

# 1 CHAPTER

## INTRODUCTION TO BUSINESS COMMUNICATION

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## 1.1. Learning Outcome

In this chapter, you will learn

- What is business communication and why it has become so important in the recent times?
- Nature and classification of communication
- Purpose of communication
- Process of communication
- Importance and role of communication in management
- Communication structure in organization
- Barriers and gateways in communication
- 7 C's of communication
- Myths and realities of communication
- Pitfalls and gaps to be avoided in communication

## 1.2 Introduction

Communication is the basic action of conveying an intended meaning to another person through the use of mutually understood language signs, images, expressions and semiotic rules.

Communication can be between living beings through verbal, non-verbal, written methods. These days communication between non-living things is also taking place with the advent of various technologies such as Networking, Internet of Things. A mobile phone can communicate with Wireless devices, Television, Refrigerators, etc. However, our discussion will be more focused towards human communication.

Business is where goods and services are provided to consumers or exchanged and this could be in return of money. Business communication is a word coined for all types and forms of communication that take place globally in enterprises, firms, agencies and entities where business takes place. In order to conduct business, people will have a talk, write and converse with their peers, superiors, customers, suppliers and the external world. The basic steps of communication involve deciding the purpose of communication, creating a message converting into sentences, images or written reports and then sending them over either face to face or written form to a recipient. The recipient then converts these words, symbols and images to arrive at meaning. Please note that there could be distortion or mis-understanding of the original message in this entire process. Finally, the receiver responds with feedback to the sender.

**Business communication** is all about achieving objectives of the business by communicating through people. We live in a globally connected world where our survival and growth is dependent upon how well we communicate with each other. A good communicator will always have a better chance of success in business situations. Business communication is a two-way flow of information where the constant feedback is an integral part. Sooner you get the feedback the faster would be the corrective actions. Effective communication between its people, customers and larger society is essential for the success and growth of an organization. Communication has a great role in building an Organization's Goodwill.

Modern day Organizations are very large and also deal with a very large number of people. One cannot perform the basic functions of management such as Planning, Organizing, Staffing, Directing and Controlling without effective communication. With organization having layers of hierarchy, distributed across various geography and cultures the role of business communication has become very complex. New technology is providing alternate means of communication which are faster and easy but also brings in challenges of a wider proliferation of message, loss of privacy, further distortion/misunderstanding of the message and at times getting into hurting sentiments of others. Expressing an opinion about a celebrity in our private conversation or sharing a joke about someone in a small group may remain unnoticed but if the same is done on a Facebook post or Twitter, then it may create a huge protest from their supporters. Business managers will have to be careful to use these new technology media while expressing any communication as one such

mistake can not only hurt their image but can also impact the business they are representing. It is essential therefore to learn the art of using new age technologies to achieve effective communication for the business purposes and safeguard any intended or unintended consequences that may hurt the business adversely. In short, Business Communication is always goal oriented and is an essential skill all managers must possess.

In this chapter, we will define and classify various types of communication, their purpose and process. We will then outline the importance and role of communication in management. Communication also changes its form depending upon the structure of an organization so we will explain the concepts behind them. We will then explain various barriers and gateways in communication. There is an important concept of 7 C's of communication, which will be shared. We will also explain some of the myths and realities of communication and pitfalls and gaps to be avoided in communication. The main objective is to help develop skills and competencies in effective communication through written and oral medium with an understanding of the cultural differences in communication. This book will explain and help bring familiarity about global business etiquettes and protocols. These will be highlighted in chapters ahead.

### **1.3 What is Business Communication and why it has Become so Important in the Recent Times?**

The word has its origin in the Latin word *communicare*, which means to share or to participate. Thus, Communication is all about sharing or transmission of information. This could be just an idea, fact or detailed analysis of a situation. According to Berelso and Steiner, Communication is the transmission of information, ideas, emotions, skills, etc. by the use of symbols, words, pictures, figures, graphs, etc. It is the act or process of transformation that is usually called communication. Another theorist on communication and noted American political scientist Late Prof Harold D. Lasswell, describes communication as an act that answers the following questions: Who Says What, In Which Channel, To Whom and With What Effect? In this definition who stands for the communicator, what describes the message, channel is the medium of transmission, whom is the receiver and effect refers to the reaction by the receiver.

Business communication (or "communication" for business purposes) can be simply defined as the process of sharing of information between people within or outside an enterprise for the business benefits. It also refers to sharing information about its product or services to potential consumers and stakeholders. Business communication has wide usage including marketing and advertising of its products or services, brand management, maintain customer and public relations, corporate communication, community engagement, etc. This is now covering all types of means such as face to face communication, emails, telephonic communication, video conferencing, social media, print and word of mouth. It covers both internal as well as external communication. Business communication covers reports, proposals, presentations, feedback surveys for business purposes.

Any Business will require its goals and objectives be communicated to its people, and these people are motivated and energised to achieve results. Business communication is needed to persuade people, influence them and nudge them into action. Using good business communication managers can negotiate effectively and can provide valuable feedback to their management. A manager with good communication can inspire, motivate and encourage people. After all, if you are able to convey your ideas better than others, then your ideas will be accepted be it your boss, customer or co-worker. Possessing good communication ability increases self-confidence and credibility leading to greater success.

### **1.4 Nature and Classification of Communication**

Business Communication can be broadly categorised as follows:

- **Oral Communication:** This communication takes place when people speak to each other face to face or use electronic means such as telephone, video chat, etc. The setting of such communication could be formal or informal depending upon the business needs. A formal communication for business purposes would be in business meetings, interviews, group

discussion, speeches, etc. Informal business communication takes place while meeting people across the table, in cafeteria or group sessions.

- Written Communication: includes all types of communications such as memo, email, reports, preparing user manuals, advertisement, tender documents, annual financial reports, etc.
- Communication through electronics means (e-communication): This is a new means of communication that covers SMS, chats, social media, twitter, youtube, facebook, Google hangout, Instagram and many other means continuously evolving. Most of these became popular outside the business environment but are increasingly being adopted for business communications as well. They are easy and with no cost for use and provide faster means to spread the message. This is an advantage as well as a disadvantage because if it is not used properly, it may create a problem for people and the company. We will make special emphasis on e-communication in the chapter as well as later in chapter 10 and 20 of the book.

### 1.5 Purpose of Communication

Business Communication serves various purposes, the overall goal being to achieve business results. Some of the important purposes are

- Convey facts and information to people either one or many.
- Teach new concepts or method of working for better performance.
- Assure, convince or persuade team or customers about the product features, services or any problems being faced.
- Convey good or bad news, share communication about some events or program.
- Communication is needed for just making a transaction, asking for price, quoting the price, delivering goods or performing services.
- Communication is needed for all aspects of management such as organising, controlling, planning, coordinating, directing, etc. at all levels of management.
- Share company's plan, products and performance with shareholders, analysts, government and society.

### 1.6 Process of Communication

The process of communication involves passing information and underlying concepts from one individual to another. It has the following building blocks:

- The originator: The person who starts the communication and has the thought or idea
- The message: The idea or the thought what is to be communicated
- Coding of the message: Converting the idea into verbal, written words, images, reports, diagram, PowerPoint presentations, drama, movie, etc.
- Medium of transmission: This refers to face to face, paper, electronic, radio, television, email, social media, SMS, webcast, youtube etc
- Transmission of message: The actual process of message delivery
- Receiver: the person or the group who receives the message
- Decoding and understanding by the receiver: The process of converting the message into understanding by the receiver
- Feedback from the receiver: Questions, agreements or rejoinders from the receiver.

This process has been shown in Figure 1.1

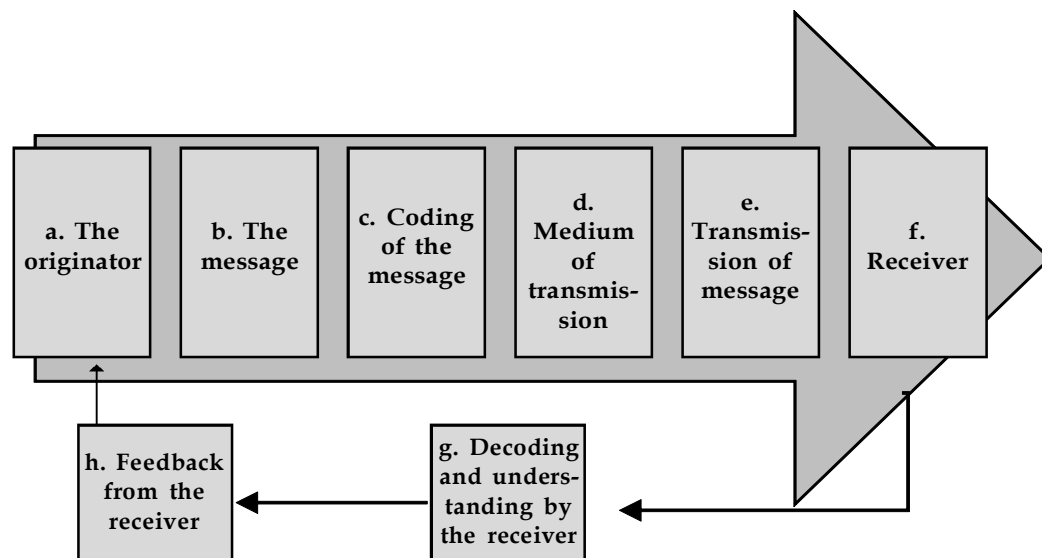


Figure 1.1: Process of Communication, the Building Blocks

## 1.7 Importance and Role of Communication in Management

A manager's effectiveness is directly proportional to his/her communication skills. It enables the manager to perform management task of leading the team towards company's objectives through meticulous planning, execution and control. Without having good communication, a manager cannot plan and direct the team to execute the plan. Without written as well as verbal communication a manager cannot control the team. Some reprints suggest that 3/4th of the working hours for a manager is spent in communication. He has to communicate with his subordinates, peers and superiors. At times, a manager is also expected to communicate with external worlds such as customers, suppliers, financial analysts, independent board members, shareholders and press. All these segments require a different way of communication and the manager has to choose the medium and language very carefully. In short we can summarise the importance of communication for the following reasons:

- Improves awareness and information dissemination
- Improves moral and motivation
- Helps in changing individual performance and attitude
- Builds social /informal network
- Organization process can be controlled, monitored and improved through effective communication. This is very important as most of the organizations have a hierarchy of people and work in different locations. Unless we use the communication effectively, the organization will not work smoothly and will not adhere to its planned course of action. Communication ensures that people perform their duties following organizational policies efficiently and revert quickly with any work related problems to their managers for quick resolution.
- A manager must also identify if there are any communication breakages and analyse the reasons. By taking corrective actions on these barriers of communication, the origination work process will continue uninterrupted. A manager must also identify if there are any communication breakages and analyse the reasons. By taking corrective actions on these barriers of communication, the origination work process will continue uninterrupted.
- Challenges in business communication: A manager must be aware of the Challenges in business communication which has increased over the years. A Modern day organization does not belong to few people who are working at the same location and speaking the same language or following similar culture.

- Now there are several factors which have added complexities to the organization all of which contribute to more complexities in business communication. We will discuss some of the key ones.
  - The size of the organization: Most organization have become large, multi-location, comprising of people from the diverse cultural background even countries working in different time zones, etc. Organizations continuously expand or shed their staff in the process of growth. Good processes and skill building are required to be done amongst the members of the organization to ensure strong communication and linkages across the organization and its people.
  - People themselves have changed a lot. It is no longer command and control structure, and organizations have become flatter, work in matrix set ups and cross-functional teams. The communication process for the new breed of people is different than what it used to be 20-30 years ago. The management wants participation from the team and outside world on key issues hence, they have to create different ways of communication.
  - A lot is required to be done while dealing with the society and public at large. Earlier, an occasional press release or annual report statement was good enough for interaction. But now customers, suppliers, shareholders and others who are interested demand quick corporate response through digital media - face book, email, twitter, etc. in a case of an issue. This also leads to new technology tools that promote communication but also demand training and skill building for their usage.

### 1.8 Communication Structure in Organization

Organizational Communication Structure is defined as a system or passage through which messages flow within the organization. The message flow is largely dependent upon the organization structure. So if the organization is hierarchical, then it would have mostly vertical communication from top to bottom and sometimes bottom to top.

Alternatively, if the team structure is flatter than most communication will happen horizontally. Horizontal communication happens across functional areas at a given level of an organization.

Communication can be formal as well as informal in nature. The former happens with written communication and later on verbal. Communication can also happen diagonally when both levels and functions or departments in an organization communicate.

The communication structure can also follow two different modes, formal as well as informal. In the case of formal, use of written words, formal meetings, addressing the gathering, publishing a blog post is used. In the case of informal, it could be talking to people while conducting routine business.

Finally, the structure of communication will be implemented using verbal. Written or electronic medium which includes social media, email and various other new age devices. This is shown in Figure 2.

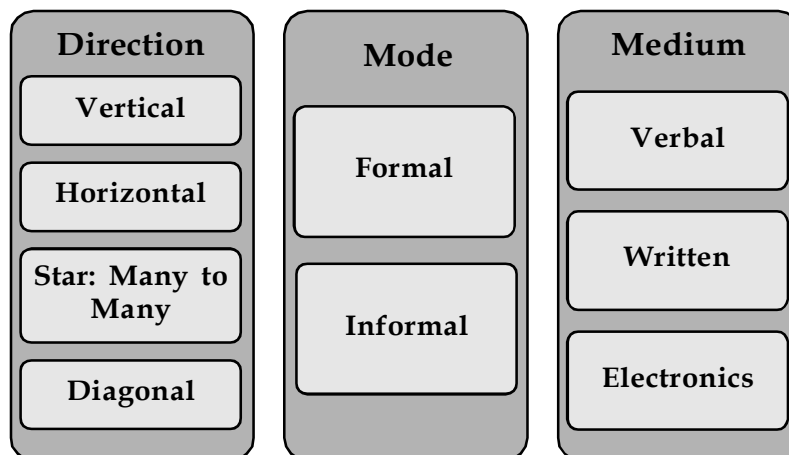


Figure 2: Direction, Mode and Medium of Communication

## 1.9 Barriers and Gateways in Communication

Barriers to communication takes place when the effective exchange of ideas does not take place and leads to a poor result. A good communication happens when the idea or message is accepted at the following three levels

- **Physiological levels:** At this level the message is accepted by the physical senses. For example, a blind person cannot read or see, so the barrier to a written communication would come into place for a visually challenged person. The same is applied to languages and if the receiver cannot read the letter written in a language that he does not know then this barrier exists.
- **Intellectual level:** Not everybody is of the same intelligence level. An ordinary person may not understand economic theory or complex scientific formula. Similarly, a technical person may fail to understand a poem.
- **Emotional level:** This is the level of agreement with the idea. Unless the receiver emotionally connects with the idea the action would not take place. This may happen if the person is upset for some reason then he/she would not appreciate the communication properly.

**Barriers to Communication:** Researchers and theorists have identified the following key barriers to communication-based on the process of communications

- **Physiological barriers:** These barriers are those which are posed due to the limitations of the human body and the human mind. A person may be visually impaired, unable to hear or of weak memory or alertness level. Sometimes the age of the receiver may pose a limitation, and a person may be too young or too old to comprehend. Some researcher says that boys understand outside world better and girls understand the emotional/home related message better, but these barriers are reducing as more and more opportunities to both genders are being provided.
- **Language and semantics barrier:** This is a barrier when people do not understand the language of each other and have a different understanding of the same/similar word. A person with lower educational may not have deep understanding of certain subjects.
- **Social Barriers:** A person coming from different social background find it difficult to understand and appreciate communication with each other. There may be different norms, accepted behaviour in certain social groups which may not be liked by others.
- **Cultural barriers:** Cultures define how do we think and behave. In India addressing any one with sir, madam or uncle is so common which may not be liked by other culture.
- **Technology barrier:** If the technology does not function properly then this barrier comes into play. Few examples are: If the voice is not heard properly, email or letter does not reach in time or gets lost.
- **Ethical barriers:** when someone finds certain aspects which are unethical and is not able to protest then ethical barrier comes into play.
- **Barriers due to Noise and distractions:** The noise could be just plain noise in the room or multiple thoughts and messages each contradicting the other may be distracting to the listener.
- **Ideological barriers:** This may happen if the person is fully committed to certain ideologies which could be due to affiliation to a political party, religious group or just someone who has created a deep impression. Such barrier could also happen due to deep loyalty to an organization, brand or cause.

**Gateways to Communication:** Improving communication can take place by adopting means to reduce the barriers and also do certain preparations which are called gateways to communication. The following are the key gateways for the communication

- **Prepare, prepare and prepare:** Before starting a communication, one must plan what to say to whom, using which language, words and medium. Choosing a format and medium is utmost importance. Writing a congratulatory letter to someone and copying the email to the rest of the department is a most welcome idea but if the same is done for a letter of reprimand,

then it would create a huge impact on the morale of the people. In fact, counselling or reprimand should be done in private and if possible face to face.

- As listeners, we should not be judgemental in every communication or find ulterior motives. We should also empathise with the sender and give the benefit of doubt or seek clarification. We should be active while listening and participate in understanding the thoughts by asking desired questions.
- Overall introduction and orientation are a welcome practice for all new employees in the organization to reduce the barriers of communication.
- Use short unambiguous sentences with simple words to communicate and prevent any misunderstanding.
- Maintain etiquette: Maintaining Social etiquettes is a corner stone of successful communication. Greeting the listener in the first sentence, allowing for clarifications, not using harsh words, etc. are part of social etiquette.

### 1.10 7 C's of Communication

An effective communication can be made by adhering to the following 7 C's which is universally applicable to verbal, written as well as electronic communication. Good communication should be

- **Complete:** Complete: with all facts and conditions required to explain the idea or thoughts. By giving a complete communication, the sender will gain higher respect, faster action and less misunderstanding. Complete communication can facilitate faster decision-making as all the desired and crucial information is available and the receiver can be motivated to act.
- **Concise:** Many people think that writing long winding sentences and high sounding words make the communication effective. In reality, it is the opposite which is true. A good communication is precise and to the point. Not only does it save time and cost but also focuses on the key points in the message which may be otherwise lost in long sentences. One must avoid fillers like "for instance," "you see," "literally," "basically," or "I mean." in verbal as well as written communication. In verbal communication, these fillers create a lot of distractions.
- **Consideration and Care for the audience:** Any communication should be devised by keeping in mind the profile, mindset, age, culture and education level of the audience.
- **Clarity:** Have clarity on what objectives are to be achieved through a message. Single message at a time is a good way of communicating rather than multiple messages with multiple objectives.
- **Concrete:** Giving specific facts and figures which are relevant to the message.
- **Courtesy:** Have Courtesy and respect for the receiver. Every communicator must be polite, enthusiastic and courteous to the audience.
- **Correct:** this means it should not have a grammatical or spelling error and all facts should be correct. A correct message makes a good impact on the audience and readers.

### 1.11 Myths and Realities of Communication

we are presenting here some of the popular myths about communications and what really happens. These are not in any order.

- **Logic:** Good communications has to be logical. Logic alone will not win an argument or prompt the recipient for action. We are dealing with human beings hence, we should not focus on logic alone but also on the emotional side and should try and understand the receivers' point of view.
- **Truth:** We must tell truth and only truth which may be blunt. A famous Sanskrit sloka<sup>1</sup> says that you should speak the truth but it should be pleasant and not unpleasant. Effective communication is not about telling the blunt truth because the purpose of communication is to encourage the receiver into some action. Most people who are good at telling blunt truth give excuse that they are truthful and if people don't like it is their problem! But such approach may lead to arguments and retort from the other person, in the absence of any displayed concern the objective of the communication is lost.



- **Sweet Talking:** We can solve all problem by sweet talking. This is a myth, sweet talking can fool people momentarily, but it will backfire. Unless the empathy and concern are displayed with a visible action, such communications do not help. Politicians in India are notorious for glib talking with no follow-up on actions. For example: In a personal relationship one partner with bad habits such as drinking makes profuse apologies but does not mend the bad ways. So the net result remains the same.
- **Practice:** We can read a lot about communication and attend classes to become a better communicator. Reading about diseases and its prevention or debating about why the country is going through the problem will not solve any of them. Practising is more important than reading or attending courses.
- **Feedback:** Saying is more important than listening to the feedback. Communication is never one way, especially in business relationships. We have to communicate both ways and seek feedback. Feedback and modification based on the feedback improve relationships which are the key for any communication.
- **High Intellects are good communicators:** This is a myth that many people hold and is not entirely true. A good communicator is one who prompts you to action. Those of us who have had the chance to listen to Mahatma Gandhi or have listened to a recorded speech would agree that he was not a fiery orator but great communicator who prompted the entire nation into action.
- **Message Interpretation:** Whatever is said should be understood. Unfortunately, the interpretation of message depends on the social and other circumstances. The message may be interpreted differently, therefore, it is important to continuously seek feedback and modify it.
- **I am a poor communicator because...** Many people have this fear that they are not a good communicator because of some reason, language, culture, etc. Almost everyone can communicate provided he/she follows the simple rules of communication and practices it, improves it after the feedback.
- **Over communication is always better:** Repeating the same message over and over in every forum is not good. Sometimes silence is also needed to sink in the message.
- **Written Communication:** We should focus on written communication as this is the most important. Hardly this is true in business communication. A meeting of one hour can solve a teaming problem of several weeks, a phone call can eliminate chain of mail exchanges, and a customer can be won in few visits than by sending mass mailers.
- **Good Communication:** I am always a I am always a Good communicator. This is not a universal statement and depends upon the type, place and audience. George Bernard Shaw<sup>2</sup> has famously said that "The single biggest problem in communication is the illusion that it has taken place." A person who is not able to galvanize people to action is not a good communicator even if she/ he is a good speaker.

### 1.12 Pitfalls and Gaps to be Avoided in Communication Some of the Pitfalls that one Should Avoid in Communication Especially Business Communication are Listed Below:

- **Avoid being aggressive:** when you become aggressive, the listener stops listening to your message and you lose the opportunity to encourage the listener to act.
- **Do not speak uninterruptedly:** Many people love to hear their voice. Once they start they go on for several minutes without bothering the reactions from the listeners or allowing for any feedback. Without feedback, your monologue is of no impact.
- **Do not repeat your message:** Some people over-explain and repeat the same message with several examples and using different words. This way you will lose the attention of the listener.
- **Avoid making contradicting message:** Some people make a statement and then contradict in the next one by giving a different or opposite point of view. This confuses the listener.

- **Avoid keeping quiet:** Avoiding to speak in a conversation shows your disagreement or lack of participation.

### 1.13 Summary

We started our discussion by stating that Business communication is all about achieving objectives of the business through people. Modern day Organizations are very large and also deal with a very large number of people, hence it is essential to learn effective communication for the business purposes. We then described what business communication is and why it has become so important in the recent times. We then discussed nature and various classification of communication, such as Oral, Written and Communication through electronics means (e-communication). After this, we established the purpose of communication to achieve business results. We followed this discussion with the process of communication and its building blocks.

We also outlined the importance and role of communication in management to help the managers to achieve company's objectives through meticulous planning, execution and control. Without having good communication a manager cannot plan and direct the team to execute the plan. However, the communication structure in an organization depends on upon how the organization is structured and that will change the ways the communication gets established. We then described the barriers and gateways in communication. Barriers to communication take place when the effective exchange of ideas does not take place and leads to a poor result. Improving communication can take place by adopting means to reduce the barriers and also do certain preparations which are called gateways to communication. We then described the 7 C's of communication which a result in good communication. Finally, we discussed some of the popular myths and realities of communication and the pitfalls to be avoided.

### 1.14 Key Terms with Definition

- **Business Communication:** The process of sharing of information between people within or outside an enterprise for the business benefits
- **E-communication:** Communication through electronic medium
- **Originator:** It is one who initiates the communication at source
- **Vertical Communication:** Where communication flows from top to bottom or bottom to top.
- **Intellectual Level:** Degree of intelligence in a person. High intellectual people are those who think and reflect about the reality of society, and propose solutions for the problems of that society
- **Concise:** To be precise and to the point
- **Concrete:** Relevant and specific facts and figures substantiated to a message

### 1.15 Review Questions

- What is business communication and why it has become so important in the recent times?
- Define the nature and classification of business communication.
- What is the purpose of communication? Explain the process of communication with suitable diagram.
- Why is Communication important for business? What role does communication have in the management of a company?
- Write a short note on Communication structure in an organization.
- What are the barriers and gateways in communication?
- What are the 7 C's of communication, substantiate with examples?
- Explain some of the popular Myths and realities of communication. What pitfalls and gaps should be avoided in communication?

### 1.16 Situational Question

In the recent event of the cyclone in the coastal areas, one of your branches got impacted. You have to inform your global customers, in-country branches and employees. What are the types of communication methods you will use to inform the management and key stakeholders of the organization? Select one from list below:

- a. Written and Verbal
- b. Inform Colleagues, Sr Manager, Branch Head, Regional Head, Company Head, Global Customers as well as Senior Executive.
- c. All of the above

We must tell truth and only truth which may

Answer: c

### 1.17 Multiple Choice Questions

1. Manager makes a promise of promotions in annual reviews however in reality his team member is not promoted after the annual performance review. How should the manager communicate this information to his employee?
  - A. Face to face
  - B. Email
  - C. Letter
  - D. All of the above
2. Which of the following does not belong to process of communication
  - A. source
  - B. message
  - C. Presentation
  - D. encoding of the message
  - E. channel of transmission
  - F. Transmission of message
  - G. Decoding
  - H. Receiver
3. In a matrix organization a change in leave policy is communicated horizontally. (True/False)
4. Your child has fever and you are worried and late to office. While driving to office you receive a call from your manager giving feedback on a report and expects you to update and share it immediately. What is the level at which the communication has a barrier?
  - A. Physiological
  - B. Intellectual
  - C. Emotional
5. Which of the following is not to be followed for effective communication
  - A. Complete
  - B. Concise
  - C. Care
  - D. Clarity
  - E. Manipulation
  - F. Respect
  - G. Correctness
6. Rahul is a fiery orator however always manipulates financial figures, is he an effective communicator? (True/false)

7. John had a successful meeting with client in Middle East, he was invited for dinner however he refused it with apology citing that he had another presentation to complete. Next morning the client in Middle East rejected appointment with John, John couldn't understand the barrier of communication that caused turn of events overnight. Select one of the barriers from list below:
- Physiological
  - Cultural
  - Language
  - Technology
  - Ethical

### 1.18 Case Study

Read the following communication and find out on what all Cs criteria this communication does not measure well. Improve and rewrite.

Hi Manoj,

I wondering if I could contemplate with you about a new initiatives in the department. As you know new initiatives are always required and they help us achieve the strategic objectives of the organization. You know that the tools like email, internet, twitter etc in fact has become a source of sort of good marketing. So we thought to discuss with you if you kindly permit with all due respect to discuss this new strategy to reach out to our customer. In fact only last week, more precisely last Friday we have arrived at a beautiful email marketing campaign for our new Gajani soap. Not only the name is catchy but looks very impressive as customer can quickly relate with the leading bollywood star who has made over 50 films and won several awards. He is also related to my distant cousin's in-laws besides doing excellent role in Hindi films. It is pity that he has not won any Oscar for his film Lagan but what can we do with bad luck and biases existing in our world. We should try to eliminate such challenges and launch the Gajni soap immediately using email campaign. For instance, if we talk about the our company to become market leader, we must be visible and must reach to every home and should be sustainable as well as green in our approach which is need of the hour. You may be aware the Delhi was rated as one of the most polluted city where people cloth and body gets dirty very easily while driving scooters and motorcycles. Gajni soap will clean them very well most of time as far as possible. What do you think? Shall we write email or not. If not why? If yes when and how. Do you have any clue about it . Reply immediately through return mail otherwise I will escalate to higher ups.

Yours truly and dear friend

Sri Madhav Ji

#### Questions for case study

- Find out which all C criteria this communication fails.
- Rewrite the communication following all the 7 C Criteria

#### Footnotes

- सत्यं ब्रूयात् प्रियं ब्रूयात् न ब्रूयात् सत्यमप्रियम् ।  
नासत्यं च प्रियं ब्रूयात् एष धर्मः सनातनः ॥
- George Bernard Shaw, recipient of the 1925 Nobel Prize

#### References

- Barriers and Gateways to Communication, by Carl R. Rogers and F. J. Roethlisberger, HBR July–August 1952.