proven to be a vital component of the auditor's overall goal of assessing communication effectiveness. While communication audits have been used for the past 50 years by practitioners and scholars alike to evaluate the effectiveness of both external and internal communications, this particular analysis will explore the internal communications of a business-to-business sales division within a major U.S. credit reporting agency. Using Goldhaber's (2002) method for administering Web-based communication surveys and a combination of Downs & Hazen's (1977) Communication Satisfaction Questionnaire and Gayeski's (2000) Information Systems Analysis, this study will assess how the salesperson's satisfaction of the company's electronic sales communications relates to perceived productivity.

INDEX WORDS: Organizational Communication, Communication Audit, Communication Analysis, Sales Communications, Web Surveys, Employee Communication Surveys

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AGENCY

by

STYLETTA CARTER

A Research Thesis Submitted in Partial Fulfillment of the Requirements for the Degree of

Master of Arts

in the College of Arts and Sciences

Georgia State University

2005

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2005

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December 2005

DEDICATION

This thesis is dedicated to the wonderful women who have supported me throughout my life, during my career and during my tenure as a graduate student. I thank God for them, and I thank him for seeing me through this phase of my life.

My mother - Ella Styles Carter

My sisters - Danae Carter Bowman and Eldrida Carter Randall

My supervisor - Myrna Orphan

My guardian angels - Claytis C. Knox, Vivian B. Hatcher and Voytelle M. Gardner

TABLE OF CONTENTS

	Page
LIST OF TABLES	vii
APPENDIX CONTENTS	viii
PROJECT OVERVIEW AND GOALS	1
LITERATURE REVIEW	5
The History of Communication Audits.....	5
Why Organizations Conduct Communication Audits	14
The Scope of a Communication Audit.....	16
The Basic Methods for Conducting a Communication Audit.....	17
The Effectiveness of Communication Audits	18
Internal Communication Audits and Employee Communication Satisfaction	19
Moving Beyond the Standard Internal Communication Audit	22
COMPANY OVERVIEW	25
Equifax History	25
Equifax Mission	26
Equifax U.S. Sales Division.....	27
Equifax Sales Advisory Board Meetings	29
RESEARCH OBJECTIVES	30
Equifax U.S. Sales Email Messages	30
Equifax U.S. Sales Databases/Sites	32
Rationale for Research Questions	33
Research Questions 1 and 2	36
Research Question 3.....	38

METHOD	39
Two Questionnaires – Long Form and Short Form	39
Procedure	43
Data Analyses	43
RESULTS	45
Demographic Analysis.....	45
Research Question 1.....	47
Research Question 2.....	51
Research Question 3.....	54
DISCUSSION.....	57
Research Question 1.....	57
Research Question 2.....	60
Research Question 3.....	62
LIMITATIONS.....	64
RECOMMENDATION	65
Strengths.....	65
Weaknesses	65
Opportunities.....	66
Threats.....	69
CONCLUSION.....	71
REFERENCES	72

LIST OF TABLES

	Page
U.S. Sales Email Messages	31
U.S. Sales Databases/Sites	33
Communication Satisfaction Dimensions	34
Perceived Productivity Dimensions	36
U.S. Sales Positions and Number of Employees	40
Questionnaire Items	42
Job Level	46
Years at Equifax	46
Type of Computer Server Connection	46
Factor Analysis - Communication Satisfaction Dimensions (Email Messages)	48
Factor Analysis - Perceived Productivity Dimensions (Email Messages)	48
Reliability - Communication Satisfaction Dimensions (Email Messages)	49
Reliability - Perceived Productivity Dimensions (Email Messages)	49
Correlations - Satisfaction of Email Messages and Perceived Productivity	50
Factor Analysis - Communication Satisfaction Dimensions (Databases/Sites)	52
Factor Analysis - Perceived Productivity Dimensions (Databases/Sites)	52
Reliability - Communication Satisfaction (Databases/Sites)	52
Reliability - Perceived Productivity (Databases/Sites)	53
Correlations - Satisfaction of Databases/Sites and Perceived Productivity	54
One-Way ANOVA - Difference in Responses Between Long Form and Short Form	56
Proposed Intranet Functioning	68

APPENDIX CONTENTS

	Page
Communication Audit History/Timeline.....	1
Odiorne Communication Audit Survey Items.....	2
ICA Communication Audit Survey Key Objectives.....	3
Downs & Hazen (CSQ) Eight Communication Dimensions.....	4
Gayeski ISA Dimensions.....	6
Basic Methods for Conducting a Communication Audit.....	7
Clampitt & Berk Paper Mill Audit - Sample Survey and Interview Content	9
Credit Information Timeline.....	10
Equifax Organizational Structure.....	11
Sales Advisory Board Meeting Notes.....	12
Email Messages.....	16
Equifax U.S. Sales – Databases and Sites.....	23
Long Form – Subset of Population.....	29
Short Form – Remaining Population.....	39
Email Messages Comments.....	45
Databases/Sites Comments.....	47
Overall Sales Communications Comments.....	49
Awareness Percentages.....	50

Project Overview and Goals

Effective communication within an organization represents one of the most critical elements of its functioning and success. By effectively communicating with their key audiences, both public and private organizations can achieve and maintain competitive advantages (Dolphin, 2000). According to Goldstein (1999), telecommunications and technology innovations have expanded the quantity, quality and speed of communications while creating a highly competitive playing field for reaching and influencing key constituencies.

Over the past decade, corporate communications has become recognized as one of the most valued strategic functions among business organizations. However, communication obstacles related to upward, downward and horizontal communication flow are often cited as the most significant roadblocks to innovation and successful corporate functioning at all levels. In response, most large companies have learned that investing time and resources in employee (or internal) communications is a key initiative in producing returns in all areas of their business. Howard (1998) suggests that employees can be a company's "best ambassadors or loudest critics" (p. 15) – depending on the context of the information they receive and how fast they receive it. For example, when a company has employees who work within their own microcosms without receiving or sharing vital corporate information, it can often lead to duplicated efforts, time mismanagement and overall inefficiencies. Moreover, Hargie, Tourish and Wilson (2002) found that poor organizational communication (i.e., where employee communication satisfaction is assumed to be low) can lead to reduced employee commitment, greater absenteeism, increased industrial unrest, higher employee turnover, and reduced productivity.

Audits of organizational communication have been viewed as an efficient means for collecting data and diagnosing common communication problems (Meyer, 2002), and evaluating employee communication satisfaction has proven to be a vital component of the auditor's overall goal of assessing communication effectiveness. While communication audits have been used for the past 50 years by practitioners and scholars alike to evaluate the effectiveness of both external and internal communications, this particular analysis will specifically explore the internal communication needs of a business-to-business sales division within a major U.S. credit reporting agency.

When the term "internal communications" was first introduced in academia, it was mainly correlated to motivating an organization's employees and ensuring management's message reached "shop" workers (Hargie & Tourish, 2000). With the later development of electronic channels of information, however, it has become more important to understand the internal communication system of an organization as a whole. A strong internal communication system allows employees to realize their own contribution toward accomplishing the company's overall mission. And when a company depends on a sales force as a major channel for delivering its products and services to a wide range of consumers, effectively communicating the company's overall mission and product development and marketing goals to its sales force becomes an even more vital function – thereby imposing the dual challenge of getting timely and accurate sales and marketing information to the field and making sure the information gets absorbed and used by field salespeople (Keenan, 2001). When it comes to business-to-business sales, the difficulties in disseminating timely messages to the appropriate buyers are often compounded with other strategic challenges. First, salespeople must get past gatekeepers in the buying organization in order to reach the true decision-makers before the competition can reach

them. Also, salespeople must strive to improve their chances of closing the deal by helping the buying organization establish custom product specifications – first by understanding and identifying the buying organization’s key needs and then by gaining a solid knowledge of the products and services within their own company that meet those needs. Most importantly, salespeople must drive home the sale by assuming the core responsibility of reinforcing the features and benefits of their company’s products, services, and ultimately, the company’s brand (Clow & Baack, 2002). All of these tactics reinforce the need for comprehensible, current communications from executives and leadership regarding the company’s vision, its products and services and the selling strategies necessary to increase market share.

Equifax Inc. is one of three major credit reporting agencies in the U.S. Its core function is to provide products and services to businesses in an effort to help them minimize their financial risk and maximize their growth opportunities. At the same time, Equifax provides information to consumers to assist them in protecting and managing their credit/financial health. Equifax’s North American Information Services (NAIS) division is comprised of various business units – including Canada Services/Sales, Commercial Services, Customer Services, Mortgage Services, Product Management, Shared Services and U.S. Sales.

The Equifax U.S. Sales Division is made up of three different sales teams – national sales, regional sales and telesales – all of which are responsible for the company’s business-to-business sales. Currently within this division, seven different types of internal email messages are sent from various departments within the company as a means of vertical flow of information (such as messages regarding training, sales strategies, competitive information, etc.) and four different electronic databases/sites are available to salespeople within this division for access to the company’s sales resources (such as product sheets, demos, case studies, etc.). It will be

useful to know the factors that may affect the salesperson's satisfaction of these electronic communications as it relates to their perception of productivity. Therefore, this analysis posed the following research questions:

1. What is the relationship between the salesperson's satisfaction of the email messages they receive regarding sales information and perceived productivity?
2. What is the relationship between the salesperson's satisfaction of the databases/sites available for searching the company's sales information and perceived productivity?
3. How will responses from a longer questionnaire (which will contain open-ended questions and be administered to a subset of the population) compare to those of the standard questionnaire?

Based upon the results, appropriate and actionable initiatives necessary for enhancing existing and/or creating new internal communication processes, electronic tools and databases/sites for the Equifax U.S. Sales Division were proposed.

Literature Review

For the past 50 years, business organizations have used what we currently define as communication audits to objectively measure both external and internal communication efforts (see Appendix section 1 for a Communication Audit History/Timeline). However, while business organizations have become more globalized, networked, learning-based and technologically sophisticated (Zorn, 2002), the discipline of organizational communication has drastically changed. As communication audits continue to prove to be of scholarly benefit, current literature shows that today's communication audit must meet the practical needs of technology-driven organizations that are challenged to be more responsive and innovative. Seven areas of literature prove to be relevant to this analysis: the history of communication audits; why organizations conduct communication audits; the scope of a communication audit; the basic methods for conducting a communication audit; the effectiveness of communication audits; internal communication audits and employee communication satisfaction; and moving beyond the standard internal communication audit.

The History of Communication Audits

In 1952, Keith Davis developed an instrument that analyzed and mapped communication networks and measured the rates of flow, distortion of messages and communication redundancy (Goldhaber, 1979). This Episodic Communication Channels in Organization (ECCO analysis) would become one of the first instruments used to itemize and evaluate communication activities over a set period of time. The ECCO analysis used a data collection log sheet to monitor the progress of a specific piece of information throughout the organization and to track information from respondents such as:

1. Whether or not they know all or part of the information;
2. If they know about it, to cite the parts they knew;

3. If they do know, when they first learned the information;
4. Where they were when they first became aware of it;
5. By which channel (memo, phone call, newsletter, etc.) the message was delivered;
6. What was the source (manager, colleague) of it.

(Hargie & Tourish, 2000, p. 109)

For example, an ECCO analysis would contain a general message regarding the organization, then below the organizational message would be questions, such as: “Prior to receiving this questionnaire, did you know the information provided or any part of it?” If the respondent answered yes, then additional questions would follow, such as: “From whom did you first receive this information?” or “Where were you when you first received the information?” During an ECCO analysis, respondents completed the form in the presence of the researcher, after which the questionnaire was coded, tabulated and analyzed using statistical techniques (Goldhaber, 1979). While the instrument did not assess respondent perceptions or attitudes, it did allow for fast, reliable information regarding concrete messages.

It was in 1954, however, that the term “communication audit” was first used in academic literature by G. S. Odiorne (Shelby, 1996). Interested in the precision and direction of communication, Odiorne relied on a communication audit devised by the National Society of Professional Engineers. He used a questionnaire with 16 dichotomous items to survey project engineers and employees in top management (see Appendix section 2). Though he restricted his study to “a particular organization at a particular moment,” those who followed Odiorne expanded upon his original outline in terms of scope and function (Shelby, 1996, p. 59).

Roberts and O'Reilly developed the Organizational Communication Questionnaire (OCQ) in 1973 while conducting research for the U.S. Office of Naval Research. Originally created to analyze communication practices across different organizations (Hargie & Tourish,

2000), the OCQ consisted of 35 questions that were categorized into 16 dimensions where employees used 7-point Likert scales to respond to items related to the following factors:

1. Trust for supervisor
2. Influence of supervisor
3. Importance of upward mobility
4. Desire for interaction
5. Accuracy
6. Summarization
7. Gatekeeping
8. Overload

(Hargie & Tourish, 2000, p. 51)

While the OCQ contained unique content areas that have an important impact on organizational communication practices – such as “summarization” and “influence of supervisor,” Hargie and Tourish (2000) contended the brevity of the tool may hinder developing a more comprehensive view of other important communication issues like interdepartmental communication.

In 1974, Osmo Wiio, Director of the Helsinki Research Institute for Business Economics in Europe, used a survey called the LTT Communication Audit (where “LTT” are the Finnish initials for the Institute) which assessed more than 5,000 employees of various levels in 22 organizations (Goldhaber, 1979). The audit tool consisted of eight sections that measured the:

1. Subject’s demographic background
2. Subject’s general activity (job role)
3. Subject’s access to information
4. Subject’s job satisfaction and dissatisfaction
5. Subject’s communication satisfaction
6. Subject’s satisfaction with adequacy of information
7. Subject’s satisfaction with quality of the information
8. Factors influencing organizational climate (trust, openness, etc.)

(Goldhaber, 1979, p.361)

Based on findings from various applications of the LTT communication audit, Wiio argued that increases in message flow or the openness of communication may have a negative

impact in some organizations due to information overload or increased expectations of receiving more information (Goldhaber, 1979). In 1975, Wiio and his colleagues refined the LTT communication audit and named it the Organizational Communication Development (OCD) audit. This enhanced version contained 76 items grouped into 12 dimensions:

1. Overall communication satisfaction
2. Amount of information received from different sources – now
3. Amount of information received from different sources – ideal
4. Amount of information received about specific job items – now
5. Amount of information received about specific job items – ideal
6. Areas of communication that need improvement
7. Job satisfaction
8. Availability of computer information system
9. Allocation of time in a working day
10. Respondent's general communication behavior
11. Organization-specific questions
12. Information-seeking patterns"

(Hargie & Tourish, 2000, p. 50)

During the 1970s, increased economic hardships called for organizations to restructure their corporate infrastructures. This, combined with the rise of telecommunications, caused businesses to begin reassessing their communications needs (Ellis, 1993). As a result, more attention was focused on communication audits by organizations such as the International Communication Association (ICA). The ICA is a non-profit professional communication society that initiated the ICA Communication Audit Survey in response to the lack of a standard course of action for evaluating organizational communication systems (Goldhaber, 1974). In addition to creating standardized instruments and procedures, the goal of the organization included crafting key objectives (see Appendix section 3) for implementing a communication audit and establishing a data bank as a basis for identifying norms (Shelby, 1996). In 1977, Gerald Goldhaber led a team of scholars from the ICA in developing a tool that would assess organizational communication practices. After eight years of development and collaboration, the

ICA Communication Audit Survey was created with 122 questions divided into eight major categories:

1. Amount of information received about various topics versus the amount desired
2. Amount of information sent about various topics versus the amount desired
3. Amount of follow-up versus the amount desired
4. Amount of information received from various sources versus the amount desired
5. Amount of information received from various channels versus the amount desired
6. Timeliness of information
7. Organizational relationships
8. Satisfaction with organizational outcomes

(Hargie & Tourish, 2000, p. 49)

Throughout the 1970s, the ICA Communication Audit Survey underwent various augmentations that Shelby (1996) classified into three phases: “1) development of procedures and instruments, 2) pilot-testing of the procedures and instruments and 3) implementation of the procedures and data bank” (p. 97). Although various criticisms of the ICA Communication Audit Survey exist – such as the lack of control over data; the lack of a useful, normative database due to the inability to compare dissimilar organizations; the use of perception-based instruments; the complexity and length of the survey; and the lack of direction for interpreting the data analysis into meaningful recommendations (Dewine, 1988) – the ICA Communication Audit Survey is noted as one of the most comprehensive attempts to measure all aspects of an organization’s communication system. Although the ICA Communication Audit Survey ceased to exist as an official ICA-sponsored project in 1979, its development has had influential and far-reaching effects in organizational communication research. The survey is noted as the most common method used by those in academia and by communications practitioners because of its “ease of development, administration, and interpretation” (Goldhaber, 2002, p. 451). Brooks

(1979) conducted a follow-up study with top management of 16 organizations that used the ICA Communication Audit Survey. The investigations included a questionnaire that surveyed how satisfied the organizations were with the audit and the impact it had on their processes. Brooks (1979) concluded that “without reservation, the audit resulted in perceived favorable changes in communication effectiveness” (p. 135) where the variables used to measure effectiveness included communication amount, communication sources, communication channels, communication quality, communication relationships and communication roles.

Downs and Hazen developed the Communication Satisfaction Questionnaire (CSQ) in 1977 to investigate the relationship between communication and job satisfaction, stating that the more satisfied employees were with communication, the more satisfied they were with their jobs (Hargie & Tourish, 2000) ; however, certain modes of communication were found to be more important than others. They segregated eight important communication dimensions (see Appendix section 4 for full text of dimensions):

1. Communication climate
2. Relationship to superiors
3. Organizational integration
4. Media quality
5. Horizontal communication
6. Organizational perspective
7. Relationship with subordinates
8. Personal feedback

(Hargie & Tourish, 2000, p. 49)

The survey consisted of 40 core questions with five items devoted to each of the eight dimensions and six questions devoted to job satisfaction and productivity. Hargie and Tourish (2000) believed the instrument provided a comprehensive overview of the potential problem areas that can further be investigated even though it may not cover all the details necessary for specific action plans. In an unpublished manuscript, Downs (1990) later added two more

dimensions: Top Management Communication and Interdepartmental Communication. Over the years, the CSQ has become one of the most widely used instruments in the organizational context for various reasons – including usage level and the soundness of the development process. It has been noted as “arguably the best measure of communication satisfaction in the organizational arena” (Clampitt & Downs, 1993, p. 6).

Howard Greenbaum’s conceptual and methodological structure for examining communication processes in organizations played a significant role in developing and refining audit instruments during the late 1970s (Goldhaber, 1979). Using a systems analysis based on purpose, operational procedures and structure, Greenbaum (1974) identified four functional communication networks: “regulative network, innovative network, integrative (maintenance) network, and informative-instructive communication network” (p. 741). He then related communication policies to those networks and linked communication activities to the policies. Therefore, Greenbaum’s approach to communication auditing has been the impetus for researchers using analysis of the overall system to update their investigation of specific communication activities (Shelby, 1996).

In 1986, Kenneth Mackenzie introduced the Organizational Audit and Analysis – an approach for designing organizations to be more productive. Mackenzie concentrated on the environments in which the organization operated, which often meant realigning the people, resources and workloads. The Organizational Audit and Analysis, which attempted to evolve laboratory-based theory of group structure into a working field technology for designing organizations, was categorized into nine major stages:

1. Strategic assessment (to identify organization problems)
2. Organizational audit (to document how the organization actually works)
3. Organizational design (to implement strategies for improving the employment of human resources)

4. Implementation planning (to ensure smooth transition from old to new design)
5. Implementation monitoring (to ensure prevention of manpower waste during transition to new design)
6. Organizational maintenance (to continue the adaptation of the new design and prevent manpower waste)
7. Systems review (to evaluate the new design)
8. Educational services (to educate groups on the status of the new design)
9. Contract research and development (to develop custom analyses)

(Mackenzie, 1986, p. 139)

Shaffer (1993) coined the term “maxi-communication audit” in the 1990s, suggesting that the traditional communication audit had evolved into a “sophisticated precision instrument generating volumes of data that can guide an organization through the intricacies of change” (p. 20). Shaffer believed that today’s audit is a hybrid of the best of the old methodology and the traditional opinion survey combined with contemporary culture study. Furthermore, Shaffer stated that while earlier communication audits were designed to essentially measure the effectiveness of formal media and the communication function, the maxi audit evaluated the communication process in its entirety, studying all the ways messages are formally and informally sent.

Relatively few communication audit studies were reported during the 1990s; however, the new millennium brought about a renewed interest in the area (Hargie, Tourish & Wilson, 2002). Today, companies spend millions of dollars each year producing and disseminating print and electronic messages; therefore, measuring the effectiveness of these communications has become a customary practice throughout corporate America – especially for practitioners of business administration, marketing, public relations, human resources, and health care. Additionally, the theory and practices of the communication audit have proliferated, causing the application of the audit to extend into several avenues – including new media and Internet/intranet Web sites.

Gayeski (2000) contended that in today's mobile career environments, it is often less important to focus on the communication behaviors of employees who may not be around very long and that it is more productive to focus on the communication "rules and tools" of the organization. Therefore, instead of conducting a communication audit, Gayeski's research in 2000 suggested conducting an Information Systems Analysis (ISA) that would involve a professional review of the "processes, systems, tools and templates that are used to exchange information in the organization" (p. 30) – evaluating such dimensions (see Appendix section 5 for full text of dimensions) as:

1. Communication infrastructure
2. Network flexibility
3. Initiation of messages
4. Communication load
5. Communication encumbrance
6. Communication efficiency
7. Communication integrity
8. Communication effectiveness
9. Communication appropriateness
10. Employee assessment
11. Customer/stakeholder assessment

(Gayeski, 2000, p. 30)

In addition to improving an organization's bottom-line performance, Gayeski purported that an ISA can enhance the structure of communication and promote collaboration and learning among the workforce.

With the advent of the Internet, Goldhaber (2002) proposed that the costly, cumbersome and time-consuming tactics of administering a communication audit can be eliminated and that intranets and email can facilitate a more efficient means for gathering information. Therefore, in 2002 Goldhaber suggested the following steps for administering a Web-based communication survey:

1. Develop and pilot test the survey instrument.

2. Develop the listserve of all email addresses to be used in the survey.
3. Send an email invitation (with a hyperlink to the survey) from senior management to all employees in the sample.
4. Have respondents complete the survey, with data automatically captured and tabulated.
5. Analyze and interpret the survey results and prepare and present the report to the client.

(Goldhaber, 2002, p. 452)

Goldhaber noted that emailing surveys to respondents is a more ideal protocol than placing the survey on a Web site and leading respondents to it – so that those who may not use the Web as often as others are not underrepresented.

In 2002, Hargie, Tourish and Wilson researched the effectiveness of follow-up audits after the initial implementation of a communication audit. They found that providing information to employees as a result of a communication audit reduced uncertainty and generated increased satisfaction with communication processes, as opposed to Wiio's prior theory that increased flow of information produced a demand for even more information (Hargie, Tourish & Wilson, 2002).

Why Organizations Conduct Communication Audits

The events or circumstances that lead to a communication audit vary in nature – including the desire to modify existing communications, adding new methods of communication, a change in the management team, or mergers and acquisitions (“Evaluating Your Communication,” 2003). Communication audits allow organizational members to participate in “reflective learning and build upon existing strengths” (Gray, 2004, p. 426); they provide meaningful information to members of management concerned with proficiency, credibility, and costs of their communications procedures and programs; and they provide useful data for redeveloping or enhancing communications functions, guidelines, and budgets (Kopeck, 2003).

A communication audit can provide diagnosis, feedback and training benefits. For diagnosis, it pinpoints strengths as well as areas where aspects of communication need repair before the actual breakdown occurs. An audit can reveal critical issues such as dissatisfaction, lapses in productivity, turnover and lack of teamwork. For feedback, an audit measures performance so that adjustments can be made if the output is not exactly what was desired (Downs, 1988). The training benefit is that it reveals opportunities to enhance manager or employee skills once deficiencies are found. Downs (1988) contended that audits are beneficial simply because they place more attention on communication – such as the “Hawthorne effect” where people respond positively when attention is paid to them.

A communication audit also can be applied to evaluate various aspects of information technology – such as studying certain communication systems for effectiveness in terms of “efficiency, operational load, traffic, cost-effectiveness and configuration” (Ellis, 1993, p. 144). To obtain an idea of communication touchpoints in terms of operations and functions, an audit can be included in a systems analysis and design project. It also can serve as an exercise after the implementation of a system to assess whether or not communications have benefited from the change, how people reacted to the change, and the overall impact on organizational communication (Ellis, 1993).

While most communicators within an organization recognize the value of conducting a communication audit, often times, there are other consequences that cause resistance. Those responsible for communications within the organization may feel as if their workload is already burdensome enough and that opening the proverbial “can of worms” would only add to their endless list of tasks to complete. They also may feel that the audit would unfurl opportunities for criticism. These concerns are often compounded with budget and time constraints. And for

those organizations that do receive the budget and resources to conduct a communication audit, as the auditors move beyond data gathering and assessment into implementation, they may experience backlash from management within the organization being audited (Badaracco, 1988). Because communication processes are intangible, and at times succumb to subjective interpretation, the results of an audit can bring about a boomerang effect where the proposals do not yield solutions, but a “shoot the messenger” syndrome that rebuffs the solutions (Badaracco, 1998). This is especially true if the evaluation of the research reflects less than positive reactions that may lead to suggested changes in organization and processes. However, Badaracco believed in a greater need for communication audits in order for organizations to keep in step with the changing research climate, to differentiate products in a service economy, to think beyond the market niche, to calculate the impact of strategic choices upon public perceptions, to understand the impact of consumer choices on the bottom line, and to better communicate the company’s business policies to employees who range from highly educated knowledge workers to less-educated productivity-based workers.

The Scope of a Communication Audit

Most important to any audit is a clear idea of the scope of the organization’s communication tools that should be evaluated. A general definition of a communication audit is “the complete analysis of an organization’s communications – internal and/or external – designed to take a picture of communication needs, policies, practices and capabilities, and to uncover necessary data to allow top management to make informed, economical decisions about future objectives of the organization’s communication” (Kopec, 2003). This broad definition allows audits to measure the effectiveness of communication programs throughout an entire organization within an individual department or division, or within a specific employee group.

Audits can examine communications on a particular subject or communications via various media. They can uncover misunderstandings, information gaps, and obstacles, as well as opportunities for improvement. Kopec (2003) asserts that communication audits can measure cost effectiveness, evaluate ongoing programs, confirm hunches, clarify questions, and, in some instances, reorient concepts among senior management.

In a communication audit, consultants look for certain recurring elements and for consistent themes that can be detected when reviewing various messages, documents or marketing collateral (“Communications Audit,” 1997). The scope of an audit may be as broad and deep as the size and complexity of the organization (Kopec, 2003).

Hargie and Tourish (2000) suggest that the most critical question communicators in an organization can ask when confronted with the decision of implementing a communication audit is: “After the audit is complete, what does the organization want to happen?” They suggest that the scope of the communication audit should involve assessing the following:

1. Communication competence of employees
2. Conflict management style of employees
3. Effectiveness of communication channels (newsletters, email, etc.)
4. Adequacy of information dissemination
5. Quality of organizational relationships
6. Employee satisfaction with communication
7. Effectiveness of the entire communication system

(Hargie & Tourish, 2000, p. 47)

The Basic Methods for Conducting a Communication Audit

As many researchers and experts in the field have recognized, there is no one correct way to conduct a communication audit. Over the years, various methods have been enhanced or expounded upon, and each has its own unique goals. Nevertheless, Kopec (2003) insisted that there are some basic recurring methods (see Appendix section 6) that researchers and

practitioners follow regarding the actual implementation of a communication audit – such as scheduling planning meetings, conducting interviews with top management, analyzing external and internal communication materials, conducting employee interviews and focus groups, administering questionnaires, tabulating the results, presenting the audit report to top management and communicating the results to employees (if an internal assessment is included).

The Effectiveness of Communication Audits

The basic purpose of analyzing communications is to determine whether or not the organization's goals are being met and to submit change proposals relating to policies and activities within the communication system. A well-executed communication audit usually produces a clear understanding of how communications are really working and the degree to which they are satisfying the company's and employees' needs. A well-executed plan can lead to a number of possibilities – such as improved productivity, more efficient use of time, improved morale (Hamilton, 1987).

In more recent years, the communication audit has been used to assess important constituency perceptions and how they connect with a particular organization's marketing goals (Strenski, 1984). Strenski believed that in addition to providing a more efficient way to determine the areas of marketing communications that need the most attention, a communication audit reveals potential new markets and establishes a benchmark tool to measure the progress of future communications programs. To this end, it assists in creating “a communications foundation on which cost-effective, strategic business development programs can be based” (Strenski, 1984, p. 15).

Strenski conducted a communication audit for a U.S.-based certified public accounting firm where partners, clients, prospects and managers were surveyed regarding the firm's

communications. The findings of the audit showed a lack of middle management understanding of the overall marketing plan. As a solution, internal communications programs were organized to provide periodic information exchange sessions involving partners and department heads. After which, an annual executive retreat was planned to allow participants to ask questions and share their concerns. It was also determined that the techniques used in writing and presenting proposals needed improvement; therefore, the auditors facilitated extensive training sessions for the firm's salespeople on preparing visual aids, using computer slideshow programs and public speaking. These 2-day training sessions raised the presentation skills of the salespeople so they could better present the firm's credentials (Strenski, 1984).

Internal Communication Audits and Employee Communication Satisfaction

Any organization within corporate America would find it nearly impossible to analyze external communications without delving into internal systems, such as employee satisfaction or management's style of communicating with subordinates (Badaracco, 1988). Evaluating the communication satisfaction of employees has been an integral factor in assessing the communication effectiveness of today's organizations (Gray, 2004). Communication satisfaction has received considerable attention in research literature in the past 20 years, and various studies have linked communication satisfaction with job satisfaction (Gray, 2004).

In 1988, Walther sought to assess the structural influences on perceived communication adequacy in a multi-branch banking organization. An internal communication audit was used to investigate factors that impeded effective information sharing and to determine which groups within the organization were not satisfied with communications (Walther, 1988). Preliminary interviews were conducted with regional bank executives, members of the employee relations department and branch managers to determine what attitudes and practices regarding

communication existed in the firm. A content analysis of the bank's in-house publications and mission statements also was conducted. Walther used an adapted version of Goldhaber and Roger's ICA Communication Audit Survey to question 237 employees within 15 local branches of the statewide bank. Results showed that part-time employees were significantly less satisfied with communication than full-time employees and that salaried employees were dissatisfied more than hourly employees. Walther suggested that management take steps to ensure that messages reach part-time workers in a more effective manner (especially since the industry at that time relied on part-time labor) and that they provide salaried workers (who felt as if more was expected of them) with additional information regarding benefits and other employee programs they could take advantages of as opposed to the hourly workers.

Clampitt and Berk conducted a communication audit for a U.S. paper mill (see Appendix section 7 for survey and interview content) in the 1990s that sought to improve employee communication processes at the mill. Their audit package included a communication survey with 46 standard questions and 13 items unique to the paper mill. While they used the Communication Satisfaction Questionnaire developed by Downs and Hazen as the basis of the audit, they encouraged union officials, supervisors and employees to add other appropriate questions (Hargie & Tourish, 2000). The survey also included four open-ended questions that provided insight into some of the company's "big picture" issues. A content analysis was performed on the mill's bulletin board, monthly newsletter and monthly report. After analyzing the data, 43 random employees were interviewed. Clampitt and Berk found that satisfaction with supervisory communication was strong at the mill and that employees also were highly satisfied with their work groups. They felt that one major strength was the mill-wide communication climate of accessibility to information; however, the information itself was not understandable

and they did not know how to use it (Hargie & Tourish, 2000). Results showed that employees were satisfied with the employee newsletter and bulletin board but were not satisfied with the feedback on how they were being judged, recognition of their efforts and information on their job progress. They were dissatisfied with the flow of routine information, felt they did not receive their job information on time, and did not see how they fit into the company's "big picture." The results of the audit led to the following initiatives:

1. Redesigning the employee newsletter (realigning information priorities and including visionary commentary from top administrators)
2. Introducing the quarterly "State of the Mill Address" (enabling top management to link employee responsibilities with the goals of the organization)
3. Changing the format of the monthly report (clarifying the core audience and organizing the report around the company's core values)
4. Enhancing leadership skills (developing training sessions on enhancing communication effectiveness)

(Hargie & Tourish, 2000, p. 236)

The paper mill's senior staff decided that another audit should be conducted in the next two years to determine the effectiveness of the changes. While the results of the second audit showed that satisfaction with "how conflicts are handled" did not change and satisfaction with the "clarity of written communication" remained stable, it did show improved satisfaction levels with information on finances and major changes (Hargie & Tourish, 2000, p. 237).

In 1993, Clampitt and Downs sought to determine employee perceptions of the relative impact of the eight basic dimensions of communication satisfaction on employee productivity and to investigate how the organization type may moderate perceptions of the link between communication and productivity. Two organizations were investigated – a savings and loan company and a chair manufacturer (Clampitt & Downs, 1993). After pretesting numerous questions, an interview guide was developed, and subjects were asked to rate the impact of Down's and Hazen's eight communication satisfaction categories on their personal productivity

and explain their ratings. A 0-100 scale was used with “0” representing no impact, “50” representing average impact and “100” representing maximum impact. Based on the results of the audit, communication was perceived to have an “above average” impact on productivity. Employees in both companies felt that all eight of the communication satisfaction dimensions impacted their productivity. However, certain communication categories were perceived as having greater effects on productivity than others – such as personal feedback (Clampitt & Downs, 1993). Communication with coworkers and corporate-wide information had relatively low impacts on productivity. In addition to meeting other objectives, Clampitt believes the study confirmed that employees recognized different communication dimensions that imposed upon their productivity in a variety of ways; however, the degree of the impact and the reasons for the impact varied.

Moving Beyond the Standard Internal Communication Audit

Over the years, traditional communication audits have evolved into more customized instruments that assess company-specific values. At Hollister, Trubow & Associates, a public relations firm based in Florence, Kentucky, the communication audit has been renamed the “Communication Effectiveness Study” (CES). The firm believed the term serves as a better description of their process and what it actually accomplishes – concluding that the term “audit” strikes fear among employees (“Evaluating Your Communication,” 2003). The firm also proposed that in addition to examining external and internal communications, the scope of the CES is to determine a priority in conjunction with management, so both the consultants and management know exactly what is expected and what will be delivered.

While many organizations conduct communication audits to measure employee or customer perceptions of the quality of communication from managers or key representatives,

Gayeski (2000) believed following this standard protocol has its fallacies. For example, Gayeski stated that survey and focus group participants “often say what they think is expected of them” (Gayeski, 2000, p. 28). Therefore, Gayeski contended it was often less important to focus on the communication behaviors of people who may not be employed at the company very long and that it was more productive to focus on the communication “rules and tools” (p. 31). According to Gayeski, these rules and tools are best evaluated by an Information Systems Analysis (ISA) that involves a professional review of the “processes, systems, tools and templates that are used to exchange information in the organization” (Gayeski, 2000, p. 31). Results of an ISA should be centered around a proposal that influences improved performance of the organization. In various analyses, Gayeski found inefficiencies because of “gaps in the information infrastructure that resulted in as much as 20 percent of key employees’ time” reading emails, memos and faxes and sitting in meetings (Gayeski, 2000, p. 31). Gayeski suggested the following actions as components of an ISA:

1. A meeting with executives to determine the overall goals and culture of the organization
2. A systematic content analysis of print, audiovisual and online information to determine consistency of message and voice, and the relevance of the data to actual performance
3. Behavior-setting analyses of key staff at their work places to determine and observe how they use information and communication tools
4. An audit of communication “tools” (the media available, such as newsletters, intranet, videoconferencing) and “rules” (the templates or standards used to produce the information)
5. Focus groups or small group interviews to determine the needs and issues of key employee groups

(Gayeski, 2000, p. 31)

Goldstein (1999) speculated that the future of internal communications assessment will involve routine tools used in the political world today, such as overnight polling and focus groups. These tools, in Goldstein’s opinion, will be used to provide an important paradigm for

deciding strategy and evaluating the effectiveness of that strategy once it is executed. The shift toward research as a basis for communication planning was made evident when Union Carbide, a wholly owned subsidiary of The Dow Chemical Company, used overnight polling of employees as part of its internal communication program. These types of experiments and surveys highlight the growing competition for influencing various audiences and signify that the window of opportunity to respond to challenging situations gets smaller and smaller each day (Goldstein, 1999).

Company Overview

Equifax History

Of the three major credit reporting agencies, Equifax is the largest and oldest (Equifax Sales Training Presentation, 2004). Its history began with two brothers in the grocery business in Chattanooga, Tennessee – Cator and Guy Woolford – who became so intrigued with the credit practices they discovered that they created a credit rating book that eventually was sold to other retail merchants (Equifax at 100 Years, 1998).

The two brothers then moved to Atlanta, Georgia and started Retail Credit Company. The “Merchant’s Guide” created by Cator Woolford noted any person who did not pay for a good or who was in debt. It would then forewarn grocers if a given person would not be able to pay or make payments for goods and services, therefore allowing the grocers to save money (Equifax at 100 Years, 1998). Using credit information and forming lists of borrowers allowed business owners to reduce losses, increase profitability, encourage customers to pay, and expand the group of customers who could buy products and services. By the early 1900s, numerous bureaus were being developed all over the country in order to keep track of this consumer lending behavior.

By the 1960s, Retail Credit Company (now known as Equifax) had grown to contain files on millions of Americans. Each file included information such as loans that had not been repaid, overdue credit card payments, and multiple address changes by people constantly trying to escape creditors. At that time, all of the data was collected manually and typed into reports (Equifax Sales Training Presentation, 2004).

The credit reporting industry has changed dramatically since then (see Appendix section 8 for credit information timeline). Through the information processed by the credit industry,

millions of consumers are able to purchase automobiles over their lunch hour, close on home mortgages in a day, or get approved for credit at the point-of-application (Equifax at 100 Years, 1998). Independent studies have confirmed the fairness, effectiveness, and reliability of the credit reporting and scoring system in helping consumers qualify for loans, insurance, employment and other benefits.

Over the years, Equifax has positioned itself as a trusted steward of consumer financial information. On a consumer level, Equifax provides free credit reports to those consumers who have been denied credit, are on welfare, are unemployed or are a victim of identity theft. On a business level, Equifax has a vested interest in the accuracy of its credit database, and the ability of lenders to make informed lending decisions based on reliable, accurate credit data (Equifax.com, 2004).

Equifax Mission

Equifax promotes itself as a market leader in providing total information solutions to businesses and consumers. The company provides products and services that assist consumers in protecting and managing their credit and provides solutions that assist companies in minimizing their financial risk and maximizing growth opportunities.

Equifax administrators developed a common set of operating practices and values to guide employees called “The Equifax Way.” The intent is for these values to establish a strong foundation for ensuring the highest levels of integrity, trust, ethics, and privacy in all business activities (Equifax Business Ethics, 2004, p. 3). Following is the company’s collective mission:

Our collective mission is to maximize the value of our shareholders’ investment in the Company while maintaining our core business ethics, which are embodied under the following principles:

1. We conduct our business in a socially responsible manner within the letter and spirit of both the law and our Code of Conduct;

2. We recognize that people are our greatest strength. The quality of our people differentiates us and personifies our leadership position;
 3. We treat customers, consumers and employees with respect and dignity;
 4. We are committed to a well-established set of principles that address consumer privacy issues, and we take pride in being a trusted steward of consumer information;
 5. We take very seriously our reputation for honest and ethical business dealings around the world, and we require our employees to conduct themselves in an honest and ethical manner at all times; and
 6. We seek customers and business partners whose ethical standards mirror our own, and decline to do business with unethical entities and individuals.
- (Equifax Business Ethics, 2004, p. 3)

“The Equifax Way” also includes a concise statement of how employees should conduct business, achieve objectives, and strive to maintain a high degree of integrity while succeeding:

“At Equifax we lead with integrity, work as a team, respect all people and are performance-driven to achieve excellence in all that we do” (Equifax Business Ethics, 2004, p. 3).

Equifax U.S. Sales Division

The Equifax U.S. Sales Division is comprised of three different sales teams: national sales, regional sales and telesales (see Appendix section 9 for Equifax organizational structure). Each team has various levels of sales leadership positions including the sales leader (vice president or above), sales manager, sales executive/representative and customer service consultant. All of these employees are responsible for business-to-business (B2B) sales. National and regional salespeople are located throughout the United States and travel to the offices of both existing customers and prospects. Telesales representatives are located in Atlanta, Georgia and handle both outbound and inbound sales calls. The mission of the U.S. Sales Division states: “We are committed to providing our customers with innovative products and services of the highest quality and unparalleled customer service at competitive prices” (Equifax Sales Training Presentation, 2004).

Quality relationships between salespeople and customers are crucial ingredients in every marketing program. Thus, it is important for the Equifax salespeople to establish a quality relationship with clients – especially in a B2B environment where one contract could be worth millions of dollars. Furthermore, Clow and Baack (2002) stated that intimate, trusting and friendly interactions between salespeople and clients create long-term bonds that help a firm build and maintain a strong share of the market.

Months, and sometimes years, can be spent establishing a rapport with a particular client. Therefore, salespeople need efficient access to up-to-date company information and resources in order to present Equifax's existing suite of products or build a custom solution for the client – thereby enhancing the customer relationship. When it comes to prospecting for new clients, Equifax salespeople must have immediate access to brochures, product sheets, competitive information, trade show signage and/or customer presentations that will assist them in closing the deal. When it comes to managing existing client relationships, salespeople need access to technical set-up documents, product user guides, ROI calculations and other tools that will assist them in cross-selling or up-selling other products and services. And when new products are launched, salespeople need the appropriate training presentations, self-directed study tools and information regarding scheduled conference calls that walk them through the intricacies of the new product.

All of these sales support documents are provided to salespeople by the marketing communications, public relations and product development groups. Currently, these groups distribute communications regarding the sales support documents to salespeople by loading the information into four different electronic databases or sites that salespeople can access at any

time and by sending email messages that can be sorted into seven different categories (these databases and email messages are described in the Research Objectives section).

Equifax Sales Advisory Board Meetings

In fall of 2003, Equifax's Product Development team initiated a Sales Advisory Board to enhance the working relationship between the Product Development and Sales teams. Representatives from various sales teams met to discuss the following areas of the company that affected them the most at the time: Product Innovation, Data Quality, Internal and External Sales Communications, and Equifax University Sales Training. The group consisted of 11 representatives from Sales, the senior vice president of Sales, the senior vice president of Product Development, the senior vice president of Data Quality, the senior vice president of Communications, the director of Sales Learning (Equifax University) and two representatives from Sales Support Administration. Initially, the group members were to meet in person at the Equifax headquarters in Atlanta, Georgia and discuss all four topics in a one-day session. Due to company travel restrictions, however, the structure of the meeting changed. Instead of a one-day session covering all topics, the board held four 1 ½ hour conference calls focusing on one topic per call. These calls were held every 2 – 3 weeks.

Participants in the Sales Advisory Board Meeting for Internal and External Sales Communications discussed the different internal communications processes as well as the external collateral available to the Sales teams (see Appendix section 10 for Sales Advisory Board meeting notes). The meeting initiated a considerable amount of feedback and prompted board members to suggest evaluating the Sales teams to determine their perception of these communication tools.

Research Objectives

Rapid technological advances, employee mobility, international competition and deregulation in today's businesses have created an awareness of the tremendous importance of successful internal organizational communication (Downs, 1988). From a functional level, Ellis (1993) believed effective internal communication is recognized as a "motivator of the workforce" (p.142) as long as the workforce receives the information they need to do their jobs successfully, are informed about their role in the organization's mission, and know where the organization stands in the outside environment. This is substantiated by Howard's (1998) belief that the reputation of any organization is determined by four factors: "1) the quality of products/services, 2) the commitment and customer-orientation of employees, 3) the mission and values of the organization, and 4) the consistency and relevancy of both external and internal communications" (p. 16).

More importantly, Equifax's own mission statement purports that its employees should be "performance-driven to achieve excellence" in all that they do and that the company strives for "growth, innovation, and deployment of technology" (Equifax Business Ethics, 2004, p. 3) Electronically delivering the necessary information and resources to the company's U.S. Sales Division plays a significant role in achieving that mission.

Equifax U.S. Sales Email Messages

Members of the U.S. Sales division receive internal communications via a Lotus Notes email system. Notes email allows users to send and receive Internet email, schedule appointments, browse the Web, contribute to Internet newsgroups, and track daily information through a customizable welcome page (Lotus.com, 2004). Currently, seven different types of email notifications are sent to Equifax salespeople: a) Internal Releases, b) Product Points, c)

“New Document Posted in the Sales Library” Messages, d) Industry News, e) What’s New on the CI Network, f) Sales Learning Plans, and g) Sales Edge Updates (see Table 1 for descriptions of these email messages and Appendix section 11 for screen shots).

Table 1
U.S. Sales Email Messages

Email/Message	Sender	Description	Frequency	Audience
Internal Releases	Marketing Communications Manager	Message highlighting policies, procedures, products, etc. that affect the entire business unit (not just sales)	As-needed basis	Entire business unit
Product Points	Marketing Communications Manager	Message containing brief, concise, bulleted information regarding product enhancements, customer support issues, sales success stories and strategies	As-needed basis	Salespeople, sales managers, affiliates, product managers
“New Document in Sales Library”	Marketing Communications Manager	Message regarding new or revised document posted in the Sales Library	As-needed basis	Entire business unit
Industry News	Public Relations Specialist	Message containing industry publication articles regarding trends, market reactions, legislation, etc.	Daily	Custom group of key salespeople and sales managers, product managers and customer support reps
What’s New on the CI Network	Public Relations Specialist	Message providing a listing of new articles and information posted to the Competitive Intelligence Network	Weekly	Entire business unit

Table continued

Table 1 (continued)
U.S. Sales Email Messages

Email/Message	Sender	Description	Frequency	Audience
Sales Learning Plans	Marketing Communications Manager	Message regarding new or revised products being launched that list all the learning tools available to salespeople as well as the schedule for training sessions	As-needed basis	Salespeople, sales managers, product managers and customer support representatives
Sales Edge Updates	Marketing Communications Manager	Message regarding new document posted on Sales Edge site	As-needed basis	Entire business unit

Equifax U.S. Sales Databases/Sites

The four databases or sites that provide sales information and resources are the a) Sales Library, b) Sales Portal, c) CI Network and d) Sales Edge (see Table 2 for descriptions of the databases/sites and Appendix section 12 for screen shots). Both the Sales Library and the Sales Portal are shared Lotus Notes databases. A Notes database generally contains information about a single area of interest, such as a new product, a set of industry news items, or all the processes, forms, and policies for a department (Lotus.com, 2004). Basically, a Notes database is a single file containing multiple documents (similar to a typical database record, but containing more sophisticated rich text, pictures, objects, etc.). These Lotus Notes databases require replication, which involves copying a database and synchronizing a set of replicas so that changes made to one replica are reflected in others. Salespeople must replicate these databases on a continual basis in order to download the most recent versions of the documents stored.

Both the CI Network and Sales Edge are Lotus Quickplace sites. Quickplace allows users to instantly create and share secure workplaces using an intranet design. This Web-based

solution can be used to quickly assemble and collaborate discussion areas, file libraries, group calendars, task management and instant messaging (Lotus.com, 2004).

Table 2
U.S. Sales Databases/Sites

Site/Database	Managing Department	Description	Technology	Audience
Sales Library	Marketing Communications	Database of various internal and external sales documents and product information	Lotus Notes Database	Entire business unit
Sales Portal	Sales Administrative Support	Database of sales wins, top performers, sales team quarterly revenue results, etc.	Lotus Notes Database	Sales representatives and management
CI Network	Public Relations	Site housing articles and press releases regarding competitors	Lotus Quickplace Site	Entire business unit
Sales Edge	Marketing Communications	Site housing sales success stories, sales support information, product news, customer support news, etc.	Lotus Quickplace Site	Entire business unit

Rationale for Research Questions

Since Equifax's salespeople need efficient access to up-to-date company information and resources in order to meet customers' needs – and in response to the feedback gathered by the Equifax Sales Advisory Board – it will be useful to know the factors that may affect the salesperson's satisfaction of these electronic communications and how their satisfaction relates to their perception of productivity. Therefore, an analysis of electronic internal communications will be conducted to research the following questions:

1. What is the relationship between the salesperson's satisfaction of the email messages they receive regarding sales information and perceived productivity?
2. What is the relationship between the salesperson's satisfaction of the databases/sites available for searching the company's sales information and perceived productivity?

3. How will responses from a longer questionnaire (which will contain open-ended questions and be administered to a subset of the population) compare to those of the standard questionnaire?

For the purposes of this study, communication satisfaction (the independent variable) is defined as the extent to which an individual is fulfilled by the messages or information exchanged within his or her work environment. The dimensions for measuring communication satisfaction (see Table 3 for definitions) include: communication efficiency, communication integrity, communication effectiveness, communication load, communication appropriateness, employee assessment, coworker communication, corporate information, supervisory communication, and subordinate communication (certain dimensions used by Downs & Hazen and Gayeski did not apply to this study and were not used).

Table 3
Communication Satisfaction Dimensions

Dimension	Literature	Definition
Communication Efficiency	Gayeski	How quickly and inexpensively a given type of message can be created, stored, disseminated and retrieved
Communication Integrity	Gayeski	How trustworthy, accurate and current the information is in the system
Communication Effectiveness	Gayeski	How accurately the intended audiences act on typical messages, how well two-way persuasion and dialogue take place, and how this affects performance
Communication Load	Gayeski	The typical number of messages a given person, level of management, department or customer must send and receive each day
Communication Appropriateness	Gayeski	Whether the channels of communication and typical messages fit the organization's culture and desired goals

Table continued

Table 3 (continued)

Communication Satisfaction Dimensions

Dimension	Literature	Definition
Employee Assessment	Gayeski	Whether employees understand the organizational culture and goals, know what is expected of them, have the right tools to do the job, have the right environment in which to perform, receive regular and clear feedback on their performance, perceive and receive rewards for good performance, have the information and incentive to be excellent ambassadors for the company to the external environment
Coworker Communication	Downs/ Hazen	Whether or not horizontal and informal communication is accurate and free flowing
Corporate Information	Downs/ Hazen	How the broadest kind of information about the organization as a whole is communicated; includes items on notification about changes, information about the organization's financial standing, and information about the overall policies and goals of the organization
Supervisory Communication	Downs/ Hazen	Whether or not the superior is open to ideas, the extent to which the supervisor listens and pays attention, and the extent to which guidance is offered in solving job-related problems
Subordinate Communication	Downs/ Hazen	How upward and downward communication is sent to subordinates (only workers in a supervisory capacity respond to these items, which include subordinate responsiveness to downward communication and the extent to which subordinates initiate upward communication)

Gayeski = Gayeski's Information Systems Analysis

Downs/Hazen = Downs & Hazen's Communication Satisfaction Questionnaire

The dependent (outcome) variable, perceived productivity, is defined as the extent to which an individual perceives he or she yields favorable or useful results in the job environment. "Perceived" productivity is measured in this study as opposed to actual productivity since data related to each salesperson's performance and/or revenue is proprietary and cannot be obtained. The dimensions (see Table 4 for definitions) for measuring perceived productivity include: communication awareness, communication quality, communication influence toward job completion, and customer satisfaction as a result of communication.

Table 4
Perceived Productivity Dimensions

Dimension	Literature	Definition
Communication Awareness	Downs/ Hazen	Whether or not the individual is aware of the communication medium/channel being evaluated
Communication Quality	Downs/ Hazen	The excellence of the work an individual produces
Communication Influence – Toward Job Completion	Downs/ Hazen	The ability to accomplish assigned responsibilities
Customer Satisfaction as Result of Communication	Downs/ Hazen	How well customers perceive the individual

Downs/Hazen = Downs & Hazen's Communication Satisfaction Questionnaire

Research Questions 1 and 2

An important part of any communication audit involves analyzing the organization's communication network – assessing the qualitative nature of an organization's communication climate and the structure in which that climate exists (Downs, 1988). To understand the underlying structure of communication an audit must: “1) identify where the information flow is blocked or overloaded, 2) identify who is blocking or overflowing the information and 3) identify new structures to reduce information blocks or overloads” (Downs, 1988, p. 166).

According to Greenbaum (1974), for purposes of communication analyses, the organization unit may be the entire body or any operating subsection, such as a department, a division, or any segment of the larger group manned by personnel in a formal relationship with common objectives. An audit can include the assessment of technology and the role it plays in the organization's communications environment. The rapid deployment of telecommunications and office messaging systems can have a significant effect on the internal workings of the organization and the logistics of employee functions (Ellis, 1993). Therefore, it will prove useful

to examine the processes, systems and tools that are used to exchange information within the Equifax sales organization. Also, an analysis of Equifax's electronic internal communications for its U.S. Sales Division will uncover any possible internal communication inefficiencies, information gaps and obstacles, and will pinpoint opportunities for improvement. Accordingly, the first and second research questions are:

RQ1: What is the relationship between the salesperson's satisfaction of the email messages they receive regarding sales information and perceived productivity?

RQ2: What is the relationship between the salesperson's satisfaction of the databases/sites available for searching the company's sales information and perceived productivity?

Questionnaires consisting of both closed-ended and open-ended questions, and based on certain elements of Downs & Hazen's (1977) Communication Satisfaction Questionnaire (CSQ) and Gayeski's (2000) Information Systems Analysis (ISA), were administered electronically to the Equifax U.S. Sales population. The CSQ provides "an overview of potential problem areas that can be further investigated" (Hargie & Tourish, 2000, p. 49); therefore, its dimensions of communication satisfaction will be used as a basis to evaluate the salesperson's satisfaction of the company's overall electronic sales communication channels. The CSQ is one of the most comprehensive instruments available because it assesses the direction of information flow, the formal and informal channels of communication flow, relationships with various members of the organization, and the forms of communication. The usefulness of the CSQ is enhanced by being relatively easy to administer, and respondents only spend a short amount of time to complete the instrument (Hargie & Tourish, 2000).

Research Question 3

To ensure that a sufficient number of people from smaller subgroups are represented and to gather feedback regarding other non-sales communications, a longer questionnaire with open-ended questions was administered to a subset of the population. It will be interesting to compare the feedback and results from this questionnaire to those of the standard, shorter questionnaire.

Therefore, the third research question is:

RQ3: How will responses from a longer questionnaire (which will contain open-ended questions and be administered to a subset of the population) compare to those of the standard questionnaire?

Method

Since an electronic survey provides a cost-effective method for evaluating larger populations, a questionnaire was emailed to all Equifax U.S. salespeople. The names were obtained from a list of U.S. salespeople provided by the company's Human Resources department. The email, which contained a hyperlink to the electronic questionnaire, discussed the goal of the analysis and ensured anonymity. It also explained how participation was voluntary, yet stressed the importance of participation.

Equifax sales leaders agreed that some type of incentive was needed in order to increase the response rates of the sales force. Recent research regarding monetary incentives and prize drawings in a Web-based survey found that prize drawings “resulted in a significantly higher response rate than the other conditions” (Tuten, 2004, p. 377). Also, Equifax salespeople were accustomed to the idea of receiving prizes and gift certificates since it was a common incentive that was used for company sales contests in an effort to increase revenue. Therefore, salespeople were able to participate in a prize drawing after they had proven they completed the survey.

Two Questionnaires – Long Form and Short Form

The company's Human Resources department provided records that indicated the entire population consisted of 354 salespeople of varying positions (see Table 5). To ensure that a sufficient number of people from smaller subgroups were represented and to gather feedback regarding other non-sales communications, two different questionnaires were used in this research – one for a subset of the population (referred to hereafter as “long form”) and one for the remaining population (referred to hereafter as “short form”).

Table 5
U.S. Sales Positions and Number of Employees

Position	Number of Employees
Customer Service Consultant	36
Sales Executive	256
Sales Manager	46
Sales Leader	16
Total	354

Using cluster random sampling, five sales leaders, 15 sales managers, 85 sales executives and 12 customer service consultants were chosen from this population to receive the long form (for a total of 117). From each of these three groups, a third had 0-3 years experience, a third had 4-10 years experience and a third had 10 or more years experience. The long form included a total of: a) 23 Yes/No questions, b) 135 Likert scale (5-point) questions, c) 12 open-ended questions and d) three closed-ended demographic questions.

The Likert scale and yes/no questions allowed for quicker responses, easier coding and a wider range of discussion topics. The anchors of the scale were: 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree and 5 = strongly agree. In order to prevent respondents from becoming frustrated if they could not elaborate on a particular subject, open-ended questions followed each section of Likert scale questions. Open questions do not structure the respondent's thinking; therefore, both the individual's frame of reference and priorities may be discovered. Also, the responses are more likely to be detailed and provide more information.

Since the survey instruments were modeled after Gayeski's Information Systems Analysis and Downs & Hazen's Communication Satisfaction Questionnaire, additional questions were included on the long form to address the communication satisfaction dimensions of

communication load, coworker communication, communication appropriateness, employee assessment, supervisory communication, subordinate communication and corporate information; as well as the perceived productivity dimension of communication awareness (see Table 6 to view the items on each questionnaire).

The short form was sent to the remaining salespeople in the population who did not receive the long form – a total of 237. In surveying a larger population, Goldhaber (2002) noted it is important to use “predominantly closed-ended questions that evaluate the sources, channels, topics of information, utility, timeliness, load factors and overall employee perception and satisfaction of the internal communications” (p. 453). Therefore, this short form included a total of: a) 12 Yes/No questions, b) 72 Likert scale (5-point) questions and c) three closed-ended demographic questions. See Appendix sections 13 and 14 to view both questionnaires.

On both forms, certain dimensions were measured more than once by different questionnaire items. Therefore, these dimensions were labeled by versions A, B, C, etc. (e.g. communication efficiency and communication awareness).

Table 6
Questionnaire Items

Form	Question	Scale
Both	Level (Sales Leader, Sales Manager, Sales Executive/Rep, Customer Service Consultant)	Nominal
Both	Years at Equifax (0 -3, 4-10, 10 or more)	Nominal
Both	Type of Computer Server Connection (Dial-up, Cable Modem, On-site Network)	Nominal
Both	Are you familiar with _____? (<i>Internal Releases, Product Points, New Document in Sales Library Messages, Industry News, CI Network Updates, Sales Learning Plans, Sales Edge Updates</i>)	Nominal
Long only	Are you aware of the department/person responsible for sending _____?	Nominal
Both	_____ are reliable in terms of accuracy.	Interval
Both	I understand the action I should take after receiving _____.	Interval
Long only	I am comfortable with the amount of _____ I receive.	Interval
Long only	_____ promote dialogue among the members of the U.S. Sales Division.	Interval
Long only	_____ fit the company's desired goals.	Interval
Long only	I have the appropriate skills/training to fully utilize information in _____.	Interval
Both	It is easy to find resources that are referenced in _____.	Interval
Both	The quality of the information sent in _____ impacts my job performance.	Interval
Both	_____ provide me with the information I need to do my job successfully.	Interval
Both	The information sent in _____ ultimately assists me in satisfying my customers.	Interval
Long only	SALES MANAGERS/LEADERS ONLY: How often do your team members come to you with ideas or feedback regarding _____?	Ordinal
Long only	SALES MANAGERS/LEADERS ONLY: How often do you communicate with your team regarding _____?	Ordinal
Long only	What other comments do you have about _____?	Open
Both	Are you familiar with the information housed in the _____? (<i>Sales Library, Sales Portal, CI Network, Sales Edge</i>)	Nominal
Long only	Are you aware of the department/person responsible for managing the _____?	Nominal
Both	Information in the _____ is reliable in terms of accuracy.	Interval
Both	It is easy to navigate within the _____.	Interval
Long only	The _____ promotes dialogue among the members of the U.S. Sales Division.	Interval
Long only	The _____ fits the company's desired goals.	Interval
Long only	I have the appropriate skills/training to fully utilize information in the _____.	Interval
Both	The quality of the information in the _____ impacts my job performance.	Interval
Both	The _____ provides me with the information I need to do my job successfully.	Interval
Both	Information in the _____ ultimately assists me in satisfying my customers.	Interval
Both	The _____ can be accessed in a timely manner.	Interval
Both	How often do you use the _____?	Ordinal
Both	How often do you replicate the Sales Library and Sales Portal?	Ordinal
Both	Do you find this process efficient?	Nominal
Long only	SALES MANAGERS/LEADERS ONLY: How often do your team members come to you with ideas or feedback regarding the _____?	Ordinal
Long only	SALES MANAGERS/LEADERS ONLY: How often do you communicate with your team regarding the _____?	Ordinal
Long only	What other comments do you have about the _____?	Open
Long only	What other comments do you have about overall sales communications?	Open
Long only	Outside of sales communications, I receive sufficient information regarding company changes, financial standings, and overall policies and procedures.	Interval

Procedure

The questionnaires were administered via the Equifax Lotus Notes email system. The email message was specifically addressed to the salesperson and came from the company's general marketing communications email address (as opposed to an individual) to allow the recipient to feel more comfortable being candid. The email contained verbiage that explained the aim of the questionnaire as well as a hyperlink to the Web page where the questionnaire resided. The respondents' answers to both closed-ended and open-ended questions were captured electronically and automatically submitted to a secure database. Respondents were given five business days to complete the electronic questionnaire. Once respondents finished answering the questions, they were able to participate in the prize drawing by printing out a page at the end of the email survey that stated they had completed the survey. The page did not contain any answers to questions; only the person's name. Respondents were able to send the "survey complete" page via fax or interoffice mail to Equifax headquarters for the drawing.

Data Analyses

Data from the questionnaires were analyzed using SPSS statistical software. First, descriptive analysis and frequency calculations were computed to report the distribution of the respondent demographics. Then, factor analysis (with principal component extraction) was performed as a data reduction method to identify a smaller number of factors explaining the variance observed in the dimensions for communication satisfaction and perceived productivity. Cronbach's Alpha was computed to test internal reliability and determine if communication satisfaction and perceived productivity were measured in a useful way. Pearson's correlation coefficient and Spearman's rho (to accommodate ordinal level measurements) were computed to

measure the relationships between communication satisfaction and perceived productivity. For nominal and ordinal questionnaire items, the percentage of cases was reported.

Respondents who received the long form were asked to provide comments regarding the email messages and databases/sites, and the feedback was examined to discover certain patterns and themes.

One-way ANOVA procedures were used to assess the difference in responses between the long form respondent group and the short form respondent group.

Results

This section begins by reporting the demographics of the respondent groups and then continues by reporting the statistical analyses for each of the research questions posed.

Demographic Analysis

A total of 134 responded to the electronic questionnaires. Of the 117 long forms that were distributed, 30 were fully and clearly answered (26%). Of the 237 short forms that were distributed, 104 were fully and clearly answered (44%).

Of the 30 long form respondents, 23.3 percent were customer service consultants, 20 percent were sales executives, 43.3 percent were sales managers and 13.3 percent were sales leaders; 16.7 percent had 0-3 years of experience working at Equifax, 53.3 percent had 4-10 years and 30 percent had 10 or more years; 20 percent accessed Equifax's Lotus Notes system via remote dial-up, 30 percent via remote cable/DSL modems and 50 percent via an onsite network connection at an Equifax location (see Tables 7, 8 and 9).

Of the 104 short form respondents, 20.2 percent were customer service consultants, 64.4 percent were sales executives, 11.5 percent were sales managers and 3.8 percent were sales leaders; 25 percent had 0-3 years of experience working at Equifax, 51.9 percent had 4-10 years and 23.1 percent had 10 or more years; 14.4 percent accessed Equifax's Lotus Notes system via remote dial-up, 53.8 percent via remote cable/DSL modems and 31.7 via an onsite network connection at an Equifax location (see Tables 7, 8 and 9).

Table 7
Job Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Long Form	Customer Service	7	23.3	23.3	23.3
	Sales Executive	6	20.0	20.0	43.3
	Sales Manager	13	43.3	43.3	100.0
	Sales Leader	4	13.3	13.3	56.7
Short Form	Customer Service	21	20.2	20.2	20.2
	Sales Executive	67	64.4	64.4	84.6
	Sales Manager	12	11.5	11.5	110.0
	Sales Leader	4	3.8	3.8	88.5
	Total	134	100.0	100.0	

Table 8
Years at Equifax

		Frequency	Percent	Valid Percent	Cumulative Percent
Long Form	0 - 3 Years	5	16.7	16.7	16.7
	4 - 10 Years	16	53.3	53.3	100.0
	10 or More Years	9	30.0	30.0	46.7
Short Form	0 - 3 Years	26	25.0	25.0	25.0
	4 - 10 Years	54	51.9	51.9	100.0
	10 or More Years	24	23.1	23.1	48.1
	Total	134	100.0	100.0	

Table 9
Type of Computer Server Connection

		Frequency	Percent	Valid Percent	Cumulative Percent
Long Form	Dial-Up	6	20.0	20.0	50.0
	Cable Modem	9	30.0	30.0	30.0
	Onsite Network	15	50.0	50.0	100.0
Short Form	Dial-Up	15	14.4	14.4	68.3
	Cable Modem	56	53.8	53.8	53.8
	Onsite Network	33	31.7	31.7	100.0
	Total	134	100.0	100.0	

Research Question 1

Research question 1 sought to examine the relationship between the salesperson's satisfaction of the company's email messages and perceived productivity. For questions pertaining to the dimensions measuring the communication satisfaction and perceived productivity variables (where respondents were asked to select responses from the 5-point Likert scale ranging from "strongly disagree" to "strongly agree"), confirmatory factor analysis was conducted. An item was considered to load significantly on a factor (dimension) if it had a primary component loading of .60 or above, and items that did not were removed (see Tables¹ 10 and 11). An internal consistency analysis was conducted where the resulting dimensions that computed a Cronbach's alpha of .70 or above were retained and those that did not were removed (see Tables 12 and 13).

Table 14 reports the Pearson and Spearman's rho correlation coefficients, which indicate that three relationships among the email message dimensions were positive and significant among respondents who received the long form. Satisfaction with communication efficiency correlated with perceived productivity where communication influenced job completion ($r=.792$, $p < .01$); satisfaction with coworker communication correlated with perceived productivity where communication influenced job completion ($r=.538$, $p < .01$); and satisfaction with subordinate communication correlated with perceived productivity where communication influenced customer satisfaction ($r=.400$, $p < .01$).

Two relationships among the email message dimensions were positive and significant among respondents who received the short form. Satisfaction with communication efficiency

¹ Factor analysis was not conducted for dimensions that were not measured by interval scales. Therefore, they are not shown on the tables. Questionnaire items that were not included on the short form are not shown on the tables. Questionnaire items that applied to databases/sites only are not shown on the tables.

correlated with perceived productivity where communication influenced customer satisfaction ($r=.297$, $p<.01$), and satisfaction with communication integrity correlated with perceived productivity where communication influenced customer satisfaction ($r=.335$, $p<.01$).

Table 10

Factor Analysis Component 1 Loadings - Communication Satisfaction Dimensions (Email Messages)

	Factor/Dimension	IR*	PP	ND	IN	CI	SL	SE
Long Form	S1 - Comm. Efficiency (A)	-.579	.811	.779	-.637	-.713	.772	-.331
	S2 - Comm. Integrity	.981	.933	.047	.951	.920	.082	.974
	S3 - Comm. Effectiveness	.359	.359	.941	.941	.941	.565	.353
	S4 - Comm. Load	.995	.995	.995	.995	.405	.156	.056
	S5 - Comm. Appropriateness	.944	.944	.944	.944	.760	.760	.749
	S6 - Employee Assessment	.997	.997	.997	.997	.997	.603	.997
	S7 - Coworker Comm.	.994	.994	.994	.994	.994	.680	-.391
Short Form	S1 - Comm. Efficiency (A)	-.144	.291	.805	.812	.730	-.160	.520
	S2 - Comm. Integrity	.227	.453	.895	.921	.885	.656	.704
	S3 - Comm. Effectiveness	.982	.982	.937	.982	.982	.937	.935

* IR=Internal Releases, PP=Product Points, ND=New Document in Sales Library, IN=Industry News, CI=CI Network Updates, SL=Sales Learning Plans, SE=Sales Edge Updates

Table 11

Factor Analysis Component 1 Loadings - Perceived Productivity Dimensions (Email Messages)

	Factor/Dimension	IR*	PP	ND	IN	CI	SL	SE
Long Form	P2 - Comm. Quality	.996	.996	.996	.996	.222	.296	-.299
	P3 - Comm. Influence –Job Completion	.799	.912	.921	-.393	.422	.620	.038
	P4 - Customer Satisfaction as Result of Communication	.155	-.112	-.112	.960	.960	.928	.921
Short Form	P2 - Comm. Quality	.828	.898	.792	.399	-.001	.255	-.052
	P3 - Comm. Influence –Job Completion	.654	.823	.581	.690	.419	.379	.505
	P4 - Customer Satisfaction as Result of Communication	.775	.687	.605	.454	.809	.570	.599

* IR=Internal Releases, PP=Product Points, ND=New Document in Sales Library, IN=Industry News, CI=CI Network Updates, SL=Sales Learning Plans, SE=Sales Edge Updates

Table 12

Reliability - Communication Satisfaction Dimensions (Email Messages)

	Factor/Dimension	Cronbach's Alpha
Long Form	S1 - Comm. Efficiency (A)	.868
	S2 - Comm. Integrity	.971
	S3 - Comm. Effectiveness	1.0
	S4 - Comm. Load	1.0
	S5 - Comm. Appropriateness	.944
	S6 - Employee Assessment	.980
	S7 - Coworker Comm.	1.0
Short Form	S1 - Comm. Efficiency (A)	.756
	S2 - Comm. Integrity	.875
	S3 - Comm. Effectiveness	.946

Table 13

Reliability - Perceived Productivity Dimensions (Email Messages)

	Factor/Dimension	Cronbach's Alpha
Long Form	P2 - Comm. Quality	1.0
	P3 - Comm. Influence – Toward Job Completion	.863
	P4 - Customer Satisfaction as Result of Communication	.947
Short Form	P2 - Comm. Quality	.824
	P3 - Comm. Influence – Toward Job Completion	.690
	P4 - Customer Satisfaction as Result of Communication	.765

Table 14

Research Question 1

Correlations - Relationship Between the Salesperson's Satisfaction of the Company's Email Messages Regarding Sales Information and Perceived Productivity

		Coefficient Type	P2 - Comm. Quality	P3 - Comm. Influence -Toward Job Completion	P4 - Customer Satisfaction
Long Form	S1 - Comm. Efficiency (A)	Pearson	.065	.792*	-.161
	S2 - Comm. Integrity	Pearson	-.017	.234	.008
	S3 - Comm. Effectiveness	Pearson	.008	.084	-.193
	S4 - Comm. Load	Pearson	.296	.272	-.295
	S5 - Comm. Appropriateness	Pearson	.027	.023	.130
	S6 - Employee Assessment	Pearson	.004	-.090	.004
	S7 - Coworker Comm.	Pearson	.030	.538*	-.119
	S8 - Corporate Information	Spearman	-.240	-.031	-.053
	S9 - Supervisory Comm.	Spearman	-.094	.107	.245
	S10 - Subordinate Comm.	Spearman	-.219	-.181	.400*
Short Form	S1 - Comm. Efficiency (A)	Pearson	-.020		.297*
	S2 - Comm. Integrity	Pearson	-.077		.335*
	S3 - Comm. Effectiveness	Pearson	.086		.077

* significant at the .01 level

Respondents who received the long form were asked to provide comments regarding the email messages they receive. The feedback was analyzed to discover certain patterns and themes. As a result, the following categories were developed based on word frequency distribution and indexing: a) Satisfactory, b) Needs Improvement, c) Unsatisfactory and d) Not Used. Responses that typified the Satisfactory category reflected positive and favorable words such as “good,” “great,” “like” or “useful.” The Needs Improvement category included responses that reflected words such as “needs,” “would be,” “could use,” or “however.” Responses in the Unsatisfactory category included unfavorable words such as “too old” or “not.” Comments that made it evident that the respondent did not use the tool in question were listed in the Not Used category. The following scale was used to measure the data: 0 = Not Used, 1 = Unsatisfactory, 2 = Needs Improvement and 3 = Satisfactory.

Eighty-six percent of the respondents who received the long form felt Internal Releases were satisfactory, 60 percent felt Product Points were unsatisfactory, 80 percent felt New Document messages needed improvement, 75 percent felt Industry News messages were satisfactory, 67 percent felt CI Network updates needed improvement, 57 percent felt Sales Learning Plans were satisfactory and 72 percent felt Sales Edge updates were satisfactory. See Appendix section 15 for a listing of the actual comments.

Research Question 2

Research question 2 sought to examine the relationship between the salesperson's satisfaction of the company's databases/sites and perceived productivity. For questions pertaining to the dimensions measuring the communication satisfaction and perceived productivity variables (where respondents were asked to select responses from the 5-point Likert scale ranging from "strongly disagree" to "strongly agree"), confirmatory factor analysis was conducted. An item was considered to load significantly on a factor (dimension) if it had a primary component loading of .60 or above, and items that did not were removed (see Tables² 15 and 16). An internal consistency analysis was conducted where the resulting dimensions that computed a Cronbach's alpha of .70 or above were retained and those that did not were removed (see Tables 17 and 18).

² Factor analysis was not conducted for dimensions that were not measured by interval scales. Therefore, they are not shown on the tables. Questionnaire items that were not included on the short form are not shown on the tables. Questionnaire items that applied to emails only are not shown on the tables.

Table 15

Factor Analysis Component 1 Loading - Communication Satisfaction Dimensions (Databases/Sites)

	Factor/Dimension	SL*	SP	CI	SE
Long Form	S1 - Comm. Efficiency (A)	.616	.682	.854	.854
	S1 - Comm. Efficiency (B)	.812	.812	.812	.812
	S2 - Comm. Integrity	-.714	.847	.964	.964
	S5 - Comm. Appropriateness	.953	.839	.976	.912
	S6 - Employee Assessment	.993	.993	.993	.993
	S7 - Coworker Comm.	.976	.882	.952	.899
Short Form	S1 - Comm. Efficiency (A)	.316	.871	.769	.661
	S1 - Comm. Efficiency (B)	.057	.865	.833	.799
	S2 - Comm. Integrity	-.332	.855	-.512	.828

* SL=Sales Library, SP=Sales Portal, CI=CI Network, SE=Sales Edge

Table 16

Factor Analysis Component 1 Loading - Perceived Productivity Dimensions (Databases/Sites)

	Factor/Dimension	SL*	SP	CI	SE
Long Form	P2 - Comm. Quality	.985	.636	.980	.980
	P3 - Comm. Influence –Job Completion	-.414	.696	.765	.756
	P4 - Customer Satisfaction as Result of Communication	.921	.921	.869	.773
Short Form	P2 - Comm. Quality	.673	.561	.927	.951
	P3 - Comm. Influence –Job Completion	.690	.591	.786	.883
	P4 - Customer Satisfaction as Result of Communication	.773	.884	.871	.904

* SL=Sales Library, SP=Sales Portal, CI=CI Network, SE=Sales Edge

Table 17

Reliability - Communication Satisfaction (Databases/Sites)

	Factor/Dimension	Cronbach's Alpha
Long Form	S1 - Comm. Efficiency (A)	.739
	S1 - Comm. Efficiency (B)	.825
	S2 - Comm. Integrity	.939
	S5 - Comm. Appropriateness	.929
	S6 - Employee Assessment	.995
	S7 - Coworker Comm.	.939
Short Form	S1 - Comm. Efficiency (A)	.684
	S1 - Comm. Efficiency (B)	.756
	S2 - Comm. Integrity	.798

Table 18
Reliability - Perceived Productivity (Databases/Sites)

	Factor/Dimension	Cronbach's Alpha
Long Form	P2 - Comm. Quality	.918
	P3 - Comm. Influence – Toward Job Completion	.621
	P4 - Customer Satisfaction as Result of Comm.	.889
Short Form	P2 - Comm. Quality	.827
	P3 - Comm. Influence – Toward Job Completion	.748
	P4 - Customer Satisfaction as Result of Comm.	.866

Table 19 reports the Pearson and Spearman's rho correlation coefficients, which indicate that two relationships among the dimensions for databases/sites were positive and significant among respondents who received the long form. Satisfaction with communication efficiency correlated with perceived productivity as a result of communication quality ($r=.389$, $p<.05$), and satisfaction with communication integrity correlated with perceived productivity where communication influenced customer satisfaction ($r=.451$, $p <.05$).

Three relationships among the dimensions for databases/sites were significant among respondents who received the short form. Satisfaction with communication efficiency (replicating the Sales Library and Sales Portal) correlated negatively with perceived productivity where communication influenced job completion ($r=-.338$, $p<.01$), satisfaction with communication integrity positively correlated with perceived productivity where communication influenced customer satisfaction ($r=.825$, $p<.01$), and satisfaction with communication effectiveness positively correlated with perceived productivity where communication influenced customer satisfaction ($r=.514$, $p <.01$).

Table 19

Correlations - Relationship between the Salesperson's Satisfaction of the Databases/Sites Available for Searching the Company's Sales Information and Perceived Productivity

		Coefficient Type	P2 - Comm. Quality	P3 - Comm. Influence Toward Job Completion	P4 - Customer Satisfaction
Long Form	S1 - Comm. Efficiency (A)	Pearson	.389²		.146
	S1 - Comm. Efficiency (B)	Pearson	-.213		.093
	S1 - Comm. Efficiency (C)	Spearman	-.188		-.016
	S2 - Comm. Integrity	Pearson	-.094		.451²
	S3 - Comm. Effectiveness	Spearman	-.134		.019
	S5 - Comm. Appropriateness	Pearson	.127		.306
	S6 - Employee Assessment	Pearson	.112		.296
	S7 - Coworker Comm.	Pearson	.025		-.286
	S9 - Supervisory Comm.	Spearman	.143		.139
	S10 - Subordinate Comm.	Spearman	-.038		.240
Short Form	S1 - Comm. Efficiency (B)	Pearson	.074	-.127	.152
	S1 - Comm. Efficiency (C)	Spearman	-.043	-.338¹	.178
	S2 - Comm. Integrity	Pearson	.061	.044	.825¹
	S3 - Comm. Effectiveness	Spearman	-.048	.012	.514¹

¹ significant at the .01 level

² significant at the .05 level

Respondents who received the long form were asked to provide comments regarding the databases/sites available to them, and the content was analyzed to discover certain patterns and themes. Thirty-seven percent felt the Sales Library needed improvement (while 36 percent felt it was satisfactory), 50 percent did not use the Sales Portal (while 25 percent felt it was unsatisfactory), 75 percent felt the CI Network was satisfactory and 67 percent felt the Sales Edge was satisfactory. See Appendix section 16 for a listing of the actual comments.

Research Question 3

Research question 3 sought to examine the differences in responses between the long form respondent group and short form respondent group. A number of variations were observed between the demographics of the two respondent groups. Sales managers made up 43 percent of

the long form respondent group, and sales executives made up 64% of the short form respondent group. Also, 50 percent of the long form respondent group used onsite server connections, and 54 percent of the short form respondent group used remote cable modem connections.

Additionally, one-way ANOVA procedures indicated three significant differences between the responses of the groups (see Table 20). For email messages, the short form respondent group scored a higher mean for the communication efficiency dimension measuring communication satisfaction, and the short form respondent group scored a higher mean for the communication effectiveness dimension measuring communication satisfaction. For databases/sites, the short form respondent group scored a higher mean for the communication awareness dimension measuring perceived productivity.

The comments provided by respondents who completed the long form imparted useful feedback. For example, respondents were asked to provide comments regarding overall sales communications. Fifty-four percent felt that overall sales communications were satisfactory, 18 percent felt improvement was needed and 18 percent felt the overall communications were unsatisfactory. Responses from the long form also revealed that while 50 percent agreed that they received sufficient non-Sales information about the company, 40 percent was undecided. See Appendix section 17 for a listing of the actual comments.

Table 20
One-Way ANOVA - Difference in Responses Between Long Form and Short Form

		Mean	Mean Difference	F	Sig
Long Form	Email: S1 - Comm. Efficiency (A)	3.47	.472*	29.53	.000
Short Form	Email: S1 - Comm. Efficiency (A)	3.95			
Long Form	Email: S2 - Comm. Integrity	4.26	.171	1.58	.210
Short Form	Email: S2 - Comm. Integrity	4.08			
Long Form	Email: S3 - Comm. Effectiveness	3.75	.507*	18.85	.000
Short Form	Email: S3 - Comm. Effectiveness	4.26			
Long Form	Email: P1 - Comm. Awareness	1.92	.017	.181	.671
Short Form	Email: P1 - Comm. Awareness	1.90			
Long Form	Email: P2 - Comm. Quality	4.14	.155	2.056	.154
Short Form	Email: P2 - Comm. Quality	3.98			
Long Form	Email: P4 - Customer Satisfaction	3.97	.051	.285	.594
Short Form	Email: P4 - Customer Satisfaction	3.92			
Long Form	Database: S1 - Comm. Efficiency (B)	3.52	.019	.026	.873
Short Form	Database: S1 - Comm. Efficiency (B)	3.50			
Long Form	Database: S2 - Comm. Integrity	3.82	.092	.504	.479
Short Form	Database: S2 - Comm. Integrity	3.91			
Long Form	Database: P1 - Comm. Awareness	1.79	.134*	13.77	.000
Short Form	Database: P1 - Comm. Awareness	1.93			
Long Form	Database: P3 - Job Completion	3.74	.008	.007	.935
Short Form	Database: P3 - Job Completion	3.75			
Long Form	Database: P4 - Customer Satisfaction	3.26	.230	2.18	.142
Short Form	Database: P4 - Customer Satisfaction	3.49			
Long Form	Database: P2 - Comm. Quality	3.63	.248	2.89	.091
Short Form	Database: P2 - Comm. Quality	3.88			

* significant mean difference at the .05 level

Discussion

Ten significant relationships were discovered among the dimensions measuring communication satisfaction and perceived productivity – answering both Research Questions 1 and 2 – and three significant differences in responses were discovered between the long form respondent group and short form respondent group, which answers Research Question 3. Therefore, important points of discussion to describe larger meanings of the results will be presented in this section.

Research Question 1

Three relationships among the email message dimensions were positive and significant among long form respondents, and two relationships were positive and significant among short form respondents. The relationships, discussed below, confirm results of prior research conducted by Sias (2001), Smidts (2001), Tourish (1997), Rosenfeld (2004), and Dawkins (2004).

Satisfaction with communication efficiency & perceived productivity in completing job – email messages.

Satisfaction with communication efficiency positively correlated with perceived productivity where communication influenced job completion. These results could suggest that the more satisfied salespeople are with efficiently finding resources that are referenced in email messages, the more productive they perceive themselves to be in terms of completing their job tasks. This includes how quickly a message can be retrieved. If salespeople have problems finding information about a product or service mentioned in an email, they most likely will feel as if they are not being productive in getting their jobs done. In instances where an email message encourages salespeople to contact their customers about a product enhancement, the salespeople may need a refresher on the product itself and what it does. If the salespeople cannot

find the sufficient support material, they may feel as if they are wasting time searching while they could have been on the phone discussing the product with their customers. This may deter salespeople from reading similar email messages in the future.

Satisfaction with coworker communication & perceived productivity in completing job – email messages.

Satisfaction with coworker communication positively correlated with perceived productivity where communication influenced job completion. A possible explanation could be that salespeople consider themselves to be more productive in completing their job tasks when they are satisfied with email messages that promote dialogue among coworkers. This also relates to whether or not horizontal and informal communication is free flowing. Often times, salespeople turn to one another for best practices or to learn more about each other's selling strategies. More of this collaboration would instill confidence among the sales teams, allowing them to feel more self-assured in completing job tasks or closing the deal with clients.

Satisfaction with subordinate communication & perceived productivity in satisfying customers – email messages.

Satisfaction with subordinate communication positively correlated with perceived productivity where communication influenced customer satisfaction. A possible interpretation could be that the more satisfied sales managers/leaders are with how often their team members come to them with feedback regarding email messages, the more productive they perceive themselves to be in terms of satisfying customers. When sales executives approach their manager about information they have read in one of the email messages, the manager is more likely to feel as if they are interested in more details in order to relay that information to their client. This allows the manager to feel as if his/her team is meeting the expectations of their client base. For example, if a sales executive or customer service consultant asks a manager

about the new pricing that was mentioned in an Internal Release, the manager will feel more comfortable in knowing that the information could be used to seal a deal with a customer. Also, if a sales executive reads an Industry News message that states Competitor A is launching a new credit report for mortgage customers and then asks his/her manager if the company's product development department could do the same, then the manager would feel as if that message prompted his/her team member to be responsive in trying to create a solution for his/her client base.

Satisfaction with communication efficiency & perceived productivity in satisfying customers – email messages.

Satisfaction with communication efficiency positively correlated with perceived productivity where communication influenced customer satisfaction. A possible indication of these results is that salespeople find themselves to be more productive in satisfying customers when they can efficiently find resources that are referenced in email messages. For example, if an email message encourages salespeople to contact their customers about a product enhancement, yet the salespeople cannot easily find details about the product, then they are more inclined to feel as if they are squandering valuable time that could be used to complete proposals for their clients.

Satisfaction with communication integrity & perceived productivity in satisfying customers – email messages.

Satisfaction with communication integrity positively correlated with perceived productivity where communication influenced customer satisfaction. This could suggest that the more satisfied salespeople are with email messages they consider to be reliable in terms of accuracy, the more productive they perceive themselves to be in satisfying customers. This includes how trustworthy, accurate and current a salesperson finds the information in the email

messages they receive. For instance, if customer service consultants received a CI Network update that contained information about Competitor A's fraud product – and the product had been retired from the market two months ago – they could erroneously reference the product in their telemarketing product comparisons with clients, causing an awkward situation where the consultant would appear to be incompetent.

Research Question 2

Two relationships among the dimensions for databases/sites were significant among the long form respondent group, and three were significant among the short form respondent group. The relationships, discussed below, support prior results from research conducted by Downs & Hazen (1977), Cameron (1993), Parrish-Sprowl (1994), Gilsdorf (1998), and Ruppel (2000).

Satisfaction with communication efficiency & perceived productivity as a result of communication quality – databases/sites.

Satisfaction with communication efficiency positively correlated with perceived productivity as a result of communication quality. A possible interpretation of these results is that salespeople consider themselves to be more productive in generating quality work when they can easily navigate the databases and sites available to them. Salespeople often have to build client proposals or contracts that include the details of the product or service as well as the technical programming specifications. The information needed to complete these proposals are located in these four databases/sites; therefore, if salespeople experience difficulty navigating these sites and cannot find the details they need, they are more inclined to feel inept in elaborating on the subject matter within these proposals and contracts. Communication quality is associated with verbal interaction as well. Clients often call sales customer service consultants for clarification regarding products or services. Thus, it is important for a consultant to be able

to easily navigate these databases to find the information clients need while they are on the phone.

Satisfaction with communication integrity & perceived productivity in satisfying customers – databases/sites.

Satisfaction with communication integrity positively correlated with perceived productivity where communication influenced customer satisfaction (this was true for both the long form respondent group and short form respondent group). These findings could suggest that salespeople find themselves to be more productive in satisfying customers when they feel the databases/sites are reliable in terms of accuracy. This involves how trustworthy, accurate and current a salesperson finds the information in the database or site. For example, if a sales manager feels that a product sales guide that was found in the Sales Library contains up-to-date pricing, the appropriate contacts for customer setup and the correct features for the product, then that manager is more inclined to take that information and use it to transact a deal with his/her customer. If a salesperson were to send a setup form to a customer that had the incorrect phone number for technical support, the customer would become annoyed and less inclined to contact that salesperson.

Satisfaction with communication efficiency (replicating sales library and sales portal) & perceived productivity in completing job – databases/sites.

Satisfaction with communication efficiency (replicating the Sales Library and Sales Portal) negatively correlated with perceived productivity toward job completion. A possible interpretation of these results is that the more salespeople have to replicate the Sales Library and Sales Portal databases, the less productive they perceive themselves to be in completing their jobs. This is especially true if the salespeople are using a dial-up connection that could take hours to replicate if numerous documents had been modified or uploaded. For instance,

salespeople often travel to site visits with customers, taking their laptops with them to retrieve the appropriate documents during meetings or presentations. If a revised document was loaded into one of these databases and the salesperson did not replicate before the meeting, he/she could possibly pull up this incorrect, outdated document to use in the meeting.

Satisfaction with communication effectiveness & perceived productivity in satisfying customers – databases/sites.

Satisfaction with communication effectiveness significantly correlated with perceived productivity in satisfying customers. These results could suggest that salespeople consider themselves to be more productive in satisfying customers when they are satisfied with how often they use the databases and sites available to them. This concerns how salespeople can effectively act upon the information retrieved and how this affects their performance in terms of satisfying their clients. If salespeople feel confident enough to go to the databases or sites more often, then it is safe to suggest that they are attempting to satisfy their customers by keeping them “in-the-know” about Equifax products and services. Salespeople often feel as if they are researchers, trying to attain the best deal possible for their customers while attempting to bring in more revenue for the company. By going to these databases to look up product features, pricing, setup procedures and/or technology requirements, they are doing their “due diligence” to make the sale happen. This in turn, helps to satisfy the customer and shows they are proactive in finding the information they need. The more beneficial they find these databases in satisfying their customers, the more likely they are to utilize them again in the future.

Research Question 3

Three significant differences were discovered as a result of analyzing the feedback between the two respondent groups. For email messages, the short form respondent group scored a higher mean for the communication efficiency dimension measuring communication

satisfaction, and the short form respondent group scored a higher mean for the communication effectiveness dimension measuring communication satisfaction. These findings indicate that respondents who received the short form agreed that they were satisfied with the communication efficiency and effectiveness of email messages while respondents who received the long form were undecided. For databases/sites, the short form respondent group scored a higher mean for the communication awareness dimension measuring perceived productivity. These results indicate that respondents who received the short form were more aware of the databases and sites available to them than those who received the long form (see Appendix section 18) – which could be a consequence of the short form respondent group including a higher number of sales executives who would use these resources more than those in leadership positions.

Based on the results of the open-ended questions, respondents who received the long form felt that Product Points were unsatisfactory, even citing that they are too general and do not provide enough information. While the intent of these messages is to provide short announcements that lead to more detailed information, it is not apparent to the sales force. Also, most felt that CI Network updates needed improvement, stating they were redundant with the Industry News messages. Industry News messages are protected and cannot be copied or forwarded. Even though the majority felt that Industry News messages were satisfactory, some respondents stated they would like to see this changed. Most of the comments for the Sales Portal were not favorable – such as “so old, never use it” or “frustrating to use.” This supports the relationship indicated between replicating the Sales Library and Sales Portal and perceived productivity toward job completion.

Limitations

In retrospect, more time should have been given to the respondents to complete the questionnaires in order to get a better response rate. Attempting to acquire specific results for each communication medium made the questionnaire instrument too long for both respondent groups and may have discouraged respondents from completing the tool. Although attempts were made to build the questionnaire in a way that was consistent with the Likert-type scales used in prior communication analysis research, a forced-choice response scale – a 4-point scale or 6-point scale with no middle – should have been used as opposed to a 5-point scale. Offering the middle point could have increased the proportion of respondents who chose the neutral option. Forcing respondents to choose whether they agree or disagree may have resulted in the mean scores reflecting the average of those who truly had opinions. Also, self-report measures used in this analysis could have increased the likelihood of common method bias, augmenting the relationships between communication satisfaction and perceived productivity.

Recommendation

Goldstein (1999) noted that in the information age – where the visual impact of media creates a corporate persona and products are seen as a sign of corporate judgment, ethics and responsibility – communication is a business imperative. Internal communication plays a major role in ultimately affecting a company's bottom line. Thus, the efficacy of an organization's internal communications process must be continuously measured and monitored. However, it is important to act upon the analyses of these measurements in order to validate the time and resources allotted to conduct the research. As such, this section discusses the observations that were made and the recommendations that are being presented to Equifax.

Strengths

Equifax has an abundance of relevant information to share with its Sales employees, and the groundwork is already laid for appropriate communication gathering and sharing. The right people are available in the right business unit to edit and send appropriate communications. These groups also have attained support from higher management executives to distribute pertinent information to the Sales force. Additionally, all U.S. Sales employees have the sufficient technology to access these tools.

Weaknesses

Equifax provides internal communications through IBM Lotus Notes databases and email. Lotus Notes provides a messaging and collaboration platform for workgroups; however, this system is not the most efficient form of distribution and collaboration. Designed as a proprietary system in an area lacking widespread connectivity, Lotus Notes uses a proprietary database structure, which replicates data and does not provide quick access to remote databases (Complete Intranet Resource, 2005). Based on results from the questionnaires, some of

Equifax's Lotus Notes databases/sites are unorganized at times and are not updated as quickly as employees feel is necessary. Data collected elucidated the short form respondent group's dissatisfaction with replicating the Lotus Notes databases. Results also concluded that disparate email messages are sent to the Sales teams and that there is no consistency with what type or how much information is provided – some messages contain links that jump directly to the information and others do not. Also, departments responsible for sending these emails are often duplicating the messages to certain people due to custom distribution groups.

Opportunities

Opportunities for enhancing communication vehicles will be of no value unless they support the culture of the organization, improve performance and implement opportunities for growth. Therefore, it is suggested that Equifax convert its Sales Edge site and Sales Library database into one functioning intranet for housing additional communications dedicated to its U.S. Sales teams – eliminating the need for the CI Network and Sales Portal. This intranet would serve as a salesperson's main portal to send and retrieve email messages and schedule calendar items (thereby, forcing the users to enter the site if they wish to perform these actions). An intranet provides the use of Internet technologies within an organization to achieve better results than the conventional means of data access and transfer and can assist in easier facilitation of routine information. The use of an intranet browser with one standard interface offers easy integration with other applications, such as email, faxes, calendars, videoconferencing, and hot links within messages (Complete Intranet Resource, 2005). An Intranet server will eliminate the need to replicate databases by providing the company's salespeople with easy access to source data and allowing them to access information resources in a single point-and-click environment. Moreover, research conducted by Lai (2001) concluded

that organization administrators reported they were more fond of intranets than Lotus Notes when it came to collaboration.

Resources/support

Equifax has the sufficient technology resources and support people to properly execute an intranet interface (such as server hardware and software, TCP/IP, etc.). The company's Lotus Notes team has developers who can be trained to acquire the appropriate programming skills (such as Web publishing, HTML, Java, Perl, ActiveX, etc.). However, Equifax must determine if their legacy or mainframe systems will work with an intranet solution. Based on the effort associated with the migration of existing technology, additional support personnel may be required.

Editorial board.

The marketing communications, public relations and employee communications groups that already exist at Equifax can collaborate on developing an editorial board for the U.S. Sales intranet. An editorial board is suggested to determine content, apply style rules, and facilitate approval processes. This group also will update content and archive information on the site by sending it to the appropriate technical support personnel. The company's current advertising agency can be secured to design the initial look and feel of the intranet as well as future redesigns to keep it fresh.

Suggested functioning.

In addition to the category links already in use by the Sales Edge, new and revised functionalities are suggested for the intranet to address the communication satisfaction dimensions found to be significant in this particular communication analysis (see table 21).

Table 21

Proposed Intranet Functioning

Category	Description/Benefit	Research Findings Addressed
Equifax News	Will include Internal Releases and Product Points subject matter, increasing efficiency by having these messages housed and archived in one place.	Communication Efficiency Communication Integrity Communication Effectiveness
Competition/Industry Headlines	Will include what is normally sent in the CI Network Updates and Industry News, eliminating the need for these emails (which can duplicate information at times).	Communication Efficiency Communication Integrity Communication Effectiveness
Product Library	A replica of the existing Sales Library, increasing efficiency by not having to replicate a Lotus Notes database. Migrating these documents to the intranet also will help in removing outdated items. The flexibility of having these items housed on an intranet will allow easier updating in an effort to maintain the accuracy of the documents.	Communication Efficiency Communication Integrity
Sales Learning	Will house online tutorials and other training materials, allowing an interactive environment for Sales Learning Plans that can be frequently updated.	Communication Efficiency Communication Integrity
Online Chat or Message Board	Will support a medium for coworker and/or subordinate communication and will promote horizontal communication and sharing, instead of just vertical messages.	Coworker Communication Subordinate Communication

The Equifax News category would contain what is currently known as Internal Releases and Product Points. The Competition/Industry Headlines would include what is currently sent in CI Network updates and Industry News email messages. The Product Library category would contain the important product support documents currently stored in the Sales Library. The Sales Learning category would provide online tutorials that can be frequently updated. The Online Chat would serve as a message board where coworkers can ask questions or advice in a sharing environment.

Urgent messages can still be emailed to the Sales teams in the form of a newsflash. This will sustain the “push” mechanism of leading the audience to the information. This intranet should offer more than just separate buckets of information; it must be cross-linked to each department and integrated so that the system combines and coordinates disparate messages from different senders. For the Sales employees, the intranet must be performance-driven and centered around the business processes salespeople carry out most, placing emphasis on current information that can be easily downloaded. The intranet must become more than just an archive of documents. It must help Sales complete tasks such as setting up a customer, fulfilling orders or looking up a customer’s billing history. If centered around fulfilling tasks rather than downloading documents, the intranet will help to increase the productivity of its users.

Training.

A campaign should be developed to introduce the intranet to salespeople – including live training meetings where they can learn where certain information is stored by clicking through the site along with the instructor. In the first couple of months, weekly tips can be emailed to the users with helpful hints on where to find resources and how to collaborate with one another through the medium.

Threats

With any new development in technology, certain costs must be ascertained. While the network and server facilities are already in place, it will still be helpful for the company to determine how much money it will take to migrate from existing platforms to an intranet, as well as the staff support to maintain it. Estimates for creating an intranet range anywhere from \$60,000 to \$100,000 for initial setup, which does not include creative design (Complete Intranet

Resource, 2005), and this must be budgeted for appropriately with the assistance of the company's Accounting and Finance departments or an external consulting firm.

Another item of concern with building this intranet is the security of the sales information. This would call for the same security protocols already in place for the Lotus Notes databases, only on a more elevated level (including firewalls, SSL, password authentication, IP blocking and personal computer access only). Also, companies do not have to be connected to the Web in order to operate an intranet, which helps to safeguard information from intruders.

Finally, obtaining the necessary buy-in or approval from the company's leadership should be considered. Direction from leadership regarding management and content ownership are often major inhibitors to launching an intranet, and convincing decision-makers that the threats cited can be overcome may prove to be a challenge.

Conclusion

In today's technology-driven business world, organizational leaders are challenged to be more accommodating, reactive and innovative in meeting both the immediate communication needs of the organization and anticipating future needs. Therefore, today's communication audits must assist organizations in meeting this dual challenge.

In summary, this internal communication analysis for Equifax assessed how the salesperson's satisfaction of the company's electronic sales communications related to perceived productivity. Overall, sales employees indicated significant relationships between their satisfaction with communication efficiency, communication integrity, communication effectiveness, coworker communication and subordinate communication in relation to their perceived productivity in completing job tasks, satisfying customers and producing quality work. Based on these findings, an intranet dedicated to Sales communication was suggested as a performance-driven mechanism to enhance existing communication imperatives and as a solution to certain communication problems that were cited. If this recommendation is accepted, it is suggested that an evaluation of the intranet is conducted a year after it has been in place to assess communication satisfaction and perceived productivity, comparing the results to these findings.

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Appendix

1. Communication Audit History/Timeline

Year	Author/Researcher		Audit/Research Details
1953	Keith Davis	ECCO Analysis	Focused on timing, media, subject matter and organizational level as communication pattern variables. Categorized six major dimensions to evaluate communication activities over a set period of time.
1954	George S. Odiorne	NSPE Communication Audit	Focused on accuracy and direction of communication. Used 16 items to survey top managers and project engineers.
1973	K. H. Roberts and C. A. O'Reilly	Organizational Communication Questionnaire	Focused on comparing communication practices across organizations. Used 35 (Likert scale) questions to survey employees.
1974	Osmo A. Wiio and Martti Helsila	LTT Communication Audit/OCD Survey	Focused on communication and job satisfaction based on the flow of information. Later refined as the Communication Development (OCD) audit with 76 items grouped into 12 dimensions.
1977	Cal W. Downs and Michael Hazen	Communication Satisfaction Questionnaire (Communication Audit Questionnaire in 1990)	Focused on relationship between communication and job satisfaction. One of the most widely used instruments in the organizational context. Hypothesized eight dimensions of communication satisfaction. Later refined in 1990 by adding two dimensions.
1979	Gerald Goldhaber /ICA	ICA Communication Audit Survey	Focused on assessing organizational communication practices. Noted as one of the most comprehensive attempts to measure all aspects of an organization's communication system. Used 122 questions divided into eight major categories.
1980	Kenneth D. Mackenzie	Organizational Audit and Analysis	Focused on realigning people, resources and workloads. Categorized nine major stages that assessed organizational design and maintenance.
2000	Gayeski	Information Systems Analysis	Focused on the processes, systems, tools and templates used to exchange information in an organization. Used 11 categories to analyze information systems.

2. Odiorne Communication Audit Survey Items

Question	Summary of Answers				
	Management's Prediction		Engineer's Answers		
	Yes	No	Yes	No	Other
Do you feel that you are a part of management?	20	10	24	3	3
Do you feel that you have a part in management planning	2	28	12	15	3
Do you feel that you are adequately informed on management aims and long range planning?	26	4	5	25	0
What management information would you like to receive?	Omitted				
Do you think that present information channels are adequate?	29	1	5	23	2
What suggestions do you have to improve present meetings?	Omitted				
Is there enough management participation in departmental meetings?	26	4	8	14	8
Would you like to participate more in company planning?	3	27	27	3	1
Is your authority commensurate with your responsibility?	26	4	20	9	1
Do you feel free to seek counsel on special problems related to but not part of your job?	30	0	25	5	0
Do you feel closer to the people you supervise than to the people who supervise you?	9	21	12	5	13
Are promotions given generally to proper and deserving individuals?	28	2	18	8	4
Do you receive proper tools, information, and incentives to functions as part of management?	2	28	8	17	5
Is cooperation and contact with other departments satisfactory?	15	15	19	7	4
Does management inform you adequately about the industry, the company, products, financial standing and proposed changes?	29	1	6	23	1
How could your work be made more effective?	Omitted				

(Odiorne, 1954, p. 241)

3. ICA Communication Audit Survey Key Objectives

1. Determine the amount of information underload and overload associated with the major topics, sources and channels of communication.
2. Evaluate the quality of information communicated from and /or to these sources.
3. Evaluate the quality of communication relationships, specifically measuring the extent of interpersonal trust, supportiveness sociability, and overall job satisfaction.
4. Identify the operational communication networks (for rumors, social and job-related messages), comparing them with planned or formal networks (prescribed by organizational charts).
5. Determine potential bottlenecks and gatekeepers of information by comparing actual communication roles of key personnel... with expected roles.
6. Identify categories and examples of commonly occurring positive and negative communication experiences and incidents.
7. Describe individual, group and organizational patterns of actual communication behaviors related to sources, channels, topics, length and quality of interactions.
8. Provide general recommendations, derived from the audit, which call for changes or improvements in attitudes, behaviors, practices and skills.

(Goldhaber and Rogers, 1979, p. 8)

4. Downs & Hazen (CSQ) Eight Communication Dimensions

1. Communication Climate- reflects communication on both the organizational and personal level. On one hand, it includes items such as the extent to which communication in the organization motivates and stimulates workers to meet organizational goals and the extent to which it makes them identify with the organization. On the other, it includes estimates of whether or not people's attitudes toward communicating are healthy in the organization.
2. Supervisory Communication- includes both upward and downward aspects of communicating with supervisors. Three of the principal items include the extent to which a superior is open to ideas, the extent to which the supervisor listens and pays attention, and the extent to which guidance is offered in solving job-related problems.
3. Organizational Integration- revolves around the degree to which individuals receive information about the immediate work environment. Items include the degree of satisfaction with information about departmental plans, the requirements of their jobs, and some personnel news.
4. Media Quality- deals with the extent to which meetings are well organized, written directives are short and clear, and the degree to which the amount of communication is about right.
5. Co-worker Communication- concerns the extent to which horizontal and informal communication is accurate and free flowing. This factor also includes satisfaction with the activeness of the grapevine.
6. Corporate Information- deals with broadest kind of information about the organization as a whole. It includes items on notification about changes, information about the organization's financial standing, and information about the overall policies and goals of the organization.
7. Personal Feedback- is concerned with the workers' need to know how they are being judged and how their performance is being appraised.
8. Subordinate Communication- focuses on upward and downward communication with subordinates. Only workers in a supervisory capacity respond to these items, which include subordinate responsiveness to downward communication and the extent to which subordinates initiate upward communication.

The following dimensions were added in an unpublished manuscript in 1990:

9. Top Management Communication - evaluates the communication of top management with organization members. Includes items about top management attitudes towards openness to new ideas, caring, and willingness to listen.

10. Interdepartmental Communication - deals with the communication that is needed among the different departments of the organization in order to facilitate its efficiency. It includes items about problem solving, teamwork, and communication among managers.

(Downs & Hazen, 1977, p. 66)

5. *Gayeski ISA Dimensions*

1. Communication infrastructure – Who may easily and directly communicate with whom and which paths and channels can be used
2. Network flexibility – Who may initiate dialogue and who may seek information in what ways
3. Initiation of messages – Who facilitates the distinct systems available for messages
4. Communication load – What is the typical number of messages a given person, level of management, department or customer must send and receive each day
5. Communication encumbrance – How much of an organization's time and money is expended on communication (memos, advertising, meetings, training, newsletters, etc.) versus producing its main product
6. Communication efficiency – How quickly and inexpensively can a given type of message be created, stored, disseminated and retrieved
7. Communication integrity – How trustworthy, accurate and current is the information in the system
8. Communication effectiveness – How accurately can the intended audiences act on typical messages, how well can two-way persuasion and dialogue take place and how does this affect performance
9. Communication appropriateness – Do the channels of communication and typical messages fit the organization's culture and desired goals
10. Employee assessment - Do employees understand the organizational culture and goals, know what is expected of them, have the right tools to do the job, have the right environment in which to perform, receive regular and clear feedback on their performance, perceive and receive rewards for good performance, have the information and incentive to be excellent ambassadors for the company to the external environment
11. Customer/stakeholder assessment – Do customers/stakeholders understand the company's values, styles and products; have the ability to find the information they need to invest in products or the company itself; recognize the contribution the organization makes to the larger community and society; have the information, incentives and frequent reminders to engineer good word-of-mouth referrals; have the ability and motivation to give and receive feedback that improves their use of the organization's products and services and that in turn informs and improves the organization's products and services

(Gayeski, 2000, p. 30)

6. *Basic Methods for Conducting a Communication Audit*

1. **Hold a planning meeting.** Whether or not an outside consultant is used, it's important to determine the audit's objectives, identify question areas, plan an approach, and develop a schedule.
2. **Conduct top management interviews.** The purpose of these interviews is to determine management's attitudes and beliefs about communication, as well as to pinpoint communication problems in the particular management area.
3. **Collect, inventory and analyze communication material.** Auditors should collect, inventory, and analyze representative samples of all existing internal communication vehicles and programs, such as orientation packets, publications, audiovisuals, benefit summary plan descriptions, and representative memos. They should do the same for external materials, including printed pieces, news releases, advertising/promotions and audiovisuals. These should be reviewed in light of the needs identified in the interviews and questionnaires.
4. **Conduct employee interviews.** Interviews should be held with focus groups of employees who discuss the organization's communications under the guidance of a consultant trained as a group facilitator.
5. **Prepare the employee questionnaire.** Draft a questionnaire composed of specific questions related to communication areas identified during the planning meeting, management interviews, focus groups and individual employee interviews.
6. **Administer the employee questionnaire.** Administer the questionnaire onsite. In the case of large organizations, it is sometimes logistically more practical to mail or email questionnaires to employees.
7. **Identify external audiences for research.** Top management interviews and a review of existing materials and programs should provide various lists of external audiences. Finance can enumerate shareholders and analysts, marketing can provide consumer warranty lists, and public relations can provide media contacts who regularly cover the organization.
8. **Conduct external focus groups/interviews.** In the case of large publics, it's important to sort out areas for special attention.
9. **Prepare and test external questionnaires.** External audit questionnaires should consist of two general types: those used in personal interviews to guide the interview; and opinion research questionnaires for larger audiences where cost or time makes personal interviewing impossible.

10. **Conduct external interviews and opinion research.** Go to the publics in question, whenever feasible, and interview them. If this is not possible, send out the research forms or survey by phone.
11. **Tabulate and summarize all results.** Interviews should be written up and summarized. Questionnaires should be tabulated and run for analysis.
12. **Analyze and interpret all audit data.** Data should be analyzed and, together with the analysis of the communication materials, developed into an interpretation of the audit data.
13. **Prepare and present audit report.** An oral and written summary of the results should be presented to management. Suggestions for appropriate attention and action should be outlined. Particular emphasis should be given to sources of management and employee concern with the idea of maximizing the effectiveness of the organization's communications.
14. **Communicate results to employees.** Since expectations are raised among employees whenever communication audits are conducted, be prepared to communicate the results candidly and quickly.

(Kopec, 2003)

7. *Clampitt & Berk Paper Mill Audit - Sample Survey and Interview Content*

Rank order and norms of survey items

The numeric survey questions are ranked in descending order according to respondents' satisfaction with the following factors on a 0–10 scale ('0' represents no satisfaction, '5' represents average satisfaction, and '10' represents high satisfaction)

Rank	Question	Mill mean	MetaComm norm	Significance
1	Job satisfaction	6.69	6.79	
2	Supervisor trusts me	6.62	7.45	*
3	Right amount of supervision	6.53	7.14	*
4	Information on policies and goals	6.47	5.73	*
5	Activity of grapevine	6.41	6.39	
6	Subordinate responsive to directives	6.23	6.88	*
7	Compatible work group	6.11	7.07	*
8	Subordinate anticipates my information needs	6.10	6.53	
9	Effectiveness of employee newsletter	6.05	n/a	
10	Supervisor open to new ideas	6.01	6.69	*

Note: * $p < 0.05$

Sample content analysis of interview data

'What do you think are the greatest communication strengths of the mill?'

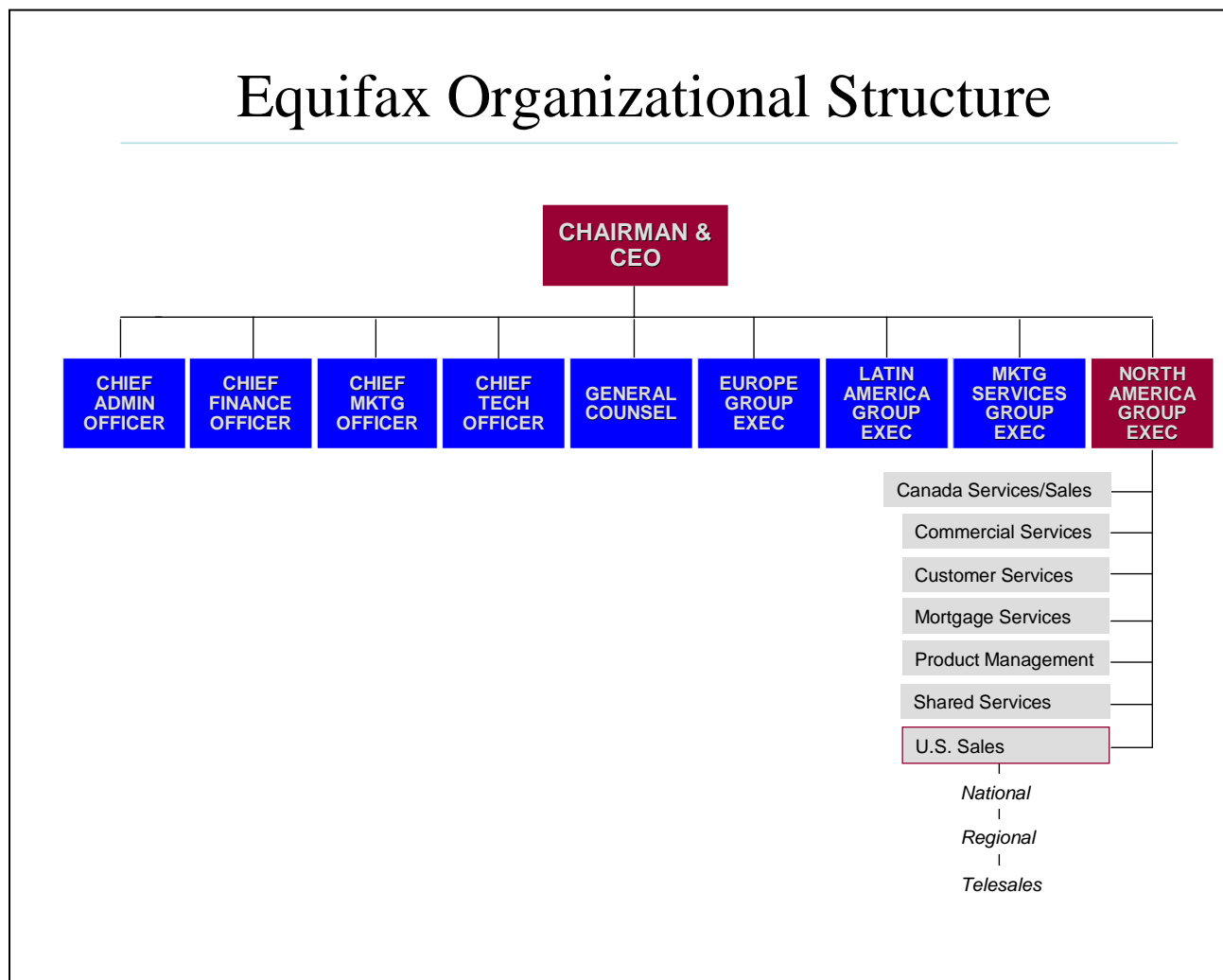
Rank	Category	%	No.	Sample comments
1	Climate: openness/keeps us informed	45	27	<ul style="list-style-type: none"> 'Open atmosphere, sharing.' 'More open – information given freely.' 'Open about business conditions and how company is doing; open to customer feedback.'
2	Leadership of top management/downward communication	17	10	<ul style="list-style-type: none"> 'Bob D. has good presentations; good general information – everyone knew about the No. 7 paper machine project.' 'Leadership is good; no secrecy.' 'Bob D. comes down on floor and talks with us – open climate.'
3	Channels/accessibility	17	10	<ul style="list-style-type: none"> 'PA system throughout mill, notices on changes sent to everyone, have many information meetings.' 'Accessibility to people – voice mail, pagers that maintenance and supervisors carry ...'
4	Good intentions/attempts at improving	12	7	<ul style="list-style-type: none"> 'Improving – used to be secrecy.' 'They're trying – there's still not a precise way of getting communication around.'

8. Credit Information Timeline

Credit Information Timeline

1900	1900 - 1940	1940 - 1960	1960s	1970s	1980s	1990s	2000 - Present
	Data Collection	# of Credit Bureaus	Data Output				
Early 1900s	Manual	Hundreds of local bureaus	Typed Reports				
1950s	Manual	Hundreds of local bureaus	Paper Reports via mail or Phone Reports				
1960s	Manual	Start of credit bureau acquisitions	Paper Reports via mail or Phone Reports				
1970s	Computer connections	Five major + hundreds of credit bureaus	Reports via Connected Computers				
Late 1990s	Computer connections	Three major + a few affiliated credit agencies	Reports via Connected Computers				
2000s	Computer connections and Internet	Three major + a few affiliated credit agencies	Reports via Connected Computers and Internet				

9. Equifax Organizational Structure



10. Sales Advisory Board Meeting Notes – Sales and Customer Communications (September 23, 2003)

Sales Team Reps in Attendance

Cathy Benigno
 Carol Lunt
 Kim Farley
 Jennifer Coxwell
 Debbie Hammock
 Yvette Drake
 Tresa Allen
 Jeffrey Miner
 Thomas Pirro
 Eric Armstrong
 Sam Ferlisi

Others in Attendance

Dann Adams
 Ray Davis
 Susan Kegley
 Myrna Orphan
 John Carter
 Teresa Maddox

Medium	Actual Quotes from Sales Team Reps	Suggestions
Sales Library	<p>Need more testimonials, sample letters, references. Expand search options to improve organization of material (i.e. by industry). It's difficult to navigate.</p> <p>Would love to see an option to type in a topic and search.</p> <p>Include press releases by subject matter.</p> <p>Need to provide look up by product name without the "Equifax" name in front. We should be able to use multiple cross-tabs. This would make it easier to navigate.</p> <p>Great resource for all product data and sales training. Continue to update with current product information and resource tools. It's pretty easy to navigate to me.</p> <p>Why can't we sort the releases chronologically as opposed to alphabetically?</p>	<ul style="list-style-type: none"> • Train reps on how to use the Sales Library (and overall Lotus Notes use) • Add more ROI Calculators • Sales Guides w/ search index • Add press releases to Sales Library • Send push email announcing press release (just like internal releases) • Add Search capability • Remove "Equifax" from in front of product names when listed in product view • Remove outdated info

Medium	Actual Quotes from Sales Team Reps	Suggestions
	Pricing is inconsistent.	
Sales Portal	<p>To be honest, I have not used the Sales Portal since I started with the company.</p> <p>Hard to say as it hasn't been updated in awhile.</p> <p>Don't use the Sales Portal as often. Not enough time.</p> <p>It needs to include a sales process for managing "time to revenue" (meaning, what happens after the sell and steps to follow for implementation).</p>	<ul style="list-style-type: none"> Kill site and send same info in email notifications (send announcement to Sales that site will be removed and include links to other databases)
CI Network	Good information. Continue to update information.	<ul style="list-style-type: none"> Okay as is
Internal Releases	<p>Make the Internal Release Links faster to access.</p> <p>I try to read all information, but time is limited. It is great to have email to go back to review later.</p> <p>I personally would like to get updated on all releases added to our web page, which I find very informative. Maybe volume would be too large to receive, but if EFX thinks it important enough to post this info, then I should be informed. The problem is I am often jumping from one thing to the next and not always remembering to look for the latest news about our company.</p> <p>Most of the information would be okay to pass on to customers.</p>	<ul style="list-style-type: none"> When appropriate, include customer-version of internal release (PDF that can be emailed)
Product Points	These are very useful.	<ul style="list-style-type: none"> Include more customer testimonials
New Document	It helps to know when something new is added. It often prompts me to look in the database.	<ul style="list-style-type: none"> N/A
What's New on CI	<p>I tend not to look up info unless I have a specific need, so I don't use the CI Network all that often.</p> <p>Competitive intelligence is very important, and I hate to say it, but sending info directly to me 1 time before adding to CI network is almost necessary for me to read it. I really like the info but I tend to forget it is there unless something comes up in my email box.</p>	<ul style="list-style-type: none"> N/A
Industry News	I can't copy or forward the articles within this email. It would help to send some of the industry news to customers.	<ul style="list-style-type: none"> Need "forwardable" versions of some of the articles
Learning Plans	Pretty straightforward and easy to understand.	<ul style="list-style-type: none"> Okay as is
Other Internal	We need better customer tracking. We also need a forum for sharing best practices for driving revenue	<ul style="list-style-type: none"> Implementation Checklist (for what to

Medium	Actual Quotes from Sales Team Reps	Suggestions
Needs/Ideas	<p>(meaning providing proven sales strategies from within the field using specific products).</p> <p>Dann sends SVP messages to his direct reports, but I don't think these get forwarded like they should.</p>	<p>do once you secure the win - how to implement)</p> <ul style="list-style-type: none"> • Internal Best Practices Document/Success Stories for product deployment (step-by-step instructions, "how they did it") • Survey entire sales field about modification of communications

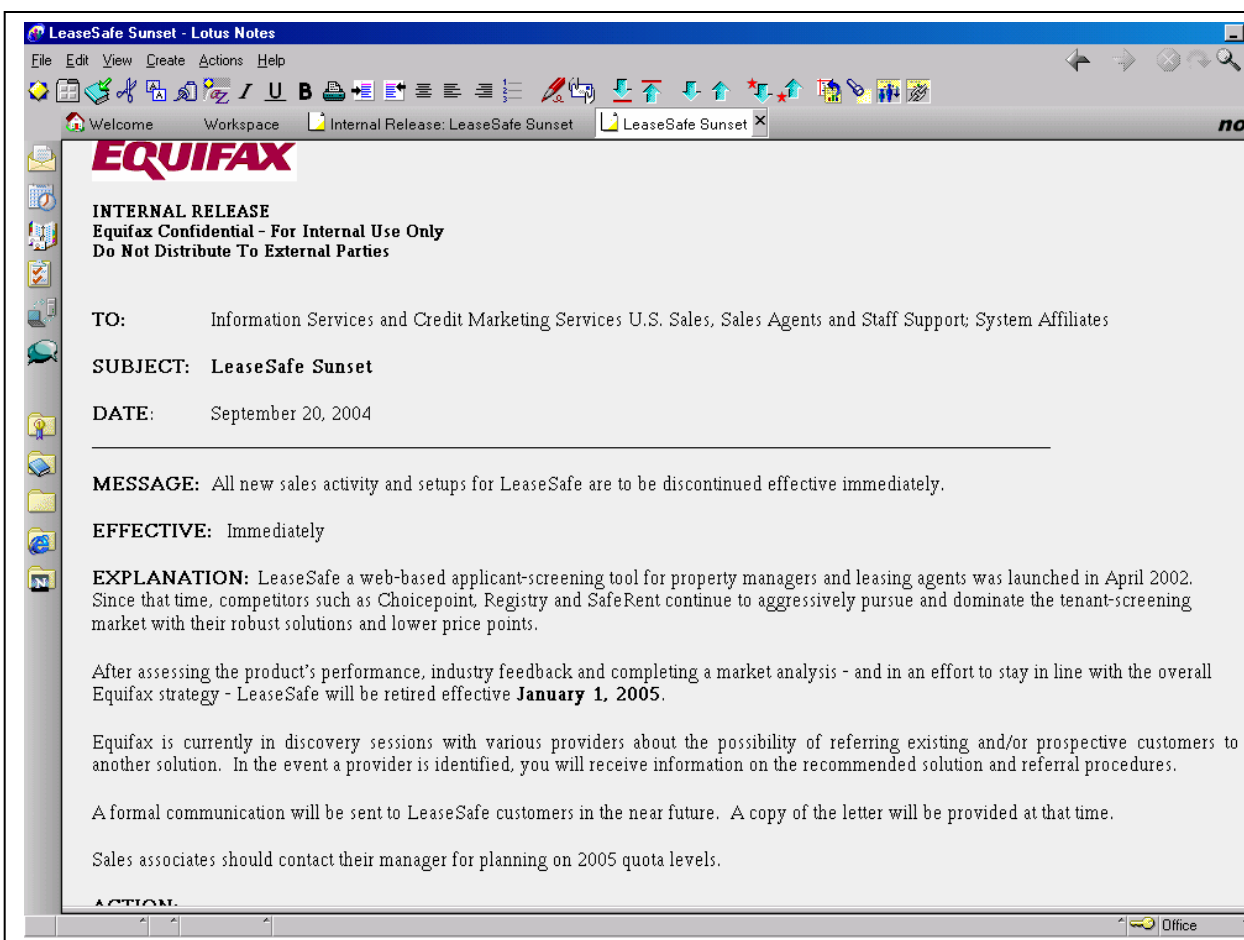
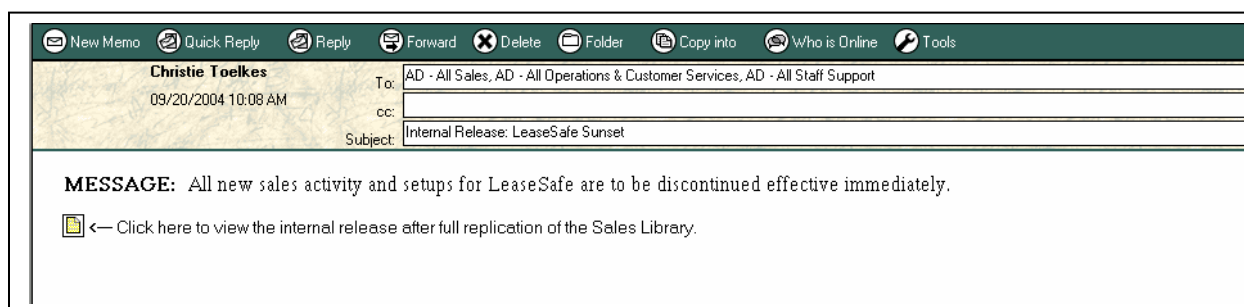
Product Sheets	<p>Some of the Product Sheets could use more detail. In some cases, this is all we have to give the customer and won't get an opportunity to talk to them until after they review.</p> <p>When I call to order, some of the sheets are not in stock when I need them.</p>	<ul style="list-style-type: none"> • Revise format for product sheets • Ensure printing company keeps items in stock
Customer Presentations	These are always very useful and necessary.	<ul style="list-style-type: none"> • Okay as is
Customer Guides	Great.	<ul style="list-style-type: none"> • Every scoring model and CMS product should have a customer guide
Case Studies/Selling Scenarios	Need more.	<ul style="list-style-type: none"> • Ask product managers and sales reps to provide to marketing communications
Validation Charts/Risk Tables	Very useful.	<ul style="list-style-type: none"> • For FICO models, specify product version at top
Product Demos	<p>We need more of these.</p> <p>Need more of these for basic products, such as ID verification, DTEC, etc.</p> <p>Product demos would be extremely beneficial via ePORT whereby we could walk a customer over it via the phone, on a customer site, or at a conference.</p>	<ul style="list-style-type: none"> • Add category to Sales Library • Custom web site pages for product information (so a rep could send a special hyperlink for more information, a secure page that only customers can view)
Letter Templates	I have not used any of the letter templates. All other materials are very useful.	<ul style="list-style-type: none"> • Include letter templates when launching new

Medium	Actual Quotes from Sales Team Reps	Suggestions
	<p>I would like to see more customer letters every time we release a new product/process. It would help us convert customers who are not believers and would expedite this positive communication to our customers. I often forward releases to customers.</p>	<p>products</p>
<p>Other External Needs/Ideas</p>	<p>I have had several customers interested in having a newsletter or conference or seminar hosted by Equifax. Not enough money.</p> <p>A process to follow or access to an EFX print shop to print professional "color" presentations (or install a quality color printer in each Sales hub)</p> <p>A customer newsletter would make sure everyone is informed and on the same page.</p> <p>Customer contact database would be beneficial to broadcast/forward press releases, new product announcements and potentially Equifax newsletters.</p>	<ul style="list-style-type: none"> • Customer contact database • Product/Service News Announcements (similar to press releases) • Quarterly customer newsletter would be ideal

11. Email Messages

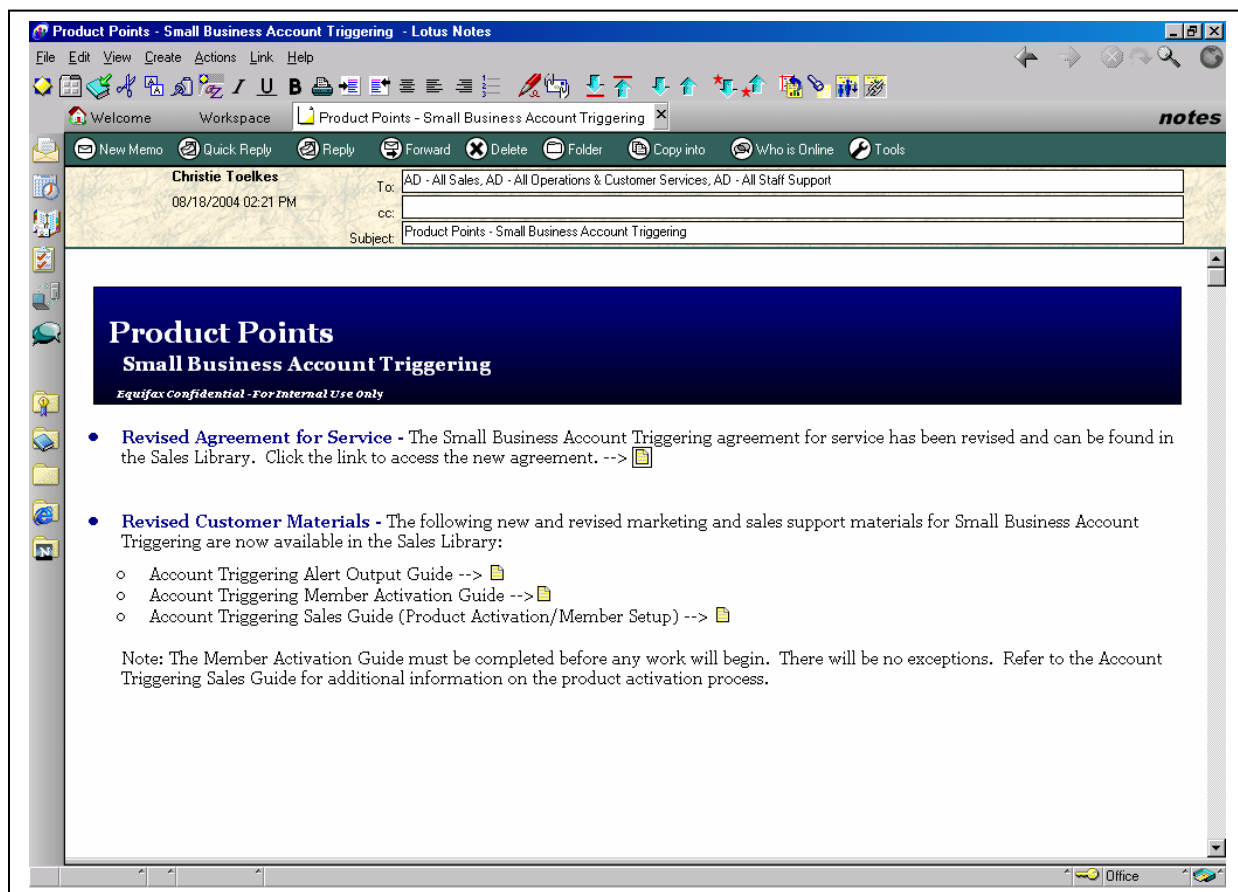
Internal Releases.

Internal releases are messages highlighting policies, procedures, and product information that affect the entire North America business unit (not just sales). This email message is sent to Sales, Operations and Staff Support teams by the company's marketing communications department. It contains an introductory sentence that links to the full body of the internal release that contains an explanation of the message, when the message is effective, the actions that should be taken as a result of the message and who to contact.



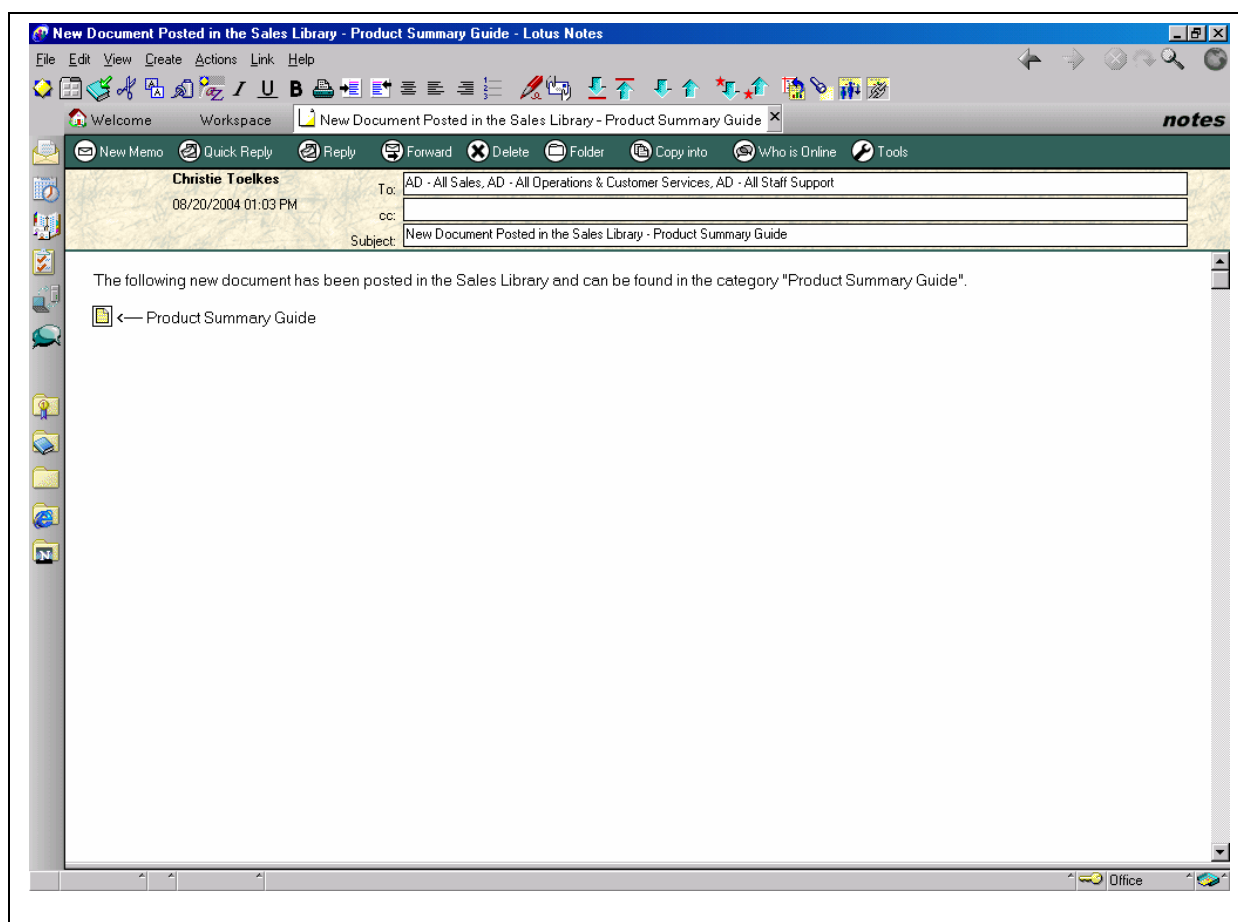
Product Points.

A Product Points message contains brief, concise, bulleted information regarding product enhancements, customer support issues, sales success stories and strategies. The company's marketing communications department sends this email message to Sales, Operations and Staff Support teams.



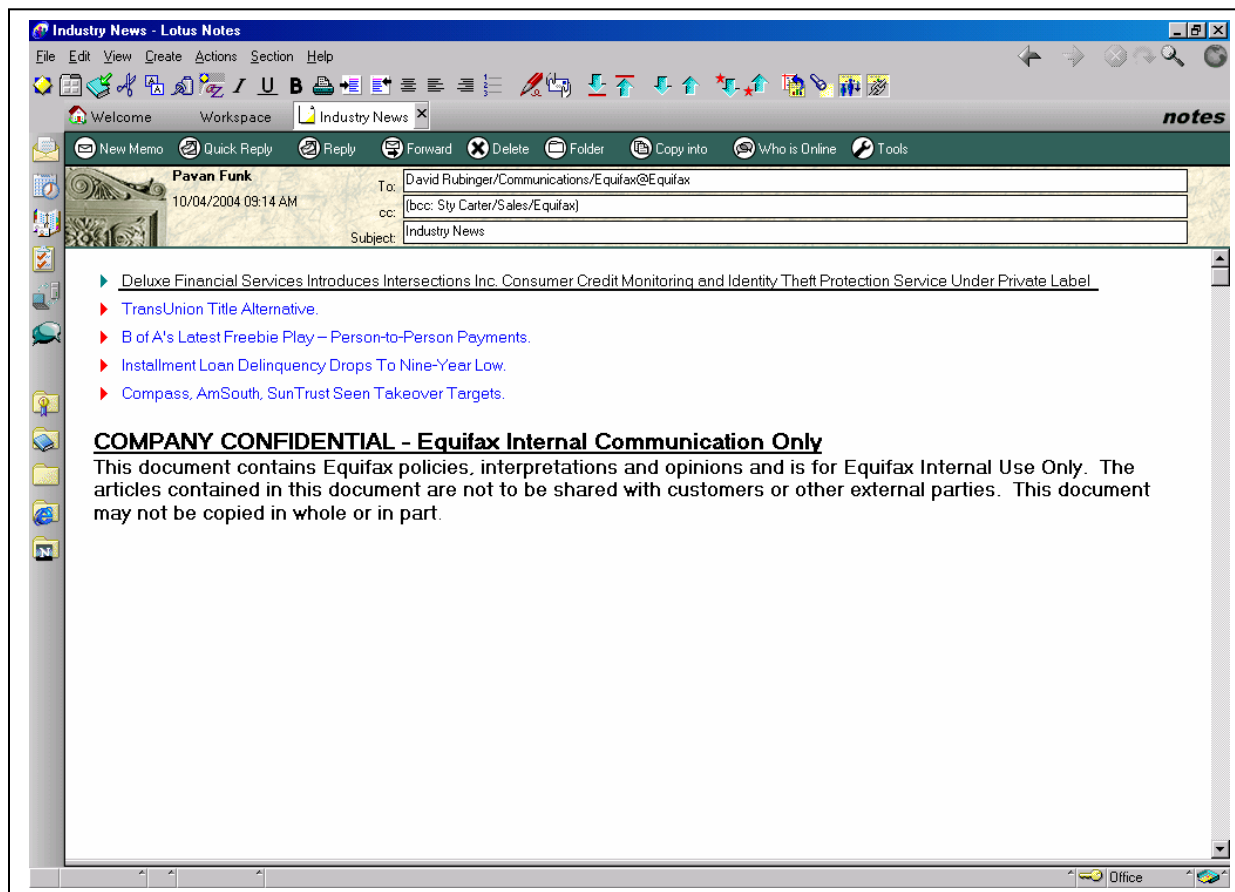
“New Document Posted in the Sales Library” Messages.

The New Document Message is sent by the company’s marketing communications department to Sales, Operations and Staff Support teams when new or revised documents are posted in the Sales Library. It contains a description of the new or revised document with a link to the document located in the Sales Library.













Industry News.

The Industry News message is sent daily to a customized distribution group of key salespeople, sales managers, product managers and customer support representatives. This email message is sent by the company's public relations department and contains the full body of industry publication articles regarding trends, market reactions, legislation, and mergers.



“What’s New on the CI Network” Updates.

What’s New on the CI Network provides a listing of new articles and information posted to the Competitive Intelligence Network. This weekly email message is sent to Sales, Operations, and Staff Support teams by the company’s public relations department. It contains the title of the new article with a link to the article in the CI Network.

 New Memo  Quick Reply  Reply  Forward  Delete  Folder  Copy into  Who is Online  Tools	
 Pavan Funk 11/30/2004 04:54 PM	PRICEA@us.ibm.com@Equifax, CTVICKER@us.ibm.com@Equifax, CLMITCHE@us.ibm.com@Equifax, coamargo@us.ibm.com@Equifax, CRSTULGI@us.ibm.com@Equifax, Gary Poch/Technology/Equifax@Equifax, John Roessler/CustServ/Equifax@Equifax, JPJUAREZ@us.ibm.com@Equifax, Nicole Violenus/Technology/Equifax@Equifax, To: David Rubinger/Communications/Equifax@Equifax, Joanne Patience/Canada/Equifax@Equifax, Irene Stoehr/Canada/Equifax@Equifax, Stacey Anderson/Finance/Equifax@Equifax cc: What's New on the CI Network Subject:

Competitive Intelligence Network Updates

Following are this week's newest updates. Click the link at the bottom of this email to access the articles on the CI Network.

Product Announcements
 December Promotion Provides All U.S. Consumers With Free Experian Credit Report at www.FreeCreditReport.com - November 30, 2004


Experian Announces DecisionOne to Improve Business Credit Management - November 29, 2004

General Competitor News
 D&B Names Jim Burke to Lead U.S. Risk Management Solutions - November 24, 2004

For quick access to these articles and overviews, click here → [CI Network Weekly News](#)


If you would like a link to the CI Network for **Canada**, send an e-mail to **Joanne Patience**.

NOTE: This e-mail message is read-only and does not accept replies. For technical support, contact the Equifax Help Desk at 888-253-5082, Option 2. Information contained within the Competitive Intelligence Network is confidential, proprietary and for Equifax internal use only.



Sales Learning Plans.

The Sales Learning Plan message describes the learning tools available for new or revised products as well as the schedule for training sessions. These email messages are sent by the company's marketing communications department to a specific distribution group of Sales and Operations teams responsible for selling the particular product.




Christie Toelkes
09/23/2004 04:22 PM

To: AD - CMS Sales, AD - Commercial Sales, AD - National Sales, AD - Decision Power Sales, AD - Regional Sales, AD - Specialized Business Sales, AD - Specialty Sales, AD - Product Management (U.S.), AD - Puerto Rico Sales, Andrea Riddle/CMS/Equifax@Equifax, Becky Mize/CMS/Equifax@Equifax, Brenda Aenichbacher/CMS/Equifax@Equifax, Shelia Chester/CMS/Equifax@Equifax, Betsy

cc: AD - Education, Jennifer French/Technology/Equifax@Equifax, Susan Kegley/CustServ/Equifax@Equifax, Myrna Orphan/Marketing/Equifax@Equifax, Vince Corica/Sales/Equifax@Equifax, Dann Adams/North America/Equifax@Equifax

Subject: ACRO III Learning Plan



ACRO III Learning Plan


The Equifax Automated Credit Reporting Online (ACRO) database is the leading information services source for the credit granting community, allowing flexible and instant data acquisition by Equifax customers and consumers. Current ACRO III initiatives are directed toward enhancing the data in the consumer credit database by adding new fields and redefining existing fields; improving the address management process and the quality of address data; improving search and combine capabilities; and increasing the file currency of the consumer credit database. The term "ACRO III" is used to describe a series of improvements and enhancements to the existing ACRO system. ACRO III enhancements began in 1Q02 and will continue into 2005.

Product Management and **EQUIFAX UNIVERSITY** are pleased to announce the Learning Plan for ACRO III. This particular message contains phases III and IV:

Phase I: Equifax Upgrade Program Launched - July 2003
 Phase II: Regional Team Sales Briefings/Training on Upgrade Program Tracking Database - July 2003 - May 2004
Phase III: Online Self-Directed Course and Assessment
Phase IV: Customer Presentation Training on Friday, October 22, 2004 (separate invitation forthcoming)

Launch Your Learning

The following information will help you to understand the ACRO III enhancements and sales strategy. Reviewing the self-directed course will prepare you for the assessment. The other links are additional resources located in the Sales Library that will assist you with your ongoing sales efforts.

- ACRO III Self-Directed Learning → <http://intranet.equifax.com/university/ACROIII-Learning>
- ACRO III Customer Presentation (and corresponding handout) → 

*NOTE: A conference call is scheduled for October 22 that will explain how to present the ACRO III strategy to customers using the presentation above. A

Sales Edge Updates.

The Sales Edge updates are messages regarding new articles and documents that are posted on the Sales Edge site.

New Memo
 Quick Reply
 Reply
 Forward
 Delete
 Folder
 Copy into
 Who is Online
 Tools

Christie Toelkes
 11/19/2004 09:43 AM
 T to: AD - All Sales, AD - All Operations & Customer Services, AD - All Staff Support
 cc: Vince Corica/Sales/Equifax@Equifax
 Subject: Sales Edge Update - November 2004

Sales Edge Update

Click the link at the bottom of this email to access the following Sales Edge articles:

[A WORD FROM VINCE](#)

- In Our Search for Stories, We're Counting on You!

[SALES SUCCESSES](#)

- Judi Smuck and Team Break New Ground with Rescue & Recovery Program for Fingerhut
- Bess Lessner and Team Make Compelling InterConnect Presentation That Captures Multi-Million Dollar Business from Nextel
- Theresa Williams, Christy Williams, and Jan Stelzer Win More Business from Wachovia with CreditForecast.com
- Alvin Green Persuades Nicor Gas to Buy Equifax Products that Put "Safety Valves" on Fraud Risk
- Melissa Friedman Helps Loan Organization Provide Credit Watch as "Peace Offering" of Sorts
- Shane Hewgley, Susan Sontag and Chris Brown Cause a Stir in the Financial Sector with Revamped Target Point Acquisition
- LaTrelle Donovan, Dottie Cobb and Team's Perseverance Leads to Big Decision Power Sale
- Sharon Klein's Staying Power Helps Score a Big Personal Solutions Win with Navy FCU
- Patience and Persistence Pay Off with a Family Saving Credit Union Win for Debbie Hammock and Tara Hall

[BEST PRACTICES/TECHNOLOGIES](#)

- ACRO Development Gets a Rave Review from a Third-Party Software Vendor

[NEW/ENHANCED PRODUCT OR SERVICE](#)

- New Improvements Strengthen SAFESCAN's Protective Power

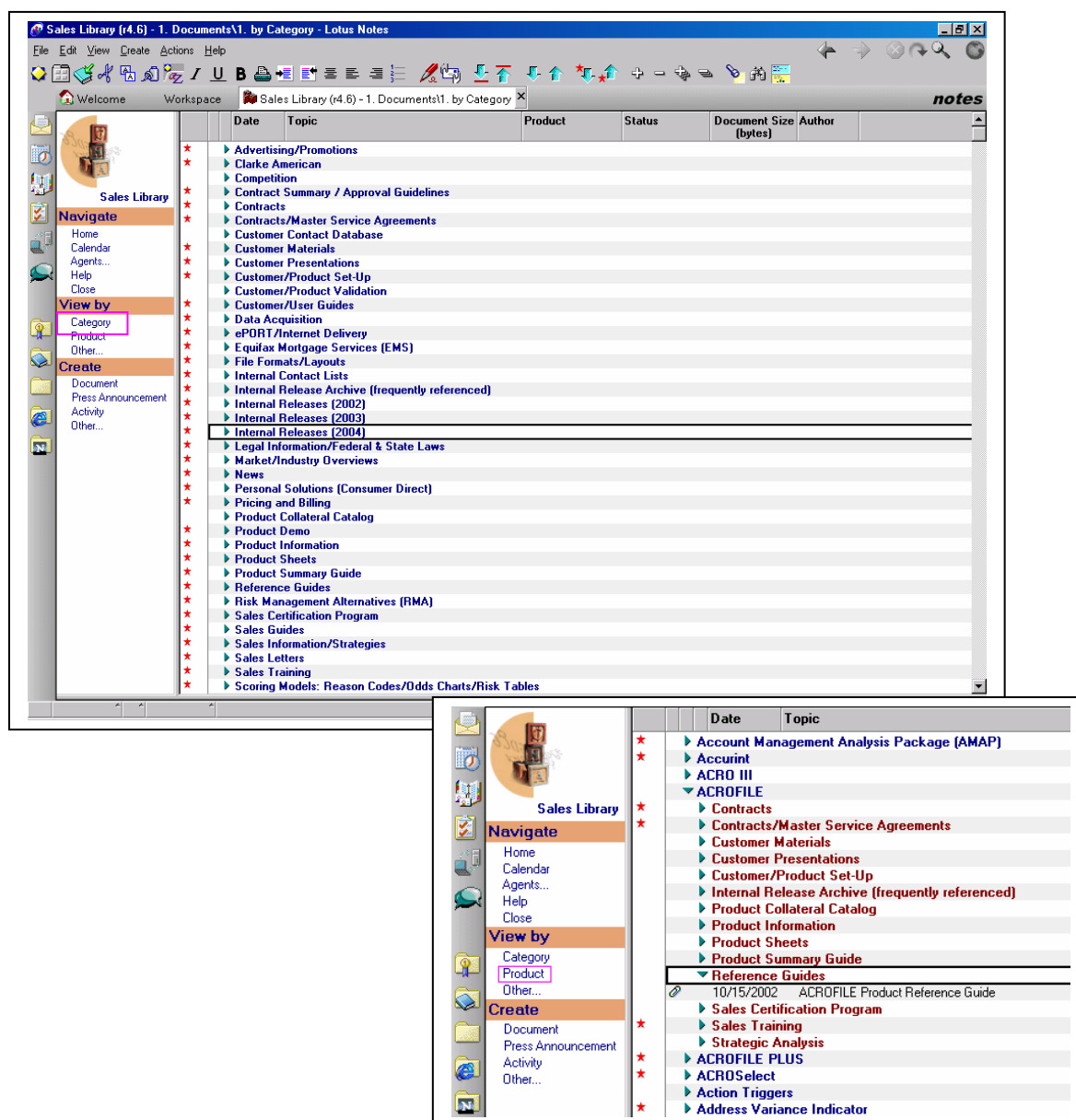
[CUSTOMER SERVICE CONSULTANTS & SALES SUPPORT SUCCESSES](#)

- CS&SS Asks Customers and Sales Reps "How Are We Doing?"

12. Databases and Sites

Sales Library.

The Sales Library is a Lotus Notes database designed to archive various internal and external sales documents. The database is managed by the company's marketing communications department. The audience that has access to the Sales Library is the entire North America business unit. The information in the database can be viewed by category (such as internal releases, customer presentations, sales guides, etc.) or by product (such as ACROFILE) with all the corresponding categories under the product name. The Sales Library is a database that must be replicated by remote users.



Sales Library Category Entries:

Advertising/Promotions
Clarke American
Competition
Contract Summary / Approval Guidelines
Contracts
Contracts/Master Service Agreements
Customer Contact Database
Customer Materials
Customer Presentations
Customer/Product Set-Up
Customer/Product Validation
Customer/User Guides
Data Acquisition
ePORT/Internet Delivery
Equifax Mortgage Services (EMS)
File Formats/Layouts
Internal Contact Lists
Internal Release Archive (frequently referenced)
Internal Releases (2002)
Internal Releases (2003)
Internal Releases (2004)
Legal Information/Federal & State Laws
Market/Industry Overviews
News
Personal Solutions (Consumer Direct)
Pricing and Billing
Product Collateral Catalog
Product Demo
Product Information
Product Sheets
Product Summary Guide
Reference Guides
Sales Certification Program
Sales Guides
Sales Information/Strategies
Sales Letters
Sales Training
Scoring Models: Reason Codes/Odds Charts/Risk Tables
Strategic Analysis

Sales Library Product Entries:

3-in-1 Credit Report
 Account Management Analysis Package (AMAP)
 Accurint
 ACRO III
 ACROFILE PLUS
 ACROFILE
 ACROSELECT
 Action Triggers
 Address Variance Indicator
 Advanced Energy Risk Model
 Advanced Wireless Risk Model Apply
 Attrition Navigator
 Auto-DTEC
 Automated Bankruptcy Notification Service (ABNS)
 Automated Tradeview
 Bankcard Usage Predictor
 Bankruptcy Navigator Index 99
 Bankruptcy Navigator Index 3.0 (BNI 3.0)
 BEACON 5.0
 Brokerage Risk Indicator
 CARcredit Score
 Consumer Modeling Attributes
 Consumer Telephone Number CreditForecast.com
 Credit*Hi-Lite Report
 Custom Prescreen
 Customer Portfolio Review
 Decision Power Insight
 DL Advantage
 Double Check
 DTEC
 Duplicate Inquiry
 eIDcompare
 eIDverifier
 Emergent Score
 eMultiVision
 Equifax APPLY
 Equifax Connection (EC2)
 Equifax Credit Report
 Equifax Credit Watch
 Equifax Decision Power
 Equifax Decision Power Express
 Equifax ePORT
 Equifax Fraud Advisor
 Equifax Gemini Verify Score

Equifax ID Advisor
 Equifax Income Predictor
 Equifax IntelliMerge
 Equifax IntelliPath
 Equifax MarketMax
 Equifax RapidResolve
 Equifax Recovery Index
 Equifax Recovery Score - Late Stage
 Equifax Risk Adjusted Bankruptcy Score
 Equifax Risk Rating
 Equifax Risk Score - Credit Union
 Equifax Risk Score
 Equifax Small Business Analytics
 Equifax Small Business Credit Report
 Equifax Small Business Financial Account Management Model™
 Equifax Smart Score
 Equifax Telecommunications Recovery Score
 EquiMovers
 Equis
 Exchange
 FINDERS
 FirstFINDER
 FirstFINDER Plus
 FirstFINDER Deluxe
 Geo-File
 Geoscope
 Home Equity Targeting Filters
 ID Report
 Inquiry Activity Report (IAR)
 InScore
 LeaseSafe
 Limited DTEC
 Limited ID Report
 Market eValuator
 MarketPrompt
 Monthly Portfolio Review
 Mortgage Business Credit Report
 Mortgage Score
 Multi-Screen
 MultiVision
 MultiVision for Windows
 National Change Of Address (NCOA)
 National Consumer Telecom and Utility Exchange, Inc. (NCTUE)

National Telecommunications Data Exchange, Inc. (NTDE)
 Network Estimator
 North American Link
 OFAC Alert
 On-Line Directory
 On-Line GEO-CODE
 Payment Predictor for Healthcare
 PERSONA
 PERSONA Plus
 Pinnacle 2.0
 Portfolio Retention
 POSITIVE ID
 ProScrub
 Prospect Select
 Read-Review
 Read-Screen
 RE-APPEAR
 REPORT CARD
 Residential Mortgage Credit Report (RMCR)
 Retail Card Usage Predictor
 Retention Evaluator
 Revenue Evaluator
 Revenue Recovery System
 SAFESCAN
 SAFESCAN SOLITAIRE
 Score Power
 SELECT-SCREEN
 Small Business Enterprise (SBE)
 Small Business Exchange (SBX)
 Small Business Financial Exchange (SBFE)
 Social Security Number Verified Indicator
 Telco '98

Sales Portal.

The Sales Portal is a Lotus Notes database specifically designed for the sales organization. It is managed by the company's sales administrative support staff and was created to serve as a salesperson's main gateway to Equifax information and other databases. Non-sales employees do not have access to the database. The portal is divided into eight sections – including the quarter's top sales performers, a column from the North America group executive, links to other databases, a product feature story, sales successes, highlights from the commercial team, the latest CI Network update and the latest Product Points message. The Sales Portal is a database that must be replicated by remote users.

Sales Portal

EQUIFAX

Monday, October 4, 2004

Kudos to Top Performers for 2Q 2004!

Vertical	Top Performer	% Attainment
Can - Finance	Zahine Rattansi	114%
Can - TRGC	Dominique LaCroix	194%
Can - Key Accounts	Domenic Altomare	116%
Can - Telesales Cons.	Lynn Dufault	119%
Can - Data Solutions	Jonathan Bant	167%
Can - Knowledge Eng.	Kyra Liddie	177%
Can - Mercantile	Glenn Graham	169%
Can - Telesales Merc.	David Cowan	127%
CMS	Sheila Cunningham	164%
InterConnect	Lois Edwards	147%
Predictive Sciences	Richard Heath	142%
National	Maureen Sheehan	139%
Regional East	Paul Seith	246%
Regional Central	Michelle Burright	130%
Regional West	Chris Peterson	161%
Mortgage	Donna Sharra	162%
Channel Manager	Jennifer Kepreos	119%
Commercial	John Graham	145%
CPS	Sherry MacDonald	146%

Notes from Dann

Guest Columnist:

Irene Stoehr

SVP, Canada Sales

What group accounts for 85% of Canadian revenue? The Canadian Consumer Sales Group! This dynamic team is organized into three verticals:

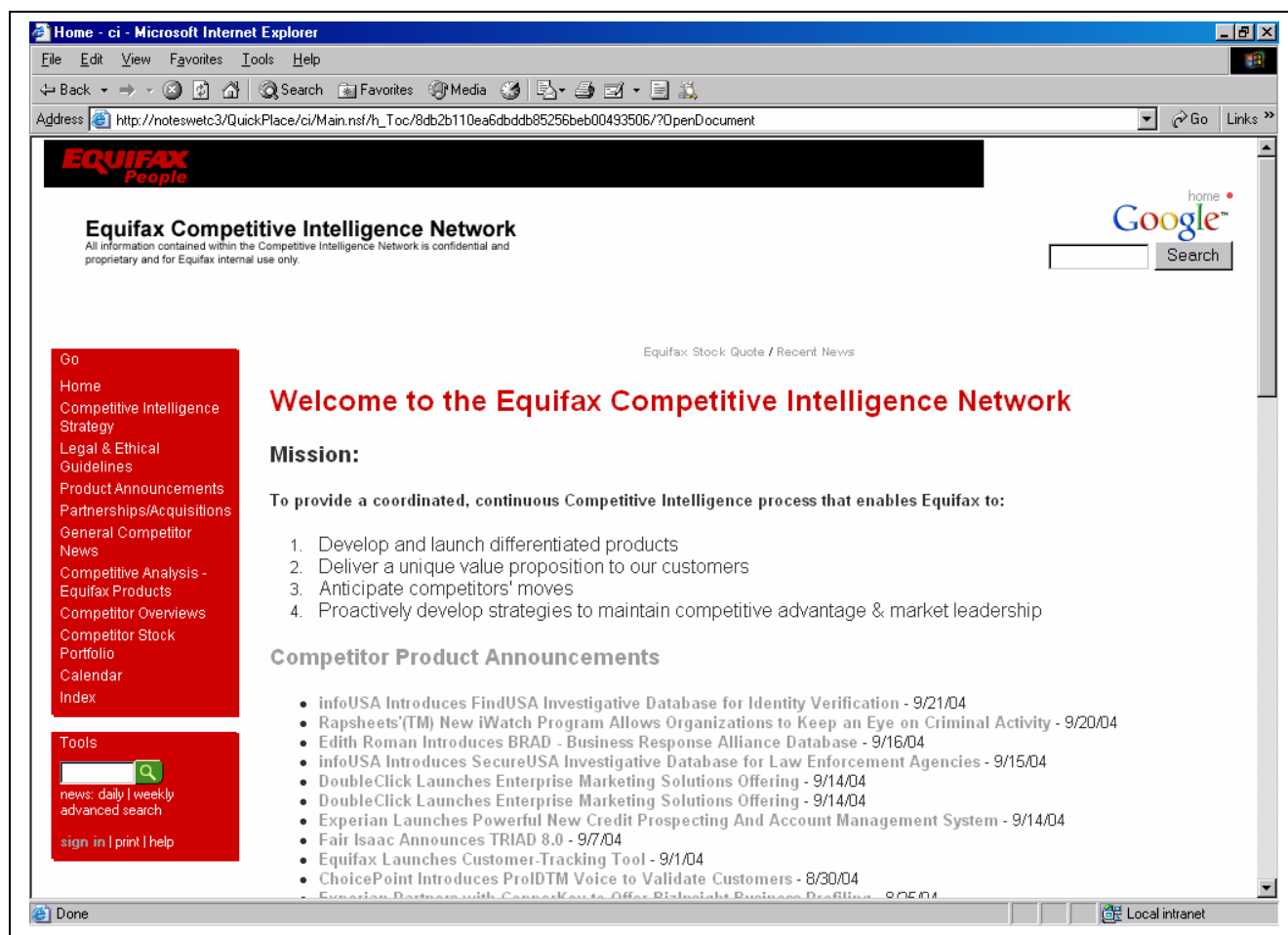
- Financial Services which includes Banks and Finance Companies
- Telecommunications, Government and Retail
- Key Regional Accounts which include Credit Unions, Mortgage Brokers, Auto Dealers and Insurance Companies

And, of course, our teams are not complete without our strong partnerships with the Specialty Sales teams in Data Solutions (CMS), Decision Sciences and Technology Solutions.

Canada is a unique market for several reasons.

Competitive Intelligence Network (CI Network).

The CI Network is Lotus Quickplace site that serves as an archive for various competitive information and articles. The site is managed by the company's public relations department and is updated with articles and press releases gathered from competitor sites as well as releases that come from news wires. The entire North America business unit has access to the site. The main three categories that are updated on a regular basis are: Competitor Product Announcements, Partnerships/ Acquisitions, and General Competitor News. The other category links located along the left navigational bar contain static information. The CI Network is an intranet-based site that is updated in real time.



Sales Edge.

Sales Edge is a Lotus Quickplace site dedicated to sales successes, best practices, winning techniques, and personal accomplishments. It also provides important information about products and services; news about the company, industry, and vendors; and announcements about promotions and new employees (category links listed along the left navigational bar). It is managed by the company's marketing communications department. While information is targeted toward sales teams, the entire North America business unit has access to the site. The Sales Edge is an intranet-based site that is updated in real time.

Home - ussales - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Search Favorites Media Print

Address http://noteswet3/QuickPlace/ussales/Main.nsf/h_Toc/301228023d630ca085256ee8003b03b0/?OpenDocument Go Links

EQUIFAX sales edge

Equifax Confidential & Proprietary Information: Do Not Copy or Redistribute to Third Parties. home

What's New Daily / Weekly

- Home
- About Sales Edge
- A Word From Vince
- Sales Successes
- Featured Products
- Best Practices
- Customer/Sales Suppt
- Technology News
- Other EFX News
- Accomplishments
- Celebrations
- Welcome to EFX
- Photo Gallery

Quick Links

- CI Network
- Sales Library
- Migration Tracking
- Customer Contacts
- Incentive Transactions
- Equifax Directory
- Blackberry Site

A WORD FROM VINCE

- Welcome to Sales Edge... The Stories Behind the Sales!

SALES SUCCESSES

- Q2 2004 Quota Achievement
- Todd Haynes and Larry Simons Sell Global Insurance Company on **Credit Watch** Protection for its Employees
- Katrina Cantees Gets an Easy **Personal Solutions** Sale from Truliant FCU
- SBS's Shawna Macdonald-Wong Conquers Competition To Win Alaskan Credit Union Business
- Greg Fish Finds New **Mortgage** Business in and Around Ohio
- Steve Menges, Chad Downey and **Personal Solutions** Win Major Credit Union
- Interconnect** Helps Judi Smuck Retain Major Fingerhut Business
- Gabriella Sayers and Lois Edwards Team Up And Make The First Regional **Interconnect** Sale

FEATURED PRODUCTS AND SERVICES

- Personal Solutions** Presents IAIS Sales with Plenty More Power to Boost Business
- Interconnect** Presents Yet Another Shining Example of What Makes "The Equifax Difference"

Congrats to U.S. Sales Top Performers for 2Q 2004

Vertical	Top Performer	% Attainment
National	Maureen Sheehan	139%
Regional East	Paul Seith	246%
Regional Central	Michelle Buright	130%
Regional West	Chris Peterson	161%
SBS	Shawna MacDonald-Wong	146%

Local intranet

13. Long Form – Subset of Population

Level	Sales Leader (VP and above)	Sales Manager	Sales Executive/Rep	Customer Service Consultant
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Years at Equifax	0 – 3	4 – 10	10 or more	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Type of Computer Server Connection	Dial-up	Cable Modem	On-site Network	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

RQ2-P1A

PRODUCTIVITY

Communication Awareness

Are you familiar with:

	Yes	No
Internal Releases	<input type="radio"/>	<input type="radio"/>
Product Points	<input type="radio"/>	<input type="radio"/>
"New Document Posted in Sales Library" Messages	<input type="radio"/>	<input type="radio"/>
Industry News	<input type="radio"/>	<input type="radio"/>
"What's New on the CI Network" Updates	<input type="radio"/>	<input type="radio"/>
Sales Learning Plans	<input type="radio"/>	<input type="radio"/>
Sales Edge Updates	<input type="radio"/>	<input type="radio"/>

RQ2-P1B

PRODUCTIVITY

Communication Awareness

Are you aware of the department/person
responsible for sending:

	Yes	No
Internal Releases	<input type="radio"/>	<input type="radio"/>
Product Points	<input type="radio"/>	<input type="radio"/>
"New Document Posted in Sales Library" Messages	<input type="radio"/>	<input type="radio"/>
Industry News	<input type="radio"/>	<input type="radio"/>
"What's New on the CI Network" Updates	<input type="radio"/>	<input type="radio"/>
Sales Learning Plans	<input type="radio"/>	<input type="radio"/>
Sales Edge Updates	<input type="radio"/>	<input type="radio"/>

RQ2-S2A SATISFACTION Communication Integrity (ISA)		_____ [fill in item below] are reliable in terms of accuracy.				
	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	
Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
"New Document Posted in Sales Library" Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
"What's New on the CI Network" Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

RQ2-S3A SATISFACTION Communication Effectiveness (ISA)		I understand the action I should take after receiving:				
	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	
Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
"New Document Posted in Sales Library" Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
"What's New on the CI Network" Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

RQ2-S4A SATISFACTION Communication Load (ISA)		I am comfortable with the amount of _____ I receive.				
	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	
Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
"New Document Posted in Sales Library" Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
"What's New on the CI Network" Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

RQ2-S7A
SATISFACTION

Co-Worker Communication (CSQ)

_____ **promote dialogue among
the members of the U.S. Sales Division.**

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"New Document Posted in Sales Library" Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"What's New on the CI Network" Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ2-S5A
SATISFACTION

Communication Appropriateness (ISA)

_____ **fit the company's desired
goals.**

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"New Document Posted in Sales Library" Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"What's New on the CI Network" Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ2-S6A
SATISFACTION

Employee Assessment (ISA)

**I have the appropriate skills/training to
fully utilize information in:**

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"New Document Posted in Sales Library" Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"What's New on the CI Network" Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ2-S1A SATISFACTION Communication Efficiency (ISA)	It is easy to find resources that are referenced in:	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	“New Document Posted in Sales Library” Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	“What’s New on the CI Network” Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RQ2-P2A PRODUCTIVITY Communication Quality (CSQ)	The quality of the information sent in _____ impacts my job performance.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	“New Document Posted in Sales Library” Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	“What’s New on the CI Network” Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RQ2-P3A PRODUCTIVITY Communication Influence (CSQ)	_____ provide me with the information I need to do my job successfully.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	“New Document Posted in Sales Library” Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	“What’s New on the CI Network” Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ2-P4A PRODUCTIVITY Customer Satisfaction (CSQ)	The information sent in _____ ultimately assists me in satisfying my customers.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	"New Document Posted in Sales Library"					
	Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	"What's New on the CI Network" Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ2-S9A SATISFACTION Supervisory Communication (CSQ)	SALES MANAGERS/LEADERS ONLY: How often do your team members come to you with ideas or feedback regarding:	2 or more times/week	1 time/week	1-2 times/month	1 time/quarter	Never
	Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	"New Document Posted in Sales Library"					
	Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	"What's New on the CI Network" Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ2-S10A SATISFACTION Subordinate Communication (CSQ)	SALES MANAGERS/LEADERS ONLY: How often do you communicate with your team regarding:	2 or more times/week	1 time/week	1-2 times/month	1 time/quarter	Never
	Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	"New Document Posted in Sales Library"					
	Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	"What's New on the CI Network" Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What other comments do you have about:	Write in below
Internal Releases	
Product Points	
"New Document Posted in Sales Library" Messages	
Industry News	
"What's New on the CI Network" Updates	
Sales Learning Plans	
Sales Edge Updates	

RQ3-P1A
PRODUCTIVITY

Communication Awareness

Are you familiar with the information housed in the:

	Yes	No
Sales Library	<input type="radio"/>	<input type="radio"/>
Sales Portal	<input type="radio"/>	<input type="radio"/>
CI Network	<input type="radio"/>	<input type="radio"/>
Sales Edge	<input type="radio"/>	<input type="radio"/>

RQ3-P1B
PRODUCTIVITY

Communication Awareness

Are you aware of the department/person responsible for managing the:

	Yes	No
Sales Library	<input type="radio"/>	<input type="radio"/>
Sales Portal	<input type="radio"/>	<input type="radio"/>
CI Network	<input type="radio"/>	<input type="radio"/>
Sales Edge	<input type="radio"/>	<input type="radio"/>

RQ3-S2A
SATISFACTION

Communication Integrity (ISA)

Information in the _____ is reliable in terms of accuracy.

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Sales Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CI Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales Edge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-S1A
SATISFACTION

Communication Efficiency (ISA)

It is easy to navigate within the:

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Sales Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CI Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales Edge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-S7A SATISFACTION Co-Worker Communication (CSQ)	The _____ promotes dialogue among the members of the U.S. Sales Division.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Sales Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	CI Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RQ3-S5A SATISFACTION Communication Appropriateness (ISA)	The _____ fits the company's desired goals.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Sales Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	CI Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RQ3-S6A SATISFACTION Employee Assessment (ISA)	I have the appropriate skills/training to fully utilize information in the:	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Sales Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	CI Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RQ3-P2A PRODUCTIVITY Communication Quality (CSQ)	The quality of the information in the _____ impacts my job performance.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Sales Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	CI Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-P3A PRODUCTIVITY Communication Influence (CSQ)	The _____ provides me with the information I need to do my job successfully.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Sales Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	CI Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-P4A PRODUCTIVITY Customer Satisfaction (CSQ)	Information in the _____ ultimately assists me in satisfying my customers.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Sales Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	CI Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-S1B SATISFACTION Communication Efficiency (ISA)	The _____ can be accessed in a timely manner.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Sales Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	CI Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-S3A SATISFACTION Communication Effectiveness (ISA)	How often do you use the:	2 or more times/week	1 time/week	1-2 times/month	1 time/quarter	Never
	Sales Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	CI Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-S1C SATISFACTION Communication Efficiency (ISA)	How often do you replicate the:	2 or more times/week	1 time/week	1-2 times/month	1 time/quarter	Never
	Sales Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-S1D SATISFACTION Communication Efficiency (ISA)	Do you find this process efficient?					
	Yes	No				
	O	O				

RQ3-S9A SATISFACTION Supervisory Communication (CSQ)	SALES MANAGERS/LEADERS ONLY: How often do your team members come to you with ideas or feedback regarding the:					
	2 or more times/week	1 time/week	1-2 times/month	1 time/quarter	Never	
	O	O	O	O	O	
	O	O	O	O	O	
	O	O	O	O	O	
	O	O	O	O	O	

RQ3-S10A SATISFACTION Subordinate Communication (CSQ)	SALES MANAGERS/LEADERS ONLY: How often do you communicate with your team regarding the:					
	2 or more times/week	1 time/week	1-2 times/month	1 time/quarter	Never	
	O	O	O	O	O	
	O	O	O	O	O	
	O	O	O	O	O	
	O	O	O	O	O	

What other comments do you have about the:		Write in below:									
Sales Library											
Sales Portal											
CI Network											
Sales Edge											

What other comments do you have about overall sales communications?						
--	--	--	--	--	--	--

RQ4-S8A SATISFACTION Corporate Information (CSQ)	Outside of sales communications, I receive sufficient information regarding company changes, financial standings, and overall policies and procedures.		Strongly Agree O	Agree O	Undecided O	Disagree O	Strongly Disagree O
--	---	--	------------------------	------------	----------------	---------------	---------------------------

14. Short Form – Remaining Population

Level	Sales Leader (VP and above) O	Sales Manager O	Sales Executive/Rep O	Customer Service Consultant O
Years at Equifax	0 – 3 O	4 – 10 O	10 or more O	
Type of Computer Server Connection	Dial-up O	Cable Modem O	On-site Network O	

RQ2-P1A
PRODUCTIVITY

Communication Awareness

Are you familiar with:

	Yes	No
Internal Releases	O	O
Product Points	O	O
"New Document Posted in Sales Library" Messages	O	O
Industry News	O	O
"What's New on the CI Network" Updates	O	O
Sales Learning Plans	O	O
Sales Edge Updates	O	O

RQ2-S1A
PRODUCTIVITY

Communication Efficiency (ISA)

It is easy to find resources that are
referenced in:

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Internal Releases	O	O	O	O	O
Product Points	O	O	O	O	O
"New Document Posted in Sales Library" Messages	O	O	O	O	O
Industry News	O	O	O	O	O
"What's New on the CI Network" Updates	O	O	O	O	O
Sales Learning Plans	O	O	O	O	O
Sales Edge Updates	O	O	O	O	O

RQ2-S2A
SATISFACTION

 Communication Integrity (ISA)
 Media Quality (CSQ)

 _____ [fill in item below] are
 reliable in terms of accuracy.

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"New Document Posted in Sales Library" Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"What's New on the CI Network" Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ2-S3A
SATISFACTION

 Communication Effectiveness
 (ISA)

**I understand the action I should take after
 receiving:**

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"New Document Posted in Sales Library" Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"What's New on the CI Network" Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ2-P2A PRODUCTIVITY Communication Quality (CSQ)	The quality of the information sent in _____ impacts my job performance.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	“New Document Posted in Sales Library” Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	“What’s New on the CI Network” Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RQ2-P3A PRODUCTIVITY Communication Influence (CSQ)	_____ provide me with the information I need to do my job successfully.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	“New Document Posted in Sales Library” Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	“What’s New on the CI Network” Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RQ2-P4A PRODUCTIVITY Customer Satisfaction (CSQ)	The information sent in _____ ultimately assists me in satisfying my customers.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Internal Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Product Points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	“New Document Posted in Sales Library” Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Industry News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	“What’s New on the CI Network” Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Learning Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge Updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-P1A PRODUCTIVITY Communication Awareness	Are you familiar with the information housed in the:				
	Yes	No			
	<input type="radio"/>	<input type="radio"/>			
	<input type="radio"/>	<input type="radio"/>			
	<input type="radio"/>	<input type="radio"/>			
	<input type="radio"/>	<input type="radio"/>			

RQ3-S1A SATISFACTION Communication Efficiency (ISA)	The _____ can be accessed in a timely manner				
	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-S2A SATISFACTION Communication Integrity (ISA)	Information in the _____ is reliable in terms of accuracy.				
	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-S1B SATISFACTION Communication Efficiency (ISA)	It is easy to navigate within the:				
	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-P2A PRODUCTIVITY Communication Quality (CSQ)	The quality of the information in the _____ impacts my job performance.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Sales Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	CI Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-P3A PRODUCTIVITY Communication Influence (CSQ)	The _____ provides me with the information I need to do my job successfully.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Sales Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	CI Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-P4A PRODUCTIVITY Customer Satisfaction (CSQ)	Information in the _____ ultimately assists me in satisfying my customers.	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Sales Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	CI Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-S3A SATISFACTION Communication Effectiveness (ISA)	How often do you use the:	2 or more times/week	1 time/week	1-2 times/month	1 time/quarter	Never
	Sales Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	CI Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sales Edge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-S1C
SATISFACTION

Communication Efficiency (ISA)

How often do you replicate the:

	2 or more times/week	1 time/week	1-2 times/month	1 time/quarter	Never
Sales Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales Portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

RQ3-S1D
SATISFACTION

Communication Efficiency (ISA)

Do you find this process efficient?

Yes	No
<input type="radio"/>	<input type="radio"/>

15. Email Messages Comments

Email Message

Internal Releases

Comments

Very useful

Informative

very necessary

Should be combined with Prod. POints and New Doc

good info

good

These are very informative.

Product Points

Sometimes too general , but for the most part - inforamtive

Almost never look at them, not enough information

See above

good

good information

New Document in Sales Library

most are of no interest - but those that are relevant to me are very important and appreciated

very brief with info, need to access the actual sales library

See above

hard to find what you are looking for in the library

good

Industry News

Very informative

would find them much more helpful if I could cut and paste from them

very good information. Wish we were able to print these things and use as talking points with customers

Great...need to be able to use the articles and to create value props

good info

want copies of the information

good

Industry New provides very useful information.

CI Network Updates

Most of these seem to be a repeat of Industry news.

Important to know what competition is up to.

build this into the Sales Edge UPdates....never read too many emails

never used

Tends to be a repeat of Indusry News.

Sales Learning Plans

depending upon the subject matter I enjoy them
sales assessments are good. The correct" answers are not always right. We
have found mistakes in them."
Hard to read....hard to determine materials needed...tests try to trick rather than
test content
plans are good; tests are frustrating

Sales Edge Updates

Good
Nice to read. However, Sales South Region and East Region are no longer one -
yet there was nothing in the last Sales Edge regarding top performers in the
South
not really made any impression on me at all. Never use it
minimumly interesting and useful.
Like it - should be main home base" for sales....load the above into portal instead
of separate emails"
informative. drives motivation.
good

16. Databases/Sites Comments

Database/Site

Sales Library

Comments

It needs to be categorized better. It's hard to find some materials.

very useful tool

the sales library is probably the most difficult to use, it's either too difficult to find what I'm looking for - or when I do find the topic, there is not enough data.

Sometimes the information is outdated. Needs to be User friendly and informative

Not updated often enough. Presentations, etc. that reside in the sales library are often out of date

I wish all the old & outdated documents in the sales library would be omitted.

good info. Needs better categorization.

very useful.

great tool- needs to be reorganized

good

Need to improve the way you navigate the resources in the Library

The Sales Library is very useful; however, some of the info is outdated.

so old I never use it.

never use it

Will explore, not sure what it is.

old info

Outdated

Use it as central location for everything sales.....

good tool; can be frustrating to use

never used

Don't use it.

Easier to navigate than other tools

very useful

CI network is fine - again, seems to be a repeat of Industry News.

I think this is a good resource.

good tool

good info

never used

I like the format of the CI network. Industry news should be combined in it.

Very good tool.

Sales Portal

CI Network

Sales Edge

good motivational tool
It needs to be updated more often.
I don't see any real value in this.
very informatinve
good info
Very good.

17. Overall Sales Communications Comments

Comments

Would like to see some of the communications all in one place. Replicating all the info is not efficient.

a lot of this info can be placed on an intranet

I would like to see more PR on Equifax.

Other than the Sales Library - the communications that I use are fine and generally good tools. Product managers names should always be provided along w/reach numbers for more information.

Overall, not enough information sharing with regard to our own internal changes or enhancements to our core systems such as ACRO for instance.

I am not sure what the sales portal is. ????

Good information shared with the field.

Too many disparate emails....value lost in volume of them. Put all the info in one place.

Good overall communications.

overall- great job

it is good info. technology for replication time need s to be improved.

The various methods provide beneficial information to the sales teams.

Overall, the information provided is very much needed. Could improve the way the info is sent.

18. Awareness Percentages

Awareness		Valid Percent Aware of Communication	Valid Percent Aware of Department Sending/Managing Communication
Long Form	Internal Releases	100	93.3
	Product Points	93.3	93.3
	New Document in SL	80	93.3
	Industry News	86.7	93.3
	CI Network Updates	100	93.3
	Sales Learning Plans	96.7	80
	Sales Edge Updates	90	93.3
	Sales Library	96.7	80
	Sales Portal	30	60
	CI Network	96.7	96.7
	Sales Edge	93.3	96.7
Short Form	Internal Releases	97.1	N/A
	Product Points	97.1	N/A
	New Document in SL	91.3	N/A
	Industry News	91.3	N/A
	CI Network Updates	96.2	N/A
	Sales Learning Plans	85.6	N/A
	Sales Edge Updates	74	N/A
	Sales Library	97.1	N/A
	Sales Portal	82.7	N/A
	CI Network	96.2	N/A
	Sales Edge	94.2	N/A