

Developing the Message/Message Training

An organization's key messages are the foundation of all materials to ensure consistency. In today's 24/7 media environment a target audience member must see or hear a message seven different ways before it is instilled in them. ~~So by~~ By developing concise and informative messages in the beginning of our partnership with [CLIENT NAME], we ensure all media materials, social media content, editorial calendars, blogs, web content, etc. are delivering the same message in a different format and slightly different language for each audience as defined in the SOW. ~~like~~ These audiences may include the residents of each housing redevelopment area, local elected officials, faith based organizations and other partners.

For XYZ, Inc., we recently developed messages for the agency, as well as for their 44 business centers. During the interview process, we realized that while the mission of the XYZ headquarters agency and their business centers across the country are the same, their key audiences are very different. ~~so one~~ One message would not be impactful to all targets, ~~such as elected officials, entrepreneurs and partner organizations.~~

Our team starts the message development process by conducting mini interviews with internal and external stakeholders to hear ~~first-hand~~ firsthand their view of [CLIENT NAME]'s mission. Once we have conducted these interviews, we host a messaging session with [CLIENT NAME] leadership. During this meeting, we conduct a ~~verbal~~ discussion and ask participants to complete worksheets that characterize their viewpoints of [CLIENT NAME], the target audiences and ~~their~~ the top three priorities ~~that they~~ participants feel should be highlighted in key messages. Following the messaging session, our team compiles all the feedback into a summary document. ~~While we~~ which is provided this document to [CLIENT NAME] for awareness. However, it is our best practice to keep the messaging development within the IGS team so that we can create a compelling, concise message that tells the [CLIENT NAME] story, while drawing on emotion and activating the key audience, from an outside perspective.

We develop ~~between~~ three to five key messages and supporting talking points, depending on the amount of information we glean from the interviews and messaging session, ~~with supporting talking points, that we present to [CLIENT NAME] in an in-person meeting. During this meeting, we~~ We then host an in-person meeting with [CLIENT NAME] to present and discuss how and why we selected the final messages for review. ~~We~~ incorporate any feedback provided to-by [CLIENT NAME] COR and team, and resubmit for internal review and approval. Based on our current knowledge and online research, we believe potential key messages are:

- o XXXXXXXXX
- o XXXXXXXXX
- o XXXXXXXXX

At times during the messaging exercise, members of an agency's leadership team believe the message should be based on their own perspective, ~~however~~ However, because of our research and interviews with internal and external stakeholders, we may recommend something that is not in line with ~~that~~ what they believe. We always recommend what we believe is in the best interest of our clients, ~~and rely on the [CLIENT NAME] COR and team that if~~ If this type of situation

Commented [CDP1]: Examples of target audiences have been given only a few sentences earlier. Additional samples are not needed here. If you prefer to list samples here, I would remove them above.

Commented [CDP2]: I don't think you need any emphasis on either "mini interviews" or "messaging session", but I understand if you choose to keep the emphasis. That being the case, I recommend italics for emphasis instead of bold, per CMOS.

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presents itself, we ~~are able to~~will talk through any internal concerns with the [CLIENT NAME] COR and team to come to an agreed upon solution. We are frequently able to mitigate any undue stress in this process by incorporating certain language or information into supporting talking points that accompany the overall agency message.

