

CENTRAL MAILING SERVICES

SURVEY:

A CASE STUDY

By

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ABSTRACT

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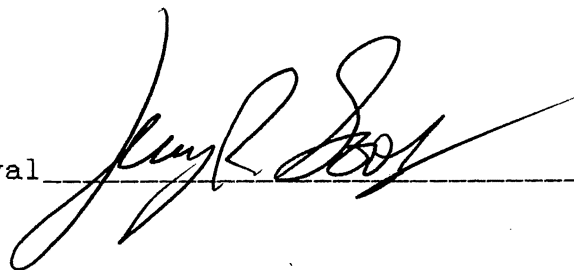
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Candidate for Degree of  
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Scope and Method of Study: This paper is a study of Central Mail and the bulk mailing process that occurs at Oklahoma State University. The purpose was to analyze the business, identify the problems, and recommend solutions to these problems in accordance with theoretical precepts and standard business practices within the limits of this problem. The study allowed for the broader understanding and appreciation of the research process while providing a service to the community.

Advisor's Approval \_\_\_\_\_

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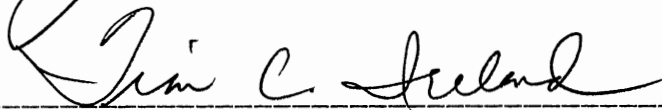
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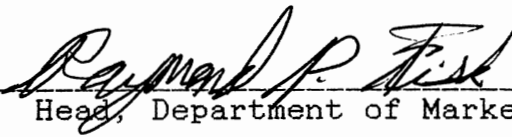
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## INTRODUCTION

As a requirement for my degree at Oklahoma State University, I have completed a research paper that examines a business application in my field of study and exemplifies my knowledge of a business subject through an application of theory. With this in mind, I will set forth in this document the theory that I will use, my methodology, and my client's needs to outline and direct this project to its completion.

My background includes a Bachelor of Arts degree in English from Oklahoma State University, and with the completion of this research paper, I will complete my Master of Business Administration degree.

The project is an application of a business problem tied closely to theory. I am not putting forth a new theory or attempting to validate or test a current theory. Instead, my client, Central Mailing Office seeks to determine what aspects of its services its customers like/dislike or are aware/unaware.

Specific questions include the following:

- 1) How much mail is mailed by on-campus vendors?
- 2) How do these on-campus vendors perceive central mailing services?
- 3) What are the needs of these on-campus vendors that central mail is not fulfilling?

To answer these questions the study will investigate the need for a broader and deeper understanding of the marketing concept within the bounds of a central mailing office. These aspects include the following:

- \* Understanding customers needs
- \* Product awareness/knowledge (Hierarchy Effects Model)
- \* Competitive advantage: opportunities and threats
- \* Industry Analysis

This illustration should demonstrate how an understanding of these aspects of the company's competitive position with respect to theoretical precepts influence the recommendations put forward.

Finally, this project came about as a result of a communication between Mr. Butch Hiatt and Dr. Steve Miller. Mr. Hiatt wanted a survey to see what individuals on-campus thought of Central Mail. Dr. Miller knew that I needed a research topic. Therefore, Dr. Miller asked me if I was interested in conducting a research report. I agreed and asked Dr. Jerry Goolsby to be my advisor and confirmed the project with Mr. Hiatt.

## BACKGROUND

Central Mail is the campus mailing service for bulk mail, primarily for university operations. Only by using Central Mail can university vendors use the non-profit designation, a controlling mechanism for non-profit mail. This controlling mechanism is a decided advantage for Central Mail and often a requirement of OSU departments that use state funds. Other OSU departments have the luxury of using outside vendors if these departments choose to do so because these departments do not use state funds.

### **Central Mail's General Services:**

One of the other services that Central Mail provides is the warehousing of Cooperative Extension Publications such as 4-H literature, fact sheets, current reports, and several manuals. Bulk Mail is prepared here for the campus and must be delivered to Central Mail by individuals from their respective offices. This delivery process is difficult because of the limited parking near the Central Mailing Office, and the loading zone is set up for large trucks to back-up to, making access Central Mail nearly impossible for individuals using cars.

### **Central Mail's Primary Service:**

This bulk mail can come from first, third, and fourth class mail. The primary purpose, as stated



earlier, of Central Mail is to provide bulk mailing services. This bulking process involves the sorting, tying, and bagging of mail according to Postal regulations. For example, each piece of mail is divided by zip code. Those zip codes that have 10 or more items are given a special insignia which connotes that this bundle of like-zip coded mail can be delivered directly to this zip code. All other zip codes not meeting the 10 or more criterion will be given another insignia designation connotes a region where these like-zip coded mail will be delivered (ie., Oklahoma City has many zip codes, and if a bundle of like-zip coded mail within the Oklahoma City area cannot meet the 10 or more criterion, this bundle of mail is sent to the Oklahoma City region instead of that particular zip code. Finally, the mail is tied and bagged. This process reduces the cost to the customer because the post-office does not have to spend the time bulking the mail, allowing the post office to reduce the mailing cost of this bulked mail.

#### OTHER CENTRAL MAILING SERVICES

Other services that Central Mail can employ to save the university's departments money (if these departments care to save) include folding, collating, addressing, inserting, heat shrink plastic wrapping, computer entry of mailing lists, preparing mail to qualify for Bulk Mail discounts, meter postage, and

maintaining the postage payment account indicia.

**Folding:**

Central mail has some automated machinery which can fold items such as the Martin-Yale Multiple Sheet Folder. This machine can fold letters in thirds with a maximum of 6 letters being folded at one time. ... can also fold these letters in half with a maximum of 9 being folded together. This process is limited to 8 1/2" by 11" sheets of paper and larger or smaller items must be folded by hand.

**Collating:**

Central Mail uses the Bell & Howell Collator to collate up to 10 pages at once with a page dimension of 8 1/2" by 11". Volumes larger than 10 pages are collated into sets of ten, and then, these sets are put together by hand.

**Addressing:**

Addressing envelopes involves two procedures: printing the label and attaching the label. Central Mail employs two methods of printing labels. One method is the 1-up label that prints one label at a time. (Refer to Appendix A.) The second method is the 4-up label method that prints four labels across (Cheshire type). (Refer to Appendix B.)

To attach these labels to their respective envelopes, Central Mail uses a variety of methods. One such method is the Automecha and Dispensa Matic machines

which attach labels from 1-up gummed labels. Other 1-up gummed labels that do not fit these machines are attached by hand. The 4-up Cheshire type labels are attached with the Kirk Rudi labeler. This labeler cuts and applies each label to an envelop.

**Inserting:**

The Bell & Howell 6 station inserter stuffs envelops that are not larger than #10 sized envelops. Items that require the use of envelops that are larger than this sized envelope are inserted by hand.

**Heat Shrink Plastic Wrapping:**

As the process is obviously described, Central Mail can wrap different items in plastic by applying heat. This service preserves and protects manuals, booklets, and pamphlets from the elements that age them.

**Computer Entry of Mailing Lists:**

Central Mail can store names on a computer diskette, make updates at the customers request, print labels from this list, and obtain zip plus four updates from the U.S. Postal Service for the customer's mailing list. This service allows for the extensive use of mailing lists, which should reduce the time to mail-out items for the customer.

**Zip plus four:**

By adding the 4 digits to the end of the zip code, the mailing costs could be reduced by 1/2 of a cent for

each piece of bulk mail and 1/9 of a cent for each piece of first-class mail.

**Maintenance of the 191 Indicia Postage Payment Account:**

The final service that Central Mail offers is the maintenance of the four different indicias. Using Central Mail is the only method of using these designated postage accounts. (See Appendix C.)

CUSTOMERS OF CENTRAL MAIL

As stated before, Central Mail has many customers through the university because many departments are required to use Central Mail. Some departments are not required to use Central Mail because these departments do not use state funds for their operations. Potentially every department on campus could use Central Mail as their vendor, but because most departments do not have large enough volumes, these departments rarely use Central Mail. Some of the large customers are Fire Publications, the Extension Offices, the Bursar's Office, Registrar's Office, High School and College Relations, Alumni Association, Foundation, Public Information Office, Athletic Department, and Cooperative Extension.

## IDENTIFICATION OF THE PROBLEM

To identify the problems, I spoke with Mr. Hiatt to discuss what he thought were the strengths and weaknesses of Central Mail. Then, I asked other people what process they had to go through to use Central Mail. By talking to Mr. Hiatt and various customers of Central Mail, I determined some important aspects that identified the problems/limitations that Central Mail must overcome to improve its performance.

Most of Central Mail's problems exist because of poor past performances. That is, Central Mail at times exhibited an "I don't care" mentality because the customers (departments on-campus) were required to use Central Mail. There was little if any customer service at Central Mail.

### **Lack of Customer Service:**

The prior administration at Central Mail damaged the image of Central Mail because of its unwillingness to help customers. Specific examples of this poor customer service could be witnessed when an individual would call Central Mail to try to get something mailed quickly. Often, sounding indignant, Central Mail would berate its customers or simply not do the job once Central Mail agreed that the job could be performed. This damaged relationship is still fostered in the beliefs of some major users of Central Mail despite a

change in the leadership. Although, progress is slowly being made to rebuild these relationships. (Obviously, the fact that Central Mail has commissioned a study to determine the needs of its customers is in fact a step toward the solution to this problem.)

**Slowness of Mailing:**

A general criticism of Central Mail is the slowness in getting items mailed out. One reason for this slowness is the abundant supply of cheap labor on-campus (student assistants) to collate, insert, fold, and label materials and envelopes. This supply of cheap labor makes an investment into new machines difficult to justify on a cost/benefit ratiocination, considering the increased costs of using Central Mail rather than the the student assistants. Thus, what once were state-of-the-art machines have now become antiquated machines and are not replaced with new technology, perpetuating the cycle.

The other factor contributing to this slowness problem with respect to the labor issue is that Central Mail has a difficulty finding student assistants who can work at least half-time and will stay in Central Mail. This high turnover forces Central Mail to constantly train personnel. Students also have varying schedules which produces shortages at times. If Central Mail has a rush job or many jobs need to go out, Central Mail often has a difficulty in always getting the mail out.

Combining the training problem, the variability in work schedules, and the perpetuation of old technology, Central Mail cannot effectively perform its services to its customers on campus in critical situations.

**Turnover of Departmental Employees:**

As alluded to earlier in the section on personnel at Oklahoma State University, particularly students, the turnover rate of individuals who use Central Mail on a daily basis changes nearly every year. As individuals pursue their education or follow spouses who are pursuing their education, employees are constantly coming and going. This high turnover of employees also means that the employees who make the decisions to use Central Mail leave. For example, when individuals arrive at Oklahoma State, these new employees must learn the rules and procedures of the department that they will be working in. Since these individuals do not need to get permission to mail through the regular post office, these individuals often assume that all mail goes to Cordell to be processed. Because Central Mail has certain procedures for its bulk mailing process, individuals, when given a choice, do not use Central Mail for a variety of reasons with one notable one. That is, individuals unknowledgeable about Central Mail will only use Central Mail when forced to. This constant turnover and lack of knowledge forces Central Mail to educate individuals through seminars, hoping

that those individuals who have little or no knowledge of Central Mail will participate in these seminars.

**Political Limitations:**

Other problems for Central Mail are the political limitations, specifically the territorial waters of who is responsible for what postal services on campus. Central Mail has traditionally been involved in third and fourth class bulk mailing services. Recently, Central Mail has started catering to the first class bulk mailing service that infringes on the services that the University Postal Service on-campus in Cordell provides. Cordell handles the sorting, distributing, and mail delivery service for incoming U.S. mail, campus mail, and the postage charged to the established postage accounts. The difference between Central Mail and University Mail Services is the bulk mailing process. But, as a cost cutting measure for the university, most first class mail could be gathered at the different locations on campus such as the College of Business, or the Student Union. Then, this mail could be sent to Central Mail instead of Cordell with charge backs to units but at a lower cost. Obviously, this process would reduce the budget for University Mail Services, a political mistake for any division head to suggest.

**Summary of Problems/Limitations:**

The limitations facing Central Mail are summarized in the following points.



- \* The prior leadership of Central Mail damaged its image and make ... difficult for the current leadership to demonstrate the new style without skepticism from individuals who see any attempt to correct problems as simply a public relations ploy rather than a sincere attempt to address customers needs.
- \* The availability of cheap labor (student assistants) to perform some of the jobs that Central Mail offers will continue to be an obstacle that has no solution as long as the perceived value (either costs savings, quicker service, or control of materials) of having student assistants perform these manual tasks is greater than Central Mail performing them.
- \* The constant turnover of students is another consideration. The labor pool for students is enormous but the supply of qualified/committed students is often low. Therefore, because students are constantly being trained and have irregular schedules, Central Mail has difficulty in gaining productivity levels that would normally arise from people working at one job over a longer period of time.
- \* Another personnel problem is the turnover of individuals from each department. As the knowledge of how an individual does his or her job, so goes the knowledge on how to use Central Mail. Again, the need to educate individuals about the mailing process is constantly needed.
- \* The last problem relates to the departmentalization of the university. Each unit has its responsibilities and only those responsibilities. If a unit seeks to expand or infringe on the responsibilities of another department, political consequences are realized.

The limitations facing Central Mail can and should be addressed. If Central Mail's management is committed to improving customer relations and/or increase its business, then these issues must be addressed.

## LITERATURE REVIEW

To solve the problems listed above, a review of the literature should help provide the framework from which some depth of knowledge and explanation can be understood in reference to this problem. Some of the theories which will be discussed are the theories about customer contact, the hierarchy effects model, competitive advantage, and industry forces. Each theory has direct implications for solving the Central Mail's problems.

### CUSTOMER CONTACT

#### **High Contact Environment:**

The nature of the service industry needs to be understood with respect to the customer to fully appreciate how difficult providing services to individuals can be in a high-contact environment. Parasuraman (1985) emphasizes the point in the critical feature or service: "quality in services is not engineered at the manufacturing plant, then delivered intact to the consumer. In labor intensive services... quality occurs during service delivery." (Parasuraman, Zeithaml, and Berry, 1985, p.42). Richard Chase (1978) explains further this concept of high-contact environments:

It follows that service systems with high customer

contact are more difficult to control and more difficult to rationalize than those with low customer contact. In high contact systems, the customer can affect the time of demand, the exact nature of the service, and the quality of service since he tends to become involved in the process itself. (Chase, 1978, p.188)

The point here is that managers who have to deal with the customers on a daily basis will find standardization of output difficult because the customer can demand that something in the process be changed. This contact makes the efficiency of operation suffer because of these demands. For example, Central Mail has difficulty scheduling students to do the work because the level of work varies from day to day. Considering the variability of the work schedules of students, Central Mail is often understaffed when customers have a greater volume of work for Central Mail to do.

#### **High Contact Environment and Public Relations:**

Another component of the high-contact system is that the job also requires that the individual providing the service carry out a public relations function as well. "Any interaction with the customer makes the direct worker in fact part of the product and therefore his attitude can affect the customer's view of the service provided," states Chase. (1978, p.190) Central Mail's high-contact with its customers makes separating the satisfactory level of the worker and the environment from the service being provided difficult for the

manager of Central Mail. The former director of Central Mail should be able to attest to this fact.

#### **Service Oriented Culture:**

One of the issues related to this customer contact issue is the idea of the service-oriented culture and the ramifications of this idea. Bowen and Schneider state:

A service-oriented culture is shaped through multiple mechanisms. At a general level,... organizations, and their cultures, are a function of the kinds of people in them who, in turn, are a function of an attraction-selection-attrition (ASA) cycle. Different kinds of organizations attract, select, and retain different kinds of people, which is one of the primary reasons that organizations look and feel different. (1988, p.53)

This point is pertinent to the discussion because Central Mail's management must understand that to maintain a customer-oriented organization Central Mail must pay particular attention to the recruiting, selecting, and training of these individuals (Bowen and Schneider, 1988).

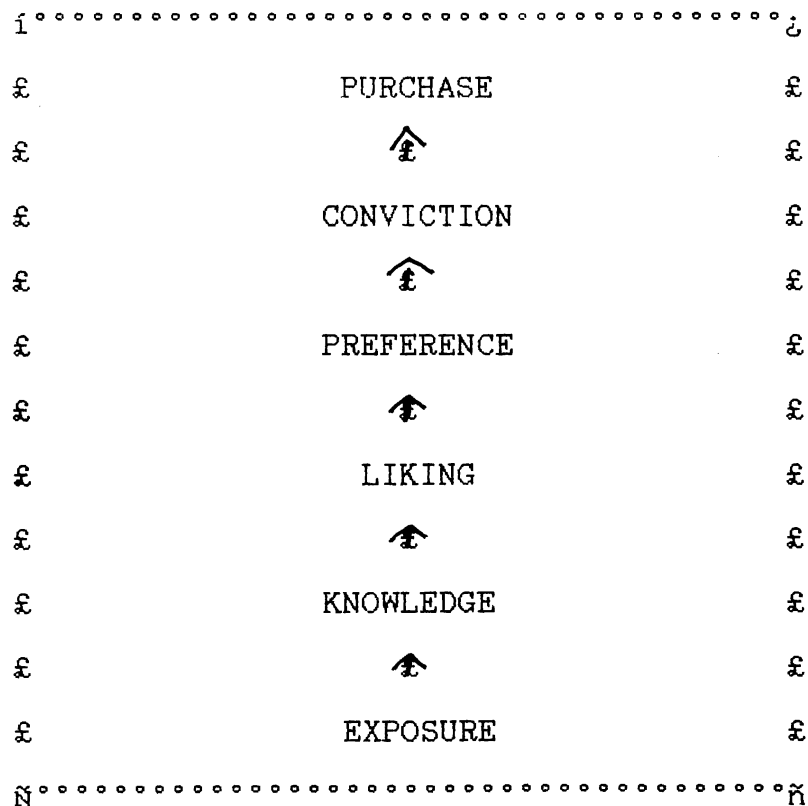
#### Hierarchy of Effects Model

One of the first precepts that needs to be understood is the hierarchy of effects model. This theory which has been widely accepted in field of advertising states that before consumers can purchase a product or service, consumers must first have a

conviction to purchase. This idea is the premise of the Hierarchy of Effect Model. Each step toward the purchase of the product is preceded by an interim step until there is no knowledge of the product or service (Palda, 1966). (Refer to Figure 1.)

The importance of this concept is that researchers would cannot expect customers to rate on a survey their liking of a service if these consumers are vaguely aware of the service. Also, this theory relates well to a problem encountered with Central Mailing Services. Many people are unaware of the services that Central Mail offers and would have difficulty purchasing the service when these individuals have no reason to purchase.

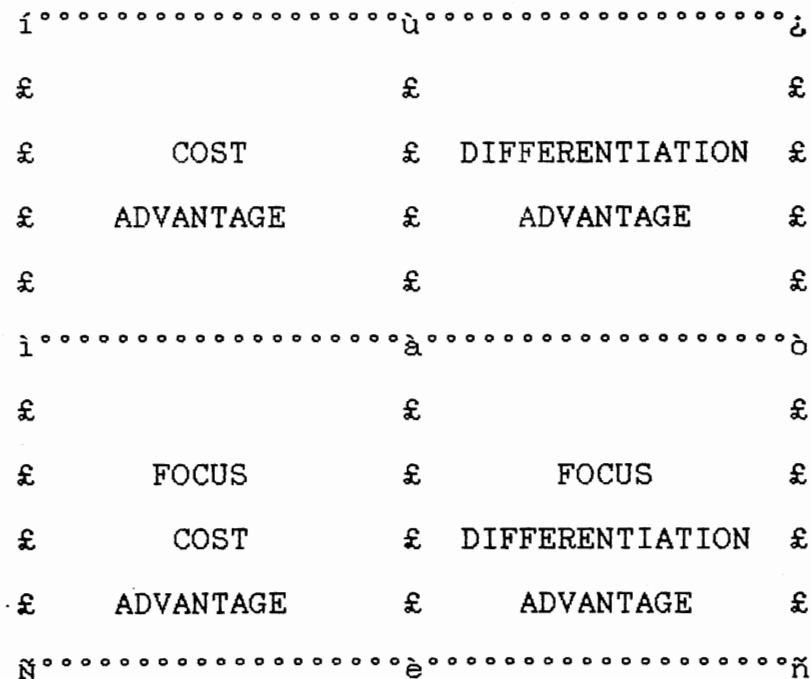
FIGURE 1



## COMPETITIVE ADVANTAGE

Another theory that needs to be understood is the concept of competitive advantage. According to Michael Porter (1980), competitive advantage is determined by the strength and weaknesses that a company has in either a low cost or differentiation position. (Refer to Figure 2.) In this model a company can either be a cost leader or a differentiator but not both.

FIGURE 2



### Cost Leadership:

As a cost leader, the company pursues an advantage over its rivals by delivering a product or service cheaper than its competitors without giving up the

margin on the product. This advantage strategy requires the company pursuing this position to be "the" cost leader.

**Differentiation Advantage:**

The second competitive advantage strategy is the differentiation advantage. In this instance the company charges a premium for its differentiation while holding costs down on the items that are not perceived to be a differentiator. That is, the company pursues a unique strategy that is perceived to be different than its competitors and charging a premium for this unique product or service.

The notion of "gaining a competitive edge" seems to be an ever present cure for businesses but rarely do companies analyze the internal and external factors of to understand how companies can achieve a competitive edge. That is, executives often emphasize the financial aspects of a company: return on investment, return on assets, sales, and profits. These performance indicators are important as these indicators represent the bottom-line. But, good competitive strategies are not guided by past performance indicators alone.

Using this model in Central Mail's strategy would be helpful to Central Mail because Central seems to be pursuing a broad differentiation strategy, offering a wide-variety of services in all aspects of the bulk mailing process.

## INDUSTRY FORCES

Another theory described by Michael Porter is the idea that industry forces shape strategy. He states these five basic forces as being: new entries, suppliers, buyers, substitutes, and industry competitors.

### **Threat of Entry:**

The threat of entry brings new capacity, desire to gain market share, and often substantial resources to the industry. Barriers to entry include economies of scale, product differentiation, capital requirements, cost disadvantages independent of size, and access to distribution channels.

### **Power of Suppliers and Buyers:**

Another industry force is the power of suppliers and buyers. A supplier group is powerful if this group is dominated by a few companies and is more concentrated than the industry sell to, the product is unique or differentiated, not obliged to contend with other products for sales to the industry, poses credible threat of integrating forward, and is not important an customer of suppliers. Important aspects of a buyers group is important to the firm if the buyer is powerful. The buyer is powerful if large volume purchases are made or concentrated, products purchased are standard or undifferentiated, and the industry's product is unimportant to the quality of buyer's services, and



buyers pose credible threat to integrate backwards.

**Substitution Threat:**

The substitution of other products is also a problem because of the price-performance trade-off offered by substitutes. That is, if a product of equal quality can be delivered at a reduced cost, then buyer or suppliers will use the substitute.

**Industry Competition:**

Finally, the intensity of competition affects the industry rivalry. Pertinent factors affecting this intensity are the numerous competitors of equal size and power, industry growth, and high exit barriers.

Using this model allows for the illustration of the rivalry with respect to all these different forces. A graphic representation of the model is presented in Figure 3.

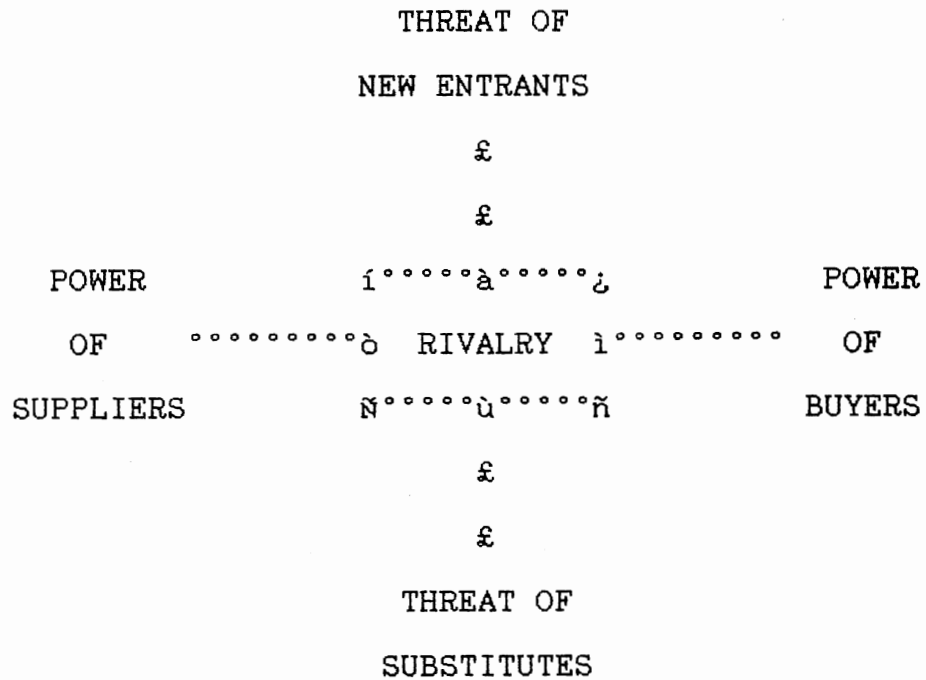
**Central Mail's Concern With These Threats:**

Central Mail does not have to be concerned about entry into the market of other suppliers of bulk mailing processes for those departments that are required to use Central Mail. But, for those departments that can seek outside vendors, Central Mail should be very concerned, especially if these departments are Central Mail's largest customers.

As for the power of buyers, Central Mail currently has a problem with this industry force because each department on-campus has the ability to hire student

assistants. These student assistants allow each department to perform many of the services that Central Mail offers. Thus, forwardly integrating into Central Mail's business.

FIGURE 3



## **METHODOLOGY**

To better understand the consumers of Central Mail, the author developed a survey to determine if consumers are aware of Central Mail, if these consumers have used Central Mail, if these consumers use other vendors, what aspects of a bulk mailing service are important in choosing a vendor, how does Central Mail compare to other vendors if these customers use them, what do users think about the services offered, and what suggestions if any these consumers want? (Refer to Appendix D.)

### **Sample:**

The individuals to be surveyed are those employees using Central Mail on-campus: executive secretaries, administrative assistants, and deans and department heads. These individuals were chosen because these individuals are most likely to be the buyers of Central Mail. This sample consisted of 430 individuals, all to be surveyed.

### **Understanding The Business:**

To achieve some meaningful results, the author first analyzed the business. That is, the author went to the Central Mail and asked the manager, Mr. Butch Hiatt, what his business is about. The author toured the facility with him and explained the different machines and their applications to the business. (The author stated these applications in the background section of the paper.) Once the author understood what

the business was about, the author had him communicate what he felt the problems of the organization were. Then, the author tried to formalize these problems into a systematic approach to determining exactly what he wanted to do. For example, as mentioned before, he wanted to know 1) How do on-campus vendors perceive central mailing services, 2) What are the additional needs of that Central Mail is not fulfilling, and 3) if possible, how much mail is mailed by on-campus vendors? To answer these questions, the author believed that on-campus vendors needed to explain their awareness of Central Mail's services because, as the Hierarch Effects model suggests, individuals must know that these services exist before making a determination of whether they like the services or not.

#### **Forming a Focus Group:**

To determine what attributes were important when choosing a mailing vendor, the author formed a focus group and asked them to tell the author what kinds of processes departments go through when these departments evaluate a vendor. In this process, the author found that the purchasing process involved five basic factors: price, convenience, customer service, quick response, and wide variety of services. The author assumed that these competitors vied for Central Mail's bulk mailing services, an assumption that was not correct. For example, when the author did the pre-test, the author

found that most on-campus vendors do not have a choice of whether to use Central Mails services or not. **Use of On-campus Venodrs:**

So, the author included a statement asking the respondent if each respondent was required to use an on-campus vendor. If the respondent said yes, the author had them skip section 2 and complete section 3 and section 4. If respondent said no, the author asked them to list any competitors and rate this competitor against Central Mail with these same services.

**Comparison To Competitors:**

By comparing Central Mail to its competitors, the author should be able to explain the attributes that the individual ranks as most important with the same attributes that the respondent compares Central Mail and its competitors. In Part 3 of the survey, th author used the same five attributes as in Part 2 but asked all individuals, whether each department had to use an on-campus vendor or not, how each department would rate Central Mail using Likert scaled items.

In an attempt to determine how much mail is mailed on-campus, the author asked how much 1st and 3rd class mail was mailed out each month, hoping to calculate some demand estimate for the campus. Also in attempting to gather information about what services individuals felt that Central Mail should offer or other comments which would help Central Mail provide better services, the

author asked three open-ended questions that should identify future needs of the customers.

**Computer Work:**

When the author received the questionnaires back, this author coded the different yes/no into 1's and 2's. The different classifications of employees were categorized into numbers one through seven. This coding occurred so that the computer could run a frequency of the data. This process also allowed for an interpretation of the results that would have otherwise been impossible.

**Advisor:**

Throughout this entire process, the advisor, Dr. Jerry Goolsby, guided the author in critical areas such as research design, interpretation of the data, and improvement in the final product--this paper. The advisors ideas pushed the author through difficult areas of the this research project.

RESULTS/RECOMMENDATIONS

As the author stated earlier, the questionnaire was sent to deans and department heads, administrative assistants and executive secretaries. This mailing list consisted of 430 individuals and 141 or approximately 33% responded to the survey. The author had included a cover letter briefly describing Central Mail and asking each respondent if each respondent used any bulk mailing service, to simply return the questionnaire. (Refer to Appendix E.) Of 141 respondents, 85 or 60% of them completed the questionnaire. Therefore, of the 430 individuals that received the questionnaire, approximately 20% of the surveys were used in analyzing the problems. Table 1 summarizes this response. (Refer to Appendix F for the raw data from the survey.)

TABLE 1

1	.....	.....	.....	.....
£				£
£	Sample Size	Responding	Used in Analysis	£
£				£
£	430-100%	141-33%	85-20%	£
£				£
£	*60% refers to the number used that responded(85/141)			£
£				£
N	.....	.....	.....	n

One of the areas that Central Mail was concerned about was the awareness of their services and the use of these services. The results of these questions are present in Table 2.

**Results: Zip plus four and computer entry of mailing lists.**

Before developing the questionnaire, ... was thought that people were not aware of Central Mail's services. As demonstrated in Table 2, that assumption was incorrect. Instead, people are aware of Central Mail's services ranging from 98.8% for 3rd class bulk mailing to 73.8% for the zip plus four. But, the lowest awareness among the different services are the newest services that Central Mail is offering: computer entry of mailing lists and zip plus four. This fact is

TABLE 2

SERVICES	AWARE	USED
Mailing 3rd class bulk mail	98.8%	86.9%
Mailing 1st class bulk mail	95.1%	73.1%
Folding	88.9%	53.4%
Collating	85.2%	38.9%
Addressing	91.4%	57.7%
Inserting	84.0%	40.8%
Computer entry of mailing lists	74.1%	24.7%
Zip plus four	73.8%	27.5%

even more disturbing when the use of these two services is considered, 24.7% and 27.5%. These figures represent



the lowest among all the services offered. A reason for this low response maybe that individuals are unknowledgeable about these two services. As stated in the Hierarchy Effects model, individuals who are unknowledgeable of these services will not develop a liking for the services and therefore will not develop a preference or conviction to eventually purchase these services.

**Recommendation 1- Zip Plus Four and Computer Entry Solution:**

A solution to the knowledge problem of the Zip plus four and computer entry of mailing lists is educating these respondents on how to go about using these services. One of the first things for Central Mail to do is to get a boundary spanner, an individual who communicates the value of the products or services being offered. For Central Mail, this individual would be an individual who would not only give training to individuals but one that would attempt to sell the services of Central Mail. This individual would also be responsible for attempting to find any services that Central Mail could perform that are not currently being offered. The need to educate is not only important to make people understand how to use the service but also to get them to form a preference for Central Mail's services.

## **Result 2- Low usage of other services:**

In contrast to the above problem, another problem exists of individuals who are aware of the other services, which include folding, collating, addressing, and inserting, but do not use them. These services have awareness levels ranging from 91.4% to 84.0% with usage levels ranging from only 57.7% to 38.9%. This fact can be easily explained because of the cheap labor force on campus--student assistants. This cheap labor force allows individual departments on-campus to perform many of the tasks that Central Mail offers. In Porter's industry model, the power of buyers to integrate backwards is evident in this situation. For example, the ability of each department on-campus to hire students cheaply to do much of the manual labor that Central Mail performs undermines Central Mail's control of these services. Contributing factors to the reasons for this problem are that the work in Central Mail is often performed manually, making the uniqueness of Central Mail's service nonexistent.

Another contributing factor is that much the work is performed on rigid, anitquated machinery. If special orders exist that do not meet the standards of that machine, the job must be performed by hand. This inflexibility reduces the efficiency in which Central Mail can perform such tasks, often causing a strain on the resources and Central Mail may not be able to handle

rush jobs or large volumes in a short period of time. Therefore, departments on-campus do as much of the mailing process as possible to avoid not getting the mail mailed out.

**Recommendation 2- Usage Problem of Services:**

To solve the usage problem of services that Central Mail offers but departments on-campus perform to take some of the responsibility of the mailing process such as collating, folding, inserting, and addressing, Central Mail must either purchase some new bulk mailing machines that can perform many of these tasks for a variety of applications. That is, the machine should be flexible so that many different sized envelopes can be stuffed and collated. Another solution to this problem is to schedule employees to allow for some flexibility for customers. The mail is not going to go out evenly day after day. Therefore, Central Mail must provide flexibility in scheduling so that when rush job or special needs for customers are required, Central Mail could bring people in to help with the increased work load and guarantee a delivery time for the customer.

This solution is difficult to sell because the advantage to departments on-campus for having student assistants do much of these services is a huge advantage to these department since these departments have to pay the student assistants anyway. Therefore, a technology to cut the costs below that of hiring a student

assistant while at the same time speeding up the mailing process is the only alternative that might persuade these departments to use Central Mail as the provider for these services.

**Results 3- Comparison against competitors:**

Also from the results, an analysis of Central Mail versus its competitors can be demonstrated in Table 3. (Refer to Appendix F for the raw data.)

TABLE 3

SERVICES	RANK OF SERVICES BY IMPORTANCE *	RANK OF COMPETITORS VS. CENTRAL MAIL *
PRICE	#2	#3
CONVENIENCE	#4	#2
CUSTOMER SERVICE	#3	#4
RESPONSE	#1	#1
WIDE VARIETY	#5	#5

\* 1 is most important and 5 least important

The importance of this analysis is that the respondents stated that the most important aspect in choosing a vendor is a quick response to mail-outs while also demonstrating that Central Mail's competitors do a far better job than Central Mail in providing this service. This fact might even be more critical to

Central Mail but only 38.8% of the respondents have a choice of whether to use an off-campus mailing service. Most departments have not used an off-campus vendor, but Central Mail's largest customers do. Therefore, if Central Mail can improve in this area for its existing customers, then these existing customers might be more likely to buy some of the other services because Central Mail could demonstrate that progress is being made in speeding-up the mailing-out process. Concerning off-campus competitors, Central Mail must do more to keep on-campus customers. Using Porter's advantage model, Central Mail tries to be a broad differentiator by providing a wide variety of services. Unfortunately, its customers do not believe this attribute to be the most important attribute. In fact, the respondents believe that this attribute is the least desired attribute among the five attributes that Central Mail offers. Instead, Central Mail is pushing an advantage that does nothing to improve their position in the minds of customers. Porter would describe Central Mail as being "stuck in the middle". That is, achieving neither the differentiation strategy that is currently being pursued--providing a wide variety of services and also not achieving the differentiation that Central Mail should be achieving--quick response to mail-outs.

**Recommendation 3- Sharpening Differentiation Strategy:**

Therefore, Central Mail should sharpen its

differentiation strategy by focusing more on the areas in that can differentiate Central Mail from the competition with respect to the customers likes and dislikes. For example, since customers desire a quick response to mail-outs but are price sensitive. (Price is ranked second in importance.) Central Mail should seek new employees who will have a long term commitment to the organization and who are customer oriented. That is, Central Mail should attempt to hire and keep student assistants for the four years they are here to reduce the training costs and the high turnover. By hiring individuals with these qualities, Central Mail should be able to develop more efficient operations simply due to the learning curve and a stronger work ethic among its employees. Focusing on these personnel requirements should allow Central Mail to be more competitive in the aspects that customers believe to be important.

**Result 4- Convenience aspect:**

Another area that Central Mail should look at is the convenience aspect. According to the data, Central Mail does not perform as well in this critical area compared to its competitors. (Refer to Table 3.) One of the reasons is that Central Mail does not provide a pick-up or delivery service for customers, an aspect that many customers would like to change. In the comments section, many customers described a pick-up service as a very needed service because of the location

of Central Mail and the inability of individuals to conveniently park near Central Mail. (Refer to Appendix G.) As stated in the background section, Central Mail's loading zone is set up for trucks not cars.

**Recommendation 4- Delivery Service:**

Central Mail should provide an "on call" pick-up and delivery service by sending a truck to the different buildings on-campus. This service could be cost justified if these departments depended more on Central Mail for bulk mailing service. This delivery service could also provide an opportunity for Central Mail to increase its first-class bulk mailing service by creating pick-up centers. These pick-up centers would allow individual departments to collectively organize the bulk mailing process, which would reduce the costs of all the departments. For example, this process would reduce the cost to each department because the discount rate for first-class bulk mail could be offered to all departments despite each department not having enough mail to qualify for the bulk rate. But, collectively there would be enough mail to qualify for this bulk rate. Therefore, the delivery service provides long-term opportunities for the increased usage of Central Mail's bulk mailing services.

**Results without recommendations:**

Another aspect that was investigated was how customers perceive Central Mail's service

characteristics: pricing, convenience, customer service, quick response to mail-outs, and wide-variety of services. These results are summarized in Table 4.

This question attempted to find some discernable problem areas that Central Mail could address. At this point in the survey, respondents seem to have difficulty rating Central Mail because the problems that were apparent when Central Mail was compared to its competitors is no longer apparent in this table. A severe case of acquiescence seems to have occurred with this question. People marked Central Mail high when in

TABLE 4

ATTRIBUTE	EXCELLENT	VERY GOOD	AVERAGE	BELOW AVERAGE	POOR
PRICING	9.7%	34.7%	51.4%	2.8%	1.4%
CONVEN.	20.0%	51.3%	20.0%	8.8%	0.0%
CUSTOMER SERVICE	30.9%	43.2%	22.2%	1.2%	2.5%
QUICK RESPONSE	12.8%	44.9%	32.1%	5.1%	5.1%
WIDE-VARIETY	22.1%	51.9%	26.0%	0.0%	0.0%

fact there were perceived problem areas. One reason could be the fact that the respondents were tired of completing the questionnaire. Another reason is that



the respondents did not want to view Central Mail negatively.

But, compared to how Central Mail was managed before the new director took over, these results can be understood quite well. For example, if a survey had been done before, these results can be compared to see if any improvement has taken place. Also, if Central Mail wishes to conduct a survey at sometime in the future, Central Mail could compare the results of this survey with the future one to see if there is any improvement. But, in relative terms, the respondents marked the two areas of most importance, quick response and pricing, the lowest.

As for the results of this survey, Central Mail's current strategy seems to be working quite well. That is, Central Mail is in the "ball-park" when their pricing policy is considered, 51.4% of those responding described Central Mail's pricing policy as average. Since Central Mail chooses not to be the price leader and differentiate on the services offered, the results of this section demonstrate that Central Mail does have some areas to improve in. For example, the respondents state that the two areas Central Mail's could improve is in a quicker response and providing a more convenient service. Both of these are shown through lower positive ratings and higher negative ratings as compared to the other services. These attributes were much more

discernable though in the comparison of competitors section.

The last item that the author attempted to look at was who was making the decision to purchase Central Mail or who most often dealt with Central Mail. Seven job classes were created to narrow the different job titles into some coherent form. (Refer to Table 5.)

The author expected before the survey was sent-out that three groups of people would be the decision makers in using Central Mail: executive secretaries, administrative assistants, and coordinators. The results demonstrate that these three groups indeed are the decision makers that Central Mail should educate about its services because these decision makers are most likely the individuals who will purchase these services.

TABLE 5

TITLE	PERCENTAGE
SENIOR SECRETARY	34.9%
ADMINISTRATIVE ASSISTANT	19.3%
UNIT SECRETARY	10.8%
DIRECTOR	8.4%
COORDINATOR/MANAGER	16.9%
DEPARTMENT HEAD	4.8%
OTHER	4.8%

SUMMARY OF FINDINGS  
AND  
RECOMMENDATIONS

Central Mail has several opportunities to improve its services and can address most of the limitations restraining Central Mail from achieving these opportunities. Each problem and solution is summarized below.

- \* The two newest services that Central Mail is offering, zip plus four and computer entry of mailing lists, have the lowest awareness levels and the lowest usage levels.

- 1) Central Mail should have an individual become the boundary spanner. That is, this individual should communicate the value of the services being offered both in training and selling of these services.

- \* Buyers do not use the collating, folding, inserting, and addressing services to the degree that Central Mail would like.

- 1) Central Mail should purchase the new Cheshire machine to automate as much of the process as possible if Central Mail wishes to persuade more departments to use these services. (Refer to Appendix H.)

- 2) Offer discounts to individuals to bundle many of the services together. That is, if Central Mail could persuade the departments to use all of its services throughout the bulking process rather than just a few, Central Mail should gain additional customers.

- 3) Provide a greater flexibility for its customers for rush jobs or special needs through a more flexible scheduling of its workers.

- \* Central Mail does not provide as quick a response to mail-outs as its competitors.

- 1) Hire employees who have a long term commitment to Central Mail. This action should reduce the

training costs involved and the operations should be more efficient due to the learning curve principle.

\* Central Mail is difficult to access.

- 1) Provide a pick-up and delivery service to pick-up center on-campus.
- 2) Form pick-up centers on-campus

Central Mail is making progress in developing a consumer orientation that has not been present for sometime. This survey along with the seminars that are conducted each year are steps in rebuilding the customer loyalty that has been lost. If these problems are identified and if any one of these solutions is implemented, Central Mail should increase its business from those departments that must use Central Mail to those departments that have a choice.

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APPENDIX A  
1-UP COMPUTER LABELS

APPENDIX B  
4-UP COMPUTER LABELS

CMS  
AGRICULTURAL CONFERENCE SER.  
JANDRA PRICER  
334 STUDENT UNION  
CAMPUS

CMS  
ECONOMICS  
KIM ANDERSON  
308 AG HALL  
CAMPUS

CMS  
ECONOMICS  
DANIEL BADGER  
308 AG HALL  
CAMPUS

CMS  
ECONOMICS  
PAM DANIEL  
308 AG HALL  
CAMPUS

CMS  
ECONOMICS  
JOHN FRANZMANN  
308 AG HALL  
CAMPUS

CMS  
ECONOMICS  
MIKE HARDIN  
308 AG HALL  
CAMPUS

CMS  
ECONOMICS  
NALEISH JONES  
308 AG HALL  
CAMPUS

CMS  
ECONOMICS  
ROSS LOVE  
308 AG HALL  
CAMPUS

CMS  
ECONOMICS  
MARSHA SPEER  
308 AG HALL  
CAMPUS

CMS  
ECONOMICS  
MARCIA TILLEY  
308 AG HALL  
CAMPUS

CMS  
ECONOMICS  
JOYCE GRIZZLE  
308 AG HALL  
CAMPUS

CMS  
EDUCATION  
DEBBIE WHITE  
348 AG HALL  
CAMPUS

CMS  
ENGINEERING  
WENDY F. GILES  
202 AG HALL  
CAMPUS

CMS  
ENGINEERING  
JENNA J. LICHAS  
214 AG HALL  
CAMPUS

CMS  
INFORMATION  
JACKIE CONLEN  
102 PUB. INFO.  
CAMPUS

CMS  
INFORMATION  
CARLA B. CHLEUBER  
112 PUB. INFO.  
CAMPUS

CMS  
FISCAL AFFAIRS  
CINDY MORGAN  
112 AG HALL  
CAMPUS

CMS  
PERSONNEL  
TERRY A. WELLS  
112 AG HALL  
CAMPUS

CMS  
PERSONNEL  
RUTH PINNEY  
112 AG HALL  
CAMPUS

CMS  
LAB-SOIL  
GORDON J. JOHNSON  
114 AG HALL  
CAMPUS

CMS  
AGRONOMY  
DELA LEE WATMAN  
359 AG HALL  
CAMPUS

CMS  
AGRONOMY  
LYNN WALSH  
359 AG HALL  
CAMPUS

CMS  
AGRONOMY  
LYNN ANDERSON  
359 AG HALL  
CAMPUS

CMS  
AGRONOMY  
JARGANET COLLINS  
359 AG HALL  
CAMPUS

CMS  
AGRONOMY  
JUDITH COPPING  
359 AG HALL  
CAMPUS

CMS  
AGRONOMY  
LYNN BRYAN  
359 AG HALL  
CAMPUS

CMS  
AGRONOMY  
MAREIA GARCIA  
359 AG HALL  
CAMPUS

CMS  
AGRONOMY  
MEARNE HANSON  
359 AG HALL  
CAMPUS

CMS  
AGRONOMY  
SEVERLY HOY  
359 AG HALL  
CAMPUS

CMS  
AGRONOMY  
DELA LEE WALSH  
359 AG HALL  
CAMPUS

CMS  
AGRONOMY  
MARY POEL  
359 AG HALL  
CAMPUS

CMS  
AGRONOMY  
STUDENT'S NORTHINGTON  
359 AG HALL  
CAMPUS

CMS  
ALUMNI ASSOCIATION  
DEBRA ENGLE  
112 STUDENT UNION  
CAMPUS

CMS  
ALUMNI ASSOCIATION  
JENNY BENNETT  
112 STUDENT UNION  
CAMPUS

CMS  
ALUMNI ASSOCIATION  
JOYCE ZORBA  
112 SU  
CAMPUS

CMS  
ALUMNI ASSOCIATION  
HARDA PRAMAN  
112 SU  
CAMPUS

CMS  
ANIMAL SCIENCE  
SILLIE JEAN HARR  
101B AN SCI  
CAMPUS

CMS  
ANIMAL SCIENCE  
KIM BRACK  
101B AN SCI  
CAMPUS

CMS  
ANIMAL SCIENCE  
L.J. BUSH  
208A AN SCI  
CAMPUS

CMS  
ANIMAL SCIENCE  
CATHLEEN FRANK  
114 AN SCI  
CAMPUS

CMS  
ANIMAL SCIENCE  
DON GELL  
201B AN SCI  
CAMPUS

CMS  
ANIMAL SCIENCE  
DEBRA HART  
109 AN SCI  
CAMPUS

CMS  
ANIMAL SCIENCE  
DEBBIE HILLHOUSE  
201B AN SCI  
CAMPUS

CMS  
ANIMAL SCIENCE  
BILL LUCE  
201B AN SCI  
CAMPUS



APPENDIX C  
DIFFERENT INDICIAS

**XI. Maintain the 191 Indicia Postage  
Payment Account**

**Bulk Rate  
U S Postage  
Paid  
Stillwater, Ok  
Permit No. 191**

**Presorted  
First Class Mail  
U S Postage  
Paid  
Stillwater, Ok  
Permit No. 191**

**Nonprofit Org  
U S Postage  
Paid  
Stillwater, Ok  
Permit No. 191**

**First Class Mail  
U S Postage  
Paid  
Stillwater, Ok  
Permit No. 191**

APPENDIX D

SURVEY

# Central Mailing Office Questionnaire

## PART ONE

In the following section, please tell us if you are aware of (and if so, if you have used) Central Mail's Services by checking the appropriate response.

<u>Services</u>	<u>Are you aware?</u>	<u>Have you ever used?</u>
Mailing 3rd class bulk mail	___yes or no___	___yes or no___
Mailing 1st class bulk mail	___yes or no___	___yes or no___
Folding	___yes or no___	___yes or no___
Collating	___yes or no___	___yes or no___
Addressing	___yes or no___	___yes or no___
Inserting	___yes or no___	___yes or no___
Computer entry of mailing lists	___yes or no___	___yes or no___
Zip plus four	___yes or no___	___yes or no___

## PART TWO

Are you required to use an on-campus vendor for bulk mailing services? \_\_\_yes or no\_\_\_ If your answer is yes, skip to part three. If your answer is no, please continue with part two.

When you use a bulk mailing service, rank the attributes from 1 (the MOST IMPORTANT) to 5 (the LEAST IMPORTANT) in terms of how you decide to choose a mailing vendor.

- \_\_\_ Price
- \_\_\_ Convenience (located on campus)
- \_\_\_ Customer service (responsive, courteous, helpful)
- \_\_\_ Quick response to mailouts (bulks and mails promptly)
- \_\_\_ Wide variety of services

Now, we would like you to help us compare Central Mail to the office or company that you perceive to be Central Mail's number one competitor on this same list of attributes.

Who is Central Mail's number one competitor in bulk mailing? \_\_\_\_\_

Now, please compare this competitor you just listed to Central Mail by circling the appropriate number below.

	Central Mail is far better		They are about the same		The competitor is far better
Price.....	1	2	3	4	5
Convenience.....	1	2	3	4	5
Customer service(helpful responsive, courteous).....	1	2	3	4	5
Quick response to mailouts (bulks and mails promptly).....	1	2	3	4	5
Wide variety of services...	1	2	3	4	5

PLEASE TURN THIS PAGE OVER AND CONTINUE WITH THE SURVEY

**PART THREE**

Please rate Central Mail's service characteristics by circling the appropriate number with 1 being EXCELLENT, 2 being VERY GOOD, ... 5 being POOR.

	EXCELLENT	VERY GOOD	AVERAGE	BELOW AVERAGE	POOR
Pricing.....	1	2	3	4	5
Convenience.....	1	2	3	4	5
Customer service(helpful responsive, courteous).....	1	2	3	4	5
Quick response to mailouts(bulks and mails promptly).....	1	2	3	4	5
Wide variety of services.....	1	2	3	4	5

Approximately, how many pieces of 1st class mail do you mail each month? \_\_\_\_\_

Approximately, how many pieces of 3rd class mail do you mail each month? \_\_\_\_\_

**PART FOUR**

Please list your general job title;(e.g.,Administrative Assistant) \_\_\_\_\_

If you are aware of Central Mail but do not use its services, please explain why. \_\_\_\_\_

---



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What additional services could Central Mail provide to you? \_\_\_\_\_

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We would appreciate any other comments. \_\_\_\_\_

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**THANK YOU FOR COMPLETING THIS QUESTIONNAIRE!**

APPENDIX E  
COVER LETTER



Oklahoma State University

COLLEGE OF BUSINESS ADMINISTRATION

STILLWATER, OKLAHOMA 74078-0555  
BUSINESS 201  
405-744-5064

Dear OSU Employee:

To better serve its customers, Central Mail is conducting a survey to obtain information about its services. If you use any bulk mailing service whether this is Central Mail or some other vendor, we would appreciate you taking five minutes to answer this questionnaire. (If you do not use any bulk mailing service, please check the box at the bottom of the page and return the questionnaire in the return envelope.)

Central Mail is located in the University Printing Building East and is primarily used for first, third, and fourth class bulk mailing.

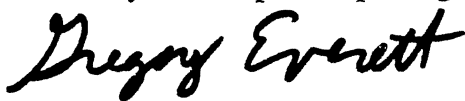
Other mail processing centers on campus are the University Mail Services, located in Cordell Hall Central Wing, which sorts, distributes, and mails U.S. mail and campus mail. Another center is the Retail Window in the Student Union which provides mail services to individuals on a cash basis only.

Other private companies in Oklahoma City and Tulsa also provide mailing and related services.

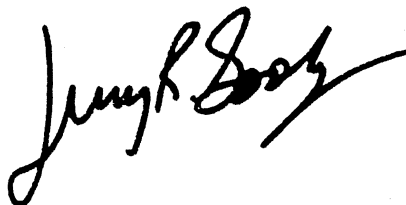
The results of the study will be reported to Central Mail in summary form only. I personally guarantee your anonymity.

Again, Central Mail is interested in improving its services to its customers and would greatly appreciate you completing this questionnaire to help determine how it can improve. Because we are facing a strict deadline, please return the questionnaire in the return envelope by April 21st.

Thank you for participating,



Gregory Everett, Project Director  
Dr. Jerry Goolsby, Project Advisor





I do not use any bulk mailing service.

APPENDIX F  
COMPUTER RESULTS



1. 12.10.56 JOB 1195 OSU517I  
 2.  
 3. 12.10.57 JOB 1195 ICH70001I U12688A LAST ACCESS AT 12:10:55 ON TUESDAY  
 4. 12.10.57 JOB 1195 \$HASP373 U12688AB STARTED - INIT 2 - CLASS 2 - SYS 3  
 5. 12.10.57 JOB 1195 OSU518I  
 6. 12.11.22 JOB 1195 OSU519I  
 7. 12.11.23 JOB 1195 \$HASP395 U12688AB ENDED

----- JES2 JOB STATISTICS -----

10. 02 MAY 89 JOB EXECUTION DATE  
 11. 22 CARDS READ  
 12. 474 SYSOUT PRINT RECORDS  
 13. 0 SYSOUT PUNCH RECORDS  
 14. 24 SYSOUT SPOOL KBYTES  
 15. 0.43 MINUTES EXECUTION TIME  
 16. //U12688AB JOB (12688,453-04-0840),'OVMA',  
 17. // CLASS=2,MSGCLASS=X,NOTIFY=U12688A,  
 18. // PASSWORD=(),TIME=(00,40),USER=U12688A  
 19. \*\*\*PASSWORD  
 20. \*\*\*ROUTE PRINT BERPO1  
 21. \*\*\*PASSWORD  
 22. 2 // EXEC SAS,REGION=5160K  
 23. 17 //DAT DD DSN=U12688A.GREG.DATA,DISP=SHR  
 24. 18 //SYSIN DD \*

ICH70001I U12688A LAST ACCESS AT 12:10:55 ON TUESDAY, MAY 2, 1989

IEF142I U12688AB SAS - STEP WAS EXECUTED - COND CODE 0000

IEF373I STEP /SAS / START 89122.1210

IEF374I STEP /SAS / STOP 89122.1211 CPU 0MIN 00.72SEC SRB 0MI

S 8864K

29. OSU013I EXCP COUNT DA UNIT 627 -----0  
 30. OSU013I EXCP COUNT DA UNIT D20 -----40  
 31. OSU013I EXCP COUNT DA UNIT 627 -----0  
 32. OSU013I EXCP COUNT DA UNIT D20 -----0  
 33. OSU013I EXCP COUNT DA UNIT D20 -----0  
 34. OSU013I EXCP COUNT DA UNIT 620 -----0  
 35. OSU013I EXCP COUNT DA UNIT B2C -----128  
 36. OSU013I EXCP COUNT DA UNIT C31 -----0  
 37. OSU013I EXCP COUNT DA UNIT D25 -----6  
 38. OSU013I EXCP COUNT DA UNIT 525 -----0

IEF375I JOB /U12688AB/ START 89122.1210

IEF376I JOB /U12688AB/ STOP 89122.1211 CPU 0MIN 00.72SEC SRB 0MI

41.	+-----+-----+-----+		
42.		PROCESSOR TIME	-----0.00029 CPU HOURS @ \$1,000.00 -----0.29
43.			
44.		I/O COST (EXCLUDING PRINTER/READER/PUNCH)	-----\$0.00
45.			
46.		TOTAL COST	-----\$0.29
47.		AMOUNT OF FUNDS REMAINING	-----\$76.44
48.		EXCLUDING CURRENT CHARGES FOR NON-COMPUTER SERVICES	
49.	+-----+-----+-----+		

50. 1 SAS(R) LOG OS SAS 5.18 MVS/XA JOB.U12688AB STEP SA

MAY 2, 1989

51. NOTE: COPYRIGHT (C) 1984,1988 SAS INSTITUTE INC., CARY, N.C. 27512, U.S  
 52. NOTE: THE JOB U12688AB HAS BEEN RUN UNDER RELEASE 5.18 OF SAS AT OKLAHOM  
 53. NOTE: CPUID VERSION = FF SERIAL = 021194 MODEL = 3081 .  
 54. CPUID VERSION = FF SERIAL = 221194 MODEL = 3081 .  
 55. NOTE: SAS OPTIONS SPECIFIED ARE:  
 56. SORT=4

58. 1 OPTIONS LINESIZE=80;  
 59. 2 DATA DAT;  
 60. 3 INFILE DAT;  
 61. 4 INPUT ID 1-3  
 62. 5 #2 (AWARE1-AWARE8) (@1 8\*1.0) (USE1-USE8) (@9 8\*1.0) UNCAL  
 63. 6 (RANK1-RANK5) (@18 5\*1.0) COMPETIT 23 (COMPARE1-COMPARE  
 64. 7 (@24 5\*1.0)  
 65. 8 #3 ID1 1-3  
 66. 9 #4 PRICE 1 CONVENE 2 CUSERV 3 RESPONSE 4 VARIETY 5 TITLE  
 67.

```

66.          2          14          PROC FREQ; CONVENE; CUSERV; RESPONSE; VARIETY;
67.
68. NOTE: INFILE DAT IS:
69.       DSNAME=U12688A.GREG.DAT,
70.       UNIT=DISK,VOL=SER=USU007,DISP=SHR,
71.       DCB=(BLKSIZE=6160,LRECL=80,RECFM=FB)
72. NOTE: 340 LINES WERE READ FROM INFILE DAT.
73. NOTE: DATA SET WORK.DAT HAS 85 OBSERVATIONS AND 36 VARIABLES. 160 OBS/TI
74. NOTE: THE DATA STATEMENT USED 0.17 SECONDS AND 200K.
75.
76.       10          DATA NEW, SET DAT;
77.       11          DROP ID ID1;
78.
79. NOTE: DATA SET WORK.NEW HAS 85 OBSERVATIONS AND 34 VARIABLES. 170 OBS. TI
80. NOTE: THE DATA STATEMENT USED 0.08 SECONDS AND 132K.
81.
82.       12          DATA NEWER; SET NEW;
83.
84. NOTE: DATA SET WORK.NEWER HAS 85 OBSERVATIONS AND 34 VARIABLES. 170 OBS. TI
85. NOTE: THE DATA STATEMENT USED 0.07 SECONDS AND 132K.
86.
87.       13          PROC FREQ;
88. NOTE: FOR TABLE LOCATION IN PRINT FILE, SEE
89.       PAGE 1 FOR AWARE1
90.       PAGE 1 FOR AWARE2
91.       PAGE 1 FOR AWARE3
92.       PAGE 1 FOR AWARE4
93.       PAGE 1 FOR AWARE5
94.       PAGE 1 FOR AWARE6
95.       PAGE 2 FOR AWARE7
96.       PAGE 2 FOR AWARE8
97.       PAGE 2 FOR USE1
98.       PAGE 2 FOR USE2
99.       PAGE 2 FOR USE3
100.      PAGE 2 FOR USE4
101.      PAGE 3 FOR USE5
102.      PAGE 3 FOR USE6
103.      PAGE 3 FOR USE7
104.      PAGE 3 FOR USE8
105.      2          SAS(R) LOG      OS SAS 5.18          MVS/XA JOB U12688AB STEP 3
106.                                          12:11 TUESDAY, 8/
107.      PAGE 3 FOR ONCAMP
108.      PAGE 3 FOR RANK1
109.      PAGE 4 FOR RANK2
110.      PAGE 4 FOR RANK3
111.      PAGE 4 FOR RANK4
112.      PAGE 4 FOR RANK5
113.      PAGE 4 FOR COMPETIT
114.      PAGE 5 FOR COMPARE1
115.      PAGE 5 FOR COMPARE2
116.      PAGE 5 FOR COMPARE3
117.      PAGE 5 FOR COMPARE4
118.      PAGE 5 FOR COMPARE5
119.      PAGE 6 FOR PRICE
120.      PAGE 6 FOR CONVENE
121.      PAGE 6 FOR CUSERV
122.      PAGE 6 FOR RESPONSE
123.      PAGE 6 FOR VARIETY
124.      PAGE 7 FOR TITLE

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NOTE: SAS USED 408K MEMORY.  
NOTE: SAS INSTITUTE INC.  
SAS CIRCLE  
PO BOX 8000  
CARY, N.C. 27512-8000

SAS 12:11 TUESDAY, MAY 2,

AWARE1	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.	2	.	.	.
1	82	98.8	82	98.8
2	1	1.2	83	100.0

AWARE2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.	3	.	.	.
1	78	95.1	78	95.1
2	4	4.9	82	100.0

AWARE3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.	4	.	.	.
1	72	88.9	72	88.9
2	9	11.1	81	100.0

AWARE4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.	4	.	.	.
1	69	85.2	69	85.2
2	12	14.8	81	100.0

AWARE5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.	4	.	.	.
1	74	91.4	74	91.4
2	7	8.6	81	100.0

AWARE6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.	4	.	.	.
1	68	84.0	68	84.0
2	13	16.0	81	100.0

SAS 12:11 TUESDAY, MAY 2,

AWARE7	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.	4	.	.	.
1	60	74.1	60	74.1
2	21	25.9	81	100.0

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AWARE8	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.	5	.	.	.
1	59	73.8	59	73.8
2	21	26.3	80	100.0

USE1	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.	1	.	.	.
1	73	86.9	73	86.9
2	11	13.1	84	100.0

USE2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.	7	.	.	.
1	57	73.1	57	73.1
2	21	26.9	78	100.0

USE3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.	12	.	.	.
1	39	53.4	39	53.4
2	34	46.6	73	100.0

USE4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.	13	.	.	.
1	28	38.9	28	38.9
2	44	61.1	72	100.0

SAS 12:11 TUESDAY, MAY 2.

USE5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.	7	.	.	.
1	45	57.7	45	57.7
2	33	42.3	78	100.0

USE6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.	9	.	.	.
1	31	40.8	31	40.8
2	45	59.2	76	100.0

USE7	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.	12	.	.	.
1	18	24.7	18	24.7
2	55	75.3	73	100.0

259.					
260.					
261.	.	12	.	.	.
262.	1	18	24.7	18	24.7
263.	2	55	75.3	73	100.0
264.					
265.					
266.					
267.					
268.	USE8	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
269.					
270.	.	16	.	.	.
271.	1	19	27.5	19	27.5
272.	2	50	72.5	69	100.0
273.					
274.					
275.					
276.					
277.	UNCAMP	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
278.					
279.	1	52	61.2	52	61.2
280.	2	33	38.8	85	100.0
281.					
282.					
283.					
284.					
285.	RANK1	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
286.					
287.	.	57	.	.	.
288.	1	12	42.9	12	42.9
289.	2	8	28.6	20	71.4
290.	3	3	10.7	23	82.1
291.	4	5	17.9	28	100.0
292.			SAS	12:11	TUESDAY, MAY 2,
293.					
294.					
295.	RANK2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
296.					
297.	.	57	.	.	.
298.	1	2	7.1	2	7.1
299.	2	6	21.4	8	28.6
300.	3	6	21.4	14	50.0
301.	4	6	21.4	20	71.4
302.	5	8	28.6	28	100.0
303.					
304.					
305.					
306.					
307.	RANK3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
308.					
309.	.	57	.	.	.
310.	1	1	3.6	1	3.6
311.	2	5	17.9	6	21.4
312.	3	10	35.7	16	57.1
313.	4	6	21.4	22	78.6
314.	5	6	21.4	28	100.0
315.					
316.					
317.					
318.					
319.	RANK4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
320.					
321.	.	57	.	.	.
322.	1	14	50.0	14	50.0
323.	2	7	25.0	21	75.0
324.	3	2	7.1	23	82.1
325.	4	2	7.1	25	89.3
326.	5	3	10.7	28	100.0
327.					

321.	.	57				
322.	1	14	50.0	14	50.0	
323.	2	7	25.0	21	75.0	
324.	3	2	7.1	23	82.1	
325.	4	2	7.1	25	89.3	
326.	5	3	10.7	28	100.0	

RANK5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
333.	.	57	.	.
334.	1	3.6	1	3.6
335.	2	7.1	3	10.7
336.	3	21.4	9	32.1
337.	4	28.6	17	60.7
338.	5	39.3	28	100.0

COMPETIT	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
345.	.	83	.	.
346.	3	50.0	1	50.0
347.	4	50.0	2	100.0

SAS 12:11 TUESDAY, MAY 2,

COMPARE1	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
353.	.	72	.	.
354.	1	15.4	2	15.4
355.	2	15.4	4	30.8
356.	3	38.5	9	69.2
357.	4	15.4	11	84.6
358.	5	15.4	13	100.0

COMPARE2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
365.	.	71	.	.
366.	1	28.6	4	28.6
367.	2	35.7	9	64.3
368.	3	21.4	12	85.7
369.	5	14.3	14	100.0

COMPARE3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
376.	.	71	.	.
377.	1	21.4	3	21.4
378.	2	7.1	4	28.6
379.	3	42.9	10	71.4
380.	4	14.3	12	85.7
381.	5	14.3	14	100.0

COMPARE4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
388.	.	71	.	.
389.	1	14.3	2	14.3

389.	1	2	13.3	2	
390.	2	1	7.1	3	21.4
391.	3	2	14.3	5	35.7
392.	4	3	21.4	8	57.1
393.	5	6	42.9	14	100.0

394.  
395.  
396.

	COMPARES	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
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397.					
398.					
399.					
400.	.	72	.	.	.
401.	1	2	15.4	2	15.4
402.	2	4	30.8	6	46.2
403.	3	5	38.5	11	84.6
404.	4	1	7.7	12	92.3
405.	5	1	7.7	13	100.0

406. SAS 12:11 TUESDAY, MAY 2, 1

	PRICE	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
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407.					
408.					
409.					
410.					
411.	.	13	.	.	.
412.	1	7	9.7	7	9.7
413.	2	25	34.7	32	44.4
414.	3	37	51.4	69	95.8
415.	4	2	2.8	71	98.6
416.	5	1	1.4	72	100.0

417.  
418.  
419.

	CONVENE	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
--	---------	-----------	---------	----------------------	--------------------

420.					
421.					
422.					
423.	.	5	.	.	.
424.	1	16	20.0	16	20.0
425.	2	41	51.3	57	71.3
426.	3	16	20.0	73	91.3
427.	4	7	8.8	80	100.0

428.  
429.  
430.

	CUSERV	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
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431.					
432.					
433.					
434.	.	4	.	.	.
435.	1	25	30.9	25	30.9
436.	2	35	43.2	60	74.1
437.	3	18	22.2	78	96.3
438.	4	1	1.2	79	97.5
439.	5	2	2.5	81	100.0

440.  
441.  
442.

	RESPONSE	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
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443.					
444.					
445.					
446.	.	7	.	.	.
447.	1	10	12.8	10	12.8
448.	2	35	44.9	45	57.7
449.	3	25	32.1	70	89.7
450.	4	4	5.1	74	94.9
451.	5	4	5.1	78	100.0

452.  
453.  
454.

	VARIETY	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
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455.  
456.  
457.

448.	2	25	34.7	65	77.1
449.	3	25	32.1	70	89.7
450.	4	4	5.1	74	94.9
451.	5	4	5.1	78	100.0

452.  
453.  
454.  
455.

VARIETY	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
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457.					
458.	.	8	.	.	.
459.	1	17	22.1	17	22.1
460.	2	40	51.9	57	74.0
461.	3	20	26.0	77	100.0
462.			SAS	12:11	TUESDAY, MAY 2,

463.  
464.  
465.

TITLE	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
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466.					
467.	.	2	.	.	.
468.	1	29	34.9	29	34.9
469.	2	16	19.3	45	54.2
470.	3	9	10.8	54	65.1
471.	4	7	8.4	61	73.5
472.	5	14	16.9	75	90.4
473.	6	4	4.8	79	95.2
474.	7	4	4.8	83	100.0



APPENDIX G  
COMMENTS SECTION

001. Senior Unit Assistant  
Do not need these services currently.  
No comment.  
No comment.
002. Supervising Secretary  
No comment.  
No comment.  
No comment.
003. Associate Dean  
Most mailings aren't bulk and those that are, are marginally so.  
Some way to reverse the clock as a mailing deadling approaches!  
No comment.
004. Publications Specialist  
No comment.  
Easier pickup service--and cheaper.  
No comment.
005. Program manager  
No comment.  
Appreciate their service on how to cut mail costs and how to prepare for future postal changes. Keep it up.  
I don't have knowledge of any competitors to Central Mail. I would like to compare turnaround time on several jobs vs. Central Mail. I would like Central Mails' turnaround time to be improved.
006. Supervising Secretary  
No comment.  
Pick up and delivery of bulk mail to the Physical Plant; request additional updates to Personnel's department head/dean/director listing (last 2 mailouts were incorrect and did not reach proper personnel needed)  
No comment.
007. Administrative Assistnat  
No comment.  
Distribute a list of services available through Central Mail.  
No comment.
008. Administrative Assistant  
No comment  
None.  
We have been well served. This is why we have looked no further.
009. Office Assistant  
No comment.  
No comment.  
We don't use often enough to have much comment.
010. Supervising Secretary  
We don't have a need very often.  
No comment.  
No comment.

011. Staff Assistant  
Hard to get there from Gundersen.  
Pick up at office.  
No comment.
012. Supervising Secretary  
Always use Central Mail.  
No comment.  
Always get courteous helpful responses when using  
Central Mail. I appreciate everything you all do. Like the  
newsletter, very informative.
013. Department Head  
No comment.  
No comment.  
No comment.
014. Supervising Secretary  
No comment.  
No comment.  
No comment.
015. Supervising Secretary  
No comment.  
No comment.  
No comment.
016. Supervising Secretary  
No comment.  
No comment.  
No comment.
017. Supervising Secretary  
No comment.  
No comment.  
No comment.
018. Managing Editor, Ag Publications  
No comment.  
No comment.  
Central Mailing has been very cooperative in working  
with us. They provide a major service for us.
019. Extension Program Coordinator  
No comment.  
No comment.  
The mail service at Central Mailing has greatly  
improved since Butch took over. He helps by contacting us  
if a problem occurs, which is greatly appreciated.
020. Financial Assistant  
No comment.  
No comment.  
No comment.
021. Supervising Secretary  
Usually cost prohibitive.  
No comment.  
No comment.
022. Supervising Secretary  
No comment.  
No comment.  
No comment.

023. Contract and Grants Officer

No comment.

Delivery of bulk mailers is difficult. The cost of campus trucking is extremely high and very slow. I don't appreciate having to use my personal car for those purposes.

The billing services on business reply is entirely unsatisfactory. Administration at CM and above have always insisted that it is monthly, but the individuals who handles the billings does it every 3 month at best. For externally funded use and projects, the account may be ceased--forcing bills to be paid from other funds. A really bad problem!

024. Administrative Assistant

Mailings do not fall into bulk. Single envelopes more often than mass mailings.

Pick up and delivery.

Your staff has always been nice and knowledgeable. Their assistance and suggestions have been very helpful. Keep up the good work.

025. Publications Editor

No comment.

Not easily accessible--must carry heavy loads up flight of stairs.

026. Senior Secretary

No comment.

No comment.

No comment.

027. Clerical Supervisor

I run the mail room in our college.

Pick up service--we have to use our own cars for this.

No comment.

028. Manager

No comment.

No comment.

No comment.

029. Program coordinator

No comment.

No comment.

No comment.

030. Senior Secretary

No comment.

No comment.

No comment.

031. Extension Associate

No comment.

1. Quicker response to mailouts 2. Our mailout was scheduled around CM's student employees schedule, this was a disadvantage to us.

No comment.

032. Unit Assistant

No comment.

No comment.

No comment.

033. Director, Gift Programs  
Primary because of the need for a quick response.  
No comment.  
No comment.
034. Administrative Assistant  
Only have several annual occasions to make large mailings.  
Pick up points on campus (i.e. Student Union), getting in and out of Cordell is difficult with no through streets. High loading dock is nice for big truck, but not for walking or arrival by car.  
In my limited usage, I have been pleased with the service.
035. Secretary to Vice President  
No comment.  
No comment.  
No comment.
036. Coordinator  
Only partially aware of the services provided. I just don't think of Central Mail when we have a large project. We address the envelopes, etc. ourselves and mail through University Mail Services.  
No comment.  
The one time we did use Central Mail, the three remaining pieces (books) were returned damaged and unable to be used.
037. General Manager  
No comment.  
None.  
Faster service on 3rd class mailings.
038. Receptionist  
No comment.  
No comment.  
No comment.
039. Administrative Assistant  
No comment.  
No comment.  
No comment.
040. Coordinator Greek Life A & P  
Do use often.  
You meet our needs.  
We find your people to be courteous and helpful.  
Sometimes when my office pushes a deadline and ask for your help you assist whenever possible. My office appreciates your fine service.
041. RHA Advisor  
No comment.  
Pick-up.  
No comment.
042. Field Program Director  
No comment.  
No comment.  
No comment.

043. None listed  
We can sometimes get faster turnaround and competitive rates.  
No comment.  
We use both Central Mail and outside vendors.
044. Word Processing Operator  
Our department cannot afford extra services that we can do just as well ourselves.  
A pick up service would be wonderful and would be worth the extra cost, or at the very least a ramp to your entrance so that heavy boxes don't have to be lifted. Our office gets very, very busy during enrollment, and not one person can actually break away to take the bulk mailings over. Maybe a pickup service once a week could help departments, but keep cost down since you could up from all departments on a certain day. Thanks!
045. Administrative Assistant  
No comment.  
Pick up of large mailouts.  
No comments.
046. Administrative Assistant  
No comment.  
No comment.  
No comment.
047. Senior Secretary  
No comment.  
No comment.  
No comment.
048. Supervising Secretary  
We use Central Mailing services for the purpose of sorting and processing our second class KOSU Program guide each month.  
No comment.  
No comment.
049. Interim Head  
No comment.  
No comment.  
No comment.
050. Director, MBA Program  
Use graduate assistants and work studies to put together mass mailings.  
No comments.  
Unable to rate three of the service characteristics listed since we have never used Central Mailing.
051. Clerical Supervisor  
I am aware of them and use them.  
No comment.  
No comment.
052. Senior Unit Assistant  
Rarely do bulk mailouts.  
No comment.  
No comment.

053. Supervisory Secretary  
Not applicable.  
No comment.  
No comment.
054. Office Manager  
No comment.  
Pick up out mail at our office.  
We get excellent service. I wish it could all go out immediately, but I understand that they are on a first-come first served basis, which is as it should be.
055. Administrative Supervisor  
No comment.  
Pick up and delivery  
No comment.
056. Program Corodinator  
No comment.  
Don't know of anything.  
Over the past few years the quality, timeliness, and amount of services have much improved. If there is any question as to instructions for the job or if there is a problem, they are much better about calling and asking. We appreciate that.
057. Supervising Secretary  
No comment.  
No comment.  
No comment.
058. Coordinator-Marketing  
No comment.  
No comment.  
No comment.
059. Senior Secretary  
No comment.  
Easier transportation for large quantities of mail.
060. Professor and Department Head  
No comment.  
No comment.  
Glad to have the services, especially graduate student research (survey types).
061. None listed.
062. Director  
No comment.  
Pick up service would be nice, however, I realize time scheduling would be difficult.  
No comment.
063. Senior Secretary  
No comment.  
More pick up serivces. We have to go to Central Mail to deiver our mail-outs because of the slow pick up.  
No comment.

064. Supervising Secretary

I seldom use Central Mail because it is hard for me to get away to deliver the boxes of mail and most of the time our faculty are concerned about turnaround time and prefer first class or do not prepare the envelopes to meet CM specifications.

Pick up service; more "awareness" seminars and mail outs. This has improved in the last six months.

Awareness of how to prepare mailouts to meet specifications, and what each class of mail is intended for, needs to get out to faculty members who prepare the large mailouts. Often they don't have the time to attend the seminars offered and don't check with anyone who has information on what to do to mail in bulk. The newsletter is very helpful!

065. Supervisor

No comment.

No comment.

No comment.

066. Marketing Director

Not applicable.

Quicker turnaround!

No comment.

067. Coordinator

No comment.

No comment.

I think they do a good job. I recommend them to other departments. I think they could use more help when their work load is heavier than usual, but I'm sure there are budget restraints. Might charge extra if extra help is needed on a RUSH job.

068. Assistant Manager

No comment.

No comment.

No comment.

069. Supervising Secretary

No comment.

Pick up.

Have always been treated courteous and feel mailings have gone out soon, especially considering their volume.

070. Supervising Secretary

No comment.

No comment.

You do a wonderful job and are always very helpful and courteous.

071. Academic Counselor

No comment.

No comment.

No comment.



072. Financial Assistant  
No comment.  
No comment.  
We are very happy with service we receive from Central Mailing. The prices are steep and quite expensive. We will continue to use them because of their quickness to respond to our needs.
073. Administrative Assistant  
No comment.  
No comment.  
No comment.
074. Research Administration  
No comment.  
No comment.  
No comment.
075. Clerk Typist  
No comment.  
No comment.  
No comment.
076. Secretary  
No comment.  
No comment.  
No comment.
077. Senior Secretary  
No comment.  
No comment.  
No comment.
078. Word Processing Technician  
No comment.  
No comment.  
No complaints.
079. Unit Assistant  
Lack of information. I will be attending your workshop May 16.  
No comment.  
No comment.
080. Supervising Secretary  
No comment.  
No comment.  
My job is seasonable, probably mail anywhere from 2,000-3,000 first class and 30,000-40,000 third class yearly. I just wish I felt more secure about the reliability of third class mail.
081. Administrative Assistant  
No comment.  
A pick-up same day service where we would not have to deliver to them any mailing we do.
082. Director, Translation Clearing house  
No comment.  
No comment.  
No comment.  
No comment.

083. Senior Unit Assistant

No comment.

No comment.

No comment.

084. Project Director

No comment.

No comment.

No comment.

085. Supervising Administrator

No comment.

No comment.

No comment.

APPENDIX H

CHESHIRE MAILING SYSTEMS

# Cheshire Mailing Systems

## **Cheshire 596 and 595**

The Cheshire 596 comes equipped with either the 569 head or the 539 labeling head. The all-new 596 base incorporates a microprocessor-controlled production monitor, which provides throughput data, a quick release gate, a removable tabletop, and an oil-less vacuum pump. Options include dynamic label placement, demand feeder, and a zip code scanner.

The new 595 base and 569 head comprise the 595 System.

The totally new 569 head includes a quick-change lever to change label format, 13 1/2 "/20" spacing option, and an adjustable straight-forward form feed. Timing-belt drive reduces noise level and wear.

Both systems will address materials ranging from 3 1/4 " to 17 x 17 " at variable speeds up to 30,000 pieces per hour. The 596 System handles materials up to 1 1/2 " thick, while the 595 System will accept materials up to 1/2 " thick. Conveyors are available for both systems in 6', 12', or 18' lengths.

## **Cheshire 765 Folder/Inserter**

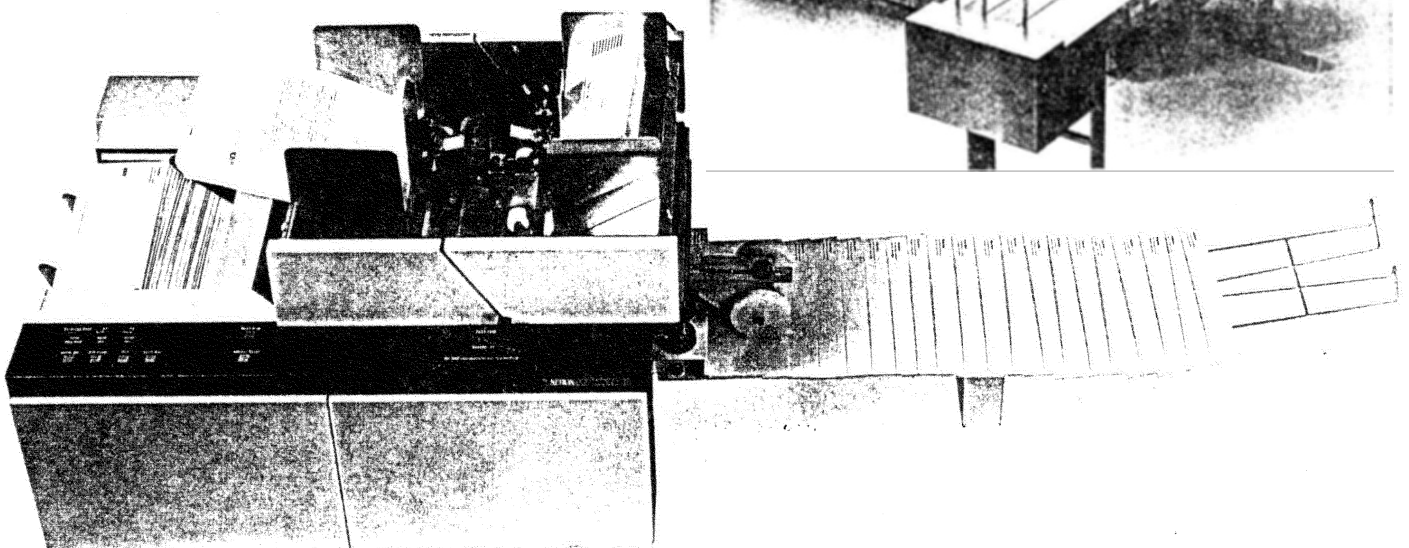
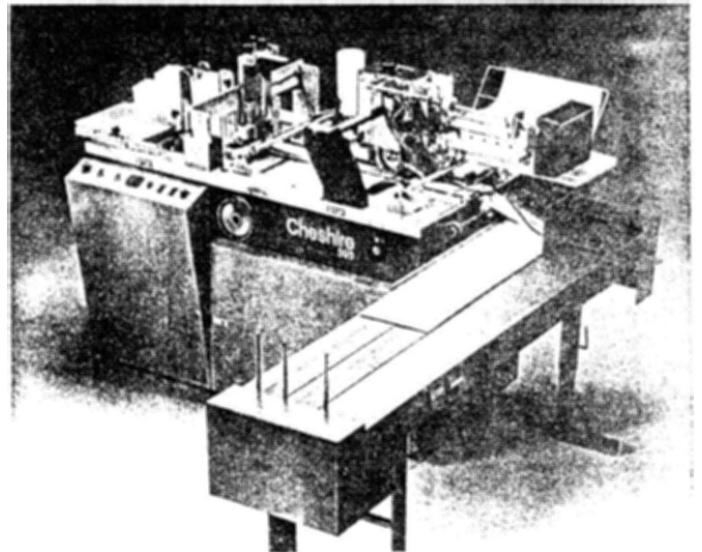
The tabletop Cheshire 765 Folder/Inserter folds, inserts/nests documents into envelopes, and seals them. It interfaces with most postage meters via a postage meter conveyor. The 765 has a microprocessor for intelligent diagnostics to prompt the operator through set-up and adjustments. It also includes top-loading hoppers (documents and envelopes) for continuous operation. Additional features allow you to fold and

insert stapled sheets and east/west or north/south checks. You can also collate two separate 8 1/2 x 11 " sheets. An optional "fold only" module permits folding without inserting.

## **Cheshire 742 List Management System**

Designed to meet list management needs of both small and large professional mailers, as well as commercial mailing operations, the Cheshire 742 List Management System combines quality hardware with the new Mail Manager 86 Software package. Mail Manager is menu-driven; primary functions are displayed across the bottom of the screen and are selected with function keys or optical mouse. Secondary functions are incorporated into pop-up menus. And software flexibility can be extended with

**Left to right: The Cheshire 765 Folder/Inserter, the Cheshire 595 Labeling System, the Cheshire 742 List Management System, the Cheshire Mod VI Addresser, and the Cheshire 750 II Binder.**



user-defined record and label layouts, and a user-defined sort index field.

#### **Cheshire 750 II Binder**

In just 30 seconds you can give your multi-page reports a professional look with perfect binding. The precut 11" strips let you turn any 8½ x 11" report up to ½" thick into a perfect-bound booklet—without the mess of liquid adhesives. The 750 II binds various stocks and weights of paper, including transparencies and card stocks. And if last minute changes are necessary, you can remove and add pages by resoftening the heat-activated adhesive in the binding strip.

#### **Cheshire Addressers**

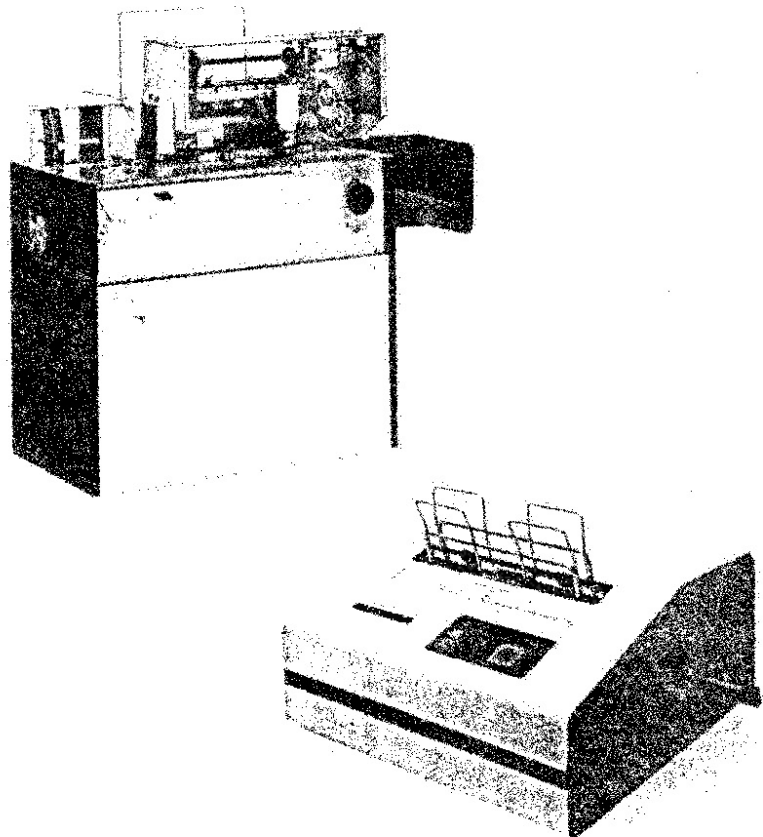
The Cheshire Addressers automatically

cut and apply computer-generated address labels in one-, three-, four-, or five-up formats ranging from 2.6" to 4.5" in length. Cheshire's unique vacuum-feed system handles a variety of documents and envelopes ranging in size from 3¼ x 5½" to 13 x 14", and up to ½" thick...all at a rate of 7500 pieces per hour.

The Mod IV and Mod VI Addressers collect your documents in a hopper or shingle them on an optional conveyor for easy sorting and tying. The Mod VI and Mod VII Addressers accommodate both liquid adhesive or heat-activated adhesive labels. In addition, the Mod VII Addresser can create presorted mailings by automatically reading label marks or symbols and separating documents by zip codes or destinations.

#### **Cheshire 763 Labeler**

Now you can get your mail out on schedule at a fraction of the cost of comparable console models. The 763 is a 1-up pressure sensitive, lightweight, tabletop labeler for small to medium mail volumes. It provides accurate label registration, as well as complete flexibility of label placement at variable speeds up to 11,000 documents per hour. The 763 accepts a variety of media ranging in size from 3 x 3" to 14 x 14" and accommodates Cheshire 730 labels or 1-up pressure sensitive labels with or without tractor feed holes.



APPENDIX I

RESUME

# Gregory S. Everett

## School Address

3806 N. Monroe  
Stillwater, OK 74075  
Home: (405) 743-2597

## Permanent Address

9434 S. 69th E. Ave.  
Tulsa, OK 74133  
(918) 481-1754

## CAREER OBJECTIVE

A position providing an opportunity to synthesize my technical writing and editing skills with my abilities in business.

## EDUCATIONAL BACKGROUND

*Master of Business Administration Degree Candidate*, May 1989.  
Oklahoma State University. Acquired the fundamental skills of business including management, marketing, finance, and accounting as well as the methodological skills of research.

*Bachelor of Arts in English (Technical Writing Option)* with a Minor in Marketing, May 1987. Oklahoma State University. Acquired the grammatical and stylistic skills of writing and editing as well as the creative skills of thought.

## WORK EXPERIENCE

*Graduate Assistant/Editor*. September 1987 to Present.  
Oklahoma State University, Business Extension in the College of Business Administration. Worked half-time editing publications, facilitating Extension programs, and assisting with academic research.

*Technical Writing/Editor Intern*. January 1987 to May 1987.  
Business Extension. Developed, wrote, and edited brochures, pamphlets, and working papers. Promoted to Graduate Assistant/Editor after beginning the MBA program.

*Resident Assistant*. Academic years 1985-86 and 1986-87 for Residential Life. Responsible for motivating, managing, and assisting students in an on-campus living environment.

## SKILLS

### *Writing*

Revised a student handbook for Stillwater Public Schools.  
Developed a proposal as a *group* project.  
Designed a general information brochure.

### *Researching*

Currently, performing research for Oklahoma State University's Central Mailing Office (CMO). Assessing the demand for mailing services, the needs of CMO's customers, and the perceived service quality of CMO.

**SKILLS continued..**

*Computing*

IBM PC: Lotus and DBase III+.

Macintosh: Pagemaker and MS Word.

Mainframe: SAS, IFPS, and TSO.

*Interpersonal:*

Aggressive, people-oriented, and hard-working.

**PROFESSIONAL  
AFFILIATIONS**

Association for Business Communication  
Society for Technical Communication

**CAMPUS ACTIVITIES**

Graduate Students in Business Administration Association  
Residence Halls Association, Coordinator of UFE Programs  
Student Union Activities Board, Director of Educational Programs

**ACTIVITIES /  
INTERESTS**

Running competitively, reading to stay informed as well as for  
enjoyment, and appreciating the arts.

**EMPLOYMENT  
INFORMATION**

Willing to relocate.  
Available for permanent employment May 15, 1989.

**REFERENCES**

Ms. Karen Ward, Assistant Coordinator  
Business Extension  
215 College of Business Administration  
Stillwater, OK 74078  
(405) 744-5208

Dr. Sherry G. Southard, Associate Professor of English  
302A Morrill Hall  
Stillwater, OK 74078  
(405) 744-6217

Dr. Jerry R. Goolsby, Assistant Professor of Marketing  
410 College of Business Administration  
Stillwater, OK 74078  
(405) 744-8624