

ENGLISH FOR WORK / STRATEGY / CREATIVE WORK / MEASURABLE OUTCOMES

Marketing English

Build a sharper brief. Defend the evidence. Make the message work.



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Eight practical lessons. Eleven extended conversations.

Vocabulary, phrase banks, guided speaking, and explained answers.

Revised 2026 edition / Upper-intermediate to advanced

Your route through the book

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Narrow an audience brief while distinguishing the daily user, purchasing role, and evidence of need.

02 Positioning, Messaging, Brand Voice, and Proof, page 16

Negotiate a compelling comparative message without extending the comparison beyond the test.

03 Campaign Briefs, GTM Planning, and Cross-Functional Alignment, page 29

Resolve ownership and release dependencies while separating a target date from authorization.

04 Content, SEO, Thought Leadership, and Editorial Judgment, page 40

Give precise editorial feedback when a search-led article fails to deliver its stated promise.

05 Paid Media, Performance Marketing, and Attribution, page 52

Explain reported performance while resisting an unsupported claim of incremental impact.

06 Lifecycle, CRM, Email, Marketing Ops, and Sales Handoff, page 64

Clarify lifecycle status and routing rules without turning activity records into invented buying intent.

07 Analytics, Experimentation, Funnel Reporting, and Executive Readouts, page 79

Present absolute and relative differences while keeping statistical and commercial conclusions separate.

08 Compliance, Privacy, Claims, Influencers, Brand Safety, and Crisis Response, page 89

Coordinate a publication hold, preserve review evidence, and communicate only verified status.

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Suggested study range: B2-C1. This is an editorial study range, not a certified proficiency assessment.

Persuasive does not mean imprecise.

Marketing conversations move between creative possibility and commercial accountability. You may need to challenge a favorite headline, translate a dashboard, or stop a scheduled post. These cases give you the facts and language to stay constructive while making the limits unmistakable.

Name the decision

A channel list is not an audience strategy, and a launch date is not an approved brief. Identify the decision the meeting must produce before debating execution.

"Are we deciding whom to reach, what to promise, or which version to release?"

Keep the comparison attached

Words such as faster, higher, and better need a comparison and a measurement basis. Removing the qualifier can change the meaning of the claim.

"The test compared this version with our previous version, not with competitors."

Give feedback a usable object

Describe the audience need, wording, evidence, or delivery requirement that needs revision. Separate a personal preference from a condition for approval.

"The opening promises instructions, but the body only announces a product."

Separate credit from cause

Reporting systems assign credit under rules. A rise after a campaign change is an observation; a defensible causal conclusion needs more than timing.

"The campaign and the discount changed together, so this report cannot isolate their effects."

Professional boundaries

Fictional English-language practice, not legal advice or a promise of campaign results. Legal requirements, platform policies, and data permissions depend on context and location. Obtain current qualified review for actual claims, audience data, disclosures, and publication decisions.

A Read the situation

LESSON 01 / MARKETING STRATEGY: AUDIENCE, INSIGHT, PROBLEM, OUTCOME

Narrow an audience brief while distinguishing the daily user, purchasing role, and evidence of need.

The scheduling tool with an audience of everyone

A scheduling-software brief names the audience as "everyone who works in an office." Six exploratory interviews with operations coordinators at small agencies describe repeated calendar checking. No research with purchasing managers has been completed. The proposed campaign invites coordinators to book a workflow demonstration. A draft slide calls those six interviews proof of market-wide demand. Strategist Mira and product marketer Owen must revise the brief without inventing buyer research or promising that a demonstration request will become a sale.

People: Mira, Marketing strategist; Owen, Product marketer.

Read the record

Choose one answer per question using the facts above.

1. Who was actually interviewed?

- A.** Six operations coordinators at small agencies
- B.** Six purchasing managers at large companies
- C.** All office workers using scheduling software
- D.** Six coordinators and their purchasing managers

2. What does the proposed campaign ask people to do?

- A.** Book a workflow demonstration
- B.** Approve a purchase contract
- C.** Complete a paid migration
- D.** Submit a procurement policy

3. Which conclusion exceeds the evidence?

- A.** The interviews prove market-wide demand
- B.** The interviews suggest a calendar-checking problem
- C.** Buyer research remains incomplete
- D.** A focused audience needs a clearer brief

[Answers and explanations, page 113](#)

B Vocabulary in use

CORE TERMS

target audience

The people a particular communication is intended to reach.

define the target audience

ideal customer profile

A description of organizations or customers considered a strong fit.

refine the ideal customer profile

end user

The person who uses the product in practice.

interview the end user

buying committee

The group influencing or deciding an organizational purchase.

map the buying committee

customer insight

An interpretation that explains a meaningful customer pattern.

develop a customer insight

use case

A concrete situation in which a product serves a need.

define the primary use case

market segment

A group distinguished by relevant shared needs or characteristics.

prioritize a market segment

buyer persona

A research-informed representation of a purchasing role.

validate a buyer persona

economic buyer

The role controlling the relevant purchasing budget.

identify the economic buyer

pain point

A specific problem the audience experiences.

substantiate a pain point

jobs to be done

A framework focused on the progress people seek in a situation.

frame the job to be done

value proposition

The relevant benefit and reason to choose an offering.

sharpen the value proposition

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

target audience TARGET AUDIENCE

define the target audience

Keep the meaning precise: The people a particular communication is intended to reach.

economic buyer ECONOMIC BUYER

identify the economic buyer

Keep the meaning precise: The role controlling the relevant purchasing budget.

B Precision and professional shorthand

EXTEND YOUR RANGE

demand signal

Evidence suggesting interest or need, with limits.

evaluate a demand signal

sample bias

Distortion arising from who is included in a sample.

acknowledge sample bias

decision criterion

A factor used to compare possible purchases.

clarify the decision criteria

addressable market

The market that could be served under a specified definition.

define the addressable market

campaign objective

The particular outcome a campaign is intended to achieve.

agree the campaign objective

leading indicator

A measure that may precede a later outcome.

monitor a leading indicator

qualitative research

Research examining experiences and meaning rather than only numerical estimates.

synthesize qualitative research

purchase trigger

An event or condition prompting buying consideration.

identify a purchase trigger

barrier to adoption

A condition that makes initial or continued use harder.

investigate a barrier to adoption

penetration

Adoption or participation relative to a defined market base.

estimate market penetration

conversion action

The defined behavior counted as a conversion.

specify the conversion action

research hypothesis

A testable proposition that still requires evidence.

state a research hypothesis

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

value proposition VALUE PROPOSITION

sharpen the value proposition

Keep the meaning precise: The relevant benefit and reason to choose an offering.

decision criterion DECISION CRITERION

clarify the decision criteria

Keep the meaning precise: A factor used to compare possible purchases.

Phrases that move the work forward

Narrow the decision

For this campaign, which role are we trying to reach first?

Separate the roles

The daily user may not control the purchasing budget.

Name the problem

Repeated calendar checking is the reported friction.

Request missing evidence

We still need to understand the purchasing manager's criteria.

Test the premise

We should label the buyer assumption as a hypothesis.

Avoid a false trade-off

A focused first campaign does not rule out other segments later.

Check the wording

Does the slide distinguish what people said from our interpretation?

Separate outcomes

A demonstration request is not the same as a completed sale.

Preserve the research

The interviews involved six coordinators, not the entire office market.

Define the action

We want qualified coordinators to book a workflow demonstration.

Limit the inference

That is an exploratory signal, not proof of market-wide demand.

Close with scope

Let us revise the audience, evidence statement, and conversion action.

Clarify the benefit

Which part of the current workflow would the demonstration address?

Define qualification

We need an agreed meaning of qualified before reporting those requests.

Locate the barrier

What prevents the user from trying the workflow?

Preserve uncertainty

We have a useful starting point, with buyer research still open.

Precision in real exchanges

Purpose: Define the action

Useful wording: We want qualified coordinators to book a workflow demonstration.

Purpose: Name the problem

Useful wording: Repeated calendar checking is the reported friction.

D Choose the response that fits

Choose one response for each situation. Preserve the facts, the decision boundary, and the purpose of the exchange.

1. Which revision preserves the research correctly?

- A.** Purchasing managers confirmed calendar checking as their main criterion.
- B.** The interviews established the total addressable market.
- C.** Six interviewed coordinators described repeated calendar checking.
- D.** Office workers consistently demand a scheduling purchase.

2. Which question distinguishes use from purchasing authority?

- A.** Who uses the tool, and who controls the purchasing budget?
- B.** Which coordinator reported the most frequent calendar checks?
- C.** Which demonstration format received the most requests?
- D.** Which channel reaches the largest number of agency staff?

3. A colleague needs the term for this meaning: A research-informed representation of a purchasing role. Which term fits?

- A.** sample bias
- B.** campaign objective
- C.** buyer persona
- D.** customer insight

D Choose the response that fits / continued

4. Rebuild the exchange from "The scheduling tool with an audience of everyone".
Mira: "Then the slide saying we have proved market-wide demand goes further than the research. Could we keep the finding but change its scope?" Owen: [missing response] Mira: "What are the coordinators actually struggling with? Give the creative team a concrete moment to show, not just the word scheduling." Which response belongs in the gap?

- A.** Call it the initial market segment. It is a focused campaign choice based on the evidence available, not a permanent boundary around the entire business.
- B.** They spoke as the end user. We have not interviewed purchasing managers, so I cannot claim that the interviews establish who controls the budget.
- C.** The clearest target audience is operations coordinators at small agencies. Six interviews described repeated calendar checking when colleagues tried to find a meeting time.
- D.** Yes. We have an exploratory demand signal, not a market estimate. I will keep the sample description next to the finding in the revised brief.

[Answers and explanations, page 113](#)

One useful distinction

An audience is not necessarily the buyer, and the buyer is not necessarily the person using the product daily. "Coordinators report repeated calendar checking" preserves the actual sample. "Office workers demand our product" changes both the population and the strength of the finding.

Conversation

The scheduling tool with an audience of everyone

The scheduling tool with an audience of everyone

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

target audience / conversion action / research hypothesis / buyer persona /
leading indicator / end user / market segment / pain point / demand signal /
value proposition

- 01 **Mira:** The brief says everyone who works in an office. I understand the ambition, but which person should recognize their own problem in the first campaign?
- 02 **Owen:** The clearest ¹ _____ is operations coordinators at small agencies. Six interviews described repeated calendar checking when colleagues tried to find a meeting time.
- 03 **Mira:** That gives us a starting point. Did those same people approve software purchases, or were they describing how they would use the product?
- 04 **Owen:** They spoke as the ² _____. We have not interviewed purchasing managers, so I cannot claim that the interviews establish who controls the budget.
- 05 **Mira:** Then the slide saying we have proved market-wide demand goes further than the research. Could we keep the finding but change its scope?
- 06 **Owen:** Yes. We have an exploratory ³ _____, not a market estimate. I will keep the sample description next to the finding in the revised brief.

E Conversation / continued

- 07 **Mira:** What are the coordinators actually struggling with? Give the creative team a concrete moment to show, not just the word scheduling.
- 08 **Owen:** The reported ⁴ _____ is repeated calendar checking. We should demonstrate that workflow rather than promise to remove every administrative burden across an agency.
- 09 **Mira:** Good. What would we ask the coordinator to do after seeing the message? We need something more precise than engage with the brand.
- 10 **Owen:** Book a workflow demonstration. That is the proposed ⁵ _____, but we still need agreed qualification criteria before calling every request a qualified opportunity.

Conversation continues on the next page.

The scheduling tool with an audience of everyone

CONVERSATION / CONTINUED

- 11 **Mira:** A demonstration may interest the user without answering the purchasing manager's questions. We should avoid building that missing research into a confident buyer story.
- 12 **Owen:** Agreed. Our ⁶ _____ remains incomplete. We can list the questions for research, but we should not invent purchasing priorities to make the brief look finished.
- 13 **Mira:** I expect someone will say the narrower audience limits growth. How can we explain this choice without suggesting that larger organizations will never matter?
- 14 **Owen:** Call it the initial ⁷ _____. It is a focused campaign choice based on the evidence available, not a permanent boundary around the entire business.
- 15 **Mira:** The creative team also wants a single sentence describing why this matters. Can that connect the workflow problem with a relevant product benefit?
- 16 **Owen:** Yes, but the ⁸ _____ should stay within demonstrated capabilities. A numerical time-saving claim would need its own evidence before we add it to the message.
- 17 **Mira:** And when the first requests arrive, we should not present the count as proof that the revenue target has already been reached.
- 18 **Owen:** Correct. It can serve as a ⁹ _____. We would still need to follow the requests through qualification and the actual purchasing process.
- 19 **Mira:** I will narrow the brief and change the call to action to a demonstration request. Send me the unanswered purchasing questions for the research brief.
- 20 **Owen:** I will label each unsupported buyer assumption as a ¹⁰ _____. That gives the next research round a clear purpose without weakening the evidence we already have.

CHECK THE GAPS

1. target audience / 2. end user / 3. demand signal / 4. pain point / 5. conversion action / 6. buyer persona / 7. market segment / 8. value proposition / 9. leading indicator / 10. research hypothesis

[Why these answers fit, page 114](#)

F Check accuracy and scope

The scheduling tool with an audience of everyone

Return to the case

A scheduling-software brief names the audience as "everyone who works in an office." Six exploratory interviews with operations coordinators at small agencies describe repeated calendar checking. No research with purchasing managers has been completed. The proposed campaign invites coordinators to book a workflow demonstration. A draft slide calls those six interviews proof of market-wide demand. Strategist Mira and product marketer Owen must revise the brief without inventing buyer research or promising that a demonstration request will become a sale.

Choose one answer per question. Use the case facts and keep any uncertainty or limits intact.

1. Which label fits the immediate campaign action?

- A. A verified long-term retention outcome
- B. A completed implementation
- C. A booked workflow demonstration
- D. An executed purchase agreement

2. Which response challenges the overclaim constructively?

- A. Replace the sample size with a larger target market estimate.
- B. Keep the insight, narrow its scope, and label the buyer assumption for research.
- C. Delete the research because six interviews have no use.
- D. Retain the claim until a purchasing manager objects.

[Answers and explanations, page 116](#)

Listen for the distinction

Switch roles. Stress the proposed demo-booking action and the buyer research still missing; keep a demonstration request separate from a sale.

Challenge the scope without dismissing the ambition

A broad ambition can coexist with a focused first campaign. Use "for this campaign" to narrow the decision rather than imply that no other customer matters. Asking whose problem the message solves is more productive than labeling the brief vague and stopping there.

F Say it / transfer to a new case

The user is not the purchaser

A workplace-learning product is used by employees, but the learning director approves the purchase. A campaign invites employees to try a sample lesson; no company contract has been signed.

Complete the four gaps. With a partner, read alternate roles, then switch. Studying alone, read both roles and pause before each response.

WORD AND PHRASE BANK

action / users / decision / contract

- 01 **Strategist:** Employees are the daily ¹ _____.
- 02 **Marketer:** The learning director controls the purchasing ² _____.
- 03 **Strategist:** Trying a sample is the campaign's immediate ³ _____.
- 04 **Marketer:** We must not report that trial as a signed ⁴ _____.

CHECK THE GAPS

1. users / 2. decision / 3. action / 4. contract

[Why these answers fit, page 116](#)

F Say it / transfer to a new case / continued

Rebuild the exchange

Choose the missing response. Read the completed three-turn exchange aloud, changing roles on the second reading.

1. Rebuild the exchange from "The scheduling tool with an audience of everyone". Mira: "I expect someone will say the narrower audience limits growth. How can we explain this choice without suggesting that larger organizations will never matter?" Owen: [missing response] Mira: "The creative team also wants a single sentence describing why this matters. Can that connect the workflow problem with a relevant product benefit?" Which response belongs in the gap?

- A.** They spoke as the end user. We have not interviewed purchasing managers, so I cannot claim that the interviews establish who controls the budget.
- B.** Call it the initial market segment. It is a focused campaign choice based on the evidence available, not a permanent boundary around the entire business.
- C.** The clearest target audience is operations coordinators at small agencies. Six interviews described repeated calendar checking when colleagues tried to find a meeting time.
- D.** Yes. We have an exploratory demand signal, not a market estimate. I will keep the sample description next to the finding in the revised brief.

[Answers and explanations, page 117](#)

A Read the situation

LESSON 02 / POSITIONING, MESSAGING, BRAND VOICE, AND PROOF

Negotiate a compelling comparative message without extending the comparison beyond the test.

A headline that outruns its evidence

A draft headline calls a scheduling tool "the fastest tool on the market." The only evidence is an internal test in which the current version completed one defined calendar-import task in 40 seconds; the previous version took 50 seconds under the same stated conditions. No competitors were tested, and no independent validation has occurred. Brand lead Tessa and product marketer Arun must revise the headline and its supporting explanation before the reviewer can assess the complete advertisement.

People: Tessa, Brand lead; Arun, Product marketer.

Read the record

Choose one answer per question using the facts above.

1. What was the actual comparator?

- A. Every competing scheduling tool
- B. An independently ranked market leader
- C. The average customer's full working day
- D. The previous version of the same product

2. What time reduction does the supplied test show?

- A. 50 seconds, or 100% of the previous 50 seconds
- B. 10 seconds, or 20% of the previous 50 seconds
- C. 10 seconds, or 25% of the previous 50 seconds
- D. 40 seconds, or 80% of the previous 50 seconds

3. Which statement is unsupported?

- A. No competitor testing is supplied
- B. The product is the fastest on the market
- C. The recorded task took 40 seconds in the current version
- D. The previous version took 50 seconds in the test

[Answers and explanations, page 118](#)

B Vocabulary in use

CORE TERMS

positioning

How an offering is framed relative to audience needs and alternatives.

clarify the positioning

headline

The main line introducing an advertisement or article.

revise the headline

proof point

Specific evidence supporting a proposition.

attach a proof point

comparative claim

A statement comparing an offering with something else.

qualify a comparative claim

comparator

The product, group, or baseline used for comparison.

identify the comparator

benchmark

A reference measure or defined test for comparison.

document the benchmark

message hierarchy

The order of importance assigned to communication points.

build a message hierarchy

supporting copy

Text developing or qualifying the main message.

align the supporting copy

substantiation

Evidence that supports an objective advertising claim.

review claim substantiation

superlative

A strongest-ranking expression such as fastest or largest.

challenge an unsupported superlative

test conditions

The circumstances under which a test was conducted.

disclose relevant test conditions

claim scope

The range of circumstances a claim purports to cover.

narrow the claim scope

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

positioning POSITIONING

clarify the positioning

Keep the meaning precise: How an offering is framed relative to audience needs and alternatives.

substantiation SUBSTANTIATION

review claim substantiation

Keep the meaning precise: Evidence that supports an objective advertising claim.

B Precision and professional shorthand

EXTEND YOUR RANGE

qualifier

Wording that limits or specifies a statement's meaning.

retain the necessary qualifier

brand voice

The relatively consistent verbal personality of a brand.

preserve the brand voice

reason to believe

Support that makes a promised benefit credible.

supply a reason to believe

benefit statement

Wording describing a useful outcome for the audience.

sharpen the benefit statement

message architecture

An organized structure of core and supporting messages.

maintain the message architecture

copy review

Assessment of wording and its implications before use.

complete the copy review

net impression

The overall message an audience takes from an advertisement.

review the net impression

tone

The attitude expressed in a specific communication.

adjust the tone

differentiator

A relevant feature or benefit distinguishing an offering.

substantiate the differentiator

feature claim

A statement about a product's capability or characteristic.

verify a feature claim

creative territory

A broad conceptual direction for creative work.

explore a creative territory

approval status

The recorded state of an item's review and authorization.

confirm the approval status

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

claim scope CLAIM SCOPE

narrow the claim scope

Keep the meaning precise: The range of circumstances a claim purports to cover.

reason to believe REASON TO BELIEVE

supply a reason to believe

Keep the meaning precise: Support that makes a promised benefit credible.

Phrases that move the work forward

Recognize the aim

The line creates energy, but its comparison is broader than the test.

Bound the result

The task took 40 seconds rather than 50 in this internal test.

Reject the extension

We have no competitor evidence for a market-wide ranking.

Preserve the context

Keep the task and conditions with the claim.

Separate style and fact

We can keep a confident tone without adding an unsupported superlative.

Avoid shorthand

I would say reduced task time, not simply faster everywhere.

Mark the version

Please attach the exact tested build and test record.

Clarify authority

This is proposed wording, not final clearance.

Name the comparator

We tested the current version against our previous version.

State the calculation

That is a 20% reduction in the measured task time.

Offer a revision

Let us build the message around the specific tested improvement.

Close with review

The complete revised advertisement still needs approval.

Check the impression

Would a reader infer a broader performance promise?

Name the evidence gap

Independent validation is not part of the supplied evidence.

Protect the benefit

The useful story is the improvement in this defined workflow.

Request a decision

Can we agree the proposition before polishing the headline?

Precision in real exchanges

Purpose: State the calculation

Useful wording: That is a 20% reduction in the measured task time.

Purpose: Reject the extension

Useful wording: We have no competitor evidence for a market-wide ranking.

D Choose the response that fits

Choose one response for each situation. Preserve the facts, the decision boundary, and the purpose of the exchange.

1. Which claim most closely matches the supplied measurement?

- A.** The current version is independently verified as fastest.
- B.** The defined task took 20% less time than in the previous version under the test conditions.
- C.** The product saves every user 20% of their working time.
- D.** The product is 20% quicker than all competing tools.

2. Which sentence uses *by* and *to* accurately?

- A.** Task time fell to 10 seconds from 40 seconds.
- B.** Task time fell by 20 seconds to 50 seconds.
- C.** Task time fell by 10 seconds to 40 seconds.
- D.** Task time fell by 40 seconds to 10 seconds.

3. A colleague needs the term for this meaning: Text developing or qualifying the main message. Which term fits?

- A.** supporting copy
- B.** comparator
- C.** message architecture
- D.** brand voice

D Choose the response that fits / continued

4. Rebuild the exchange from "A headline that outruns its evidence". Tessa: "That is twenty percent less task time, using fifty as the original base. I would avoid saying customers save twenty percent of their day." Arun: [missing response] Tessa: "Could the headline simply say twenty percent faster and leave the explanation underneath? I am concerned that we are losing the useful benefit." Which response belongs in the gap?

- A.** That gives us a concrete proof point. I will attach the test record so the reviewer can check the exact task, build, and conditions behind the wording.
- B.** Right. The claim scope should cover that task and comparison. It does not cover every workflow, every customer, or every configuration in which the product might run.
- C.** It would imply evidence we do not have. Internal copy approval does not become independent substantiation of the test result. We should describe the evidence as internal.
- D.** Not automatically. The net impression could still be a market-wide ranking. We need the reviewer to assess the whole advertisement, rather than assume an asterisk fixes the headline.

[Answers and explanations, page 118](#)

One useful distinction

Time falls 20%: $(50 - 40) / 50$. The reciprocal task rate rises 25%: $(50 / 40) - 1$. State the measured quantity, task, comparator and conditions rather than using ambiguous faster wording. Neither calculation establishes a market ranking or every customer workflow.

E Conversation

A headline that outruns its evidence

A headline that outruns its evidence

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

proof point / comparator / claim scope / brand voice / net impression / supporting copy
/ substantiation / qualifier / benchmark / approval status

- 01 **Tessa:** The creative team likes the fastest tool on the market. It is short and energetic, but I want to check exactly what supports it.
- 02 **Arun:** The available ¹ _____ is our previous version. We tested one calendar-import task, and we have not tested competing tools or obtained independent validation.
- 03 **Tessa:** So fastest on the market suggests a ranking we have not established. What numbers can we actually put behind a narrower statement?
- 04 **Arun:** The ² _____ recorded fifty seconds for the previous version and forty for the current one under the same stated conditions. The difference is ten seconds.
- 05 **Tessa:** That is twenty percent less task time, using fifty as the original base. I would avoid saying customers save twenty percent of their day.
- 06 **Arun:** Right. The ³ _____ should cover that task and comparison. It does not cover every workflow, every customer, or every configuration in which the product might run.

E Conversation / continued

- 07 **Tessa:** Could the headline simply say twenty percent faster and leave the explanation underneath? I am concerned that we are losing the useful benefit.
- 08 **Arun:** I would retain the measurement in the ⁴ _____ and develop a headline that does not change it. Less time for this task is clearer than an unqualified speed promise.
- 09 **Tessa:** The team may suggest putting a small asterisk after fastest. Would that solve the problem if the footnote names our previous version?
- 10 **Arun:** Not automatically. The ⁵ _____ could still be a market-wide ranking. We need the reviewer to assess the whole advertisement, rather than assume an asterisk fixes the headline.

Conversation continues on the next page.

A headline that outruns its evidence

CONVERSATION / CONTINUED

- 11 **Tessa:** I accept that fastest on the market goes too far. Can we give the writer a sharper direction than simply adding another footnote?
- 12 **Arun:** We can preserve the ⁶ _____. The confidence can come from a specific improvement and clear evidence, without the unsupported claim that no competitor is quicker.
- 13 **Tessa:** Then let us agree the proposition first: the new version reduced the measured calendar-import time compared with our old version in this test.
- 14 **Arun:** That gives us a concrete ⁷ _____. I will attach the test record so the reviewer can check the exact task, build, and conditions behind the wording.
- 15 **Tessa:** Can we call the result independently verified once the reviewer checks the copy, or would that imply a different kind of testing?
- 16 **Arun:** It would imply evidence we do not have. Internal copy approval does not become independent ⁸ _____ of the test result. We should describe the evidence as internal.
- 17 **Tessa:** I will ask for two tighter headline options around that proposition. Neither should suggest a universal benefit or comparison with the entire market.
- 18 **Arun:** And each necessary ⁹ _____ must stay visible where it matters. Otherwise the shorter version may communicate something different from the result we actually measured.
- 19 **Tessa:** I will ask for two new headlines and a complete mock-up. Keep the current version out of the release folder until the reviewer has seen it.
- 20 **Arun:** Exactly. I will mark its ¹⁰ _____ as pending and keep the evidence attached. We should not release a fragment just because we agreed on the direction today.

CHECK THE GAPS

1. comparator / 2. benchmark / 3. claim scope / 4. supporting copy / 5. net impression / 6. brand voice / 7. proof point / 8. substantiation / 9. qualifier / 10. approval status

[Why these answers fit, page 119](#)

F Check accuracy and scope

A headline that outruns its evidence

Return to the case

A draft headline calls a scheduling tool "the fastest tool on the market." The only evidence is an internal test in which the current version completed one defined calendar-import task in 40 seconds; the previous version took 50 seconds under the same stated conditions. No competitors were tested, and no independent validation has occurred. Brand lead Tessa and product marketer Arun must revise the headline and its supporting explanation before the reviewer can assess the complete advertisement.

Choose one answer per question. Use the case facts and keep any uncertainty or limits intact.

1. What does the proposed revised wording still require?

- A. Only a footnote naming the previous product version
- B. Only the creative team's agreement on the tone
- C. Review of the complete advertisement and supporting evidence
- D. Only confirmation that ten divided by fifty equals twenty percent

2. Which feedback is most useful?

- A. Keep the superlative and explain it only after publication.
- B. Describe the internal test as independent to improve trust.
- C. Preserve the benefit, but narrow the comparator and task scope.
- D. Remove all benefits because comparison is impossible.

[Answers and explanations, page 121](#)

Listen for the distinction

Switch roles. Keep the internal task test distinct from independent validation and competitor ranking; retain the need to review the full advertisement.

Defend the proposition, not a favorite adjective

Creative review can feel personal when a team has invested in a line. Acknowledge the intended effect, name the evidence problem, and propose a narrower proposition. This keeps the discussion about the communication task rather than the writer's ability or enthusiasm.

F Say it / transfer to a new case

A larger sample, not a wider claim

A packaging team tests one box design with 80 participants. Sixty choose it over the old design. No competing brands appear, and the sample is not established as representative.

Complete the four gaps. With a partner, read alternate roles, then switch. Studying alone, read both roles and pause before each response.

WORD AND PHRASE BANK

seventy-five / sample / leadership / comparator

- 01 **Researcher:** Sixty out of eighty is ¹ _____ percent.
- 02 **Marketer:** The ² _____ was our old design.
- 03 **Researcher:** Keep the participant ³ _____ attached to the result.
- 04 **Marketer:** We cannot call this proof of market ⁴ _____.

CHECK THE GAPS

1. seventy-five / 2. comparator / 3. sample / 4. leadership

[Why these answers fit, page 121](#)

Rebuild the exchange

Choose the missing response. Read the completed three-turn exchange aloud, changing roles on the second reading.

1. Rebuild the exchange from "A headline that outruns its evidence". Tessa: "Then let us agree the proposition first: the new version reduced the measured calendar-import time compared with our old version in this test." Arun: [missing response] Tessa: "Can we call the result independently verified once the reviewer checks the copy, or would that imply a different kind of testing?" Which response belongs in the gap?

- A.** That gives us a concrete proof point. I will attach the test record so the reviewer can check the exact task, build, and conditions behind the wording.
- B.** Not automatically. The net impression could still be a market-wide ranking. We need the reviewer to assess the whole advertisement, rather than assume an asterisk fixes the headline.
- C.** It would imply evidence we do not have. Internal copy approval does not become independent substantiation of the test result. We should describe the evidence as internal.
- D.** Right. The claim scope should cover that task and comparison. It does not cover every workflow, every customer, or every configuration in which the product might run.

[Answers and explanations, page 122](#)

Review 1 / Meaning and context

Use language from the lessons you have completed. Choose one answer per question.

Case file

Revisit "Marketing Strategy: Audience, Insight, Problem, Outcome" and "Positioning, Messaging, Brand Voice, and Proof". Choose precise terminology, then reconstruct the missing responses using both neighboring turns. The final two questions also revisit earlier conversations.

1. A colleague needs the term for this meaning: A description of organizations or customers considered a strong fit. Which term fits?

- A. ideal customer profile
- B. pain point
- C. qualitative research
- D. penetration

2. A colleague needs the term for this meaning: A strongest-ranking expression such as fastest or largest. Which term fits?

- A. superlative
- B. positioning
- C. qualifier
- D. benefit statement

3. Rebuild the exchange from "The scheduling tool with an audience of everyone". Mira: "Good. What would we ask the coordinator to do after seeing the message? We need something more precise than engage with the brand." Owen: [missing response] Mira: "A demonstration may interest the user without answering the purchasing manager's questions. We should avoid building that missing research into a confident buyer story." Which response belongs in the gap?

- A. The reported pain point is repeated calendar checking. We should demonstrate that workflow rather than promise to remove every administrative burden across an agency.
- B. The clearest target audience is operations coordinators at small agencies. Six interviews described repeated calendar checking when colleagues tried to find a meeting time.
- C. They spoke as the end user. We have not interviewed purchasing managers, so I cannot claim that the interviews establish who controls the budget.
- D. Book a workflow demonstration. That is the proposed conversion action, but we still need agreed qualification criteria before calling every request a qualified opportunity.

Review 1 / Meaning and context / continued

4. Rebuild the exchange from "A headline that outruns its evidence". Tessa: "I will ask for two tighter headline options around that proposition. Neither should suggest a universal benefit or comparison with the entire market." Arun: [missing response] Tessa: "I will ask for two new headlines and a complete mock-up. Keep the current version out of the release folder until the reviewer has seen it." Which response belongs in the gap?

- A.** And each necessary qualifier must stay visible where it matters. Otherwise the shorter version may communicate something different from the result we actually measured.
- B.** We can preserve the brand voice. The confidence can come from a specific improvement and clear evidence, without the unsupported claim that no competitor is quicker.
- C.** The available comparator is our previous version. We tested one calendar-import task, and we have not tested competing tools or obtained independent validation.
- D.** The benchmark recorded fifty seconds for the previous version and forty for the current one under the same stated conditions. The difference is ten seconds.

[Answers and explanations, page 153](#)

A Read the situation

LESSON 03 / CAMPAIGN BRIEFS, GTM PLANNING, AND CROSS-FUNCTIONAL ALIGNMENT

Resolve ownership and release dependencies while separating a target date from authorization.

A launch date without a launch-ready brief

A campaign is targeted for Monday. The calendar lists email, paid social, and a landing page, but the audience, approved message, and success measure are missing from the shared brief. Designer Ben has prepared a layout with placeholder copy. Campaign manager Priya owns the brief; the product lead owns message approval, and the operations lead owns tracking checks. No paid placement is booked. Priya and Ben must agree the sequence and handoff conditions without presenting Monday as an unconditional release commitment.

People: Priya, Campaign manager; Ben, Designer.

Read the record

Choose one answer per question using the facts above.

1. Who owns the shared brief?

- A. Priya, the campaign manager
- B. Ben, because he prepared the layout
- C. The operations lead, because tracking is required
- D. Every channel owner with no single accountable person

2. Which work has actually been prepared?

- A. A layout containing placeholder copy
- B. A fully approved landing page
- C. A booked paid-media placement
- D. A final measurement report

3. How should Monday be described?

- A. The final performance-reporting deadline
- B. A target date subject to unresolved release conditions
- C. An unconditional public commitment
- D. The date all reviewers have already approved

[Answers and explanations, page 123](#)

B Vocabulary in use

CORE TERMS

go-to-market plan

A coordinated plan for bringing an offering to its intended market.

align the go-to-market plan

deliverable

A specified output that a person or team must supply.

define the deliverable

critical path

The sequence of dependent tasks that determines earliest completion.

identify the critical path

launch readiness

The state of meeting the conditions required for release.

assess launch readiness

sign-off

Recorded approval by the relevant responsible person.

obtain message sign-off

version control

Management of revisions so the current approved version is identifiable.

apply version control

campaign brief

A shared statement of audience, objective, message, and delivery requirements.

complete the campaign brief

dependency

Something that must be available for another task to proceed.

resolve a dependency

workback schedule

A timeline planned backward from a target date.

build a workback schedule

go/no-go decision

A decision to proceed with or stop a planned release.

hold the go/no-go review

single source of truth

The agreed authoritative location for current information.

maintain a single source of truth

asset specification

Requirements such as format, dimensions, or file type for an asset.

confirm the asset specification

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

go-to-market plan **GO-TO-MARKET PLAN**

align the go-to-market plan

Keep the meaning precise: A coordinated plan for bringing an offering to its intended market.

workback schedule **WORKBACK SCHEDULE**

build a workback schedule

Keep the meaning precise: A timeline planned backward from a target date.

B Precision and professional shorthand

EXTEND YOUR RANGE

creative brief

Direction for developing a specific creative response.

refine the creative brief

media booking

A commitment reserving advertising inventory.

confirm the media booking

UTM parameter

A tagged URL field used to identify campaign traffic sources.

standardize UTM parameters

handoff

Transfer of work with the context required for the next owner.

prepare a complete handoff

RACI matrix

A map of responsible, accountable, consulted, and informed roles.

clarify roles in a RACI matrix

change request

A proposed alteration to an agreed deliverable or plan.

document the change request

channel mix

The combination of communication channels selected.

agree the channel mix

tracking plan

A description of events and identifiers used to measure behavior.

validate the tracking plan

acceptance criterion

A defined condition a deliverable must meet.

set acceptance criteria

approver

The person authorized to accept a particular deliverable.

identify the approver

scope creep

Expansion of work beyond the agreed scope without corresponding agreement.

flag scope creep

contingency

An alternative action prepared for a possible disruption.

agree a launch contingency

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

asset specification ASSET SPECIFICATION

confirm the asset specification

Keep the meaning precise: Requirements such as format, dimensions, or file type for an asset.

UTM parameter UTM PARAMETER

standardize UTM parameters

Keep the meaning precise: A tagged URL field used to identify campaign traffic sources.

Phrases that move the work forward

Name the gap

The calendar has channels and a date, but the brief is incomplete.

Assign the owner

I own the brief; the product lead owns message approval.

Protect the work

You can check dimensions now without finalizing the copy.

Qualify the date

Monday remains the target, subject to the release conditions.

Request a measure

Which defined behavior will count as campaign success?

Avoid false completion

A placeholder is not approved wording.

Control revisions

Route a new message through the change request.

Separate booking

No placement has been booked, so do not report a confirmed reservation.

Separate readiness

The layout is ready for discussion, not for publication.

Specify the dependency

Final creative depends on the audience and approved message.

Define the handoff

Please use the approved version linked from the shared brief.

Close with conditions

We need message sign-off and tracking checks before go/no-go.

Keep one record

Let us record decisions in the shared brief.

Describe the impact

A late message change will affect layout and review time.

Confirm the next owner

Who receives the asset after the review is complete?

Summarize the sequence

Brief first, then final creative, checks, and release authorization.

Precision in real exchanges

Purpose: Specify the dependency

Useful wording: Final creative depends on the audience and approved message.

Purpose: Protect the work

Useful wording: You can check dimensions now without finalizing the copy.

D Choose the response that fits

Choose one response for each situation. Preserve the facts, the decision boundary, and the purpose of the exchange.

1. Which update correctly describes the design state?

- A.** All channel assets have completed sign-off.
- B.** A layout exists, but it still contains placeholder copy.
- C.** Creative is approved because the layout exists.
- D.** The landing page is published but unmeasured.

2. Which sequence fits the dependencies?

- A.** Approve performance, choose a metric, then draft the message.
- B.** Finalize every asset before identifying the message approver.
- C.** Complete the brief, finalize creative, check requirements, then authorize release.
- D.** Book all media, release placeholders, then define the audience.

3. A colleague needs the term for this meaning: Something that must be available for another task to proceed. Which term fits?

- A.** sign-off
- B.** dependency
- C.** RACI matrix
- D.** media booking

D Choose the response that fits / continued

4. Rebuild the exchange from "A launch date without a launch-ready brief". Priya: "What can you keep moving now? I want to protect useful preparation while I sort out the audience and objective, without sending temporary content into production." Ben: [missing response] Priya: "Good. I also need to explain what could move Monday before Sales makes a customer promise. How should we show the time still needed?" Which response belongs in the gap?

- A.** I can verify each asset specification: dimensions, formats and channel requirements. I'll keep the placeholder label on the text and leave these drafts out of the release folder.
- B.** A layout with temporary copy, not final creative. I still need the campaign brief to identify the audience, approved message and the action we're asking people to take.
- C.** Let's use a workback schedule with message approval, layout revision and review before release. I'll supply the design time rather than guess that everything fits after approval arrives.
- D.** The approved message is a dependency for my final layout. If the wording changes length or emphasis, I may need to rework more than a single headline.

[Answers and explanations, page 123](#)

One useful distinction

A target expresses an intended date; a commitment adds an agreed obligation. Ready for review differs from approved for release. List the conditions explicitly so that a shared calendar does not become mistaken evidence of completed approval.

E Conversation

A launch date without a launch-ready brief

A launch date without a launch-ready brief

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

campaign brief / sign-off / handoff / workback schedule / dependency /
go/no-go decision / change request / tracking plan / single source of truth /
asset specification

- 01 **Priya:** Sales has Monday in its calendar for email, paid social and the landing page. Before I confirm anything, what is actually ready on your side?
- 02 **Ben:** A layout with temporary copy, not final creative. I still need the ¹ _____ to identify the audience, approved message and the action we're asking people to take.
- 03 **Priya:** I'll complete that document. The product lead approves the message; operations owns tracking checks. I'll list those responsibilities beside the missing inputs so we know whom to ask.
- 04 **Ben:** The approved message is a ² _____ for my final layout. If the wording changes length or emphasis, I may need to rework more than a single headline.
- 05 **Priya:** What can you keep moving now? I want to protect useful preparation while I sort out the audience and objective, without sending temporary content into production.
- 06 **Ben:** I can verify each ³ _____: dimensions, formats and channel requirements. I'll keep the placeholder label on the text and leave these drafts out of the release folder.

Conversation / continued

- 07 **Priya:** Good. I also need to explain what could move Monday before Sales makes a customer promise. How should we show the time still needed?
- 08 **Ben:** Let's use a ⁴ _____ with message approval, layout revision and review before release. I'll supply the design time rather than guess that everything fits after approval arrives.
- 09 **Priya:** I'll add the success measure to the brief. We haven't decided whether the campaign should generate demo requests or another response, so the channel list isn't enough.
- 10 **Ben:** Then operations needs that decision for the ⁵ _____. Recording a page visit is not the same as confirming that someone completed the chosen request.

Conversation continues on the next page.

A launch date without a launch-ready brief

CONVERSATION / CONTINUED

- 11 **Priya:** I'll ask the product lead to approve a specific content version. A reply saying looks good will be difficult to use if several drafts are circulating.
- 12 **Ben:** Link that ⁶ _____ to the actual text. Otherwise I could apply the approval to a newer draft that the product lead has never seen.
- 13 **Priya:** Let's put the current brief, approved wording and open decisions in one shared place. Channel owners should not have to choose between conflicting email attachments.
- 14 **Ben:** That gives us a ⁷ _____. I'll link the final design from there, with its version, rather than send differently named copies to every team.
- 15 **Priya:** Suppose the offer changes after the layout is finished. Sales may still expect Monday. I need a way to explain the effect without guessing a new promise.
- 16 **Ben:** Log a ⁸ _____. I'll identify which assets and reviews are affected, then we can assess the date using that work instead of silently absorbing it.
- 17 **Priya:** No paid placement is booked yet, so there's no confirmed reservation to cancel. I'll keep Monday marked as a target while these release conditions remain open.
- 18 **Ben:** Yes. The ⁹ _____ follows the message approval and tracking checks. The calendar date itself can't stand in for those checks or authorize publication.
- 19 **Priya:** I'll update the brief today and seek the message decision. Please send the review time you need, and keep the current placeholder version clearly marked.
- 20 **Ben:** I will. The final ¹⁰ _____ will include the approved asset and its release context once those inputs are complete; today's layout is still preparation.

CHECK THE GAPS

1. campaign brief / 2. dependency / 3. asset specification / 4. workback schedule / 5. tracking plan / 6. sign-off / 7. single source of truth / 8. change request / 9. go/no-go decision / 10. handoff

[Why these answers fit, page 124](#)

F Check accuracy and scope

A launch date without a launch-ready brief

Return to the case

A campaign is targeted for Monday. The calendar lists email, paid social, and a landing page, but the audience, approved message, and success measure are missing from the shared brief. Designer Ben has prepared a layout with placeholder copy. Campaign manager Priya owns the brief; the product lead owns message approval, and the operations lead owns tracking checks. No paid placement is booked. Priya and Ben must agree the sequence and handoff conditions without presenting Monday as an unconditional release commitment.

Choose one answer per question. Use the case facts and keep any uncertainty or limits intact.

1. Who owns message approval under this brief?

- A. Ben as layout designer
- B. The operations lead as tracking owner
- C. The product lead
- D. Priya as shared-brief owner

2. Which statement keeps Monday accurate?

- A. Monday is guaranteed because the calendar contains it.
- B. Monday is canceled because one draft exists.
- C. Monday is approved once any team member agrees.
- D. Monday is our target; unresolved release conditions still need closure.

[Answers and explanations, page 126](#)

Listen for the distinction

Switch roles. Stress layout with placeholders, approved-message dependency and target date. Keep specifications work separate from publication readiness.

A blocker needs an owner and an effect

Saying "we are not aligned" leaves colleagues unsure what to do. Name the missing input, its owner, and the work it prevents. You can protect another team's time by explaining which preparation may continue and which deliverable is not yet ready for approval.

F Say it / transfer to a new case

One change, three affected assets

An approved campaign has an email, landing page, and social post. A revised offer has been proposed but not approved. All three assets currently show the old offer.

Complete the four gaps. With a partner, read alternate roles, then switch. Studying alone, read both roles and pause before each response.

WORD AND PHRASE BANK

consistent / approval / change / assets

- 01 **Manager:** The new offer is a proposed ¹ _____.
- 02 **Designer:** It affects all three campaign ² _____.
- 03 **Manager:** We need the relevant ³ _____ before release.
- 04 **Designer:** I will then check that every version is ⁴ _____.

CHECK THE GAPS

1. change / 2. assets / 3. approval / 4. consistent

[Why these answers fit, page 126](#)

Rebuild the exchange

Choose the missing response. Read the completed three-turn exchange aloud, changing roles on the second reading.

1. Rebuild the exchange from "A launch date without a launch-ready brief". Priya: "Let's put the current brief, approved wording and open decisions in one shared place. Channel owners should not have to choose between conflicting email attachments." Ben: [missing response] Priya: "Suppose the offer changes after the layout is finished. Sales may still expect Monday. I need a way to explain the effect without guessing a new promise." Which response belongs in the gap?

- A.** I can verify each asset specification: dimensions, formats and channel requirements. I'll keep the placeholder label on the text and leave these drafts out of the release folder.
- B.** The approved message is a dependency for my final layout. If the wording changes length or emphasis, I may need to rework more than a single headline.
- C.** A layout with temporary copy, not final creative. I still need the campaign brief to identify the audience, approved message and the action we're asking people to take.
- D.** That gives us a single source of truth. I'll link the final design from there, with its version, rather than send differently named copies to every team.

[Answers and explanations, page 127](#)

A Read the situation

LESSON 04 / CONTENT, SEO, THOUGHT LEADERSHIP, AND EDITORIAL JUDGMENT

Give precise editorial feedback when a search-led article fails to deliver its stated promise.

The how-to article that never gives instructions

An article targets the query "how to create a meeting agenda." Its title promises a practical guide, but the body announces a scheduling product and lists features. The content brief requires a usable agenda example and a sequence readers can follow without buying anything. Neither is in the draft. Editor Sofia and writer Ellis must restructure the article, retain only relevant product references, and check the example before publication. No ranking improvement or numerical traffic increase has been established.

People: Sofia, Content editor; Ellis, Content writer.

Read the record

Choose one answer per question using the facts above.

1. What task does the query indicate?

- A. Learning how to create a meeting agenda
- B. Reading a product-release announcement
- C. Comparing subscription prices
- D. Finding a company careers page

2. Which required elements are missing?

- A. A paid-media budget and conversion forecast
- B. A competitor ranking and an award badge
- C. An agenda example and a usable sequence
- D. A product-feature list and announcement

3. Which outcome cannot currently be promised?

- A. A revision to the article structure
- B. A check of the example before publication
- C. Removal of irrelevant product references
- D. A ranking improvement or traffic increase

[Answers and explanations, page 128](#)

B Vocabulary in use

CORE TERMS

search intent

The task or purpose behind a search query.

match search intent

informational intent

A search purpose focused on learning or solving a problem.

serve informational intent

keyword research

Investigation of search terms and the needs they represent.

conduct keyword research

SERP

Search engine results page, showing results for a query.

review the SERP

editorial angle

The specific perspective or approach of a piece.

refine the editorial angle

lead paragraph

The opening paragraph that establishes the piece's direction.

rewrite the lead paragraph

query

The words a person enters into a search system.

interpret the query

commercial intent

A search purpose involving evaluation of possible purchases.

distinguish commercial intent

search volume

An estimate of how often a term is searched in a defined period.

interpret search volume

content brief

Direction specifying an article's audience, purpose, scope, and requirements.

follow the content brief

outline

An ordered plan of a piece's sections.

revise the outline

subheading

A heading within a larger piece that organizes its sections.

write descriptive subheadings

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

search intent SEARCH INTENT

match search intent

Keep the meaning precise: The task or purpose behind a search query.

search volume SEARCH VOLUME

interpret search volume

Keep the meaning precise: An estimate of how often a term is searched in a defined period.

B Precision and professional shorthand

EXTEND YOUR RANGE

worked example

A completed example demonstrating how something is done.

include a worked example

internal link

A link connecting pages within the same site.

add a relevant internal link

metadata

Information describing or supporting a page outside its main body.

review page metadata

meta description

A page summary that a search engine may use in a snippet.

write a useful meta description

crawlability

The ability of a crawler to access page content.

check crawlability

thought leadership

Content offering a supported, useful perspective on a field.

substantiate thought leadership

content gap

Missing material needed to meet the audience's task.

close the content gap

anchor text

The visible linked wording describing a destination.

use descriptive anchor text

title tag

An HTML element specifying a page's title for systems and displays.

align the title tag

canonical URL

The preferred representative URL for duplicate or similar pages.

specify the canonical URL

indexability

Whether a page can be included in a search engine's index.

investigate indexability

editorial review

Assessment of accuracy, usefulness, structure, and publication readiness.

complete editorial review

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

subheading SUBHEADING

write descriptive subheadings

Keep the meaning precise: A heading within a larger piece that organizes its sections.

metadata METADATA

review page metadata

Keep the meaning precise: Information describing or supporting a page outside its main body.

Phrases that move the work forward

Name the reader task

The searcher wants to create an agenda, not read a launch announcement.

Preserve useful work

The feature summary may belong in the product announcement.

Check independence

Can the reader use this guidance without buying the product?

Avoid a forecast

We can improve the article's fit without promising a ranking increase.

Make feedback concrete

Add the decision, owner, and time allocation to the agenda example.

Review links

Use descriptive link text that matches the destination.

Check the promise

Does each main section help deliver what the title offers?

Specify the opening

The first paragraph should address the reader's immediate task.

Identify the gap

The title promises a guide, but the required example is missing.

Request a structure

Start with the steps, then show a completed agenda.

Limit promotion

Keep product references only where they help the stated task.

Close with review

We will check the example and title against the revised body.

Clarify the angle

This piece teaches a process rather than announcing availability.

Separate technical checks

Being accessible to a crawler is not the same as ranking well.

Retain accuracy

Do not invent usage results to make the guide sound authoritative.

Mark the next step

Return the revised outline before polishing the final copy.

Precision in real exchanges

Purpose: Request a structure

Useful wording: Start with the steps, then show a completed agenda.

Purpose: Check independence

Useful wording: Can the reader use this guidance without buying the product?

D Choose the response that fits

Choose one response for each situation. Preserve the facts, the decision boundary, and the purpose of the exchange.

1. Which feedback most directly resolves the stated problem?

- A.** Add a traffic forecast to justify the existing draft.
- B.** Add the required sequence and worked agenda before refining promotional copy.
- C.** Increase keyword repetition while leaving the announcement unchanged.
- D.** Replace the title with a stronger how-to promise without changing the body.

2. Which sentence correctly limits the search claim?

- A.** Better task alignment does not guarantee a ranking increase.
- B.** A useful example guarantees first position.
- C.** Indexability proves the content is the best result.
- D.** Search volume guarantees visits to this particular page.

3. A colleague needs the term for this meaning: A search purpose involving evaluation of possible purchases. Which term fits?

- A.** internal link
- B.** editorial angle
- C.** crawlability
- D.** commercial intent

D Choose the response that fits / continued

4. Rebuild the exchange from "The how-to article that never gives instructions".

Sofia: "The feature summary may still be useful for the announcement. Let us avoid discarding good material just because it is in the wrong place." **Ellis:** [missing response] **Sofia:** "Then show the result. Readers should not have to guess what that sequence produces when they try to use it for an actual meeting." Which response belongs in the gap?

- A.** The search intent is practical. Someone needs an agenda they can build and use, not simply a list of reasons to buy our scheduling product.
- B.** I will revise the outline around the reader's task first: define the meeting outcome, choose the topics, assign owners, and allocate time before sharing the agenda.
- C.** I can add a worked example with a meeting objective, timed topics, and owners. We can check it against the steps before I polish the final wording.
- D.** I will rewrite the lead paragraph so it introduces the agenda problem. The product mention can appear later only if it genuinely helps a step.

[Answers and explanations, page 128](#)

One useful distinction

Search volume describes estimated demand for a query, not whether a draft satisfies it. A how-to title makes a content promise. An announcement can be useful elsewhere while still being the wrong response to a reader seeking practical instructions.

E Conversation

The how-to article that never gives instructions

The how-to article that never gives instructions

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

worked example / title tag / search volume / outline / editorial review / anchor text / content gap / crawlability / lead paragraph / search intent

- 01 **Sofia:** The title promises a guide to creating a meeting agenda, but the opening announces our product. What does the searcher need to do?
- 02 **Ellis:** The ¹ _____ is practical. Someone needs an agenda they can build and use, not simply a list of reasons to buy our scheduling product.
- 03 **Sofia:** Exactly. The brief requires a usable example and a sequence that works without a purchase. I cannot find either in the current draft.
- 04 **Ellis:** That is the central ² _____. I used the feature summary as the body, so the title now promises a kind of help the article does not deliver.
- 05 **Sofia:** The feature summary may still be useful for the announcement. Let us avoid discarding good material just because it is in the wrong place.
- 06 **Ellis:** I will revise the ³ _____ around the reader's task first: define the meeting outcome, choose the topics, assign owners, and allocate time before sharing the agenda.
- 07 **Sofia:** Then show the result. Readers should not have to guess what that sequence produces when they try to use it for an actual meeting.
- 08 **Ellis:** I can add a ⁴ _____ with a meeting objective, timed topics, and owners. We can check it against the steps before I polish the final wording.
- 09 **Sofia:** Start with the agenda problem. Could a reader use the opening to begin the task without first learning about our product launch?
- 10 **Ellis:** I will rewrite the ⁵ _____ so it introduces the agenda problem. The product mention can appear later only if it genuinely helps a step.

Conversation continues on the next page.

The how-to article that never gives instructions

CONVERSATION / CONTINUED

- 11 **Sofia:** How will you handle links? A repeated invitation to learn more does not tell the reader what they will find after leaving the guide.
- 12 **Ellis:** I will use descriptive ⁶ _____ for a relevant template or related explanation. I will also check that each destination actually provides what the linked words promise.
- 13 **Sofia:** The keyword has a large estimated search volume. Someone may ask whether fixing the article means we can promise a specific increase in visits.
- 14 **Ellis:** No. ⁷ _____ describes estimated searches, not our guaranteed traffic. We can explain the editorial improvement without inventing a ranking or numerical performance result.
- 15 **Sofia:** The page settings also need review. I do not want the displayed promise and the revised body to drift apart during production.
- 16 **Ellis:** I will align the ⁸ _____ with the actual guide and check the summary text. That still does not let us dictate every search-result presentation.
- 17 **Sofia:** Technical colleagues will check access separately. We should not describe that check as proof that the content is useful or certain to rank.
- 18 **Ellis:** Agreed. ⁹ _____ answers whether a crawler can access the page. It is a different issue from whether our example gives the reader workable instructions.
- 19 **Sofia:** Send me the outline and one complete agenda example. I would rather review those now than polish another version that still misses the searcher's question.
- 20 **Ellis:** I will return those for ¹⁰ _____. The finished piece should deliver the title's promise, while the announcement carries the broader feature story in its proper place.

CHECK THE GAPS

1. search intent / 2. content gap / 3. outline / 4. worked example / 5. lead paragraph / 6. anchor text / 7. search volume / 8. title tag / 9. crawlability / 10. editorial review

[Why these answers fit, page 129](#)

F Check accuracy and scope

The how-to article that never gives instructions

Return to the case

An article targets the query "how to create a meeting agenda." Its title promises a practical guide, but the body announces a scheduling product and lists features. The content brief requires a usable agenda example and a sequence readers can follow without buying anything. Neither is in the draft. Editor Sofia and writer Ellis must restructure the article, retain only relevant product references, and check the example before publication. No ranking improvement or numerical traffic increase has been established.

Choose one answer per question. Use the case facts and keep any uncertainty or limits intact.

1. Which use of the feature summary best fits the brief?

- A. Place every feature before the first instruction.
- B. Treat the feature list as the complete agenda example.
- C. Remove the required sequence to shorten the piece.
- D. Move the general announcement elsewhere and retain only task-relevant references.

2. Which check most directly verifies that the guide delivers its promised instruction?

- A. Confirm the agenda example follows the steps and can be used without purchase
- B. Confirm the keyword has an attractive search-volume estimate
- C. Confirm the product announcement uses the latest brand colors
- D. Confirm the article contains more internal links than the old draft

[Answers and explanations, page 131](#)

Listen for the distinction

Switch roles. Read the request for task-relevant content, a checked example and a matching title without promising a search ranking.

Separate editorial judgment from personal taste

A writer can act on feedback tied to the reader's task, the title's promise, and the supplied brief. "Make it more engaging" is less usable than identifying the missing example. Be direct about the gap while preserving useful material for a more suitable format.

F Say it / transfer to a new case

A comparison page with no comparison

A page promises to compare two service plans. The draft describes only Plan A. The current plan documents are available; neither plan has been selected for the reader.

Complete the four gaps. With a partner, read alternate roles, then switch. Studying alone, read both roles and pause before each response.

WORD AND PHRASE BANK

documents / both / choice / comparison

- 01 **Editor:** The title promises a ¹ _____.
- 02 **Writer:** I need the relevant terms for ² _____ plans.
- 03 **Editor:** Use the current plan ³ _____ for factual details.
- 04 **Writer:** I will not present one plan as the reader's completed ⁴ _____.

CHECK THE GAPS

1. comparison / 2. both / 3. documents / 4. choice

[Why these answers fit, page 131](#)

Rebuild the exchange

Choose the missing response. Read the completed three-turn exchange aloud, changing roles on the second reading.

1. Rebuild the exchange from "The how-to article that never gives instructions". Sofia: "The keyword has a large estimated search volume. Someone may ask whether fixing the article means we can promise a specific increase in visits." Ellis: [missing response] Sofia: "The page settings also need review. I do not want the displayed promise and the revised body to drift apart during production." Which response belongs in the gap?

- A.** No. search volume describes estimated searches, not our guaranteed traffic. We can explain the editorial improvement without inventing a ranking or numerical performance result.
- B.** Agreed. crawlability answers whether a crawler can access the page. It is a different issue from whether our example gives the reader workable instructions.
- C.** The search intent is practical. Someone needs an agenda they can build and use, not simply a list of reasons to buy our scheduling product.
- D.** I will rewrite the lead paragraph so it introduces the agenda problem. The product mention can appear later only if it genuinely helps a step.

[Answers and explanations, page 132](#)

Review 2 / Meaning and context

Use language from the lessons you have completed. Choose one answer per question.

Case file

Revisit "Campaign Briefs, GTM Planning, and Cross-Functional Alignment" and "Content, SEO, Thought Leadership, and Editorial Judgment". Choose precise terminology, then reconstruct the missing responses using both neighboring turns. The final two questions also revisit earlier conversations.

1. A colleague needs the term for this meaning: A specified output that a person or team must supply. Which term fits?

- A. go/no-go decision
- B. deliverable
- C. channel mix
- D. approver

2. A colleague needs the term for this meaning: Direction specifying an article's audience, purpose, scope, and requirements. Which term fits?

- A. meta description
- B. search intent
- C. content brief
- D. worked example

3. Rebuild the exchange from "A headline that outruns its evidence". Tessa: "The team may suggest putting a small asterisk after fastest. Would that solve the problem if the footnote names our previous version?" Arun: [missing response] Tessa: "I accept that fastest on the market goes too far. Can we give the writer a sharper direction than simply adding another footnote?" Which response belongs in the gap?

- A. Right. The claim scope should cover that task and comparison. It does not cover every workflow, every customer, or every configuration in which the product might run.
- B. Exactly. I will mark its approval status as pending and keep the evidence attached. We should not release a fragment just because we agreed on the direction today.
- C. Not automatically. The net impression could still be a market-wide ranking. We need the reviewer to assess the whole advertisement, rather than assume an asterisk fixes the headline.
- D. That gives us a concrete proof point. I will attach the test record so the reviewer can check the exact task, build, and conditions behind the wording.

Review 2 / Meaning and context / continued

4. Rebuild the exchange from "The how-to article that never gives instructions".

Sofia: "Technical colleagues will check access separately. We should not describe that check as proof that the content is useful or certain to rank." Ellis: [missing response]

Sofia: "Send me the outline and one complete agenda example. I would rather review those now than polish another version that still misses the searcher's question." Which response belongs in the gap?

- A.** The search intent is practical. Someone needs an agenda they can build and use, not simply a list of reasons to buy our scheduling product.
- B.** No. search volume describes estimated searches, not our guaranteed traffic. We can explain the editorial improvement without inventing a ranking or numerical performance result.
- C.** Agreed. crawlability answers whether a crawler can access the page. It is a different issue from whether our example gives the reader workable instructions.
- D.** I will rewrite the lead paragraph so it introduces the agenda problem. The product mention can appear later only if it genuinely helps a step.

[Answers and explanations, page 155](#)

A Read the situation

LESSON 05 / PAID MEDIA, PERFORMANCE MARKETING, AND ATTRIBUTION

Explain reported performance while resisting an unsupported claim of incremental impact.

The campaign and the discount changed together

A paid campaign reports 80 attributed orders in week one and 120 in week two, with \$2,400 media spend in each week. The campaign creative changed at the start of week two, and a 20% storewide discount began that same day. The attribution model and reporting window were unchanged, but there was no control group. Analyst Darius and growth lead Mae review a slide claiming the creative caused 40 additional orders. Revenue, margin, and total acquisition costs have not been supplied.

People: Darius, Marketing analyst; Mae, Growth lead.

Read the record

Choose one answer per question using the facts above.

1. What is the reported cost per attributed order in week two?

- A. \$20
- B. \$30
- C. \$40
- D. \$50

2. Which two factors changed together?

- A. Creative and the storewide discount
- B. The attribution model and reporting window
- C. Media spend and a control-group assignment
- D. Margin and the definition of revenue

3. What prevents the slide's causal conclusion?

- A. The before-and-after data do not isolate creative from the concurrent discount.
- B. The reported order count did not increase.
- C. The media spend increased by 50%.
- D. A controlled experiment showed no creative effect.

[Answers and explanations, page 133](#)

B Vocabulary in use

CORE TERMS

impression

A recorded display of advertising under a platform's definition.

count ad impressions

frequency

Average exposures per reached person under a defined calculation.

monitor ad frequency

cost per click

Advertising spend divided by recorded clicks.

calculate cost per click

cost per acquisition

Cost divided by defined acquisition actions within a stated scope.

specify the cost-per-acquisition basis

attribution model

Rules or methods assigning credit for a conversion to interactions.

identify the attribution model

last-click attribution

A model assigning credit to the last eligible click.

interpret last-click attribution

reach

The distinct audience estimated to have been exposed.

report unique reach

click-through rate

Clicks divided by impressions on a stated basis.

compare click-through rates

cost per mille

Cost per thousand impressions.

compare cost per mille

return on ad spend

Attributed revenue divided by advertising spend under a stated method.

qualify return on ad spend

attribution window

The time interval in which an interaction can receive conversion credit.

confirm the attribution window

view-through conversion

A conversion credited after an eligible ad view without a qualifying click.

separate view-through conversions

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

impression IMPRESSION

count ad impressions

Keep the meaning precise: A recorded display of advertising under a platform's definition.

cost per mille COST PER MILLE

compare cost per mille

Keep the meaning precise: Cost per thousand impressions.

B Precision and professional shorthand

EXTEND YOUR RANGE

incrementality

The additional outcome caused by an intervention relative to its absence.

estimate incrementality

confounder

A factor that complicates attributing an observed relationship to one cause.

identify a possible confounder

conversion lag

Delay between an interaction and a recorded conversion.

account for conversion lag

pixel

Tracking code or a small resource used to record events.

validate the tracking pixel

budget pacing

Management of spending across the planned campaign period.

adjust budget pacing

audience overlap

Shared people across two or more target groups.

measure audience overlap

holdout group

A group withheld from an intervention for comparison.

define the holdout group

baseline

A defined starting or comparison level.

document the baseline

deduplication

Removing duplicate records so the same event is not counted repeatedly.

apply conversion deduplication

bid strategy

Rules governing how advertising bids are set.

review the bid strategy

creative fatigue

Reduced response associated with repeated exposure to the same creative.

investigate creative fatigue

blended acquisition cost

Acquisition cost calculated across a specified combined set of channels or costs.

define blended acquisition cost

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

view-through conversion VIEW-THROUGH CONVERSION

separate view-through conversions

Keep the meaning precise: A conversion credited after an eligible ad view without a qualifying click.

conversion lag CONVERSION LAG

account for conversion lag

Keep the meaning precise: Delay between an interaction and a recorded conversion.

Phrases that move the work forward

Lead with the result

Attributed orders rose from 80 to 120 at the same media spend.

Name the concurrent change

The storewide discount began when the creative changed.

Preserve the useful finding

The reported improvement is real in the stated reporting data.

Request a stronger design

We need an appropriate comparison to estimate incremental impact.

Separate profitability

We do not have the revenue or margin data for that conclusion.

Allow for lag

Some conversions may be recorded after the first report.

Avoid metric substitution

Media cost per order is not automatically total acquisition cost.

Keep the discount visible

The promotion is a material part of the comparison.

State the cost basis

Media cost per attributed order fell from \$30 to \$20.

Limit causality

This comparison does not isolate the effect of the creative.

Define attribution

The platform assigns credit under its model and window.

Close with accurate wording

Report the increase without assigning all of it to the creative.

Check the window

Use the same reporting window before comparing the figures.

Check duplication

Confirm whether overlapping sources count the same order.

Identify the denominator

Are these orders, customers, or another conversion action?

Describe uncertainty

The creative may have contributed; its separate effect remains unmeasured.

Precision in real exchanges

Purpose: Limit causality

Useful wording: This comparison does not isolate the effect of the creative.

Purpose: Preserve the useful finding

Useful wording: The reported improvement is real in the stated reporting data.

D Choose the response that fits

Choose one response for each situation. Preserve the facts, the decision boundary, and the purpose of the exchange.

1. Which headline matches the evidence?

- A.** The discount had no effect because spend was unchanged.
- B.** Profit rose 50% because attributed orders rose 50%.
- C.** Attributed orders rose 50% while creative and the discount changed together.
- D.** New creative caused a verified 50% incremental order lift.

2. Which metric can be calculated from the supplied data?

- A.** Total lifetime customer value
- B.** Incremental return on investment
- C.** Media cost per attributed order
- D.** Net profit per acquired customer

3. A colleague needs the term for this meaning: Clicks divided by impressions on a stated basis. Which term fits?

- A.** budget pacing
- B.** click-through rate
- C.** confounder
- D.** attribution model

D Choose the response that fits / continued

4. Rebuild the exchange from "The campaign and the discount changed together".
Mae: "I was going to call it total customer-acquisition cost. We do not have sales costs or a count of newly acquired customers, though."
Darius: [missing response]
Mae: "The report uses the same model as last week. I thought that would make it fair to credit the entire increase to the campaign change." Which response belongs in the gap?

- A.** On the specified cost per acquisition measure, yes: media spend per attributed order fell from thirty dollars to twenty. We should keep that exact cost and action basis in the label.
- B.** Then that label would be too broad. A blended acquisition cost requires defined included costs and a suitable denominator. The platform's attributed orders may not all represent new customers.
- C.** The increase is clear in the attribution report. The problem is the word caused, because the storewide discount started on the same day as the creative change.
- D.** That preserves the improvement against the stated baseline. We can recommend a stronger measurement plan without turning a useful observation into a causal claim the evidence cannot support.

[Answers and explanations, page 133](#)

One useful distinction

Orders attributed to a channel are not automatically orders caused by that channel. Here, media spend per attributed order fell from \$30 to \$20. That arithmetic is supported; a claim that the creative generated all 40 extra orders is not.

E Conversation

The campaign and the discount changed together

The campaign and the discount changed together

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

attribution / confounder / conversion lag / blended acquisition cost / attribution model / cost per acquisition / incrementality / holdout group / baseline / return on ad spend

- 01 **Mae:** The slide says the new creative caused forty additional orders. Orders rose from eighty to one hundred twenty, so the story looks strong.
- 02 **Darius:** The increase is clear in the ¹ _____ report. The problem is the word caused, because the storewide discount started on the same day as the creative change.
- 03 **Mae:** We kept media spend at twenty-four hundred dollars in both weeks. Does that at least support the claim that the campaign became more efficient?
- 04 **Darius:** On the specified ² _____ measure, yes: media spend per attributed order fell from thirty dollars to twenty. We should keep that exact cost and action basis in the label.
- 05 **Mae:** I was going to call it total customer-acquisition cost. We do not have sales costs or a count of newly acquired customers, though.
- 06 **Darius:** Then that label would be too broad. A ³ _____ requires defined included costs and a suitable denominator. The platform's attributed orders may not all represent new customers.
- 07 **Mae:** The report uses the same model as last week. I thought that would make it fair to credit the entire increase to the campaign change.
- 08 **Darius:** A stable ⁴ _____ makes the reporting method consistent. It does not remove the discount or tell us how orders would have changed without the new creative.
- 09 **Mae:** Then the numbers can stay, but the creative-caused-it headline cannot. How should we explain the discount without making the whole report sound useless?
- 10 **Darius:** Exactly. It is a possible ⁵ _____. Both changes could influence orders, and the simple before-and-after comparison cannot separate their effects.

Conversation continues on the next page.

The campaign and the discount changed together

CONVERSATION / CONTINUED

- 11 **Mae:** What evidence would let us discuss the creative's additional contribution more confidently, rather than just repeat the platform's allocation of credit?
- 12 **Darius:** We would need a suitable design for measuring ⁶ _____, with the relevant comparison and assumptions reviewed. This report alone cannot supply the outcome that would have occurred without the creative change.
- 13 **Mae:** Would withholding the new creative from a comparable group help, provided the promotional conditions and measurement were planned properly?
- 14 **Darius:** A carefully designed ⁷ _____ could be part of that approach. We would need to review assignment, exposure, and other differences before interpreting a result as causal.
- 15 **Mae:** For today's update, I can state the order increase and lower media cost per order. Can I also say return on ad spend improved?
- 16 **Darius:** We have no revenue figure, so we cannot calculate ⁸ _____. The discount also makes it especially important not to assume that more orders mean the same proportional revenue or profit increase.
- 17 **Mae:** Have both weeks had the same time to collect late orders? I do not want to compare a mature week with a count that is still growing.
- 18 **Darius:** Yes, check the ⁹ _____ and keep the reporting window explicit. We should also confirm duplicate-order handling before combining results from different sources.

The campaign and the discount changed together / continued

- 19 **Mae:** Then the slide will say attributed orders rose fifty percent while creative and the discount changed together. Their separate effects remain unmeasured.
- 20 **Darius:** That preserves the improvement against the stated ¹⁰ _____. We can recommend a stronger measurement plan without turning a useful observation into a causal claim the evidence cannot support.

CHECK THE GAPS

1. attribution / 2. cost per acquisition / 3. blended acquisition cost / 4. attribution model / 5. confounder / 6. incrementality / 7. holdout group / 8. return on ad spend / 9. conversion lag / 10. baseline

[Why these answers fit, page 135](#)

F Check accuracy and scope

The campaign and the discount changed together

Return to the case

A paid campaign reports 80 attributed orders in week one and 120 in week two, with \$2,400 media spend in each week. The campaign creative changed at the start of week two, and a 20% storewide discount began that same day. The attribution model and reporting window were unchanged, but there was no control group. Analyst Darius and growth lead Mae review a slide claiming the creative caused 40 additional orders. Revenue, margin, and total acquisition costs have not been supplied.

Choose one answer per question. Use the case facts and keep any uncertainty or limits intact.

1. What does unchanged attribution establish?

- A. The discount contributed no orders.
- B. The reported conversions are all new customers.
- C. The stated credit method stayed consistent, not that creative caused the increase.
- D. The creative's causal contribution is exactly 40 orders.

2. Which revision avoids overstating the result?

- A. Keep caused but put the discount in an unrelated appendix.
- B. Omit week one so no comparison can be checked.
- C. Rename attributed orders as incremental orders.
- D. Replace caused with accompanied and disclose the concurrent promotion.

[Answers and explanations, page 136](#)

Listen for the distinction

Switch roles. Keep the concurrent 20% discount visible; attribution credit is not an isolated creative effect, revenue or profit.

Correct the causal verb, not the useful result

A report can show a genuine increase without proving what caused it. Keep the observed result and cost calculation, then explain what is missing from the causal claim. This helps colleagues use the data without feeling that every positive result is being dismissed.

F Say it / transfer to a new case

Two dashboards, one order

Two advertising platforms each claim credit for the same single order. The sales system records one order. No experiment has isolated either platform's incremental effect.

Complete the four gaps. With a partner, read alternate roles, then switch. Studying alone, read both roles and pause before each response.

WORD AND PHRASE BANK

order / attribution / deduplication / incrementality

- 01 **Analyst:** The sales record contains one ¹ _____.
- 02 **Lead:** Combining platform counts requires ² _____.
- 03 **Analyst:** Credit assignment is ³ _____, not proof of cause.
- 04 **Lead:** Neither report alone establishes ⁴ _____.

CHECK THE GAPS

1. order / 2. deduplication / 3. attribution / 4. incrementality

[Why these answers fit, page 136](#)

F Say it / transfer to a new case / continued

Rebuild the exchange

Choose the missing response. Read the completed three-turn exchange aloud, changing roles on the second reading.

1. Rebuild the exchange from "The campaign and the discount changed together". Mae: "Would withholding the new creative from a comparable group help, provided the promotional conditions and measurement were planned properly?" Darius: [missing response] Mae: "For today's update, I can state the order increase and lower media cost per order. Can I also say return on ad spend improved?" Which response belongs in the gap?

- A.** The increase is clear in the attribution report. The problem is the word caused, because the storewide discount started on the same day as the creative change.
- B.** A stable attribution model makes the reporting method consistent. It does not remove the discount or tell us how orders would have changed without the new creative.
- C.** A carefully designed holdout group could be part of that approach. We would need to review assignment, exposure, and other differences before interpreting a result as causal.
- D.** That preserves the improvement against the stated baseline. We can recommend a stronger measurement plan without turning a useful observation into a causal claim the evidence cannot support.

[Answers and explanations, page 137](#)

A Read the situation

LESSON 06 / LIFECYCLE, CRM, EMAIL, MARKETING OPS, AND SALES HANDOFF

Clarify lifecycle status and routing rules without turning activity records into invented buying intent.

A hundred contacts are not a hundred sales requests

A campaign export contains 100 contacts: 20 submitted a demonstration request, 60 downloaded a guide, and 20 have no recorded source. Contact permissions and suppression status have not been checked. The company's stated handoff procedure requires a verified source, a documented sales request, completed permission checks, and a named owner before a record is routed as sales-ready. Marketing-operations specialist Jules and sales-development lead Nico must correct an email calling all 100 contacts ready for sales outreach.

People: Jules, Marketing-operations specialist; Nico, Sales-development lead.

Read the record

Choose one answer per question using the facts above.

1. How many contacts have a documented demonstration request?

- A.** 80
- B.** 100
- C.** 20
- D.** 60

2. What remains unchecked across the export?

- A.** Contact permissions and suppression status
- B.** Whether all records contain a source
- C.** The existence of 20 demonstration requests
- D.** Whether a guide-download category exists

3. Can all 100 records currently be called sales-ready under the stated procedure?

- A.** Yes; an email address is sufficient under the stated procedure.
- B.** Yes; downloading a guide is the same as requesting a sales call.
- C.** No; the company prohibits responding to any demonstration request.
- D.** No; the request, source, checks, and ownership conditions are not all met.

[Answers and explanations, page 138](#)

B Vocabulary in use

CORE TERMS

CRM

Customer relationship management system or practice for relationship records.

update the CRM record

lead

A potential customer record whose qualification depends on agreed criteria.

review a new lead

sales-qualified lead

A lead meeting the organization's stated sales qualification criteria.

confirm a sales-qualified lead

fit score

A score representing alignment with the target customer profile.

review the fit score

lead source

The recorded origin of a contact or lead.

verify the lead source

consent record

A record of permission with relevant scope and context.

check the consent record

lifecycle stage

A defined position in a contact's relationship with the organization.

verify the lifecycle stage

marketing-qualified lead

A lead meeting the organization's stated marketing qualification criteria.

define a marketing-qualified lead

lead scoring

Applying defined values to attributes or behavior to prioritize leads.

calibrate lead scoring

intent signal

Behavior suggesting interest without necessarily proving a buying decision.

interpret an intent signal

source provenance

The traceable history of how data was obtained.

preserve source provenance

suppression list

Records excluded from specified communication activity.

apply the suppression list

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

CRM CRM

update the CRM record

Keep the meaning precise: Customer relationship management system or practice for relationship records.

lead scoring LEAD SCORING

calibrate lead scoring

Keep the meaning precise: Applying defined values to attributes or behavior to prioritize leads.

B Precision and professional shorthand

EXTEND YOUR RANGE

unsubscribe

A request or action to stop a type of communication.

process an unsubscribe

double opt-in

A process confirming a subscription through a second action.

document the double opt-in

hard bounce

A delivery failure generally indicating a persistent address problem.

suppress a hard bounce

nurture sequence

A planned series of communications supporting a relationship over time.

review the nurture sequence

segmentation rule

A criterion used to assign records to an audience group.

validate a segmentation rule

service-level agreement

An agreement defining service responsibilities and response expectations.

clarify the service-level agreement

preference center

A place where recipients manage communication choices.

update the preference center

deliverability

The ability of messages to reach their intended inbox destination.

monitor deliverability

soft bounce

A delivery failure often associated with a temporary condition.

investigate a soft bounce

triggered email

A message initiated by a defined event or condition.

test the triggered email

routing rule

A condition determining which owner receives a record or task.

apply the routing rule

recycle reason

A recorded explanation for returning a lead to an earlier process stage.

document the recycle reason

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

suppression list **SUPPRESSION LIST**

apply the suppression list

Keep the meaning precise: Records excluded from specified communication activity.

hard bounce **HARD BOUNCE**

suppress a hard bounce

Keep the meaning precise: A delivery failure generally indicating a persistent address problem.

Phrases that move the work forward

Correct the count

Twenty contacts requested demonstrations; the other records have different statuses.

Name the missing check

Permissions and suppression status remain unverified.

Preserve the source

Keep the original event and source history in the CRM.

Avoid an invented status

Unknown source should remain unknown until verified.

Clarify the label

What conditions does qualified represent in this workflow?

Limit the batch

Do not describe the entire export as a single audience.

Request the trail

Please attach the source event and current status.

Protect the record

Do not overwrite the original source to make the export look complete.

Separate actions

A guide download is not a documented sales request.

Apply the threshold

Use the stated handoff criteria before marking a record sales-ready.

Assign an owner

Each eligible handoff needs a named receiving owner.

Close with routing

Route the verified requests through the agreed process.

Keep checks distinct

A demonstration request does not erase a separate suppression check.

Check scope

Does the permission record cover this channel and purpose?

Explain a return

Use a specific recycle reason rather than simply rejecting the lead.

Measure the handoff

Count records that meet the criteria, not every row in the file.

Precision in real exchanges

Purpose: Apply the threshold

Useful wording: Use the stated handoff criteria before marking a record sales-ready.

Purpose: Preserve the source

Useful wording: Keep the original event and source history in the CRM.

D Choose the response that fits

Choose one response for each situation. Preserve the facts, the decision boundary, and the purpose of the exchange.

1. Which handoff summary is accurate?

- A.** Twenty demonstration requests are identified, with required checks still pending.
- B.** One hundred contacts requested a sales conversation.
- C.** Sixty guide downloads prove purchase authority.
- D.** All unknown-source contacts have already opted out.

2. Which action preserves record integrity?

- A.** Retain the original source and mark unverified fields for review.
- B.** Replace all sources with demonstration request to simplify routing.
- C.** Delete suppression flags when a campaign target is missed.
- D.** Call unknown permission confirmed because an address exists.

3. A colleague needs the term for this meaning: A lead meeting the organization's stated marketing qualification criteria. Which term fits?

- A.** segmentation rule
- B.** lead source
- C.** double opt-in
- D.** marketing-qualified lead

D Choose the response that fits / continued

4. Rebuild the exchange from "A hundred contacts are not a hundred sales requests". Nico: "That makes sense. What about the twenty people who explicitly asked for a demonstration? Are their records ready to assign now?" Jules: [missing response] Nico: "Those twenty people asked for a demo; I do not want them forgotten. Can you flag the checks still needed and give each request an owner?" Which response belongs in the gap?

- A.** Yes. Keep the lifecycle stage accurate, with the missing checks visible. A pending state should tell the next colleague what remains, not become a place where requests disappear.
- B.** A download is an intent signal, but it is not the documented sales request our procedure requires. We should preserve what happened rather than strengthen the event's meaning.
- C.** Their lead source is recorded, but permissions and suppression status have not been checked. The request does not by itself complete every condition in the handoff procedure.
- D.** The CRM export has twenty demonstration requests, sixty guide downloads, and twenty records with no source. Those are three different situations, not one consistent sales-ready group.

[Answers and explanations, page 138](#)

One useful distinction

A downloaded guide is a recorded action, not a stated request for a sales conversation. Qualification labels are organization-specific. This case supplies its own handoff conditions; do not replace them with an assumed universal meaning of MQL or SQL.

E Conversation

A hundred contacts are not a hundred sales requests

A hundred contacts are not a hundred sales requests

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

lead source / source provenance / lifecycle stage / routing rule / recycle reason /
service-level agreement / consent record / intent signal / suppression list / CRM

- 01 **Nico:** The campaign email says we have one hundred sales-ready contacts. Before my team starts outreach, can you show me what those people actually requested?
- 02 **Jules:** The ¹ _____ export has twenty demonstration requests, sixty guide downloads, and twenty records with no source. Those are three different situations, not one consistent sales-ready group.
- 03 **Nico:** The downloaders have shown interest, though. Could we describe that as enough intent for a sales call and route them with the demonstration requests?
- 04 **Jules:** A download is an ² _____, but it is not the documented sales request our procedure requires. We should preserve what happened rather than strengthen the event's meaning.
- 05 **Nico:** That makes sense. What about the twenty people who explicitly asked for a demonstration? Are their records ready to assign now?
- 06 **Jules:** Their ³ _____ is recorded, but permissions and suppression status have not been checked. The request does not by itself complete every condition in the handoff procedure.



E Conversation / continued

- 07 **Nico:** Those twenty people asked for a demo; I do not want them forgotten. Can you flag the checks still needed and give each request an owner?
- 08 **Jules:** Yes. Keep the ⁴ _____ accurate, with the missing checks visible. A pending state should tell the next colleague what remains, not become a place where requests disappear.
- 09 **Nico:** For the permission check, should we look only for a yes or no field? Some contacts have older records from another campaign.
- 10 **Jules:** Review the ⁵ _____ with its channel, purpose, and status. An old flag without context is not a complete answer for this particular communication.

Conversation continues on the next page.

A hundred contacts are not a hundred sales requests

CONVERSATION / CONTINUED

- 11 **Nico:** And if a current suppression record is present, the team should not assume the new export has somehow removed that restriction.
- 12 **Jules:** Correct. Apply the relevant ⁶ _____ through the approved process. We should resolve any apparent conflict through review, not silently overwrite the status to increase the handoff count.
- 13 **Nico:** Once a request meets the criteria, I need it assigned to a specific person. Otherwise both teams may assume the other one is responding.
- 14 **Jules:** The ⁷ _____ should identify that owner and preserve the source event. I will include the completed checks so the receiving colleague does not have to reconstruct the history.
- 15 **Nico:** We also need to agree how quickly eligible requests are acknowledged. That is a different conversation from inventing a deadline for unchecked records.
- 16 **Jules:** We can record it in the ⁸ _____. The agreement should name the responsible team and what happens if the record is incomplete, rather than hide those cases in an average.
- 17 **Nico:** Suppose sales returns a record because the requested topic is outside our service. A generic rejection makes it hard to improve the next campaign.
- 18 **Jules:** Use a specific ⁹ _____. That distinguishes a scope mismatch from missing information or an unanswered request without blaming the contact or changing the original event.

A hundred contacts are not a hundred sales requests / continued

- 19 **Nico:** I will correct the hundred-sales-ready claim now. Send me the status of the twenty demo requests and keep the downloaders and unknown sources separate.
- 20 **Jules:** I will keep the ¹⁰ _____ intact and investigate the unknown sources. We will count completed eligible handoffs, not relabel all one hundred rows to meet the campaign headline.

CHECK THE GAPS

1. CRM / **2.** intent signal / **3.** lead source / **4.** lifecycle stage / **5.** consent record / **6.** suppression list / **7.** routing rule / **8.** service-level agreement / **9.** recycle reason / **10.** source provenance

[Why these answers fit, page 139](#)

F Check accuracy and scope

A hundred contacts are not a hundred sales requests

Return to the case

A campaign export contains 100 contacts: 20 submitted a demonstration request, 60 downloaded a guide, and 20 have no recorded source. Contact permissions and suppression status have not been checked. The company's stated handoff procedure requires a verified source, a documented sales request, completed permission checks, and a named owner before a record is routed as sales-ready. Marketing-operations specialist Jules and sales-development lead Nico must correct an email calling all 100 contacts ready for sales outreach.

Choose one answer per question. Use the case facts and keep any uncertainty or limits intact.

1. Which record fits every stated sales-ready condition?

- A. A documented request with verified source, completed permission checks and a named owner
- B. A documented request with an assigned owner but pending suppression checks
- C. A guide download with checked permissions and a high engagement score
- D. A named sales owner and verified email address but no recorded source

2. Which question resolves a qualification disagreement?

- A. Which event and completed checks does this stage require?
- B. Which team should own every unsuccessful sale?
- C. Can we use qualified without defining it?
- D. Should source evidence be removed to avoid delay?

[Answers and explanations, page 141](#)

Listen for the distinction

Switch roles. Preserve source verification, permission and suppression checks, documented request and receiving owner as distinct conditions under this company's procedure.

A shared label needs a shared threshold

Sales and marketing may use the same word for different stages. Ask what event and checks the label represents before debating lead quality. This keeps the discussion factual and avoids blaming either team for a handoff whose rules were never applied consistently.

F Say it / transfer to a new case

An export does not renew a preference

A contact is on the company's current suppression list for promotional email. A later event export includes the same address but supplies no new preference information. The team has not reviewed the conflict.

Complete the four gaps. With a partner, read alternate roles, then switch. Studying alone, read both roles and pause before each response.

WORD AND PHRASE BANK

address / record / process / preference

- 01 **Operator:** The export contains the same ¹ _____.
- 02 **Lead:** It does not establish a changed ² _____.
- 03 **Operator:** I will preserve the existing suppression ³ _____.
- 04 **Lead:** Resolve the conflict through the approved ⁴ _____.

CHECK THE GAPS

1. address / 2. preference / 3. record / 4. process

[Why these answers fit, page 141](#)

F Say it / transfer to a new case / continued

Rebuild the exchange

Choose the missing response. Read the completed three-turn exchange aloud, changing roles on the second reading.

1. Rebuild the exchange from "A hundred contacts are not a hundred sales requests".
Nico: "Once a request meets the criteria, I need it assigned to a specific person. Otherwise both teams may assume the other one is responding." **Jules:** [missing response]
Nico: "We also need to agree how quickly eligible requests are acknowledged. That is a different conversation from inventing a deadline for unchecked records." Which response belongs in the gap?

- A.** Yes. Keep the lifecycle stage accurate, with the missing checks visible. A pending state should tell the next colleague what remains, not become a place where requests disappear.
- B.** A download is an intent signal, but it is not the documented sales request our procedure requires. We should preserve what happened rather than strengthen the event's meaning.
- C.** I will keep the source provenance intact and investigate the unknown sources. We will count completed eligible handoffs, not relabel all one hundred rows to meet the campaign headline.
- D.** The routing rule should identify that owner and preserve the source event. I will include the completed checks so the receiving colleague does not have to reconstruct the history.

[Answers and explanations, page 142](#)

Review 3 / Meaning and context

Use language from the lessons you have completed. Choose one answer per question.

Case file

Revisit "Paid Media, Performance Marketing, and Attribution" and "Lifecycle, CRM, Email, Marketing Ops, and Sales Handoff". Choose precise terminology, then reconstruct the missing responses using both neighboring turns. The final two questions also revisit earlier conversations.

1. A colleague needs the term for this meaning: Average exposures per reached person under a defined calculation. Which term fits?

- A. holdout group
- B. return on ad spend
- C. frequency
- D. bid strategy

2. A colleague needs the term for this meaning: Behavior suggesting interest without necessarily proving a buying decision. Which term fits?

- A. CRM
- B. nurture sequence
- C. intent signal
- D. unsubscribe

3. Rebuild the exchange from "The how-to article that never gives instructions". Sofia: "Start with the agenda problem. Could a reader use the opening to begin the task without first learning about our product launch?" Ellis: [missing response] Sofia: "How will you handle links? A repeated invitation to learn more does not tell the reader what they will find after leaving the guide." Which response belongs in the gap?

- A. I will revise the outline around the reader's task first: define the meeting outcome, choose the topics, assign owners, and allocate time before sharing the agenda.
- B. The search intent is practical. Someone needs an agenda they can build and use, not simply a list of reasons to buy our scheduling product.
- C. I will align the title tag with the actual guide and check the summary text. That still does not let us dictate every search-result presentation.
- D. I will rewrite the lead paragraph so it introduces the agenda problem. The product mention can appear later only if it genuinely helps a step.

Review 3 / Meaning and context / continued

4. Rebuild the exchange from "A hundred contacts are not a hundred sales requests". Nico: "Suppose sales returns a record because the requested topic is outside our service. A generic rejection makes it hard to improve the next campaign." Jules: [missing response] Nico: "I will correct the hundred-sales-ready claim now. Send me the status of the twenty demo requests and keep the downloaders and unknown sources separate." Which response belongs in the gap?

- A.** Use a specific recycle reason. That distinguishes a scope mismatch from missing information or an unanswered request without blaming the contact or changing the original event.
- B.** The CRM export has twenty demonstration requests, sixty guide downloads, and twenty records with no source. Those are three different situations, not one consistent sales-ready group.
- C.** Their lead source is recorded, but permissions and suppression status have not been checked. The request does not by itself complete every condition in the handoff procedure.
- D.** A download is an intent signal, but it is not the documented sales request our procedure requires. We should preserve what happened rather than strengthen the event's meaning.

[Answers and explanations, page 158](#)

A Read the situation

LESSON 07 / ANALYTICS, EXPERIMENTATION, FUNNEL REPORTING, AND EXECUTIVE READOUTS

Present absolute and relative differences while keeping statistical and commercial conclusions separate.

A higher click rate is not yet a declared winner

An email test reports 120 unique clickers among 2,000 delivered messages for A and 140 among 2,000 for B. These are the only supplied results. The random assignment, planned stopping rule, and statistical analysis have not yet been checked. No purchase data are available. Director Anika wants to announce B as a proven winner. Analyst Mateo must explain the observed rates and their difference, then identify the checks required before a stronger claim or broader release decision.

People: Anika, Marketing director; Mateo, Experimentation analyst.

Read the record

Choose one answer per question using the facts above.

1. What are the observed unique clicker rates?

- A. A: 60%; B: 70%
- B. A: 6%; B: 14%
- C. A: 6%; B: 7%
- D. A: 12%; B: 14%

2. What is the absolute difference between those rates?

- A. 1 percent relative
- B. 20 percentage points
- C. 16.7 percentage points
- D. 1 percentage point

3. Which conclusion is currently unsupported?

- A. B is a statistically established and commercially superior winner
- B. B has 20 more observed unique clickers
- C. Both reported delivery counts are 2,000
- D. B's observed clicker rate is higher

[Answers and explanations, page 143](#)

B Vocabulary in use

CORE TERMS

A/B test

A comparison of two variants under a specified experimental design.

plan an A/B test

treatment variant

The changed experience whose effect is assessed.

describe the treatment variant

randomization unit

The entity assigned to an experiment condition.

choose the randomization unit

sample ratio mismatch

An unexpected departure from the intended allocation proportions.

investigate a sample ratio mismatch

guardrail metric

A measure used to detect unacceptable adverse effects.

monitor a guardrail metric

percentage point

The unit for an absolute difference between percentages.

report a percentage-point change

control variant

The reference experience used for comparison.

define the control variant

randomization

Assignment by a chance-based process intended to support comparable groups.

verify randomization

sample size

The number of observations or assigned units on a defined basis.

determine the sample size

primary metric

The preselected main measure for evaluating an experiment.

specify the primary metric

denominator

The quantity by which a numerator is divided.

verify the denominator

relative lift

Change divided by the baseline value, expressed on a relative basis.

calculate relative lift

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

A/B test A/B TEST

plan an A/B test

Keep the meaning precise: A comparison of two variants under a specified experimental design.

sample size SAMPLE SIZE

determine the sample size

Keep the meaning precise: The number of observations or assigned units on a defined basis.

B Precision and professional shorthand

EXTEND YOUR RANGE

confidence interval

A range produced by a method with a stated long-run coverage property.

report a confidence interval

statistical significance

A result meeting a specified statistical decision criterion.

assess statistical significance

statistical power

Probability of detecting a specified effect under an assumed design.

assess statistical power

stopping rule

A planned rule for when an experiment ends or is evaluated.

follow the stopping rule

cohort

A group defined by a shared entry period or characteristic.

compare like-for-like cohorts

drop-off

The loss of participants between specified stages.

measure stage-to-stage drop-off

p-value

Probability, under the null model, of results at least as extreme as observed.

interpret the p-value

practical significance

The size and relevance of an effect for an actual decision.

distinguish practical significance

minimum detectable effect

A target effect size a planned design aims to detect reliably.

specify the minimum detectable effect

multiple testing

Evaluation of multiple hypotheses, with associated error-control concerns.

account for multiple testing

funnel stage

A defined step in a progression toward an outcome.

distinguish funnel stages

executive readout

A concise presentation of findings, limits, and decision implications.

prepare the executive readout

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

relative lift RELATIVE LIFT

calculate relative lift

Keep the meaning precise: Change divided by the baseline value, expressed on a relative basis.

statistical power STATISTICAL POWER

assess statistical power

Keep the meaning precise: Probability of detecting a specified effect under an assumed design.

Phrases that move the work forward

State the observation

A recorded 6% and B recorded 7% unique clicker rates.

Give the relative basis

Relative to A's 6%, the observed increase is about 16.7%.

Request the design check

Confirm assignment and the planned stopping rule.

Avoid the opposite error

Unfinished analysis does not prove that there is no effect.

Keep the denominator

Each rate uses 2,000 delivered messages.

Ask for uncertainty

Include the appropriate uncertainty estimate with the result.

Protect the wider decision

Review relevant adverse outcomes before a broader release.

Clarify the scope

This result does not describe every future audience.

Name the absolute change

The difference is one percentage point.

Limit the verdict

B is higher in this sample; a proven winner is not yet established.

Separate the outcome

We have click data, not purchase or revenue results.

Close with next steps

Finish the design and statistical checks before the stronger claim.

Identify the count

B has 20 more observed unique clickers.

Check the metric

Was this the preselected primary measure?

Keep timing visible

Are both groups measured over the same follow-up period?

Summarize for leaders

The observed direction is positive; the decision checks remain open.

Precision in real exchanges

Purpose: Limit the verdict

Useful wording: B is higher in this sample; a proven winner is not yet established.

Purpose: Request the design check

Useful wording: Confirm assignment and the planned stopping rule.

D Choose the response that fits

Choose one response for each situation. Preserve the facts, the decision boundary, and the purpose of the exchange.

1. Which sentence reports both forms of change accurately?

- A.** B is one percentage point higher, about 16.7% above A on a relative basis.
- B.** B is 16.7 percentage points higher and 1% above A.
- C.** B is one percentage point higher and therefore 1% better relatively.
- D.** B is twenty percentage points higher because it has twenty more clickers.

2. Which statement keeps the measured outcome distinct from a business result?

- A.** B has a higher order conversion rate because clicker rate increased.
- B.** B has greater revenue per delivered message at the same observed rates.
- C.** B has a higher customer-acquisition rate because the group sizes match.
- D.** B has a higher observed unique-clicker rate; purchase outcomes are not supplied.

3. A colleague needs the term for this meaning: Assignment by a chance-based process intended to support comparable groups. Which term fits?

- A.** cohort
- B.** statistical significance
- C.** randomization
- D.** guardrail metric

D Choose the response that fits / continued

4. Rebuild the exchange from "A higher click rate is not yet a declared winner".

Anika: "That relative number would be one divided by six, about sixteen point seven percent. It sounds much larger than the difference between six and seven." Mateo: [missing response] Anika: "Both groups have two thousand delivered messages. Doesn't that show they were comparable, or is there something else you need to verify in the setup?" Which response belongs in the gap?

- A.** We can report the observation first. With a denominator of two thousand delivered messages for each version, A's rate is six percent and B's is seven.
- B.** I'll confirm the primary metric and the other planned measures, including adverse outcomes. We need the original decision criteria, not a selection of the most flattering results.
- C.** An appropriate confidence interval can help. We don't have one calculated in this report, so I'll add the checked estimate rather than invent bounds for the slide.
- D.** That's the relative lift, not an extra improvement. Put both original rates beside it so the audience can see the size and basis of the same change.

[Answers and explanations, page 143](#)

One useful distinction

The observed rates are 6% for A and 7% for B: the absolute difference is one percentage point. Relative to 6%, the increase is about 16.7%. Twenty extra observed clickers, one percentage point, and 16.7% relative lift describe different aspects of the same counts.

E Conversation

A higher click rate is not yet a declared winner

A higher click rate is not yet a declared winner

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

statistical significance / confidence interval / randomization / stopping rule / executive readout / relative lift / primary metric / Practical significance / denominator / percentage point

- 01 **Anika:** B shows one hundred forty clickers against A's one hundred twenty. I'd like to tell the leadership team B wins and send it to everyone.
- 02 **Mateo:** We can report the observation first. With a ¹ _____ of two thousand delivered messages for each version, A's rate is six percent and B's is seven.
- 03 **Anika:** I'll say one percent better, then. Is that precise enough, or will readers understand a different calculation from the one we actually have?
- 04 **Mateo:** Use one ² _____ for the absolute difference. One percent better can sound like a relative comparison, which uses A's rate as the base.
- 05 **Anika:** That relative number would be one divided by six, about sixteen point seven percent. It sounds much larger than the difference between six and seven.
- 06 **Mateo:** That's the ³ _____, not an extra improvement. Put both original rates beside it so the audience can see the size and basis of the same change.
- 07 **Anika:** Both groups have two thousand delivered messages. Doesn't that show they were comparable, or is there something else you need to verify in the setup?
- 08 **Mateo:** We still need to verify ⁴ _____. Equal delivered counts don't tell us how recipients were assigned or whether the reported groups follow the intended design.
- 09 **Anika:** The team watched the dashboard repeatedly during the send. I don't know whether they stopped because B looked ahead or because the planned endpoint arrived.
- 10 **Mateo:** We'll check the ⁵ _____. Monitoring is not itself proof of a problem, but outcome-driven stopping can change the analysis needed to support a conclusion.

Conversation continues on the next page.

A higher click rate is not yet a declared winner

CONVERSATION / CONTINUED

- 11 **Anika:** So twenty extra clickers isn't enough to call it statistically significant just by looking at the totals? I need a clear reason to hold that label.
- 12 **Mateo:** We haven't completed the analysis for ⁶ _____. A larger observed count alone doesn't establish that conclusion, and we should not turn an unfinished check into proof of no effect either.
- 13 **Anika:** The dashboard's green arrow makes it look settled. What can we place beside the rates to show uncertainty once the design has been checked?
- 14 **Mateo:** An appropriate ⁷ _____ can help. We don't have one calculated in this report, so I'll add the checked estimate rather than invent bounds for the slide.
- 15 **Anika:** And even if the click difference holds up, we don't know whether people bought anything. I can't present a click result as additional revenue.
- 16 **Mateo:** Right. ⁸ _____ asks whether the effect matters to the decision. We need the relevant business outcomes and costs before calling this commercially superior.
- 17 **Anika:** Was clicker rate our main measure before the send? I don't want us to choose it now just because it happens to favor B.
- 18 **Mateo:** I'll confirm the ⁹ _____ and the other planned measures, including adverse outcomes. We need the original decision criteria, not a selection of the most flattering results.
- 19 **Anika:** Then today's headline will report six versus seven percent, one percentage point apart, with the design and analysis checks open. No proven-winner label or full-send approval.
- 20 **Mateo:** That makes a clear ¹⁰ _____. I'll name the outstanding checks beneath the observed result, and we'll return to the broader decision with the missing evidence.

CHECK THE GAPS

1. denominator / 2. percentage point / 3. relative lift / 4. randomization / 5. stopping rule / 6. statistical significance / 7. confidence interval / 8. Practical significance / 9. primary metric / 10. executive readout

[Why these answers fit, page 144](#)

F Check accuracy and scope

A higher click rate is not yet a declared winner

Return to the case

An email test reports 120 unique clickers among 2,000 delivered messages for A and 140 among 2,000 for B. These are the only supplied results. The random assignment, planned stopping rule, and statistical analysis have not yet been checked. No purchase data are available. Director Anika wants to announce B as a proven winner. Analyst Mateo must explain the observed rates and their difference, then identify the checks required before a stronger claim or broader release decision.

Choose one answer per question. Use the case facts and keep any uncertainty or limits intact.

1. What is a justified next step?

- A. Declare significance because both groups contain 2,000 deliveries.
- B. Stop all analysis because a larger observed count always decides the result.
- C. State that B has no effect because analysis is unfinished.
- D. Verify design, stopping rule, and statistical analysis before declaring a proven winner.

2. Which readout is appropriately concise?

- A. The test proves a 16.7-point revenue increase.
- B. Nothing can be reported until a purchase occurs.
- C. B's observed rate is higher; the statistical and commercial conclusions remain open.
- D. B is guaranteed to increase purchases in every audience.

[Answers and explanations, page 146](#)

Listen for the distinction

Switch roles. Keep assignment, stopping rule and analysis checks open; neither a proven winner nor no effect is established.

Give the clear number before the qualification

An executive can need a short answer without needing an overstated answer. Lead with the observed difference, then say what is not established and which check resolves it. Avoid burying the result under statistical vocabulary or letting a request for decisiveness turn an unfinished analysis into proof.

F Say it / transfer to a new case

A bigger numerator, a lower rate

Campaign C receives 90 requests from 1,000 visits. Campaign D receives 100 requests from 2,000 visits. These are observed totals, not a controlled test.

Complete the four gaps. With a partner, read alternate roles, then switch. Studying alone, read both roles and pause before each response.

WORD AND PHRASE BANK

effect / rate / nine / five

- 01 **Analyst:** C converts at ¹ _____ percent.
- 02 **Lead:** D converts at ² _____ percent.
- 03 **Analyst:** D has more requests but a lower ³ _____.
- 04 **Lead:** The totals do not establish a causal ⁴ _____.

CHECK THE GAPS

1. nine / 2. five / 3. rate / 4. effect

[Why these answers fit, page 146](#)

Rebuild the exchange

Choose the missing response. Read the completed three-turn exchange aloud, changing roles on the second reading.

1. Rebuild the exchange from "A higher click rate is not yet a declared winner". Anika: "The dashboard's green arrow makes it look settled. What can we place beside the rates to show uncertainty once the design has been checked?" Mateo: [missing response] Anika: "And even if the click difference holds up, we don't know whether people bought anything. I can't present a click result as additional revenue." Which response belongs in the gap?

- A.** We can report the observation first. With a denominator of two thousand delivered messages for each version, A's rate is six percent and B's is seven.
- B.** That's the relative lift, not an extra improvement. Put both original rates beside it so the audience can see the size and basis of the same change.
- C.** An appropriate confidence interval can help. We don't have one calculated in this report, so I'll add the checked estimate rather than invent bounds for the slide.
- D.** I'll confirm the primary metric and the other planned measures, including adverse outcomes. We need the original decision criteria, not a selection of the most flattering results.

[Answers and explanations, page 147](#)

A Read the situation

LESSON 08 / COMPLIANCE, PRIVACY, CLAIMS, INFLUENCERS, BRAND SAFETY, AND CRISIS RESPONSE

Coordinate a publication hold, preserve review evidence, and communicate only verified status.

Stopping a scheduled claim before it goes live

A social post scheduled for 3 p.m. says a product is "100% private." The reviewer has requested revised wording and supporting evidence; approval is pending. A paid creator has received the same draft asset, but their publication status is unknown. No privacy incident has been reported in the case. Social lead Noor can pause the company queue, and campaign lead Caleb owns partner coordination. They must prevent unapproved publication, verify the partner's status, and keep a clear record without announcing an incident or clearance that has not been established.

People: Noor, Social-media lead; Caleb, Campaign lead.

Read the record

Choose one answer per question using the facts above.

1. What is the company post's current approval state?

- A. Fully approved because it is scheduled
- B. Rejected as proof of a confirmed privacy incident
- C. Cleared by the paid creator's receipt of the asset
- D. Pending, with wording and evidence changes requested

2. What is unknown?

- A. Whether Noor can pause the company queue
- B. Whether the reviewer requested a revision
- C. Whether the draft says 100% private
- D. Whether the paid creator has published the draft

3. Which statement would invent a fact?

- A. Approval remains pending
- B. The company post is scheduled for 3 p.m.
- C. The partner received the same draft
- D. A confirmed privacy incident has occurred

[Answers and explanations, page 148](#)

B Vocabulary in use

CORE TERMS

publication hold

An instruction or control stopping release pending a condition.

place a publication hold

claims register

A record of claims, evidence, owners, and review status.

update the claims register

material connection

A relationship that may affect how an endorsement is evaluated.

disclose a material connection

endorsement

A promotional message expressing another party's opinion or experience.

review an endorsement

usage rights

Permissions governing how content or an asset may be used.

verify usage rights

brand safety

Measures intended to avoid harmful advertising contexts.

review brand safety

approval workflow

The sequence of review and authorization steps for release.

follow the approval workflow

absolute claim

A statement using an unrestricted expression such as always or completely.

review an absolute claim

sponsored content

Content produced or distributed as part of a commercial arrangement.

identify sponsored content

disclosure

Information made available to clarify a relevant fact or relationship.

assess the disclosure

release form

A document recording permission for a specified use or participation.

check the release form

brand suitability

The fit of a placement with a particular brand's standards.

assess brand suitability

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

publication hold PUBLICATION HOLD

place a publication hold

Keep the meaning precise: An instruction or control stopping release pending a condition.

sponsored content SPONSORED CONTENT

identify sponsored content

Keep the meaning precise: Content produced or distributed as part of a commercial arrangement.

B Precision and professional shorthand

EXTEND YOUR RANGE

exclusion list

Defined placements or categories barred from a campaign.

maintain an exclusion list

data minimization

Limiting collected or shared data to what is needed for the purpose.

apply data minimization

retention period

The time for which information is kept under applicable requirements.

confirm the retention period

incident triage

Initial assessment and routing of a reported event.

begin incident triage

correction notice

A communication identifying and correcting an earlier error.

issue a correction notice

escalation path

The designated route for raising an issue to the appropriate authority.

use the escalation path

personal data

Information relating to an identifiable person under the applicable framework.

protect personal data

purpose limitation

Restricting data use to appropriate specified purposes.

check purpose limitation

access control

Rules limiting who can view or change information.

enforce access control

holding statement

An initial message limited to verified facts while review continues.

prepare a holding statement

takedown request

A request to remove published material.

send a takedown request

audit trail

A traceable record of actions, decisions, and changes.

preserve the audit trail

Say it in context

Stress the highlighted expression. Keep the surrounding words connected; pause at the end of the phrase.

brand suitability BRAND SUITABILITY

assess brand suitability

Keep the meaning precise: The fit of a placement with a particular brand's standards.

retention period RETENTION PERIOD

confirm the retention period

Keep the meaning precise: The time for which information is kept under applicable requirements.

Phrases that move the work forward

Name the release state

The asset is scheduled, but approval is still pending.

Check the partner

Please confirm whether this exact asset has been published.

Limit the announcement

We have a claim-review issue, not a confirmed privacy incident.

Control the revision

Use only the version approved through the review workflow.

Assign coordination

I will contact the partner and track their response.

Scope a response

The statement should include only facts we have checked.

Check permission

Confirm the agreed usage rights before reusing the creator's asset.

Distinguish removal

A takedown request is not confirmation that every copy is gone.

Give a precise hold

Pause this version in the company queue now.

Preserve the evidence

Keep the draft, reviewer comments, and action history.

Separate disclosure

A sponsorship disclosure does not substantiate the product claim.

Close with confirmation

Record each hold request and the confirmation received.

Avoid overstatement

We have paused our queue; the partner's status remains unverified.

Protect private details

Move personal information into the approved restricted channel.

Escalate specifically

The unresolved claim needs the designated review owner.

Release carefully

Resume publication only after the required approvals and version checks.

Precision in real exchanges

Purpose: Preserve the evidence

Useful wording: Keep the draft, reviewer comments, and action history.

Purpose: Limit the announcement

Useful wording: We have a claim-review issue, not a confirmed privacy incident.

D Choose the response that fits

Choose one response for each situation. Preserve the facts, the decision boundary, and the purpose of the exchange.

1. Which immediate update is accurate after Noor pauses the queue?

- A.** The reviewer has approved the claim because publication was paused.
- B.** Our queue is paused; the partner's publication status still needs confirmation.
- C.** Every copy on every channel is confirmed removed.
- D.** The product has suffered a confirmed privacy incident.

2. Which message to the creator resolves the immediate release uncertainty?

- A.** Send the creator agreement without checking the draft's publication status.
- B.** Hold this exact draft and confirm whether it has already been published.
- C.** Replace the headline with another privacy promise and send the new caption.
- D.** Confirm the sponsorship disclosure while leaving the asset in the queue.

3. A colleague needs the term for this meaning: A statement using an unrestricted expression such as always or completely. Which term fits?

- A.** correction notice
- B.** absolute claim
- C.** data minimization
- D.** usage rights

D Choose the response that fits / continued

4. Rebuild the exchange from "Stopping a scheduled claim before it goes live". Noor: "Our queue is paused. I saved the draft, but should we delete it now so nobody accidentally picks it up for another channel?" Caleb: [missing response] Noor: "The wording sounds absolute. I do not want to replace it with another broad promise before the reviewer explains which specific product facts can support a claim." Which response belongs in the gap?

- A.** Do not announce an invented event. Any holding statement must stay within verified facts and follow the response process. A publication concern is not itself confirmation of a product failure.
- B.** I will use the partner escalation path and ask them to hold the asset and confirm its publication status. I will not report their hold as confirmed until they respond.
- C.** Preserve the audit trail in the restricted record. We need the draft and reviewer comments to understand what happened, while clearly preventing that version from being used for publication.
- D.** Put this exact version on a publication hold now. A scheduled time is not approval, and we should not let an unchanged draft go live while the review remains open.

[Answers and explanations, page 148](#)

One useful distinction

Scheduled, approved, and published name different states. Pausing the company queue controls that queue; it does not prove what a partner has done. Record the exact asset, recipient, request, and confirmation rather than saying "everything is stopped" before verification.

E Conversation

Stopping a scheduled claim before it goes live

Stopping a scheduled claim before it goes live

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

approval workflow / takedown request / material connection / data minimization / publication hold / audit trail / escalation path / usage rights / holding statement / absolute claim

- 01 **Noor:** The three o'clock post still says one hundred percent private. The reviewer asked for new wording and evidence, but the queue has not been paused.
- 02 **Caleb:** Put this exact version on a ¹ _____ now. A scheduled time is not approval, and we should not let an unchanged draft go live while the review remains open.
- 03 **Noor:** I can pause the company queue. The paid creator received the same draft yesterday, but I cannot tell whether they have already posted it.
- 04 **Caleb:** I will use the partner ² _____ and ask them to hold the asset and confirm its publication status. I will not report their hold as confirmed until they respond.
- 05 **Noor:** Our queue is paused. I saved the draft, but should we delete it now so nobody accidentally picks it up for another channel?
- 06 **Caleb:** Preserve the ³ _____ in the restricted record. We need the draft and reviewer comments to understand what happened, while clearly preventing that version from being used for publication.
- 07 **Noor:** The wording sounds absolute. I do not want to replace it with another broad promise before the reviewer explains which specific product facts can support a claim.
- 08 **Caleb:** Exactly. An ⁴ _____ needs careful review. The team should not invent a softer-looking sentence that still communicates the same unsupported guarantee.
- 09 **Noor:** The creator's draft also needs the commercial relationship made clear. If that disclosure is added, does it settle the issue with the privacy wording?
- 10 **Caleb:** No. A ⁵ _____ is a separate question from the product evidence. Both need appropriate review; completing one does not automatically complete the other.

Conversation continues on the next page.

Stopping a scheduled claim before it goes live

CONVERSATION / CONTINUED

- 11 **Noor:** Someone suggested a public message apologizing for a privacy incident. We have no reported incident in this case, only the unresolved wording review.
- 12 **Caleb:** Do not announce an invented event. Any ⁶ _____ must stay within verified facts and follow the response process. A publication concern is not itself confirmation of a product failure.
- 13 **Noor:** If the creator replies that the post is already public, we will need a different action from pausing a scheduled post.
- 14 **Caleb:** Then coordinate the appropriate ⁷ _____ and correction review. Record what was requested and confirmed without claiming that one email has removed every possible copy.
- 15 **Noor:** Their contract also covers how we can use their photographs. We should not improvise a replacement advertisement with those images while this is being resolved.
- 16 **Caleb:** Check the ⁸ _____ before any reuse. A file being in our shared folder does not tell us every channel, format, or duration allowed by the agreement.
- 17 **Noor:** I will keep partner contact details and any private review information out of the public response draft. The response team can use the protected record.
- 18 **Caleb:** That follows ⁹ _____ for the communication. Include what the audience needs to know, not private details simply because they appear in the internal discussion.
- 19 **Noor:** I can confirm our post is paused. Please send me the creator's reply when it comes; I cannot report their post as stopped yet.
- 20 **Caleb:** I will track the response and the revised asset through the ¹⁰ _____. Publication resumes only when the required review and version checks are complete, not merely because the scheduled time has passed.

CHECK THE GAPS

1. publication hold / 2. escalation path / 3. audit trail / 4. absolute claim / 5. material connection / 6. holding statement / 7. takedown request / 8. usage rights / 9. data minimization / 10. approval workflow

[Why these answers fit, page 150](#)

F Check accuracy and scope

Stopping a scheduled claim before it goes live

Return to the case

A social post scheduled for 3 p.m. says a product is "100% private." The reviewer has requested revised wording and supporting evidence; approval is pending. A paid creator has received the same draft asset, but their publication status is unknown. No privacy incident has been reported in the case. Social lead Noor can pause the company queue, and campaign lead Caleb owns partner coordination. They must prevent unapproved publication, verify the partner's status, and keep a clear record without announcing an incident or clearance that has not been established.

Choose one answer per question. Use the case facts and keep any uncertainty or limits intact.

1. Which statement correctly separates two review issues?

- A. A creator's popularity is the same as supporting evidence.
- B. A publication hold confirms a privacy breach.
- C. Disclosing sponsorship does not prove the product claim.
- D. Sponsorship disclosure makes any product claim acceptable.

2. What belongs in the action record?

- A. A confirmed partner takedown inferred from an unanswered email
- B. Asset version, review comments, hold requests, confirmations, and responsible owners
- C. Only the original schedule, with all review comments deleted
- D. A completed approval status before the reviewer responds

[Answers and explanations, page 151](#)

Listen for the distinction

Switch roles. Stress the exact draft, partner confirmation, pending claim review and absence of a reported privacy incident.

Use firm operational language without inventing a crisis

A pending review can justify a publication hold without proving a product failure. Name the exact asset and action required. Keep "requested," "confirmed," and "approved" separate so that a message to a partner does not become mistaken evidence that every copy has been stopped.

F Say it / transfer to a new case

A complaint is not yet a confirmed cause

A customer publicly reports that an order arrived late and includes their address. The cause has not been checked. The support team has an approved private channel and owns the investigation.

Complete the four gaps. With a partner, read alternate roles, then switch. Studying alone, read both roles and pause before each response.

WORD AND PHRASE BANK

cause / channel / delay / status

- 01 **Marketer:** Acknowledge the reported ¹ _____.
- 02 **Support:** Move address details to the approved private ² _____.
- 03 **Marketer:** Do not announce an unverified ³ _____.
- 04 **Support:** Record our ownership and the investigation ⁴ _____.

CHECK THE GAPS

1. delay / 2. channel / 3. cause / 4. status

[Why these answers fit, page 151](#)

Rebuild the exchange

Choose the missing response. Read the completed three-turn exchange aloud, changing roles on the second reading.

1. Rebuild the exchange from "Stopping a scheduled claim before it goes live". Noor: "If the creator replies that the post is already public, we will need a different action from pausing a scheduled post." Caleb: [missing response] Noor: "Their contract also covers how we can use their photographs. We should not improvise a replacement advertisement with those images while this is being resolved." Which response belongs in the gap?

- A.** Check the usage rights before any reuse. A file being in our shared folder does not tell us every channel, format, or duration allowed by the agreement.
- B.** No. A material connection is a separate question from the product evidence. Both need appropriate review; completing one does not automatically complete the other.
- C.** That follows data minimization for the communication. Include what the audience needs to know, not private details simply because they appear in the internal discussion.
- D.** Then coordinate the appropriate takedown request and correction review. Record what was requested and confirmed without claiming that one email has removed every possible copy.

[Answers and explanations, page 152](#)

Review 4 / Meaning and context

Use language from the lessons you have completed. Choose one answer per question.

Case file

Revisit "Analytics, Experimentation, Funnel Reporting, and Executive Readouts" and "Compliance, Privacy, Claims, Influencers, Brand Safety, and Crisis Response". Choose precise terminology, then reconstruct the missing responses using both neighboring turns. The final two questions also revisit earlier conversations.

1. A colleague needs the term for this meaning: The changed experience whose effect is assessed. Which term fits?

- A. multiple testing
- B. p-value
- C. treatment variant
- D. primary metric

2. A colleague needs the term for this meaning: Information made available to clarify a relevant fact or relationship. Which term fits?

- A. publication hold
- B. exclusion list
- C. disclosure
- D. incident triage

3. Rebuild the exchange from "A hundred contacts are not a hundred sales requests". Nico: "For the permission check, should we look only for a yes or no field? Some contacts have older records from another campaign." Jules: [missing response] Nico: "And if a current suppression record is present, the team should not assume the new export has somehow removed that restriction." Which response belongs in the gap?

- A. Review the consent record with its channel, purpose, and status. An old flag without context is not a complete answer for this particular communication.
- B. Their lead source is recorded, but permissions and suppression status have not been checked. The request does not by itself complete every condition in the handoff procedure.
- C. Use a specific recycle reason. That distinguishes a scope mismatch from missing information or an unanswered request without blaming the contact or changing the original event.
- D. The CRM export has twenty demonstration requests, sixty guide downloads, and twenty records with no source. Those are three different situations, not one consistent sales-ready group.

Review 4 / Meaning and context / continued

4. Rebuild the exchange from "Stopping a scheduled claim before it goes live". Noor: "I will keep partner contact details and any private review information out of the public response draft. The response team can use the protected record." Caleb: [missing response] Noor: "I can confirm our post is paused. Please send me the creator's reply when it comes; I cannot report their post as stopped yet." Which response belongs in the gap?

- A.** That follows data minimization for the communication. Include what the audience needs to know, not private details simply because they appear in the internal discussion.
- B.** Then coordinate the appropriate takedown request and correction review. Record what was requested and confirmed without claiming that one email has removed every possible copy.
- C.** Check the usage rights before any reuse. A file being in our shared folder does not tell us every channel, format, or duration allowed by the agreement.
- D.** No. A material connection is a separate question from the product evidence. Both need appropriate review; completing one does not automatically complete the other.

[Answers and explanations, page 161](#)

Language for the next case

A global slogan that does not travel

transcreation

Transcreation adapts the creative idea and intended effect rather than translating each word literally.

Nadia: The promise works. The idiom does not. We need transcreation, not a word-for-word version of an English sporting image.

tone of voice

Tone of voice describes how the brand sounds; changing an idiom does not require abandoning that personality.

Nadia: No. The tone of voice can remain warm and confident without using an unfamiliar metaphor.

character limit

The character limit is the specific layout constraint the writer must receive before producing options.

Nadia: I will include the character limit, along with screenshots of the narrow mobile version.

cultural references

The holiday is a culturally specific reference that may not carry the same meaning elsewhere.

Nadia: Yes. I will flag those cultural references in the brief, with an explanation of the intended effect.

back-translation

A back-translation renders the adapted text back into the original language for review of meaning.

Nadia: Yes, with a back-translation and a note explaining the nuance each English rendering loses.

localized asset

The localized asset is the market-specific deliverable, distinct from its explanatory back-translation.

Nadia: Then we will record the chosen localized asset and its reviewer in the launch folder.

Read the phrases aloud. Then complete the conversation on the following pages using the word bank.

Conversation

A global slogan that does not travel

A software campaign uses the slogan "Hit the ground running." The regional team says a literal translation sounds physical rather than helpful. The launch date is fixed, but the headline is not. No regional performance results exist yet.

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

transcreation / back-translation / tone of voice / character limit / localized asset / cultural references

- 01 **Jon:** Your team rejected the headline. Is the problem the translation, or do you want a different campaign altogether?
- 02 **Nadia:** The promise works. The idiom does not. We need ¹ _____, not a word-for-word version of an English sporting image.
- 03 **Jon:** What would stay consistent? I need a recognizable campaign across the launch markets, not six unrelated propositions.
- 04 **Nadia:** Keep the first-day setup benefit and product name. Let us change the headline and the example beneath it.
- 05 **Jon:** The example currently mentions an American holiday weekend. I suppose that will need attention too.
- 06 **Nadia:** Yes. I will flag those ² _____ in the brief, with an explanation of the intended effect.
- 07 **Jon:** Can you give the regional writer a direction without prescribing the final line?
- 08 **Nadia:** Something like "Start your first project with a clear plan." That is a direction, not our proposed final headline.
- 09 **Jon:** It sounds less playful than the original. Are we abandoning the brand's personality?
- 10 **Nadia:** No. The ³ _____ can remain warm and confident without using an unfamiliar metaphor.

Conversation continues on the next page.

A global slogan that does not travel

CONVERSATION / CONTINUED

- 11 **Jon:** Send two options. Will I receive English versions so I can understand what changed?
- 12 **Nadia:** Yes, with a ⁴ _____ and a note explaining the nuance each English rendering loses.
- 13 **Jon:** That should help. I do not want to approve a smooth English explanation that conceals an awkward regional line.
- 14 **Nadia:** A native-speaking reviewer will check the actual copy. Your review can focus on whether the benefit and boundaries are intact.
- 15 **Jon:** The design has room for forty characters in that slot. Please make that constraint visible before writing starts.
- 16 **Nadia:** I will include the ⁵ _____, along with screenshots of the narrow mobile version.
- 17 **Jon:** Do you expect this adaptation to improve conversion? The launch team will ask why we changed a tested global line.
- 18 **Nadia:** We expect clearer meaning. We have no regional results yet, so I will not attach a conversion claim to it.
- 19 **Jon:** All right. Send the options tomorrow morning. I will review the proposition while your team checks the naturalness.
- 20 **Nadia:** Then we will record the chosen ⁶ _____ and its reviewer in the launch folder.

CHECK THE GAPS

1. transcreation / 2. cultural references / 3. tone of voice / 4. back-translation / 5. character limit / 6. localized asset

[Why these answers fit, page 164](#)

A price example in the wrong currency

A Canadian campaign uses a US-dollar price example. The approved benefit is unchanged, but local pricing has not been supplied.

Complete the exchange using each phrase once. Read both roles, then switch roles and repeat with the bank covered.

WORD AND PHRASE BANK

localization / offer / owner / confirmed

- 01 **Regional lead:** The benefit can stay, but the price needs ¹ _____.
- 02 **Creative lead:** Do not turn a currency conversion into an approved ² _____.
- 03 **Regional lead:** I will request the actual local price from the pricing ³ _____.
- 04 **Creative lead:** Keep the pricing line out of the final asset until that detail is
⁴ _____.

CHECK THE GAPS

1. localization / 2. offer / 3. owner / 4. confirmed

[Why these answers fit, page 164](#)

Keep the distinction audible

Explain a localization problem and negotiate a usable creative brief.

Language for the next case

The agency delivered impressions, but not the agreed placements

insertion order

The insertion order records the media booking terms against which the placement delivery must be assessed.

Marco: I see them. The total is higher than the booking, but that does not settle whether we met the insertion order.

viewability

Viewability is a separate measurement of whether an impression met specified opportunity-to-be-seen criteria.

Marco: I will supply the viewability figures with their measurement basis, separately from the publisher-list reconciliation.

flight dates

Flight dates specify when the advertising will run, which matters because this promotion ends Friday.

Marco: I will make the proposed flight dates explicit so the replacement cannot drift beyond the promotion unnoticed.

inventory

Inventory refers to the advertising placements available or supplied, not simply the total number of impressions.

Marco: Understood. I will separate approved inventory from the off-list placements in the revised report.

makegood

A makegood is replacement media offered to remedy a delivery problem; it still needs agreement.

Marco: For the shortfall, would you consider a makegood on the approved publishers, subject to availability and your acceptance?

credit note

A credit note records an agreed reduction to the amount billed; it is not automatically created by offering replacement media.

Marco: Yes. Any credit note will follow the agreed commercial resolution, not an assumption in this call.

Read the phrases aloud. Then complete the conversation on the following pages using the word bank.

Conversation

The agency delivered impressions, but not the agreed placements

An agency booked 500,000 impressions on an agreed publisher list. Its report shows 520,000, including 80,000 outside that list. The client has not accepted a remedy. The contract and placement report are available for review.

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

inventory / flight dates / makegood / viewability / credit note / insertion order

- 01 **Leah:** Your summary says we overdelivered. The placement breakdown shows eighty thousand impressions on publishers outside the agreed list.
- 02 **Marco:** I see them. The total is higher than the booking, but that does not settle whether we met the ¹ _____.
- 03 **Leah:** Exactly. We bought particular placements. How many impressions can you reconcile to the approved publishers?
- 04 **Marco:** Four hundred forty thousand, assuming the current report is complete. I will check the raw delivery records before treating that as final.
- 05 **Leah:** That would leave sixty thousand against the five-hundred-thousand booking. Please do not offset them with the excluded inventory.
- 06 **Marco:** Understood. I will separate approved ² _____ from the off-list placements in the revised report.
- 07 **Leah:** How did those publishers enter the campaign? The list was attached to the booking.
- 08 **Marco:** The buying team needs to trace that. I will not guess at a platform error before we inspect the settings and change history.
- 09 **Leah:** We also requested a viewability report. An impression appearing in a delivery count does not tell us whether it was viewable.
- 10 **Marco:** I will supply the ³ _____ figures with their measurement basis, separately from the publisher-list reconciliation.

Conversation continues on the next page.

The agency delivered impressions, but not the agreed placements

CONVERSATION / CONTINUED

- 11 **Leah:** Thank you. I want those two questions kept separate in the client update.
- 12 **Marco:** For the shortfall, would you consider a ⁴ _____ on the approved publishers, subject to availability and your acceptance?
- 13 **Leah:** Possibly, but the promotion ends Friday. Extra impressions next month may have little value to us.
- 14 **Marco:** Then timing has to be part of the remedy. I can price the available replacement placements and discuss a credit internally.
- 15 **Leah:** Do not book anything yet. Send both options with dates and any change in format.
- 16 **Marco:** I will make the proposed ⁵ _____ explicit so the replacement cannot drift beyond the promotion unnoticed.
- 17 **Leah:** And show whether accepting an option would resolve the entire dispute or only the delivery shortfall.
- 18 **Marco:** Yes. Any ⁶ _____ will follow the agreed commercial resolution, not an assumption in this call.
- 19 **Leah:** Please send the corrected delivery table first. I need something reliable for this afternoon's review.
- 20 **Marco:** You will have it by two, with any unresolved reconciliation clearly marked and no new placements booked.

CHECK THE GAPS

1. insertion order / 2. inventory / 3. viewability / 4. makegood / 5. flight dates / 6. credit note

[Why these answers fit, page 166](#)

An event campaign ends before the replacement run

A campaign is 20,000 impressions short. The agency offers replacement delivery after the advertised event has finished. The client has not agreed.

Complete the exchange using each phrase once. Read both roles, then switch roles and repeat with the bank covered.

WORD AND PHRASE BANK

remedy / refund / problem / agree

- 01 **Client:** Extra impressions after the event do not solve our timing ¹ _____.
- 02 **Agency:** I will label the replacement as a proposal, not an accepted ² _____.
- 03 **Client:** Check the booking terms before promising an automatic ³ _____.
- 04 **Agency:** We will document the resolution once both sides ⁴ _____.

CHECK THE GAPS

1. problem / 2. remedy / 3. refund / 4. agree

[Why these answers fit, page 166](#)

Keep the distinction audible

Distinguish delivery volume from inventory quality and negotiate a remedy.

Language for the next case

The landing page works with a mouse, but not a keyboard

focus indicator

The focus indicator shows which interactive element currently receives keyboard input; its disappearance obstructs keyboard navigation.

Renee: The focus indicator disappears at the form. I cannot tell which field I am entering without using the mouse.

functional image

A functional image acts as a control or link, so its alternative should identify the action or destination.

Renee: For that functional image, describe the destination. "Offer terms" is useful; the arrow's color does not explain the link.

error message

The error message must communicate a failed input clearly; a border color alone does not explain the problem.

Renee: Yes, including the error message after an invalid email address. A red border alone is not enough.

text alternative

A text alternative makes the image's meaningful information available when the image itself cannot be used.

Renee: We need an appropriate text alternative. Better still, put the offer in real page text where people can resize and access it.

contrast check

A contrast check examines whether foreground and background colors provide sufficient visual distinction for their intended use.

Renee: Good. The button and helper text need a contrast check after your new colors are applied.

accessible name

The accessible name identifies a control to assistive technology and should accurately express its purpose.

Renee: Thanks. We can verify the accessible name of each control and the confirmation state after submission.

Read the phrases aloud. Then complete the conversation on the following pages using the word bank.

Conversation

The landing page works with a mouse, but not a keyboard

A landing-page review finds an image-only offer, an unlabeled icon link, and a signup form whose keyboard focus disappears. The campaign designer and web producer must assign fixes. This is a focused review, not certification of the entire website.

Complete the numbered gaps. Use each bank entry once; some entries contain several words.

WORD AND PHRASE BANK

error message / text alternative / contrast check / focus indicator / functional image / accessible name

- 01 **Dev:** The desktop preview looks good. You left three accessibility comments. Which one blocks the signup journey?
- 02 **Renee:** The ¹ _____ disappears at the form. I cannot tell which field I am entering without using the mouse.
- 03 **Dev:** I changed the field styling yesterday. I may have removed the outline with the default border.
- 04 **Renee:** Please restore a visible state and test it through the whole form. The problem is not just the first field.
- 05 **Dev:** What about the offer image? Its text is already visible in the artwork.
- 06 **Renee:** We need an appropriate ² _____. Better still, put the offer in real page text where people can resize and access it.
- 07 **Dev:** I can keep the illustration and move the offer outside it. Does the illustration still need a full description?
- 08 **Renee:** That depends on its purpose. If it adds no information beyond the nearby text, treat it as decorative rather than repeating everything.
- 09 **Dev:** The small arrow beside the offer links to the terms. I called it "blue arrow" in the image description.
- 10 **Renee:** For that ³ _____, describe the destination. "Offer terms" is useful; the arrow's color does not explain the link.

Conversation continues on the next page.

The landing page works with a mouse, but not a keyboard

CONVERSATION / CONTINUED

- 11 **Dev:** Understood. I will also put visible wording beside it so the destination is not a guessing game.
- 12 **Renee:** Good. The button and helper text need a ⁴ _____ after your new colors are applied.
- 13 **Dev:** Could we approve this from the automated report if all three warnings disappear?
- 14 **Renee:** No. Run the report, then test the journey manually. A clean scan does not establish that every interaction is accessible.
- 15 **Dev:** I will test keyboard navigation. Can you check the labels with the team's screen-reader setup?
- 16 **Renee:** Yes, including the ⁵ _____ after an invalid email address. A red border alone is not enough.
- 17 **Dev:** I will give you a test link with the form connected to our test list, not the live campaign list.
- 18 **Renee:** Thanks. We can verify the ⁶ _____ of each control and the confirmation state after submission.
- 19 **Dev:** I will fix the layout and focus styles this morning. Please keep the review comments open until you recheck them.
- 20 **Renee:** Agreed. We will record exactly what passed, without labeling this limited check a full-site accessibility certification.

CHECK THE GAPS

1. focus indicator / **2.** text alternative / **3.** functional image / **4.** contrast check / **5.** error message / **6.** accessible name

[Why these answers fit, page 168](#)

A decorative photo beside complete text

An article includes a decorative office photo. The offer and all instructions are already in readable page text. A separate icon is the only link to the booking page.

Complete the exchange using each phrase once. Read both roles, then switch roles and repeat with the bank covered.

WORD AND PHRASE BANK

function / complete / empty / destination

- 01 **Designer:** The office photo adds no new information; its alternative can be
1 _____.
- 02 **Producer:** The booking icon is different because it has a 2 _____.
- 03 **Designer:** Its accessible label should identify the booking 3 _____.
- 04 **Producer:** Test that link using a keyboard before calling the change 4 _____.

CHECK THE GAPS

1. empty / 2. function / 3. destination / 4. complete

[Why these answers fit, page 168](#)

Keep the distinction audible

Give specific accessibility feedback and coordinate a practical release check.

01 / Answers and explanations

A / Read the situation

A1. Who was actually interviewed?

A. Six operations coordinators at small agencies

The briefing identifies a small exploratory user sample and explicitly excludes completed buyer research.

[Return to the exercise, page 4](#)

A2. What does the proposed campaign ask people to do?

A. Book a workflow demonstration

The campaign action is a demonstration request, not a completed purchasing decision.

[Return to the exercise, page 4](#)

A3. Which conclusion exceeds the evidence?

A. The interviews prove market-wide demand

Six exploratory interviews cannot establish the prevalence of a need across the whole market.

[Return to the exercise, page 4](#)

D / Response choices

D1. Which revision preserves the research correctly?

C. Six interviewed coordinators described repeated calendar checking.

The supported statement retains the participants, observed problem, and limited scope.

[Return to the exercise, page 8](#)

D2. Which question distinguishes use from purchasing authority?

A. Who uses the tool, and who controls the purchasing budget?

Daily use and budget authority can belong to different roles. Problem frequency, demonstration preferences and channel reach do not establish who can authorize a purchase.

[Return to the exercise, page 8](#)

01 / Answers and explanations / continued

D3. A colleague needs the term for this meaning: A research-informed representation of a purchasing role. Which term fits?

C. buyer persona

A Not here. sample bias: Distortion arising from who is included in a sample. The usual combination is "acknowledge sample bias".

B Not here. campaign objective: The particular outcome a campaign is intended to achieve. The usual combination is "agree the campaign objective".

C Correct. buyer persona: A research-informed representation of a purchasing role. The usual combination is "validate a buyer persona".

D Not here. customer insight: An interpretation that explains a meaningful customer pattern. The usual combination is "develop a customer insight".

[Return to the exercise, page 8](#)

D4. Rebuild the exchange from "The scheduling tool with an audience of everyone".
Mira: "Then the slide saying we have proved market-wide demand goes further than the research. Could we keep the finding but change its scope?" **Owen: [missing response]** **Mira: "What are the coordinators actually struggling with? Give the creative team a concrete moment to show, not just the word scheduling."** **Which response belongs in the gap?**

D. Yes. We have an exploratory demand signal, not a market estimate. I will keep the sample description next to the finding in the revised brief.

A Not here. This line belongs to turn 14, after Mira says: "I expect someone will say the narrower audience limits growth. How can we explain this choice without suggesting that larger organizations will never matter?" It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 4, after Mira says: "That gives us a starting point. Did those same people approve software purchases, or were they describing how they would use the product?" It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 2, after Mira says: "The brief says everyone who works in an office. I understand the ambition, but which person should recognize their own problem in the first campaign?" It addresses that point, not the missing turn in the supplied exchange.

D Correct. This is Owen's response in turn 6. It connects Mira's preceding point with Mira's follow-up. The interviews indicate a possible need but do not establish its prevalence throughout the wider market.

[Return to the exercise, page 8](#)

E / Conversation

1. target audience

Turn 2. The target audience specifies whom this campaign addresses; it is narrower than everyone working in an office.

01 / Answers and explanations / continued

2. end user

Turn 4. The end user performs the workflow; using software does not establish control over its purchasing budget.

3. demand signal

Turn 6. The interviews indicate a possible need but do not establish its prevalence throughout the wider market.

4. pain point

Turn 8. The pain point is the specific repeated calendar-checking problem, not an unsupported claim about every scheduling task.

5. conversion action

Turn 10. The conversion action is the defined response counted by this campaign; it is not automatically a sale.

6. buyer persona

Turn 12. The buyer persona should be grounded in purchasing-role research, which this case says has not yet been completed.

7. market segment

Turn 14. The segment defines the campaign's first focus; choosing it does not exclude all future expansion.

8. value proposition

Turn 16. The value proposition connects a relevant benefit to the audience; it must not import an unverified numerical claim.

9. leading indicator

Turn 18. A leading indicator may precede a later outcome; it does not establish that the later outcome occurred.

10. research hypothesis

Turn 20. A research hypothesis identifies a proposition to test rather than presenting it as an established customer fact.

[Return to the conversation, page 10](#)

01 / Answers and explanations / continued

F / Accuracy and scope

F1. Which label fits the immediate campaign action?

C. A booked workflow demonstration

The stated request is to book a demonstration, not complete the later stages.

[Return to the exercise, page 13](#)

F2. Which response challenges the overclaim constructively?

B. Keep the insight, narrow its scope, and label the buyer assumption for research.

This response preserves useful evidence while correcting the unsupported generalization and missing buyer knowledge.

[Return to the exercise, page 13](#)

F / Guided speaking

1. users

Strategist: Employees are the daily users.

Turn 1. The supplied facts identify employees as the people using the learning product.

2. decision

Marketer: The learning director controls the purchasing decision.

Turn 2. The director approves the purchase, which differs from employees trying a lesson.

3. action

Strategist: Trying a sample is the campaign's immediate action.

Turn 3. The invitation asks for a sample trial rather than a completed company purchase.

4. contract

Marketer: We must not report that trial as a signed contract.

Turn 4. No company contract has been signed, so the early behavior cannot be reported as one.

[Return to the conversation, page 14](#)

01 / Answers and explanations / continued

F / Rebuild the exchange

1. Rebuild the exchange from "The scheduling tool with an audience of everyone".
Mira: "I expect someone will say the narrower audience limits growth. How can we explain this choice without suggesting that larger organizations will never matter?"
Owen: [missing response] **Mira:** "The creative team also wants a single sentence describing why this matters. Can that connect the workflow problem with a relevant product benefit?" **Which response belongs in the gap?**

B. Call it the initial market segment. It is a focused campaign choice based on the evidence available, not a permanent boundary around the entire business.

A Not here. This line belongs to turn 4, after Mira says: "That gives us a starting point. Did those same people approve software purchases, or were they describing how they would use the product?" It addresses that point, not the missing turn in the supplied exchange.

B Correct. This is Owen's response in turn 14. It connects Mira's preceding point with Mira's follow-up. The segment defines the campaign's first focus; choosing it does not exclude all future expansion.

C Not here. This line belongs to turn 2, after Mira says: "The brief says everyone who works in an office. I understand the ambition, but which person should recognize their own problem in the first campaign?" It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 6, after Mira says: "Then the slide saying we have proved market-wide demand goes further than the research. Could we keep the finding but change its scope?" It addresses that point, not the missing turn in the supplied exchange.

[Return to the exercise, page 14](#)

02 / Answers and explanations

A / Read the situation

A1. What was the actual comparator?

D. The previous version of the same product

The briefing describes a version-to-version internal task test with no competitor comparison.

[Return to the exercise, page 16](#)

A2. What time reduction does the supplied test show?

B. 10 seconds, or 20% of the previous 50 seconds

The reduction is 50 minus 40 seconds; dividing 10 by the original 50 gives 20%.

[Return to the exercise, page 16](#)

A3. Which statement is unsupported?

B. The product is the fastest on the market

A market-wide superlative cannot be established by a test against only the product's earlier version.

[Return to the exercise, page 16](#)

D / Response choices

D1. Which claim most closely matches the supplied measurement?

B. The defined task took 20% less time than in the previous version under the test conditions.

The supported comparison retains the measured task, time basis, earlier version, and conditions.

[Return to the exercise, page 20](#)

D2. Which sentence uses by and to accurately?

C. Task time fell by 10 seconds to 40 seconds.

The measured values are 50 seconds originally and 40 seconds afterward, a difference of 10.

[Return to the exercise, page 20](#)

02 / Answers and explanations / continued

D3. A colleague needs the term for this meaning: Text developing or qualifying the main message. Which term fits?

A. supporting copy

A Correct. supporting copy: Text developing or qualifying the main message. The usual combination is "align the supporting copy".

B Not here. comparator: The product, group, or baseline used for comparison. The usual combination is "identify the comparator".

C Not here. message architecture: An organized structure of core and supporting messages. The usual combination is "maintain the message architecture".

D Not here. brand voice: The relatively consistent verbal personality of a brand. The usual combination is "preserve the brand voice".

[Return to the exercise, page 20](#)

D4. Rebuild the exchange from "A headline that outruns its evidence". Tessa: "That is twenty percent less task time, using fifty as the original base. I would avoid saying customers save twenty percent of their day." Arun: [missing response] Tessa: "Could the headline simply say twenty percent faster and leave the explanation underneath? I am concerned that we are losing the useful benefit." Which response belongs in the gap?

B. Right. The claim scope should cover that task and comparison. It does not cover every workflow, every customer, or every configuration in which the product might run.

A Not here. This line belongs to turn 14, after Tessa says: "Then let us agree the proposition first: the new version reduced the measured calendar-import time compared with our old version in this test." It addresses that point, not the missing turn in the supplied exchange.

B Correct. This is Arun's response in turn 6. It connects Tessa's preceding point with Tessa's follow-up. Claim scope defines what the statement covers; a single task test cannot establish all customer time savings.

C Not here. This line belongs to turn 16, after Tessa says: "Can we call the result independently verified once the reviewer checks the copy, or would that imply a different kind of testing?" It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 10, after Tessa says: "The team may suggest putting a small asterisk after fastest. Would that solve the problem if the footnote names our previous version?" It addresses that point, not the missing turn in the supplied exchange.

[Return to the exercise, page 20](#)

E / Conversation

1. comparator

Turn 2. The comparator was the previous version; no competing products were included in the stated test.

02 / Answers and explanations / continued

2. benchmark

Turn 4. The benchmark is the defined task comparison with recorded times, not evidence of a market-wide ranking.

3. claim scope

Turn 6. Claim scope defines what the statement covers; a single task test cannot establish all customer time savings.

4. supporting copy

Turn 8. Supporting copy develops the headline, but its task-time explanation must remain consistent with the main message.

5. net impression

Turn 10. The overall impression may still imply market superiority even when a small note names a narrower comparison.

6. brand voice

Turn 12. Brand voice concerns how the brand speaks; it does not justify adding an unsupported factual ranking.

7. proof point

Turn 14. The proof point is the bounded recorded improvement, not a prediction of every user's experience.

8. substantiation

Turn 16. Substantiation supports the factual claim; an internal wording review does not transform an internal test into independent validation.

9. qualifier

Turn 18. A qualifier preserves the task, comparator, or conditions that limit what the evidence supports.

10. approval status

Turn 20. Approval status distinguishes a proposed revision from a version authorized for publication after the complete review.

[Return to the conversation, page 22](#)

02 / Answers and explanations / continued

F / Accuracy and scope

F1. What does the proposed revised wording still require?

C. Review of the complete advertisement and supporting evidence

Arithmetic, a comparator note and creative agreement do not by themselves establish the overall message or approval. The full advertisement must be assessed with its evidence.

[Return to the exercise, page 25](#)

F2. Which feedback is most useful?

C. Preserve the benefit, but narrow the comparator and task scope.

The useful revision retains a meaningful tested improvement without expanding or mislabeling the evidence.

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F / Guided speaking

1. seventy-five

Researcher: Sixty out of eighty is seventy-five percent.

Turn 1. Dividing 60 by 80 gives 0.75, or 75 percent of the stated participants.

2. comparator

Marketer: The comparator was our old design.

Turn 2. The test compared the two internal designs, not any competing brand.

3. sample

Researcher: Keep the participant sample attached to the result.

Turn 3. The limited, unverified sample cannot be silently expanded into a market-wide preference.

4. leadership

Marketer: We cannot call this proof of market leadership.

Turn 4. No competitor comparison or representative market ranking was established by the supplied test.

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02 / Answers and explanations / continued

F / Rebuild the exchange

1. Rebuild the exchange from "A headline that outruns its evidence". Tessa: "Then let us agree the proposition first: the new version reduced the measured calendar-import time compared with our old version in this test." Arun: [missing response] Tessa: "Can we call the result independently verified once the reviewer checks the copy, or would that imply a different kind of testing?" Which response belongs in the gap?

A. That gives us a concrete proof point. I will attach the test record so the reviewer can check the exact task, build, and conditions behind the wording.

A Correct. This is Arun's response in turn 14. It connects Tessa's preceding point with Tessa's follow-up. The proof point is the bounded recorded improvement, not a prediction of every user's experience.

B Not here. This line belongs to turn 10, after Tessa says: "The team may suggest putting a small asterisk after fastest. Would that solve the problem if the footnote names our previous version?" It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 16, after Tessa says: "Can we call the result independently verified once the reviewer checks the copy, or would that imply a different kind of testing?" It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 6, after Tessa says: "That is twenty percent less task time, using fifty as the original base. I would avoid saying customers save twenty percent of their day." It addresses that point, not the missing turn in the supplied exchange.

[Return to the exercise, page 26](#)

03 / Answers and explanations

A / Read the situation

A1. Who owns the shared brief?

A. Priya, the campaign manager

The briefing explicitly assigns ownership of the shared campaign brief to Priya.

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A2. Which work has actually been prepared?

A. A layout containing placeholder copy

Ben has a layout with temporary wording; the other deliverables are not established as complete.

[Return to the exercise, page 29](#)

A3. How should Monday be described?

B. A target date subject to unresolved release conditions

The audience, message, and measurement dependencies remain unresolved, so release is not yet authorized.

[Return to the exercise, page 29](#)

D / Response choices

D1. Which update correctly describes the design state?

B. A layout exists, but it still contains placeholder copy.

The supplied work is a draft layout, not an approved or published set of assets.

[Return to the exercise, page 33](#)

D2. Which sequence fits the dependencies?

C. Complete the brief, finalize creative, check requirements, then authorize release.

The audience and approved message are inputs to final creative, and checks precede release authorization.

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03 / Answers and explanations / continued

D3. A colleague needs the term for this meaning: Something that must be available for another task to proceed. Which term fits?

B. dependency

A Not here. sign-off: Recorded approval by the relevant responsible person. The usual combination is "obtain message sign-off".

B Correct. dependency: Something that must be available for another task to proceed. The usual combination is "resolve a dependency".

C Not here. RACI matrix: A map of responsible, accountable, consulted, and informed roles. The usual combination is "clarify roles in a RACI matrix".

D Not here. media booking: A commitment reserving advertising inventory. The usual combination is "confirm the media booking".

[Return to the exercise, page 33](#)

D4. Rebuild the exchange from "A launch date without a launch-ready brief". Priya: "What can you keep moving now? I want to protect useful preparation while I sort out the audience and objective, without sending temporary content into production." Ben: [missing response] Priya: "Good. I also need to explain what could move Monday before Sales makes a customer promise. How should we show the time still needed?" Which response belongs in the gap?

A. I can verify each asset specification: dimensions, formats and channel requirements. I'll keep the placeholder label on the text and leave these drafts out of the release folder.

A Correct. This is Ben's response in turn 6. It connects Priya's preceding point with Priya's follow-up. Asset specifications cover format requirements that can be checked before final wording is supplied.

B Not here. This line belongs to turn 2, after Priya says: "Sales has Monday in its calendar for email, paid social and the landing page. Before I confirm anything, what is actually ready on your side?" It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 8, after Priya says: "Good. I also need to explain what could move Monday before Sales makes a customer promise. How should we show the time still needed?" It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 4, after Priya says: "I'll complete that document. The product lead approves the message; operations owns tracking checks. I'll list those responsibilities beside the missing inputs so we know whom to ask." It addresses that point, not the missing turn in the supplied exchange.

[Return to the exercise, page 33](#)

E / Conversation

1. campaign brief

Turn 2. The brief supplies audience, objective, message, and delivery context that a channel calendar alone does not provide.

03 / Answers and explanations / continued

2. dependency

Turn 4. Final design depends on the approved message because wording changes can alter layout and require further review.

3. asset specification

Turn 6. Asset specifications cover format requirements that can be checked before final wording is supplied.

4. workback schedule

Turn 8. A workback schedule identifies the tasks and review time needed before the target rather than treating the date as evidence of readiness.

5. tracking plan

Turn 10. The tracking plan defines what will be recorded; it must match the agreed campaign action rather than merely count page visits.

6. sign-off

Turn 12. Sign-off must identify the approved content; otherwise a later or different draft may be mistaken for the accepted version.

7. single source of truth

Turn 14. An agreed authoritative record reduces ambiguity about which brief, decision, and asset version is current.

8. change request

Turn 16. A change request makes the new requirement and its effect on work, review, and timing explicit.

9. go/no-go decision

Turn 18. The go/no-go decision authorizes or stops release after reviewing readiness; it is separate from the target date.

10. handoff

Turn 20. The handoff transfers the correct asset and context to the next owner after the required inputs and reviews are complete.

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03 / Answers and explanations / continued

F / Accuracy and scope

F1. Who owns message approval under this brief?

C. The product lead

The briefing assigns message approval to the product lead. Coordinating the brief, producing a layout and checking tracking are separate responsibilities.

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F2. Which statement keeps Monday accurate?

D. Monday is our target; unresolved release conditions still need closure.

A target remains possible without becoming a guarantee or an already authorized release.

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F / Guided speaking

1. change

Manager: The new offer is a proposed change.

Turn 1. The supplied facts distinguish the proposed revision from the currently approved offer.

2. assets

Designer: It affects all three campaign assets.

Turn 2. Each named asset contains the old offer and would need coordinated revision.

3. approval

Manager: We need the relevant approval before release.

Turn 3. The new offer is not approved, so a proposal cannot be treated as release authorization.

4. consistent

Designer: I will then check that every version is consistent.

Turn 4. Coordinated revision must ensure the email, page, and post communicate the same approved offer.

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03 / Answers and explanations / continued

F / Rebuild the exchange

1. Rebuild the exchange from "A launch date without a launch-ready brief". Priya: "Let's put the current brief, approved wording and open decisions in one shared place. Channel owners should not have to choose between conflicting email attachments." Ben: [missing response] Priya: "Suppose the offer changes after the layout is finished. Sales may still expect Monday. I need a way to explain the effect without guessing a new promise." Which response belongs in the gap?

D. That gives us a single source of truth. I'll link the final design from there, with its version, rather than send differently named copies to every team.

A Not here. This line belongs to turn 6, after Priya says: "What can you keep moving now? I want to protect useful preparation while I sort out the audience and objective, without sending temporary content into production." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 4, after Priya says: "I'll complete that document. The product lead approves the message; operations owns tracking checks. I'll list those responsibilities beside the missing inputs so we know whom to ask." It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 2, after Priya says: "Sales has Monday in its calendar for email, paid social and the landing page. Before I confirm anything, what is actually ready on your side?" It addresses that point, not the missing turn in the supplied exchange.

D Correct. This is Ben's response in turn 14. It connects Priya's preceding point with Priya's follow-up. An agreed authoritative record reduces ambiguity about which brief, decision, and asset version is current.

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04 / Answers and explanations

A / Read the situation

A1. What task does the query indicate?

A. Learning how to create a meeting agenda

The query asks for instructions, which matches the practical guide promised by the title.

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A2. Which required elements are missing?

C. An agenda example and a usable sequence

The briefing explicitly requires the example and sequence, neither of which appears in the draft.

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A3. Which outcome cannot currently be promised?

D. A ranking improvement or traffic increase

The case supplies an editorial problem, not evidence of a future search-performance result.

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D / Response choices

D1. Which feedback most directly resolves the stated problem?

B. Add the required sequence and worked agenda before refining promotional copy.

The missing instructional content is the core gap between the brief, title, and draft.

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D2. Which sentence correctly limits the search claim?

A. Better task alignment does not guarantee a ranking increase.

Content fit, technical eligibility, and actual search performance are distinct questions.

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04 / Answers and explanations / continued

D3. A colleague needs the term for this meaning: A search purpose involving evaluation of possible purchases. Which term fits?

D. commercial intent

A Not here. internal link: A link connecting pages within the same site. The usual combination is "add a relevant internal link".

B Not here. editorial angle: The specific perspective or approach of a piece. The usual combination is "refine the editorial angle".

C Not here. crawlability: The ability of a crawler to access page content. The usual combination is "check crawlability".

D Correct. commercial intent: A search purpose involving evaluation of possible purchases. The usual combination is "distinguish commercial intent".

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D4. Rebuild the exchange from "The how-to article that never gives instructions".

Sofia: "The feature summary may still be useful for the announcement. Let us avoid discarding good material just because it is in the wrong place." **Ellis:** [missing response] **Sofia:** "Then show the result. Readers should not have to guess what that sequence produces when they try to use it for an actual meeting." **Which response belongs in the gap?**

B. I will revise the outline around the reader's task first: define the meeting outcome, choose the topics, assign owners, and allocate time before sharing the agenda.

A Not here. This line belongs to turn 2, after Sofia says: "The title promises a guide to creating a meeting agenda, but the opening announces our product. What does the searcher need to do?" It addresses that point, not the missing turn in the supplied exchange.

B Correct. This is Ellis's response in turn 6. It connects Sofia's preceding point with Sofia's follow-up. The outline establishes the sequence of sections before the writer refines individual sentences or promotional details.

C Not here. This line belongs to turn 8, after Sofia says: "Then show the result. Readers should not have to guess what that sequence produces when they try to use it for an actual meeting." It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 10, after Sofia says: "Start with the agenda problem. Could a reader use the opening to begin the task without first learning about our product launch?" It addresses that point, not the missing turn in the supplied exchange.

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E / Conversation

1. search intent

Turn 2. The query asks for practical instructions; this intended task differs from interest in a product announcement.

04 / Answers and explanations / continued

2. content gap

Turn 4. The absent sequence and example prevent the draft from meeting the explicitly stated instructional requirement.

3. outline

Turn 6. The outline establishes the sequence of sections before the writer refines individual sentences or promotional details.

4. worked example

Turn 8. A worked example demonstrates the completed output of the instructions, rather than merely naming the product's features.

5. lead paragraph

Turn 10. The lead paragraph sets the article's direction; opening with the reader's task aligns it with the guide's promise.

6. anchor text

Turn 12. Anchor text is the visible linked wording; describing the destination helps readers understand the link's relevance.

7. search volume

Turn 14. Search volume estimates how often a query is used; it does not forecast visits to this specific article.

8. title tag

Turn 16. The title tag identifies the page to systems and displays; it should fit the actual instructional content.

9. crawlability

Turn 18. Crawlability concerns a crawler's access to the page, not the quality of the article or a guaranteed search position.

10. editorial review

Turn 20. Editorial review checks the substance and publication readiness; a revised draft is not automatically a finished or approved guide.

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04 / Answers and explanations / continued

F / Accuracy and scope

F1. Which use of the feature summary best fits the brief?

D. Move the general announcement elsewhere and retain only task-relevant references.

Useful promotional material can be repurposed without displacing the promised instructional content.

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F2. Which check most directly verifies that the guide delivers its promised instruction?

A. Confirm the agenda example follows the steps and can be used without purchase

The brief requires usable instruction and a worked example. Search demand, brand presentation and link counts do not establish that a reader can complete the task.

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F / Guided speaking

1. comparison

Editor: The title promises a comparison.

Turn 1. A two-plan comparison requires information about both plans rather than one promotional description.

2. both

Writer: I need the relevant terms for both plans.

Turn 2. The supplied task covers two plans, so omitting either prevents a meaningful comparison.

3. documents

Editor: Use the current plan documents for factual details.

Turn 3. The current documents are the supplied factual basis, not invented benefits or assumed terms.

4. choice

Writer: I will not present one plan as the reader's completed choice.

Turn 4. No plan has been selected for the reader, so the page should not claim an existing decision.

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04 / Answers and explanations / continued

F / Rebuild the exchange

1. Rebuild the exchange from "The how-to article that never gives instructions".

Sofia: "The keyword has a large estimated search volume. Someone may ask whether fixing the article means we can promise a specific increase in visits." **Ellis:** [missing response] **Sofia:** "The page settings also need review. I do not want the displayed promise and the revised body to drift apart during production." Which response belongs in the gap?

A. No. search volume describes estimated searches, not our guaranteed traffic. We can explain the editorial improvement without inventing a ranking or numerical performance result.

A Correct. This is Ellis's response in turn 14. It connects Sofia's preceding point with Sofia's follow-up. Search volume estimates how often a query is used; it does not forecast visits to this specific article.

B Not here. This line belongs to turn 18, after Sofia says: "Technical colleagues will check access separately. We should not describe that check as proof that the content is useful or certain to rank." It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 2, after Sofia says: "The title promises a guide to creating a meeting agenda, but the opening announces our product. What does the searcher need to do?" It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 10, after Sofia says: "Start with the agenda problem. Could a reader use the opening to begin the task without first learning about our product launch?" It addresses that point, not the missing turn in the supplied exchange.

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05 / Answers and explanations

A / Read the situation

A1. What is the reported cost per attributed order in week two?

A. \$20

Dividing the stated \$2,400 media spend by 120 attributed orders gives \$20 per order.

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A2. Which two factors changed together?

A. Creative and the storewide discount

The briefing states that new creative and a 20% discount began on the same day.

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A3. What prevents the slide's causal conclusion?

A. The before-and-after data do not isolate creative from the concurrent discount.

Both changes occurred together without a control group, so the creative's separate causal effect is not established.

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D / Response choices

D1. Which headline matches the evidence?

C. Attributed orders rose 50% while creative and the discount changed together.

Orders increased by 40 from an 80-order base, but simultaneous changes prevent isolating creative's causal effect.

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D2. Which metric can be calculated from the supplied data?

C. Media cost per attributed order

The case provides media spend and attributed orders, but not the other required inputs or causal estimate.

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05 / Answers and explanations / continued

D3. A colleague needs the term for this meaning: Clicks divided by impressions on a stated basis. Which term fits?

B. click-through rate

A Not here. budget pacing: Management of spending across the planned campaign period. The usual combination is "adjust budget pacing".

B Correct. click-through rate: Clicks divided by impressions on a stated basis. The usual combination is "compare click-through rates".

C Not here. confounder: A factor that complicates attributing an observed relationship to one cause. The usual combination is "identify a possible confounder".

D Not here. attribution model: Rules or methods assigning credit for a conversion to interactions. The usual combination is "identify the attribution model".

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D4. Rebuild the exchange from "The campaign and the discount changed together". Mae: "I was going to call it total customer-acquisition cost. We do not have sales costs or a count of newly acquired customers, though." Darius: [missing response] Mae: "The report uses the same model as last week. I thought that would make it fair to credit the entire increase to the campaign change." Which response belongs in the gap?

B. Then that label would be too broad. A blended acquisition cost requires defined included costs and a suitable denominator. The platform's attributed orders may not all represent new customers.

A Not here. This line belongs to turn 4, after Mae says: "We kept media spend at twenty-four hundred dollars in both weeks. Does that at least support the claim that the campaign became more efficient?" It addresses that point, not the missing turn in the supplied exchange.

B Correct. This is Darius's response in turn 6. It connects Mae's preceding point with Mae's follow-up. A combined acquisition-cost measure requires its own included costs, channels, and acquisition denominator, which are not supplied here.

C Not here. This line belongs to turn 2, after Mae says: "The slide says the new creative caused forty additional orders. Orders rose from eighty to one hundred twenty, so the story looks strong." It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 20, after Mae says: "Then the slide will say attributed orders rose fifty percent while creative and the discount changed together. Their separate effects remain unmeasured." It addresses that point, not the missing turn in the supplied exchange.

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05 / Answers and explanations / continued

E / Conversation

1. attribution

Turn 2. Attribution assigns reporting credit; the resulting order increase does not itself establish what caused it.

2. cost per acquisition

Turn 4. Here the defined acquisition action is an attributed order and the stated cost scope is media spend only.

3. blended acquisition cost

Turn 6. A combined acquisition-cost measure requires its own included costs, channels, and acquisition denominator, which are not supplied here.

4. attribution model

Turn 8. Keeping the credit-assignment method unchanged supports reporting consistency but does not separate simultaneous causal influences.

5. confounder

Turn 10. The concurrent discount complicates attributing the change to creative alone, because both interventions could affect orders.

6. incrementality

Turn 12. Incrementality concerns outcomes added by the intervention relative to what would have occurred without it.

7. holdout group

Turn 14. A holdout provides a comparison, but its design and comparability must support the intended causal question.

8. return on ad spend

Turn 16. Return on ad spend needs an appropriate revenue numerator; order counts and spend alone cannot determine it.

9. conversion lag

Turn 18. Conversion lag can make an early reporting period incomplete relative to a more mature comparison period.

05 / Answers and explanations / continued

10. baseline

Turn 20. The baseline is the first week's defined comparison level, not an experimental estimate of the no-change outcome.

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F / Accuracy and scope

F1. What does unchanged attribution establish?

C. The stated credit method stayed consistent, not that creative caused the increase.

A stable reporting method supports comparison but does not remove the concurrent intervention or identify customer type.

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F2. Which revision avoids overstating the result?

D. Replace caused with accompanied and disclose the concurrent promotion.

The revision preserves the observation while making the competing explanation visible instead of changing the metric's meaning.

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F / Guided speaking

1. order

Analyst: The sales record contains one order.

Turn 1. Both platform credits refer to the same single sales event in the supplied facts.

2. deduplication

Lead: Combining platform counts requires deduplication.

Turn 2. Adding both credits without removing overlap would count one order twice.

3. attribution

Analyst: Credit assignment is attribution, not proof of cause.

Turn 3. The platform reports allocate credit under their rules rather than establish a separate causal effect.

4. incrementality

Lead: Neither report alone establishes incrementality.

Turn 4. Without an appropriate causal comparison, neither platform's additional effect is identified.

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05 / Answers and explanations / continued

F / Rebuild the exchange

1. Rebuild the exchange from "The campaign and the discount changed together".
Mae: "Would withholding the new creative from a comparable group help, provided the promotional conditions and measurement were planned properly?" **Darius:** [missing response] **Mae:** "For today's update, I can state the order increase and lower media cost per order. Can I also say return on ad spend improved?" **Which response belongs in the gap?**

C. A carefully designed holdout group could be part of that approach. We would need to review assignment, exposure, and other differences before interpreting a result as causal.

A Not here. This line belongs to turn 2, after Mae says: "The slide says the new creative caused forty additional orders. Orders rose from eighty to one hundred twenty, so the story looks strong." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 8, after Mae says: "The report uses the same model as last week. I thought that would make it fair to credit the entire increase to the campaign change." It addresses that point, not the missing turn in the supplied exchange.

C Correct. This is Darius's response in turn 14. It connects Mae's preceding point with Mae's follow-up. A holdout provides a comparison, but its design and comparability must support the intended causal question.

D Not here. This line belongs to turn 20, after Mae says: "Then the slide will say attributed orders rose fifty percent while creative and the discount changed together. Their separate effects remain unmeasured." It addresses that point, not the missing turn in the supplied exchange.

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06 / Answers and explanations

A / Read the situation

A1. How many contacts have a documented demonstration request?

C. 20

The supplied export separates 20 demonstration requests from 60 guide downloads and 20 unknown-source records.

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A2. What remains unchecked across the export?

A. Contact permissions and suppression status

The briefing explicitly says permission and suppression checks have not yet been completed.

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A3. Can all 100 records currently be called sales-ready under the stated procedure?

D. No; the request, source, checks, and ownership conditions are not all met.

The company's supplied criteria require more than contact details, and the case does not impose a blanket ban on responding.

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D / Response choices

D1. Which handoff summary is accurate?

A. Twenty demonstration requests are identified, with required checks still pending.

The summary preserves the known request count and does not invent results for the unfinished checks.

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D2. Which action preserves record integrity?

A. Retain the original source and mark unverified fields for review.

Source history and uncertainty should remain visible rather than be overwritten to satisfy a target.

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06 / Answers and explanations / continued

D3. A colleague needs the term for this meaning: A lead meeting the organization's stated marketing qualification criteria. Which term fits?

D. marketing-qualified lead

A Not here. segmentation rule: A criterion used to assign records to an audience group. The usual combination is "validate a segmentation rule".

B Not here. lead source: The recorded origin of a contact or lead. The usual combination is "verify the lead source".

C Not here. double opt-in: A process confirming a subscription through a second action. The usual combination is "document the double opt-in".

D Correct. marketing-qualified lead: A lead meeting the organization's stated marketing qualification criteria. The usual combination is "define a marketing-qualified lead".

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D4. Rebuild the exchange from "A hundred contacts are not a hundred sales requests". Nico: "That makes sense. What about the twenty people who explicitly asked for a demonstration? Are their records ready to assign now?" Jules: [missing response] Nico: "Those twenty people asked for a demo; I do not want them forgotten. Can you flag the checks still needed and give each request an owner?" Which response belongs in the gap?

C. Their lead source is recorded, but permissions and suppression status have not been checked. The request does not by itself complete every condition in the handoff procedure.

A Not here. This line belongs to turn 8, after Nico says: "Those twenty people asked for a demo; I do not want them forgotten. Can you flag the checks still needed and give each request an owner?" It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 4, after Nico says: "The downloaders have shown interest, though. Could we describe that as enough intent for a sales call and route them with the demonstration requests?" It addresses that point, not the missing turn in the supplied exchange.

C Correct. This is Jules's response in turn 6. It connects Nico's preceding point with Nico's follow-up. The recorded demonstration-request source is one criterion, but permission, suppression, and ownership checks are separate requirements.

D Not here. This line belongs to turn 2, after Nico says: "The campaign email says we have one hundred sales-ready contacts. Before my team starts outreach, can you show me what those people actually requested?" It addresses that point, not the missing turn in the supplied exchange.

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E / Conversation

1. CRM

Turn 2. The CRM holds the relationship records, including the different events that produced this export.

06 / Answers and explanations / continued

2. intent signal

Turn 4. An intent signal can suggest interest without establishing the specific sales-conversation request required by this company's procedure.

3. lead source

Turn 6. The recorded demonstration-request source is one criterion, but permission, suppression, and ownership checks are separate requirements.

4. lifecycle stage

Turn 8. The lifecycle stage must reflect the current process state rather than prematurely label an unchecked record sales-ready.

5. consent record

Turn 10. A consent record needs scope and context; an older permission entry may not answer the current channel or purpose question.

6. suppression list

Turn 12. A suppression list excludes records from specified communication activity; exporting a record does not remove that status.

7. routing rule

Turn 14. A routing rule determines the receiving owner after the record meets the applicable handoff conditions.

8. service-level agreement

Turn 16. The service-level agreement defines responsibilities and response expectations rather than supplying missing qualification evidence.

9. recycle reason

Turn 18. A recycle reason explains why the record returns to an earlier process, making the handoff outcome usable for follow-up.

10. source provenance

Turn 20. Source provenance preserves how each record originated, including the unresolved history of unknown-source contacts.

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06 / Answers and explanations / continued

F / Accuracy and scope

F1. Which record fits every stated sales-ready condition?

A. A documented request with verified source, completed permission checks and a named owner

The case requires the request, verified origin, permission checks and receiving owner together. Each alternative omits at least one condition or substitutes an engagement signal for a request.

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F2. Which question resolves a qualification disagreement?

A. Which event and completed checks does this stage require?

Asking for the stage's concrete criteria turns an ambiguous label into a testable operational definition.

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F / Guided speaking

1. address

Operator: The export contains the same address.

Turn 1. The case identifies one address appearing in both records, not evidence of a new person.

2. preference

Lead: It does not establish a changed preference.

Turn 2. The later export supplies no new preference information, so the earlier status cannot be assumed reversed.

3. record

Operator: I will preserve the existing suppression record.

Turn 3. Preserving the current record avoids silently removing a restriction without evidence or review.

4. process

Lead: Resolve the conflict through the approved process.

Turn 4. The supplied facts call for review rather than treating the export as automatic authorization.

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06 / Answers and explanations / continued

F / Rebuild the exchange

1. Rebuild the exchange from "A hundred contacts are not a hundred sales requests". Nico: "Once a request meets the criteria, I need it assigned to a specific person. Otherwise both teams may assume the other one is responding." Jules: [missing response] Nico: "We also need to agree how quickly eligible requests are acknowledged. That is a different conversation from inventing a deadline for unchecked records." Which response belongs in the gap?

D. The routing rule should identify that owner and preserve the source event. I will include the completed checks so the receiving colleague does not have to reconstruct the history.

A Not here. This line belongs to turn 8, after Nico says: "Those twenty people asked for a demo; I do not want them forgotten. Can you flag the checks still needed and give each request an owner?" It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 4, after Nico says: "The downloaders have shown interest, though. Could we describe that as enough intent for a sales call and route them with the demonstration requests?" It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 20, after Nico says: "I will correct the hundred-sales-ready claim now. Send me the status of the twenty demo requests and keep the downloaders and unknown sources separate." It addresses that point, not the missing turn in the supplied exchange.

D Correct. This is Jules's response in turn 14. It connects Nico's preceding point with Nico's follow-up. A routing rule determines the receiving owner after the record meets the applicable handoff conditions.

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07 / Answers and explanations

A / Read the situation

A1. What are the observed unique clicker rates?

C. A: 6%; B: 7%

The rates are 120 divided by 2,000 and 140 divided by 2,000, respectively.

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A2. What is the absolute difference between those rates?

D. 1 percentage point

Seven percent minus six percent equals one percentage point; relative change uses a different calculation.

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A3. Which conclusion is currently unsupported?

A. B is a statistically established and commercially superior winner

The design and statistical checks remain incomplete, and no purchase results establish commercial superiority.

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D / Response choices

D1. Which sentence reports both forms of change accurately?

A. B is one percentage point higher, about 16.7% above A on a relative basis.

The absolute difference is 7% minus 6%; relative lift divides that one-point difference by 6%.

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D2. Which statement keeps the measured outcome distinct from a business result?

D. B has a higher observed unique-clicker rate; purchase outcomes are not supplied.

The numerator counts unique clickers, not orders, revenue or customers. Equal delivery totals do not supply the missing downstream results.

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07 / Answers and explanations / continued

D3. A colleague needs the term for this meaning: Assignment by a chance-based process intended to support comparable groups. Which term fits?

C. randomization

A Not here. cohort: A group defined by a shared entry period or characteristic. The usual combination is "compare like-for-like cohorts".

B Not here. statistical significance: A result meeting a specified statistical decision criterion. The usual combination is "assess statistical significance".

C Correct. randomization: Assignment by a chance-based process intended to support comparable groups. The usual combination is "verify randomization".

D Not here. guardrail metric: A measure used to detect unacceptable adverse effects. The usual combination is "monitor a guardrail metric".

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D4. Rebuild the exchange from "A higher click rate is not yet a declared winner".

Anika: "That relative number would be one divided by six, about sixteen point seven percent. It sounds much larger than the difference between six and seven." Mateo: [missing response] Anika: "Both groups have two thousand delivered messages. Doesn't that show they were comparable, or is there something else you need to verify in the setup?" Which response belongs in the gap?

D. That's the relative lift, not an extra improvement. Put both original rates beside it so the audience can see the size and basis of the same change.

A Not here. This line belongs to turn 2, after Anika says: "B shows one hundred forty clickers against A's one hundred twenty. I'd like to tell the leadership team B wins and send it to everyone." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 18, after Anika says: "Was clicker rate our main measure before the send? I don't want us to choose it now just because it happens to favor B." It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 14, after Anika says: "The dashboard's green arrow makes it look settled. What can we place beside the rates to show uncertainty once the design has been checked?" It addresses that point, not the missing turn in the supplied exchange.

D Correct. This is Mateo's response in turn 6. It connects Anika's preceding point with Anika's follow-up. Relative lift divides the change by A's baseline rate; it does not create a larger absolute difference.

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E / Conversation

1. denominator

Turn 2. Each rate divides unique clickers by 2,000 delivered messages; a different denominator would change the metric.

07 / Answers and explanations / continued

2. percentage point

Turn 4. A percentage point expresses the absolute difference between 7% and 6%, rather than their relative change.

3. relative lift

Turn 6. Relative lift divides the change by A's baseline rate; it does not create a larger absolute difference.

4. randomization

Turn 8. Randomization concerns how units were assigned; equal delivered counts alone do not establish the assignment process.

5. stopping rule

Turn 10. The planned stopping rule matters because outcome-driven early stopping can change how statistical evidence should be interpreted.

6. statistical significance

Turn 12. Statistical significance depends on a specified method and criterion; a positive observed difference alone does not establish it.

7. confidence interval

Turn 14. A confidence interval communicates uncertainty under its method and assumptions; the current briefing supplies no calculated interval.

8. Practical significance

Turn 16. Practical significance concerns decision-relevant magnitude and value; more clicks do not automatically establish more profitable purchases.

9. primary metric

Turn 18. The primary metric is selected for evaluating the experiment; choosing it after seeing favorable results changes the evidential context.

10. executive readout

Turn 20. An executive readout gives the observed finding, its limits, and decision implications without converting incomplete analysis into proof.

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07 / Answers and explanations / continued

F / Accuracy and scope

F1. What is a justified next step?

D. Verify design, stopping rule, and statistical analysis before declaring a proven winner.

Neither certainty nor no effect follows from incomplete checks; the case requires completing them.

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F2. Which readout is appropriately concise?

C. B's observed rate is higher; the statistical and commercial conclusions remain open.

The observed rate can be reported now while its stronger implications remain qualified.

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F / Guided speaking

1. nine

Analyst: C converts at nine percent.

Turn 1. Dividing 90 requests by 1,000 visits gives 9 percent.

2. five

Lead: D converts at five percent.

Turn 2. Dividing 100 requests by 2,000 visits gives 5 percent despite the larger request count.

3. rate

Analyst: D has more requests but a lower rate.

Turn 3. The count and rate move in different directions because D has twice as many visits.

4. effect

Lead: The totals do not establish a causal effect.

Turn 4. The supplied comparison is observational rather than a controlled design isolating a campaign effect.

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07 / Answers and explanations / continued

F / Rebuild the exchange

1. Rebuild the exchange from "A higher click rate is not yet a declared winner".

Anika: "The dashboard's green arrow makes it look settled. What can we place beside the rates to show uncertainty once the design has been checked?" Mateo: [missing response] Anika: "And even if the click difference holds up, we don't know whether people bought anything. I can't present a click result as additional revenue." Which response belongs in the gap?

C. An appropriate confidence interval can help. We don't have one calculated in this report, so I'll add the checked estimate rather than invent bounds for the slide.

A Not here. This line belongs to turn 2, after Anika says: "B shows one hundred forty clickers against A's one hundred twenty. I'd like to tell the leadership team B wins and send it to everyone." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 6, after Anika says: "That relative number would be one divided by six, about sixteen point seven percent. It sounds much larger than the difference between six and seven." It addresses that point, not the missing turn in the supplied exchange.

C Correct. This is Mateo's response in turn 14. It connects Anika's preceding point with Anika's follow-up. A confidence interval communicates uncertainty under its method and assumptions; the current briefing supplies no calculated interval.

D Not here. This line belongs to turn 18, after Anika says: "Was clicker rate our main measure before the send? I don't want us to choose it now just because it happens to favor B." It addresses that point, not the missing turn in the supplied exchange.

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08 / Answers and explanations

A / Read the situation

A1. What is the company post's current approval state?

D. Pending, with wording and evidence changes requested

The reviewer has requested changes and supporting evidence, so scheduling does not establish approval.

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A2. What is unknown?

D. Whether the paid creator has published the draft

The briefing specifically leaves the partner's publication status unverified.

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A3. Which statement would invent a fact?

D. A confirmed privacy incident has occurred

The case explicitly supplies no reported privacy incident, so one must not be announced as established.

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D / Response choices

D1. Which immediate update is accurate after Noor pauses the queue?

B. Our queue is paused; the partner's publication status still needs confirmation.

Pausing one controlled queue establishes only that action, not partner status, incident facts, or claim approval.

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D2. Which message to the creator resolves the immediate release uncertainty?

B. Hold this exact draft and confirm whether it has already been published.

The unapproved version needs a hold and a publication-status check. Disclosure and contract records answer different questions; replacement wording also needs review.

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08 / Answers and explanations / continued

D3. A colleague needs the term for this meaning: A statement using an unrestricted expression such as always or completely. Which term fits?

B. absolute claim

A Not here. correction notice: A communication identifying and correcting an earlier error. The usual combination is "issue a correction notice".

B Correct. absolute claim: A statement using an unrestricted expression such as always or completely. The usual combination is "review an absolute claim".

C Not here. data minimization: Limiting collected or shared data to what is needed for the purpose. The usual combination is "apply data minimization".

D Not here. usage rights: Permissions governing how content or an asset may be used. The usual combination is "verify usage rights".

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D4. Rebuild the exchange from "Stopping a scheduled claim before it goes live".

Noor: "Our queue is paused. I saved the draft, but should we delete it now so nobody accidentally picks it up for another channel?" Caleb: [missing response] Noor: "The wording sounds absolute. I do not want to replace it with another broad promise before the reviewer explains which specific product facts can support a claim." Which response belongs in the gap?

C. Preserve the audit trail in the restricted record. We need the draft and reviewer comments to understand what happened, while clearly preventing that version from being used for publication.

A Not here. This line belongs to turn 12, after Noor says: "Someone suggested a public message apologizing for a privacy incident. We have no reported incident in this case, only the unresolved wording review." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 4, after Noor says: "I can pause the company queue. The paid creator received the same draft yesterday, but I cannot tell whether they have already posted it." It addresses that point, not the missing turn in the supplied exchange.

C Correct. This is Caleb's response in turn 6. It connects Noor's preceding point with Noor's follow-up. The audit trail records the draft, review concern, and actions; deleting it would remove evidence needed to understand the decision.

D Not here. This line belongs to turn 2, after Noor says: "The three o'clock post still says one hundred percent private. The reviewer asked for new wording and evidence, but the queue has not been paused." It addresses that point, not the missing turn in the supplied exchange.

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08 / Answers and explanations / continued

E / Conversation

1. publication hold

Turn 2. A publication hold stops the unapproved release while the requested claim review remains unresolved.

2. escalation path

Turn 4. The escalation path identifies the responsible route for urgent partner coordination; it does not assume the partner has already acted.

3. audit trail

Turn 6. The audit trail records the draft, review concern, and actions; deleting it would remove evidence needed to understand the decision.

4. absolute claim

Turn 8. An absolute claim leaves little or no qualification; substituting another unrestricted promise would not resolve the evidence gap.

5. material connection

Turn 10. A material connection concerns the relationship behind an endorsement; disclosing it does not substantiate the separate product assertion.

6. holding statement

Turn 12. A holding statement should stay within verified facts; an unresolved claim review does not establish a privacy incident.

7. takedown request

Turn 14. A takedown request concerns already published content; sending it is not proof that removal has occurred everywhere.

8. usage rights

Turn 16. Usage rights define permitted uses of the creator's assets; access to a file does not establish unrestricted reuse.

9. data minimization

Turn 18. Data minimization keeps unnecessary personal details out of the public communication while preserving relevant information in the appropriate record.

08 / Answers and explanations / continued

10. approval workflow

Turn 20. The approval workflow controls review and authorization of the revised version before publication resumes.

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F / Accuracy and scope

F1. Which statement correctly separates two review issues?

C. Disclosing sponsorship does not prove the product claim.

The commercial relationship and the evidence for the product assertion are distinct questions.

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F2. What belongs in the action record?

B. Asset version, review comments, hold requests, confirmations, and responsible owners

A traceable record preserves what was requested, what is verified, and who must resolve the remaining work.

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F / Guided speaking

1. delay

Marketer: Acknowledge the reported delay.

Turn 1. The customer reported lateness; acknowledging that report does not establish its cause.

2. channel

Support: Move address details to the approved private channel.

Turn 2. The supplied private route avoids repeating the customer's address in a public exchange.

3. cause

Marketer: Do not announce an unverified cause.

Turn 3. The briefing says the cause is unchecked, so a public explanation must not invent it.

4. status

Support: Record our ownership and the investigation status.

Turn 4. The team owns the investigation, and its current status should be reported without implying completion.

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08 / Answers and explanations / continued

F / Rebuild the exchange

1. Rebuild the exchange from "Stopping a scheduled claim before it goes live". Noor: "If the creator replies that the post is already public, we will need a different action from pausing a scheduled post." Caleb: [missing response] Noor: "Their contract also covers how we can use their photographs. We should not improvise a replacement advertisement with those images while this is being resolved." Which response belongs in the gap?

D. Then coordinate the appropriate takedown request and correction review. Record what was requested and confirmed without claiming that one email has removed every possible copy.

A Not here. This line belongs to turn 16, after Noor says: "Their contract also covers how we can use their photographs. We should not improvise a replacement advertisement with those images while this is being resolved." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 10, after Noor says: "The creator's draft also needs the commercial relationship made clear. If that disclosure is added, does it settle the issue with the privacy wording?" It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 18, after Noor says: "I will keep partner contact details and any private review information out of the public response draft. The response team can use the protected record." It addresses that point, not the missing turn in the supplied exchange.

D Correct. This is Caleb's response in turn 14. It connects Noor's preceding point with Noor's follow-up. A takedown request concerns already published content; sending it is not proof that removal has occurred everywhere.

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Review 1 / Explanations

Cumulative review

1. A colleague needs the term for this meaning: A description of organizations or customers considered a strong fit. Which term fits?

A. ideal customer profile

A Correct. ideal customer profile: A description of organizations or customers considered a strong fit. The usual combination is "refine the ideal customer profile".

B Not here. pain point: A specific problem the audience experiences. The usual combination is "substantiate a pain point".

C Not here. qualitative research: Research examining experiences and meaning rather than only numerical estimates. The usual combination is "synthesize qualitative research".

D Not here. penetration: Adoption or participation relative to a defined market base. The usual combination is "estimate market penetration".

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2. A colleague needs the term for this meaning: A strongest-ranking expression such as fastest or largest. Which term fits?

A. superlative

A Correct. superlative: A strongest-ranking expression such as fastest or largest. The usual combination is "challenge an unsupported superlative".

B Not here. positioning: How an offering is framed relative to audience needs and alternatives. The usual combination is "clarify the positioning".

C Not here. qualifier: Wording that limits or specifies a statement's meaning. The usual combination is "retain the necessary qualifier".

D Not here. benefit statement: Wording describing a useful outcome for the audience. The usual combination is "sharpen the benefit statement".

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Review 1 / Explanations / continued

3. Rebuild the exchange from "The scheduling tool with an audience of everyone".

Mira: "Good. What would we ask the coordinator to do after seeing the message? We need something more precise than engage with the brand." **Owen:** [missing response] **Mira:** "A demonstration may interest the user without answering the purchasing manager's questions. We should avoid building that missing research into a confident buyer story." Which response belongs in the gap?

D. Book a workflow demonstration. That is the proposed conversion action, but we still need agreed qualification criteria before calling every request a qualified opportunity.

A Not here. This line belongs to turn 8, after Mira says: "What are the coordinators actually struggling with? Give the creative team a concrete moment to show, not just the word scheduling." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 2, after Mira says: "The brief says everyone who works in an office. I understand the ambition, but which person should recognize their own problem in the first campaign?" It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 4, after Mira says: "That gives us a starting point. Did those same people approve software purchases, or were they describing how they would use the product?" It addresses that point, not the missing turn in the supplied exchange.

D Correct. This is Owen's response in turn 10. It connects Mira's preceding point with Mira's follow-up. The conversion action is the defined response counted by this campaign; it is not automatically a sale.

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4. Rebuild the exchange from "A headline that outruns its evidence". Tessa: "I will ask for two tighter headline options around that proposition. Neither should suggest a universal benefit or comparison with the entire market." Arun: [missing response] Tessa: "I will ask for two new headlines and a complete mock-up. Keep the current version out of the release folder until the reviewer has seen it." Which response belongs in the gap?

A. And each necessary qualifier must stay visible where it matters. Otherwise the shorter version may communicate something different from the result we actually measured.

A Correct. This is Arun's response in turn 18. It connects Tessa's preceding point with Tessa's follow-up. A qualifier preserves the task, comparator, or conditions that limit what the evidence supports.

B Not here. This line belongs to turn 12, after Tessa says: "I accept that fastest on the market goes too far. Can we give the writer a sharper direction than simply adding another footnote?" It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 2, after Tessa says: "The creative team likes the fastest tool on the market. It is short and energetic, but I want to check exactly what supports it." It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 4, after Tessa says: "So fastest on the market suggests a ranking we have not established. What numbers can we actually put behind a narrower statement?" It addresses that point, not the missing turn in the supplied exchange.

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Review 2 / Explanations

Cumulative review

1. A colleague needs the term for this meaning: A specified output that a person or team must supply. Which term fits?

B. deliverable

A Not here. go/no-go decision: A decision to proceed with or stop a planned release. The usual combination is "hold the go/no-go review".

B Correct. deliverable: A specified output that a person or team must supply. The usual combination is "define the deliverable".

C Not here. channel mix: The combination of communication channels selected. The usual combination is "agree the channel mix".

D Not here. approver: The person authorized to accept a particular deliverable. The usual combination is "identify the approver".

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2. A colleague needs the term for this meaning: Direction specifying an article's audience, purpose, scope, and requirements. Which term fits?

C. content brief

A Not here. meta description: A page summary that a search engine may use in a snippet. The usual combination is "write a useful meta description".

B Not here. search intent: The task or purpose behind a search query. The usual combination is "match search intent".

C Correct. content brief: Direction specifying an article's audience, purpose, scope, and requirements. The usual combination is "follow the content brief".

D Not here. worked example: A completed example demonstrating how something is done. The usual combination is "include a worked example".

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Review 2 / Explanations / continued

3. Rebuild the exchange from "A headline that outruns its evidence". Tessa: "The team may suggest putting a small asterisk after fastest. Would that solve the problem if the footnote names our previous version?" Arun: [missing response] Tessa: "I accept that fastest on the market goes too far. Can we give the writer a sharper direction than simply adding another footnote?" Which response belongs in the gap?

C. Not automatically. The net impression could still be a market-wide ranking. We need the reviewer to assess the whole advertisement, rather than assume an asterisk fixes the headline.

A Not here. This line belongs to turn 6, after Tessa says: "That is twenty percent less task time, using fifty as the original base. I would avoid saying customers save twenty percent of their day." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 20, after Tessa says: "I will ask for two new headlines and a complete mock-up. Keep the current version out of the release folder until the reviewer has seen it." It addresses that point, not the missing turn in the supplied exchange.

C Correct. This is Arun's response in turn 10. It connects Tessa's preceding point with Tessa's follow-up. The overall impression may still imply market superiority even when a small note names a narrower comparison.

D Not here. This line belongs to turn 14, after Tessa says: "Then let us agree the proposition first: the new version reduced the measured calendar-import time compared with our old version in this test." It addresses that point, not the missing turn in the supplied exchange.

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Review 2 / Explanations / continued

4. Rebuild the exchange from "The how-to article that never gives instructions".

Sofia: "Technical colleagues will check access separately. We should not describe that check as proof that the content is useful or certain to rank." **Ellis:** [missing response] **Sofia:** "Send me the outline and one complete agenda example. I would rather review those now than polish another version that still misses the searcher's question." Which response belongs in the gap?

C. Agreed. crawlability answers whether a crawler can access the page. It is a different issue from whether our example gives the reader workable instructions.

A Not here. This line belongs to turn 2, after Sofia says: "The title promises a guide to creating a meeting agenda, but the opening announces our product. What does the searcher need to do?" It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 14, after Sofia says: "The keyword has a large estimated search volume. Someone may ask whether fixing the article means we can promise a specific increase in visits." It addresses that point, not the missing turn in the supplied exchange.

C Correct. This is Ellis's response in turn 18. It connects Sofia's preceding point with Sofia's follow-up. Crawlability concerns a crawler's access to the page, not the quality of the article or a guaranteed search position.

D Not here. This line belongs to turn 10, after Sofia says: "Start with the agenda problem. Could a reader use the opening to begin the task without first learning about our product launch?" It addresses that point, not the missing turn in the supplied exchange.

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Review 3 / Explanations

Cumulative review

1. A colleague needs the term for this meaning: Average exposures per reached person under a defined calculation. Which term fits?

C. frequency

A Not here. holdout group: A group withheld from an intervention for comparison. The usual combination is "define the holdout group".

B Not here. return on ad spend: Attributed revenue divided by advertising spend under a stated method. The usual combination is "qualify return on ad spend".

C Correct. frequency: Average exposures per reached person under a defined calculation. The usual combination is "monitor ad frequency".

D Not here. bid strategy: Rules governing how advertising bids are set. The usual combination is "review the bid strategy".

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2. A colleague needs the term for this meaning: Behavior suggesting interest without necessarily proving a buying decision. Which term fits?

C. intent signal

A Not here. CRM: Customer relationship management system or practice for relationship records. The usual combination is "update the CRM record".

B Not here. nurture sequence: A planned series of communications supporting a relationship over time. The usual combination is "review the nurture sequence".

C Correct. intent signal: Behavior suggesting interest without necessarily proving a buying decision. The usual combination is "interpret an intent signal".

D Not here. unsubscribe: A request or action to stop a type of communication. The usual combination is "process an unsubscribe".

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Review 3 / Explanations / continued

3. Rebuild the exchange from "The how-to article that never gives instructions".

Sofia: "Start with the agenda problem. Could a reader use the opening to begin the task without first learning about our product launch?" **Ellis:** [missing response]

Sofia: "How will you handle links? A repeated invitation to learn more does not tell the reader what they will find after leaving the guide." Which response belongs in the gap?

D. I will rewrite the lead paragraph so it introduces the agenda problem. The product mention can appear later only if it genuinely helps a step.

A Not here. This line belongs to turn 6, after Sofia says: "The feature summary may still be useful for the announcement. Let us avoid discarding good material just because it is in the wrong place." It addresses that point, not the missing turn in the supplied exchange.

B Not here. This line belongs to turn 2, after Sofia says: "The title promises a guide to creating a meeting agenda, but the opening announces our product. What does the searcher need to do?" It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 16, after Sofia says: "The page settings also need review. I do not want the displayed promise and the revised body to drift apart during production." It addresses that point, not the missing turn in the supplied exchange.

D Correct. This is Ellis's response in turn 10. It connects Sofia's preceding point with Sofia's follow-up. The lead paragraph sets the article's direction; opening with the reader's task aligns it with the guide's promise.

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Review 3 / Explanations / continued

4. Rebuild the exchange from "A hundred contacts are not a hundred sales requests". Nico: "Suppose sales returns a record because the requested topic is outside our service. A generic rejection makes it hard to improve the next campaign." Jules: [missing response] Nico: "I will correct the hundred-sales-ready claim now. Send me the status of the twenty demo requests and keep the downloaders and unknown sources separate." Which response belongs in the gap?

A. Use a specific recycle reason. That distinguishes a scope mismatch from missing information or an unanswered request without blaming the contact or changing the original event.

A Correct. This is Jules's response in turn 18. It connects Nico's preceding point with Nico's follow-up. A recycle reason explains why the record returns to an earlier process, making the handoff outcome usable for follow-up.

B Not here. This line belongs to turn 2, after Nico says: "The campaign email says we have one hundred sales-ready contacts. Before my team starts outreach, can you show me what those people actually requested?" It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 6, after Nico says: "That makes sense. What about the twenty people who explicitly asked for a demonstration? Are their records ready to assign now?" It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 4, after Nico says: "The downloaders have shown interest, though. Could we describe that as enough intent for a sales call and route them with the demonstration requests?" It addresses that point, not the missing turn in the supplied exchange.

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Review 4 / Explanations

Cumulative review

1. A colleague needs the term for this meaning: The changed experience whose effect is assessed. Which term fits?

C. treatment variant

A Not here. multiple testing: Evaluation of multiple hypotheses, with associated error-control concerns. The usual combination is "account for multiple testing".

B Not here. p-value: Probability, under the null model, of results at least as extreme as observed. The usual combination is "interpret the p-value".

C Correct. treatment variant: The changed experience whose effect is assessed. The usual combination is "describe the treatment variant".

D Not here. primary metric: The preselected main measure for evaluating an experiment. The usual combination is "specify the primary metric".

[Return to the exercise, page 99](#)

2. A colleague needs the term for this meaning: Information made available to clarify a relevant fact or relationship. Which term fits?

C. disclosure

A Not here. publication hold: An instruction or control stopping release pending a condition. The usual combination is "place a publication hold".

B Not here. exclusion list: Defined placements or categories barred from a campaign. The usual combination is "maintain an exclusion list".

C Correct. disclosure: Information made available to clarify a relevant fact or relationship. The usual combination is "assess the disclosure".

D Not here. incident triage: Initial assessment and routing of a reported event. The usual combination is "begin incident triage".

[Return to the exercise, page 99](#)

Review 4 / Explanations / continued

3. Rebuild the exchange from "A hundred contacts are not a hundred sales requests". Nico: "For the permission check, should we look only for a yes or no field? Some contacts have older records from another campaign." Jules: [missing response] Nico: "And if a current suppression record is present, the team should not assume the new export has somehow removed that restriction." Which response belongs in the gap?

A. Review the consent record with its channel, purpose, and status. An old flag without context is not a complete answer for this particular communication.

A Correct. This is Jules's response in turn 10. It connects Nico's preceding point with Nico's follow-up. A consent record needs scope and context; an older permission entry may not answer the current channel or purpose question.

B Not here. This line belongs to turn 6, after Nico says: "That makes sense. What about the twenty people who explicitly asked for a demonstration? Are their records ready to assign now?" It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 18, after Nico says: "Suppose sales returns a record because the requested topic is outside our service. A generic rejection makes it hard to improve the next campaign." It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 2, after Nico says: "The campaign email says we have one hundred sales-ready contacts. Before my team starts outreach, can you show me what those people actually requested?" It addresses that point, not the missing turn in the supplied exchange.

[Return to the exercise, page 99](#)

Review 4 / Explanations / continued

4. Rebuild the exchange from "Stopping a scheduled claim before it goes live". Noor: "I will keep partner contact details and any private review information out of the public response draft. The response team can use the protected record." Caleb: [missing response] Noor: "I can confirm our post is paused. Please send me the creator's reply when it comes; I cannot report their post as stopped yet." Which response belongs in the gap?

A. That follows data minimization for the communication. Include what the audience needs to know, not private details simply because they appear in the internal discussion.

A Correct. This is Caleb's response in turn 18. It connects Noor's preceding point with Noor's follow-up. Data minimization keeps unnecessary personal details out of the public communication while preserving relevant information in the appropriate record.

B Not here. This line belongs to turn 14, after Noor says: "If the creator replies that the post is already public, we will need a different action from pausing a scheduled post." It addresses that point, not the missing turn in the supplied exchange.

C Not here. This line belongs to turn 16, after Noor says: "Their contract also covers how we can use their photographs. We should not improvise a replacement advertisement with those images while this is being resolved." It addresses that point, not the missing turn in the supplied exchange.

D Not here. This line belongs to turn 10, after Noor says: "The creator's draft also needs the commercial relationship made clear. If that disclosure is added, does it settle the issue with the privacy wording?" It addresses that point, not the missing turn in the supplied exchange.

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Additional case 1 / Explanations

Extended conversation

1. transcreation

Turn 2. Transcreation adapts the creative idea and intended effect rather than translating each word literally.

2. cultural references

Turn 6. The holiday is a culturally specific reference that may not carry the same meaning elsewhere.

3. tone of voice

Turn 10. Tone of voice describes how the brand sounds; changing an idiom does not require abandoning that personality.

4. back-translation

Turn 12. A back-translation renders the adapted text back into the original language for review of meaning.

5. character limit

Turn 16. The character limit is the specific layout constraint the writer must receive before producing options.

6. localized asset

Turn 20. The localized asset is the market-specific deliverable, distinct from its explanatory back-translation.

[Return to the conversation, page 102](#)

Transfer exchange

1. localization

Regional lead: The benefit can stay, but the price needs localization.

Turn 1. Localization adapts market-specific details such as the currency and applicable price.

Additional case 1 / Explanations / continued

2. offer

Creative lead: Do not turn a currency conversion into an approved offer.

Turn 2. An arithmetic conversion does not establish the commercial offer available locally.

3. owner

Regional lead: I will request the actual local price from the pricing owner.

Turn 3. The responsible pricing owner must supply the commercial detail still missing.

4. confirmed

Creative lead: Keep the pricing line out of the final asset until that detail is confirmed.

Turn 4. The price is currently missing, so confirmation must precede its publication.

[Return to the conversation, page 104](#)

Additional case 2 / Explanations

Extended conversation

1. insertion order

Turn 2. The insertion order records the media booking terms against which the placement delivery must be assessed.

2. inventory

Turn 6. Inventory refers to the advertising placements available or supplied, not simply the total number of impressions.

3. viewability

Turn 10. Viewability is a separate measurement of whether an impression met specified opportunity-to-be-seen criteria.

4. makegood

Turn 12. A makegood is replacement media offered to remedy a delivery problem; it still needs agreement.

5. flight dates

Turn 16. Flight dates specify when the advertising will run, which matters because this promotion ends Friday.

6. credit note

Turn 18. A credit note records an agreed reduction to the amount billed; it is not automatically created by offering replacement media.

[Return to the conversation, page 106](#)

Transfer exchange

1. problem

Client: Extra impressions after the event do not solve our timing problem.

Turn 1. The advertised event has ended, so later delivery may not serve the original purpose.

Additional case 2 / Explanations / continued

2. remedy

Agency: I will label the replacement as a proposal, not an accepted remedy.

Turn 2. The client has not agreed to the proposed replacement delivery.

3. refund

Client: Check the booking terms before promising an automatic refund.

Turn 3. The supplied facts do not establish an automatic contractual right to a refund.

4. agree

Agency: We will document the resolution once both sides agree.

Turn 4. A resolution must reflect agreement rather than the agency's unilateral proposal.

[Return to the conversation, page 108](#)

Additional case 3 / Explanations

Extended conversation

1. focus indicator

Turn 2. The focus indicator shows which interactive element currently receives keyboard input; its disappearance obstructs keyboard navigation.

2. text alternative

Turn 6. A text alternative makes the image's meaningful information available when the image itself cannot be used.

3. functional image

Turn 10. A functional image acts as a control or link, so its alternative should identify the action or destination.

4. contrast check

Turn 12. A contrast check examines whether foreground and background colors provide sufficient visual distinction for their intended use.

5. error message

Turn 16. The error message must communicate a failed input clearly; a border color alone does not explain the problem.

6. accessible name

Turn 18. The accessible name identifies a control to assistive technology and should accurately express its purpose.

[Return to the conversation, page 110](#)

Transfer exchange

1. empty

Designer: The office photo adds no new information; its alternative can be empty.

Turn 1. A decorative image can have an empty alternative rather than repeat nearby information.

Additional case 3 / Explanations / continued

2. function

Producer: The booking icon is different because it has a function.

Turn 2. The icon operates as a link and is therefore not merely decorative.

3. destination

Designer: Its accessible label should identify the booking destination.

Turn 3. A useful label tells the user where the functional image's link leads.

4. complete

Producer: Test that link using a keyboard before calling the change complete.

Turn 4. Visual appearance alone does not verify that the link is usable by keyboard.

[Return to the conversation, page 112](#)

Find a phrase by purpose

Marketing Strategy: Audience, Insight, Problem, Outcome

Narrow the decision: For this campaign, which role are we trying to reach first?

Preserve the research: The interviews involved six coordinators, not the entire office market.

Separate the roles: The daily user may not control the purchasing budget.

[Full phrase bank, page 7](#)

Positioning, Messaging, Brand Voice, and Proof

Recognize the aim: The line creates energy, but its comparison is broader than the test.

Name the comparator: We tested the current version against our previous version.

Bound the result: The task took 40 seconds rather than 50 in this internal test.

[Full phrase bank, page 19](#)

Campaign Briefs, GTM Planning, and Cross-Functional Alignment

Name the gap: The calendar has channels and a date, but the brief is incomplete.

Separate readiness: The layout is ready for discussion, not for publication.

Assign the owner: I own the brief; the product lead owns message approval.

[Full phrase bank, page 32](#)

Content, SEO, Thought Leadership, and Editorial Judgment

Name the reader task: The searcher wants to create an agenda, not read a launch announcement.

Identify the gap: The title promises a guide, but the required example is missing.

Preserve useful work: The feature summary may belong in the product announcement.

[Full phrase bank, page 43](#)

Find a phrase by purpose / continued

Paid Media, Performance Marketing, and Attribution

Lead with the result: Attributed orders rose from 80 to 120 at the same media spend.

State the cost basis: Media cost per attributed order fell from \$30 to \$20.

Name the concurrent change: The storewide discount began when the creative changed.

[Full phrase bank, page 55](#)

Lifecycle, CRM, Email, Marketing Ops, and Sales Handoff

Correct the count: Twenty contacts requested demonstrations; the other records have different statuses.

Separate actions: A guide download is not a documented sales request.

Name the missing check: Permissions and suppression status remain unverified.

[Full phrase bank, page 67](#)

Analytics, Experimentation, Funnel Reporting, and Executive Readouts

State the observation: A recorded 6% and B recorded 7% unique clicker rates.

Name the absolute change: The difference is one percentage point.

Give the relative basis: Relative to A's 6%, the observed increase is about 16.7%.

[Full phrase bank, page 82](#)

Compliance, Privacy, Claims, Influencers, Brand Safety, and Crisis Response

Name the release state: The asset is scheduled, but approval is still pending.

Give a precise hold: Pause this version in the company queue now.

Check the partner: Please confirm whether this exact asset has been published.

[Full phrase bank, page 92](#)

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References and publication notes

All cases, organizations, figures, and conversations are fictional teaching material, not transcripts. Communication practice does not replace qualified advice or current workplace procedures.

[1] Google Search Central. Creating helpful, reliable, people-first content.

Background for matching useful content to an intended audience. The editorial examples and dialogues are original teaching cases. Source checked 10 October 2026.

<https://developers.google.com/search/docs/fundamentals/creating-helpful-content>

[2] Federal Trade Commission. Advertising and Marketing.

US guidance on truthful advertising, claims, and endorsements. The cases practice recognizing a review issue, not issuing legal clearance. Source checked 10 October 2026.

<https://www.ftc.gov/business-guidance/advertising-marketing>

[3] Federal Trade Commission. CAN-SPAM Act: A Compliance Guide for Business.

US commercial-email background. Permission records and other jurisdictions require separate review; a contact record alone is not a complete compliance assessment. Source checked 10 October 2026.

<https://www.ftc.gov/business-guidance/resources/can-spam-act-compliance-guide-business>

[4] Microsoft Research. Patterns of Trustworthy Experimentation: Pre-Experiment Stage.

Background on defining a hypothesis, relevant metrics, and experimental design before interpreting results. The book is language practice, not statistical certification. Source checked 10 October 2026.

<https://www.microsoft.com/en-us/research/articles/patterns-of-trustworthy-experimentation-pre-experiment-stage/>

Companion course

The website offers the eight-lesson course and related practice. This book can be used independently. No audio access or external account is needed for its exercises.

<https://englishladder.com/efsp-marketing.html>

Build a sharper brief. Defend the evidence. Make the message work.

Move from audience insight to a credible message, coordinated delivery, and an accurate performance conversation.

Marketing Strategy: Audience, Insight, Problem, Outcome

An audience is not necessarily the buyer, and the buyer is not necessarily the person using the product daily. "Coordinators report repeated calendar checking" preserves the actual sample. "Office workers demand our product" changes both the population and the strength of the finding.

Positioning, Messaging, Brand Voice, and Proof

Time falls 20%: $(50 - 40) / 50$. The reciprocal task rate rises 25%: $(50 / 40) - 1$. State the measured quantity, task, comparator and conditions rather than using ambiguous faster wording. Neither calculation establishes a market ranking or every customer workflow.

Campaign Briefs, GTM Planning, and Cross-Functional Alignment

A target expresses an intended date; a commitment adds an agreed obligation. Ready for review differs from approved for release. List the conditions explicitly so that a shared calendar does not become mistaken evidence of completed approval.

Content, SEO, Thought Leadership, and Editorial Judgment

Search volume describes estimated demand for a query, not whether a draft satisfies it. A how-to title makes a content promise. An announcement can be useful elsewhere while still being the wrong response to a reader seeking practical instructions.

Phil Stilwell

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