Chapter 10: Writing Persuasive Messages

CHAPTER OUTLINE

Using the Three-Step Writing Process for Persuasive Messages
  Step 1: Planning a Persuasive Message
    Analyzing the Situation
    Gathering Information
    Selecting the Right Medium
    Organizing Your Information
  Step 2: Writing a Persuasive Message
  Step 3: Completing a Persuasive Message

Developing Persuasive Business Messages
  Strategies for Persuasive Business Messages
    Framing Your Arguments
    Balancing Emotional and Logical Appeals
    Reinforcing Your Position
    Anticipating Objections
  Common Examples of Persuasive Business Messages
    Persuasive Requests for Action
    Persuasive Presentations of Ideas
    Persuasive Claims and Requests for Adjustments

Developing Marketing and Sales Messages
  Assessing Audience Needs
  Analyzing Your Competition
  Determining Key Selling Points and Benefits
  Anticipating Purchase Objections
  Applying AIDA or a Similar Model
    Getting Attention
    Building Interest
    Increasing Desire
    Motivating Action

Writing Promotional Messages for Social Media

Maintaining High Standards of Ethics, Legal Compliance, and Etiquette
LECTURE NOTES

Section 1: Using the Three-Step Writing Process for Persuasive Messages

Learning Objective 1: Apply the three-step writing process to persuasive messages.

Professionals understand that successful businesses rely on persuasive messages for both internal and external communications. To write successful messages, call on your abilities of persuasion, the attempt to change an audience’s attitudes, beliefs, or actions. As with every other type of business message, the three-step writing process improves persuasive messages.

Step 1: Planning a Persuasive Message

Untold numbers of good ideas go unnoticed and good products go unsold simply because the messages meant to promote them aren’t compelling enough to be heard above the competitive noise.

Creating successful persuasive messages in these challenging situations demands careful attention to all four tasks in the planning step, starting with an insightful analysis of your purpose and your audience.

Analyzing the Situation

To define the message’s purpose, be clear about the goal of the message. The best persuasive messages are closely connected to your audience’s desires and interests. Consider these important questions:

- Who is my audience?
- What are my audience members’ needs?
- What do I want them to do?
- How might they resist?
- Are there alternative positions I need to examine?
- What does the decision maker consider to be the most important issue?
- How might the organization’s culture influence my strategy?

To understand and categorize audience needs, refer to specific information, such as:

- **Demographics** (the age, gender, occupation, income, education, and other quantifiable characteristics of the people you’re trying to persuade)
- **Psychographics** (personality, attitudes, lifestyle, and other psychological characteristics)

Analyze the audience and consider cultural expectations and practices. Don’t undermine a persuasive message by using an inappropriate or uncomfortable appeal.

Changing someone’s attitudes, beliefs, or actions through a persuasive message, requires an understanding of his or her motivation—the combination of forces that drive people to satisfy their needs.
The more closely a persuasive message aligns with a recipient’s existing motivation, the more effective the message is likely to be.

Gathering Information

Once the situation analysis is complete, gather the information necessary to create a compelling persuasive message.

Selecting the Right Medium

Persuasive messages can be found in virtually every communication medium.

Different members of the same audience might prefer different media for the same message.

If you can’t be sure you can reach most or all of your audience through a single medium, you need to use two or more.

Social media provide some exciting options for persuasive messages, particularly marketing and sales messages. However, these media require a unique approach.

Organizing Your Information

The most effective main ideas for persuasive messages have one thing in common: They are about the receiver, not the sender.

Limiting the scope of the message is vital.

Crafting a persuasive message without focusing on the one central problem or opportunity your audience truly cares about decreases the chances of successfully persuading the audience.

Because the nature of persuasion is to convince people to change their attitudes, beliefs, or actions, most persuasive messages use the indirect approach.

Explain your reasoning and build interest before asking for a decision or for action—or perhaps even before revealing your purpose.

In contrast, when you have a close relationship with the audience and the message is welcome or at least neutral, the direct approach can be effective.

For persuasive business messages, the choice between the direct and indirect approaches is also influenced by the extent of the sender’s authority, expertise, or power in an organization:

- If you are a highly regarded expert with years of experience, you might use the direct approach in a message to top executives.
- In contrast, if you aren’t well known and therefore need to rely more on the strength of your message than the power of your reputation, the indirect approach will probably be more successful.
Step 2: Writing a Persuasive Message

Encourage a positive response to persuasive messages by

- Using positive and polite language.
- Understanding and respecting cultural differences.
- Being sensitive to organizational cultures.
- Taking steps to establish your credibility.

Be sure to understand cultural expectations.

Just as social culture affects the success of a persuasive message, so too does the culture within various organizations.

Some organizations handle disagreement and conflict in an indirect, behind-the-scenes way, whereas others accept and even encourage open discussion and sharing of differing viewpoints.

Persuasive messages are often unexpected or even unwelcome, so the “you” attitude is crucial. If the audience is skeptical or hostile, credibility is essential.

Use these techniques to boost your credibility:

- Use simple can clear language to minimize skeptical responses.
- Provide objective evidence for claims and promises.
- Identify sources, especially if your audience already respects those sources.
- Establish common ground with the audience by emphasizing beliefs, attitudes, and background experiences.
- Be objective and present fair and logical arguments.
- Display a willingness to keep the audience’s best interests at heart. Persuade with logic, not high-pressure tactics.
- Try to build your credibility before presenting a major proposal or asking for a major decision. Then, audiences don’t have to evaluate both you and your message at the same time.

Step 3: Completing a Persuasive Message

Details can make or break a persuasive message, so don’t skimp on this part of the writing process.

Judge your argument objectively and try not to overestimate your credibility.

If possible, ask an experienced colleague who knows the audience well to review your draft.

Make sure your design elements complement, rather than detract from, your persuasive argument.

Ensure that distribution methods fit the audience’s expectations and preferences.
Section 2: Developing Persuasive Business Messages

Learning Objective 2: Describe an effective strategy for developing persuasive business messages, and identify the three most common categories of persuasive business messages.

Persuasive business messages comprise a broad and diverse category, with audiences that range from a single person in your own department to large external groups. Success as a businessperson is closely tied to the ability to convince others to accept new ideas or act on your recommendations.

Strategies for Persuasive Business Messages

Within the context of the three-step process, effective persuasion involves four essential strategies:

- Framing your arguments
- Balancing emotional and logical appeals
- Reinforcing your position
- Anticipating objections

Framing Your Arguments

Most persuasive messages use the indirect approach. One of the best known models for indirect messages is the AIDA model, which organizes messages into four phases:

- **Attention.** The first objective is to engage readers or listeners in a way that encourages them to want to hear the main idea.
- **Interest.** Emphasize the relevance of the message to the audience. Paint a more detailed picture of the starting theme.
- **Desire.** Help audience members embrace your idea by explaining how the change will benefit them, either personally or professionally.
- **Action.** Suggest the action you want readers to take and phrase it in a way that emphasizes the benefits to them or to the organization they represent.

The AIDA model is tailor-made for using the indirect approach, allowing you to save your main idea for the action phase.

AIDA can also be used for the direct approach, in which case you use your main idea as an attention-getter, build interest with your argument, create desire with your evidence, and re-emphasize your main idea in the action phase with the specific action you want your audience to take.

With either the direct or indirect approach, AIDA and similar models do have limitations.

- It is a unidirectional method that essentially talks *at* audiences, not *with* them.
- It is built around a single event, such as asking an audience for a decision, rather than on building a mutually beneficial, long-term relationship.
Balancing Emotional and Logical Appeals

Generally speaking, persuasive business messages rely more heavily on logical appeals than on emotional appeals because the main idea is usually regarding some practical, measurable aspect of business. To find the optimum balance, consider four factors:

- The actions you hope to motivate
- The readers’ expectations
- The degree of resistance you need to overcome
- How far you feel empowered to go in order to sell your point of view

As its name implies, an emotional appeal calls on audience feelings and sympathies rather than facts. However, emotional appeals in business messages usually aren’t effective by themselves because the audience wants proof that you can solve a business problem.

A logical appeal calls on reasoning and evidence. A logical appeal makes a claim based on a rational argument, supported by solid evidence.

When appealing to the audience’s logic, you can use three types of reasoning:

- **Analogy.** With analogy, you reason from specific evidence to specific evidence.
- **Induction.** With inductive reasoning, you work from specific evidence to a general conclusion.
- **Deduction.** With deductive reasoning, you work from a generalization to a specific conclusion.

To guard against faulty logic, follow these guidelines:

- Avoid hasty generalizations.
- Avoid circular reasoning. *Circular reasoning* is trying to support your claim by restating it in different words.
- Avoid attacking an opponent. Show the weaknesses in the opponent’s argument instead.
- Avoid oversimplifying a complex issue.
- Avoid mistaken assumptions of cause and effect.
- Avoid faulty analogies. Be sure that the two situations being compared are similar enough for the analogy to hold.
- Avoid illogical support. Make sure the connection between your claim and your support is truly logical and not based on a leap of faith.

Reinforcing Your Position

Once the basic elements of your argument are established, step back and look for ways to bolster the strength of your position.
Next, examine your language.

- Use vivid language and abstractions carefully and honestly.
- In addition to examining individual word choices, consider using metaphors and other figures of speech.

When asking for something, audience members will find it easier to grant a request if they stand to benefit from it.

**Anticipating Objections**

Even the most compelling ideas and proposals can be expected to encounter some initial resistance.

The best way to deal with audience resistance is to anticipate as many objections as possible in advance.

By bringing up potential problems right away, you demonstrate a broad appreciation of the issue and imply confidence in your message.

Anticipating objections is particularly important in written messages, when you don’t have the opportunity to detect and respond to objections on the spot. Find the holes before the audience does. Then find solutions to the problems you’ve uncovered.

When anticipating objections, keep these three strategies in mind:

- You don’t have to *explicitly* discuss a potential objection.
- Present all sides to the situation, explaining the pros and cons.
- Be open to compromise.

**Common Examples of Persuasive Business Messages**

Most of these messages can be divided into persuasive requests for action, persuasive presentations of ideas, and persuasive claims and requests for adjustment.

**Persuasive Requests for Action**

The majority of persuasive business messages involve requests for action.

- In some cases, those requests are anticipated or will require minimal effort on the recipient’s part, so the direct approach is fine.
- In others, you’ll need to introduce your intention indirectly.

Your goals in persuasive request for action are:

- To gain credibility
- To make readers believe that helping you will indeed help solve a significant problem
• To close with a request for a specific action or decision

Persuasive Presentations of Ideas

You may encounter situations in which you simply want to change attitudes or beliefs about a particular topic, without asking the audience to decide or do anything—at least not yet.

The goal of your first message might be nothing more than convincing your audience to reexamine long-held opinions or admit the possibility of new ways of thinking.

Persuasive Claim and Requests for Adjustment

Professionals and consumers sometimes encounter situations in which they believe they haven’t received a fair deal by following normal procedures.

These situations require a more persuasive message.

The key ingredients of a good persuasive claim are a complete and specific review of the facts using a confident and positive tone.

Begin persuasive claims by outlining the problem and continue by reviewing what has been done about it so far, if anything.

Be clear, calm, and complete.

Be specific about how you would like to see the situation resolved.

Next, give the reader a good reason for granting the claim.

• Show how the individual or organization is responsible for the problem and appeal to the reader’s sense of fair play, goodwill, or moral responsibility.
• But don’t get carried away, don’t complain too much, and don’t make threats. People generally respond most favorably to requests that are both calm and reasonable.
• Close on a positive note that reflects how a successful resolution of the situation will repair or maintain a mutually beneficial working relationship.

Section 3: Developing Marketing and Sales Messages

Learning Objective 3: Describe an effective strategy for developing marketing and sales messages.

Marketing and sales messages use the same basic techniques as other persuasive messages, with the added emphasis of encouraging someone to participate in a commercial transaction.

Although the terms marketing message and sales message are often used interchangeably, they are slightly different.

• Marketing messages usher potential buyers through the purchasing process without asking them to make an immediate decision. They focus on such tasks as introducing new brands to the public,
providing competitive comparisons, encouraging customers to visit websites for more information, and reminding buyers that a particular product or service is available.

- **Sales messages** take over at that point, encouraging potential buyers to make a purchase decision then and there. These messages make a specific request for people to place an order for a particular product or service.

Most marketing and sales messages, particularly in larger companies, are created and delivered by professionals with specialized training.

However, as a manager, you may be called on to review the work of these specialists or even to write such messages in smaller companies. The essential steps to address include:

- Assessing customer needs
- Analyzing the competition
- Determining key selling points and benefits
- Anticipating purchase objections
- Applying the AIDA model or a similar organizational plan
- Adapting your writing to social media
- Maintaining high standards of ethics, legal compliance, and etiquette

**Assessing Audience Needs**

Successful marketing and sales messages must begin with an understanding of audience needs.

- This can be accomplished by assessing audience interests and emotional concerns and then how those interpret into needs.
- Try to form a mental image of the typical buyer for the product you want to sell.
- Ask yourself what your audience members might want to know about this product.
- How can your product help them?
- Are they driven by price, or is quality more important to them?

**Analyzing Your Competition**

Marketing and sales messages nearly always compete with messages from other companies and are trying to reach the same audience.

In crowded markets, writers sometimes have to search for words and phrases that other companies aren’t already using.

They might also want to avoid themes, writing styles, or creative approaches that are too similar to those of competitors’ messages. Creativity is key.

**Determining Key Selling Points and Benefits**
With some insight into audience needs and existing messages from the competition, you’re ready to decide which aspects of your product or service to highlight.

For all but the simplest products and services, you want to prioritize the items you plan to discuss. You also want to distinguish between the features of the product or service and the benefits that those features offer the customers.

- **Selling points** focus on the product or service and its most attractive features.
- **Benefits** focus on the user and the advantages that readers will realize from those features.

A common approach to communicating features and benefits is to show the audience in a list or a table, identifying each feature and describing the benefits it offers.

**Anticipating Purchase Objections**

Anticipating objections is crucial to effective marketing and sales messages. The best way to handle them is to identify them up front and try to address as many as you can before the audience has a chance to mentally form a no answer.

The pricing of a product or service can be a particularly tricky issue in any message. Whether highlighting or downplaying the price of a product, prepare readers for it. Carefully chosen descriptive words help readers accept the price when it’s finally stated.

If price is a major selling point, give it a position of prominence, such as in the headline or as the last item in a paragraph.

If price is *not* a major selling point, you can handle it in several ways:

- Leave the price out altogether.
- Deemphasize price by putting the figure in the middle of a paragraph that comes well after you’ve presented the benefits and selling points.
- Look for ways to increase the perceived value of the purchase and decrease the perceived cost. Of course, any attempts to minimize perceptions of price or other potential negatives must be ethical.

**Applying AIDA or a Similar Model**

Most marketing and sales messages are prepared according to the AIDA model or some variation of it. A typical AIDA-organized message:

- Begins with an attention-getting introduction
- Generates interest by describing some of the product’s or service’s unique features
- Increases desire by highlighting the benefits that are most appealing to the audience
Getting Attention

You can use a wide range of techniques to attract the audience’s attention. Start with one of the following:

- The product’s strongest feature or benefit
- A piece of genuine news
- A point of common ground with the audience
- A personal appeal to the reader’s emotions or values
- The promise of (legal) insider information
- The promise of savings
- A sample or demonstration of the product
- A solution to a problem

With online messages, there are even more options, including audio, animation, and video.

Even more so than in persuasive business messages, it’s important to carefully balance emotion and logic in marketing and sales messages.

Building Interest

Use the interest section of the message to build on the intrigue created in the opening.

- This section should also offer support for any claims or promises made in the opening.
- If done correctly, anyone interested in the product is probably intrigued enough to keep reading.
- Use other types of media to offer in-depth information on the product

Increasing Desire

To build desire for a product, a service, or an idea, continue to expand on increased desire and explain how accepting it will benefit the recipient.

Think carefully about the sequence of support points and use plenty of subheadings, hyperlinks, and other devices to help people quickly find the information they need.

The ability to provide flexible access to information is just one of the reasons the web is such a powerful medium for marketing and sales.
Throughout the body of the message, remember to keep the focus on the audience.

- When talking about product features, stress the benefits and talk in terms that make sense to users.
- While building the reader’s interest, be careful not to get too enthusiastic and thereby lose credibility.

To increase desire, as well as boost your credibility, provide support for any claims made. You can also highlight guarantees that demonstrate your faith in your product and your willingness to back it up.

**Motivating Action**

Once the interest level is building and readers desire the product, it’s time to ask them to take action.

Even potential buyers who want a product can get distracted or forget to respond, so encouraging immediate action is important.

Make the response action as simple and as risk-free as possible.

## Section 4: Writing Promotional Messages for Social Media

**Learning Objective 4: Explain how to modify your approach when writing promotional messages for social media.**

The AIDA model has long been successful with marketing and sales messages. However, communicating with customers in the social media landscape requires a different approach.

- Potential buyers in a social media environment won’t accept being passive recipients in a structured, one-way information delivery process.
- Interactive participation is the driving force behind conversation marketing; companies need to initiate and facilitate conversations in a networked community of customers, journalists, bloggers, and other interested parties.

Follow these guidelines:

- Facilitate community building.
- Listen at least as much as you talk.
- Initiate and respond to conversations within the community.
- Provide information that people want.
- Identify and support your champions.
- Be authentic; be transparent; be real.
- Integrate conventional marketing and sales strategies at the right time and in the right places.
Please Find Us: Building an Audience Through Search Engine Optimization

1. The level of challenge in this assignment depends greatly on the nature of the retailing websites that students choose. Companies that sell only a single product or a single product line are much easier to capture in a brief descriptive title than companies such as Amazon or Walmart, which sell thousands of items across a diverse range of product lines.

2. Students should be able to describe a logical connection between the site chosen for Question 1 and each of the sites they identify as potential link partners.

COMMUNICATION CHALLENGES AT CAFEMOM (p. 312)

1. You asked one of your staffers to write a benefit statement to communicate the advantages of the Groups section of the CafeMom website, which lets members find and join any of the thousands of existing groups or create new groups focused on just about any topic imaginable. She e-mails the following sentence: “We’ve worked hard to define and create a powerful online group capability; you can search far and wide on the Web, but you won’t find anything as great as what we’ve created.” You then write back, explaining why it’s important to make marketing messages about the customer, not about the company. Which of these versions best illustrates this vital aspect of the “you” attitude? (You can learn more about the Groups feature at the CafeMom website, www.cafemom.com/groups.)
   
   a. No. This version still focuses on the company, not the customer.
   b. No. This option isn’t bad, but see option (c).
   c. Yes. This version focuses on reader interests and suggests the range of information available to help potential members see that the groups are relevant to their needs.
   d. No. This statement talks more about social networking technology than the benefits that groups offer to CafeMom members.

2. A common challenge in marketing communication is distilling a long list of features to a single compelling message that can serve as the product’s “headline.” Review the following list of features and benefits (extracted from various communications presented by CafeMom and its business partners):
   
   - The experiences of thousands of moms are now aggregated in a single place online.
   - Connect with moms like you; search for moms by personal and family challenges, interests, age of kids, or location.
   - Get and give support; find support and swap advice with other moms on a wide range of topics that matter most to you.
   - Post questions online and get input from mothers who’ve been there before.
   - Joining the CafeMom is absolutely free.
   - Setting up your own personal profile is fast and easy.
   - Join groups who share your likes and concerns.
   - Write as much or as little as you want to share in your personal profile.
   - You have complete control over the privacy of your information.
Which of these statements is the best single-sentence encapsulation of the wide range of benefits that CafeMom offers? Obviously, a single sentence can’t communicate every point listed; think more about an initial, high-level message that will entice people to keep reading.

a. Yes. This statement successfully combines a descriptive list of features (“network with other moms and find information”) with a catchy slogan that should resonate emotionally with most moms (“connecting and collecting; caring and sharing”).

b. No. This isn’t bad, but see option (a) for a more compelling message.

c. No. This statement doesn’t explain what the “unique online experience” is about.

d. No. This statement is over the top and loses credibility by using extreme adverbs and adjectives.

3. Membership in CafeMom is free, so price isn’t a potential purchase objection. However, CafeMom does collect a fair amount of information from its members, including information about members themselves, their families, and their product purchase and usage habits. Which of the following statements would you put on the website to encourage anyone who is concerned about privacy and data security to read CafeMom’s privacy policy? You can read the policy by clicking on “Privacy Policy” at the bottom of the CafeMom homepage. (Assume that the statement will contain the necessary hyperlink to take visitors to the privacy policy page on the website.)

a. No. No website can claim to be 100 percent impregnable, so telling people they “never have to worry” stretches the truth.

b. Yes. This version provides both a reassurance (“how we protect the information we collect”) and a justification for collecting the information (“to continue making CafeMom a great web destination”).

c. No. Few web surfers know what “SSL” means, so this statement doesn’t offer any reassurance about privacy and security.

d. No. This statement may well be true, but it isn’t as compelling as (b).

4. Which of the following is the most effective call to action to encourage interested moms to sign up for free CafeMom membership?

a. Yes. This call to action makes a request that is easy to respond to, and it offers specific and compelling benefits (free membership, knowledge and camaraderie not available anywhere else).

b. No. This call to action is vague and requires the audience to figure out what the benefits of membership are.

c. No. This pleading attempt at a call to action doesn’t offer any reasons or incentives to join.

d. No. This over-the-top claim doesn’t offer any specific reasons to join, and it doesn’t contain a call to action.

APPLY YOUR KNOWLEDGE (p. 316)

1. If you don’t understand what motivates readers, you will have no idea how to frame a message that will encourage them to take the actions you would like them to take.

2. You present both sides to show that you have thoroughly studied the alternatives. By second-guessing your audience’s concerns, you can provide compelling reasons in your persuasive message that show why other alternatives won’t work. If you don’t do this, your audience will focus on other possible
alternatives instead of your proposed solution. And until you can satisfy their concerns, they won’t accept your proposal.

3. If an emotional appeal is used to manipulate an audience’s decision in a way that is not in the audience’s best interests, that appeal must be considered unethical. For example, stirring up fear about some possible catastrophic outcome to sell a product when there is little chance of that outcome ever occurring is unethical. Also, strong emotional appeals that could prompt audiences to override logic might be considered unethical as well. Lastly, emotional appeals that are not supported by the actual product usage experience are also unethical. For example, an advertisement for a weight-loss product that promises consumers they will find a loving relationship if they buy the product is unethical because it plays on consumers’ vulnerabilities and makes an unsupportable claim.

4. Unless your request is routine, opening your persuasive message with an immediate call to action will often lead the audience to say “no.” Most audiences are initially resistant to act, and unless you give yourself a chance to explain why they should comply, they will make up their minds before hearing all that you have to say.

5. The AIDA and similar models need to be modified when writing persuasive messages in social media because social media needs to have an interactive approach and needs to involve the audience in the construction of the message.

PRACTICE YOUR SKILLS (p. 316)

Message 10.A

The letter suffers from overall vagueness. In addition, note the following communication barriers:

- The tone of the letter is not professional or businesslike.
- The last sentence of the first paragraph insults the reader.
- The second paragraph does not specify what action the writer is requesting.
- The writer makes general complaints that have nothing to do with the request for adjustment.
- Because the last paragraph is vague, it will require more time to rectify the problem.
- The point of the message is almost entirely lost.

Message 10.B

This letter suffers from uneven organization, vagueness, and the following specific problems:

- Some readers might be offended by the insulting opening sentence. Moreover, if cooperation is needed from the college administration, making an offensive statement is not the best way to begin.
- The letter should use boxed information to present the short menu, or the menu should be enclosed with the letter as a separate sheet.
- The cost of the six-month plan is never stated. So the reader may doubt that this will save money.
Inadequate information is given for the reader to feel comfortable signing up for the meal plan.

The letter tries to end on a clever note, but this clichéd phrase may incite more groans than positive responses.

**Message 10.C**

This promotional podcast suffers from several flaws:

- The speaker is arrogant and self-focused instead of being audience-focused.
- He makes an impossibly broad claim about having the best people in the industry while offering no evidence to support this claim.
- His third point about choosing a mortgage company isn’t about choosing a mortgage company at all; instead, it’s essentially a complaint about disorganized customers.

**Exercises**

1. Here are suggested strategies:

   a. Because it’s unsolicited, the boss will most likely not be receptive to the message. The message needs to ease the reader into points that could be contentious by offering a buffer beforehand.
   
   b. This message includes components of negative, persuasive, and positive messages. Because it is unsolicited, the main approach should be as with a negative message. There’s a persuasive quality, however, and this can introduce positive and compelling information.
   
   c. This message is negative as it conveys bad news to the customer. Most likely there is a standard for these types of messages but the voice should be supportive and helpful, closing with a statement of action to be taken.
   
   d. Because it delivers (great) good news, this message is positive. It should begin directly with the good news and move into more specific information, if available.

1. Students should reach the following conclusions:

   a. The email message uses an effective subject line and introduces common ground: finding ways to cut annual plastic costs.
   
   a. The message uses the indirect organizational approach. The main idea is not introduced until the numbered list at the end of the second paragraph.
   
   b. The subject line is relevant and effective because it deals with saving costs.
   
   c. The writer uses mostly logical appeals by including specific cost data as well as attaching a supplemental report.
   
   d. The audience will benefit by building the company’s image while reducing costs.
   
   e. The writer establishes credibility by supporting his claims with facts, numbers, and preliminary research results.
   
   e. The writer reinforces his position by using semantics—“let’s meet,” by presenting a win-win situation (the consumers will be happy and the company will save money), and by providing specific and sufficient support for his recommendation.

3. Here are suggested subject lines:
a. An Easy Way to Increase Productivity
f. Imagine, a Meal That Everyone Likes
g. Giving Employees Full Access to Vacation Benefits

4. Using emotional appeals is not unethical unless you have distorted the truth or used words that can be misinterpreted. However, there is an important ethical question here, which is whether it is ethical to encourage employees to contribute their own money to a charity chosen by the company.

5. Here are feature/benefit assessments and possible rewrites as needed:

a. Original sentence focuses on features. Revision to focus on benefits: Clean-up is easy because All-Cook skillets are coated with a durable, patented non-stick surface.
h. Focuses on benefits.
i. Original sentence focuses on features. Revision to focus on benefits: You will have fast video action that is smooth and crisp with Samsung LN-S4095D 40-inch LCD TV’s 8-millisecond response time.

6. Students’ answers will vary based on the direct mail packages they select.

CASE SOLUTIONS (p. 318)

On the following pages are suggested solutions for this chapter’s cases.


Note: Here are three high-profile executives who use Twitter to reach their stakeholders.

Twitter lets top CEOs connect directly and personally with customers and others instantly, in 140 characters or less: http://twitter.com

Richard Branson uses Twitter to focus on Virgin’s CSR efforts and to connect on a personal level. See http://twitter.com/richardbranson

Facebook’s Mark Zuckerberg uses Twitter to speak directly to consumers and to get news out in real-time: http://twitter.com/finkd

Tony Hsieh’s frequent updates and authentic voice on http://twitter.com/zappos make even company news feel like a chat among friends.

10.2 Message Strategies: Persuasive Business Messages [LO-3]

Note: Students may use catchy social media language to grab the reader’s attention. This informality, however, should not carry throughout the message as its misuse in the workplace is the main message. To better make the case against inappropriate writing, students should take extra care to ensure professional, clean, concise writing for this message.

Using social media at work: Nothing LOL about it

“afk atm brb. btw m1 gtg”
I found this cryptic message staring at me from my computer screen when I messaged a colleague asking for a project update. Sensing my confusion, the intern who shares my workspace rushed to my rescue and expertly decoded this missive to inform me that this person is away from his desk at the moment but will be back soon, and that Module 1 is good to go.

This incident would be funny if it were not symptomatic of a larger problem that is quickly spreading across our organization. While it is exciting to see just how quickly we have transitioned to blogging, wiki writing, and other new-media activities for business communication, more attention needs to be paid to the style and quality of communication. Many of us seem to have interpreted “authentic and conversational” to mean “anything goes.” And the first to go have been grammar and spelling, closely followed by common sense and common courtesy. txtg language, acronyms, ALL CAPS, unedited videos, internal disagreements, crude language—all this and more have been evident in the social media communication environment of our company.

To protect the quality of our work environment and our relationship with customers and other groups, we need to reverse this trend. We must keep in mind that although social media communication is often more informal than traditional business communication, we still need to maintain a certain level of professionalism when communicating online. This is especially true of external communication, but is also very relevant to internal communication as not doing so can lead to miscommunications even more serious than the one described earlier. Also, please remember that any online communication can easily be forwarded to anyone else and forms a permanent record that often has the legal weight of printed documents.

A good general rule to ensure that our online communications reflect well on us and the organization is to use the same care in developing electronic messages as in writing a formal letter. Take a few seconds to think about the purpose of your message and the needs of your audience, choose your structure and words carefully, and revise and proofread your message for grammar, spelling and clarity before you put it out there. These simple steps will go a long way in developing an appropriate online identity for our company.

10.3 Message Strategies: Persuasive Business Messages [LO-3]

Note: This is an unsolicited message, a type which is often construed as negative. The sender runs the risks of pushing the proprietor into a defensive posture if the message is incorrectly written. Students should be clear that this is a persuasive message intended to benefit both customers and business. They should begin with complimentary comments regarding the business, then move into the request and the reasons for it. The closing should include the motivation to agree: offer a benefit to the owner such as increased revenue.

Dear Ms. Peterson,

Your coffee shop, Daily Brew is a second home to me. Most of my free time is spent there, meeting up with friends, reading a book, or doing my homework. The excellent food and comforting ambiance are amongst the chief charms of your shop. Since Daily Brew is a free Wi-Fi zone, I typically spend 3 hours in your shop, doing my school work. During this time I spend between $5 to $8 on coffee and snacks. I’m sure this is true of many other students in this locality.
I miss only one thing at Daily Brew—a way to print my homework and other files. There are no printing services in your shop or nearby and most students have to walk or take a bus to the campus when they need hardcopies of their files. For instance, to be able to print this letter I had to take a bus to the College of Charleston and consequently I had my afternoon latte at the college coffee shop.

I am certain that college students would spend more time at Daily Brew—and hence spend more on coffee and food—if you were to provide a printer at your shop. Considering how inexpensive printers are these days, you won’t need to invest much. To keep it feasible, you could charge a minimal fee that covers your paper, ink, and printer costs.

To sum up, an onsite printing facility could increase your customer loyalty and sales in the student segment. Thank you for considering this matter.

Sincerely,

Eileen Larson

10.4 Message Strategies: Requesting Information [LO-2]

Note: A key point here is to avoid an emotional reaction that could lead to an offensive message (along the lines of “I can’t believe how backward this company is”). Your message has, in effect, already been rejected, so the indirect approach is definitely called for. A good strategy would be to acknowledge the boss’s valid concerns about productivity and the appropriate use of company resources, establish common ground by agreeing that the “social” label attached to these media makes them sound out of place in a business context, and then use the boss’s concerns about productivity as an opening to list the business benefits of social media. The tone of this message needs to be extremely respectful—after all, you are a new employee addressing the CEO—but it needs to exude a “quiet confidence” based on hard evidence as well.

Subject: Re: New social media policies

Hello Aaron,

I’ve just read the new policy prohibiting the use of social media at this company, and I certainly agree that all of us employees need to manage or time wisely and use company resources appropriately.

The “social” label attached to these networking technologies does make them sound inappropriate for the workplace. Moreover, like telephones and email, all these new media can be misused.

However, as someone who has been an active user of various social media, I thought I might offer some insights into the many business benefits of these tools. The two fundamental benefits of social media are making connections and finding, or sharing, information. Here are just a few of the ways business professionals are using social media to make valuable connections:

- Companies finding reliable contract workers for short-term assignments and business partners for strategic alliances
- Companies finding and recruiting new employees
• Employees finding potential employers (in fact, this is how I found TransGlobal myself)
• Entrepreneurs finding potential investors, and vice-versa
• Sales representatives getting introductions to potential sales leads (through shared contacts)
• Public relations specialists making connections with members of the news media
• Fostering a sense of community among customers by letting them interact with the company and one another—thereby strengthening connections with companies and their brand

And here are several examples of using social media to find or share information:

• Solving customer support issues
• Sharing information quickly during a crisis or to combat false rumors
• Building “buzz” around new products
• Monitoring competitors
• Gathering market research data and insights
• Following market and technology experts
• Collaborating with internal and virtual project teams

In all of these areas and many more, social media allow professionals to get things done that would be time consuming, expensive, or even impossible otherwise. In other words, although misusing social media is bad for the company, not using social media can be just as detrimental. By not using these media, we risk losing contact with large segments of consumers, potential employees, and influential members of the online community—and allowing our competitors greater opportunity to build all these relationships instead.

Please let me know if we can arrange a brief meeting to look at some specific examples of how companies like ours use social media to boost productivity and organizational effectiveness?

Respectfully,
Belinda

10.5 Message Strategies: Requests for Action [LO-2]

Note: Open with an emotional appeal that paints an image (broadening it to include the diverse populations served), then lead into your request. Supply dates and logistics to encourage timeliness and make action easy. Close with additional appeals to employees’ natural desire to share, give, and spread holiday cheer.

Happy children under the tree, Hanukkah and Kwanzaa without hunger…help us make this a reality for those in need! You still have until Dec. 16 for cash contributions and until Dec. 20 to bring in toys, food, and blankets for our holiday charity drive. Bright red banners mark the collection bins; you can’t miss them. Call 941-3899, ext. 3342 with questions or credit card numbers. We’ll make sure your contributions reach the right agencies in time for the holidays. Share your spirit with families who might otherwise have nothing!
10.6 Message Strategies: Requests for Action [LO-2]

Note: Don’t reveal your request in the subject line. Open with a human-interest anecdote, weaving emotional appeals in with logical appeals as you lay out the facts and build a sense of urgency. As you explain the facts, address concerns you know the directors will have, such as who will manage the blood drive and how it will benefit the casino (community stature, visibility, charitable instincts, etc.). Anticipate and answer possible objections. Describe what you’re asking them to do (authorize the drive, donate food and drinks). End with a final emotional appeal.

MEMORANDUM

Date: August 18, 2011
To: The Pechanga Board of Directors
From: Justin Morfitt, Food Service Manager JM
Subject: Community Image Enhancement Project

Pechanga Casino has an opportunity to enhance its image in the community while helping to correct a serious situation. The American Red Cross has issued an emergency call for blood donations. Their supplies are nearly depleted.

Just imagine being wheeled in for open-heart surgery—scary, right? Now imagine you’re only a week old. That’s how old baby Melissa was when she had her first operation for multiple congenital heart defects. The surgery kept Melissa alive—and the donated blood of total strangers gave her a gift that can’t be measured in dollars.

Melissa is five now, thanks to the generous donors who gave her more than 50 units of blood over the years. Her mother recently wrote to the American Red Cross to thank everyone who sat down, rolled up their sleeves, and “gave a piece of themselves” to keep Melissa alive. Indeed, such extraordinary acts of selflessness save thousands of lives every day.

A single pint of blood can help up to four people. But donated blood lasts only 72 hours. So when there’s no national emergency to inspire us, we forget to donate—and supplies can run dangerously low. This emergency threatens the lives not only of surgery patients like Melissa but also of accident victims, cancer patients, and so many others who need blood or blood products on a regular basis. The Red Cross supplies 50 percent of the nation’s blood, so if an earthquake, tornado, flood, fire, or terrorist attack should occur now, there won’t be enough blood to help the victims.

Pechanga casino can help reverse this crisis by sponsoring an emergency Red Cross Mobile Blood Drive in the casino’s parking lot. After organizing our successful Toys for Tots drive last year, I’m confident that I can handle all the hosting and promotional requirements, with help from our local Red Cross chapter. Because of the national emergency, we should schedule the drive as soon as we can book the Bloodmobile. We’ll be joining other responsible Temecula firms, from restaurants to law offices, who sponsor such blood drives.

The American Red Cross provides all of its assistance free of charge. The local chapter describes itself as “a humanitarian organization led by volunteers and guided by the Fundamental Principles of the International Red Cross Movement.” Its mission is “to prevent and alleviate human suffering wherever it
may be found.” The Red Cross is able to accomplish this mission only through the generosity and compassion of businesses like ours, businesses that donate time, money, skills, and in this case, “a piece of themselves.”

If you approve, I can call the Red Cross today to start working out the details. Blood donors (who must be 17 and weigh at least 110 pounds) will need to be well fed, hydrated, and rested before donating blood—we’ll include those suggestions in our advertising. Afterward, they’re usually given orange juice. It would be a wonderful, supportive gesture for Pechanga to donate water, orange juice, and snacks for donors during the event. I can certainly organize such provisions with my food service staff. Donors who come to the drive will appreciate our generosity, and Pechanga’s active role in the community will become more visible as we help the Red Cross during this blood supply crisis.

If we all pitch in and do what we can, there won’t be a “baby Melissa” out there who doesn’t make it, simply because the blood she needed wasn’t available to keep her alive.

10.7 Message Strategies: Requests for Action [LO-2]

Note: Take advantage of the fact that Sparks has already expressed an interest in finding promising investment opportunities. Open with a statement that indicates you heard her comments at the luncheon, and that your e-mail is a response to those remarks. Use the AIDA plan to explain how you and your business meet the criteria she established, and emphasize that WorldConnect’s early success is a sign of good things to come. End with a specific request for a meeting, and include the information she would need to get in touch with you.

From: Michael Burnett <mburnett@worldconnect.com>

To: Melinda Sparks <sparks_m@suddenlink.net>

Subject: Investment opportunity in language services market

Dear Ms. Sparks:

After hearing your comments at yesterday’s Entrepreneur’s Lunch Forum, I’m confident that investing in my company would help you meet your financial goals.

WorldConnect Language Services (headquartered in Memphis, Tennessee) provides interpreters and translation services for business professionals. The demand for these services is widespread: within two months of opening, our office was booked to capacity. WorldConnect’s ongoing success reflects a strong commitment to growth through knowing our customers’ needs and meeting them in every way.

Our company’s success in Memphis is only the beginning. I’ve researched the entire Southeast region to locate 10 other cities that offer especially promising opportunities for WorldConnect. These locations are already attracting international business, but are struggling to accommodate the language challenges that come with it.

These opportunities offer remarkable profit potential, and I’d like to talk with you about sharing in those gains. Please let me know when your schedule would allow us to meet—sometime within the next four weeks would be ideal. I can be reached via e-mail at the address above or by phone at (901) 555-1212.
Sincerely,

Michael Burnett
Owner, WorldConnect Language Services

10.8 Message Strategies: Persuasive Presentation of Ideas [LO-2]

Note: This post is intended for an internal audience, so you can address readers with more familiarity than you would if you were writing for customers and clients. At the same time, be sure not to include anything that would be likely to cause problems if someone shared your post with the public. Highlight the benefits your company can gain from acting on your comments, and make it easy for readers to understand all the reasons that increasing web accessibility is a good idea.

Making Our Website Accessible to Everyone

For years, businesses have worked to make their buildings more accessible to those with special needs. As the internet becomes increasingly vital as a way of connecting with customers and clients, that effort has extended to the web. More and more companies are taking a second look at their websites to find ways of making them more accessible. This obviously makes good business sense, but can also help companies avoid legal problems and enjoy enormous benefits in terms of public relations.

While we’ve done well in terms of updating our brick-and-mortar facilities, our company has a lot to work on when it comes to the accessibility of our website. Small fonts abound, and it takes 9 or 10 clicks in many cases for customers to get to the pages they need. Based on information from the Web Accessibility Initiative (www.w3.org/WAI), I’m convinced that the time and energy it would take to update our site would be worthwhile for many reasons, including:

- **Financial Gains and Cost Savings:** More potential customers could easily access our site, which would mean better exposure for the products and services we offer. Also, if more customers could find answers on our website, traffic would likely decrease at our telephone customer service center (which, as you know, is very costly to staff and maintain).

- **Reduced Risk of Legal Action:** Many companies have been sued for failing to make their buildings adequately accessible. If it hasn’t happened already, it’s only a matter of time before the legal system turns its attention to corporate websites. Many laws and policies are already in place requiring that websites be accessible, and we need to stay ahead of the curve on this to protect our interests.

- **Public Relations Benefits:** Our company could gain a reputation as a leader in increasing accessibility on the web. We’ve already shown a deep commitment to meeting the needs of every customer. Why not expand on this and enhance our image in the process?

10.9 Message Strategies: Persuasive Claims and Requests for Adjustment [LO-2]

Note: Be careful not to convey anger or outrage, and avoid scorching language. Instead, calmly appeal to the company’s sense of ethics and its interest in maintaining a good name among consumers who do not forget. Make it clear that you expect positive results. Waste little time explaining the problem; the company is fully aware of the software bug.
From: Morris Urdang <murdang@aol.com>
To: Judy Hinkley <Judy@pagingsouth.com>
Subject: Restitution for lack of service

Dear Ms. Hinkley:

On March 1, I purchased a new phone and signed a two-year service contract with InstantCall. For two weeks after my phone was activated, I didn’t receive any calls, even though all my contacts had my new number. I called your technical support line and was told that my incoming calls were being routed to an inactive number. The technician promised to fix the problem, but the solution took another two weeks.

Because the service I paid for was not available for a full month, I believe I am entitled to a refund or credit of at least one month’s charges of $49 plus all taxes and fees. However, given the amount of lost productivity and aggravation I suffered while being without fully functioning service for so long, a credit to my account for an additional month’s service would be a fair and reasonable resolution. Such a gesture would restore my faith in InstantCall and encourage me to stay with your company after my initial contract expires.

Please let me know your decision before the next monthly bill arrives on April 10. Thanks for your assistance in resolving this matter.

Sincerely,

Morris Urdang

10.10 Message Strategies: Providing Routine Information [LO-4]

Note: Relocating an entire company—or choosing the location to start a new business—is an enormously complex decision. Moreover, every state in the union tries to lure businesses, so the competition is fierce. Your argument will need to be clear and compelling in order to stand apart from the crowd. However, keep in mind that no one will relocate based on just a single form letter: your purpose is simply to encourage CEOs to consider Kentucky as an attractive possibility. The entire persuasion process will involve personal visits and a variety of in-depth reports and presentations. But it can all start with a letter that paints a clear picture of Kentucky as a great place to do business. Keep the letter brief and objective, and be sure to explain how readers can get more information.

Marvin E. Strong, Jr.
Kentucky Cabinet for Economic Development
Old Capitol Annex, 300 West Broadway
Frankfort, Kentucky 40601
800–626–2930 • econdev@ky.gov

[=name and address from database]

Dear [name from database]:

Copyright © 2013 Pearson Education, Inc. Publishing as Prentice Hall
If your company is considering moving your existing operations or establishing new facilities, you may be surprised to discover the many advantages that Kentucky has to offer:

**Knowledgeable workforce**  
*Expansion Management* magazine ranked our workforce training programs third among all state programs for customizing business and industry training.

**High productivity**  
Our workers continually outperform the national average.

**Low-cost power**  
Kentucky has some of the lowest electricity costs in the nation.

**Attractive business climate**  
Our cost of doing business is the lowest of any state east of the Mississippi and the fourth-lowest in the nation.

**Central location**  
Locating in Kentucky puts you within 600 miles of two-thirds of the nation's population and manufacturing businesses.

**Efficient transportation**  
Reach customers anywhere by road, rail, water or air (Cincinnati/Northern Kentucky International Airport was voted the number two airport by independent passenger surveys).

**Generous incentives**  
Creative incentives include corporate tax credits, loan financing, training grants, and opportunities for foreign trade zone operations.

**Low taxes**  
Property taxes are among the lowest in the nation, and we have no local sales taxes.

**Available sites and buildings**  
Over 200 prescreened "shovel-ready" sites and more than 200 quality industrial buildings are ready for your new location or expansion.

**A great way of life**  
From cosmopolitan urban life to the best of outdoor sports and recreation, Kentucky has just about everything for you and your employees to enjoy.

Find out why so many innovative companies choose to locate or expand in Kentucky. For more information, please contact me at 800–626–2930 or by e-mail at econdev@ky.gov. You can also learn more about all these advantages on our website at www.thinkkentucky.com.

We look forward to speaking with you and welcoming you to your new Kentucky home.

Sincerely,

Marvin E. Strong, Jr.
Secretary, Kentucky Cabinet for Economic Development

10.11 Message Strategies: Marketing and Sales Messages [LO-3]

*Note: Students have an opportunity with this message to present positive, helpful, and welcome information, if presented correctly. Be sure to include as much information as needed for the...*
conscientious parent who might consider this opportunity.

Dear Parents,

The American Academy of Pediatrics recommends organized sports as means of improving fitness levels and socialization skills in pre-teens and adolescents. However, given the numerous sports options available these days, choosing the right game for your child can be a difficult task. An excellent option is water polo—a combination of soccer, basketball, ice hockey, and rugby, played in a deep pool. This exciting sport can teach your child to compete in a positive environment, develop long-lasting friendships, and increase his or her stamina.

The intensity of water polo makes it a great fitness exercise. Water polo is a wonderful way to get children comfortable with water—and it helps them become better swimmers, improves their shoulder and leg strength, and serves as a cardio workout. As a water-based activity, water polo is a low-impact sport, leading to lower rates of injuries compared to other sports. The game also teaches basic water safety skills to players.

Water polo is fundamentally a team sport. The club structure of the game fosters camaraderie and cooperation amongst the players. Through the game, your child will learn to make new friends and compete in a safe, fun environment. It improves other skills as well, such as planning and time management.

Above all, water polo is fun! Many children enjoy it more than running or doing aerobics. It also instills a lifelong interest in water sports and other organized sports.

To learn more about water polo and to find water polo programs in your neighborhood, please visit the USA Water Polo website: www.usawaterpolo.org. Thank you for considering this option.

Sincerely,

Ryan Campbell
Chief Marketing Officer
USA Water Polo, Inc

10.12 Message Strategies: Marketing and Sales Messages [LO-3]

Note: The e-book and Sisson’s website provide all the information students need to construct a compelling message. Their messages should summarize the benefits of reading the book and following the “workout” program it offers.

Are you looking for ways to leverage the power of social media to improve your business? Learn directly from Natalie Sisson, the self-confessed “Suitcase Entrepreneur.” An integrated marketer, adventurer, and social media expert, she has won numerous awards and accolades for her work in social media and for her support of entrepreneurship. And Natalie walks the talk—she manages her successful business while travelling the world and living out of a suitcase.
Natalie’s informative e-book, “The Entrepreneur’s Social Media Workout: Shape your Success with Daily Training” shares an eight-step social-media workout which guarantees business growth within a month. It includes extra information and statistical proof on why being social-media savvy is so good for business. This handy guide is written in engaging, jargon-free language with specific steps to:

- Use multiple social media tools
- Connect with more people
- Monitor new audiences
- Increase visibility
- Attract more customers

Plus, it includes challenging work-outs which will help entrepreneurs build their strength and skills progressively until they become social-media experts.

Whether you are an aspiring or established entrepreneur or a virtual start-up, you will find this e-book has something to special to offer you. After completing the workouts, you will have an integrated social media campaign strategy and a well-developed personal brand to make your business sparkle.

This e-book can be easily ordered online for just $10.00. Please visit http://womanzworld.com to order your copy and to learn more about Natalie Sisson’s life, philosophy, and coaching programs.

**10.13 Message Strategies: Routine Responses [LO-4]**

*Note: Chances are this message will be well received, given the audience. Students should be able, then, to incorporate a somewhat casual tone that conveys information tailored to the audience’s needs. They should keep in mind, however, that even though the audience has interests in musical instruments, this particular one will most likely be unfamiliar to them. The art of persuasion should be demonstrated by using helpful information about how the product will further enhance their appreciation of instruments.*

From: peterflynn@yourworldinstruments.com

Subject: Expand your sonic palettes with the oud

Dear (add customer’s name),

As a fellow music-lover, I’m sure you are familiar with the guitar, mandolin, and even the European-style lute. However, the ancestor of the lute, the oud, still remains relatively unknown in the West. It is among the oldest stringed instruments, and first appeared in Persia in the 7th century. Today, the oud is a centerpiece of musical styles played in many cultures, from Northern Africa to Southwest Asia.

Unlike most western stringed instruments, the oud does not have any frets, which makes it possible to play any sound outside the western musical scale. Moreover, because of its stronger, bowl-shaped body the oud can be made from lighter wood. This gives it a unique sonic resonance and a more delicate feel than flat-bodied musical instruments.
Whether you want to explore world music, experience another musical heritage, or are looking for new sounds to add to your band, the oud might be a perfect choice. The oud comes in many sizes and types—the large, ornate Arabic ouds, the mellow-sounding Turkish ouds, and even electric ouds for bands.

To learn more about the different types of ouds and their musical properties, and to watch the videos of expert oud players, visit our website at www.yourworldinstruments.com.

An entire musical heritage is just a click away!

Sincerely,

Peter Flynn
Marketing Director
Your World Instruments

10.14 Message Strategies: Marketing and Sales Messages [LO-3]

Note: This exercise will elicit a broad range of student responses, but all should reflect the guidelines on pp. 293-298 for writing effective sales and marketing messages. Pay particular attention to how well students have focused their attention on audience needs, biases, and concerns, and on how effectively they describe the features of their product and the benefits buyers can enjoy. This example is a marketing message targeted at golf club managers.

If a thief walks off with one of your member’s expensive new set of golf clubs, who is the member going to blame? More than likely, club management will be on the receiving end of a justifiably angry lecture about improving security around the premises.

However, with dozens of golfers coming and going at all hours of the day, stopping at turn for a quick bite, or lounging around the grill room for dinner after a round, the opportunities for theft are just too numerous. Without hiring a huge security team, there is just no way for you to keep an eye on every bag in your facility.

Fortunately, for a fraction of the cost of hiring even one more security guard, you can install the new Golfsafe wireless system and protect your members’ expensive golf gear everywhere in and around your clubhouse.

The system is simple, inexpensive, and effective. Using the latest advances in near-field communication, Golfsafe creates a wireless link between each golfer and his or her golf bag. If a bag and its owner get separated by more than a preset distance, the Golfsafe system can alert your front desk staff, send a text message to the golfer’s mobile phone, and set off an alarm.

You’re in complete control, too. You can set the trigger distance from 10 to 100 yards and decide how events are handled, from silent, text-only alerts to full-on audio and visual alarms.

Golfsafe has been installed in more than 100 private and semi-private clubs around the world, as more and more members are demanding that their clubs take action against theft.

Follow these links for more information:
10. Writing Persuasive Messages

- Testimonials from satisfied club managers and members
- A technical overview of how the system works (to preserve the integrity, full details are released only to designated club representatives after a Golfsafe system is installed)
- An interactive cost-benefit worksheet to show how quickly Golfsafe can pay for itself
- A contact form to request a live demonstration at your golf club

Don’t let your club be the next victim of equipment theft. Call today to see how Golfsafe can reduce your security headaches and give your members the important benefit of peace of mind while they enjoy the amenities around your facility.

10.15 Message Strategies: Marketing and Sales Messages [LO-3]

Note: With millions of podcasts appearing on thousands of podcasting websites and channels, you need to clearly identify your podcasting service, define who might be interested, and explain why this audience would want to listen to your podcasts.

Website promotion for podcast station:

The transition from business school to the business world can seem complex and confusing, but it doesn’t have to be. School2Biz offers practical advice on making smart decisions on everything from preparing résumés to building a successful career. We’ve been through it, and you can learn from our experience!

Podcast promotion for podcast station:

Greetings from the team at School2Biz, a podcast channel devoted to helping business school graduates make a successful and rewarding transition to the business world. Our podcasts cover all the key decisions you need to make, from choosing a career path that best fits your interests to promoting yourself as you build that career.

Everyone on the School2Biz team is a b-school grad, with anywhere from two to ten years of work experience. We’ve been through the transition you’re about to make, and we’ve made some good choices and some not-so-good choices. We share it all: what works, what doesn’t, and what we’d do differently if we had it to do all over again. So join us on this guided tour through one of the most exciting experiences you’ll have in life!

10.16 Message Strategies: Marketing and Sales Messages [LO-3]

Note: Whatever approach you take with this message, don’t try to downplay or denigrate online advertising. Doing so will only harm your credibility and give your message an air of desperation. Instead, promote the benefits of magazine advertising objectively and explain that for many companies, a mix of online and print advertising can be the ideal strategy. At the same time, don’t try to apologize for the nature of print advertising, even though it doesn’t have the “gee whiz” factor of the latest online technologies. It remains a legitimate and compelling medium, so don’t sell it short.

Adding the power of print to today’s multimedia advertising strategies
online advertising has taken off in recent years, and with good reason. The interactivity and precise targeting make online advertising a great choice for many advertisers. However, limiting your media plans exclusively to online can leave a gaping hole in your market coverage and your ability to deliver compelling messages. Consider the unbeatable advantages of today’s magazine ads:

- **The ability to reproduce high-quality photography.** Nothing shows off a magnificent automobile, a delicious plate of food, or an attractive spokesmodel quite like the ultra-high-resolution, true-color reproduction of magazine photography.
- **The physical presence of print.** Online ads are great, but they disappear when visitors leave the website or switch off the computer. Not so with magazines. Day after day, they’re still there—in the library, at the doctor’s office, in the airport lounge—waiting for the next reader to pick them up and encounter your ad.
- **Portability.** Computers may be getting smaller, but they will never be as easy to tuck under your arm or toss in a gym bag as magazines are. Wherever readers go, magazines usually follow.
- **Guaranteed circulation numbers.** Verifiable online ad measurements are coming along, to be sure, but you can count on audited magazine circulation numbers today.
- **Close reader relationships.** Just about everybody has a favorite magazine or two and many people have been reading their favorites for years. They trust these publications, which means they’ll keep seeing your ads.

Click here to learn more about the measurable advantages or print advertising and successful strategies for integrating print with online to maximize the marketing power of your advertising investment.

### 10.17 Message Strategies: Marketing and Sales Messages; Media Skills: Blogging [LO-4], Chapter 7

*Note: A helpful way to think about organizing this message is to consider how the multiple benefits of the Hangers technology affect the decisions made by the intended audience (dry cleaning consumers). A relatively small percentage of consumers are likely to be influenced by news that the technology is safer for employees, a somewhat larger percentage will be influenced by knowing the technology is better for the environment, and nearly all will be interested in knowing that the process is less harmful to their expensive clothes and doesn’t leave clothes with a chemical odor. In addition, keep in mind that you are writing for a blog, where readers will tolerate some degree of self-promotion but will respond better to a conversational approach that emphasizes helpful and interesting information.*

A dry-cleaning innovation that is easier on your clothes and easier on the environment

Dry cleaning is a wonderful solution for expensive fabrics that can’t tolerate water-laundering methods. However, the story behind the scenes isn’t quite as wonderful, for a couple of reasons.

First, some of the chemicals used in conventional dry cleaning are highly toxic—so toxic, in fact, that dry cleaners need special environmental permits and are subjected to ongoing monitoring by government agencies. For all their functional value, these chemicals present a threat to our shared air and water, not to mention the health of dry cleaning employees. Moreover, the chemicals are hard on your clothes: they cause colors to fade and eventually degrade the feel of many fabrics.
Second, conventional drying cleaning also involves high heat, which is used to dry your clothes after they’ve been washed with chemicals solvents. Heat shortens the life of your clothes, and it can “set” the very stains you wanted the dry cleaner to remove.

Fortunately, a new cleaning technology addresses all these problems. The Micare cleaning system at Hangers Cleaners replaces harsh chemicals with pressurized carbon dioxide (CO\textsubscript{2}), the same gas that makes the bubbles in your soft drinks. CO\textsubscript{2} is easier on your clothes and leaves them feeling softer and smelling fresher than conventional dry cleaning. It’s also safer for employees, and it’s better for the environment. The process emits no hazardous wastes, and we recover 98 percent of the CO\textsubscript{2} for reuse. We even recycle the dirt that is removed from clothes during cleaning.

All well and good, you might say, but does it work? Absolutely—the Micare system cleans your clothes as well or better than conventional dry cleaning. And our prices are competitive, too. The only thing you’ll miss is that funky chemical smell!

This video shows how the process works, and you can learn more about the benefits of truly clean cleaning here.

10.18 Message Strategies: Marketing and Sales Messages; Media Skills: Social Networking [LO-4], Chapter 7

*Note: These messages should be clear, concise, and informative. This isn’t the place for intense marketing or sales tactics. Students should focus on providing reliable and relevant information that sets a solid foundation for additional information the public may seek from other sources.*

Company Overview

Curves has been helping women achieve their fitness goals in a supportive and comfortable environment since 1992. We take the pressure out of exercising with our unofficial motto “no makeup, no men, and no mirrors.” Our 30-minute workout and revolutionary diet programs have made exercise accessible to millions of women through nearly 10,000 locations in over 70 countries. This makes us the largest fitness franchise in the world. And because a Curves membership is good at any location worldwide, that’s saying a lot. Curves members can also access an exclusive community online and get additional support 24/7 at mycurves.com.

Mission

Curves is about strengthening women. Our mission is to help women reach their fitness goals in a supportive, comfortable environment through our unofficial motto “no makeup, no men, and no mirrors,” our innovative exercise and diet programs, and a global community of Curves members.

10.19 Message Strategies: Marketing and Sales Messages; Media Skills: Social Networking [LO-4], Chapter 7

*Note: Students should keep in mind that this message is written by students for perspective students. Wording of the message should be such that it appeals to student needs and tastes, focusing on what is important to them as they prepare for a new chapter in their lives. This gives the team an opportunity to analyze the messages to be used and base that analysis on unbiased personal knowledge.*
Three Things Students Love about Pomona

The best thing about Pomona is its location—being situated in a quaint college-town makes campus life safe and homey, while the close-proximity to Los Angeles (and its beaches) allows easy access to the opportunities of a major city. Students can take trips to mountains, beaches and deserts, all within a few hours’ drive from campus.

At Pomona the classes are small which increases access to professors and creates a well-knit student community. Also, by being members of the five Claremont Colleges, students can participate in the larger 5C student groups and recreational clubs.

Pomona also boasts of great weather, with bright, sunny days through much of the year. The weather makes it possible to enjoy a variety of out-door sports all year round at Pomona.

Life in Pomona is a wonderful balance between work and fun. So join Pomona and be a part of its rich and rewarding campus life.

10.20 Message Strategies: Marketing and Sales Messages; Media Skills: Microblogging [LO-4], Chapter 7

Note: This exercise in microblogging should challenge students to keep messages informative but short and concise. Weeding out extraneous information will keep messages on track while gaining customer interest. These Tweets promote plantable seed-paper stationary and gift items from www.botanicalpaperworks.com.

Messages that blossom! Eco-friendly, seed-paper stationery from Botanical PaperWorks grows and blooms into multicolored wildflowers.

These elegant, paper-products are handmade from used materials and carefully embedded with wildflower, herb or vegetable seeds.

Get custom-made seed-paper stationery. It comes in six colors, is easy to print on, and feels different. It also makes the world greener!

To promote the no-waste movement and use or gift unique seed-paper products, shop online at: www.botanicalpaperworks.com.