

# **M-Global Company Website and Social Media Marketing Campaign: Untapped Goldmines**

Prepared For:

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October 10, 2015



## MEMO

**TO:** John C. Doe, CEO

**FROM:** Sara J. Blevins, Project Manager

**SUBJECT:** Revenue Loss Solution Proposal

**DATE:** October 10, 2015

I have completed six months of intensive research aimed at locating and securing untapped sources of revenue for M-Global. My research included speaking with M-Global sales, marketing, and engineering teams as well as other departments in order to fully understand processes at M-Global. My investigation uncovered that M-Global does not currently have a company website or participate in social media marketing. The information within this document will present evidence that having an online presence is a substantial opportunity for M-Global to identify and secure new revenue streams.

I enjoyed conducting my research and getting to know the wonderful employees of M-Global better. I am excited for M-Global's future and hope my proposal can have a positive impact. Please contact me if you would like any additional information regarding this proposal.

### M-Global

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## **EXECUTIVE SUMMARY**

This document proposes a solution to the problem of revenue loss faced by M-Global due to stagnating sales. For the past six months, I have done intensive research aimed at locating untapped sources of revenue for M-Global. This included speaking with M-Global sales, marketing, and engineering teams as well as other departments in order to fully understand processes at M-Global. My investigation uncovered that M-Global does not currently have a company website or participate in social media marketing. The information within this document will present evidence that having an online presence is a substantial opportunity for M-Global to identify and secure new revenue streams.

Through my research, I have identified online customers as an untapped revenue source. Used in conjunction, a company website and social media marketing can reach existing and potential customers. In addition to this, M-global can create brand recognition and encourage customers to buy through continuous engagement and strategic product placement online. Finally, customer loyalty can be secured through the cultivation of customer relationships via social media and an M-Global company website.

I suggest that M-Global begin forming teams to oversee the launch of a company website and social media marketing campaign. With proper planning and oversight, M-Global can accomplish a successful, simultaneous launch within six months.

## **INTRODUCTION**

This document proposes a solution to the problem of revenue loss faced by M-Global. The information within this document will present evidence that having an online presence is a substantial opportunity for M-Global to identify and secure new revenue streams.

## **PROJECT DESCRIPTION**

M-Global sales numbers have stagnated for five consecutive quarters despite increased efforts from the sales team, marketing department, and product innovation efforts. M-Global is losing revenue by not utilizing a website and social media marketing. My research revealed that 46% of adults use social media (Campbell, 2010) and that 77% of users go directly to a company's website or social media for product information (Soat, 2014). I suggest that the simultaneous launch of a company website and social media marketing campaign will result in substantial revenue generation.

## **SCOPE OF STUDY**

For the past six months, I have done intensive research in order to locate untapped sources of revenue for M-Global. This included speaking with M-Global sales, marketing, and engineering teams as well as other departments in order to fully understand processes at M-Global. My investigation uncovered that M-Global does not currently have a company website or participate in social media marketing. My findings lead to the development of this report.

## **REPORT FORMAT**

This report contains three main sections:

1. Company Website & Social Media Profiles
2. Customer Engagement & Brand Recognition
3. Customer Relationships & Loyalty

## **DISCUSSION**

M-Global sales numbers have stagnated for five consecutive quarters despite increased efforts from the sales team, marketing department, and product innovation efforts. For the past six months, I have done intensive research in order to locate untapped revenue for M-Global. My investigation uncovered that M-Global does not currently have a company website or social media marketing campaign.

Statistics regarding internet users indicate that 46% of adults use social media (Campbell, 2010) with 77% of users going directly to a company's website or social media for product information (Soat, 2014). The information within this document will present evidence that having an online presence is a substantial opportunity for M-Global to identify and secure new revenue streams.

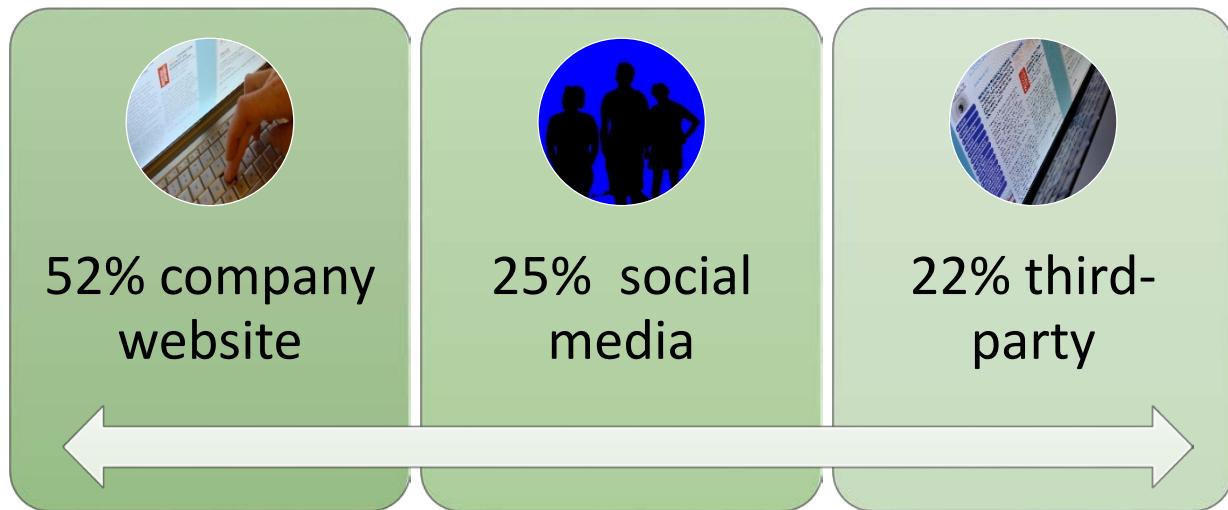
This proposal covers three main points: company website & social media marketing, customer engagement & brand recognition, and customer relationships & brand loyalty.

### **COMPANY WEBSITE & SOCIAL MEDIA PROFILES**

Used in conjunction, a company website and social media marketing are powerful tools to reach customers (Mata & Quesada, 2014). Studies show that marketers should use both simultaneously as online customers look to a company's website, blogs, and social media (Soat, 2014). This strategy can make a brand more accessible to new customers, more familiar to existing ones, and can cause apathetic customers to become better acquainted (DeMers, 2014). Also, according to studies, lead-to-close rates are 100% higher from social media than outbound marketing (DeMers, 2014).

#### **Online Presence**

Customers expect reputable businesses to have a company website as well as a social media presence (Soat, 2014). Social networks can work to ease customer annoyance with engagement (Mata & Quesada, 2014) while company websites draw customers with brand-related content and product information (Soat, 2014). The marketing research firm Taylor Nelson Sofres polled 1,000 American Adults and found that 60% look for at least one type of online content from their favorite brands with 52% of respondents going directly to a company's website for content and product information, 25% turning to social media, and 22% looking to third-party sites (Soat, 2014).



▪ **Figure 1** - Taylor Nelson Sofres Marketing Research Statistics

### **Customer Identification**

An online presence can be used to identify and secure current and potential customers (DeMers, 2014). Posts on social media and building a following means access to new, recent, and old customers all at the same time with every post potentially leading to a conversion (DeMers, 2014). Additionally, high-quality content syndicated on social media generates inbound traffic to a company's website providing leads and added opportunity for conversions (DeMers, 2014).

### **CUSTOMER ENGAGEMENT & BRAND RECOGNITION**

Customer engagement and strategic product placement on a company website can create brand recognition and encourage customers to buy (Yi, Jiang, & Benbasat, 2015). For online shoppers, engagement has proven to be one of the key factors that drives satisfaction and purchase intention and product presentation is a significant factor (Yi, Jiang, & Benbasat, 2015). According to an article published in the *Journal of Management Information Systems* in 2015, "... an enticing presentation raises consumers' desire for further product experiences beyond the virtual environment." (p. 222).

### **Securing Future Business**

Continuous online engagement with customers can secure future business through brand recognition (DeMers, 2014). Social media networks act as the voice of a brand (DeMers, 2014). Through social media, brands have the opportunity to humanize themselves. This humanization element is paramount because people prefer to do business with other people (DeMers, 2014). Once humanization is achieved, audience members want to interact with a brand making it valuable, authoritative, and influential (DeMers, 2014).



## Encouraging Customers to Buy

Interaction with products on a company website can engage and encourage customers to buy (Yi, Jiang, & Benbasat, 2015). Virtual products with interactivity stimulate customers through vivid mental imagery and high levels of engagement (Yi, Jiang, & Benbasat, 2015). Consumers are especially interested in content created by employees, other consumers, and business partners (Soat, 2014). Marketing stimuli online, such as logos and pictures, are vital to companies and produce positive responses from customers (Yi, Jiang, & Benbasat, 2015).

## CUSTOMER RELATIONSHIPS & LOYALTY

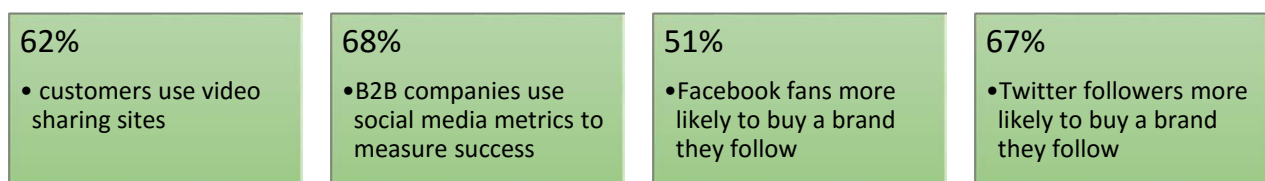
Use of a company website and social media marketing can cultivate customer relationships ultimately securing customer loyalty (DeMers, 2014). Open, strategic social media plans can prove influential in taking customers from casual to loyal (DeMers, 2014). The world's leading organizations understand that engaged customers not only buy more and stay longer, but that this is true across industries (Yi, Jiang, & Benbasat, 2015).

### Emotional Bonds

Customers are given the opportunity to form an emotional bond with a company through the company's online presence (Enginkaya & Esen, 2014). When customers use this opportunity to engage, the relationship between them and the company can be used as a strong indicator of the company's success at forming emotional and rational ties with the customer (Yi, Jiang, & Benbasat, 2015). Online platforms are a fairly easy way forge these sincere emotional relationships with a large number of customers at once (Yi, Jiang, & Benbasat, 2015). This emotional capital can then be used to gauge perceptions of the corporate reputation (Yi, Jiang, & Benbasat, 2015).

### Trust

Customer trust is built through continuous interaction (Enginkaya & Esen, 2014). In order to build and maintain long-term relationships, trust is essential (Yi, Jiang, & Benbasat, 2015). One of the most important ways for a company to achieve this trust is through the use of every dimension of online engagement including a comprehensive social media presence (Yi, Jiang, & Benbasat, 2015). As 46% of adults in America use social media (Campbell, 2010), a company that does not utilize online platforms is failing to take advantage of a powerful tool for connecting to and building trust with their customers (DeMers, 2014).



▪ **Figure 2** - Small Business Administration Statistics

## **CONCLUSIONS AND RECOMMENDATIONS**

This Section includes the major conclusions and recommendations from six months of research aimed at locating new revenue streams for M-Global.

### **CONCLUSIONS**

Sales at M-Global have stagnated. Through my research, I have identified online customers as an untapped revenue source. Used in conjunction, a company website and social media marketing can reach customers, existing and potential. In addition to this, M-global can create brand recognition and encourage customers to buy through continuous engagement and strategic product placement online. Finally, customer loyalty can be secured through the cultivation of customer relationships via social media and an M-Global company website.

I suggest that M-Global begin forming teams to oversee the launch of a company website and social media marketing campaign. With proper planning and oversight, M-Global can accomplish a successful, simultaneous launch within six months.

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## Five-Year Marketing Plan Caelum Providence Flight School

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## Five-Year Marketing Plan Caelum Providence Flight School

### **1. Executive Summary**

Caelum Providence Flight School is a small business owned and operated by childhood friends Sara Blevins and Zane Brown. Born out of the partner's mutual desire to empower and enable those within their community. The flight school's mission is to achieve that goal through offering flight instruction. Caelum Providence Flight School offers flight instruction given by Zane Brown who is an Afghan veteran, veteran of the police force in his community, and a college graduate. As a man who has worked his way to success from extreme poverty, he is keenly aware of what must be done by those seeking to achieve their dreams. Partnered with his co-founder, Sara Blevins, the company is able to offer students dedicated, personalized flight instruction and relationships that will last a lifetime.

The target demographics for Caelum Providence Flight School are those who are self-driven, have an entrepreneurial spirit, are or have the potential to be higher than average income earners, enjoy the respect that comes with hard work and dedication, and males in their prime wage earning years. However, Caelum air also aims to tap into youth, females, and those seeking upward mobility. The company will primarily utilize the internet, social functions, and relationship building to reach prospective customers. Revenues for the flight school are projected to start around \$90,000 in the first year and increase to between \$198,000 and \$231,000 by end of year five. Caelum Providence Flight School is a valuable addition to the community as the founders are dedicated to community enrichment and relationship building.

### **2. Company Description**

Caelum Providence Flight School was started by founding partners Sara Blevins and Zane Brown in 2014 in their home state of Tennessee in order to provide aspiring pilots with the instruction needed to accomplish their goals. The company operates out of Knoxville, Tennessee and while they are open students from all over the country, they primarily aim to serve those relatively close to and within Knoxville.

The founders of Caelum Providence Flight School were both born and raised in their home state of Tennessee. They both come from meager beginnings and have worked their way to success and hold the core belief that it is their duty to support others within their community that seek to reach new heights in their personal lives and careers. They believe that flight is an enduring and respected avenue to achieve such goals and intend to introduce and establish their brand as one of their community's most trusted names in flight instruction.

The Company is a general partnership. Both Sara Blevins and Zane Brown will share equally in the responsibilities, risks, and rewards of the flight school. Mr. Brown will give the flight lessons and do in-person networking and socializing while Miss Blevins will do the administrative work, bookkeeping, social media, and website maintenance.

### **Strategic Focus and Plan**

This section will cover the three aspects of corporate strategy that are influential to the Marketing plan: (1) the mission, (2) goals, and (3) core competency/sustainable competitive advantage of Caelum Providence Flight School.

#### **Mission**

The mission of Caelum Providence Flight School is to empower and enable future pilots within the community by providing them the instruction needed to lay a strong foundation for any flight dream they may have.

## **Goals**

For the next five years, Caelum Providence Flight School seeks to achieve the following goals:

- Nonfinancial goals
  1. To introduce the brand into the immediate community and the community at large
  2. To observe and maintain steady and continued growth and brand recognition
  3. To generate 100 qualified leads within year one of introduction into the community
  4. To enroll and begin flight instruction of at least ten students by the end of year one after launch of the company
  5. Revisit and reassess the qualified leads and enrolled/participating student's goals in year two and beyond and adjust instruction accordingly
  6. Fill the online gap that exists within the aviation industry by having a substantial online presence and a high, measurable level of social media engagement
  7. Have at least 25% of enrolled/participating students come from recaptures by the end of year three after business launch
  8. Have at least 40% of enrolled/participating students come from recaptures by the end of year five after business launch
- Financial goals:
  1. To make at least \$90,000 gross income from tuition payments by the end of year one



2. To make at least \$140,000 gross income from tuition payments by the end of year three
3. To make at least \$190,000 gross income from tuition payments by the end of year five

### **Core Competency and Sustainable Competitive Advantage**

Caelum Providence Flight School aims to have the distinct ability to (1) identify areas of need within the community by updating the traditional marketing tactics and utilizing neglected areas of potential marketing (2) to focus on marketing strategies that capture qualified leads and recaptures rather than waste efforts on sheer marketing volume (3) to focus intently on customer and community relations ensuring word-of-mouth is an integral part of capturing business.

To translate core competencies into a sustainable competitive advantage, Caelum Providence Flight School will: utilize modern marketing tactics such as social media, youth engagement, and community outreach as well as altering the structure of the marketing funnel to balance relationship building, community building, and recapture with initial marketing efforts.

## **4. Situation Analysis**

### **SWOT Analysis**

Figure 1 shows the internal and external factors affecting the marketing opportunities for Caelum Providence Flight School.

*Figure 1. SWOT Analysis for Caelum Providence Flight School*

| Internal Factors | Strengths | Weaknesses |
|------------------|-----------|------------|
|------------------|-----------|------------|

|                     |  |  |
|---------------------|--|--|
| Finance             | Low overhead costs, no stakeholders outside two founding partners to satisfy                                 | Ownership structure may limit funding to what is available on personal credit, not all emergency financial situations may be coverable (could mean business failure) |
| Management          | Educated with experience in business, accounting background, public relations background                     | Limited experience in the aviation industry beyond military experience, small staff to handle all operations   |
| Manufacturing       | Does not manufacture the planes used to fly, limited to shirts and other novelty items (low-cost to produce) | Prevents company from ever associating specific aircraft with company brand  |
| Marketing Personnel | Sales Training, Website design experience, Social Media networking & marketing experience                    | Experience limited, Experience outside the aviation industry, single person to handle all marketing  |
| Offerings           | Unique skill that has a wide range of applications beyond flight school, respected recreation and career     | Flight may not be accessible to certain segments of the community such as the disabled or disadvantaged  |

|                                  |  |   |
|----------------------------------|--|---|
| Research and Development (R & D) | Small business structure may provide more freedom to explore R & D | Small business structure may increase risk and liability when considering R & D |
|----------------------------------|--|---|

| External Factors | Opportunity   | Threat   |
|------------------|---|--|
| Competitive      | Independent ownership gives flexibility, background and industry connections attractive to demographics                                       | Flight school near one large commercial and one large private airfield, a handful of well-known pilots in the same area                                    |
| Consumer/Social  | Strong, positive perception of aviation industry, high level of respect for pilots  | Perceived risk vs rewards, lack of widespread knowledge about aviation industry  |
| Economic         | Skills offer opportunity for growth of income and status, Target demographics usually educated with higher incomes so they can afford lessons | Economic downturn may deter some from investing in flight lessons, inflation may make cost of maintaining flight as a hobby less attractive or sustainable |
| Legal/Regulatory | Basic requirements are not as strenuous as one would think to begin earning first-tier pilot license  | Those looking to earn above a first-tier pilot's license may struggle with the requirements due to work or family life (time intensive)                    |

|               |  |  |
|---------------|--|--|
| Technological | Increase in accessibility to flight simulators could spark interest and give new ways to teach | Misconception that automation or drones have/will make human pilots obsolete |
|---------------|--|--|

Internally, the Company has several factors in its favor including management experienced in business, sales, accounting, website development, social media, and public relations. Since the two founding partners do not share the company's earnings or any other responsibilities or liabilities with anyone else, they have more freedom within the company to tailor their services to their clients in ways that large schools may not. Externally, favorable factors include that the service that is being offered is valuable with high earning potential for those who choose to move into careers involving flight which provides a great return on their initial investment. Also, pilots are universally respected and have favorable social impressions. And the requirements to begin flight training are not as strenuous as the general population might think.

Among the internal weaknesses are the fact that both partners have limited experience within the aviation industry. Mr. Brown is a veteran with quite a bit of time in the air under his belt as a paratrooper in Afghanistan, but is limited to the last few years in terms of civilian flight behind the controls. Also, given that the entire budget of the flight school comes from the personal savings and lines of credit of the founding partners, they may not be able to fund certain marketing endeavors or survive a catastrophic emergency financial event. External weaknesses include the downturn in the economy, a few well-established flight instructors in the Company's

area, and a general misconception held by the public that human pilots will be/are being rendered obsolete due to automation and drones.

### **Industry Analysis**

According to The Bureau of Labor and Statistics, the total job growth of all combined aviation jobs is expected to experience 11% growth up to the year 2022 (United States Department of Labor, 2014). The Federal Aviation Administration projects that as students graduate over the next few years, more people will hold licenses, but less new students are projected to enroll (Federal Aviation Administration, 2015).

### **Competitor Analysis**

According to statistics gathered and published by the Federal Aviation Administration, the total number of flight instructors in the entire state of Tennessee is just over two thousand (Federal Aviation Administration, 2015). However, the number of official flight schools that are located in the direct, targeted marketing vicinity of potential customers of Caelum Providence Flight School is only numbered at three. Other more rural and metropolitan areas are more saturated with flight schools. There are many individuals that offer flight instruction, but only within the framework of outlying flight clubs that charge membership fees and do not actively market to the general public. These are aimed at those who are seeking out a club to join with one of the benefits being that they can then take flight instruction within the organization. Also, one of the flight schools is where Mr. Brown was trained and has worked.

### **Customer Analysis**

The general demographic of an individual who seeks and ultimately holds some sort of pilot's license is more male than female, more educated than not, and more wealthy than not with

disposable income. Age varies, but the highest numbers are within their prime wage earning years, from early thirties to late forties (Target Marketing, 2008).

## **5. Market-Product Focus**

This section describes the five-year marketing and product objectives for Caelum Providence Flight School and the target markets, points of difference, and positioning of its brand and flight instruction offerings.

### **Marketing and Product Objectives**

Caelum Providence Flight School will establish itself as a trusted brand within the community by building a loyal network of satisfied customers and career advocates within the community. The result will be a continual revenue stream. Also, the Company will identify underutilized marketing strategies within the aviation industry and use them advantageously. Details are as follows:

- Current markets: due to the company's newcomer status within the market, there are no current markets.
- New Markets: the company has identified and will target specific areas within the community to include certain zip codes within and just outlying Knoxville that contain a high number of individuals fitting the target demographic of the flight school.

### **Target Markets**

The target demographic characteristics for Caelum Providence Flight School are: male (94% of all pilots are male), middle-aged, have a high net worth (usually over \$1 million), economically and politically conservative, many have a history of or aspirations toward military

service, technically inclined, entrepreneurs and self-motivated, value privacy, expect to be treated with respect (Target Marketing, 2008). In addition, these individuals must be able to pass the FAA Pilot Medical Certification which includes: a medical application, a medical exam, all legal medical requirements (for instance, an individual cannot be color blind), a medical workup to exclude the presence of conditions that would make flight impossible such as a history of seizures (Flight Physical, 2015).

The target demographics of the flight school are within the company's backyard. Knoxville is a booming city with a continually growing economy which continues to make it attractive to individuals who fall within the above categories (ESRI, 2010). Caelum Providence Flight School will further target guidance counselors, college administrators, parents, teachers, businesses associated with the aviation industry, and any associations in these targeted areas that will be able to help with generating sales leads and business.

### **Points of Difference**

Independent of any club that might expect membership and dues. Also independent of larger flight schools where personalized attention and instruction may not be an option. Small company structure offers working hours and flexibility not offered by most competitors. Fixed pricing in an industry where dynamic pricing is the norm. Founders who understand the financial complexities of those seeking to become a pilot.

### **Positioning**

Caelum Providence Flight School is able to offer personalized, individual flight lesson plans tailored to each student. The Company will be especially appealing to a younger generation

within the community as it will attempt to sweep away some of the “old boys club” attitude in the aviation industry and focus on modern marketing and networking techniques.

## **6. Marketing Program**

### **Product Strategy**

Caelum Providence Flight School will offer affordable, convenient, personalized flight lessons taught by a respected member of the community. The company will provide lifelong relationships and the opportunity to advance career and personal goals through empowering and enabling students to achieve their flight dreams.

### **Price Strategy**

Caelum Providence Flight School will utilize fixed pricing. This will be done as a way to differentiate the company from others in the flight industry as dynamic pricing is standard procedure. Prices across the board may increase with inflation. However, a flat rate will be offered to students who pay when they register for flight school and a flat rate will be offered for those who pay as they receive instruction. The company will build additional costs, such as fuel, into the cost of tuition.

#### **(i) Breakeven Analysis**

|              | <b>Fixed costs (monthly)</b>   | <b>Tuition pay up-front</b> | <b>Tuition pay-as-go</b> |
|--------------|--------------------------------|-----------------------------|--------------------------|
|              | Hangar Lease \$250             | \$9,000                     | \$10,500                 |
|              | Fuel \$2,500                   |                             |                          |
|              | Plane Maintenance \$1,000      |                             |                          |
|              | Living Expenses \$3,000        |                             |                          |
|              | Repayment Loan for Plane \$300 |                             |                          |
| <b>Total</b> | <b>\$7,050</b>                 | <b>\$9,000</b>              | <b>\$10,500</b>          |



Breakeven point (1 student) = \$7,050 – \$9,000 / Breakeven point (1 student) = \$7,050 - \$10,500

## **Promotion Strategy**

*Company website:* The number one way that potential customers find out about flight schools is through the use of the internet (Get Aviation). Caelum Providence will use this fact to their advantage. The company's site will feature capture marketing strategies such as surveys, free eBooks with login/sign up that enable the company to get customer information for future sales and marketing tactics, and a free subscription to the company's quarterly e-magazine.

*Social networking:* It has been noted by the company through research of local competitors that in general they neglect the wealth of opportunity in social networking and focus more on simply posting information to the internet for people to seek out and find in their own time. The company will strategically and aggressively network and utilize social media. Some of the prime networks will include LinkedIn (typical users are usually higher paid and more educated), Yelp (genuine customer reviews coupled with high rate of use), Twitter (offers an almost free way to advertise if marketing knows what they are doing), and Facebook (data mining on Facebook is simple and costs little

*General networking with counselors, parents, and parents:* This will be done in several forms including reaching out to schools to partner with their career services and parents and teachers through flight associations and job/career fairs. This will not be a primary effort as it does not target the company's primary audience. However, the company will work to identify possible opportunities through building relationships in the community.

## **Place (Distribution) Strategy**

Flight lessons will be provided to customers seven days a week during daytime hours beginning at 8:00 a.m. until 6:00 p.m. Good weather and daylight is necessary for flight instruction. These hours will ensure that the business operates when these conditions are optimal as well as providing flight instruction to individuals with varying work schedules. The lessons will be offered at Downtown Island Home Airport located in the heart of Downtown Knoxville. Downtown Knoxville is central to and within a ten to sixty-minute drive of the target market of Caelum Providence Flight School.

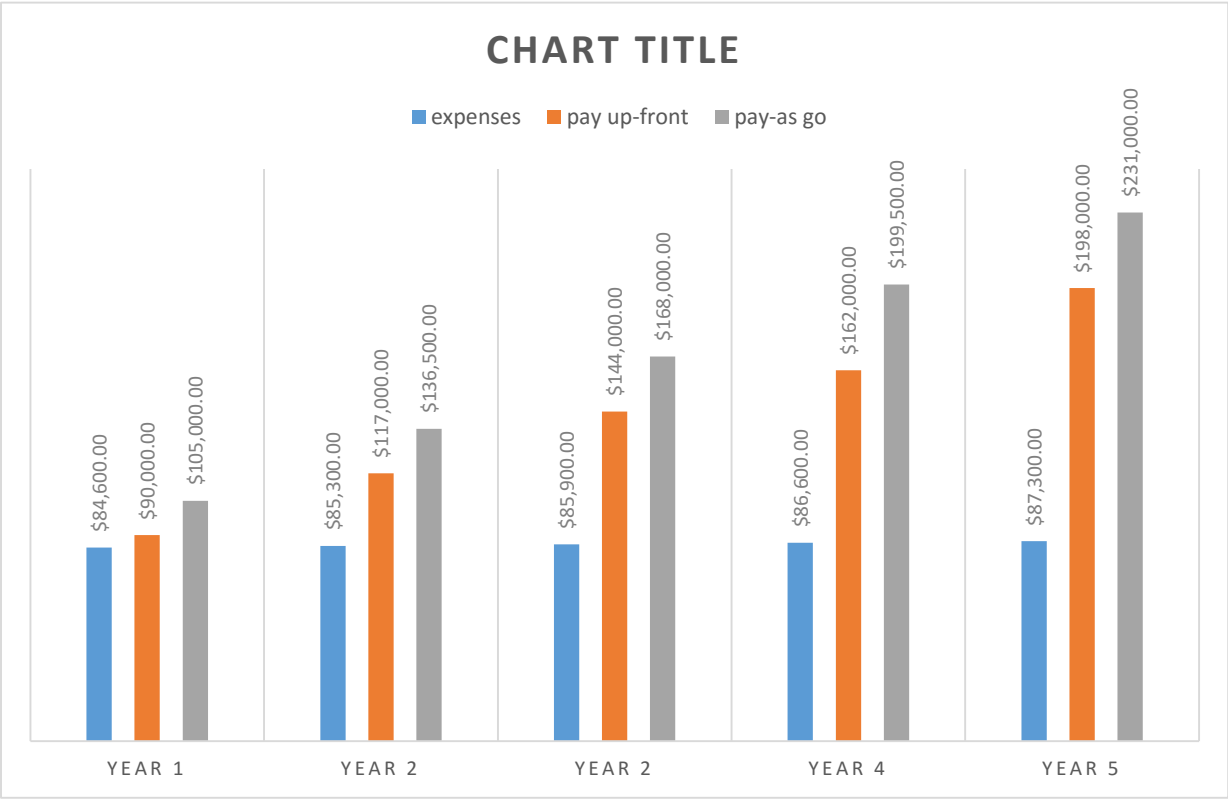
Downtown Island Home Airport not only offers ample parking and clubhouse facilities for the convenience of those taking flight lessons, but students are welcome to park directly at the hanger where the airplane of their flight instructor is housed. It is also gated and requires a passcode to enter which will ensure the safety and privacy of students and instructors alike. Lessons can be scheduled online or by calling Mr. Brown or Miss Blevins directly. Payments can be made online or in person with Mr. Brown or Miss Blevins.

## **7. Financial Data and Projections**

### **Past Sales Revenue**

Caelum Providence Flight School has no past revenue from sales as it is a new business.

### **Five-Year Projections**



**8. Organizational Structure**

Caelum Providence Flight School will have a flat organizational structure due to the fact that both partners will need to work closely with one another in order to carry out their individual responsibilities.

**9. Implementation**

Implementation will be achieved through deliberate and careful division of the tasks outlined in this document. Tasks will be broken up and assigned to one of the partners. Goals and milestones will be firmly set at appropriate intervals and meetings held bi-weekly to ensure accountability and progress. Ambiguity will not be tolerated and goals and milestones will be continually monitored and gauged for success, failure, or need for recalibration. As the company

grows and revenue increases, the need to hire a marketing firm will be assessed and decided upon by the partners.

Miss Blevins will be on the following timeline: launch of company website and social media accounts within month one, launch of company e-magazine by end of first quarter, identify and schedule social engagements to Mr. Brown during marketing meetings to begin as of the first bi-weekly meeting.

Mr. Brown will be on the following timeline: generate topics and gather information for website and e-magazine to be passed on to Miss Blevins to begin no later than the first bi-weekly meeting, begin attending social and networking functions no later than the end of the second month after business launch, participate in social media engagement on a weekly basis as discussed in bi-weekly meetings.

## **10. Evaluation and Control**

During every second bi-weekly meeting, metrics will be analyzed by both partners. These will include sales and sales lead numbers, website and social media engagement, e-magazine engagement, expenditures and sales achieved. Controls will be: number of qualified leads generated per month, number of enrollments per month, level of media engagement, number of leads generated from recaptures, and amount of gross sales revenue created monthly.

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# CREATIVE BRIEF: METRO OPERA COMPANY

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- ❖ Who is the client?
  - Metro Opera company of Uptownville, New York
  - Housed in the world-renowned Prince Opera House built by Billionaire Litten Skhot in 1862
  
- ❖ What is the client's background?
  - Founded in 1924
  - One of the most respected opera houses in the world due to rigorous artistic standards and affluence
  - Known for employing only the most sought after talent
  - Committed to diversity of production through performance of classics, lesser known works, and new works
  
- ❖ Who is the client's dominant local competitor?
  - Petite Prehge Opera of Uptownville, New York
  - Founded in 1914 and housed in the Uptownville Opera Theatre
  - Founded by a prominent community member and business rival of Mr. Skhot, Mr. Pigher Ignant
  - Focus primarily on classical and less diverse productions
  
- ❖ What is the client expecting on a technical basis?

- 11 x 7 poster
  - Digital format done in Adobe Illustrator
  - Utilization of prewritten copy
  - All original artwork
  - Done in full colors
- 
- ❖ How will the design team differentiate the client from their competitor?
    - Design will integrate modern and classic design to symbolize the Metro Opera's dedication to diversity of production
    - Design will highlight artistic flair of the opera company
- 
- ❖ Who is the target audience for the poster and ultimately the production?
    - Persons 28-49 years of age
    - Educated professionals
    - All genders
    - Arts aficionados
    - New attendees curious about the arts who are currently interested in achieving a higher level of culture and social status
- 
- ❖ What is the cost of attendance?
    - Progressive pricing from sections G to A between \$204 - \$1,132
- 
- ❖ What is the budget of poster creation?
    - \$1,800
    - Delivered via installments upon delivery of predetermined weekly milestones
- 
- ❖ What is the creation schedule and what are the milestones?
    - Week 1: deliver ten rough sketches to client - client will select three with which to move forward
    - Week 2: three chosen sketches will be developed further and reviewed by client to ensure they fit the vision of the client's end product
    - Week 3: sketches transformed into digital thumbnails
    - Week 4: thumbnails elaborated on and reviewed by client - client will select final design
    - Week 5: final thumbnail transformed into poster and color pallet is approved by client
    - Week 6: progress delivered to client and approved after any necessary revisions
    - Week 7: rough draft of poster delivered to client - client will suggest final changes if needed before approving creation of final product
    - Week 8: finish product delivered to client

## MEMO

Date: October 25, 2015  
To: William B. Friedman, CEO Con-Glom Inc.  
From: Sara Blevins, Consultant  
Subject: Con-Glom public relations assessment and suggestion

Due to recent public concerns about the impact of corporate manufacturing procedures on the environment, Con-Glom must decide whether or not to take action to reduce their corporate carbon footprint. However, doing so could mean that Con-Glom could face reduced production rates, plant closings, and possible layoffs of employees. This memo discusses my assessment of the facts surrounding this situation as well as my suggestions regarding implementing any changes.

### **PROBLEM: POOR PUBLIC RELATIONS DUE TO ENVIRONMENTAL CONCERNS**

In January of last year, The Coalition of Concerned Scientist Citizens released its biannual report detailing the impact of human activity on the earth. This report pointed to large corporations as substantial culprits in global warming. This report also suggested that corporations are willingly thwarting efforts to curb global warming by ignoring standards set by the EPA. This has caused a public outcry that has resulted in Con-Glom suffering from public relations problems. A boycott of Con-Glom products began six months ago and sales have dropped 15%. This equals approximately \$532,000 per month in lost revenue.

Con-Glom can stop this boycott by installing special filtering systems at its plants that will satisfy EPA standards. Each of these systems will cost \$75,000 per site to install. Also, production will be reduced for a period of time. Con-Glom can install these filtering systems at all plants and shut down its least efficient plant located in Greenwich, Illinois which will result in 1,400 employees losing their jobs. Alternatively, Con-Glom can install them in half their plants which will mean that the plant in Illinois can stay open, but that 700 employees will still need to be laid off.

Initially, these were thought to be the only two options available to Con-Glom, neither of which are attractive. Through my research, I was able to find an alternate solution that I believe you will find quite pleasing.

### **SOLUTION: PARTNER WITH FLASHPOINT**

I have contacted The Coalition of Concerned Scientist Citizens and expressed Con-Glom's concern for our planet and our excitement to find a way to do our part to reduce our carbon footprint. I was put in contact with several eco-friendly companies who specialize in partnering with other companies to make changes that will better our world through green production.

After meeting with these companies to understand their process, one in particular stood out: FlashPoint. FlashPoint was started five years ago by social entrepreneurs John Blade and Jane Wind. Since their funding and launch, they have helped over 39 companies become compliant with EPA standards without laying off a single employee.

I propose that Con-Glom partner with FlashPoint in order to not only help pay for the cost of the new filtering systems, but as a way to show our concerned customers that Con-Glom would like to be a leader in protecting our environment. Focus groups have been put together to test consumer response to this potential move and 89% of participants indicated that they would not only purchase from Con-Glom if



this partnership moved forward, but that they would be highly likely to become lifelong loyal customers and recommend Con-Glom products to their friends.

## CONCLUSION

By partnering with FlashPoint, Con-Glom has the opportunity to:

- stop the boycott currently taking place
- improve customer relations substantially
- offset the cost of purchasing filter systems
- offset the costs of temporary reduced production
- avoid closing any plants
- avoid laying off valuable employees
- improve company image

I recommend that a team be formed to meet with the representatives at FlashPoint to discuss moving forward with a partnership. I am fully prepared to have a full proposal and financial analysis delivered to decision makers at Con-Glom in one week.

I look forward to speaking with you further regarding this exciting opportunity for Con-Glom.

09.10.2015

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**To**

Tanya Lee  
12345 Business Lane  
Hartford, CT. 06106

Dear Ms. Lee,

As you know, bad weather has recently caused a delay in construction at the Hartford Mall building site. This letter is to inform you that additional delays are expected due to circumstances beyond our control.

Specifically, the delays are a result of the following:

First, bad weather is expected to continue for one week. I contacted The National Weather Center and was assured that the unusually heavy rains are the result of a network of storms covering the coast. They expect clear skies once the systems pass next week. We will resume construction at that time.

Second, a drivers' strike is in progress at Atlas Concrete. We currently have half the concrete we need to complete our project. I have several meetings lined up with potential suppliers for today and tomorrow. I expect to find a new supplier within these candidates. I will notify you as soon as a supplier is selected.

I apologize for these delays. As you can see, I am working to ensure construction is not delayed more than one additional week. Please reach out to me with any questions or concerns.

Sincerely,

**Sara Blevins**

Project Manager

Sarablevins@MGlobalbigco.com

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## Rhetorical Analysis Camel Cigarette Ad

The time period is the 1950s. Stars that embody class, elegance, and sophistication grace screens and lend their public personas to advertisements. Few advertisements are as iconic of this decade as those for cigarettes. One in particular had solidified its brand in the American psyche, Camel, the focal point of this print ad. Directly below large, red letters that exclaim “Camels!” are three faces that shout Americana: John Wayne, Joan Crawford, and Dick Powell. All three are sporting their own signature smiles, Camel cigarettes posed casually between their fingers. Below that, a gorgeous, sleek woman with shining black hair with a white “T” traced over her mouth and chin that implies this woman’s “T zone” is happy. This ad uses appeals to ethos most strongly, followed closely by pathos, and seems to have little use for an appeal to logos beyond a vague recommendation from “throat specialists”.

This ad was published in 1951. At the time, John Wayne was the epitome of a “man” as projected by American Media. Before mainstream gender-bending and when being male meant being dominant, John appeared on television and in movies as a tough guy who had a gentle touch with his picturesque female co-stars. Joan Crawford, the female, powerhouse counterpart to John’s masculinity, had been appearing in front of audiences for years and had secured her place among the American public as one of the most beautiful, talented, and ambitious women of her time. She exuded confidence and sensuality. Dick Powell was an actor, singer, director and producer, and a studio head. He was well known for his roles as a detective in the popular genre film noir and, again, was another celebrity who projected the “American dream” of success thus garnering public admiration.

This ad appeared in an October issue of The Saturday Evening Post. Still in print today, The Saturday Evening Post has a long, proud history spanning almost 300 years and is one of the oldest publications in America. Its own “about” section describes the publication as “reflecting the distinctive characteristics and values that define the American way”. The magazine projects itself as an authority on all things American and is aimed at those considering themselves sophisticated and cultured. A look at the publication’s body of work over the years gives an overall picture of forward-looking pieces that are also undeniably presenting with a tone of respect for tradition.

The ad has an “official” yet easy feel at first glance, similar to the feeling of watching an authority figure stand at a podium before a speech or presentation. The page consists of a white background and a large, mint green rectangle containing the photo images of the three aforementioned celebrities as well as an image of the pretty woman with shining, black hair. The pictures of John, Joan, and Dick are in something of an arch at the top of the page with their individual testimonials and beautifully done signatures strategically placed beneath each one. The pretty woman with her “T zone” highlighted is not framed as they are and is just below center of the page, her image is larger than the other three. To her left is text urging that consumers trust their “T zone” and to her right is a large, white box containing information about why the “T zone” matters as well as references to the “stars” pictured above. The white box is packed with descriptive, upbeat language that is written in such a way that it almost seems a satire of style that borders on cliché.

The only appeals to logos in this ad are two references to “throat specialists”. The first place that this reference appears is above the three “stars” in the form of text stating “... noted throat specialists reported: not one single case of throat irritation due to smoking Camels!” The

second appears in the white box beside the pretty lady with black hair and states the same. The reader is not told what a throat specialist is and these are the only items posing as fact in this advertisement.

The ad is heavy with appeal to ethos. Above the three pictures of the celebrities are the words “These stars tested for Mildness – and chose Camels!” Right away the ad implies that these stars must know what they are talking about and have some sort of authority. After all, they are three of the most powerful, successful individuals of their time. In the white box next to the nameless pretty lady, the ad states that these “stars” all tried Camel cigarettes for thirty days and have each determined that they are rich, mild, and easy on the throat. Though it is never explained to the consumer that trust should be placed in the testimonials of these celebrities, the overall tone of the advertisement removes the any need for such conspicuous statements.

This ad appeals to pathos by featuring individuals who have what consumers want: beauty, success, adoration, sophistication, and power. One look at the page and the desired impact seems obvious, the advertiser’s hope that the caliber of celebrity featured in the ad will cause a starstruck reaction in the onlooker. The ad attempts to play on the consumer’s desire to be more beautiful, successful and powerful and by association, implies that smoking Camels will make them more appealing as individuals.

Advertisers use a strong combination of implied celebrity authority and consumer desire for beauty, success, and power to sell Camel cigarettes to the public with this ad. This advertisement is a perfect example of the power of the combination of appeals to ethos and pathos. By showing iconic celebrities engaging with their product and endorsing the brand’s assertions, consumers are enticed to buy and smoke Camel cigarettes. Somehow these stars,

simply by virtue of their success, make the consumer believe that they too will be seen as successful, sophisticated, and powerful. This combination works so well that it is a constant in advertising. Its multilayered approach implies that even if a consumer does not believe that they can or will achieve the same success as a “star” that they can at least look and feel as “stars” do by imitating them.

[Camel Cigarette Ad](http://www.joancrawfordbest.com/adcamels51big.htm) (<http://www.joancrawfordbest.com/adcamels51big.htm>)

09.24.2015

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## Report

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**To**  
John Raines

**From**  
Sara Blevins

**Re**  
Construction Progress at  
the Bright Green Nuclear  
Power Construction Site  
Jetsen, Missouri

### Comments:

This report is to update you on the progress of construction at the Bright Green Nuclear Power construction site. Also, items of concern that could impact safe, timely completion of the project are listed as well as suggestions for correcting these items.

### Progress

Construction is two days behind schedule. More delays are expected beginning next week. The following are contributing factors to the delays:

- On April 21, light rain delayed three cement pourings for the tower wall for one hour.
- Workers were unable to report to work on Monday, May 4<sup>th</sup> due to heavy rains and flooding.
- Allis Wire, Inc. just informed us that the steel reinforcing wires for the tower wall will not be shipping today as scheduled. They will ship in two days, on Thursday.

### Concerns

After three weeks of observing construction at the Bright Green site, I have identified items of concern that could delay safe, timely progress if left unaddressed. I suggest the following issues be brought to the attention of We Build It:

- Our safety instructor, Mary Powell, has cited 12 workers for not wearing their hard hats and two field hands have been treated for deep lacerations to their hands caused by machinery. Ms. Powell has suggested that all subcontractors be asked to attend a meeting to discuss safety at the site.
- Workers have complained about excessive dust raised by cement-trucks at the site. I am suggesting that truck drivers reduce their speeds at the site going forward.
- Miscellaneous boards and masonry pieces have been found to be missing from the site every day up to this point. Nearby residents think that items found at the site have been discarded and take them to complete small home projects. While there have been no major thefts, these materials are needed for the project. The site foreman has suggested that more "No Trespassing" signs may help prevent future theft.

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**Conclusion**

Construction is currently two days behind schedule. These delays have been caused by weather. An additional two day delay is expected due to a shipping delay. Safety, theft, and the speed of cement trucks are all concerns at the site. Suggestions for correcting these concerns have been included in this report.

I will send my next report in three weeks.

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## Humankind's Future with Autonomous Vehicles

On October 9<sup>th</sup> 1903, *The New York Times* published an article declaring "... it might be assumed that the flying machine which will really fly might be evolved by the combined and continuous efforts of mathematicians and mechanics in from one to ten million years..." (*The New York Times*, 1903). Just over two months later, the Wright brothers would go on to propel humankind into the future with the world's first successful flight in a plane dubbed the "Flyer". Much the same way that society then stood unwittingly on the precipice of complete restructure, we now stand on this same ledge. What technology could be as profound as flight?

Autonomous vehicles.

In an article discussing the inevitability of this revolutionary technology, Morgan Stanley (2015) explains that "In the not too distant future, children may not believe that their parents used to drive cars, any more than most of us today can imagine holding the reins of horse-drawn buggies..." (Morgan Stanley, 2015). Fully autonomous vehicles or "self-driving" cars are not only a certainty, but newer model cars are already equipped with transitional features. A few of these features are self-parking, lane guidance, and collision-avoidance (Pinjari, Augustin, & Menon, 2013, p. 1). There are in fact four levels of autonomous vehicles with these newer model cars representing level two and Google cars representing level three (National Highway Traffic Safety Administration, 2013). Once the transition to fully autonomous vehicles is complete, cars will be able to make an entire trip without human intervention (aside from destination input) and will be able to do this with or without a human driver present (National Highway Traffic Safety Administration, 2013). A few of the technologies that self-driving cars will utilize to accomplish complete autonomy include: GPS, cameras, electronic sensors, and radar (Howard & Dai, 2014, p. 3).

While the idea of a self-driving car arouses numerous reactions including speculation, fear, and curiosity, this technology holds immeasurable promise for large portions of the population. Autonomous vehicles should be embraced as they will improve quality of life. Specifically, for the elderly, the disabled, and parents and children alike through restoring independence to the elderly, offering autonomy and freedom to the disabled, and significantly reducing the risks of driving for youth.

Public debate regarding self-driving cars is ongoing with opinions being widely varied. Staunch enthusiasts, like the authors of a report prepared for The National Transportation Board (2014), tout the many benefits such as the millions of lives that will be saved from the sharp decrease in crashes, the removal of driving restrictions, benefits to the environment, and the freeing of a human's most valuable resource: time (Howard & Dai, 2014). Conversely, countless pieces speculating the possible negatives pepper the online community. One such example is a piece that was published in *StateTech Magazine* (2014) which imagines job losses resulting in damage to the economy, software failures, and an inability of many to be able to afford the technology (Johnson, 2014).

Perhaps the most compelling concerns are ethical. The probability that humans will one day entrust their lives to autonomous vehicles forces society to reexamine attitudes about the intricacies of human-robot interaction. Public debate carousels around dilemmas such as who is at fault when a human is injured by one of these vehicles, how can we be sure that a machine will make the same ethical choices that we make, and how can we plan around these concerns when we can't possibly fathom all future scenarios? While these are important questions, the fact still remains that driving is dangerous because of the human element. An article published in *The Washington Law Review* (2014) points this out, stating "Driving is risky because drivers

are humans. Humans inject risks that can be eliminated, or at least considerably mitigated, by intelligent machines” (Vladeck, 2014, p. 126).

Once the available information is waded through, categorized, and analyzed objectively, a clearer picture emerges: a future where life-saving, clean, practical technology is widely available at reasonable prices thus improving quality of life. Universally human concerns will look much different once roadways are fully automated. The elderly will not need to worry about such things as how will they get to the grocery store, doctor appointments, or go out to see their friends and enjoy their golden years. Disabled individuals and their families will have the heavy burden of isolation and lack of freedom lifted from their shoulders. Parents won't have to worry that a trip to school where their teenager drives themselves might end in injury or even death.

Inevitably, everyone ages. With aging comes a gradual loss of mobility, health, and independence. For many, this will mean an inability to continue to drive. In fact, the number of older Americans that must stop driving each year is estimated to be one million (Choi, Adams, & Mezuk, 2012, p. 1). For these individuals, no longer being able to drive can be a devastating loss. After living full, productive lives, their autonomy is eroded in one fell swoop. Studies have shown that negative effects of loss of driving privileges include depression, loss of social interaction, worsening health, and an increased risk of entering a nursing home (p. 78). Because everyone in society will face this scenario at some point, the promise that self-driving cars hold to vastly improve the quality of life for the elderly cannot be ignored or understated. Potentially, this technology could prevent these individuals from becoming depressed, lonely, falling ill, and could keep them in the comfort of their own homes.

As with age, disability touches everyone at some point in their lives. Whether it be through injury, the disability of a loved one, or impairment due to age or illness, impairment is a fact of life. According to World Health Organization estimates, over a billion people live with a disability (World Health Organization, 2011). This is a staggering amount of the world's population. Within that number are those unable to drive due to blindness, physical limitations, bodies that do not conform to the standard vehicle and countless other reasons. For these people, self-driving cars could be a game changer. The authors of an article published in the *Texas Journal on Civil Liberties & Civil Rights* state that "While blind individuals are not the specific target market for autonomous driving, they, and other physically disabled individuals, will be ideal beneficiaries..." (Freidman & Norman, 2012, p. 83).

Recent statistics from the Centers for Disease Control and Prevention (CDC) cite that per mile, teen drivers are three times more likely to be involved in a fatal car crash and that seven teens per day between the ages of 16 and 19 die this way (CDC, 2014). Driving means being responsible for operating machines that weigh thousands of pounds and travel at high rates of speed mere feet from one another, often times heading in opposite directions. This is a dangerous scenario for a young driver with limited experience who is not at full mental maturity. Some of the reasons for the increased risk of driving youth are: they underestimate risk, tend to speed, are more likely to drive drunk, and fail to use safety belts (CDC, 2014). What if there were a way to negate the poor decision making and lack of skills of young drivers? What if the heartache of losing a child, grandchild, or sibling to a fatal car crash could be reduced or even eliminated? Fortunately, this may be possible through mass adoption of autonomous vehicles.

While there are certainly still obstacles to overcome and concerns that must be addressed, it is clear that for the elderly, disabled, and young drivers there will be hope where there was

once only resignation. The authors of a study released by the RAND Corporation in 2014 state “In general, we find that AV technology has the potential to substantially reduce many of the existing negative externalities of personal automobile use and create some additional benefits in increased mobility and improving land use. While there are some important disadvantages, we find these are generally outweighed by the advantages” (Anderson et al., 2014, p. 9). If society chooses to fully embrace this technology, millions of elderly people will avoid the devastating effects of driving cessation, hundreds of millions of disabled individuals will know independence and freedom, and the number of parents that receive the crippling news that their son or daughter has been killed in a fatal car crash will be eliminated or at least drastically reduced.

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09.19.2015

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## Memo

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**To**

All Office Assistants with  
Access to M-Global Laser  
Printers

**From**

Sara Blevins

**Re**

Instructions for Refilling  
Printer/Copy Paper for all  
M-Global Laser Printers

**Comments:**

All branches of M-Global operations use the following laser printer make and model: Canon® ImageCLASS® D1350 Multifunction Copier, Model: 4839B003AA. This memo provides instructions for refilling printer/copy paper for all laser printers at M-Global.

Please follow the step-by-step instructions below to properly refill the printer/copy paper for all laser printers at M-Global:



1. Locate the paper tray.
2. Grasp the built-in handle.
3. Gently pull out the paper tray.
4. Slide the paper guides inside the paper tray to match the paper size to be loaded.
5. Fan the paper to ensure that the paper does not stick together.
6. Align the edges of the paper against a flat surface.
7. Insert the paper into the paper tray.
8. Check the paper guides to make sure that the paper fits securely within the paper guides.
9. Gently press down on the paper so that it fits securely under the hooks of the paper guides.

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10. Check the paper to make sure there is no buckling and that the paper is flat.
11. Make sure that the paper stack is not higher than the line that indicates the paper load limit.

RESULT: The paper will fit snugly against all sides of the paper tray. The paper will fit under the hooks of the paper guides. The paper will not be higher than the line that indicates the paper load limit.

12. Gently close the paper tray.
13. Press the green start button on the printer.

RESULT: The display will indicate that copying or printing is ready to resume.

You will now be able to resume copying or printing.

If you have any problems while performing the steps listed above, please contact a member of our IT staff by calling 1-888-555-1234 for further assistance.

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09.6.2015

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## Memo

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**To**

All Denver Branch  
Employees

**From**

Sara Blevins, Branch  
Manager

**Re**

New Loss-Prevention  
System

**Comments:**

Recently, M-Global headquarters reached out to all branches to inform employees that it is in everyone's best interest to focus on preventing accidents in the workplace. This concerns every job performed at M-Global including office and field activities. Employees should remember to focus on safety as well as efficiency as they perform work related tasks each day.

M-Global uses two tools to make sure employees are always aware of how to stay safe on the job. These tools are the training received during the first few weeks of employment and ongoing training throughout employment. To help our branch renew focus on safety, I have asked our training coordinator, Kendra Jones, to draft a written safety training program. After a final draft is approved, I will personally conduct a meeting with each department to review this plan. I expect the plan to be implemented no later than June of this year.

Beginning in February, the employee who has the most useful suggestion related to improving safety will be awarded \$100. Each month there will be a new recipient. I have placed a suggestion box on the wall of the lunchroom. You will find a form attached to this memo. Please download, print, and fill out the form with your suggestion and place it in the suggestion box in the lunchroom. I will empty the box at the end of each month and will announce that month's winner by placing the name on the lunchroom bulletin board within one week.

If you have any questions about the above information, please call me or send me a memo.

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The time period is the 1950s. Stars that embody class, elegance, and sophistication grace screens and lend their public personas to advertisements. Few advertisements are as iconic of this decade as those for cigarettes. One in particular had solidified its brand in the American psyche, Camel, the focal point of this print ad. Directly below large, red letters that exclaim “Camels!” are three faces that shout Americana: John Wayne, Joan Crawford, and Dick Powell. All three are sporting their own signature smiles, Camel cigarettes posed casually between their fingers. Below that, a gorgeous, sleek woman with shinning black hair with a white “T” traced over her mouth and chin that implies this woman’s “T zone” is happy. This ad uses appeals to ethos most strongly, followed closely by pathos, and seems to have little use for an appeal to logos beyond a vague recommendations from “throat specialists”.

This ad was published in 1951. At the time, John Wayne was the epitome of a “man” as projected by American Media. Before mainstream gender-bending and when being male meant being dominant, John appeared on television and in movies as a tough guy who had a gentle touch with his picturesque female co-stars. Joan Crawford, the female, powerhouse counterpart to John’s masculinity, had been appearing in front of audiences for years and had secured her place among the American public as one of the most beautiful, talented, and ambitious women of her time. She exuded confidence and sensuality. Dick Powell was an actor, singer, director and producer, and a studio head. He was well known for his roles as a detective in the popular genre film noir and, again, was another celebrity who projected the “American dream” of success thus garnering public admiration.

This ad appeared in an October issue of The Saturday Evening Post. Still in print today, The Saturday Evening Post has a long, proud history spanning almost 300 years and is one of the oldest publications in America. Its own “about” section describes the publication as “reflecting

the distinctive characteristics and values that define the American way". The magazine projects itself as an authority on all things American and is aimed at those considering themselves sophisticated and cultured. A look at the publication's body of work over the years gives an overall picture of forward-looking pieces that are also undeniably presenting with a tone of respect for tradition.

The ad has an "official" yet easy feel at first glance, similar to the feeling of watching an authority figure stand at a podium before a speech or presentation. The page consists of a white background and a large, mint green rectangle containing the photo images of the three aforementioned celebrities as well as an image of the pretty woman with shining, black hair. The pictures of John, Joan, and Dick are in something of an arch at the top of the page with their individual testimonials and beautifully done signatures strategically placed beneath each one. The pretty woman with her "T zone" highlighted is not framed as they are and is just below center of the page, her image is larger than the other three. To her left is text urging that consumers trust their "T zone" and to her right is a large, white box containing information about why the "T zone" matters as well as references to the "stars" pictured above. The white box is packed with descriptive, upbeat language that is written in such a way that it almost seems a satire of style that borders on cliché.

The only appeals to logos in this ad are two references to "throat specialists". The first place that this reference appears is above the three "stars" in the form of text stating "... noted throat specialists reported: not one single case of throat irritation due to smoking Camels!" The second appears in the white box beside the pretty lady with black hair and states the same. The reader is not told what a throat specialist is and these are the only items posing as fact in this advertisement.

The ad is heavy with appeal to ethos. Above the three pictures of the celebrities are the words “These stars tested for Mildness – and chose Camels!” Right away the ad implies that these stars must know what they are talking about and have some sort of authority. After all, they are three of the most powerful, successful individuals of their time. In the white box next to the nameless pretty lady, the ad states that these “stars” all tried Camel cigarettes for thirty days and have each determined that they are rich, mild, and easy on the throat. Though it is never explained to the consumer that trust should be placed in the testimonials of these celebrities, the overall tone of the advertisement removes the any need for such conspicuous statements.

This ad appeals to pathos by featuring individuals who have what consumers want: beauty, success, adoration, sophistication, and power. One look at the page and the desired impact seems obvious, the advertiser’s hope that the caliber of celebrity featured in the ad will cause a starstruck reaction in the onlooker. The ad attempts to play on the consumer’s desire to be more beautiful, successful and powerful and by association, implies that smoking Camels will make them more appealing as individuals.

Advertisers use a strong combination of implied celebrity authority and consumer desire for beauty, success, and power to sell Camel cigarettes to the public with this ad. This advertisement is a perfect example of the power of the combination of appeals to ethos and pathos. By showing iconic celebrities engaging with their product and endorsing the brand’s assertions, consumers are enticed to buy and smoke Camel cigarettes. Somehow these stars, simply by virtue of their success, make the consumer believe that they too will be seen as successful, sophisticated, and powerful. This combination works so well that it is a constant in advertising. Its multilayered approach implies that even if a consumer does not believe that they

can or will achieve the same success as a “star” that they can at least look and feel as “stars” do by imitating them.

[Camel Cigarette Ad](http://www.joancrawfordbest.com/adcamels51big.htm) (<http://www.joancrawfordbest.com/adcamels51big.htm>)

## Pet Artists of Knoxville

March 20<sup>th</sup> is the first official day of spring. Winter in East Tennessee is a stunning sight and a magical time. However, there is nothing better than warm weather, blooming flowers, and being able to take our fur babies outside to play. As a pet parent, it's pure bliss to watch them frolic after months indoors. What better way to celebrate and remember their happiness than reaching out to a local pet artist to capture the moment?

Knoxville is teeming with talented artists who are passionate about pets. In the nooks and crannies of our beautiful city are unique individuals each bringing their own special flair to their craft. Whether you are looking for a photographer, painter, or a sketch artist, the artists of Knoxville have you covered. We've put together a brief list to help get you started in your search.

Looking for something a little different? [Boxie Pets](#) isn't your typical flat painting. Artist [Rachel Travis](#) offers paintings with dimensions similar to that of a shadow-box. Perfect for crafty types, these paintings are wonderful for those that love texture and depth in their personal space.

Another local artist who offers a personal touch is [Kelly](#) of [Faces Gone Wild](#). Kelly can be found all around town bringing joy to people by offering her face painting services, but she also creates lovely, realistic drawings of pets.

If you are looking for a photographer who has an uncanny ability to capture the essence of their subject, look no further than [Lev Gross-Comstock](#) of [lgcphoto.com](#). This accomplished photographer is a treasure in our own backyard and his ability to capture the soul of the animals that he photographs is truly awe-inspiring.

[Wade Tipton](#) of [Gallery Portraits](#) is another local gem. His portraits are elegant and lend ambience to any space with their astonishing simplicity. Similarly, [Regann Hunt-Royster](#) of [Art Elegance](#) offers timeless, unique pieces. Her Acrylics epitomize refined taste.

Several of our local artists are experts at capturing the personalities of our pets. Two examples are [Mike](#) of [Doodlewags](#) and [Jennie Huettel](#) of [Mountain Mutt Media](#). Mike specializes in light-hearted paintings of pets. Similar to Caricatures, his portraits allow pets the chance to do things they might only fantasize about like munching on people food, napping on mounds of dog biscuits, or going on a bike ride. Jennie is a talented photographer who is able to bring the personalities of the pets that she photographs to the forefront whether it be while they play fetch or sit before her camera, staring curiously.

A few other wonderful choices are [Noelle Bell Photography](#), [Brassfield Creatives](#), and [Cindy Day Illustrations and Watercolor](#). Each of these creative individuals will no doubt delight and please you with their dedication and high caliber of work.

Many of the artists featured in this post are philanthropists, animal activists, and widely recognized artists. So whether you simply want to celebrate spring, are looking for a Mother's Day gift, or are searching for that perfect present for an upcoming birthday, be sure to support them!

## Touching Lives Through Volunteer Work With Animals

According to the [ASPCA](#), millions of animals call a shelter their home. Additionally, millions more rely on foster parents, rescue organizations, and animal sanctuaries to provide them with the love and care that every animal deserves. Without the assistance of volunteers, caring for the many animals in need would be impossible. In fact, some of these establishments rely entirely on the kindness of those in the community to keep them running. However, volunteering with animals can mean so much more than just touching the heart of an animal, it can also mean impacting the human population of a community as well. Often times when we think of volunteering with an animal, we picture helping to bathe or walk an adorable puppy at our local animal shelter. While this is one way of lending our love, there are a myriad of other options that are as diverse as the animals in our community that are in need. Some of these opportunities include:

[Smoky Mountain Service Dogs](#): The work of this organization touches the lives of not just the animals, but the Veterans with disabilities that these special dogs will one day devote themselves to. Providing our service men and women with fully trained assistance animals is a big job and that is where volunteers come in. Ways that volunteers can help are by working as a Puppy Raiser, Socializer, or a Respite Provider. Puppy Raisers work with puppies for a six to nine month period. During this time, they work closely with trainers to housebreak, crate train, and teach the puppy good manners and basic obedience skills. For those who like to get out and about, that is where a Socializer comes in. Socializers introduce the animals to the public and different environments. They form a strong bond with the animal and are instrumental in working with the dogs beyond the puppy stage to teach them the basic skills that every service animal needs. Respite Providers are those with huge hearts coupled with the ability to provide homes for service animals in cases of emergency, vacations for Puppy Raisers and Socializers, or while an animal is awaiting adoption.

[H.A.B.I.T.](#): This acronym stands for Human-Animal Bond in Tennessee. The group is comprised of representatives from the University Of Tennessee College Of Veterinary Medicine, volunteers from the community, and private veterinary practitioners with the goal of exploring and promoting the human-animal bond. The special thing about H.A.B.I.T. is that the volunteer position is available for pets too! Human and animal volunteers visit the elderly, special needs children, hospitals, and mental health centers. To work in this program is to provide those in need with companionship as well as to give the animals the opportunity to do what they do best, be social!

[Feral Feline Friends](#): For those who feel comfortable working with and providing care to those animals who do not have a home, this is the perfect opportunity. Volunteers feed, water, and provide medical care for homeless cats in East Tennessee.

[The Elephant Sanctuary](#): Elephants are majestic animals and the opportunity to work for their benefit is indeed a rare treat. Tennessee has the privilege of being the home of our nation's largest natural-habitat refugee built specifically for endangered elephants. Many of the animals that come to this sanctuary have inspirational stories of survival and perseverance and as the goal of the sanctuary is to give them a place to roam free and feel safe, volunteers do not work directly with the animals. To give time to this cause is truly a selfless act that includes helping the staff with the numerous tasks necessary to give these gentle giants a home.

[The Knoxville Zoo](#): If going to the zoo is exciting, imagine working with the animals and trainers! Adults and youth can volunteer with this opportunity doing such varying tasks as assisting staff with educational programs and interpretation services, general upkeep of the zoo, and fundraising.

[STAR](#): The Shangri-La Therapeutic Academy of Riding is unique in that it allows Special Needs individuals the opportunity to work directly with horses which provides long-lasting, well-documented therapeutic benefits. For Special Needs individuals, this therapy is invaluable to quality of life and the need for volunteers to work with this organization cannot be overstated. Youth as well as adults are welcome at STAR and ways that they contribute are by helping directly with the animals, facilities tasks, and working with those receiving therapy during lessons.

A few other volunteer opportunities within our community include:

[Happy Paws Kitten Rescue](#): Happy Paws is a wonderful opportunity for those who have room in their homes and in their schedules to foster a kitten. The organization supports those who are able to foster by providing funding for all medical expenses and only asks that foster parents provide other basics for the foster animals such as food and litter.

[Small Breed Rescue of East Tennessee](#): This volunteer opportunity focuses on fostering small breed dogs.

[AARF \(All About Rescue and Fixin' Inc.\)](#): Multiple opportunities available including fostering a pet. This group does not euthanize or put time frames on when an animal in their care must be adopted out.

[Horse Haven of Tennessee](#): Nonprofit rescue operation for abused and neglected equine. Opportunities include the ability to directly provide support to rescued horses through various tasks at the facility.

[SPCA of Tennessee](#): Dedicated to rescuing, providing care to, and finding of homes for all breeds of dogs. Volunteer opportunities vary.

[Adopt A Golden](#): Specifically for Golden Retrievers with fostering as a primary opportunity.

[Humane Society Of The Tennessee Valley](#): This organization works to end homelessness in the dog and cat population of our community and volunteer opportunities vary.

[Young-Williams Animal Center](#): Instrumental in providing a myriad of public services including public education, outreach, and other services that benefit animals and humans alike. Young-Williams offers a wide spectrum of volunteer opportunities.



## May is Microchip Your Pet Month

If you are a pet parent, chances are that you have experienced a lost pet at some point. In fact, it's quite likely as research tells us that one in three pets will become lost at some point. Sadly, the rate of a return home is not high for unidentifiable pets. Imagine getting lost without your wallet and not being able to tell anyone who you are! Hopefully, your fur baby came home safe and sound to you and your family.

You may have questions or concerns about microchipping, and rightly so! We love our pets and want to do what is best for them. Never fear, we are here to help you understand this important choice.

Microchipping can be boiled down to this simple explanation of the process:

Your pet has a tiny little microchip about the size of a grain of rice implanted between their shoulder blades via injection. This injection is as quick and easy as when they receive their vaccinations and does not harm them. Usually, within about 24 hours, the chip and your pet's skin bond together so that the chip does not migrate.

You then fill out the registration information attached to your pet's chip either online or via paper and send it in. That information is stored by the company you decide to use and must be updated yearly in case you move or change phone numbers. A good way to think of this is your credit card. Your card can be read and linked to stored information about you. Periodically you will update your information that way when the card is read, the information is accurate. This is similar to how the information on your pet's chip is stored. You can read more about it [here](#).

You will receive information about your pet's microchip as well as a tag that lets others know that they are chipped. While it is easy enough to find out with a reader, a tag helps if your pet is lost and wondering. Animal control or a concerned citizen will know at a glance that your pet has a home and can act accordingly.

Some avoid chipping because of cost concerns. This need not be a barrier to chipping your fur baby. There are pet lovers out there who have made it their mission to make sure that microchipping technology is accessible to everyone. One such organization is [Found Animals](#). Found Animals is a not for profit that allows you to register your pet 100% free. They, and others like them, offer a wonderful service to the community. If you find that you prefer the services of a paid company, always do what you feel is best.

So go online or contact your veterinarian today to get the process of chipping your pet started. You will rest easier knowing that they have a way to "tell" someone who their parent is and get reunited with you should the unthinkable happen.

## Detective Zane Brown

“Growing up, I never felt safe. My dad was an angry, bitter drunk who made my life hell. So basically, it’s because I want to make sure that other people don’t have to be afraid all the time like I was.” This is the answer I get when I ask Detective Zane Brown why he chose police work. He certainly looks the part. Something about the way he carries himself, his buttoned-up demeanor, gives him away. He isn’t a particularly tall man, I would guess under six feet, but his frame is sturdy. He has the body of a man who puts in his time at the gym. His face is clean shaven, his blond hair kept respectably short, and his pale blue eyes never quite settle down all the way during our meeting. I notice his expensive shoes and dry cleaned clothing as soon as I meet him at the diner as well as the fact that while he offers me a seat first, he positions himself facing the room instead of with his back to it (this is a habit of mine and Detective Brown has inadvertently taken my spot). When I vocalize what I have observed, he explains that a one-year tour in Afghanistan has ground it into his mind to never have your back in a vulnerable position.

As the words are coming out of his mouth my mind is flashing to scenes of rocket launchers, flag draped caskets, and of little children running alongside tanks. I wonder what scenes are in Detective Brown’s mind day and night that no documentary or news report could ever do justice to. Instead of saying what I am thinking, “Wow... a year. What branch?” I am answered with a picture on the detective’s phone. A boy loaded down with so much gear that it’s hard to imagine someone carrying it even five feet. “I was a paratrooper. Broke both my ankles on that jump.” His tone is as matter-of-fact as if he were telling me that my shoe is untied. My mind struggles to accept that the person

in the photo is the same as the man sitting in front of me. This man whose aura is as complicated as a giant hedge maze and this much younger one in the picture whose gaze reminds me of someone who has just been seriously injured, that look of dissociation when all the endorphins are kicking in. Feeling uncomfortable, I shift the conversation back to his police work.

“I guess after that experience, being a police officer is cake?” As soon as the words are out of my mouth I fear that I may have done exactly what I had hoped not to do, say something insensitive. Detective Brown’s face tightens, “I have been on the force for nine years and every day when I walk out of my house, I know that I may not come back. It’s more like combat than you may think. Not because you are fighting the public, but because you never know when someone will hate you just because of what you do. After those two officers in New York were executed, I started to wonder if I am doing the good I set out to. Some days I feel like I am doing absolutely no good, like I should just quit.” I wasn’t expecting him to say this. He continues, “Then something will happen. I remember things. Like the time that I pushed a woman uphill in her motorized wheel chair after the battery had gone dead. She called me her hero.”

Detective Brown suddenly looks as human as anyone can, frail even. I decide to ask one of my prepared questions, “Is there a memory that sticks out in your mind? One you treasure, makes you feel like it’s all worth it?” I expect him to tell me about some huge case he helped to solve or of some public recognition. Instead, he tells a story of one morning, early in his career, when he decided to take a walk on the roof of his department’s parking garage. What he found there that day was a teenaged boy with brown hair teetering on the edge of the roof and crying inconsolably. He recounts asking

the boy what was wrong while reaching for his shirt collar in a seeming gesture of comfort. What Detective Brown is actually doing is making physical contact in case he decides to jump. The boy explains that his mother has just died and his long-time girlfriend has left him. Detective Brown recalls radioing for help and how he tried to make it seem unrelated so that he doesn't trigger the boy to jump. That day, Detective Brown saved a college student's life. A college student named Alex. The two still keep in contact and Alex is now working on his Master's degree.

By now our waitress has brought our food. I feel indulgent with my BLT and fries compared to Detective Brown's skinless chicken breast, small salad, and half sweet tea. Our conversation turns to Ferguson. "A few days after the riots, an elderly lady spat on me and called me a pig. I used to feel like I knew who was likely to see me as a threat because I am a policeman. That isn't true now. Still, I love my community and I am proud to wear the badge. I'll always uphold my oath to protect and serve. I wish there weren't cops who abused the trust that the public puts in them."

Detective Zane Brown is a man like any other. He was candid with me and was simultaneously everything and nothing that I expected him to be like. He radiated the "cop" presence, but he also seemed conflicted and introspective. Perhaps even that was to be expected as he is a veteran of the force. Maybe things would have been different if I were talking to a rookie fresh out of the academy with a gun on his hip. He didn't offer up any profound solutions to the problems between law enforcement and oppressed people struggling to be heard. What he did accomplish was to surprise me and make me think, to remind me that just like those people, he is more than just a face in the crowd. That he shouldn't just be mashed in and looked at as "them" or "they".