EXAMPLE INTERNET MARKETING STRATEGY

Michael Norton

TABLE OF CONTENTS

1. NARRATIVE

I. NARRATIVE BREAKDOWN

1. What problem is it that the brand is solving?	To help companies significantly improve their efficiency by offering them a comprehensive and effective training course[1]
2. Why should the target audience/protagonists care?	• Statistically, about 74% of workers feel that they are not using their full potential and could benefit from more training. [2] • XXXXX offers easy to understand, easy to follow, practical knowledge which can improve both productivity (valued by executives) and performance (valued by staff).[3]
3. What are the mission-based SMART goals of the company?	To decrease the amount of workers in Ireland and the UK who do not think they use their full potential by 30% within 2 years.[4]
4. How is the brand going to accomplish its goals?	Performing surveys upon purchasing the course and after 2 years of purchasing them, and comparing the results. [5]
5. What are the processes and obstacles that your brand is overcoming/will endure to get there?	• Employees not finishing the courses because they allow to do it at their own page and do not have enough time to dedicate to it. • Not suitable hires who do not care about training.[6]
6. What has the brand accomplished already?	TBD[7]

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[1] Example (varies according to brand)
[2] This is just an example, I research statistics according to each specific brand's needs.
[3] Based on the statistics researched I make conclusions that are relevant to the brand.
[4] Example (varies according to brand, in the actual strategy this section is a lot more detailed)
[5] Example (varies according to brand, in the actual strategy this section is a lot more detailed)
[6] Example (varies according to brand, in the actual strategy this section is a lot more detailed)
[7] Example (varies according to brand)

II. STORYTELLING TYPE

Man Vs. (Human) Nature[8]

III. ANTAGONISTIC QUALITIES

Laziness (employees)
Narcissism (employees, managers, executives)[9]

IV. MISSION STATEMENT

Improve the efficiency of your company by empowering you employees with necessary skills [10]

V. TAGLINES

Increase the performance of your employees
Take your business to the next level by empowering your employees[11]

VI. STORY QUESTIONS

1. Who is the founder/CEO of the company?
2. What makes him competent to teach the course(s)?
3. What makes XXXXX's course(s) unique/ different from other similar courses?[12]

VII. REFERENCES

1. https://www.entrepreneur.com/article/275842
2. https://learning.linkedin.com/resources/workplace-learning-report-2018

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[8] Chosen according to each brand's needs.
[9] Example (varies according to brand, in the actual strategy this section is a lot more detailed)
[10] Example (varies according to brand, in the actual strategy this section is a lot more detailed)
[11] Example (varies according to brand, in the actual strategy this section is a lot more detailed)
[12] There are normally many more questions which vary according to brand.

2. TAGLINE, UVP & FAQ

I. UVP

We combine the concepts of lean, six sigma, and project management to make your business practices more efficient and produce less waste. No matter what industry you're in or what size company you have, we can produce results. Our training will give your company the information and processes it needs to become more productive.[13]

II. TAGLINE OPTIONS

- Robust education, lean principles
- Transform your business the lean way[14]

III. FAQ

Not all of these are going to be common questions prospective customers may have. FAQs are a great place to handle common objections, and restate important info and benefits that are already covered. I included all of them into this list. Some of these questions will be better answered in other places on the website.

1. Which sector/niche/industry do you have the most experience in? You don't have a masterclass for our industry, can you still help us?
2. Our company is in the XYZ industry, can you help us?
3. What size company works the best with your system?
4. My company only has 7 employees, can your system still help one as small as us?
5. We have over 2,000 employees, can your system adapt to a company as big as ours?[15]

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[13] This is only an example, this would be unique for every single brand
[14] Example (varies according to brand, in the actual strategy this section is a lot more detailed)
[15] Questions in the FAQ section will vary according to each brand.

3. PUBLIC RELATIONS PLAN

I. PUBLIC RELATIONS GOAL/MISSION

To establish and maintain a reputation of a professional and competent brand that offers a highly efficient, comprehensive, and easy-to-follow course and helps companies to boost their employee productivity, performance, and satisfaction.[16]

II. QUESTIONS FOR COMMUNICATION

What questions should be answered before finishing the planning of every single piece of published content for the brand (including, but not limited to, social media posts, and blog content)?

1. What are the goals of this piece of content?
2. Who is going to like this piece of content and why?[17]

III. LAYERS OF COMMUNICATION

What layers could the brand be perceived by?

1. Social media posts
2. Blog posts
3. Static pages[18]

IV. CONTENT GOALS

What types of goals would be the main selected focus of any potential content by the brand?

1. To demonstrate knowledge and competence -> authentication
2. To build trust and respect -> connection[19]

V. CONTENT EVASION GOALS

What does the brand not want to achieve with its content?

Mistrust [20]

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[16] Example (varies according to brand, in the actual strategy this section is a lot more detailed)
[17] Example (varies according to brand, in the actual strategy this section is a lot more detailed)
[18] Example (varies according to brand, in the actual strategy this section is a lot more detailed)
[19] Example (varies according to brand, in the actual strategy this section is a lot more detailed)
[20] Example (varies according to brand, in the actual strategy this section is a lot more detailed)

4. CONTENT STYLE & VOICE GUIDE

I. WRITING GOALS AND PRINCIPLES

With every piece of content we publish, XXXXX aims to:
- **Educate**: The brand wants to help the target audience learn how to achieve business goals and increase overall productivity[21]

II. GENERAL VOICE AND TONE

The brand should maintain a serious and direct tone of voice, with the target audience's needs in mind. The brand should come across as an expert in the field of business, ready and willing to offer a helping hand and advise the target audience in the best possible way. [22]

III. VOICE WITH CONTENT

- In copywriting content, pertaining to the sales pages of products, the brand should only speak in active voice. However, the overall copy must not become sanctimonious or "salesy" toward the target audience, because it will cause all the wrong effects. The goal of the copy is to inform and educate the target audience, developing trust in the brand. [23]

IV. ADDRESSING THE AUDIENCE

The brand should address the target audience in the first person, with utmost respect and awareness of the difficulties the target audience is going through. The brand's voice should be formal, but only to a certain extent – because it mustn't come across as too distant or disinterested in the target audience and its problems. [24]

V. CONTENT GUIDELINES

1. For blog posts:
• No block of text should exceed five lines before breaking off into a new block of text. The textual information of any given page on the brand's website easy must be easily understood by the general audience.
• All blog posts should have a minimum of 800 words, with the focus of analytically breaking down the concept(s) that the article covers in explicit depth in order to project the educational authority that would match its voice[25]

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[21] The actual strategy included a lot more goals and principles.
[22] This section is much longer and personalized for each specific brand.
[23] This section is much longer and personalized for each specific brand.
[24] This section is much longer and personalized for each specific brand.
[25] This section is much longer and personalized for each specific brand.

2. For social media posts:

• The brand may follow other brands on social media platforms that share, in some way, shape, or form, content that's relevant to XXXXX's original content or the problems of its target audience, but there must not be any kind of plagiarism. The brand's web copy and must be unique.[26]

3. For E-mail Newsletters

- The brand's newsletter should tie in well with the brand's overall image, in terms of tone of voice and information.
- Every email should be personalized, making the reader feel how he/she is needed and valued.
- There should be no "fluff" content in the newsletter emails; every email must contain information relevant to the user.[27]

4. For page copywriting and advertising

The brand's web copy should reinforce the brand's identity and its mission. The main idea is to develop a strong bond with the target audience. [28]

VI. WEB ELEMENTS GUIDELINES

1. Alt text

Alt text is important for the website's search engine optimization, as well as people who may have a problem loading the images. Alt text should involve the head terms or long-tail SEO keywords of the article in a concise sentence.[29]

2. Buttons

Buttons should always contain call-to-action words that are relevant to the intended conversion of the button. [30]

3. Forms

Form titles should clearly and concisely explain the purpose of the form. [31]

4. Drop-down menus

Use title case for menu names and sentence case for menu items.[32]

5. Checkboxes

Use sentence case for checkboxes.[33]

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[26] This section is much longer and personalized for each specific brand.
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[29] This section is much longer and personalized for each specific brand.
[30] This section is much longer and personalized for each specific brand.
[31] This section is much longer and personalized for each specific brand.
[32] This section is much longer and personalized for each specific brand.
[33] This section is much longer and personalized for each specific brand.

6. Headings and subheadings
Use H1 for headings, to be used for the purpose of dividing content into major sections akin to the chapters of a book.[34]

7. Links
Each blog article on the website should have at least one link within it that leads to another article on the site. [35]

8. Lists
Use sentence casing for lists.[36]

9. Navigation
Use title case for the main navigation, as well as any sub-navigational drop-down boxes.[37]

10. Radio Buttons
Use title casing for headings and sentence casing for button fields.

11. Meta Descriptions
Meta descriptions for pages should summarize the article concisely with between 50 to 300 characters.

12. Titles
Titles of content pages should never be any longer than 60 characters for the sake of clear Google indexing.[38]

13. SEO
The brand should, at all times, develop its content with white hat SEO techniques in mind. The standard workflow for producing content should be based on the following steps:

      a. An article outline determining the structure of the article
      b. The article gets written for human beings, without any regard for SEO whatsoever
      c. The article gets edited for grammar and general quality assurance[39]

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[34] This section is much longer and personalized for each specific brand.
[35]

[36] This section is much longer and personalized for each specific brand.
[37] This section is much longer and personalized for each specific brand.
[38] This section is much longer and personalized for each specific brand.
[39] This section is much longer and personalized for each specific brand.

5. SITE HIERARCHY

HOME	ABOUT	SECTORS	COURSES	FREE OFFER	BLOG	CONTACT
	About Us	Finance	Yellow Belt			
	The Team	Aviation	Green Belt			
	Mission	Pharmaceuticals				
	Values	Healthcare				

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[40] Displayed for example purposes only, in the actual strategy this varies according to brand

6. CUSTOMER PERSONA #1

CUSTOMER PERSONA NAME: Digital David [41]

I. BACKGROUND

Age/Age Group	25
Sex	Male
Nationality	English
Race/Ethnicity	Caucasian
Hometown	London, United Kingdom
Family Situation (Parents' Jobs, Siblings)	Not enough information, but seems to have an elder sister

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[41] This is a single example of a Protagonist Customer Persona; when working with each specific brand, there can be anywhere from 2 to 10 or even more personas.

II. EDUCATION

Level of Education	Master's Degree
Alma Mater	Coventry University London
Degree	Business Administration

III. EMPLOYMENT

Current Job	Digital Marketing Manager at an advertising company
Current Salary	30,000 EUR/year
Career Path	During his studies he found that marketing is the most interesting area for him; so, after graduation he started his career in this field. During his internship he also learned about social media marketing and since then started developing his expertise in digital marketing.
Current Job Satisfaction Level	8/10 Overall, he likes his job and is passionate about developing and implementing new strategies for clients. He feels that he is doing something meaningful but would like to develop his career more rapidly and have several interns in the nearest future. Also, his current salary is not enough for him and he makes an effort to get higher payment.
Problems/Challenges	Considering his high level of responsibility and the huge amount of works he has, the most challenging for him is to find free time for his hobbies and personal life.

IV. CURRENT SITUATION

Location	London, United Kingdom
Marital Status and Family Situation	Dating
Satisfaction with Current Family Situation	8/10 He loves his girlfriend and would like to propose to her soon.

What Would They Like to Be Different About Their Situation and Weekly Routine?	He would like to spend more time with his girlfriend and especially travel together, but on the another hand he has to save money for his wedding.

V. PERSONALITY, PREFERENCES, & MOTIVATIONS

Sexual Orientation	Heterosexual
Religion	None stated
Political Orientation	Liberal
Introvert/Extrovert	Extrovert
Average IQ	105
Reading Speed	300 wpm
Hobbies	Football, traveling, videogames
Demeanor	Curious, ambitious, energetic
Favorite Music	Hip hop, electronic, trance
Favorite Movies/ TV Shows	Adventure and action movies, comedies; The Simpsons, The IT Crowd, Doctor Who
Favorite Reading Material (Newspapers/Magazines/Books/Blogs)	Business and classic fiction literature; IT and business sites
Favorite Social Media Platforms	Facebook, Twitter, Linkedin
Trusted Sources of Information	IT and business magazines as well as blogs which he reads online
Idols/Role Models	Napoleon Hill, Paul Graham, Elon Musk
Attitude to Risks	Moderate
Future Goals	He would like to create a family and have kids. He aims to build a successful career and become a business coach in future.

VI. BUYING PREFERENCES

Spending Habits	He isn't used to wasting money and prefers buying things with reasonable prices.
Favorite Places to Shop and Types of Stores	None stated, but it could be hardware stores.
Comfort with Online Payments	Very comfortable

VII. BUSINESS INSIGHT

Challenges/Problems We Can Solve For Them	He can implement Lean methodology in his work to reduce mistakes. Bringing something useful to his company can help him climb the career ladder and show that he is valuable for the company. Plus, it will help him to boost his management skills.
Objections Toward Our Product/Service	There is a lack of information online; company doesn't have accounts on social media platforms that he is interested in; he isn't sure how to implement the knowledge he will attain through this course in practice.
Reasons for Choosing a Competitors Product /Service over Ours	They have better presence online, they have recommendations from leaders and influencers he trusts. they have successful cases of implementing the course methodology in marketing agencies.
Preferred Method of Communication with Vendor	Email, Skype
Ways of Meeting Their Needs Through On-Boarding	Create social media accounts to establish faster communication with younger target audience; create a simple and recognizable brand image; engage industry leaders from the respective field of business; show the effectiveness of implementing the methodology in various fields.

VIII. MODEL PROFILES USED[42]

XXXX XXXX	Social media and other links
XXXX XXXX	Social media and other links
XXXX XXXX	Social media and other links
XXXX XXXX	Social media and other links
XXXX XXXX	Social media and other links
XXXX XXXX	Social media and other links

IX. OTHER RESOURCES USED

Relevant links[43]

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[42] In the actual strategy, real people are analyzed. This information is excluded for the sake of their privacy.
[43] This section will include any other relevant links that have been used in the creation of each persona.

7. ANTAGONIST PERSONA #1

CUSTOMER PERSONA NAME: Corporation Critic Caleb[44]

I. BACKGROUND

Age/Age Group	32
Sex	Male
Nationality	Irish
Race/Ethnicity	Caucasian
Hometown	Dublin, Ireland
Family Situation (Parents' Jobs, Siblings)	Not enough information

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[44] As with Protagonist Personas, the number of Antagonist Personas varies per each individual brand.

II. EDUCATION

Level of Education	Vocational training
Alma Mater	Dún Laoghaire Further Education Institute (DFEi)
Degree	Accounting

III. EMPLOYMENT

Current Job	Works at a corporation, though position is not specified
Current Salary	40,000-45,000 EUR/year
Career Path	Worked for few similar companies beefier securing his current position
Current Job Satisfaction Level	3/10 Publicly admits he hates work.
Problems/Challenges	Boredom, doesn't like what he's doing, parties much and ends up hungover a lot.

IV. CURRENT SITUATION

Location	Dublin, Ireland
Marital Status and Family Situation	Single
Satisfaction with Current Family Situation	4/10 Partly enjoys his situation, but feels lonely at times.
What Would They Like to Be Different About Their Situation and Weekly Routine?	He'd like to not to work or at least work less, would like to party more and do more fun stuff in his life.

V. PERSONALITY, PREFERENCES, & MOTIVATIONS

Sexual Orientation	Heterosexual

Religion	None
Political Orientation	Left-leaning, liberal
Introvert/Extrovert	Extrovert
Average IQ	100
Reading Speed	250 wpm
Hobbies	Partying, drinking, video games, movies
Demeanor	Outgoing, fun
Favorite Music	Pop, R'n'B, Dance Shakira, David Guetta, Beyonce
Favorite Movies/ TV Shows	Action movies
Favorite Reading Material (Newspapers/Magazines/Books/Blogs)	Does not like reading, would prefer blogs
Favorite Social Media Platforms	Facebook
Trusted Sources of Information	People he trusts, online icons
Idols/Role Models	Reality stars, such as Kardashians
Attitude to Risks	Not a risk taker
Future Goals	Enjoy life, do more fun stuff

VI. BUYING PREFERENCES

Spending Habits	Tends to be loose with money and go with the flow
Favorite Places to Shop and Types of Stores	None specified
Comfort with Online Payments	Comfortable

VII. BUSINESS INSIGHT

Objections Toward Our Product/Service	He as a rather socialistic and communistic approach to corporations. Thinks that corporations steal money and that they are all unfair and untrustworthy. He won't be interested in the product as he doesn't really consider he needs it; he uses work to go by in life, pay his bills and do what he wants to do, but he doesn't actually want to be there. He does not want to improve his skills and do more than is necessary from him, which would be the bare minimum so that the gets paid, but does not get fired, and he does not want to contribute to a corporation and make it prosper. Plus, he's impulsive and is unlikely to finish his course.

VIII. MODEL PROFILES USED

XXXX XXXX	Social media and other links[45]
XXXX XXXX	Social media and other links

XI. OTHER RESOURCES USED

Relevant links [46]

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[45] As in Protagonist Personas, real people are used.
[46] Any other links that have been unitized in the creation of the persona.

8. COMPETITOR ANALYSIS #1

COMPETITOR NAME: XXXXX [47]

URL: URLofTheCompetitor.com

I. GENERAL INFORMATION

Global Rank	650
3 Top Locations of Incoming Traffic	• USA • China • India
3 Top Keywords Leading to the Site	• XXXXX • machine learning • university XXXXX online class
Bounce Rate	45.20%
Average Daily Pageviews per Visitor	3.36
Average Daily Time on Site	5:05
Monthly Organic Traffic Cost	$5.3M
Monthly Paid Traffic Cost	$23.8K

II. SWOT ANALYSIS

• **STRENGTHS**
    1. Upon landing on their site it's clear what their business is about.
    2. High ranking on Google for keywords "lean six sigma", "lean six sigma online".
    3. High following across various platforms.

• **WEAKNESSES**
    1. Engagement low on Twitter, and although it is higher on Facebook it isn't that high in proportion to their size of following.
    2. They have multiple repeating comments of the same person complaining about their

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[47] Usually top 5 competitors are analyzed; however, this can be varied on a case by case basis.

payment system. Nothing seems to be done about that. On other similar occasions, answers seem to be generic and do not solve the problems.
3. They do not seem to engage with their followers regularly or take lots of time to do so. Most comments are not being answered.

- **OPPORTUNITIES**
    1. Being straightforward about pricing.
    2. Engaging with users' comments on social media. Genuinely speaking to them rather than giving them standard answers. Having a dedicated social media manager if necessary.
    3. Responding to negative comments and genuinely trying to solve the issues rather than giving standard answers.

- **THREATS**
    1. The company is well-known and appears high in searches.
    2. Cheaper prices and free courses may attract more subscribers.

III. CONTENT MARKETING RATING

B-

IV.CONCLUSION

Though XXXXX technically offers Six Sigma courses for much cheaper, it also attracts people who are interested in spending as little as possible and complain if anything else is charged from them, even if they have made the mistakes or not reading the terms. This attracts lots of negative information that can deter others from using their services.

Even if XXXXX doesn't manage to rank as high, by offering mid-range prices it can attract customers who are actually willing to pay and will appreciate the course rather than complain about prices causing negative reputation to build.

9. SMART GOALS[48]

Customer lifecycle stage and aims	SMART objectives	Strategies to achieve goals	Key performance indicators
Reach Increase brand awareness and visits to company websites, apps, and social network sites	-Achieve a reach rating of a minimum of 10,000 within 30 days of active marketing.	-Publish opinion-based content that stirs conversation as the spearhead of the social media campaign, making sure that the post leaves off with a question that drives conversation	-Reach
Engagement Increase audience interactions with content on affiliate-owned media platforms to generate leads	-Increase LinkedIn post engagements to a minimum of 500 within 30 days of active marketing.	-Produce and publish content according to the content calendar, with a full site hierarchy that leads back to the LinkedIn page	-Engagement
Conversion Increase conversion rates from leads to sales volumes achieved online or offline	-Reach a minimum of 1,000 new likes/followers within 30 days of active marketing	-Follow the steps for reach and engagement with strategically placed calls to action in content both on the website and XXXXX page to like the page	-Likes
Sales Converting engagement into tangible sales	-Reach a minimum of 25 sales within 30 days of active marketing	-Have rescheduling landing page posts twice per week that directly sell the product to the audience that's accrued by the other content	-Sales

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[48] SMART goals are created for each social media channel and contain more detailed information. This serves as example only.

10. LINK PROSPECTING LIST[49]

#	NAME	CONTACT/ GUEST POST GUIDELINES	ALEXA RANK	TYPE OF CONTENT	CUSTOMER PERSONA(S)
1	Startups Ireland	http://www.startups.ie/contact/	1,884,748	Tech startups blog	David, Iollan
2	The Irish Times	https://www.irishtimes.com/about-us/contact-us	4,524	Online magazine that covers a lot of topics, in particular business related	Adam, Seamus, Roisin, David, Iollan
3	Birds on the Blog	http://birdsontheblog.co.uk/about/	2,046,331	Business blog for women	Roisin, Hannah
4	UK Business Forums	https://www.ukbusinessforums.co.uk/xfa-blog-entry/new-guidelines-for-posting-blogs.3770/	54,404	Informational resource for small business owners	David
5	BizPod Media	https://www.smallbizpod.co.uk/sevens/share-your-business-tips-for-startups/	Site has recently moved to another domain	Blog for small business owners	David

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[49] The actual strategy contains 50 links.

11. INFLUENCER LIST[50]

#	NAME	URL	NO OF LIKES	TYPE OF CONTENT	CUSTOMER PERSONA(S)	COMMENTS *website, location, etc
1	XXXX XXXX	https://www.facebook.com/XXXX	2,7K	Entrepreneurship, productivity, technology	Adam, Iollan	Investor based in UK
2	XXXX XXXX	https://www.facebook.com/XXXX	2,8K	Entrepreneurship, leadership, motivation,	Adam, Seamus, David, Iollan	Entrepreneur based in UK
3	XXXX XXXX	https://www.facebook.com/XXXX	4,8K	Entrepreneurship, leadership, motivation,	Adam, Seamus, David, Iollan	Website.co.uk Entrepreneur, investor based in UK

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[50] Influencer lists are built for each relevant social media channel and contain 25 influencers per each channel.

12. CURATED CONTENT REFERENCE LIST[51]

| #	NAME	URL	ALEXA RANK	TYPE OF CONTENT	CUSTOMER PERSONA(S)	NOTES
1	TED	https://www.ted.com	1,029	Videos and articles with inspirational, motivational and educational content	All	Videos are usually 10-20 minutes long
2	Entrepreneur	https://www.entrepreneur.com/	1,851	Entrepreneurship, startups, business related articles	All	
3	Inc.	https://www.inc.com/	1,939	Articles about business, startups, entrepreneurship	All	
4	The Muse	https://www.themuse.com	4,958	Different articles about job search, career development, management, work skills, productivity, marketing topics, etc.	All	Different articles and topics will suit different personas
5	Farnam Street	https://www.fs.blog/	43,476	Mental models, decision making, learning, reading, and the art of living	All	

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[51] This list includes 10 different reference links for sources that are relevant for each specific brand

13. CONTENT PLAN[52]

BLOG POST/ PAGE TITLE	PURPOSE	GENERAL CONTENT DESCRIPTION
-Case Study: How XXXXX Helped <insert high profile client here> Achieve <insert desirable outcome here>	Trustworthiness and Proving Value	Case studies do an incredible job of proving to people that you will achieve what your marketing materials claim. You already have testimonials from customers, but case studies are even more convincing. The secret to a good case study is to do an interview with the client and ask questions that get them talking about the results they got.
Lean Manufacturing and the Age of AI and Robotics	-Providing valuable info to the reader -Get Organic Search Traffic to XXXXX	This is a trendy thing that people are interested in and are searching for. You will also provide valuable information to the reader which builds brand equity. Discuss how companies are using AI and Robotics to make their companies leaner.
How Lean Principles Can Turn Your Healthcare Company Into An Efficiency Machine	-Providing valuable info to the reader -Get Organic Search Traffic to XXXXX	The goal of this article is going to refer them to your healthcare masterclass. Start off with some valuable information on how to apply lean principles and your framework to their business. Talk about how they are going to benefit from implementing this framework. Handle any objections people may have before getting the class. At the end of the article, tell that they should enroll in the masterclass to see the best results for their company.
Learn How to Turn Executive Vision Into Action	-Providing valuable info to the reader -Get Organic Search Traffic to XXXXX	Here you will be giving the reader helpful information that will have them view you as an authority. Be sure to give real world examples of how your company has helped your clients do this. The call to action at the end of the blog post should direct the reader to the contact page so they can inquire about hiring you.

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[52] This section includes a number of posts with which content production can start and is expanded over time. This is only includes a few examples.

14. VISUAL BUSINESS SCHEMATIC[53]

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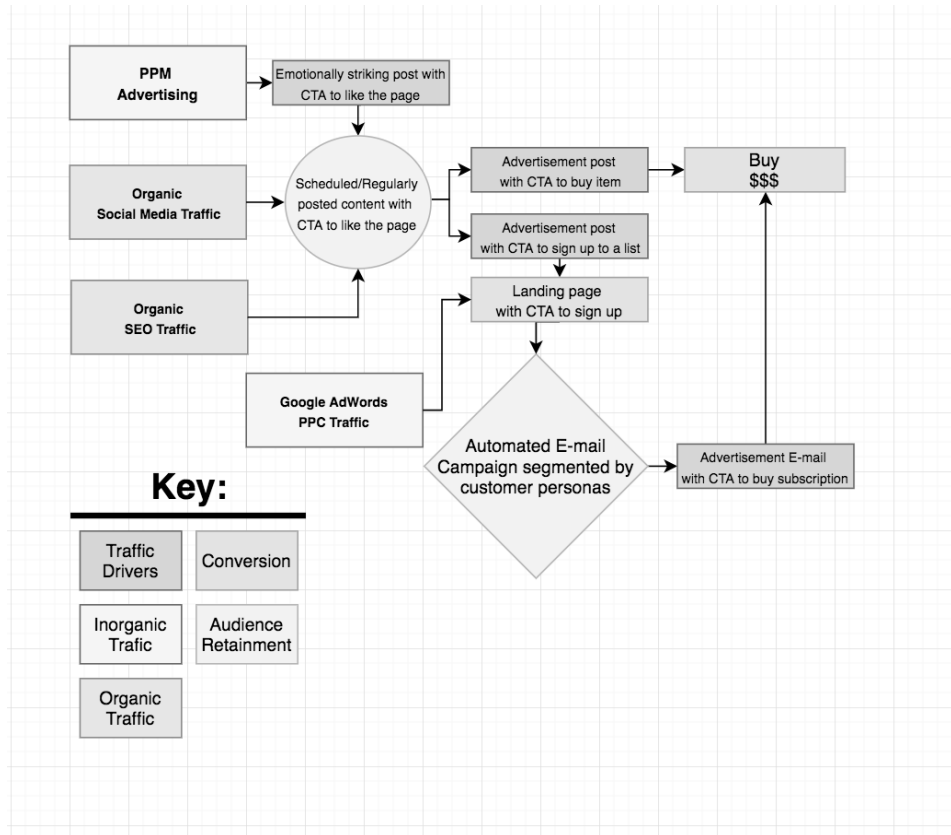
[53] As all of the sections above, this only serves as an example.

27 | P a g e