

USPS-T-2

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POSTAL RATE COMMISSION  
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CLASSIFICATION AND FEES FOR WEIGHT-  
AVERAGED, NONLETTER-SIZE  
BUSINESS REPLY MAIL, 1999

Docket No. MC99-2

DIRECT TESTIMONY  
OF  
TIMOTHY D. ELLARD  
ON BEHALF OF  
UNITED STATES POSTAL SERVICE

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Direct Testimony  
of  
Timothy D. Ellard

AUTOBIOGRAPHICAL SKETCH

My name is Timothy D. Ellard. I am a Consultant to Opinion Research Corporation International (ORC). I joined ORC at its Princeton, New Jersey headquarters in 1964, was named Vice President in 1968 and Senior Vice President in 1970. In 1982, I became Manager of ORC's West Coast operations, based in San Francisco. In 1991, I returned to Princeton, assuming the role of Chief Methodologist. My title was changed to Executive Vice President in 1993. At various times, I have also been responsible for ORC's marketing research and government research practices.

In addition to my broad management responsibilities, I have been directly responsible for the design, management and reporting of a wide range of large-scale survey research projects. Since 1972, I have been in charge of ORC's work with the Postal Service. In that period, we have conducted surveys on a variety of subjects, covering both household and nonhousehold populations. Recently, I have stepped back from general managerial responsibilities, but continue with the Company as a Consultant, concentrating on research direction, particularly in engagements for the Postal Service.

I have testified on behalf of the Postal Service in Docket No. R83-1 on the subject of market potential for the proposed E-COM service and have appeared as a witness in four other cases, No. R90-1, No. MC91-1, No. MC96-3 and No. R97-1. In the 1990 and 1991 cases, ORC provided estimates of the nonhousehold market's

reaction to proposed rate changes. In the 1996 case, ORC provided data on post office box holder reactions to proposed fee changes, and in the 1997 case provided rebuttal testimony on a suggested two-stamp system for First-Class letter mail.

From 1961 to 1964, I worked in brand management for The Procter & Gamble Company in Cincinnati, Ohio. From 1958 to 1961, I was on active duty as an officer in the Finance Corps, United States Army Reserve.

I hold an MBA from the Wharton School of the University of Pennsylvania, with a major in statistics and industrial management, and an AB from Harvard College.

Opinion Research Corporation International, founded in 1938, is one of the country's larger survey research organizations. Since 1991, it has been an independent corporation and has been publicly traded since 1993.

1     **I.     PURPOSE AND SCOPE OF TESTIMONY**

2             The purpose of my testimony is to sponsor and explain a study conducted on  
3     behalf of the Postal Service to determine the level of interest in new accounting  
4     methods and fees for nonletter-size Business Reply Mail (BRM). The quantification  
5     is in terms of the number of nonhousehold locations and the pieces of eligible mail  
6     associated with those locations.

7             The proposed new fee structure is described in the testimony of Postal  
8     Service witness Kiefer (USPS-T-4). Under this proposal, eligible BRM would include  
9     flats and parcels, as well as letters weighing over two ounces. Recipients of such  
10    mail would be permitted to opt to pay fees based on a weight averaging approach to  
11    accounting for BRM postage and fees. In brief, recipients would pay a flat monthly  
12    fee and a much lower per piece fee than is currently available to them.

13            The study results are intended to provide a first estimate of the acceptance of  
14    the proposed fees.

15            I will describe both the design and execution of the study and then present  
16    the results.

1 **II. THE STUDY DESIGN**

2 **A. Overview**

3 The study design is quite straightforward. It involves using information  
4 supplied by the Postal Service to identify nonhousehold customers who might be in  
5 a position to take advantage of the proposed fees. This study was designed to err  
6 on the conservative side by including prospects who would be less certain to be  
7 attracted to the new fees because of their relatively low volumes of eligible BRM.

8 There being no single source from which to identify prospects, three sources  
9 were used, as described below in the section entitled "The Three Populations  
10 Studied."

11 Each identified prospect was contacted by a staff interviewer from ORC and,  
12 having been identified as an individual familiar with BRM and involved in decisions  
13 regarding BRM at the location, was introduced to the study. Each confirmed  
14 prospect was sent a packet of materials describing the proposed classification and a  
15 range of fee levels, along with a worksheet to calculate their potential saving under  
16 the possible range of fees. Finally, a follow-up call was made to ascertain the  
17 eligible volume each confirmed prospect reported and their interest in taking  
18 advantage of the proposed classification.

19 **B. Some General Cautions**

20 In reading this study, it is necessary to keep in mind that it is not a statistical  
21 study, an experimental analysis, an econometric study, or a computer analysis. It is

1 a carefully planned and executed search among prospects who might be likely to  
2 take advantage of the proposed fees.

3 The study results are presented in such a manner as to protect the  
4 confidentiality of respondents who, in providing volume data, have revealed  
5 information that is often of great commercial value to them. In collecting such  
6 information, we have assured our respondents that it will be held in strict confidence.  
7 Therefore, every effort has been made to provide useful study results without  
8 disclosure. The small number of prospects leads to a situation in which even simple  
9 cross tabulations of results would lead to disclosure.

#### 10 **C. The Three Populations Studied**

11 The three populations approached for this study may be described as the  
12 CBCIS list, the non-CBCIS list and the other list.

##### 13 **1. The CBCIS List**

14 The Postal Service Corporate Business Customer Information System  
15 (CBCIS) maintains certain records at the customer and post office level. Among the  
16 records kept are volume and revenue data for individual BRM permits. For  
17 purposes of this study, the CBCIS database for fiscal 1998 was searched first for  
18 customers paying the 10-cent per-piece BRM fee and receiving an annual volume of  
19 more than 75,000 pieces in the same location. From this subset of customers, a  
20 second search identified those that showed an average annual revenue per piece  
21 (revenue divided by volume) of 53 cents or more for fiscal 1998.

1 Both these hurdles were set intentionally low. The owner of a permit showing  
2 a per piece revenue of 53 cents might possibly be receiving eligible mail, but all of  
3 such mail would have to be eligible to produce this average. Moreover, an owner of  
4 such a permit with 75,000 pieces of eligible mail would need many more pieces to  
5 reach the break-even point for changing to the proposed fees.

6 The Appendix provides details on CBCIS, the 53-cent cutoff, and the  
7 economic break-even points for the range of proposed fees studied.

8 The search of the CBCIS identified 59 organizations which met the criteria  
9 set. The mean number of pieces in the permits associated with these locations was  
10 just over 300,000 and of these locations, 22 received more than 150,000 qualifying  
11 pieces annually.

## 12 **2. The Non-CBCIS List**

13 Use of the CBCIS system for collecting information on BRM revenue and  
14 volume is in the process of being expanded and, at the time of this study, this ideal  
15 information source did not cover BRM at all post offices. Therefore, it was  
16 necessary to develop a way to study the post office population not using CBCIS for  
17 BRM.

18 To approach the non-CBCIS post office population, the Postal Service first  
19 identified all finance numbers not using CBCIS for BRM information and then  
20 examined the Postage Due revenue for each. Postage Due revenue includes, but is  
21 not limited to BRM revenue. A finance number with Postage Due revenue usually  
22 represents a post office or, occasionally, more than one post office. A hurdle of

1 \$50,000 in annual Postage Due revenue was set. At a per piece average revenue  
2 of 53 cents, this would represent a single permit of approximately 100,000 pieces.  
3 This is a hurdle that is set intentionally low so as to maximize the opportunity for  
4 encountering potential users of the proposed rates.

5 Ninety-four such finance numbers were identified. Representatives of each  
6 were called and asked if they had any customers who received large amounts of  
7 eligible BRM. Those who said they had such customers or were not sure if they had  
8 such customers, were sent supporting information and a form to complete. Eight-  
9 nine post offices responded and identified 16 prospects.

10 The forms used for the post office search are included as Exhibit USPS-2A.

### 11 **3. The Other List**

12 The Postal Service also identified a small number of prospects that did not  
13 appear in the systematic searches. Our first step in examining these prospects was  
14 to determine why they were not identified in the systematic searches of the CBCIS  
15 and non-CBCIS populations. Some turned out to be relative newcomers to CBCIS  
16 who did not have the full year's volume needed to reach the specified minimum  
17 volumes. One participant in the current experiment had revenue entered into an  
18 account other than that for their regular BRM permit. We went through the  
19 screening process with 7 of these other prospects.

1 **D. The Study Process**

2 **1. Initial Contact**

3 Opinion Research Corporation first tried to telephone each prospect identified  
4 in the three sources described.

5 The initial contact covered a brief description of the purpose of the study,  
6 confirmation that we were speaking with a person who was familiar with eligible  
7 BRM at the location and involved in decisions regarding such BRM, confirmation of  
8 the presence of a sufficient amount of eligible BRM and a request for permission to  
9 send the respondent a packet of written material.

10 Two slightly different forms were used. One, used for the CBCIS population,  
11 made reference to the responding organization's volume and revenue figures  
12 obtained from CBCIS files. The other, used for the non-CBCIS and Other prospects  
13 did not, of necessity, make reference to such data. The forms are included as  
14 Exhibit USPS-2B.

15 **2. Information Packet**

16 We reached 67 prospects, 54 of which confirmed that they had at least  
17 75,000 pieces of eligible BRM annually. Each was sent a packet of materials that  
18 described the proposed fees for both manifesting and weight averaging in some  
19 detail, showed two possible rate levels for each approach, and provided work sheets  
20 that the respondent could complete in order to see if the organization might realize  
21 savings in BRM fees under the proposed plans. Additionally, respondents from the  
22 CBCIS list, for which such data were available, received some information on the

1 Postal Service revenue and volume data that they might compare with their own  
2 records.

3 The information packet is included as Exhibit USPS-2C.

### 4 **3. Follow-up Call and Letter**

5 Each respondent who received a packet was then called back to discuss their  
6 experience with the work sheets and their intention to take advantage of the  
7 proposed fees. Respondents who did not return the forms were called to  
8 encourage them to do so. Those who did not respond were sent a letter  
9 encouraging their cooperation. The materials for this phase are included in Exhibit  
10 USPS-2D.

1    **III.    RESULTS**

2           Twenty-one respondents completed the process and 10, representing 11  
3 sites and a total of 15.8 million pieces of mail annually, said they expected to take  
4 advantage of the proposed fees. The 11 sites were in five industries: film  
5 processing, insurance, market research, retail chains, and state disability agencies.  
6 All expected to use weight averaging. None was interested in manifesting. None  
7 reported intent to switch non-BRM to BRM to take advantage of this classification.

8           Film processors comprise the group that will furnish the greatest volume of  
9 eligible Business Reply Mail under the proposed fees.

**APPENDIX  
USE OF CBCIS AND DISCUSSION OF SELECTION CRITERIA**

Discussion of use of Corporate Business Customer Information System (CBCIS).

Criteria for selecting mailers who may be interested in the proposed fee structure from the CBCIS database.

Rationale for setting selection criteria.

No single data source is currently available to identify all BRM customers. This appendix describes how the Postal Service identified potential customers for the experimental service using the Corporate Business Customer Information System (CBCIS).

CBCIS contains revenue and volume data on a customer-by-customer and postal facility-by-postal facility basis. CBCIS incorporates BRM data originating from the Postal Service's PERMIT database. Customers potentially interested in the proposed fee structure are among those who paid an accounting fee of 10 cents per piece in 1998.<sup>1</sup> Such customers are maintaining an advance deposit account, but did not qualify for the Business Reply Mail Accounting System (BRMAS) fee of 2 cents per piece.<sup>2</sup> Approximately 50 percent of the BRM volume subject to the 10-cent per-piece BRM fee was included in the PERMIT database in 1998.<sup>3</sup> While this figure is indicative of the broad coverage of the database, it is not intended to imply any direct relationship to coverage of eligible BRM.

To identify customers who may be interested in the new fee structure (among customers paying the 10 cent per-piece BRM fee), a minimum volume requirement was imposed because a BRM recipient needed to have at least one

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<sup>1</sup> This fee was reduced to 8 cents per piece on January 10, 1999.

<sup>2</sup> This fee was increased to 5 cents per piece and the service was renamed Qualified Business Reply Mail on January 10, 1999.

<sup>3</sup> The percentage of BRM volume paying 10 cents per piece that was included in the PERMIT database was as follows: (1) 42 percent in Quarter 1 1998, (2) 51 percent in Quarter 2 1998, (3) 55 percent in Quarter 3 1998, and (4) 50 percent in Quarter 4 1998. Historically, the use of the PERMIT database for BRM has been a local option. In 1997, the Postal Service initiated an effort to substantially increase the BRM volume included in PERMIT, and expects the percentage covered to increase over time.

location receiving a substantial volume of BRM annually to make the proposed fee structure financially attractive. Comparing total BRM fees paid under the existing permanent BRM fee structure with those that would be paid under the fee structures tested in the market research, the break-even point in annual volume would be approximately 150,000 pieces for the reverse manifest method,<sup>4</sup> and approximately 160,000 pieces for the weight averaging method.<sup>5</sup>

To cast a net for potential customers as widely as possible, a threshold volume of 75,000 pieces annually was selected rather than the 150,000 -160,000 pieces implied by the break-even calculation. The lower volume was selected to allow for customer volume growth since 1998.

From the subset of customers meeting the annual volume threshold, a second screen was then imposed to identify potential customers. While the PERMIT system does identify the BRM fee (e. g., 10 cents or 2 cents) being paid by the customer and the volume, it does not include information on what shape of mail the customer is receiving. However, mailers receiving nonletter-size BRM can be inferred by the average revenue per piece. For example, a customer receiving four-ounce flats and maintaining an advance deposit account would pay \$1.11 cents per piece in postage and fees in 1998 (\$1.01 in postage plus a BRM fee of 10 cents per piece). This is the type of customer who may be interested in the new fee structure.

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<sup>4</sup> Calculated by taking the lower reverse manifest fee structure tested of \$1,000 per month and 0 cents per piece (\$12,000 annually/savings of 8 cents per piece).

<sup>5</sup> Calculated by taking the lower weight averaging fee structure tested of \$1,000 per month and 0.5 cents per piece (\$12,000 annually/ savings of 7.5 cents per piece).

To identify customers who may be interested in the new fee structure, a search was made for permits with an average annual revenue per piece in 1998 of at least 53 cents. The 53-cent minimum was established using the postage and fees for a nonstandard flat (32 cents in postage plus 11 cents for the nonstandard surcharge plus 10 cents for the BRM fee). An average annual revenue per piece of less than 53 cents would be associated with BRM that would not be eligible for the new fees.

The Postal Service provided the resulting list of BRM locations to ORC for its market research.

**EXHIBIT USPS-2A  
MATERIALS FOR NON-CBCIS FACILITIES**

Materials for contacting non-CBCIS postal facilities (those not using PERMIT for BRM reporting) with \$50,000 or more in Postage Due revenue.

Initial phone call to such facilities.

Faxed follow-up forms and cover sheet

Post Office Interviews

Finance Location: \_\_\_\_\_

Contact: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Hello, I'm calling from Opinion Research Corporation International. We are conducting a brief study for the Postal Service.

The Postal Service is thinking of requesting new fees for large volumes of certain eligible Business Reply Mail. Such eligible Business Reply Mail would include letters weighing more than two ounces, parcels and flats.

Postal Service records show that your Finance Number reports more than \$50,000 in Postage Due revenue. Postage Due Revenue includes Business Reply Mail revenue.

Are you the person who can tell us if you have any accounts which are large volume receivers of eligible Business Reply Mail? A large volume receiver would get at least 75,000 pieces annually, an average of about 1500 pieces per week. We understand that handling that many pieces of eligible BRM is usually a very visible task, even in large postal facilities.

ONCE YOU HAVE REACHED THE CORRECT PERSON

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Extension: \_\_\_\_\_

1. Do you have one or more large customers for eligible BRM?
  - 1 YES → ASK QUESTION 2
  - 2 NO → THANK AND TERMINATE
  - 3 DON'T KNOW → SKIP QUESTION 2 AND GO ON TO NEXT PAGE
2. How many such customers do you have?

\_\_\_\_\_  
ENTER NUMBER

We would like to interview large volume customers for eligible BRM as part of a filing for new fees.

We would like to know the following information: READ LIST FIRST TO LET RESPONDENT KNOW WHAT WE NEED.

Account Name: \_\_\_\_\_

Permit Number: \_\_\_\_\_

A general description of the mail received (content/shape/other details): \_\_\_\_\_

Approximate number of pieces received for fiscal '98: \_\_\_\_\_

Approximate revenues for fiscal '98: \_\_\_\_\_

Customer Contact Name: \_\_\_\_\_

Customer Contact Telephone: \_\_\_\_\_

We can continue this interview now or I can call back for this information. Or, if you would like, I can fax or Express Mail a form for you to complete and send back.. The form we will send includes a letter from Donald O'Hara, Manager Classification and Product Development at Postal Service Headquarters. It includes a phone number you may call if you have any questions about this study.

**IF RESPONDENT WISHES TO PROVIDE DETAILS OVER THE PHONE, IMMEDIATELY, OR LATER, USE THE FAX FORM TO RECORD INFORMATION.**

FOR RESPONDENTS WHO "DON'T KNOW" IF THEY HAVE SUCH A CUSTOMER AND WONDER WHY THEY ARE GETTING THE FORM, TELL THEM THEY'LL HAVE A CHANCE TO REVIEW THE MATERIAL AND THEN, IF THEY DO NOT HAVE ANY SUCH CUSTOMERS, THEY MAY SIMPLY CHECK A BOX AND SEND THE MATERIAL BACK.

VERIFY RESPONDENT NAME AND ORGANIZATION NAME.

IF BY FAX:

Fax Number: \_\_\_\_\_

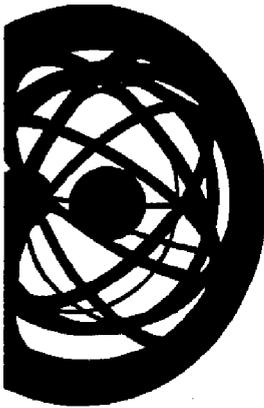
IF BY EXPRESS MAIL:

Address: \_\_\_\_\_

Call Back Time: \_\_\_\_\_

Verify Phone Number: \_\_\_\_\_

Fax to Post Offices



**OPINION RESEARCH CORPORATION INTERNATIONAL**

Worldwide Headquarters  
P.O. Box 183 • Princeton, NJ 08542  
Phone (908) 281-3440 • Fax (908) 281-5101

# FAX TRANSMITTAL

Name of Location: \_\_\_\_\_ Phone Number: \_\_\_\_\_

Contact Name: \_\_\_\_\_ Fax Number: \_\_\_\_\_

### Form to identify large volume receivers of ELIGIBLE Business Reply Mail.

**The attached letter from Donald J. O'Hara, Manager, Classification and Product Development, at Postal Service Headquarters, describes the study and provides the name of a contact to call if you have questions.**

Eligible Business Reply Mail includes letters weighing more than two ounces, flats and parcels..

A large volume receiver of such items would receive at least 75,0000 eligible pieces per year, an average of at least 1500 pieces per week (These do not have to all be on the same permit.)

If there are no large volume receivers of eligible Business Reply Mail at this location, please check this box and return the form to ORC International.

No large volume receivers of eligible Business Reply Mail at this location.

If there are large volume receivers of eligible Business Reply Mail at this location, please provide the following information for each one. (The lines marked with stars [\*] indicate that we do not need this information, but it would be nice to have.)

If you have some doubt as to whether a customer qualifies, please fill out the form. We can find out more when we call them.

If you need more pages, please copy the form or use a blank sheet for additional entries.

Thank you.

**Please fax the completed forms to Tim Ellard at 908 281 5101.**

CLASSIFICATION AND  
PRODUCT DEVELOPMENT



December 4, 1998

POSTMASTER  
SUPERVISOR (POSTAGE DUE)

SUBJECT: Study of Selected Business Reply Mail (BRM) Customers

The Postal Service is considering new accounting methods and reduced fees for certain BRM. The BRM that would be eligible for the possible new fees would be parcels, flats, and letters weighing more than two ounces.

Marketing Systems is interested in surveying customers who have a significant volume (more than 75,000 pieces annually) of eligible BRM to see if they would be interested in the new fees. We have contracted with Opinion Research Corporation (ORC) of Princeton, NJ to conduct this survey.

As explained in the attached material, we need your help in identifying any such BRM customers your facility may be serving. This letter authorizes you to release to Opinion Research the basic customer information requested in the attached material. ORC will only use this information for the purposes of this survey, and individual customer responses will be kept confidential.

If you have any questions, please contact Jim Kiefer at (202) 268-8256. Thank you for your assistance with this research.

A handwritten signature in cursive script that reads "Donald J. O'Hara".

Donald J. O'Hara  
Manager, Classification and Product Development  
Marketing Systems

Attachments

USPS Finance Location \_\_\_\_\_ Page \_\_\_\_ of \_\_\_\_

Customer Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

\* Customer Contact Name: \_\_\_\_\_

Permit Number: \_\_\_\_\_

\* Annual (FY 98) Volume:  
(An estimate is fine.) \_\_\_\_\_

\* Annual Revenue:  
(Again, an estimate is fine.) \_\_\_\_\_

\* What kind of mail is involved?  
(Content/shape/other details) \_\_\_\_\_

---

Customer Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

\* Customer Contact Name: \_\_\_\_\_

Permit Number: \_\_\_\_\_

\* Annual (FY 98) Volume:  
(An estimate is fine.) \_\_\_\_\_

\* Annual Revenue:  
(Again, an estimate is fine.) \_\_\_\_\_

\* What kind of mail is involved?  
(Content/shape/other details) \_\_\_\_\_

---

USPS Finance Location \_\_\_\_\_ Page \_\_\_ of \_\_\_

Customer Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

\* Customer Contact Name: \_\_\_\_\_

Permit Number: \_\_\_\_\_

\* Annual (FY 98) Volume:  
(An estimate is fine.) \_\_\_\_\_

\* Annual Revenue:  
(Again, an estimate is fine.) \_\_\_\_\_

\* What kind of mail is involved?  
(Content/shape/other details) \_\_\_\_\_

---

Customer Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

\* Customer Contact Name: \_\_\_\_\_

Permit Number: \_\_\_\_\_

\* Annual (FY 98) Volume:  
(An estimate is fine.) \_\_\_\_\_

\* Annual Revenue:  
(Again, an estimate is fine.) \_\_\_\_\_

\* What kind of mail is involved?  
(Content/shape/other details) \_\_\_\_\_

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EXHIBIT USPS-2B  
SCREENING QUESTIONNAIRES

Screening Questionnaire used for CBCIS population.

Screening Questionnaire used for Non-CBCIS and Other populations.

The only difference between the two forms is the mention of permit numbers and volumes in the CBCIS version. Such data were only available for this population.

SCREENING INTERVIEW FOR CBCIS POPULATION

(CALL CONTACT 1 FIRST)

Hello, I'm \_\_\_\_\_ calling for Opinion Research Corporation International. We are conducting a study for the United States Postal Service.

This study is concerned with proposed new fees for certain Business Reply Mail. The Business Reply Mail that would be eligible for the proposed new fees would be letters weighing more than two ounces, flats, and parcels. Under the proposed fees, organizations receiving large volumes of such mail might save on Business Reply Mail fees and, in some cases, receive their Business Reply Mail more quickly.

Your organization has been identified by the Postal Service as one of those that receives a large volume of Business Reply Mail at an average price per piece that indicates that you might be receiving Business Reply Mail that would be eligible for the new fees.

FOR MULTIPLE LOCATION ORGANIZATIONS ONLY

Our records show that \_\_\_\_\_ has \_\_\_\_\_ locations that may receive large volumes of eligible Business Reply Mail.

These locations are

\_\_\_\_\_  
\_\_\_\_\_

Record Call Record Below- each call and disposition, time for next call, etc.

This interview is complete after data are received form the respondent and, if appropriate, the materials to be sent have been sent.

S1 Is there one person in your organization who would be responsible for mailing decisions about Business Reply Mail (ASK: "at these locations", IF BRM is received in multiple locations) ?

- 1 YES
- 2 NO

IF YES,

S2 Who is that person?

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Phone #: \_\_\_\_\_

Address, if no  
phone  
number: \_\_\_\_\_

THIS IS TO BE THE RESPONDENT FOR ALL LOCATIONS

IF NO,

S3 Who is the person responsible for mailing decisions about Business Reply Mail at this location?

Location: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Phone #: \_\_\_\_\_

IF CURRENT RESPONDENT, GO ON. IF NOT, ASK TO BE

TRANSFERRED TO APPROPRIATE RESPONDENT.

FOR EACH NEW RESPONDENT, REPEAT INTRODUCTION, THEN GO ON.

The survey is quite brief and is in three parts. In the first part, we will establish that we are speaking with a person who is, in fact, responsible for decisions regarding payment of Business Reply fees and that the organization does receive a substantial volume of Business Reply Mail that would be eligible for the proposed fees.

Then, we'll send a written description of the new fees and a worksheet on which you can calculate your fees under the present system and under the proposed fees.

Finally, I'll call back to ask some questions regarding your reaction to the proposed fees.

The results of the study are expected to be included as part of a filing before the Postal Rate Commission. Your responses to the survey will be aggregated with the responses of others. Individual responses will be treated confidentially.

If, at any time, you believe we should be speaking with someone else in this organization, please let me know.

S4 Postal Service records show that you received \_\_\_\_\_ pieces of potentially eligible Business Reply Mail at an average fee of \_\_\_\_\_ cents a piece, including postage, in the 12 months ending in September. By eligible Business Reply Mail, I mean flats, parcels, and letters weighing more than 2 ounces. The permit number(s) for this Business Reply Mail is \_\_\_\_\_.

S5 Does this volume seem about right to you?

- 1 YES → GO TO S6.
- 2 NO → What do you think the correct figure is? \_\_\_\_\_

S6 I would like to find out more about the shape of this mail. About what % of the total number of eligible pieces is

- \_\_\_\_\_ Parcels?
  - \_\_\_\_\_ Flats?
  - \_\_\_\_\_ Letters weighing more than two ounces?
  - \_\_\_\_\_ Letters weighing two ounces or less?
  - \_\_\_\_\_ Post cards?
  - \_\_\_\_\_ Anything else? (Describe) \_\_\_\_\_
- TOTAL \_\_\_\_\_ (CHECK FOR 100%)

S7 Do all the pieces weigh about the same, or is there a variation in weight? Please explain.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

S8 Do you have other items at this location that are not currently sent as Business Reply Mail, that might be transferred to this type of eligible Business Reply Mail if the fees were more favorable?

- 1 YES
- 2 NO
- 3 DON'T KNOW

IF THEY ASK ABOUT FEES SAY: They could go from 8 cents a piece, the 1999 fee, to as low as a flat monthly charge of \$1,000, with no per piece charge.

IF YES,

S9 About how many additional pieces might become available in an average year?

\_\_\_\_\_

ADD TOGETHER THE ANSWERS TO S4 or S5 AND S9. TOTAL: \_\_\_\_\_

IF THEY EXCEED 75,000 PIECES PER YEAR, GO TO CLOSE 2. IF NOT, GO TO CLOSE 1.

CLOSE 1

Thank you, it would appear that you do not have enough eligible Business Reply Mail to have savings under the new fees, and we do not need to continue with the interview. However, if you would like to proceed to the next step and have us send a description of the fees and a worksheet to calculate potential savings, we will be happy to do so.

- 1 INTERESTED
- 2 NOT INTERESTED

IF INTERESTED, GO TO "SEND THE WORKSHEET".

IF NOT INTERESTED, SAY:

Thank you for your time. That completes the interview for now. I may call you back if our requirements change or we have other brief questions.

CLOSE 2

It appears that you may have enough eligible Business Reply Mail to lead to savings under the new fees. I'll now send you a description of the proposed fees and a worksheet to fill out to calculate possible savings.

SEND THE WORKSHEET

We can send materials to you by Express Mail, or by fax.

Which would be most convenient for you? (CIRCLE ONE)

Express Mail  
Fax

Address: \_\_\_\_\_

Fax Number: \_\_\_\_\_

IF BY FAX,

I'll be back in touch with you in the next day or so.

IF BY EXPRESS MAIL:

I'll be back in touch with you in the next two days or so.

Date \_\_\_\_\_ and time \_\_\_\_\_ that the materials were sent.

By \_\_\_\_\_

SCREENING INTERVIEW FOR NON-CBCIS AND OTHER POPULATIONS

Hello, I'm \_\_\_\_\_ calling for Opinion Research Corporation International. We are conducting a study for the United States Postal Service.

This study is concerned with proposed new fees for certain Business Reply Mail. The Business Reply Mail that would be eligible for the proposed new fees would be letters weighing more than two ounces, flats, and parcels. Under the proposed fees, organizations receiving large volumes of such mail might save on Business Reply Mail fees and, in some cases, receive their Business Reply Mail more quickly.

Your organization has been identified by the Postal Service as one of those that receives a large volume of Business Reply Mail that might be eligible for the new fees.

S1 Is there one person in your organization who would be responsible for mailing decisions about Business Reply Mail (ASK: "at these locations", IF BRM is received in multiple locations) ?

3 YES

4 NO

IF YES,

S2 Who is that person?

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Phone #: \_\_\_\_\_

Address, if no  
phone  
number: \_\_\_\_\_

THIS IS TO BE THE RESPONDENT FOR ALL LOCATIONS

IF NO,

S3 Who is the person responsible for mailing decisions about Business Reply Mail at this location?

Location: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Phone #: \_\_\_\_\_

IF CURRENT RESPONDENT, GO ON. IF NOT, ASK TO BE

TRANSFERRED TO APPROPRIATE RESPONDENT.

FOR EACH NEW RESPONDENT, REPEAT INTRODUCTION, THEN GO ON.

The survey is quite brief and is in three parts. In the first part, we will establish that we are speaking with a person who is, in fact, responsible for decisions regarding payment of Business Reply fees and that the organization does receive a substantial volume of Business Reply Mail that would be eligible for the proposed fees.

Then, we'll send a written description of the new fees and a worksheet on which you can calculate your fees under the present system and under the proposed fees.

Finally, I'll call back to ask some questions regarding your reaction to the proposed fees.

The results of the study are expected to be included as part of a filing before the Postal Rate Commission. Your responses to the survey will be aggregated with the responses of others. Individual responses will be treated confidentially.

If, at any time, you believe we should be speaking with someone else in this organization, please let me know.

S4-R Does this organization receive eligible Business Reply Mail; specifically, letters weighing more than two ounces, flats, or parcels?

- |   |            |   |   |
|---|------------|---|---|
| 1 | YES        |   |   |
| 2 | NO         | → | TERMINATE, THANK RESPONDENT   |
| 3 | DON'T KNOW | → | ASK RESPONDENT IF THERE IS<br>SOMEONE ELSE WHO MIGHT BE<br>ABLE TO ANSWER.<br>IF "YES," ASK TO BE<br>TRANSFERRED. IF "NO," THANK<br>RESPONDENT AND TERMINATE. |

S5-R About how many pieces of eligible Business Reply Mail do you receive in a year?

\_\_\_\_\_

IF NONE, THANK AND TERMINATE.

IF DON'T KNOW,

S6-R Is that more than 75,000 pieces a year or less than 75,000 pieces a year?

- |   |            |
|---|------------|
| 1 | MORE       |
| 2 | LESS       |
| 3 | DON'T KNOW |

S6 I would like to find out more about the shape of this mail. About what % of the total number of eligible pieces is

\_\_\_\_\_ Parcels?

\_\_\_\_\_ Flats?

\_\_\_\_\_ Letters weighing more than two ounces?

\_\_\_\_\_ Letters weighing two ounces or less?

\_\_\_\_\_ Post cards?

\_\_\_\_\_ Anything else? (Describe) \_\_\_\_\_

TOTAL \_\_\_\_\_(CHECK FOR 100%)

S7 Do all the pieces weigh about the same, or is there a variation in weight? Please explain.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

S8 Do you have other items at this location that are not currently sent as Business Reply Mail, that might be transferred to this type of eligible Business Reply Mail if the fees were more favorable?

- 4 YES
- 5 NO
- 6 DON'T KNOW

IF THEY ASK ABOUT FEES SAY: They could go from 8 cents a piece, the 1999 fee, to as low as a flat monthly charge of \$1,000, with no per piece charge.

IF YES,

S9 About how many additional pieces might become available in an average year?

\_\_\_\_\_

ADD TOGETHER THE ANSWERS TO S5-R or S6-R AND S9. TOTAL: \_\_\_\_\_

IF THEY EXCEED 75,000 PIECES PER YEAR, GO TO CLOSE 2. IF NOT, GO TO CLOSE 1.

CLOSE 1

Thank you, it would appear that you do not have enough eligible Business Reply Mail to have savings under the new fees, and we do not need to continue with the interview. However, if you would like to proceed to the next step and have us send a description of the fees and a worksheet to calculate potential savings, we will be happy to do so.

3 INTERESTED  
4 NOT INTERESTED

IF INTERESTED, GO TO "SEND THE WORKSHEET".

IF NOT INTERESTED, SAY:

Thank you for your time. That completes the interview for now. I may call you back if our requirements change or we have other brief questions.

CLOSE 2

It appears that you may have enough eligible Business Reply Mail to lead to savings under the new fees. I'll now send you a description of the proposed fees and a worksheet to fill out to calculate possible savings.

SEND THE WORKSHEET

We can send materials to you by Express Mail, or by fax.

Which would be most convenient for you? (CIRCLE ONE)

Express Mail  
Fax

Address: \_\_\_\_\_

Fax Number: \_\_\_\_\_

IF BY FAX,

I'll be back in touch with you in the next day or so.

IF BY EXPRESS MAIL:

I'll be back in touch with you in the next two days or so.

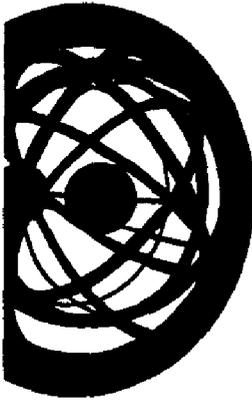
Date \_\_\_\_\_ and time \_\_\_\_\_ that the materials were sent.

By \_\_\_\_\_

EXHIBIT USPS-2C  
INFORMATION PACKET

Materials sent to qualifying locations, as identified in screening interviews.

The final page, with volume data for known permits was sent to only the CBCIS population.



**OPINION RESEARCH CORPORATION INTERNATIONAL**

Worldwide Headquarters  
P.O. Box 183 · Princeton, NJ 08542  
Phone (908) 281-3440 · Fax (908) 281-5101

## FAX TRANSMITTAL

Name: \_\_\_\_\_ Phone Number: \_\_\_\_\_

Organization: \_\_\_\_\_ Fax Number: \_\_\_\_\_

Thank you for participating in our study of large-scale recipients of Business Reply Mail that consists of letters weighing more than two ounces, parcels or flats.

Following are:

- A brief description of the proposed fee structure for such mail.
- Worksheets to calculate potential savings with the proposed fees.
- A listing of BRM permits held by your organization for which large volumes of eligible BRM (parcels, flats, and letters over 2 ounces) were received in the 12 months ending in September 1998. (The Postal records might not include all your eligible BRM. Please be sure to include as much mail as you believe you might receive under the proposed fees when you complete the worksheets.)

Please complete the forms and immediately fax, or Express Mail them back to Mr. Ellard at ORC International. His fax is (908) 281-5101. An Express Mail label is enclosed if you wish to use it.

We'll call you back again in a day or so.

If you have any questions, please call Mr. Ellard at ORC International. His direct line is (908) 281-3403. If you reach his voice mail, leave a detailed message including your respondent number (below) and telephone number and he will return your call.

Respondent Number: \_\_\_\_\_

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\* This paragraph was used for only the CBCIS population.

### Description of Proposed Fees for Eligible Business Reply Mail

The Postal Service is considering two methods of streamlining the calculation of postage and fees for certain eligible Business Reply Mail (BRM). Eligible Business Reply Mail would be parcels, flats, and letters weighing more than 2 ounces. At present, such BRM is often processed manually, with Postal Service employees calculating the postage and fees for each piece of BRM individually.

Both of the streamlined methods have been developed to make it less expensive for the Postal Service to calculate the postage and fees due. Both methods may also allow the Postal Service to release BRM to the recipient more quickly.

#### *Weight Averaging*

The first method the Postal Service is testing is weight averaging. Under this method, the Postal Service periodically determines the average postage due per pound of a recipient's BRM. Each day, the Postal Service weighs the recipient's BRM to determine the total pounds for the day. The Postal Service then applies the average postage due per pound of BRM to the total number of pounds to calculate the postage and fees due for the day.

#### *Manifest Method*

The second method is the manifest method. Under this method, the BRM recipient performs the calculation of postage and fees for each incoming piece. For example, the recipient may have an existing order entry system that could be used to generate a manifest of BRM pieces received for the day. To ensure the accuracy of the BRM recipient's postage calculation, the Postal Service would periodically sample the recipient's incoming BRM and then later find the sample pieces on the recipient-generated manifest to verify that the postage and fees were correctly computed.

#### *Fees*

At present, the per-piece fee for BRM of this type is 10 cents when the customer maintains an advance deposit account. In January 1999, this per-piece fee will decrease to 8 cents per piece.

The fees the Postal Service is thinking about for the two methods fall within the range described in the following table. Because the actual fees have yet to be specified, you will be asked to calculate savings at two levels. It is likely that the actual fees to be proposed will fall between these two levels.

In brief, the charges for the proposed fee structure include per-piece charges and a monthly fee.

	1999 Fees	Proposed Fees			
		Manifest		Weight Averaging	
		Lowest	Highest	Lowest	Highest
Per piece fee	\$0.08	None	None	\$0.005	\$0.01
Monthly Fee	None	\$1,000.00	\$2,000.00	\$1,000.00	\$1,500.00
Annual Permit Fee	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00

*Comparison Worksheets*

By filling out the following worksheet(s) you can calculate if you might save under the proposed fee structure and, if so, how much.

In deciding which worksheet to complete, you should first ask whether you believe your organization maintains records that would permit you to use the manifest method. If it does, please fill out worksheets for both manifesting and for weight averaging.

Otherwise, please complete only the weight averaging worksheet.

## INSTRUCTIONS FOR WORKSHEETS

NOTE: ALL FEES REFER ONLY TO BUSINESS REPLY MAIL FEES AND DO NOT INCLUDE POSTAGE FOR EACH PIECE. THE POSTAGE CHARGE WILL NOT CHANGE UNDER THE PROPOSED APPROACH.

**Instructions for Manifest Worksheet**

1. Add up the number of all **eligible** pieces of Business Reply Mail that you expect to receive in a year. Enter the total in Line 1, Column A. There are no per piece fees in this proposed approach, so you do not enter anything in Columns B and C. Eligible mail includes flats, parcels and letters weighing more than two ounces. **You may combine mail sent under separate permits, but all the mail must be processed at a single Postal Service facility to be processed for a single monthly fee.**
2. Multiply the total number of pieces in Line 1, Column A by the per piece fee in Line 2, Column A and enter the result in Line 3, Column A. No entries should be made in Columns B and C.
3. Add the amounts in Lines 3 and 6, Column A and enter the result in Line 7, Column A.
4. Subtract the total fees shown in Line 7, Column B from the total fees shown in Line 7, Column A and enter the result in Line 8, Column B.
5. Subtract the total fees shown in Line 7, Column C from the total fees shown in Line 7, Column A and enter the result in Line 8, Column C.

**Instructions for Weight Averaging Worksheet**

1. Add up the number of all **eligible** pieces of Business Reply Mail that you expect to receive in a year. Enter the total in Line 1 in all three columns. Eligible mail includes flats, parcels and letters weighing more than two ounces. (for comparison purposes you should have the same volume of mail in each column.) **You may combine mail sent under separate permits, but all the mail must be processed at a single Postal Service facility to be processed for a single monthly fee.**
2. Multiply the total number of pieces in Line 1, Column D by the per piece fee in Line 2, Column D and enter the result in Line 3, Column D. Repeat this step for Columns E and F.
3. Add the amounts in Lines 3, 5 and 6, Column D and enter the result in Line 7, Column D. Repeat this step for Columns E and F.
4. Subtract the total fees shown in Line 7, Column E from the total fees shown in Line 7, Column D and enter the result in Line 8, Column E.
5. Subtract the total fees shown in Line 7, Column F from the total fees shown in Line 7, Column D and enter the result in Line 8 of Column F.

PLEASE RETURN THE COMPLETED WORKSHEETS TO  
ORC INTERNATIONAL AS SOON AS POSSIBLE.

RESPONDENT NUMBER \_\_\_\_\_

**MANIFEST WORKSHEET**

Complete this form only if you maintain computer records of each piece received

	(A) 1999 Fees	(B) Lowest Proposed Fees	(C) Highest Proposed Fees
<b>1. Annual Number of Pieces of Eligible BRM</b>  <i>(Add up the number of all eligible pieces of BRM you receive in a year and enter the total here.)</i>	[ ]	N/A	N/A
<b>2. Per Piece Fee</b>	\$0.08	None	None
<b>3. Total Piece Fees</b> <i>(Multiply Line 1 by Line 2 and enter the total here.)</i>	[ ]	N/A	N/A
<b>4. Monthly Fee</b>	\$0.00	\$1,000.00	\$2,000.00
<b>5. Monthly Fee x 12</b>	\$0.00	\$12,000.00	\$24,000.00
<b>6. Annual Permit Fee</b>	\$100.00	\$100.00	\$100.00
<b>7. Total Annual Fees</b> <i>(Add Lines 3, 5 and 6 and enter the total here.)</i>	[ ]	\$12,100.00	\$24,100.00
<b>8. Total Savings</b> <i>(Subtract Line 7, Columns B and C from Line 7, Column A and enter the results here.)</i>		[ ]	[ ]

**PLEASE RETURN BOTH WORKSHEETS TO ORC INTERNATIONAL WHEN YOU ARE FINISHED. (AND BE SURE TO KEEP A COPY FOR YOURSELF.)**

**WEIGHT AVERAGING WORKSHEET**

RESPONDENT NUMBER \_\_\_\_\_

Complete this form even if you expect to use manifesting

	(D) 1999 Fees	(E) Lowest Proposed Fees	(F) Highest Proposed Fees
<b>1. Annual Number of Pieces of Eligible BRM</b> (Add up the number of all eligible pieces of BRM you receive in a year and enter the total here.)	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>2. Per Piece Fee</b>	\$0.08	\$0.005	\$0.01
<b>3. Total Piece Fees</b> (Multiply Line 1 by Line 2 and enter the total here.)	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>4. Monthly Fee</b>	\$0.00	\$1,000.000	\$1,500.00
<b>5. Monthly Fee x 12</b>	\$0.00	\$12,000.000	\$18,000.00
<b>6. Annual Permit Fee</b>	\$100.00	\$100.000	\$100.00
<b>7. Total Annual Fees</b> (Add Lines 3, 5 and 6 and enter the total here.)	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>8. Total Savings</b> (Subtract Line 7, Columns E and F from Line 7, Column D and enter the results here.)		<input type="text"/>	<input type="text"/>

PLEASE RETURN BOTH WORKSHEETS TO ORC INTERNATIONAL WHEN YOU ARE FINISHED. (AND BE SURE TO KEEP A COPY FOR YOURSELF.)

Organization: \_\_\_\_\_

BRM permits showing high volume and high average revenue per piece for Postal Fiscal Year 1998 (September 16, 1997-September 15, 1998).

<u>Permit No.</u>	<u>Postal Location</u>	<u>Pieces</u>	<u>Revenue</u>	<u>Revenue per Piece</u>
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

This page sent only to CBCIS population.

EXHIBIT USPS-2D  
FOLLOW-UP MATERIALS

The final interview form.

Follow-up letter.

RESPONDENT NUMBER \_\_\_\_\_

CALL BACK INTERVIEW

Hello, I'm calling back to continue our conversation on Business Reply Mail.

B1 Have you reviewed the materials and completed the worksheets we sent?

- 1 YES
- 2 NO

IF NO,

While this is a brief interview, it is best done after you've gone through the materials. May I call you again at about this time tomorrow?

SET A MUTUALLY AGREEABLE TIME FOR THE CALL BACK.

B2 We sent you some information from Postal Service records that showed one or more of your permits received a large volume of potentially eligible BRM last year.

Did you consider all of this volume in calculating potential savings under the new fees?

- 1 YES → SKIP TO B4
- 2 NO → GO TO B3

IF NO,

B3 Why did you not consider all of this volume to fall under the proposed fee structure?

---

---

---

GO ON TO B4

B4 Did you add any volume that was not covered by the information we sent that you believed would also be appropriate for the proposed fees?

- 1 YES → GO TO B5
- 2 NO → SKIP TO B6

IF YES,

B5 What is in that additional volume? How is it being received now?

---

---

---

PROBE FOR CARRIER, SIZE, VARIATIONS IN WEIGHT, SHAPE.

GO ON TO B6

B6 Now let's go on to the worksheets you filled out. You completed (both the manifest and the weight averaging worksheets) (the weight averaging worksheet only). Is that correct?

- 1 YES
- 2 NO

IF COMPLETED MANIFEST, GO ON. IF NOT, SKIP TO WEIGHT AVERAGING.

B7 How many pieces of eligible Business Reply Mail per year did you assume in making your calculations? (If we have the worksheet we will know and can say "I see that you assumed an annual average of \_\_\_pieces of eligible BRM....")

---

B8 Would the manifest method require any changes in your accounting systems or mail flow?

- 1 YES → GO TO B9
- 2 NO → SKIP TO B10
- 3 DON'T KNOW → SKIP TO B10

IF YES,

B9 Please explain.

---

---

---

B10 About how long do you believe it would take your organization to be ready for manifesting?

- 1 Less than a month
- 2 Less than three months
- 3 Less than six months
- 4 Less than a year
- 5 A year or more
- 6 Never
- 7 DON'T KNOW

B11 Do you believe you would take advantage of the manifest fee if it were available?

- 1 YES → SKIP TO B13
- 2 NO → GO TO B12
- 3 DON'T KNOW → GO TO B12

IF NO,

B12 Why do you say that?

---

---

---

### WEIGHT AVERAGING

Now, let's look at your worksheet for Weight Averaging.

B13 How many pieces of eligible Business Reply Mail per year did you assume in making your calculations? (If we have the worksheet we will know and can say "I see that you assumed an annual average of \_\_\_pieces of eligible BRM....")

---

B14 Do you believe that you would take advantage of the weight averaging fee if it were available?

- 1 YES → SKIP GO CLOSE
- 2 NO → GO TO B15
- 3 DON'T KNOW → GO TO B15

IF NO OR DON'T KNOW,  
B15 Why do you say that?

---

---

---

CLOSE

This completes the interview.

Thank you very much.

OPINION RESEARCH CORPORATION INTERNATIONAL  
VIA FAX

«Todays\_date»

«Name»

«Title»

«Company»

Fax No.: «Fax»

Dear «Name»:

Yours is one of a small number (less than 100) of organizations that we have been able to identify as possibly being in a position to benefit from new Business Reply Mail fees that the Postal Service wishes to propose to the Postal Rate Commission.

The savings for recipients of large volumes of eligible Business Reply Mail can be considerable. Eligible mail includes letters over two ounces, flats and parcels. The two-ounce requirement does not apply to flats or parcels.

But only you can tell us if (1) you actually have a sufficient volume of eligible Business Reply Mail and (2) would be likely to take advantage of such fees.

On «Date» we sent you a packet of material describing the proposed fees as well as a worksheet for computing your potential savings. While we have called back a number of times, we have yet to be able to complete a brief (less than five minute) final interview with you.

I would not be surprised if you find our repeated calls annoying. However, our job is to determine your interest in the proposed rate. With no response, we cannot report interest. (All our work is anonymous and confidential.)

If you wish to participate, we must hear from you by «Date7». If you call me at 800-444-4672, extension 3403, we should be able to complete the study quickly. (If you've misplaced the information packet, we can send you another). If you know your eligible volume, I can quickly complete your worksheets on my computer.

Very truly yours,

Timothy D. Ellard  
Executive Vice President

*P.O. Box 183  
Princeton, NJ 08542  
Phone: 908-281-5100  
Fax: 908-281-5103*

*Princeton, New Jersey  
Worldwide Headquarters  
Founded 1938*