
Factiva Return-On-Investment Survey Findings

A White Paper from Factiva
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Factiva Return-On-Investment Survey Findings

Executive Summary

With the intent of learning more about how organizations and individuals measure the return on investment (ROI) for information purchases, a survey was created and administered by Factiva, a Dow Jones and Reuters Company. Survey data from four enterprise customers, organizations that are distributing information broadly to their knowledge workers, were aggregated to determine how information resources are valued and the how the economic impact to the business is measured.

Initial results from this sample group confirm that consumers of organized, focused business information believe that access to this information increases their productivity and helps them keep up to date with, and respond to, customers, competitors, their marketplace, and technology. The fact that desktop access to information enhances their business decisions and helps individuals and groups reach their business objectives is highly valued. Comments provided by persons responding to the survey indicate that individuals are very creative in finding avenues to apply information they obtain from this service to help them work at their optimum potential.

The information users surveyed found it difficult to provide specific monetary values in terms of new customers identified, increased sales, faster time to market, or faster response to business conditions. This suggests the need to continue asking questions about ROI in connection with information use in order to help users routinely consider the correlation between information used and business outcomes. It also suggests a need for data from a greater number and variety of organizations—which can be aggregated with these results as additional companies administer this survey.

Jan Sykes
Information Management Services, Inc.
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Factiva Return-On-Investment Survey Findings

Background

Now that it is possible to distribute relevant information more easily to the entire organization via the corporate Intranet, management is faced with wide-reaching decisions about what information to make available. What is the benefit of providing targeted business information on competitors, clients, markets and business issues? Is this investment in targeted and organized information still warranted given the proliferation of free information on the web?

While it is not easy to put a precise monetary value on information, return-on-investment (ROI) calculations become possible when knowledge workers document cases where specific information resources have helped them solve specific business problems, find new business opportunities, or respond to competitive threats more quickly and cost-effectively than if they did not have such a resource. Number of hours saved in gathering background information, new business revenues, or specific cost savings achieved by avoiding business risks are quantifiable values that can be used to compare investment in information with financial return to the business.

There are several reasons why it is a challenge to calculate ROI for information services.

- ❑ Information is an intangible entity. It is not always easy to establish the link between a specific piece of information and a given decision.
- ❑ Information users often do not have any idea of the cost/investment in information because arrangements for access are often made at an enterprise level. Thus, they are not inclined to think of the cost in relation to outcome of their work.
- ❑ Benefits of having access to excellent information resources are often “soft” benefits—e.g., increased professionalism or greater credibility with clients, and it is difficult to measure these soft benefits in financial terms.
- ❑ Questions about ROI are simply not asked frequently enough so users are not attuned to making this correlation.

Given these challenges, and the need to have real ROI data, Factiva, a Dow Jones & Reuters Company, has begun to gather ROI data from enterprise customers, organizations that are making a significant investment in distributing information broadly to their knowledge workers.

Methodology

Factiva developed a survey questionnaire in late 1998 and made this survey available via e-mail or on the web to a sample of customers who had launched the Dow Jones Interactive (DJI) service to the enterprise and who had used the service for a minimum of six months.

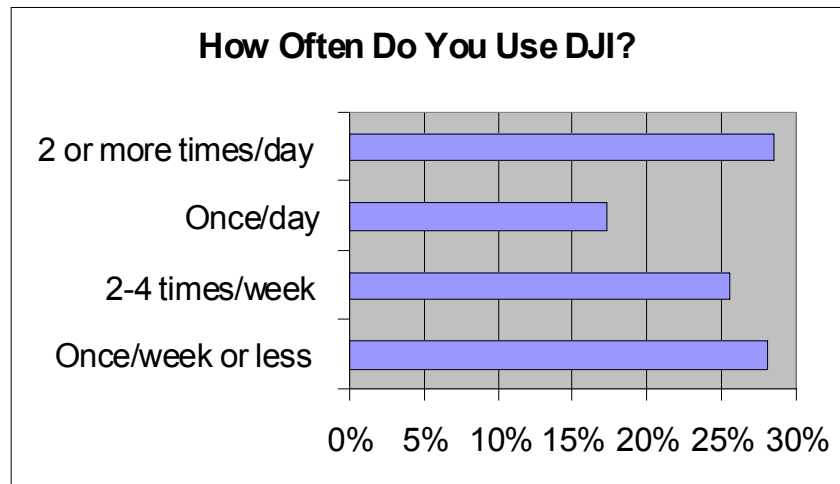
In order to aggregate survey data, it was assumed that all participants would use a single survey instrument, but the amount of customization desired by enterprise customers was not anticipated. In the spirit of customer responsiveness, some of the surveys were customized to an extent that the results could not be aggregated with those from enterprises using the original survey.

For this white paper, survey results from four organizations were aggregated and analyzed. Users from a bank, a professional services firm, a high-tech company, and a publisher comprised the survey population. A total of 241 responses were tabulated. Since this number is not statistically significant in terms of the total number of Factiva enterprise customers, this white paper concentrates primarily on emerging themes and insights shared by those responding to the survey. Comments from the survey are interspersed in the body of this paper to reinforce survey

findings. Text responses to questions are categorized and are available in the Appendix. The survey instrument is available at www.ask.djinteractive.com/infopro/roi.doc.

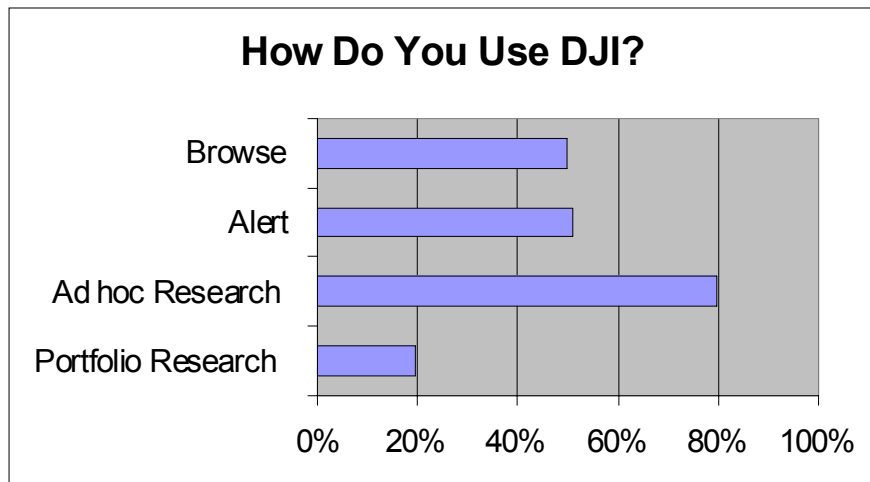
Use of Dow Jones Interactive

Users were questioned about the frequency with which they used Dow Jones Interactive and how they used the service. 72% responded that they use Dow Jones Interactive at least twice per week. 46% of those responding said that they used Dow Jones Interactive one or more times per day, including 27% who said they use the service two or more times per day—suggesting that this service has become an integral part of their workflow.



Regarding HOW they used the service, users were asked to check as many applications as appropriate from the following list:

- **Browse:** top newspapers and business publications in Business Newsstand
- **Alert:** monitor companies, industries or topics in CustomClips
- **Research:** conduct ad hoc searching in Publications Library, Company & Industry Center, and Historical Market Data Center
- **Research:** The Wall Street Journal Interactive Edition for stock portfolio and briefing books.

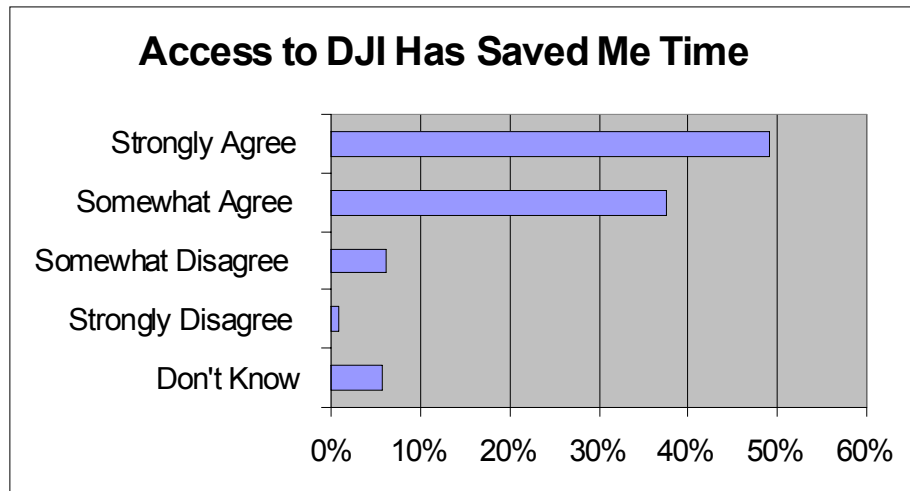


Many of the persons responding to the survey who indicated they used the service for ad hoc research on topics of their own interest **also** have information pushed to them via CustomClips or they regularly browse top newspapers and publications on their own. In the general comments collected from users, it was noted that there were a number of web sites at which they could find bits and pieces of news—but those sites did not offer an excellent search capability like they have become accustomed to with Dow Jones Interactive. Note the following verbatim comments from users regarding the value of so much information available as part of a single package:

- The wide range of sources available in DJI is incredible. I don't know where else I would be able to find most of the information I get through DJI.
- Provides insightful, actionable information in a single source round the world, round the clock.
- With the search feature, all info can be gathered at once. Historical information can easily be obtained to make analysis more factual.
- DJI gives equity research access to the world's business and financial press, as well as to leading journals on a wide variety of topics. Having this access keeps us better informed about issues we care about (and can customize) than those who are without this service. DJI gives us a competitive advantage in understanding and delivering the story to our clients.
- DJI is an ideal web-based tool for keeping up-to-date on all current events. The custom clips feature combined with the extensive list of sources are particularly useful for monitoring specific issues, industries, and/or corporations.
- Access to the wide variety of publications, combined with the CustomClips feature, provides an excellent and quick view of events that are effecting our industry and our customers. I know of no other way to get this breadth and depth of information in a short time period.
- The improvement in European content from Reuters, allied to the full text custom alerts via e-mail, allow me to up-date my clients quicker and so saves me time.

ROI in terms of Saving Time

Time is precious. Time is money. Half of the survey participants **strongly agreed** that access to Dow Jones Interactive saved them time. Altogether, 87% agreed that Dow Jones Interactive saved them time. At a time when everyone is bombarded with information, quickly locating reliable, authoritative information is a major challenge for knowledge workers. These results confirm assumptions that one of the hidden costs of relying on 'free' information on the web is productivity lost as employees spend time searching for useful information in an uncontrolled environment.

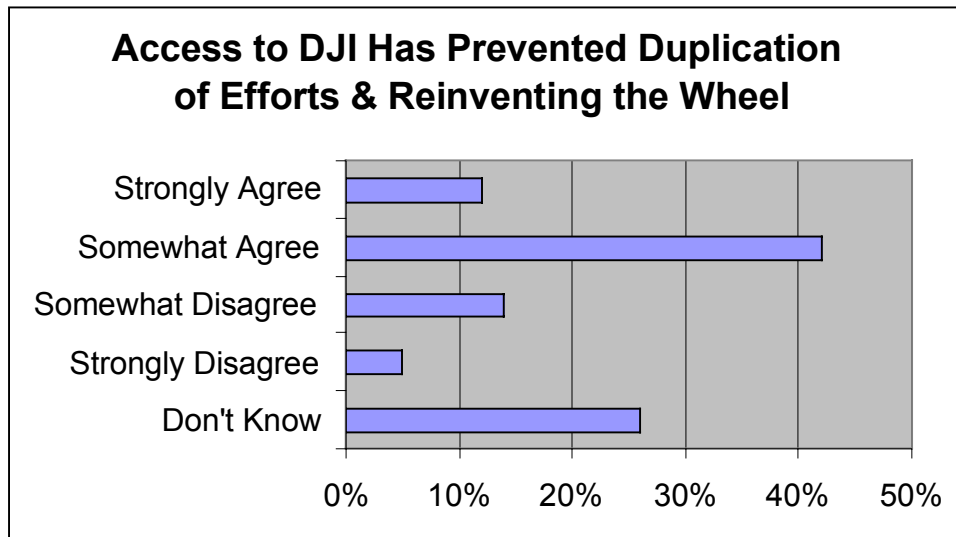


Note the following verbatim comments about how access to Dow Jones Interactive has had an impact on time saved.

- Having access to DJI saves time spent sifting through useless junk on the Internet and provides a more focused environment for research. It is far less distracting than other sites and enables us to get the job done more efficiently. Having access to the best possible business information in an easy to use format makes a great deal of sense—we need the right tools to do good work.
- It saves huge amounts of time for the bureaus, especially. In a few minutes, writers can narrow their searches down, modify the searches, and find the stories. This process used to take a couple of days more for the bureaus.
- Access enables our group to find information faster than through paper sources. In addition, it allows us to save the cost of paper based subscriptions.
- I use DJI custom clips to monitor customer groups, which is part of my job. Using DJI has definitely saved me time. Before DJI, I used to have to spend hours a day going through Bloomberg News and other separate sources.
- Timely access to disparate information prevents wasted time searching and ensures accuracy from a trusted source.
- Time has become such a precious commodity, and efficiency and productivity such a mantra that we tend to discount the value of activities such as reading non-industry or non-job specific information. Yet, as our level of awareness and understanding about issues in the "outside world" declines, the quality of our internal decisions also declines. Having access to pertinent information from a variety of credible sources at my fingertips allows me to manage my time, without compromising my level of awareness. This translates into better, more robust decisions. The world and the economy in which we operate is becoming increasingly "connected" at all levels. Within (our organization) we recognize the need to ally with other companies to achieve our goals, but we seem to attach less value to individuals being "connected". We continue to believe that

information should be filtered through the hierarchy --- an unrealistic and counter-productive approach in times of rapid change. Failure to embrace the power of self-directed access to information will diminish the organization's capacity to serve our customers effectively and to thrive in a connected, knowledge based economy

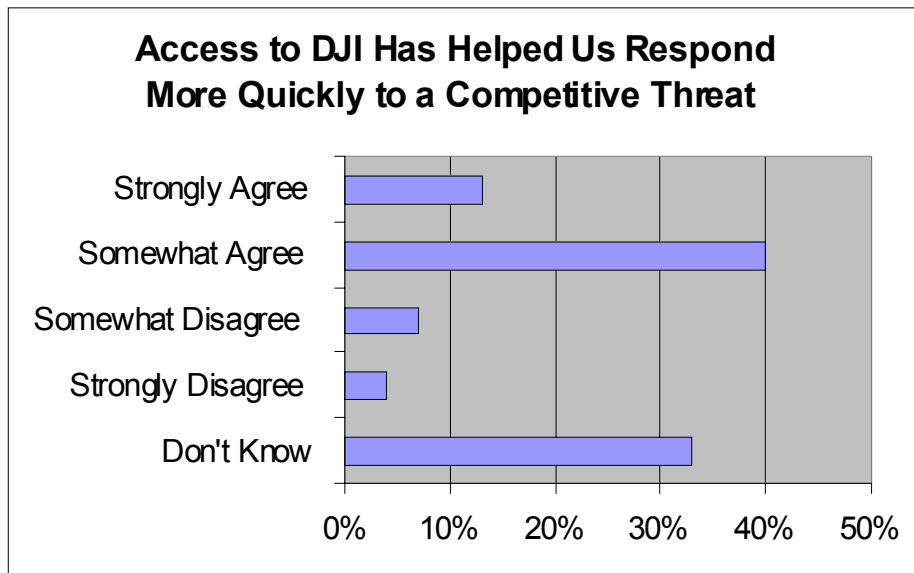
A related question was whether access to DJI helped respondents avoid “duplicating efforts or reinventing the wheel”. Over half of the respondents agreed, suggesting that access to the right information can also increase productivity by eliminating wasteful efforts.



Another important measure of time savings is the ability of the organization to respond quickly to market forces. The following question was designed to test the hypothesis that widespread access to relevant information enables the entire organization to act more quickly to change strategy or embrace new opportunities. While it is difficult to assign a specific monetary value to this ability, it is the hallmark of successful organizations. Consider this quote from Blur: The Speed of Change in the Connected Economy by Stan Davis and Christopher Meyer (Addison-Wesley, Reading, MA, 1998. P.11):

“Speed is the foreshortening of product life cycles from years to months or even weeks. And, Speed is the worldwide electronic network over which financial institutions transfer money at the rate of \$41 billion a minute. For the individual, Speed is scores of messages a day, creating near continuous communication. Miss a day and your world moves on without you. Accelerated product life cycles and time-based consumption have become part of the business lingo. These experiences change people’s perceptions. We now expect real-time responsiveness, 24 hours of every day of the year. This premium placed on anytime, real-time responsiveness is just one example of the growing importance of intangible value.”

Of those who were able to answer this question (excluding No Response or Don’t Know), respondents overwhelmingly felt that DJI helped them respond more quickly to a competitive threat.



Again, words of the users reveal their insights on the value of access to Dow Jones Interactive in response to competitive threats:

- DJI improves our response time to competitors' actions, by providing timely and comprehensive coverage of events. We are not caught off-guard as we have the information and actually may have our responses ready before the market reacts to it.
- DJI provides us with an easy way to stay current on competitors and trends in the marketplace.
- Allows me to easily track news & developments in numerous accounts on (our corporate watch list).
- CustomClips has kept me informed of the latest news of our competitors, customers or possible acquisition targets. A good example was the acquisition of (ABC Company) by (XYZ Company). On the day the acquisition was announced, I received a press release informing me of the deal.
- How else do I get to know who's buying who, who's won what, who's launching what new service etc., etc. other than by spending hours reading all the trade magazines (which are usually out of date)

Companies can also measure time savings in terms of getting products to market faster or getting projects completed more quickly. In the audience surveyed, this was a difficult measure to gauge. Many knowledge workers were not able to answer the question, "Access to Dow Jones Interactive has reduced product/program development time" and responded "Don't Know". This is understandable, as many workers do not define their responsibilities in terms of products or programs. In fact, this was one question that was customized for particular organizations and was difficult to aggregate. Of those who were able to respond, over four fifths agreed that access to Dow Jones Interactive did reduce development time.

Following are user comments about how access to Dow Jones Interactive impacts product or program development time:

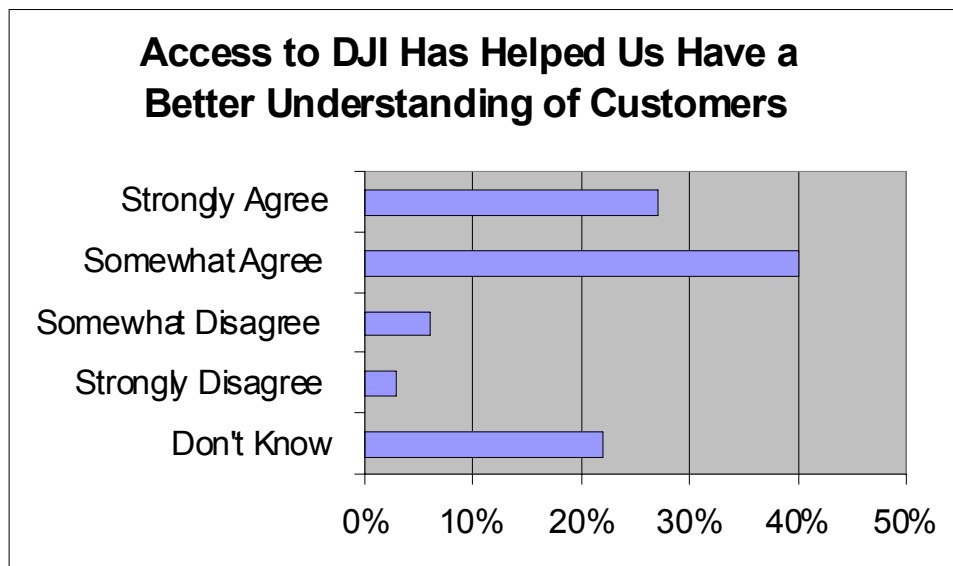
- Without DJI it would be extremely time consuming to find background info for stories as well as find out if a topic has been written about previously.

- When developing my characterization of (a specific) project, I was pleased to be able to use one tool for most of my research. The time saved by this allowed me to meet very tight deadlines.
- DJI allows me to quickly profile companies we (IS) are selecting for service - understand their partnerships, acquisitions and recent announcements.

ROI in terms of Opportunities

An obvious measure of ROI is new business won; however, the small sample of respondents in sales roles made it difficult to gauge this benefit. Over 65% of respondents simply did not know if access to information helped them close a new sale. Respondents in a variety of roles were able to indicate whether it provided insight on existing customers: 67% somewhat or strongly agreed that access to Dow Jones Interactive helped them have a better understanding of customers. This is a key value across all job functions and organizations, but most importantly in customer-facing roles and in consulting organizations where client retention is an important metric. Respondent comments below confirm that connection between increased customer understanding and improved customer satisfaction.

ROI must also be considered in terms of lost opportunities as well as new opportunities. What are the implications of reduced understanding of customers, competitors, markets and technologies? Can one's sales efforts suffer because of reduced knowledge of the marketplace? How would business be affected if the company did not react quickly to regulatory, competitive, or technology changes?



The following comments from customers support the data in the previous graph:

- This is very difficult, however in a sales organization it is critical to know your customer. Based on the number of customers we have, it is impossible to thoroughly read every applicable news broadcast daily. This subscription helps me stay on top of the latest business changes to our customers. Based on my profile, the info comes directly to me, with the ability to search for other info. How that directly relates back to revenue generation or increased productivity is something I can't answer.

- It makes it so much easier to find out about clients and what is going on. For folks with a big territory it is helpful. It would be better only if DJI didn't send the same article (in essence) 10 times, because 10 information sources wrote about it.
- Use of DJI provides the organization with up to the minute information of new markets (Internet) and potential customers. It is used to ensure that we are kept informed. The business articles enable the (strategy) organization to monitor the market and potential new entrants.
- Through news on particular companies we do business with we found out 1) a major source of the companies revenue was delayed. This impacted their ability to close new business; but we knew about this and were able to reallocate resources. For another customer we discovered that they were planning to go into a new region and were able to approach them with solutions for the region.
- Our business is international in scope and by having an airline folder I am able to access many additional sources that I would not normally have access to. We have been able to catch bankruptcies on the day they happen, learn about airlines that are struggling to keep up with lease payments and therefore we have been able to put out alerts to our partners and cancel charge cards before the debt got out of hand.
- Useful for monitoring companies on a daily basis so that I am aware of new developments and news stories concerning my clients.

Improved Decision Making

The greatest benefit an organization can achieve from having the right information is the ability to make the best decisions. Responses to the questions below indicate that a high percentage of respondents are able to make the correlation between information and better decision making. The numbers at the end of each statement show the percentage of persons responding to the survey who agreed with the statements:

- Because of having access to Dow Jones Interactive, my business decisions are based on more comprehensive information and knowledge of a given situation. (78%)
- Access to Dow Jones Interactive has helped me incorporate knowledge of best industry practices into my decision making process. (60%)
- Access to Dow Jones Interactive has helped me/my group reach my/our business objectives. (73%)

In the words of survey participants:

- Without DJI, I would need some comparable source of research or else I simply would not be able to perform my job effectively. I use DJI at least 2-3 times A DAY. I think that it is a phenomenal resource
- It's helped me stay abreast of topics I wouldn't fully be able to put into context without the quick research DJI provides.
- By keeping me more informed about what's going on the high tech industry.
- It lets me pursue ideas anonymously that, if I had to share them with someone to help me with the research, I might not pursue because they may be considered too far-fetched
- Good value in conducting environmental scan and identifying info sources which outline issues and how addressed
- Helps me to be aware and on top of news related to particular industry or company

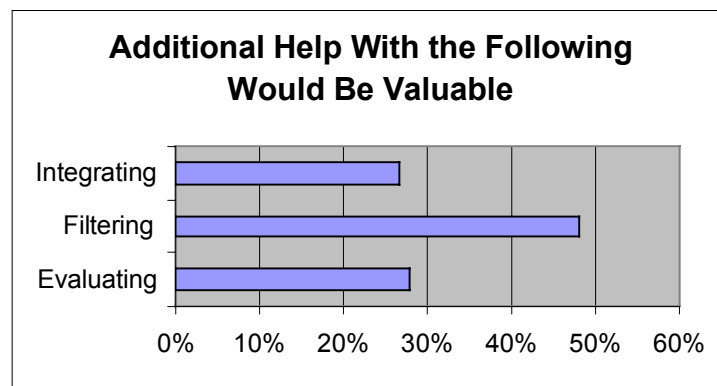
Opportunities for Further Maximizing Investment in Information

How can companies insure they are getting full value from their investment in an information resource?

Given the sophistication of Dow Jones Interactive and the “enormity of information it offers” (quoted from survey comments), it is not surprising that users who are already finding value in the service would like additional suggestions or training on:

- Integrating external online information with internal information
- Filtering the information to get exactly what I need
- Evaluating information and looking at new ways of applying that information in my work

The pronounced need for help with filtering information to get exactly what is needed, as well as the desire to better evaluate information retrieved, present opportunities to help users make even better use of Factiva resources.



Calculating ROI

In preparing ROI data, it is important to use metrics that the company values. Cost containment, productivity gains, increased shareholder value, reduced time to market, and faster response to customers are examples of performance indicators that companies can use to measure value from their investment in information.

ROI is typically calculated on an annual basis, with long-term benefits usually omitted from the calculations. The total costs of subscribing to or licensing an information service, plus any up-front development costs (which may also be prorated over the projected life of the program) are part of the ROI formula. The other side of the equation contains the value in terms of the metric chosen, e.g., time saved, reduced development time, or increased sales. Some examples follow.

Scenario 1:

Persons with access to Factiva information resources report average savings of 2 hours/week due to having appropriate information when needed.

Assumptions: \$70K average salary
3,000 persons subscribe to information service

Calculation of Cost Savings:
 $\$70,000 \div 52 \text{ weeks} \div 40 \text{ hours/week} \times 2 \text{ hours/week} \times 3,000$
Estimated Savings:
\$201,920/week or almost \$1,050,000/year

Scenario 2:

Persons with access to Factiva information resources report product development or project time is reduced by 10% due to having appropriate information throughout the duration of the product development timeline or project schedule.

Assumptions: \$70K average salary
10% reduction on 4 projects/year
Project size is 50 persons

Calculation of cost savings:
 $50 \text{ persons} \times 4 \text{ projects} \times \$70,000 \times 10\%$

Estimate of cost savings:
\$1,400,000/year

Scenario 3:

Company reports annual revenue per employee of \$550,000. Persons with access to Factiva information resources report average savings of 2 hours/week due to having appropriate information when needed.

Assumptions: Revenue per employee is \$550,000/year or \$264/hour.
Company employs 30,000 persons; 25% are active users of Factiva information resources.

Calculation of impact to revenues:
 $30,000 \text{ employees} \times 25\% \times \$264/\text{hour} \times 2 \text{ hours}$

Estimate of additional revenue which could be realized if employees have to spend time searching for information in the absence of access to this resource.

\$3,960,000/year

Other benefits which might be quantified, depending on the type of business, include:

- Revenue stream started sooner
- Improved product-to-market delivery time
- Improved customer satisfaction levels by timely product delivery

With these scenarios, it becomes easy to see how investment in high-value information resources can have tremendous financial impact to the business. It must be noted that persons preparing ROI statements need to obtain accurate average data for salary/employee, revenue/employee,

and project funding from corporate accounting personnel to determine the actual financial impact to a particular environment.

There may be additional miscellaneous cost savings in terms of consolidated subscriptions, reduced print subscriptions, reduced fees for contract research, administrative overhead associated with managing these services, etc., which should be factored into the overall ROI calculations.

Conclusions

Of the consumers of information participating in this survey 72% report that they are using Dow Jones Interactive frequently (at least twice per week) for a variety of applications. They report better time management, greater knowledge of customers, competitors, and markets, and greater speed in responding to business opportunities because of having access to an excellent information resource.

Information consumers have difficulty linking access to high-quality, timely information with specific business successes, and with revenue associated with those successes. To gain a deeper understanding of ROI for information purchases, it is important to continue to ask users questions about how access to information impacts their business and to collect anecdotes and facts that can be used to derive actual financial benefits.

It is also important to find additional Enterprise customers to participate in the survey to give more credence to this body of data. The survey itself builds awareness of resources and prompts users to think about the correlation between information resources and business outcomes. Note the insight of one survey participant:

- My use of DJI has been too limited for me to provide valid input to a business case. However, the survey has made me more aware of the information available and I plan to use the system more frequently in the future.

In the analysis of survey responses, there were a surprisingly high number of “Don’t Know” responses, especially to questions which asked for estimates or amounts. In fact, the “Don’t Know” responses were so high that those questions were not included in this analysis. Just as advertising departments and training departments find ways to measure the return to the bottom line for advertising initiatives and training programs, persons buying and licensing information must find appropriate metrics to determine the return to the bottom line for those expenditures. “Don’t Know” is not a satisfactory answer when managers ask about the value that is being realized from these expenditures.

Before being used with additional customers, some minor modifications to the survey instrument are recommended to make it shorter, to accommodate Reuters Business Briefing customers, and to allow “Does Not Apply” responses.

In the face of more and more web based business information of variable price and quality, persons responsible for evaluating and acquiring information resources for an organization can expect to be asked to demonstrate positive ROI for the resources they license. Information professionals need this type of data to justify their purchase decisions. Information vendors need this type of data to be able to renew licenses and sell high value information services to new customers.

Appendix

Mini-Business Case

The survey requested that users provide a mini-business case to justify continuing access to Dow Jones Interactive for themselves/their work groups. Verbatim responses from all four organizations were categorized into several principal themes, i.e., keeping informed, targeted research, and productivity improvements. Company names were replaced with "our company" or "ABC Company" to prevent revealing the origin of the response. Responses to this question follow.

Keeping Informed

...About Our Organization

- DJI allows my group to stay informed of relevant events on a daily basis. I scan DJI for important stories (on our company), which I provide for one of our chairmen on a daily basis.
- Need access to North American publications for monitoring vertical media and our subsidiaries
- I'm able to efficiently and quickly track the media's attention to various (of our publication's) articles-- I can get all the "hits" (about our publication) from sites and publications all over the world.

...About Competitors

- DJI improves our response time to competitors' actions, by providing timely and comprehensive coverage of events. We are not caught off-guard as we have the information and actually may have our responses ready before the market reacts to it.
- Keep track of what my competitors are writing
- DJI provides us with an easy way to stay current on competitors and trends in the marketplace.
- Allows me to easily track news & developments in numerous accounts on (our corporate watch list).
- Custom Clips has kept me informed of the latest news of our competitors, customers or possible acquisition targets. A good example was the acquisition of (ABC Company) by (XYZ Company). On the day the acquisition was announced, I received a press release informing me of the deal.

...About Clients

- This is very difficult, however in a sales organization it is critical to know your customer. Based on the number of customers we have, it is impossible to thoroughly read every applicable news broadcast daily. This subscription helps me stay on top of the latest business changes to our customers. Based on my profile, the info comes directly to me, with the ability to search for other info. How that directly relates back to revenue generation or increased productivity is something I can't answer.
- It makes it so much easier to find out about clients and what is going on. For folks with a big territory it is helpful. It would be better only if DJI didn't send the same article (in essence) 10 times, because 10 information sources wrote about it.
- Use of DJI provides the organization with up to the minute information of new markets (Internet) and potential customers. It is used to ensure that we are kept informed. The business articles enable the (strategy) organization to monitor the market and potential new entrants.
- Through news on particular companies we do business with we found out 1) a major source of the companies revenue was delayed. This impacted their ability to close new business; but we knew about this and were able to reallocate resources. For another customer we discovered that they were planning to go into a new region and were able to approach them with solutions for the region.
- The improvement in European content from Reuters, allied to the full text custom alerts via e-mail, allow me to up-date my clients quicker and so saves me time.
- Our business is international in scope and by having an airline folder I am able to access many additional sources that I would not normally have access to. We have been able to catch bankruptcies

on the day they happen, learn about airlines that are struggling to keep up with lease payments and therefore we have been able to put out alerts to our partners and cancel charge cards before the debt got out of hand.

- Access to the wide variety of publications, combined with the CustomClips feature, provides an excellent and quick view of events that are effecting our industry and our customers. I know of no other way to get this breadth and depth of information in a short time period.
- Useful for monitoring companies on a daily basis so that I am aware of new developments and news stories concerning my clients.
- Provides numerous costly business services in one package - saving different vendor associations and package negotiation. Keeps us on top of news stories with timely (although not instantaneous) delivery of important information that we need to disseminate to our clients.

...About General Business Issues

- DJI provides individual's ability to set-up portfolios which best reflect his/her business needs. One stop shop.
- DJI is an ideal web-based tool for keeping up-to-date on all current events. The custom clips feature combined with the extensive list of sources are particularly useful for monitoring specific issues, industries, and/or corporations.
- Daily duties keep me busy - DJI keeps me aware of the events occurring in my sector (technology) which is constantly active with news items.
- Good value in conducting environmental scan and identifying info sources which outline issues and how addressed
- How else do I get to know who's buying who, who's won what, who's launching what new service etc., etc. other than by spending hours reading all the trade magazines (which are usually out of date)
- Staying up to date with current developments in the industry
- Allows easy access to information, even before its hits the newspapers; often some of the information is not even printed.
- We need to know what is happening when it happens. The service is a good contributor to satisfying that need
- Simply, having this access allows one to stay on top of developments, as they occur, in his/her area of expertise.
- Helps me to be aware and on top of news related to particular industry or company
- Basically I need to know what is going on in a number of fairly specialized, esoteric capital markets products. DJI/NewsEDGE allows me to use very specific criteria to pull out relevant up-to-date news and releases from the broad range of data sources available, alerting me to things I might not otherwise see either due to the time required or publication restraints.

...About Global Issues

- Helps me keep on top of world trends relative to the (specific) market segment which I manage... wonderful service!
- DJI gives equity research access to the world's business and financial press, as well as to leading journals on a wide variety of topics. Having this access keeps us better informed about issues we care about (and can customize) than those who are without this service. DJI gives us a competitive advantage in understanding and delivering the story to our clients.
- It helps us monitoring financial institutions risk worldwide on a timely basis.

Targeted Research

...For Background Information

- DJI allows me to get up to the minute information about a company or industry. And, above all, it allows me to access this myself, with out having to wait for a third party.
- Getting basic background or up-to-date information on a specific company.
- I was under the impression Information Resources was planning to discontinue the CD Rom access to business periodicals. I need access to this type of information to be able to conduct research in my current position. DJI provides access to a breadth of information I could only obtain from a university library as the Internet does not provide the same depth/breadth of access to publications, business

periodicals, published research etc. Very simply, I need access to a database and it appears DJI is the best alternative.

- Without DJI it would be extremely time consuming to find background info for stories as well as find out if a topic has been written about previously.
- On several occasions, I have been able to access news information on DJI on an urgent basis that was not yet available from other sources such as Bloomberg. This helped me to keep well-informed of current events and better serve my clients.

...For Decision Support

- When developing my characterization of (a specific) project, I was pleased to be able to use one tool for most of my research. The time saved by this allowed me to meet very tight deadlines.
- In addition to editorial research, I can imagine a situation in which DJI would help research the territory for certain new business proposals.
- DJI allows me to quickly profile companies we (IS) are selecting for service - understand their partnerships, acquisitions and recent announcements.
- We provide our group with a snap shot summary of current activities in the Professional services industry. The bulk of this information is gathered through Dow Jones Interactive. Our (specific internal) group uses the info to extract market trends and key customer requirements. It's difficult to put a price tag on this, however, we have received feedback that the info is valuable and there have been specific requests to be added to the distribution list, so clearly there is value being delivered.
- DJI really helps in doing research for clients. It gives us access to full text that we would not have without Dow Jones Interactive.
- With the search feature, all info can be gathered at once. Historical information can easily be obtained to make analysis more factual.
- We investigate year 2000 readiness of borrowers and the access to company information can and has helped find out facts or reinforce claims.
- DJI helps me to disseminate news and industry information in credit analysis and helps make a better credit decision.
- Having the ability to access whatever information I can find with regard to a client, an industry or the competitors is key to assisting (my department) do its job. [Your survey has questions which require another choice besides Don't Know and that could be Not Applicable or perhaps even Neutral, particularly when viewed in the context of this department.]

Productivity Improvements

...In Time Savings

- As intelligence professionals DJI enables us to quickly search all sources on a topic. In addition, it assists us investigate new situations (acquisitions, mergers, partnerships) that are happening within the industry and highlight the importance and threats that they have for the business. DJI also enables us to search on a financial basis broadening the ability to gather information across functional boundaries which enables us to create stronger and more effective conclusions and recommended actions. I would consider DJI essential to any intelligence activities within this company as well as the most effective tool for anyone that requires access to industry news and information. DJI has become one of the initial search tools and to date has assisted in saving time on several projects by shortening the search cycle and relating data across different functional boundaries...
- I can only speak for my self not my group since most are still unaware of the service. I have only just started using the service (<1 year). I like to have online access to the key source of news related to the telecom business. It simply saves me time to access this news and I am sure in the future it will influence business activity.
- Access to DJI allows reporters to rapidly obtain information that otherwise would require a call to the library and waiting time. This allows the library to concentrate on the tricky stuff while reporters can get what they need rapidly.
- DJI has saved me time and given me access to information I could not otherwise have retrieved in a timely manner. For example, I was able to find book reviews of books written by several writers (from our publication) which we are promoting for a contest on our Web site. This enabled me to pull quotes and create a more interesting and impactful promotional page.
- Having access to DJI saves time spent sifting through useless junk on the Internet and provides a more focused environment for research. It is far less distracting than other sites and enables us to get the job

done more efficiently. Having access to the best possible business information in an easy to use format makes a great deal of sense—we need the right tools to do good work.

- It saves my staff time on research projects when the end-users do some of the preliminary work themselves. This might ultimately result in the need for fewer staff.
- The clip searching system is an excellent substitute for Lexis/Nexis and the custom folders save an immeasurable amount of time. Also, the financial histories of companies/industries are invaluable.
- It saves huge amounts of time for the bureaus, especially. In a few minutes, writers can narrow their searches down, modify the searches, and find the stories. This process used to take a couple of days more for the bureaus.
- Saves time in research. Can get quick info at fingertips.
- Access enables our group to find information faster than through paper sources. In addition, it allows us to save the cost of paper based subscriptions.
- I use DJI custom clips to monitor customer groups, which is part of my job. Using DJI has definitely saved me time. Before DJI, I used to have to spend hours a day going through Bloomberg News and other separate sources.
- Timely access to disparate information prevents wasted time searching and ensures accuracy from a trusted source.
- To save wasting time
- It provides some useful background information about Customers and Suppliers which would take a lot of research were it not available.
- DJI is a great one-stop shop for information. Although I can't directly tie it to revenue, it has saved me time in a lot of the research I do for my job.

...In Effectiveness

- Increased my productivity. Nullified my dependence on the Bloomberg. Nullified my dependence on Nexis/Lexis. Significantly lessened my demands on research staff
- Without DJ Interactive, I would need some comparable source of research or else I simply would not be able to perform my job effectively. I use DJI at least 2-3 times A DAY. I think that it is a phenomenal resource.
- Time has become such a precious commodity, and efficiency and productivity such a mantra that we tend to discount the value of activities such as reading non-(industry) or non-job specific information. Yet, as our level of awareness and understanding about issues in the "outside world" declines, the quality of our internal decisions also declines. Having access to pertinent information from a variety of credible sources at my fingertips allows me to manage my time, without compromising my level of awareness. This translates into better, more robust decisions. The world and the economy in which we operate is becoming increasingly "connected" at all levels. Within (our organization) we recognize the need to ally with other companies to achieve our goals, but we seem to attach less value to individuals being "connected". We continue to believe that information should be filtered through the hierarchy --- an unrealistic and counter-productive approach in times of rapid change. Failure to embrace the power of self-directed access to information will diminish the organization's capacity to serve our customers effectively and to thrive in a connected, knowledge based economy.
- Saves research time, improves research coverage, provides much better information gathering capability than former research tools.
- An invaluable source for research on international companies and private companies; info from other sources are limited.
- DJI provides us with a single comprehensive source of information on existing customers, potential customers, industry trends and drivers and competitors allowing us to be more efficient and effective at addressing customers needs.
- I will be able to cancel/not renew many of my personal subscriptions

...Through Increased Understanding & Knowledge

- One source, quick access to day's information saves time and permits one to have a better understanding quickly of events and their effect on business.
- It provides me some insight about my company and its competitors, the trend of technology as well as the way of career development. Also it is a good help in my MBA study. It saved me tons of time in research and make my work more effective. Whenever I felt tired of my work, I can always switch to research in Dow Jones Interactive. In this way, I could use my time wisely and efficiently.
- Having access to this information all in one place is more efficient and timely than subscribing independently to different newspapers and business magazines. Also, being in a product marketing group, I need to be aware of (and sometimes respond to) news in the market place on our competition.

We provide the info that better prepares our sales team to sell against the competition. Having access to this tool helps this cause, helping to drive the top line (revenue/sales) in our income statement.