

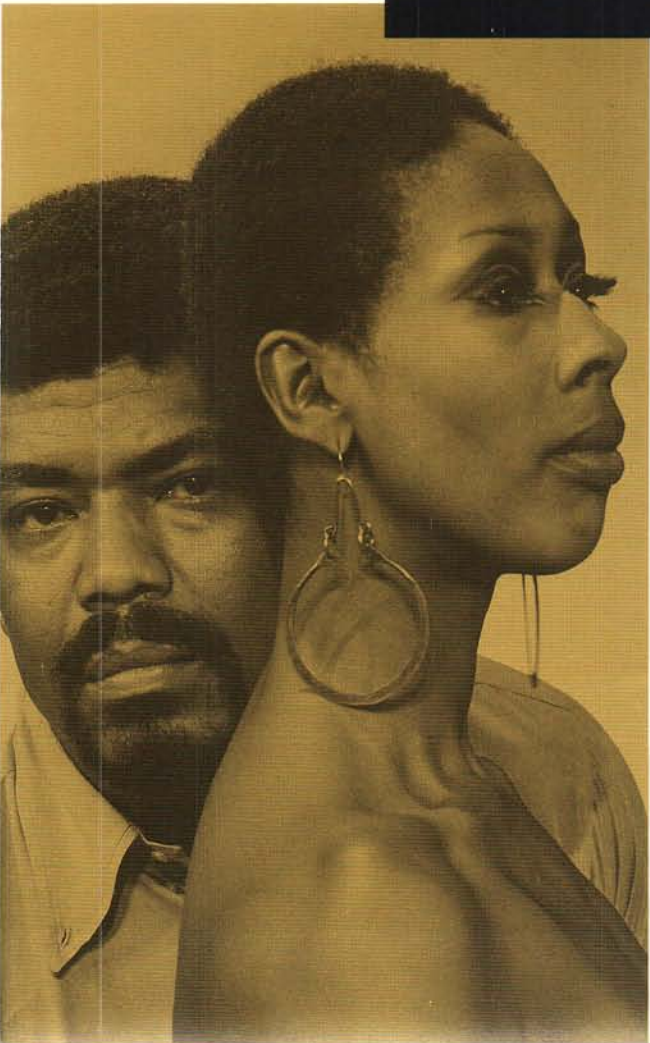
HELPING TO
MANAGE YOUR
INVESTMENT IN
**HUMAN
CAPITAL**

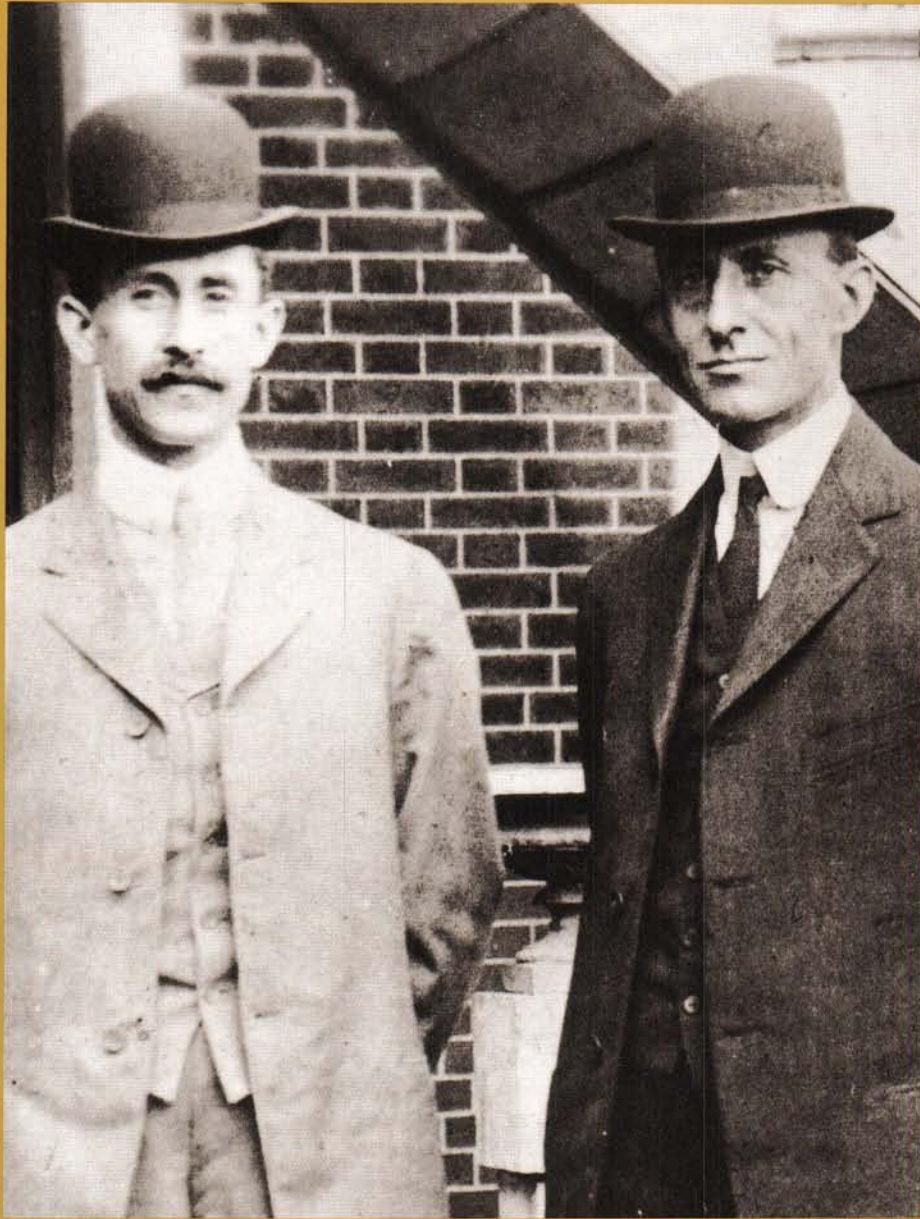
CHOOSING
THE RIGHT
PARTNER MAY
BE THE MOST
IMPORTANT
DECISION YOU
EVER MAKE.

CORPORATE
DEVELOPMENT
SERVICES



PARTNERSHIPS





Using trial and error, partners and brothers Wilbur and Orville Wright

educated themselves in the dynamics of flight and used their own experiences

to improve their rudimentary glider into the first powered flying machine.

PARTNERSHIP

It's the key to success in almost every human endeavor.

The courage of the Wright Brothers. The devotion of Helen Keller and Anne Sullivan. The creative combination of Alvin Ailey's vision and Judith Jamison's talent.

Businesses today face situations just as challenging as these partners did. And it is abundantly clear that organizations will succeed or fail based on their abilities to use human resources to achieve their business goals.

That's why Merrill Lynch Corporate Development Services has been created. Our goal is to act as your partner — to help organizations like yours manage one of the most important investments they may ever make — their investment in human capital.

At Merrill Lynch Corporate Development Services, we work with you to understand your vision, and we share your commitment to achieving it. We welcome the opportunity to create the essential synergy — the partnership — to help you achieve your strategic human resource objectives.





The intensely personal partnership between Helen Keller and her teacher, Anne Sullivan, provides a lasting example of steadfast determination. Their success against formidable odds continues to be a source of inspiration today.

PERSONAL RELATIONSHIPS

There is no more personal relationship than a partnership. But while most consultants only talk about partnerships, at Merrill Lynch Corporate Development Services we have built our entire organization with this single focus: building a long-term, personal relationship with each client.

Our engagement manager works closely with you to understand your organization, your objectives, and your vision of the future. This unique relationship brings to your organization the critical advantages needed to achieve success in today's competitive environment.

As your partner, Merrill Lynch Corporate Development Services shares your commitment to maximizing the return on your investment in human capital. We offer the intellectual strength and experience accumulated over the years by Merrill Lynch's global organization. And we offer it in response to your individual needs, through highly personalized human resource solutions.





It was the combined efforts of American biochemist James D. Watson and British molecular biologist Francis Crick that led to the discovery of the innate structure of DNA in 1953. This discovery gave scientists crucial insights into the molecule that determines each human being's unique genetic makeup.

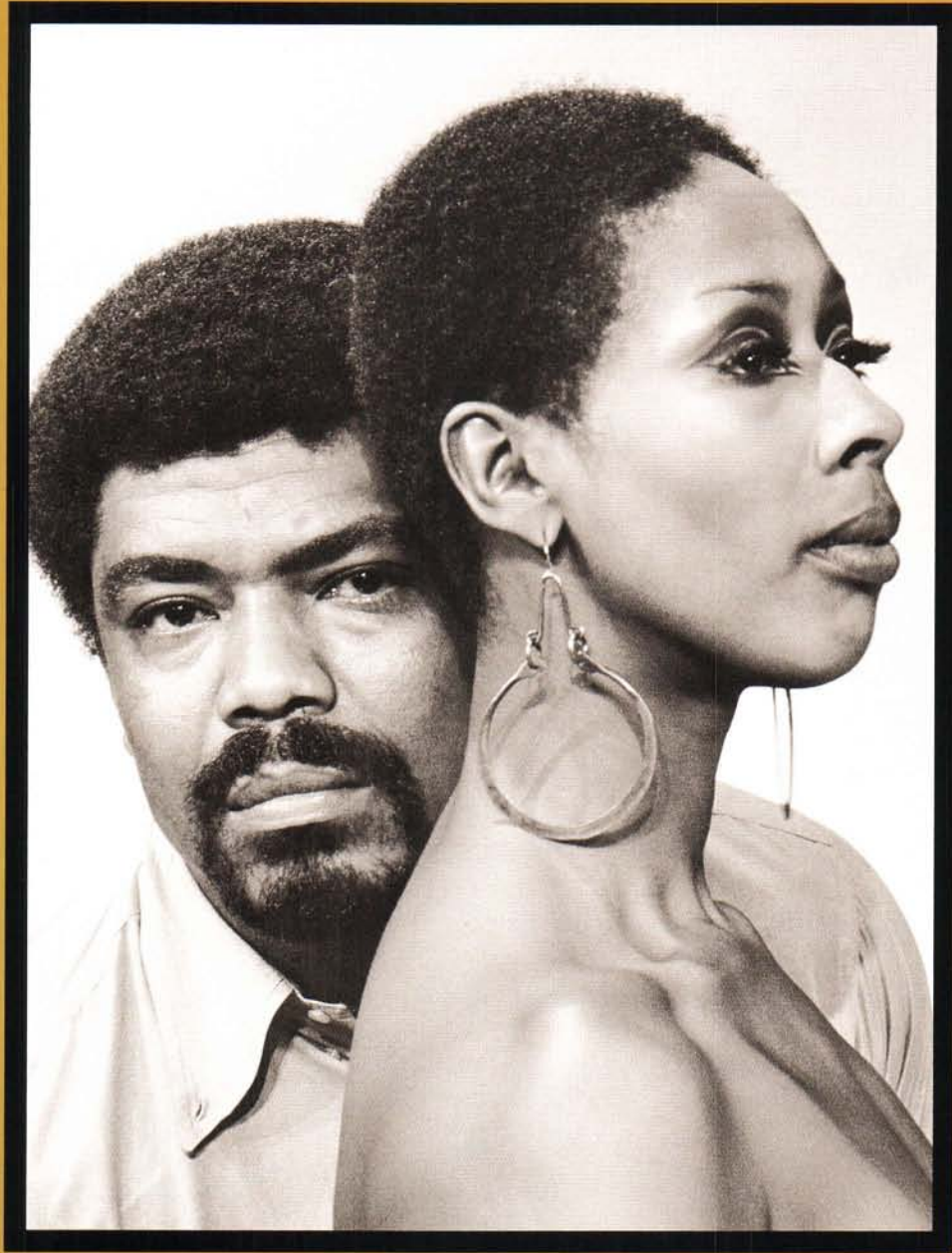
PROFILING

Like the structure of the human DNA chain first discovered by Watson and Crick, each client has a distinctive profile, too. We fully recognize these differences in needs, style, culture, and objectives and work with your inherent strengths to help your company's particular vision take shape.

Our method of profiling begins with a commitment to listening. We ask thoughtful questions to help uncover your organization's unique strengths and challenges.

Merrill Lynch Corporate Development Services works with you to construct a clear picture of where you are and where you want to be. Using your completed profile, our experienced professionals can then design a personalized plan focused on accomplishing your unique objectives.





Founder of the innovative Alvin Ailey American Dance Theatre, Alvin Ailey joined

his creativity with the talent of Judith Jamison, a superstar in the field of dance.

Their partnership provided a perfect balance of vision and execution.

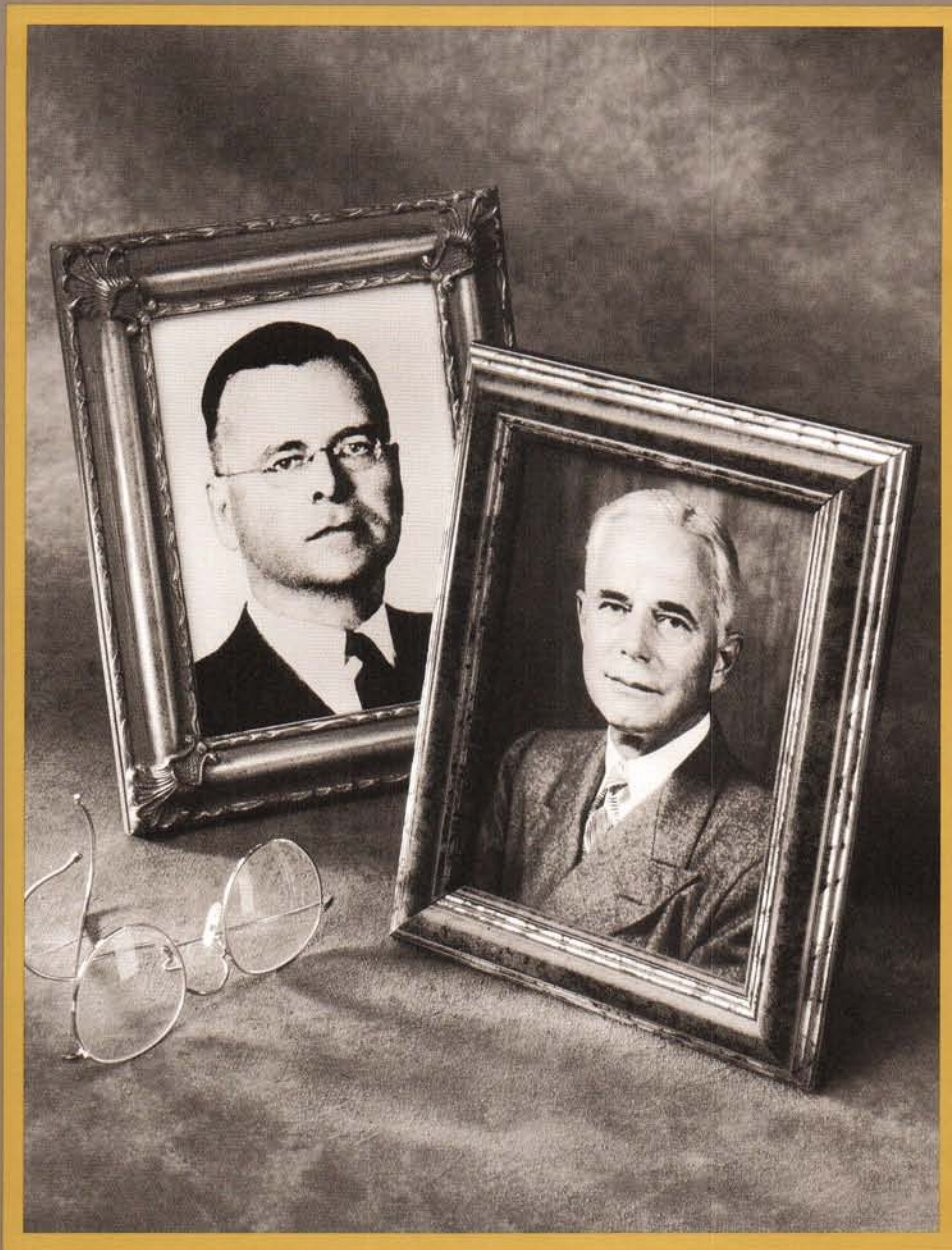
PLANNING

For a choreographer and the performer who will be the embodiment of his work, planning is essential. This is no less the case for businesses today. Comprehensive planning provides a platform for success and ensures the ultimate accomplishment of agreed upon goals.

Throughout the process of planning, we work together to establish time frames, milestones, and measurable objectives. Then, drawing from our portfolio of proven strategies, products, and services, we match your objectives with solutions tailored to your needs. Whatever your human resource or training needs, we have the resources and the experience to help you succeed.

The plan then becomes a dynamic road map, with all members of the team clear about their roles and responsibilities. As your partners in developing the plan, we will be sure you know from the outset what to expect and how the final results will contribute to your organization's success.





While in their twenties, Charles Merrill and Edmund Lynch became lifelong partners and close friends. A powerful team with complementary strengths, they shared similar philosophies and practices in building the global network that now bears their names.

PERFORMANCE

The greatest teams are those in which the partners complement and reinforce each other's strengths. And we believe that the strength of a team's performance must be measured. Charles Merrill and Edmund Lynch knew long ago that those who can quantify their return on investment are the ones who distinguish themselves in the business arena.

So at Merrill Lynch Corporate Development Services, we measure our performance for you in two ways. First, throughout plan implementation, we constantly track performance. This enables us to immediately identify deviations from the plan and to make necessary adjustments immediately. Then, at the conclusion of each project, we measure our bottom-line performance to determine the return on your investment in human capital.

When choosing a partner, you want to be assured of the finest performance achievable. When you choose the right members for your team, excellent performance will inevitably follow.



AN INVITATION

We believe the experience we have to offer makes Merrill Lynch Corporate Development Services the right partner for you. Our consultants have a unique understanding of the human resource challenges facing businesses today, and we'd like to put our understanding and experience to work for you.

With competition for human and financial resources becoming increasingly fierce, we firmly believe that Merrill Lynch Corporate Development Services can help you make the most of your opportunities. We would welcome the chance to be of service to your organization.

Please give us a call to discuss your human resource challenges. We can help you manage one of the most important investments you may ever make — your investment in human capital.

