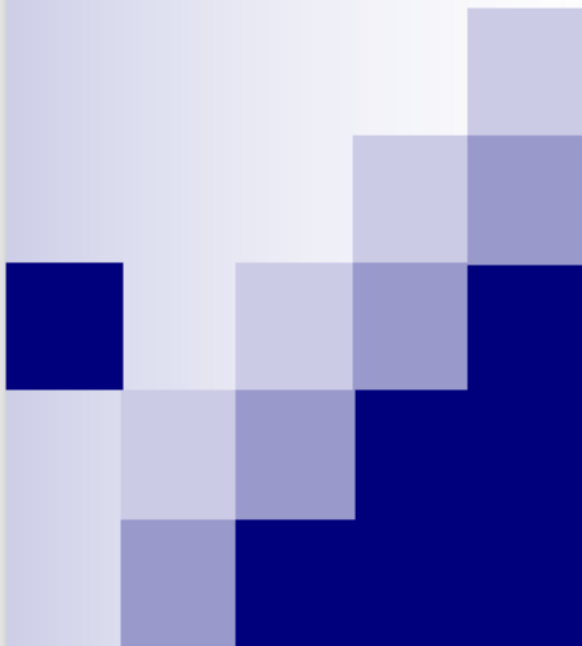
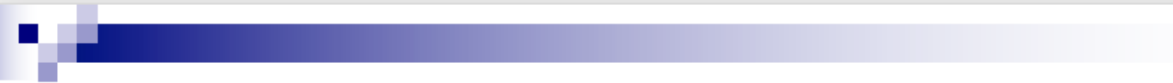




Are They REALLY Buying This?

*How to Sell Your Messages to Internal
Audiences through Interactive, Integrated
Communication*

Ed Mauss, Employee Communications Consultant



Quick Bio

- Hybrid Communicator
 - Corp./Internal Comm: Mazda, Conexant, New Century Financial
 - Marcom: Books on Tape, Inc., Ingram Micro, Candle Corp., Quest Software, Commvault.
- B.A. - English; Grad. Studies - Business Communications
- Winner of multiple awards, IABC
- Presenter of Marcom Workshops

First, a little about me. I call myself a hybrid communicator. I started my career in corporate communications at Mazda producing the company's internal news magazine and daily news bulletin. But after five years, I took a job in marketing communications. I was the director of publications (mostly direct mail) at a company called Books on Tape and I got my first taste of communicating for the express purpose of driving revenue. I stayed on the marketing side with companies such as Ingram Micro, Candle Corp. and then a start-up-slash-melt-down company that left me without a job. An opportunity came up in internal communications for company called Conexant (later sold to a company called Skyworks), and the department head was looking for someone with a marketing background to help promote the department's recently launched news vehicles -- while producing them. It turned out to be a great match because, as I'll explain in this presentation, we did much more than that. We actually applied marketing tactics to all of our internal communications.



What I'll Cover

- Challenges – Professional and Personal
- Solution: Sell and Market
 - To Executives
 - To Department Management
 - To Employees
 - To Your Boss
- Strategies and Tactics
- Real Results Achieved

So basically what I'll cover are the challenges you face in internal communications and a solution that I found effective for all of your stakeholders. I'll discuss a proven approach and provide examples of results.

Challenges

■ Professional

- Function considered overhead -- hard to measure, one of the first things cut
- Some folks think anyone can do it; not considered a specialized skill

■ Personal

- Thankless and sometimes seems relatively meaningless
- Can breed politics as people with similar challenges try to jockey for position



Let's face it: Internal communications can be a tough profession – especially if you work for a company that doesn't see the full value of it. Some companies believe a communications program means a nice newsletter reporting on the company picnic and other stories where a "good time was had by all." Other companies think that communication to employees is strictly an HR function and involves mostly "change agents" – these are the poor bastards assigned to spread messages throughout the organization – in addition to their regular jobs. And since internal communications is part of the overhead, you have to compete with others in the organization to prove your worth – others who are trying to prove they deserve a seat at the table more than you do.

Solution: Selling to Multiple Audiences

- To survive, make a difference and enjoy our work, you have to sell, sell, sell
- *What?*
 - Your strategic business perspective to executives
 - Your specialized skills and services to dept heads
 - Your messages to employees
 - Your ROI to your boss



But the truth is, the internal communications function can actually contribute to the bottom line. But for it do so, and for you to feel a sense of fulfillment in your work, you have to adopt a sales mentality in your interactions with key people in the organization and in the communication effort itself. Your stakeholders are executives, department heads, employees and you boss. You don't have to look like this guy on the slide, but c'mon, a wink wouldn't kill you every once in awhile!

Selling to Execs – To Start

■ ***Show You Mean Business***

- Think of yourself as a communications agency
- Find out their pain points, communication needs
- Show them you understand the business issues
- Show them you will promulgate their messages
- Know the audience and what vehicles work best
- Conduct “market research” -- survey your audience
- Show you understand latest trends, technologies
- Come up with a plan/strategy, get their buy in



The key takeaway here is to interview the key executives as an agency principal would profile a new client. If you're new in your position, this is a great time to do this. If you've been in your position for a while already, it's never too late to do this. It will make a great impression and put you on the road to being a trusted advisor. It requires you to do your homework, though. Learn the business issues and the company culture before you have your meetings. Be prepared to answer their questions about strategies and tactics, and come armed with research you've done.



Employee Communications Assessment

Deborah Globerson

March 2007

Introduction

This assessment is not a new Employee Communications Plan, but rather a way to present my approach to internal communications. Ideally a communications strategic plan needs to be designed in partnership with other departments and functions such as Operations, Finance, Human Resources and Marketing.

Communications at Bright Now! Dental

Although some of Bright Now's predecessor companies were formed as far back as 1979, Bright Now is still less than 10 years old, and the employee communications function has only existed about two years. Although I offer suggestions for change, the company has created a good foundation upon which it can build a communications program that can support its growth objectives.

The Purpose of Communication

Why do we communicate? Usually to elicit a response from another person or a group. Because communication at the corporate level takes a lot of time and money, it's critical that we know the answer to one of the following questions before we create a message or determine how to send it:

1. What **action** do you want the recipient of the communication to take? What will happen if they don't?
2. What do you want the message recipient to **stop doing**? What will happen if they don't?
3. What do you want the message recipient to "allow happen"? Is there some activity they might disrupt if they do not understand its purpose?

If our answer to any of these questions is, "to make people aware," we should reconsider the need to communicate. Often "awareness" messages just sound like noise to the recipient.

The Watson Wyatt Studies¹

Two studies by Watson Wyatt Worldwide provide guidance about the value of good employee communication and the focus of that communication. However, these are just guidelines and each organization must do its own SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis to fine tune the choice of messages and the media that will support its particular goals.

Here's an example of a document for company executives that a colleague of mine produced. It's just the first page of six-page document. She also provided a summary, of course, but this document showed she knows her stuff. Notice she cites research at bottom of this page about the value of good employee communication. Next in the document are proven strategies to ensure communication is effective. The plan she lays out later in the document is based on the research and the unique circumstances at this company. She's built great credibility here and put the plan in terms executives can understand and respect.



Selling to Execs – Ongoing

■ *Stroke Their Egos*

- Learn their communication styles and write accordingly
 - Read past columns, watch past videos, or try to sit in on meetings to hear their “voice”
- Highlight their strategies
- Provide them with vehicles/platforms to connect with employees
 - Roadshows, web videos/interviews, Q&A mailbox/column, blogs

In terms of continually selling yourself to executives, just remember they have egos -- they wouldn't be execs if they didn't. So exploit that reality. They'll look to you to help them connect with employees, and sometimes you'll have to do so even if the only purpose behind some of the messages is to make executives feel better about themselves. That's OK, because you'll have their cooperation when it really counts.



Associate Bulletin

11/02/2006

New Century Acquires Irwin Mortgage Corporation's Servicing Operations

To: All New Century Associates

From: Kevin Cloyd, Executive Vice President, NCFC and President of NC Capital Corporation

I'm excited to announce that we will be expanding our servicing capabilities. New Century Mortgage Corporation has agreed to purchase certain assets and retain a significant portion of employees of Irwin Mortgage Corporation's servicing operations, based in Fishers, Indiana. The transaction, which is expected to be completed in January 2007, will allow us to expand our capability in servicing Alt-A and prime mortgage loans in addition to our non-prime mortgage loans.

In bringing this operation on board, we're supporting New Century's key objectives:

- **Broadening Product Lines:** As our production divisions generate a growing number of Alt-A and prime mortgage loans, we're better equipped to service the increased capacity.
- **Increasing Productivity While Reducing Costs:** With an expert team of servicers in another time zone, we will be enhancing our scalability, labor hours management and efficiencies; plus, we will be establishing a fully functional, redundant platform for disaster recovery.
- **Building Human Capital and Organizational Alignment:** Our new Associates in Indiana are very experienced and have earned top servicer ratings from HUD and Fannie Mae as well as a "Tier One Gold" servicer rating from Freddie Mac; they will be joining our existing robust team of talented servicing Associates in Santa Ana, California. The Indiana servicing operations will report to Richard Cimino, President of Loan Servicing.
- **Becoming More Borrower Focused:** The additional resources will help us be more responsive to our borrowers and provide a level of service that's more convenient for them.

Successful completion of this transaction will require support from many of you across the organization. I look forward to your cooperation in securing yet another competitive advantage as an industry leader.

This is example from a company I served after Conexant. This internal email shows you how we re-emphasized the company strategies as part of the message.



[Home](#) | [Search](#) | [www.quest.com](#)

April 6, 2007 07:50pm PDT | 10:50pm ET

QCast Archive

Miss an episode? Or just new to Quest and curious? Whatever the reason, we don't blame you for wanting to check out the previous episodes of the most popular show on IQ, QCast with Quest President Doug Gam. This is the place!



QCast #3 - Impromptu Scrum with Sales Execs

August 2006 - What do you get when you put Doug in a studio with 5 sales guys? Surprisingly, you get this QCast. Listen in as he talks with SVP Worldwide Sales Tony Foley, and gets the global picture from Tony's sales VPs - Craig Ryall, Simon Pearce, Henrik Jorgensen and Richard Moseley. (16 min)

[Video](#) (WMV)
 [Audio](#) (MP3 "podcast", right-click to download)
 [Comments](#)



QCast EXTRA

June 2006 - A few months ago, Marketing conducted three "blind" focus groups, bringing in 35 random IT professionals and talking to them about the daily challenges they face. They had no idea Quest was behind the sessions, but they really endorsed us in some amazing ways. Take a look - it'll make your day!

[Video](#) (WMV, 16 min)

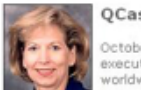


QCast #2 - Doug Talks R&D with Bill Stow

April 2006 - Here's your opportunity to meet Bill Stow, Vice President of Worldwide R&D. A key executive at Quest, Bill has been invaluable in refining our R&D processes and growing the Quest culture of innovation. In this QCast, Doug chats with Bill about modeling on the catwalk and what's coming from R&D this year. (13 min)

[Video](#) (WMV)
 [Audio](#) (MP3, podcast friendly)

[What's Up column](#) - more details and background on this QCast...



QCast #1 - Introducing Marketing VP Aggie Haslup

October 2005 - Doug would like to properly introduce Aggie Haslup to everyone at Quest. As Vice President of Worldwide Marketing, Aggie is a key member of our executive team and the driving force behind our marketing efforts. In this inaugural episode of QCast, Doug raps with Aggie about the Stones concert and discusses worldwide marketing. (13 min)

[Video](#) (WMV)
 [Audio](#) (MP3, podcast friendly)

[What's Up column](#) - more details and background on this QCast

This is an example of an executive communication vehicle used at Quest Software. These execs travel around a lot, and employees love them. So the company launched this popular video series featuring informal chats they have about business issues. Again, it's about knowing what works best in your business environment.

Selling Your Skills/Services

- *Clients: department management*
 - Create your marketing material (web and print)
 - Advertise your services (posters)
 - Meet with clients, learn their needs, consult with them
 - Implement agency processes
 - Ask for referrals



OK, moving on to the next audience you have to sell to – department heads. The approach you use with them is sort of a streamlined version of the one you use for executives, but more tactical. If you earn their confidence – they'll spread the word. They are the real change agents – and it's part of their jobs. When someone wants to get a message out and his/her boss tells them to contact you, that's the best referral you can get. You'll see here an example of a poster promoting the use of the intranet as an efficient communication tool for departments.



Corporate Communication Project Brief

Project Name

Project Number (WS001)

Date

Client

Objective

Intended Outcome

Audience

Key Messages

Tactics

Timeline

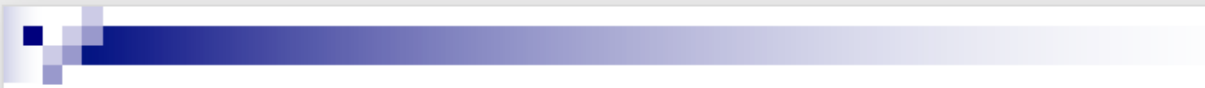
Budget Considerations

|

Approvals

rices

Here's a generic project brief – see same type of thing you'd see in an agency. This shows department heads that you follow best practices.



Initiative Name

Communication Plan

Event	Target Audience	Responsibilities/Tasks	Key Messages	Desired Outcome	Communication Vehicle	Owner/ Sender	Target Date

Here's another agency-type of document. This simple document made a big impression on my departmental clients – it made them feel like they were in good hands and that things would get done. And it took the project management burden off of them for their communication projects. The columns headings are Event, Target Audience, Key Messages, Desired Outcome, Communication Vehicle, Owner/Sender and Target Date.

Selling Your Skills/Services – *cont.'d*

- Focus on Key Influencers
 - Sales, Marketing (they drive revenue)
 - Operations (figure out who is the company's 800 lb. gorilla)
- Stroke egos of sales folks – feature them often
 - Learn their business (don't call at end of month)
- Earn credibility with marketing folks
 - Help them do their jobs and they'll share resources

More about selling skills/services. Find out who has the most influence, and cater to them. Typically, it's Sales, Marketing and Operations. Sales folks also have egos. I'll never forget an experience at one company where I worked, HR wanted us to send a notice about timecards that normally went out on first of month. But there was a holiday and HR wanted to send the email on the last day of month. That's not effective when salespeople are frantically trying to close deals. So we put the kibosh on it. That earned us trust with the sales teams.

Feature Articles

04/17/2006

Eight Home123 Prime Division Associates Listed Among Nation's Top Producers by Mortgage Originator Magazine



In its 10th annual Top 200 Originator issue, *Mortgage Originator* magazine has ranked eight Associates from Home123's Prime Lending Division on its lists of the nation's top performers based on 2005 production data. The lists include "Top 200-Dollar Volume," "Top 200-Number of Loans," and "Top FHA/VA Loan Originators." The eight who were listed (with their national rankings) are:

- **Nancy Anderson**, Branch Manager, San Diego, Calif.: #48 in dollar volume, #15 in number of loans and #45 in FHA/VA loans (#1 in California)
- **Jose Hernandez**, Loan Officer, San Diego, Calif.: #124 in number of loans
- **Katrina Lechman**, Loan Officer, Houston, Texas: #161 in number of loans and #66 in FHA/VA loans
- **Denise Cuddeback**, Branch Manager, Eugene, Oregon: #176 in number of loans
- **Candy Buzan**, Branch Manager, Round Rock, Texas: #24 in FHA/VA loans
- **Yanya Griffith**, Branch Manager, Sherman, Texas: #33 in FHA/VA loans
- **Chris Burns**, Branch Manager, Moreno Valley, Calif.: #48 in FHA/VA loans (#2 in California)
- **Joni Quick**, Loan Officer, Champaign, Illinois: #70 in FHA/VA loans

Here's an example of catering to a sales audience. Publicize their success for the entire company to see and they'll always cooperate with you.


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next... First Quarter 2002 - Article Abridgement



X Marks the Spot: A DID Team Convinces Microsoft that Conexant's CX25871 Video Encoder is a Perfect Fit for the Xbox Gaming Console

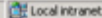
As Microsoft launches its [Xbox video game system](#) this week, it will boast graphics quality far superior to that of Sony's PlayStation 2 and Nintendo's GameCube. One reason for that quality is Conexant's CX25871 video encoder solution, which Microsoft chose to connect the Xbox graphics subsystem to high-definition digital televisions worldwide.

Introduced in August 2000, the CX25871 is the first of its kind to provide ATSC (Advanced Television Systems Committee) high-definition television (HDTV) output capability support for all international-standard definition video and adaptive flicker-filtering -- all in a single chip. In the Xbox, it complements the Nvidia graphics processing unit (GPU), which functions with the Intel Pentium II 733 Mhz processor to make up the heart of the game console.

A team from the Digital Infotainment Division (DID) worked hard over several months to convince Microsoft that the CX25871 was the right choice for Xbox and that Conexant could supply needed quantities without a hitch. The team presented solid performance data and a convincing demonstration, as well as showing a dedication to delivery.

It all started when Chris Wojlaw, Video Applications Engineer Group Leader, learned





Here's another story about a sales success. This one got a ton of positive feedback; I would even hear people talking about it in the restrooms.

2005
May/June



THE PIPELINE

In This Issue:

Learn how **E-Commerce Customer Service** leverages team spirit to boost performance 4

Discover how **Retail's top producers** make it into the President's Club 6

Make sure you're getting New Century's email bulletin, **The NEW Briefing** 8

Take the **Great Feedback Survey**, New Century's gauge of company culture 9

Grow your business through

Home123 Connects with NASCAR Company Gets Its Name in Front of Brand-loyal Fans



Home123 partnered with Chip Ganassi Racing to sponsor car #42 for NASCAR's Cup Series races this season.

well with the target demographics for potential Home123 borrowers. And there are a ton of them all across the country. What's more, they're far more inclined to buy sponsors' products than fans in any other sport.

"Our primary goal is to grow profits in 2005, so it makes sense that

Home123, New Century's Retail division, could have sponsored any number of sports to boost its visibility among potential borrowers. But it chose NASCAR racing. So what makes this sport so special?

The answer to this question is found in some surprising facts about NASCAR fans. They are actually a cross section of the U.S. population and match up

Here's an example of a story we did to earn favor with the marketing folks. Feedback indicated that employees were confused about Marketing's decision to invest in a NASCAR sponsorship. So I did some research and found out that NASCAR is one of the best sponsorship opportunities available and that the demographics tracked well with our customers.

Selling Your Skills/Services – *cont.'d*

- Get out of your office and visit with the people who provide your product or service
 - Engineers, loan officers, branch managers, doctors, etc.
- Make “conference” appearances (at dept. meetings)
- Use your staff as sales reps (as they do consulting)
- Hold “workshops” and “seminars”
 - Monthly internal communication councils
 - Annual meetings



OK, one more thing about selling skills and services. Visit the workspaces of various teams in the organization, ask them questions, share your plans and discuss your services. They'll be more likely to read what you're communicating if they believe you understand what they do. If you have staff, send them out on consulting appointments later or to brainstorm with teams about their communication needs.



Selling Messages to Employees

- *Your target audience, but not your clients*
- What They're Buying:
 - ☐ Cost-saving opportunities
 - ☐ Best practices for productivity
 - ☐ Sales tactics from successful people
 - ☐ Company's stature (for morale, retention)
 - ☐ WIIFM – both professionally and personally (for productivity)
 - ☐ Comp and benefits info (high on their interest list; for retention)

OK now, let's talk about selling messages to employees. They are your target audience, but not your clients. What they're buying is quite the product lineup. And all of these are useful products that can make a difference to the organization's bottom line.



If They Buy

- The better the chances they will take actions to save or make money
- More likely they are to stay and be productive, reducing hiring costs
- Resulting impact on bottom line helps pay our salaries, provides job security
- So, every message should do one or more of the following:
 - ☐ Promote cost savings
 - ☐ Drive revenue
 - ☐ Build company brand

There's a lot at stake. Your success affects the bottom line, so to vet every message, run it through this criteria: does it help the organization save money and make money, as well as promote the company brand?



Sales Strategy (Employees)

- Market to audience – drive them to your “products” (messages)
- Use online vehicles for cost-efficiency
- Use print vehicles to promote online content
- Consider mediums: blogs, podcasts, video posts, online communities are the “new” intranet
- But remember: Not all employees at all companies are online all the time

So how do you get them to these important messages? You have to drive employees to them. Online communication is the most efficient, and print communications plays a role as well.

The NEW Briefing



July 14, 2005

[\[What is The NEW Briefing?\]](#)

1 INTERNAL NEWS

[Beware of Scam Vendors](#)

Find out how a few toner suppliers tried to scam New Century and how you can thwart their efforts by simply following the right process (Corporate Services). [More...](#)

[IT Security Organizational Changes](#)

Learn why Ian Lim was promoted to Director of Enterprise Information Security and why Bill Stevenson was named to a newly created position, Director of Enterprise IT Operations Security (Security and IT). [More...](#)

2 IRVINE NEWS

[Photo Required for ID Badge](#)

Find out when and where you should get your photo taken for your ID badge -- if you don't already have one on it -- to avoid deactivation of your badge (Security). [More...](#)

3 NEWS RELEASES

[Karl Weiss Joins NCCC](#)

Karl will serve as Senior Vice President of Capital Markets for NC Capital Corporation. [More...](#)

4 INDUSTRY NEWS

[Forecast: Housing Sales Will Cool Next Year \(Arizona Daily Star\)](#)

The hot U.S. housing market will hit records in 2005 but begin to cool off in 2006, says the Mortgage Bankers Association. [More...](#)

[Piggyback Loan Growth Poses Risks \(Realty Times\)](#)

First/second mortgage combo loans are getting panned for putting buyers into homes they otherwise can't afford. [More...](#)

Email is the most common electronic communication you can use and the most effective. And you don't even need to worry about violating anti-spam laws! You have a captive audience who agreed to receive emails when they started receiving paychecks. We called the email bulletin in this example the NEW Briefing because NEW was the company's stock symbol at the time. It went out twice weekly and featured teasers that linked to both company and industry news articles.

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stock quote

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Track Help Ticket

IT Support Services
Lotus Notes Web
Application Support
Form Center
Self Help & FAQs

nexthelp: Phone Savings nexthelp Jump Menu

Dialing for Dollars: Wise Phone Usage Can Yield BIG Savings on Monthly Bills for Conexant
Bookmark this page for later reference!

You could help save Conexant thousands of dollars every month just by using the telephone more efficiently, according to the Global Telecommunications department.

Inside the office, save money -- and time -- by using the company's Voice Private Network (VPN) numbers for calls between both Conexant and Mindspeed locations. You'll also spare yourself the hassle of making long-distance calls (that is, getting an outside line, dialing the 10-digit number and then entering your authorization code). And please don't use the company's toll-free numbers to make these calls; the company racks up nearly one million telephone minutes a month and toll-free charges represent a large portion of the voice bill.

When you're outside the office, use the company-issued Sprint Calling Card to make mobile phone calls. This avoids roaming fees and long-distance charges at mobile rates.

Here's a summary of the most efficient dialing practices:

Dialing Situation	Most Efficient Practices
Conexant to Conexant	Use the seven-digit VPN numbers between Conexant offices worldwide. - Not sure what the number is? You can find an individual's VPN number in either Lotus Notes' Conexant Connections or by using the People Finder function on NextWeb.
Conexant to External Businesses	Local - Dial the number directly Long Distance - Use those companies' toll-free numbers Long Distance - Use your seven-digit VPN authorization code
Home to Conexant	Local - Dial the number directly Long Distance - Use your Sprint Calling Card issued by Conexant or Conexant toll-free numbers
Traveling	At a Conexant office - Use the seven-digit VPN number when calling back to your home office or dialing another Conexant location

Publishing articles on your intranet allows you to expound on a topic without worrying about limited space you might have in a print publication. Plus, the articles can be indexed for employees to easily find and review in the future. You can still publish articles in a printed publication and provide longer versions with bonus content on the intranet.

TECH TIPS

TECH TIPS is a new column designed to help you make the most of your work day and to suggest more efficient, cost-effective ways of using technology — everything from the telephone to the Internet.

Dialing for Dollars

It's not news that both Conexant and Mindspeed Technologies™ are looking for ways to reduce expenses. Cutting deep into the budget is one thing. But what if you could help save your company thousands of dollars every month just by changing the way you use the telephone?

According to the Global Telecommunications department, there are two main changes Conexant and Mindspeed employees need to make to their dialing habits:



- Use the Voice Private Network (VPN) numbers the company has created any time you dial from one Conexant or Mindspeed site to another. The company saves money and you save time, since you won't have to dial the area code or your authorization code. And please don't use the company's toll-free numbers to make these calls; the company racks up nearly one million telephone minutes a month and toll-free charges represent a large portion of the voice bill.
- Use the company-issued Sprint Calling Card to make mobile phone calls when you're outside the office. This avoids roaming fees and long-distance charges at mobile rates.

Have a suggestion for Tech Tips?
Send it to: next.editor@conexant.com.

Dialing Situation	Here's a summary of the most efficient dialing practices:
Conexant to Conexant	• Use the seven-digit VPN numbers between Conexant offices worldwide. • Not sure what the number is? You can find an individual's VPN number in either Lotus Notes' Conexant Connections or by using the People Finder function on NextWeb.
Conexant to External Business	• Local - Dial the number directly • Long Distance - Use those companies' toll-free numbers • Long Distance - Use your seven-digit VPN authorization code
Home to Conexant	• Local - Dial the number directly • Long Distance - Use your Sprint Calling Card issued by Conexant or Conexant toll-free numbers
Traveling	• At a Conexant office - Use the seven-digit VPN number when calling back to your home office or dialing another Conexant location • Outside of Conexant offices - Use your Sprint Calling Card issued by Conexant or Conexant toll-free numbers
Mobile Phone	• Local - Dial the number directly • Long Distance - Use your Sprint Calling Card • Conexant toll-free numbers - Use only if you have no calling card

Here's a version of the article on the previous slide in the print publication. Remember, not all employees will be on the intranet as often as you might think. Sending a print publication to their homes provides an alternate way of getting them information you need them to have. It also allows their families to take pride in the company.



Associate Bulletin



To: All Associates

From: Joe Eckroth, EVP, Chief Operating Officer
Patti Dodge, EVP, Chief Financial Officer

Bullet Train Cost Management Opportunities: Printing Costs

Recently we introduced you to our ongoing strategic priority to more effectively manage costs at New Century with our "[Bullet Train](#)" program. **You** are the key to the success of this program. Embracing and establishing cost-saving practices as part of your daily routine is one way for us to improve profitability and enhance productivity.

Bill McKay, Senior Vice President, Mortgage Operations, is the project leader on an effort to cut printing costs. An analysis of these costs indicates that annually we print over 18 million copies on a color-capable printer, printing both in color and/or in black and white, at an annual expense of nearly \$1.5 million for both machine usage and for toner. Consider the following:

- The cost to produce a page on color-capable printer (no matter if the document is in color or happens to be black and white) is about **7.7 cents**
- The cost to produce a page on a black and white printer is about **1.7 cents**

Cutting in half the number of copies we produce on color-capable printers and using a black and white printer instead could **save New Century of over \$600,000 a year**. There are certainly items we should produce in color, such as appraisal photos, presentations to our brokers, advertising collateral for our customers, and presentations to investors. However, if you're just printing copies for sharing internally or for reference, then black and white copies will probably suffice.

You can also dedicated an email to a topic if it is important and timely enough. In this example, we devoted an email to the topic of reducing printing costs for color copies. It was justified because costs were unreasonably high.

Bullet Train



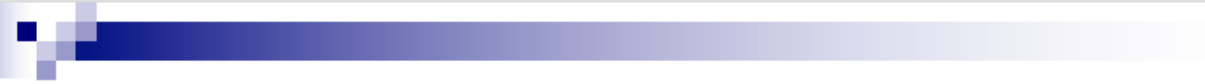
- Using This Printer (for color or B/W copies):
7.7 cents per copy
- Using a B/W Printer:
1.7 cents per copy

+++++

Does your document **really** need to be in color?

Learn more at <http://go.newcentury.com/url/printing.html>

In addition to the email, however, we created posters in all the copier areas to support the message in the email.



Tactic: Your “Web Site”

- Build interactive webzine on intranet and make it the hub for all communication
- Learn how to use web publishing tools -- understand usability and information architecture
- Form relationships and build credibility with IT
 - Use html templates they provide, or give them MS Word mockups based on templates if they publish
 - Remember that IT folks don't want to deliver content (but they do want respect)

Turn the home page of your intranet into an interactive webzine that includes a main feature article every day, internal news composed of previous, daily feature articles, daily industry news, videos, contests, cartoons and anything else to make the page a daily destination for employees. Of course, you will also want to include navigation to pages for all the organization's departments as well as the most useful links to organizational information that helps employees manage their relationship with the organization (such as pages for payroll and benefits) and get their jobs done (such as pages for accessing the IT team and productivity applications). The more you can manage the content yourself without relying on IT, the better. Most intranets are now built on content management systems that are intuitive, but if they're html pages managed by the IT team, learn enough about web publishing tools (such as Dreamweaver) to maintain the content yourself. And take the IT team treats every once in a while. They'll bend over backwards for you.



"When I said I wanted a more dynamic Web site, I wasn't thinking of Tony Robbins on every page."

The reason it's important for you to manage the content on the intranet is that you're the advocate for employees. You're also the strategic communication expert and know what messages you need to deliver to employees as well as the best way to deliver these messages.

[search](#)
[index](#)
[locations](#)
[nexthelp](#)
[people finder](#)

[Home](#)
[DID](#)
[PCD](#)
[WCD](#)
[Departments](#)
[Tech Docs](#)
[News](#)
[Contacts](#)

[stock quote](#)

[Electronic Forms](#)
[Emp. Self Services](#)
[Headquarter's Info](#)
[Next Learning](#)
[Openings @ CNXT](#)
[Promo Products](#)
[Process Changes](#)
[Research & Info Sys](#)
[Stock Administration](#)

Looking Out for Scam Emails

Conexant employees continue to receive emails from bogus foreign entities soliciting personal bank account information. The pitch: You will get a huge commission for helping transfer funds to the U.S. from foreign countries, particularly Nigeria. But the only money these entities will transfer is yours, according to the Safety & Security Department. Learn more [about this fraud](#) and what to do if you receive a scammer's email. Plus, read [actual letters](#) that some employees have received.

Industry news

[Alpha Industries to buy multi-chip ceramics module maker](#)
(Business related. Source: SBN)

[Surviving the one-two punch](#)
(Business related. Source: e-inSITE)

[Motorola completes UMTS call](#)
(Customer related. Source: Wireless Week)

[Building a "Smarter" mousetrap](#)
(Technology related. Source: EBN)

[China's PC market to double this year](#)
(Market related. Source: EBN)

[\[Recently posted items\]](#)

Internal news

Learn what log-in information to use - or how to get it - [for accessing proprietary documents](#) on Conexant.com.

Get the background on the [Pulse Survey](#), which lets employees share attitudes about working at Conexant.

Read about the completion of [the transaction](#) to form "SpecialtySemi."

Visit the "[Communications Technology Decision Help](#)" page to decide the best tool for meetings with those off-site.

[\[Recently posted items\]](#)

[home](#) | [did](#) | [pcd](#) | [wcd](#) | [departments](#) | [tech docs](#) | [news](#) | [contacts](#)
webteam@conexant.com | Copyright © 1999-2001 Conexant Systems, Inc. All Rights Reserved.

Here's what we did at a company called Conexant (which has since been sold off to various other entities). Notice the main feature article, which is the most important news of the day. It's important to have a new item on the home page daily to give employees the sense that the page is timely and worth visiting often. You should have new industry news items every day as well. Internal news can simply be the four or five previous feature articles. Also notice the links to department pages and other critical information built into the page's navigational areas.


Search IQ

[Home](#) | [Search](#) | [www.quest.com](#)

April 6, 2007 07:51pm PDT | 10:51pm EDT

Corporate Resources

Human Resources

Information Services

Department Links

About Us...

- New To Quest?
- Our Message
- Our Corporate Overview
- Our History Video
- Internal Job Board **NEW**

YouTube'd: "Expect More" Video

This video garnered thousands of views and several honors when it was uploaded to YouTube after Sales Kickoff. And now the Quest Idol contest has gone company-wide.

Video (5 min)

Comment



"Expect More" by Nick Dean, Kristian Vandemark and Mike St. Pierre

55%

of the weekend is spent doing work, chores & errands instead of relaxing



Quest Offices Worldwide:

Select a location...

QLinks

- Useful Forms
- Corporate Directory
- Org Charts
- IS Helpdesk Portal
- Global Holiday Calendar
- Innovation Wiki



Log in to QLC for all your Sales training needs!

QTips

- Update your e-mail sig with the latest corporate message
- Quick contact info from e-mail
- more...

My Quest

- Quest Charity Fund: **NEW**
 - Guidelines
 - Suggestion Form
- Get your tuition reimbursed!
- Get your friend a job (and win!) (US/Canada employees only)

Office Spotlight:

Take a virtual trip to our Aliso Viejo CA office and learn more about the people and locale of Quest's worldwide headquarters.

[more...](#)

[other Spotlights...](#)

iqnn (Quest News Network)

First Acquisition of 2007 Grows SharePoint Business **NEW**

March 12, 2007

Today CEO Vinny Smith announced that the people and products of [Workplace Architects](#) have been acquired by Quest. Welcome Workplace Architects!

[full story...](#)

Quest Idol Voting Now Open

February 27, 2007

Employee response to the worldwide Quest Idol contest has been tremendous - close to 60 entries were submitted and are now [vying for your votes!](#)

[full story...](#)

Stock Options Update

February 15, 2007

Quest CEO Vinny Smith updates employees on the latest progress, including a deadline extension by NASDAQ while work continues on restatement and related SEC filings.

[full story...](#)

Quest Charity Fund Recipients for 2006 - and 2007 Kickoff

February 14, 2007

The Quest Charity Fund committee (Doug Gam, Steve Dickson, Jim Gam, Aggie Haslup, Michael Lambert and Heidi Webster) today [announced the recipients](#) of \$200,000 set aside by Quest for 2006, and called for [employee submissions for 2007](#). The Quest Charity Fund was [launched](#) last year by CEO Vinny Smith.

[full story...](#)

Toad Photo Contest Winners Announced

February 8, 2007

Congratulations to [David Clark](#) (Aliso Viejo, Calif), [Douglas Evers](#) (Rockville, MD) and [Stanislaw Desailly](#) (Boulogne-Billancourt, France), voted first, second and third-place winners respectively in the "Where in the World is Toad?" employee photo contest. And thanks to everyone who participated - the entries were very entertaining!

[full story...](#)

Update on Quest Innovation Program

February 9, 2007

Here is the home page for the intranet at Quest Software. Again, there's a main feature article in the marquis area of the page, with previous news items below. Key links to other important company information or applications are in the navigation.



Tactics: “Lead Generation” (*Push*)

- Advertising (posters/flyers)
- Promotions (contests in print pubs)
- Direct Mail (postcards)
- Email Blasts (branded and/or from person of impact)
- Telemarketing (audience can't opt-out)
- Events (executive roadshows)

Ok, let's talk about tactics you can use for push marketing – driving or delivering messages to your audience. This will be a mix of printed, electronic and in-person media.



Wear Your Badge

It's the Latest Style

Make sure it's in plain view.
Co-workers need to know
you're not just posing
as an Associate.

It's all about:

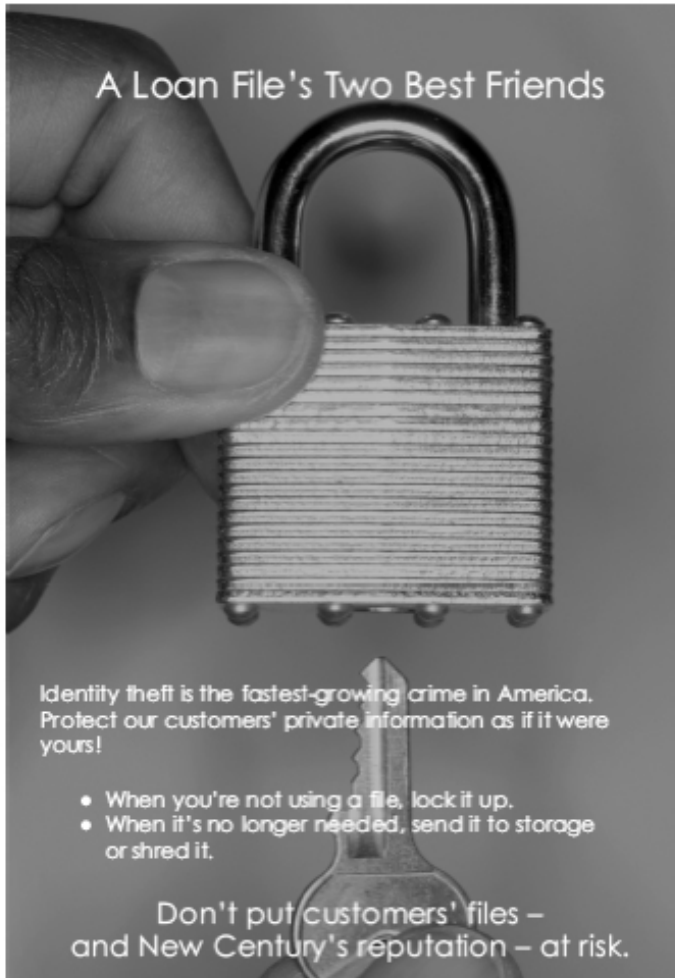
- Ensuring your safety – by thwarting violent intruders
- Protecting company assets – by deterring thieves
- Complying with federal law – by safeguarding customer information

Wearing your badge is more than a policy requirement –
it's the right thing to do in a world-class company.

Here's a poster we did to promote office security. What you can't see below -- because it's cut off -- is a link to more information on the intranet.



A Loan File's Two Best Friends

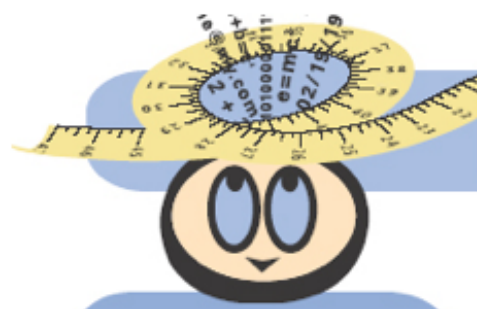


Identity theft is the fastest-growing crime in America. Protect our customers' private information as if it were yours!

- When you're not using a file, lock it up.
- When it's no longer needed, send it to storage or shred it.

Don't put customers' files –
and New Century's reputation – at risk.

Here's another poster to promote customer privacy. Again, what you can't see below is a link to more information on the intranet.



Measure Your Memory

Now that you've read about Bluetooth technology, cable modems and other company successes, it's time to check your bandwidth when you read this issue of *next*... Answer all of the questions correctly by **August 28**, and you'll be entered into a drawing for **\$25 in Conexant merchandise**.

To give it a go, please visit **nextpost** via the nextweb home page and go to "Contests." Or, send numbered answers to next.editor@conexant.com and type "next test" in the subject line. **Good luck.**

- ❑ Bluetooth technology is designed for global use because it operates in a worldwide available spectrum in what range?
 - Ⓐ 2.4 GHz Ⓒ 100 GHz
 - Ⓑ 24 GHz Ⓓ 1 GHz
- ❑ What is the performance advantage of Conexant's two-chip Bluetooth system solution?
 - Ⓐ Works in all 3 classes of Bluetooth operation
 - Ⓑ Low power use
 - Ⓒ Requires fewest number of additional parts in a handset
 - Ⓓ Gives OEMs the fastest time to market for the Bluetooth devices
- ❑ Which of the following does not compete with Bluetooth technology?
 - Ⓐ Home RF Ⓑ HomePlug
 - Ⓒ 802.11b Ⓓ WiFi
- ❑ What Conexant cable modem product is the centerpiece for most of the rest of this product line?
 - Ⓐ AutoBaud Ⓑ SmartSCM
 - Ⓒ InfoSurge Ⓓ ModemXpert
- ❑ Conexant is driving toward cable modem solutions that contain how many Conexant devices?
 - Ⓐ 4 Ⓑ 2
 - Ⓒ 1 Ⓓ 5
- ❑ Which of the following is not a Conexant cable modem customer?
 - Ⓐ Samsung Ⓑ Motorola
 - Ⓒ Cardenet Ⓓ Microsoft
- ❑ Which of these is not a certification that Conexant's cable modem team has to make sure our customers pass?
 - Ⓐ DOCSIS Ⓑ EuroDOCSIS
 - Ⓒ AsiaDOCSIS Ⓓ Universal Serial Bus (USB)
 - Ⓐ WHQL Ⓑ @Home
 - Ⓒ DVB
- ❑ By how much does V.92 modem chip technology accelerate the initial connection time?
 - Ⓐ More than 150% Ⓑ Only 25%
 - Ⓒ At least 50%
- ❑ About how much has the company saved by having vendors provide free instruction on DFT tools?
 - Ⓐ \$300,000 Ⓑ \$100,000
 - Ⓒ \$50,000
- ❑ How is the new "Index" formatted on the new nextweb?
 - Ⓐ Like a site map, showing each main section with its links
 - Ⓑ By department, alphabetically
 - Ⓒ Alphabetically, by topic, like a traditional index

Here's a quiz contest in printed newsletter that pushed employees to the intranet for abridgements of stories they could review to find answers.



In the February issue of next... we invited you to weigh in on how Conexant can weather the current market downturn and strive toward profitability. We received many constructive and thoughtful comments, some of which we present here. The common themes that emerged: stay focused, watch budgets, work hard and have patience.

We thank all who submitted remarks. Please see yellow box for a new question we pose for a future Next Views feature and for details on how you can win a prize.

Sanjay Medan, Sr. Staff Software Engineer, San Diego, Calif.:

"DID is now facing a painful time. Despite our hard work, the revenues are not flowing in. Perhaps it's a growing pain. We must reduce or eliminate waste of resources; this includes making the best use of time to produce better quality products, and saving on electricity in offices and labs. We need to plan ahead, gauge the needs of the markets beyond 12 months and make more stable and functionally enhanced products. And we should have a contingency plan. This exercise should involve all the staff of DID. As we [do this], we should note the personnel needs for the organization and train each other to make optimal use of resources."

Julie Musante, Design Automation Specialist, Boston Design Center, Chelmsford, Mass.:

"While the market may have its up and downs, it is our responsibility to remain focused as Dwight Decker has asked us to do and not be distracted by those things that remain out of our control. If our goals and expectations are reasonable then achieving success should be as well. We simply need to work

Tobi Marshall, Secretary, Legal, Newport Beach, Calif.:

"We all have a stake in the risks and rewards of this company. In the Intellectual Property department, we are focusing on reviewing all innovation disclosures, unfilled cases with outside counsel and foreign filing decisions. With an eye on the budget restrictions, our attorneys hope to better position our company with only the most significant potential patentability of inventor submittals. We need to concentrate on long-term benefits and not the short-term rewards of making the stock price escalate. Conexant management is rooted in a 30-year tradition of Rockwell and excellent management resources. Managing for the long-term health of the semiconductor industry is paramount. I hope we all rally enthusiastically for the potential future of our industry, and more importantly, our economy."

Scott Theodorson, Manager, PCD Supply Chain Management, Newport Beach:

"I work within the Supply Chain Management group supporting PCD. We control the input and sale of inventory for much of PCD, and this is something that has been, and will be, a big problem until the demand recovery in the PC modern market happens. We are looking to optimize our inventory to feed Conexant's success."

Brian Keele, Test Engineer III, Newbury Park:

"Working together to reduce wasted effort would be my first priority. Duplication of effort is unavoidable at times, but increasing our general productivity is key in the drive to meet the goals management has set out for each division. Advanced training in new technologies or software tools is another area where the company can increase worker productivity."

Manolita Villaverde, Customer Logistics Representative, Newport Beach:

"We have to keep a close watch on the market, gain more market share, be ahead of our competition. We have to provide the most reliable, most wanted and most cost-efficient products to the

Contest Winner: Tobi Marshall



The winner of the drawing for contributors to the last issue's Next Views forum was Tobi Marshall, an administrative assistant in the Legal department's Intellectual Property group. Her prize: A \$50 American Express gift check. See what she had to say to the left.

Next Views Question for future issue:

Considering Conexant's current challenges and the recent actions it had to take, what do you do to remain positive and focused from day to day?

To enter:

Submit your answers online by visiting the Internal Communications site on NextWeb (via Departments page), then clicking "Next Views."

In this article in the company's print publication, we encouraged the audience to go to the intranet to read more employee views and to submit their own views via an online form.

Inbox		
Arranged By: From	A on top	
 Vincent Dimaano	1/26/2007	
Creative Services Request ID #11224 is ready for your review		
 Vincent Dimaano	1/26/2007	
Creative Services Request ID #11224 has been updated by Vince...		
 Vincent Dimaano	1/25/2007	
Creative Services Request ID #11224 has been updated by Vince...		
 Vincent Dimaano	1/25/2007	
Creative Services Request ID #11230 Confirmed		
 Vincent Dimaano	1/24/2007	
Creative Services Request ID #11224 Confirmed		
 Vincent Dimaano	1/23/2007	
RE: Clipper's Basketball Game - Thursday night		
 Vincent Dimaano	1/23/2007	✓
Clipper's Basketball Game - Thursday night		
 Vincent Dimaano	1/19/2007	
Creative Services Request ID #11215 Confirmed		
Vinny Smith		
 Vinny Smith	Wed 8:37 PM	
PSO is an important contributor to success with our key customers		
 Vinny Smith	Fri 3/30	
Quest and Dell		
 Vinny Smith	Sun 3/25	
Foglight 5 GA		
 Vinny Smith	3/13/2007	
I found this article on a study by the Information Technology and...		
 Vinny Smith	3/12/2007	
Workplace Architects		
 Vinny Smith	3/11/2007	
Sharepoint		
 Vinny Smith	3/8/2007	
Quest's 2006 401(k) Contribution		
 Vinny Smith	2/23/2007	
Here are a couple sales wins in our high tech customer base		
 Vinny Smith	2/23/2007	
Here is a note from Gadi who considered swapping out all his light...		

Foglight 5 GA

Vinny Smith

To: Worldwide Everyone

Last week, Quest passed a major milestone with the general availability of our Foglight 5 product, and it's important for everyone in the company to recognize the significance of this landmark. The availability of this product for sale culminates more than two years of collaborative effort involving the development organization working closely with product management and the efforts of pre- and post-sales, marketing, technical support, legal and other organizations within Quest to make our bigger, better view of monitoring and applications and services management a reality.

Of course the real beneficiary of this effort is our customers. With Foglight 5, customers can – for the first time – unify their IT organization with a “single pane of glass” solution that links all IT services, supports SLA compliance, and enables maximum performance and availability across customers’ total application environment. For Quest, this marks our next step into strategic IT areas such as service-oriented architecture (SOA), business services management (BSM) and IT integration ... all as part of the industry’s first and only truly adaptive application and services management solution that connects business services to infrastructure, the end-user to the database and production to development.

Building the core Foglight 5 product involved around 50 people including developers, QA, engineering services staff and technical writers in Toronto, St. Louis and Aliso Viejo. Beyond the core team, cartridge development was spread across a number of organizations including Melbourne, Houston, St. Louis and Toronto. So this was really a trans-global team effort, and I'd like you to join me in congratulating all these folks and their colleagues in other Quest organizations that helped bring the product to market.

This is just the beginning for Foglight 5. As we work to enhance the product and bring even greater value to customers in upcoming months, stay tuned for more exciting news and updates on this product that we believe sets the new standard for application and services management.

Vinny

Besides regularly distributing an email newsletter to employees, you will also need to send emails devoted to a special topic. But to get these emails to stand out, you will want the sender to be a company executive. In this example, the executive is the CEO.

SKYLINK: THE FASTEST WAY TO TRAVEL

Are you connected in company cyberspace?

Information can be like the universe – vast and sprawling. Skylink is your vehicle to get to the information you need quickly so you can zoom through your workday with efficiency. Among the controls at your fingertips:

- **People Finder:** An easy-to-search online directory of all Skyworks employees.
- **Site Index:** A comprehensive listing of content on Skylink.
- **Contacts page:** An alphabetical list of company functions and the people responsible for them.
- **Employee Self-Service:** A tool for making changes to your contact information.
- **Timely News:** Latest developments in the company and links to industry-related stories.
- **Download Library:** A repository of corporate logos, templates and presentations.
- **And much more...**

Have information to help your colleagues get around faster? Contact webwork@skyworksincl.com to get it out there.

Or are you a missing link?

Sure, you can continue to find information in the old ways and stumble around like you're in a dark cave. And you can keep information about your department under a rock, where few people can use it. But that's stone-age thinking and about as efficient as a square wheel. So what are you waiting for? Evolve! Post it on Skylink!

Log on to <http://skylink.skyworksincl.com> today. It's the way to get around at Skyworks.

SKYLINK

Promoting an intranet via printed posters is also an ever-present way to drive traffic there. In this example, the poster highlights not only the information that employees can easily find on the intranet but also that they can share information.

The New **nextweb**

A Cool-Looking Tool That Breeds Efficiency

An intranet is perhaps a company's key communications vehicle. The better it's organized, the easier it is for employees to work smarter and faster.

That's the understanding that has driven the first major redesign of NextWeb, Conexant's intranet, since the company was officially established in 1999. Besides a bolder, easier-to-view interface, the new "nextweb" is simpler to navigate and better organized, so finding information is a snap. It's also more stable on a Unix platform.

"We want employees to know they can leverage nextweb to access and share business intelligence for doing their jobs more effectively," says Marym Garabedian, Manager of the Web Development group that created the new architecture. The group also includes Web Project Manager Hamid Heideri; Web Specialists B.J. Bagshaw and Justin Yeh; and Web Development Coordinator Paul Bard.

- A "Departments" link leads to a list of department names, each of which displays sublinks when the mouse passes over it; previously, all links appeared on one page, requiring the user to scroll.
- The "Locations" link leads to a page on Conexant.com for consistency.

Handy Resources

Besides making it easier to get to information in familiar sections, the new nextweb is a greater tool for finding lesser-known information.

- The "Index" link on the home page leads to the real thing — an alphabetical presentation of all content, including a comprehensive list of forms that employees use every day.
- The **nextpost** link takes you directly to Conexant's all-new portal for bulletins, news articles and feature stories.
- A new "Contacts" link on the home page leads to a list of frequently called services.
- The search function, including people finder, is more robust and precise, producing the most relevant links to save time.

Consistency a Key Goal

As the Web Development group set out to revamp nextweb, one of its chief aims was to achieve a higher level of uniformity among the pages.



Here's an example of an article in the company's print publication that promoted the intranet.



Feature Articles

12/21/2005

The Pipeline Newsletter to Be Delivered to the Office, Not the Home

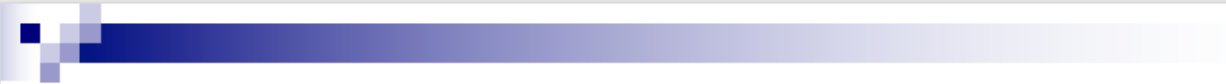


Starting with the winter 2005 issue coming out within the next few days, *The Pipeline* newsletter, the company's print publication, will be delivered in bulk quantities to company offices across the country, rather than mailed as individual copies to Associates' homes. This change is in response to feedback we received in a recent survey in which Associates indicated their preference for receiving *The Pipeline* at work. It also saves the company money.

Here are the topics you can look forward to reading about in this next issue:

- **Balancing Work and Life:** For a branch manager in the Prime Lending Division, success doesn't have to come at a price.
- **The Ever-Changing Mortgage Banking Business:** Brad Morrice, Vice Chairman, President and Chief Operating Officer of New Century Financial Corporation, explains how economic conditions have affected our business and why we're thoroughly prepared to navigate through the challenges ahead.
- **More Than Information and Technology:** Joe Eckroth, Senior Vice President and Chief Information Officer, shares his views on what changes are needed for the next phase in the company's growth.
- **A Habit of Breaking Records:** Wholesale Non-Prime Lending's Division 6 leverages company tools and its unique capabilities to achieve continuous growth.
- **Loans That Changed Lives:** Customers praise two Home123 Associates for helping them put their lives back in order.
- **Applying the 80/20 Rule at Home123:** Top performers in Retail's Non-Prime Lending Division share what matters most in generating loan volume.
- **Primed and Ready:** The latest addition to the New Century family brings new products, new faces – and new approaches.
- **A Look Back at the Hurricanes:** Taking care of business meant taking care of people.
- **Q2 Acts of Blue Recipient Dawn Limon:** How she embraces change and why it's one of the qualities that makes her a winner.

Here's an example of using the intranet to promote a print publication. We used an announcement about the new distribution method for print publication to highlight the content in the next issue.



Tactics: “Lead Generation” (*Pull*)

- Provide valuable and interesting content to engage audience, build community
 - Cost-effective industry news
 - Interactive features such as:
 - Contests
 - Humor
 - Opinion/Polls
 - Giveaways
- Daily frequency

Ok, let's talk about the importance of compelling content to engage employees and draw them to your intranet. Putting links daily on the intranet to industry news is one way to make it a regular destination for employees. And interactive or entertaining features will also make them want to visit the intranet.



Industry news published daily on the home page of the intranet will typically draw a lot of employees there. That's because employees know they need to stay abreast of what's happening in the company's market segment in order to make good business decisions. You can pay for a syndicated news feed but that can be expensive and might not yield the most relevant news stories. I believe it's more cost-effective for an employee communications staffer to review industry news websites and select four or five stories to feature, then link to them via carefully crafted headlines that would help to highlight their relevance.



Subject: Desiree Diaz, Loan Advisor, Oakbrook, Ill.

From a customer in Palos Heights, Ill.:

"We wanted to thank you for all the effort you made on our behalf. You were able to accomplish something we thought was impossible and what three other lenders were either unable or unwilling to do. Your success in securing this solution has literally preserved our lifestyle by enabling us to keep our home. And with the cash back we received, we were able to pay off all but two outstanding bills -- so this loan will help us to repair our credit as well.

"We cannot thank you enough. You have made it possible for us to live a less stressful life and move us closer to the goal of a 30- or 15-year loan with a better rate."

[-Congratulate Desiree](#) [-Submit a letter for publication](#)

Subject: John Gleason, Loan Advisor, Southborough, Mass.

From a customer in Danvers, Mass.:

"Hoping this letter finds you and all the wonderful people at Home123 well. We are writing you a long overdue note to thank you for all you've done for us. We can't believe our good fortune in getting to know you. You are without a doubt a very intelligent and sincere individual who knows how to help people. With your knowledge about finances and your honesty you helped us regain our lives, and beautify our home. We talk about you and Home123 all the time to all our friends and family. We hope to send business your way."

[-Congratulate John](#) [-Submit a letter for publication](#)

Another popular feature on the intranet would be customer letters. These letters not only provided much-appreciated praise for individual employees, but also bolstered the company brand and therefore boosted employee morale. Try to include some useful interactive features to the stories and seen in this example: a link to the email of the employee about which the letter is written (to send congratulations), and a link to a form to submit more customer letters for publication on the intranet.



Humor is another compelling way to draw employees to the intranet and a common denominator. In this case, we also invited employees to submit jokes or cartoons that we featured.

[No Title]



Vote for your favorite Quest Idol contestant!

- View each contestant's submission by clicking their picture or the "Watch" link. Clicking a contestant's picture or "Watch" link will launch a new window with their video clip playing on Google Video.
 - All of the Quest Idol submissions hosted on Google Video are unlisted and are not available for viewing by the general public.
 - Google Video is an independent entity not affiliated with Quest Software. Quest is not responsible for the subject matter of other content hosted on Google video pages. We recommend that you do not click on video links that aren't part of the Quest Idol contest.
- To cast your vote, select up to three Quest Idol contestants using their selection checkbox. You won't be able to select more than three checkboxes at a time, but you can uncheck one or more of your previous choices and select another contestant if you change your mind.
- When you're happy with your selections, click the "Vote" button at the bottom of the page. Remember to click the "Vote" button or your choices won't be registered.



Watch ☐



Watch ☐



Watch ☐



Watch ☐



Watch ☐



Watch ☐

A video contest is also a great way to pull employees to your intranet. In this example, employees were invited to perform a cover version of a song with lyrics customized to the company's products. Other employees could watch the videos and vote on their favorites. Winners and prizes would be announced via emails that linked to the videos page.



Photo contests will draw employees to the intranet. In this example, employees were invited to submit photos of places they'd put a bumper sticker about one of the company's products. This photo here was hilariously Photoshopped, obviously, but the contest rules allowed it and employees voted for the photo as the contest winner.



Selling Messages to Employees

- What They're Buying:
 - Cost-saving opportunities
 - Best practices for productivity
 - Sales tactics from successful people
 - Company's stature (for morale, retention)
 - WIIFM -- both professionally and personally
 - Comp and benefits info (high on their interest list)

If we're selling messages to employees, what do we want them to buy? Here are the primary messages we want them to consume. Each one of these messages impacts the bottom line of the organization. Some are tied to cost savings through behaviors we want them to adopt and retaining them for the long term, while others are related to increased revenue through the adoption of best practices and greater desire to work hard.



Tactics: Collateral, Content, Vehicles

- “Collateral” (news stories) to:
 - Promote cost savings
 - Drive revenue
 - Build company brand
- Content
 - HR/Benefits/Payroll/Accounting content (clear, correct)
 - Strategic vision
 - Sales/Marketing content (contests, plans for morale)
 - Legal (to prevent litigation)
- Communication vehicles
 - Departmental pages on the intranet
 - Executive blog
 - Videos with executive and employee messages
 - Podcasts

So what are the tactics you can use to deliver these messages? Here are just a few. A steady drumbeat of news stories about actions for cost-savings, best practices for increased revenue and company successes for bolstering morale will be essential. Clearly organized and accurate information about pay and benefits, as well as the organization's vision, will keep employees engaged. Promoting sales contests and sharing marketing plans will motivate employees as well. Providing reminders about ethical conduct and regulatory mandates will help to prevent lawsuits. All of this information can be shared and stored in communication vehicles that can be consumed in a variety of ways, such as departmental pages on the intranet, executive blogs, videos and podcasts.



Here's an article that promoted the use of WebEx as an alternative to video conferencing at a time when WebEx was first coming onto the market. Promoting WebEx led to thousands of employees switching to the online meeting platform and more than \$750,000 in savings to the company during the year. It was a great example of how effective and clear employee communications can impact the bottom line.

News Post

Regional Sales Manager Dean Faith Wins RFR Drawing

Dean Faith, Regional Sales Manager, World-wide Sales in San Diego, California, won the recent Rewards for Referrals (RFR) program drawing. He referred Soon Ko, who was hired as a Product Applications Engineer in the Wireless Communications Division (WCD) in Newport Beach. Dean's prize is a four-day cruise and \$750 spending money, but he opted instead for the cash equivalent of \$2,250. "The proper thing to say is I'm a dedicated Conexant employee and I can't take four days away from my work," explains Dean. "But honestly, I really don't enjoy cruises."



Soon Ko was Dean's Korean language instructor at the offices of Berlitz International Inc. in San Diego. "She was a great teacher, but as I got to know her I quickly learned her skills were not limited to language. I discovered she was a also veteran software engineer," says Dean, who travels on business to Korea several times a year.

While using Employi, Conexant's web-based staffing and recruitment system, Dean found the job posting for a Product Applications Engineer. "It matched Soon Ko's resume perfectly," says Dean. "I showed the posting to her and she agreed. The rest is history."

Launched in June 1999, the RFR program reduces the cost of hiring and retaining key talent in tough-to-fill positions. Instead of paying hefty search firm fees, Conexant gives employees up to \$5,000 for the qualifying recruits they recommend. It's a simple process. Just submit resumes to RFR@conexant.com. Type in the subject line the following: Employee Referral - Your Name - Your 6-digit ID number - and if applicable the requisition number.

This article promoted the company's "Rewards for Referrals" program that saved the company a lot of money in recruiting fees. The program also minimized the risk in hiring because referred candidates are vetted by current employees and typically better hires than those who aren't recommended.



Delete Old Emails to Boost the Bottom Line

As Skyworks strives for profitability, it's critical to look for ways to control costs. Believe it or not, you can help the company save a lot of money by regularly deleting email messages you no longer need, in particular those with big attachments. The more data that exists, the more money the company will have to spend on hardware to store it.

Please take a few moments every day to get rid of both sent and received emails. The most efficient way to go about this is to start with those emails that have attachments; they are the resource hogs. If you need the attachments, simply save them onto your hard drive.

Here are some other tips for email efficiency:

- ❑ Save needed attachments to your hard drive right after you read the message and delete messages immediately that you don't need for reference.
- ❑ Don't include attachments when you reply to or forward messages, unless the attachments are absolutely necessary for background.
- ❑ Instead of replying to or forwarding the entire text of an original message, consider copying and pasting just the pertinent parts.

This article promoted behavior that saved the company money on servers needed to store email data.



To: All Irvine and Santa Ana Associates
From: Alison Sardarian, Vice President, Human Resources
Date: July 25, 2005

Commuter Survey: Two Minutes Could Earn You \$50

We need your help. To comply with regional clean air regulations, New Century must conduct an online survey of your commuting habits for the week of July 18 - 22, 2005 (last week). **Please take a few minutes right now to complete this survey;** unless a minimum percentage of Associates do so, the company might incur fines. Once you take the survey, you will be **entered into a drawing for a \$50 gift check.**

Please click on the appropriate link below and **fill out the survey completely**, including your commute modes and arrival times for **all days**. Be sure to enter the information even if you were on vacation or stayed home sick, since the survey is designed to gather data for a typical week. Use the "Department" field to indicate your location.

Links:

- [Park Place](#)
- [Santa Ana](#)
- [Commerce](#)
- [Von Karman](#)

Thank you for helping New Century meet its clean air reporting requirements. If you have any questions regarding clean air regulations or the survey, please contact Jennifer Block at (949) 255-6723.

All in a Day's Work: Ohio Branch Manager Hammers Home an Example of Customer Concern

When Bob Schmidt -- Branch Manager, Home123 Mortgage, Independence, Ohio -- found out that a borrower's loan might not be funded due to a sub-par porch, he took matters into his own hands -- literally.

Bob took his hammer and helped the borrower rebuild the structure -- an eight-hour project. Once it was complete, he was able to fund the loan while gaining a very satisfied customer who promised to sing his praises to friends and family.

"The porch didn't have a railing and the steps had also fallen into disrepair," explains Bob. "These were safety issues that could've prevented the loan from going through or certainly made the investment community reject it. Once I saw this, I knew what had to be done. I just decided to buy the materials, roll up my sleeves and get to work."



Bob Schmidt next to porch he helped to repair

This article promoted an example of customer service in industry where excellent service often makes a difference in a sale.

December 17, 2002

The SkyWire

News, Announcements and Educational Information for Skyworks Employees

Key Initiative Hat Trick:

Team Makes Shipping Changes to Satisfy Customers, Save Cash, and Simplify Process

What started as an effort to satisfy a customer yielded also a significant improvement in cash flow and a major simplification of a cumbersome shipping process. By eliminating a processing hub in Amsterdam, an inter-departmental team expedited delivery in Europe, improved cash flow by more than \$260,000 a year and saved several administrative steps.

It all started when Caroline (Tivey) Cox saw was an impediment to getting samples shipped to Ericsson in a timeframe the customer requested. Caroline, an inside sales representative based in Reading, U.K., approached Paul Therrien, who's based in Woburn. As a company controller responsible for the Sales Department, Paul



But those advantages were no longer needed and it took a team effort to recognize that, according to Paul.

"Everybody knew their vertical piece, but no one had looked at the process horizontally," he says.

Within three months, the team developed a new streamlined shipping process for Europe that discontinued the hub service. Now, customers in Europe receive shipments directly from Skyworks at least two days sooner. Skyworks avoids the hub service fees from Emery and the VAT payment burden. "Customers didn't mind paying the VAT up front because it means they get the products they need faster," says Paul.

The story doesn't end there, however.

While it was working out the transition away from the Amsterdam hub, the team members examined the international terms under which Skyworks was transporting shipments - DDU ("Delivery Duty Unpaid"). They found that using different terms (CIP -- "Carriage and Insurance Paid") would allow them to further reduce administrative steps for shipments to Europe and bill the customer a bit sooner for slightly faster revenue recognition. The team is

This article promoted cost-savings and process efficiency; it was intended to get employees thinking about how they could do something similar in their departments.

**News Post****Dual Tape-Out of DID SoC Breaks New Ground in Efficiency and Teamwork**

A team of more than 50 widely dispersed engineers in the Digital Infotainment Division (DID) accomplished what may be the first-ever dual tape-out at Conexant for two complex system-on-a-chip (SoC) solutions. The streamlined effort resulted in the concurrent development of two separate products, with only a slightly greater workload than what's required for one. The effort also boosted team member collaboration and smoothed out contrasts in development and testing methods.

A tape-out is an intensive process in which a validated semiconductor device design is prepared for transfer to a computer tape. The tape contains all the necessary instructions to make masks for the production of integrated circuits (ICs). Tape-outs normally involve one-chip design, but chips from different projects may be included on the same gang array (multiple designs ganged together on a common mask or reticle).

The products, known internally as "Sundance" (CX24450) and "WaBASH" (CX24430), are expected to generate significant revenue throughout their lifecycles. The two chips

The SkyWire

News, Announcements and Educational Information for Skyworks Employees

LG Electronics Recognizes Skyworks as Its Top Quality Supplier

Skyworks has been selected as the sole recipient of the 2002 LG Electronics Quality Award. According to LG's quality group, the performance during last year of Skyworks' CDMA PA modules has improved significantly in terms of rates for both in-line and field failures. The improvement was greater than any other quality gains for like-products of Skyworks competitors. Of particular note: There appears to have been no Skyworks PA-related field quality issues at all in 2002 at LG.

LG, a customer since 1995, currently ranks among the top six handset makers in the world and the top two in Korea. Besides the CDMA PA module, LG leverages a host of other Skyworks products in categories such as GSM PA, CDMA RF, GSM RF, CDMA switch module and antenna switch module. Sales of those products to LG generated significant revenue for Skyworks in 2002, and the revenue level is expected to increase more than 50% for 2003.

"This accomplishment is the result of a great deal of hard work, dedication and teamwork on the part of the



The Skyworks APAC quality team accepts the 2002 quality supplier award from LG quality management at the LG Design Center in Seoul, Korea. Pictured (l. to r.): Dean Falth (Business Development Manager for Skyworks in Korea); Don Oh (APAC Quality Manager, Skyworks); Sanghoon Kim (head of quality management, LG); Chunjo Kim (Quality Manager, LG); Wonyoung Seo (Quality Manager, LG).

Other Skyworks quality team members not pictured who played key roles in the LG quality award accomplishment:

>>Dr. Nien-Tsu Shen, Vice President of Quality
>>Dr. Robert Lee, PA Product and Customer Quality Director
--Michael Brand, Customer Quality Engineer

This article promoted company's brand of top quality and contributed to greater employee morale. The better employees feel about the stature and success of their company, the more confident they feel about its future – and their long-term prospects there.

Feature Articles

06/28/2005

Wholesale Division Aims to Tackle a Host of Strategic Goals With Launch of Powerful Customer Management Tool

The Wholesale division's key strategic objective is to transform New Century into a world-class, highly profitable company by making the company easiest to use for brokers. Its goals for helping achieve this include, "optimizing infrastructure with better customer management technology," and "maximizing the relationship value of each customer through more effective marketing campaigns."

That's a tall order to fill.

But on Monday, June 20, the Wholesale Marketing Department launched stage one of the Broker Relationship Management (BRM) application, which allows the division to start covering a lot of territory on its strategy map.

"In this environment of shrinking margins, it's critical that we work much smarter in the way we communicate and build rapport with prospective and current brokers. BRM is the key to successfully building the much larger base of customers we need to grow our profits and increase shareholder value for the company."

-Greg Schroeder, EVP, Marketing and E-Commerce



This is another article designed to improve employee morale. Its goal was to make employees feel better about the company's ability to develop cutting-edge tools to help it do business.

President's Club:

New Wholesale Recognition Program Is All About Total Performance

Account Executive (AE) Suzi Banick is a nine-year company veteran and a consistent top performer in Green Bay, Wisconsin. But the last time she qualified for a New Century sales incentive trip was in 1999 — that is, until this year.

This August, Suzi will join more than 50 other Wholesale Non-Prime Division Associates — equally represented across all regions — for a



Suzi Banick

high populations and home values. But in the President's Club program, the numbers matter in multiple categories besides volume, such as funded units, rate deviation, funded brokers, funding ratio and percent of loans funded through FastQual (New Century's online loan approval system).

Suzi is happy to be credited for her hard work. "Hey, my average loan size is \$75-\$85K, so it's been hard to qualify in the past," she says. "But now it's equitable; let's face it — each unit takes the same amount of time to bring to the table and fund, no matter where you are."

Program With a Greater Purpose

Why the change in the performance measurement approach? Steve Lemon, New Century's Executive Vice President, Wholesale Division - East, has the answer: "Having a successful career requires balance, and it's the same in



Your Salesforce: Managers

- Equip with slides/tools
- Ensure they follow up
- Incentivize them
- Encourage them to use your collateral

Department or team managers are your feet on the street. You can rely on them to reinforce your messages – especially those related to companywide initiatives -- but you have to enable them with the resources to do so, such as slide decks they can share in their team meetings, email templates that they can repurpose and links to articles on the intranet. Be sure to provide them with gift cards or other goodies to thank them for the support.

Selling Your ROI to Boss

- Surveys/research
—checking pulse continually
- Hard data –
before and after
campaigns



Associate Bulletin

9/7/15/2005

Communications Survey: Tell Us How We're Doing

To: All New Century Associates

From: Brad Morrice, Vice Chairman, President & COO, NCFC

If you've been with New Century for over a year, you've probably noticed a lot of changes in Associate communications during this time. Some of these changes have to do with our formal communications media – such as *The Pipeline* newsletter, the Go! *intranet*, Associate Bulletins, *The NEW Briefing* and other communication vehicles.

To find out what you think of our efforts to improve communication at New Century, we have created an Internal Communications Survey, which you can access at: <http://www.zoomerang.com>. **It also asks for your opinion about strategy communication, divisional communication and two-way communication.**

The survey should take you about 10 minutes to complete and you can take it anywhere you have access to the Internet. **It's important that we get your feedback.** We appreciate your taking the time to share your opinions with us so we can continue to improve how we share information with you.

In internal communications, we have to always justify our existence to the organization, starting with our boss. Our function is a budget item and executives want to be sure there's a return on investment. There are two ways to show ROI. One way is to survey employees at least once a year to get a sense of their satisfaction with internal communications; if they're satisfied, that means they're engaged, which also means they're more likely to stay with the company (thereby reducing recruiting costs) and to work harder (thereby producing more revenue). Another way to show ROI is with actual data after an internal campaign. For example, the initiative we promoted at one company I worked for to move employees from video conferencing to WebEx saved the company \$750,000 a year that year. Our efforts to change behavior of employees certainly contributed to that savings, which was more than enough to cover the team's salaries for at least three years.

Examples of Real Results

- **Savings at Conexant:**
 - \$750k from promoting phone network and WebEx
- **Savings at New Century:**
 - \$50k in fines by doing commuter survey campaign
 - \$35k in paper/mailling costs for 401(k) communication via intranet
- **Near-perfect audience engagement:**
 - 95% of Conexant employees visited intranet daily
 - 97% participation in new benefits plan (supporting a \$4 million annual savings)
- **Audience appreciation:**
 - 90% of New Century employees rated email bulletin as "excellent" or "very good"
- **Effective communication:**
 - 84% of New Century employees said they understood company strategy

Here are some examples of real results from two of the companies I served. I achieved similar results for other companies I served, such as Mazda and Candle Computer (now IBM), but at those earlier points in my career, I wasn't wise enough to measure my efforts and track data.



Success Will Yield:

- Fodder from sources to provide messages to audience
- Engagements for consulting services (job security!)
- A sense of your value and credibility

Finally, taking this marketing and sales approach to employee communications that I am recommending in this course also ensures your success and happiness perpetually. Executives and managers in the organization will keep coming to you get their messages out because you've earned their trust and continue to deliver results for them. These same leaders will also consult with you about improving communication within their groups, which provides more opportunities to justify your existence and retain your job. Lastly, when people value what you do in the organization, you're going to have a sense of career fulfillment and pride in your work.