

SEEKING RELEVANCE IN AN IDEAS ECONOMY:

A Primer for Professional Services Communicators

TABLE OF CONTENTS

● The Roots of Persuasion

01 The Greeks Got It Right

● Making Connections Without Jargon

02 10 Terms to Cut from Your Communications

03 Conversational = Credibility

● Telling a Story Your Audience Cares About

04 Think Like a Journalist and Ask the Right Questions



SAY, WHAT'S GOING ON AROUND HERE?

● Daffy Duck

We live in an ideas-driven economy. We always have. It may not always feel that way, especially as new technologies like artificial intelligence seem to make the very concept of original thought – ideation – less relevant than it once was. However, technology should be an enabler of creative thinking, not an inhibitor. This is as true today as it was in the 1990s when, as the limitless possibilities of the Internet captivated our minds, Bill Gates reminded us that “content is king”.

For leaders in professional services, ideas are currency. They're what clients pay for – typically by the hour. And they are what separates forward-looking firms from fast followers. In many ways, ideas, and the thought leadership they often give birth to, have been the cornerstone of effective communications in the professional services sector.

But there's volatility in today's ideas economy.


The path towards winning mindshare has never been more crowded. What's more, stakeholders are engaging with content in ways few envisioned, and for which many were unprepared. In an era where disinformation is commonplace, and trust is at a premium, having your firm's insights rise above the din is harder than ever. It's not enough to be insightful, you need to be relevant, too.

Today, what is relevant to the marketplace is driven more by your organization's stakeholders (and those who influence them) than by the media, your senior leadership or even the communications or marketing team. The same holds true for what is considered “news” today.

Here's the bottom line: What drives engagement are the ideas that truly matter to your audience. And if you're not aligned with that then you may be moving down the path of irrelevance.

How did we get here? And where are we going?

We're glad you asked.



THE ROOTS OF PERSUASION

**I ALWAYS GET TO WHERE I'M GOING BY
WALKING AWAY FROM WHERE I'VE BEEN.**

—A.A. Milne (Winnie the Pooh)

Some might tell you that to become a forward-looking thought leader today you need to walk away from the past; that you need to throw away the communications playbook and reinvent the way you've been communicating with your stakeholders.

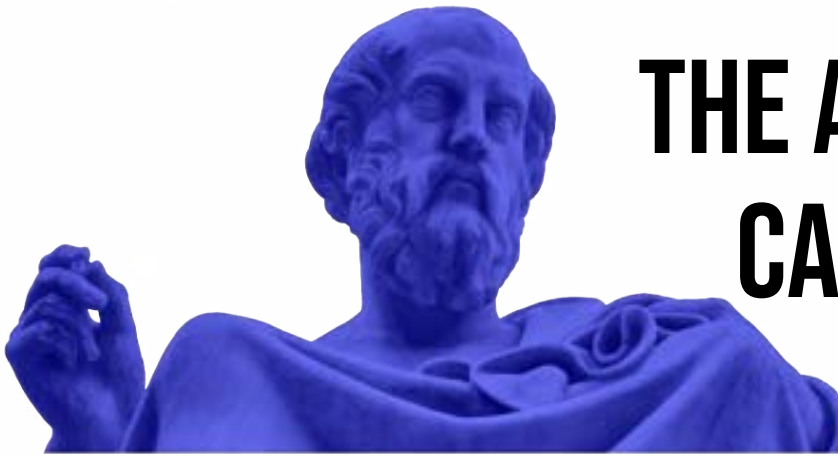
That advice is wrong: sort of.

Yes, the media ecosystem has changed. In theory, you can now communicate with stakeholders more effectively than ever before... if you use the right media channel to share the right content at the right time with the right audience. Sounds complicated? You bet it is. But what makes a good idea "sticky" – what makes it relevant to stakeholders.

To do that, we will need to take a brief history lesson.

It all started in a town square in ancient Greece...



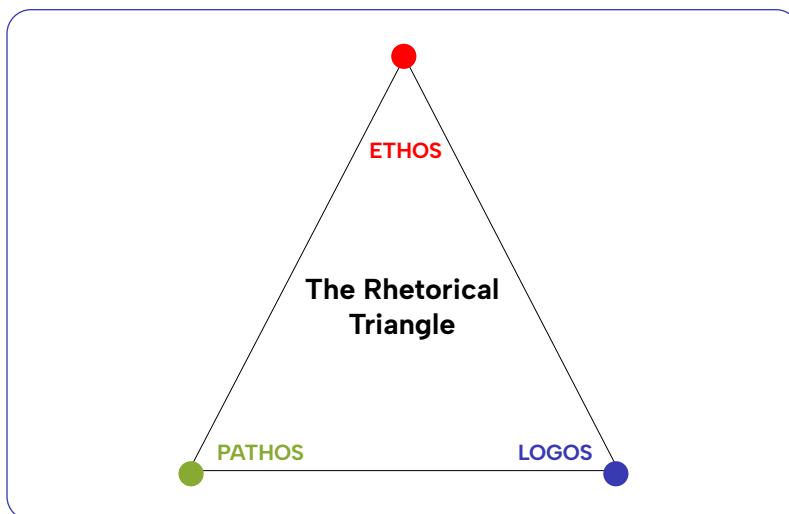


THE ANCIENT GREEKS CALLED IT THE ART OF RHETORIC.

If your content is going to break through – if it’s going to be heard, remembered, and ideally shared by stakeholders – it needs to be persuasive. And persuasion is at the heart of effective communications, especially in an idea-driven economy.

The ancient Greeks called it **the art of rhetoric**.

In fact, persuasive communication, the type that influences hearts and minds in the town square, can be traced all the way back to Aristotle. According to Aristotle, for an idea to be understood by the public three things were necessary: **1)** there needed to be a credible speaker or source, **2)** facts needed to be presented in a way that was defensible and understood, and **3)** the communication needed to be framed by a strong understanding of the audience and the things they cared about. Aristotle referred to these three requirements as **Ethos, Logos and Pathos**.



He was Greek, after all.

Today, those simple concepts form what’s called the **“rhetorical triangle”** of persuasive communications. Ideally, they are the backbone of any thought leadership coming from a professional services firm. Sharing content with credibility and a presentation of facts that support your views in a fair and balanced way should be considered table stakes.

But what about pathos? What about the audience? Have you done the work to fully understand their expectations? Whether the audience is customers, prospects, investors or even your organization’s own people, too often the answer is no. Psychologists call what results cognitive dissonance: the disconnect and confusion that takes place when an organization and its publics aren’t on the same page. When that happens, you may find yourself regretting that you tried to communicate in the first place.

LOGIC

- Reasoning or argumentation
- Facts, figures, case studies



LOGOS

CREDIBILITY

- Trustworthiness or reputation
- Tone/style



ETHOS

EMOTION

- Emotional or imaginative impact
- Stories



PATHOS

If phrases like cognitive dissonance sound “all Greek” to you perhaps you prefer Italian. So, let’s look at how the Roman philosopher Cicero approached the persuasive sharing of ideas.

Cicero, whom many credit with helping shape the intellectual and cultural landscape of modern western civilization, has much in common with Aristotle. In fact, his five cannons of effective rhetoric are similar in many respects to Aristotle’s ethos, logos, and pathos.

Both philosophers agreed that a fact-based, well-reasoned argument was an essential part of persuading an audience to embrace a new idea. Like Aristotle, Cicero emphasized the importance of truth, logic, and fairness in making a persuasive argument – a potent reminder in today’s era of misinformation and “fake news.”

Of course, Aristotle and Cicero were thinking about persuasive communications more than 2,000 years ago. The printing press was still 1,400 years away, so their frameworks focus on the spoken word. But their concepts remain relevant today across the entire ecosystem of modern-day communications.

Professional services communicators seeking relevance in today’s convoluted ideas economy might want to pour a nice glass of Italian wine or soda and catch up on some of Cicero’s philosophies before they get started drafting that next piece of content.

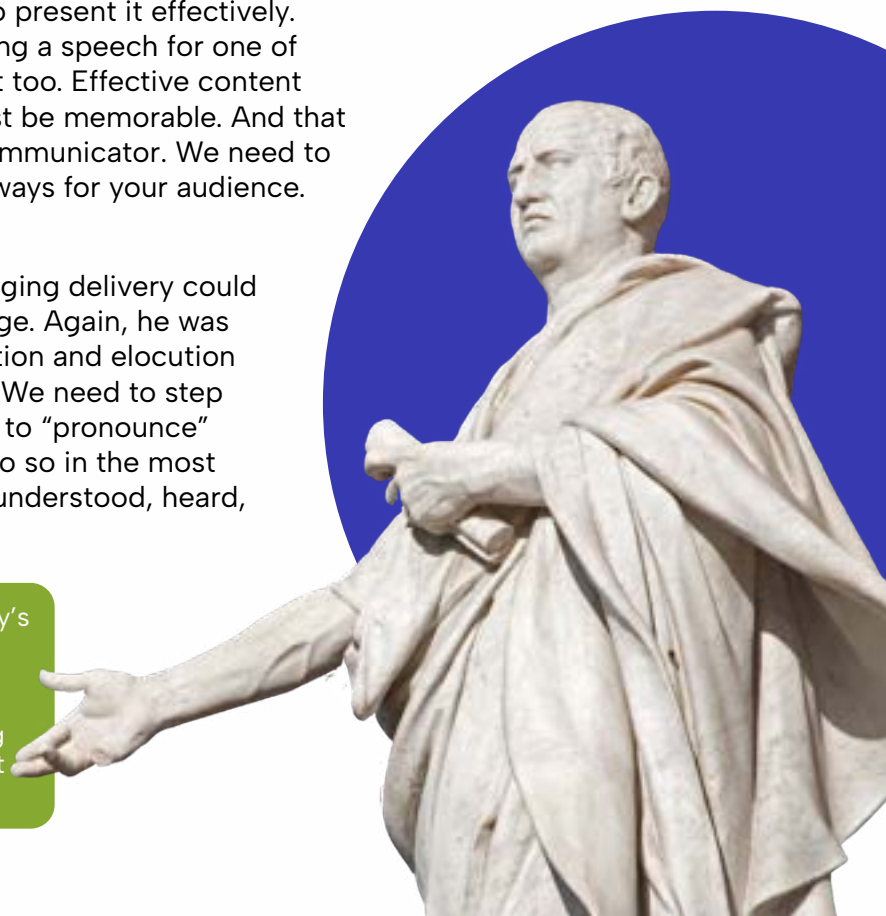
So, let’s have a look at Cicero’s five cannons and how they may be adapted by professional services communicators today.



So, let's have a look at **Cicero's five cannons** and how they may be adapted by professional services communicators today.

- **Inventio:** Cicero's first cannon was all about doing your homework. He argued that before you tried to persuade any stakeholder you first needed to frame your argument based on the available evidence, the topic, and your audience's understanding of the issue. You needed to "find the whitespace" with a message that would truly engage your audience. Due to the power of data that may be easier to do today than ever before, but don't worry – it can't be done by data alone – human insight still matters a great deal in effective communications.
- **Dispositio:** The second cannon focuses on what we might call "the outline" – something many of us may be guilty of skipping in the content creation process today. This concerns the arrangement and organization of your content, and how you structure your organization's messaging in a logical and persuasive way, building towards a compelling conclusion or call to action.
- **Elocutio:** The third cannon focuses on style and language. If you gave a random sample of your organization's thought leadership to a next-door neighbor, would they understand it? Too often "the language of business" becomes our default when we seek to communicate. We fill our content with industry terms that sometimes only we really understand. Cicero emphasized the importance of clarity, elegance, and rhetorical devices like humor to engage an audience.
- **Memoria:** OK, on this cannon we'll stray a bit from Cicero. Since he was focused on the spoken word, this cannon deals with memorization of a speech and practicing vocal techniques to present it effectively. That is obviously still important if you are writing a speech for one of your executives, but it applies to other content too. Effective content that achieves relevance for your audience must be memorable. And that requires some technique on the side of the communicator. We need to present ideas in digestible ways – easy take aways for your audience.
- **Pronuntiatio:** Cicero believed that an engaging delivery could significantly enhance the impact of the message. Again, he was focused on the spoken word where pronunciation and elocution were critical. But what about written content? We need to step back and think about what ideas we are trying to "pronounce" to our audiences, and we need to ensure we do so in the most engaging ways possible so that they are truly understood, heard, and remembered.

One way to achieve Cicero's fifth cannon in today's crowded marketplace might be to consider the "**smart brevity**" approach outlined by Axios. It's not the ideal framework for all content but in an era where the attention of your audience is being influenced by any number of distractions it might be a good framework to follow.



Axios approaches “smart brevity” with the following structural elements:

Headlines:

Grab the reader’s attention with a clear and concise headline, often starting with “What to Know” or “The Big Takeaway.”

Bullet points:

Present essential facts or insights in easy-to-follow ways, ideally with supporting data points.

Visuals:

They say a picture paints a thousand words, but a thousand words rarely paints a picture, so Axios advises complementing text with images that can help clarify complex information.

Links:

Links can direct your audience to related content for further exploration (e.g., your website or a white paper you’ve published).

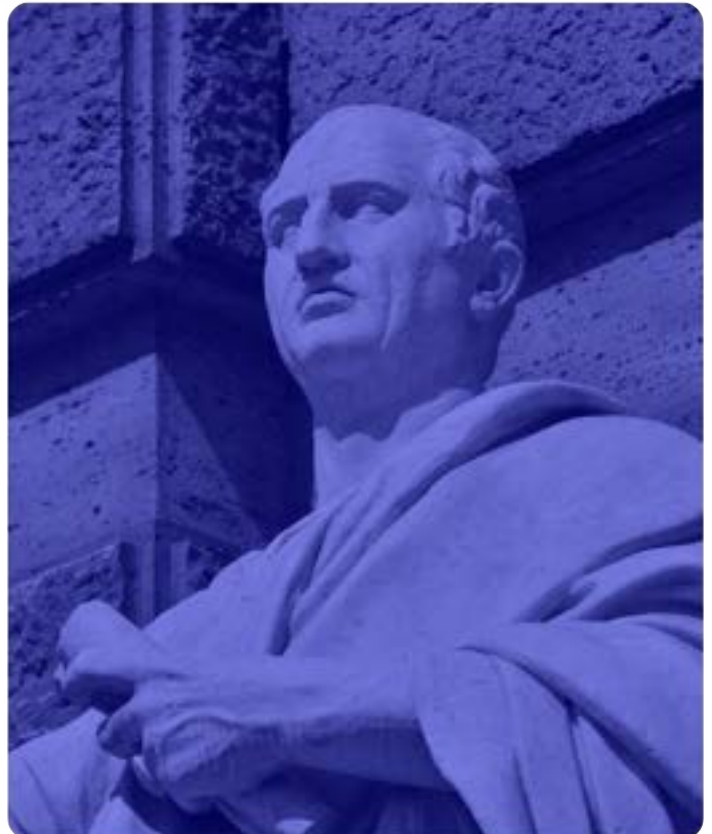
Cicero’s five cannons are considered timeless principles of effective communication. They provide a valuable framework for anyone who wants to craft and deliver impactful messages.

But perhaps more than Aristotle, Cicero understood how essential it was to be in tune with the audience you were trying to reach. If we could ask Cicero for some advice, he’d likely say that capturing an audience’s attention through emotional appeals and storytelling was essential. Going further, he’d probably tell you that vivid imagery was needed, too, especially if we really wanted to engage our audiences.

Today we can share ideas with visual images on social platforms like Instagram, TikTok or company websites, but Cicero would likely urge you to not forget the power of words – **persuasive rhetoric** – and the importance of leaning on metaphors, anecdotes, and good old-fashioned storytelling to get the job done.

Aristotle’s rhetorical framework and Cicero’s five cannons can serve as valuable models for crafting impactful and memorable communication in a crowded ideas economy.

But why is it still so hard?





THREE TO DO'S TO HELP MAKE YOUR CONTENT MORE PERSUASIVE

- 1 Leverage a data-driven approach to ensure you have the most informed view of what your targeted audience is thinking about.
- 2 Evaluate the effectiveness of the platforms you are using to engage with stakeholders. Are you meeting your audience where they are or where you want them to be?
- 3 Read your content with a “backyard fence” mentality. If you shared this content with a neighbor over a backyard fence, would they have any idea what you’re talking about? If you think the answer is no it likely means you need



**MAKING CONNECTIONS
WITH CLARITY**

CAN WE TALK?

—Joan Rivers

Persuasion is a process of communication that intends to influence people using ethical means that enhance a democratic society. In a crowded marketplace, to be heard is to be understood. That means your communications must be credible, authentic, and empathetic. You need to make a connection with your audience.

But how do you start? To begin, your message needs to be concise, understood, and actionable. But it also needs to be obvious in purpose, conversational, and jargon free. In professional services it's easy to fall into the trap of using terms and (gasp) acronyms that matter to us but might mean something completely different to our audience. In the worst cases the words we use may mean nothing at all to the audiences we are trying to reach.

A recent study by Grammarly found that **66%** of respondents believed jargon made business communication unclear, and **51%** reported feeling excluded or confused when encountering jargon.

Another study by the Society for Human Resource Management revealed that **67%** of HR professionals believed jargon hindered employee understanding of important information.

Where do we see some of the worst infractions? A study by Quartz found that the most frequent offenders tended to come from the finance and technology sectors. But law firms are guilty too with legal terms like synergy and actionable seemingly creeping up everywhere.

10 TERMS TO CUT FROM YOUR COMMUNICATIONS

01 —● **Deep dive:** Sure, it sounds impressive – if you're a diver! Just use simple words like review or (if you must) analyze.

02 —● **Move the needle:** Can there be anything less specific? OK, the needle moved – we guess that means progress has been made, but what kind and what was the result. Usually the answer is “not much”, and that may explain why we used this meaningless phrase in the first place.

03 —● **Disrupt:** Did you really? Where did your idea score on the Richter scale? Was industry shaken? Will things never be the same? Maybe it would be better to talk about the measurable change we have brought about instead.

04 —● **Unprecedented times:** We get it things may look different today, but are times really unprecedented? If they are then we guess there's nothing to learn from history, and we know that's not true. Just ask Aristotle and Cicero!

05 —● **Inside baseball:** Can we please just lose all the sports metaphors?

06 —● **Leading edge:** What does that even mean? Cutting-edge we get (if you're selling knives) and don't get us started with bleeding edge (gross). We think the word you (and your stakeholders) are looking for is innovative.

07 —● **New normal:** This phrase gets used way too much, and usually what we mean to say is something meaningful is changing. If it's already normal (whether that's new or old) it's probably not that interesting to your audience.

08 —● **Purpose-built:** OK, this one just makes us giggle. We suppose that there are things that are built without a purpose, but if you want to be relevant tell your audience why you built something and not just that it has a purpose.

09 —● **People first:** This is a term that has likely outlived its (forgive us) purpose. When we use a phrase like “people first” we are likely trying to say that our organization has a workplace culture where our people are valued. But do people come before strategy, innovation, customers? Are they really first or do we mean they are a critical component of all of the above? Maybe we should just talk about workplace culture.

10 —● **Beta:** We'll come clean – when we hear the word beta, some of us think about an ancient form of video tape from the 1980s. But in finance it's a way to measure a stock's volatility against the overall market. In technology it refers to the early development of a product or innovation. Like we said, words can mean very different things to individual stakeholders.



We'd be lying if we said jargon never crept into any of our communications. It's simply too hard to avoid, but we need to try.

Simplifying business writing is not a new concept. In fact, the concept has been around for decades. And you may even be using it today without truly knowing it.

The Flesch–Kincaid model is a common tool used by writers and editors to ensure that content is easily understood by an audience. It can be especially helpful for technical writing, legal documents, and other materials that might contain complex language. You may already be using it from time-to-time when editing documents on platforms like Microsoft Word.

BUT WHO WAS THIS FLESCH GUY ANYWAY?

Flesch was an **Austrian-born American writer, readability expert, and passionate advocate for plain English in business communication.** He significantly impacted the way business communicators used language, and maybe it comes as no surprise that his approach was similar to Cicero: emphasizing clarity, simplicity, and audience focus.

In his seminal book **“Business Communications: Say What You Mean in Plain English”** he advocated for the use of clear and concise communication in the business world. Now nearly **50 years old**, the book asks business communicators to ditch the use of jargon, technical terms, and overly formal language.

Flesch urged business communicators to adopt a conversational tone in their communications, like how you'd talk to someone face-to-face. He felt this approach would help make complex information more engaging and relatable.

Making content more readable meant keeping sentences short – focusing on one idea per paragraph, eliminating unnecessary words, and using an active voice wherever possible. But like Cicero, Flesch believed that persuasive, written communication needed to be structured logically with headers, subheadings, and bullet points to guide readers and improve retention.

And these principles can be applied to all forms of business communication, not just written documents. Clarity and brevity can be impactful in face-to-face meetings, presentations, and, **yes, even emails.**



But it's not enough to just keep your content concise and to the point. Framing an impactful message requires actively listening to your audience and asking the right questions. **It's part art and part behavioral science.**

HERE'S HOW:

Psychologist Wilbur Schramm theorized that effective communication needed to be carefully encoded before being conveyed to an audience. According to Schramm, for an idea to be effectively understood and acted upon **word choice mattered.**

In a crowded marketplace thought leadership needs to rise above the din of all the other content out there if it's going to breakthrough. When your audience receives your message, they need to decode it – based on their world view and maybe even unconscious biases – and respond. In the ideal scenario it's a cyclical process where the communicator is listening for a response from the audience and willing to adjust an organization's messaging based on that feedback.

But that's usually not how things work. We send out content hoping it connects with an audience – dare we say “move the needle” – and when it doesn't work, we too often try more of the same. Worse, management can look to blame the messenger (the communications and marketing teams) and not the message. Either way, the path to irrelevance becomes clearer.



THREE TO DO'S TO HELP MAKE YOUR CONTENT MORE RELATABLE

- **The first step is easy – lose the jargon.**
- **Write the way you'd speak to a client or prospect. Read your content out loud. If it sounds clumsy or too wordy write a new draft.**
- **Remember that the average attention span today is limited, and distractions are common. Most studies suggest that the typical audience has an attention span of about 8–10 minutes and presentations that last more than 20 minutes will likely start to lose an audience. So, eliminate content that's superfluous or repetitive and get right to the point – and don't forget a call to action!**





**AN AUDIENCE
FIRST APPROACH**

As The Bliss Group we follow a model of communications that has the audience at its core.

WE CALL IT THE ABCDE MODEL.

Originally developed for the U.S. State Department and codified by our chairman, Bob Pearson, in his book **"Crafting Persuasion"** the model presents a roadmap for communicators to follow.

It begins with identifying the audience you want to reach and then moves towards understanding the behaviors of that audience. Once that is captured, a communicator can move on to developing the type of content that is most likely to engage that audience. The next step is to consider the right delivery platform. And that's where things can get complicated.

Where is your audience engaging with content? If they have a strong relationship with you (and you with them) perhaps meaningful engagement will take place on owned content platforms like your website or social platforms like LinkedIn. If you're vying for attention in a crowded space, you may need to embrace paid content strategies to target stakeholder groups directly. But if your content is truly newsworthy (and not everything is) then you might take an earned approach to engagement through traditional media like newspapers, trade outlets or broadcast channels.

But no matter what content platform you choose, evaluation is critical. **Did your message connect with stakeholders? Was the behavioral change you sought achieved, e.g., was your message decoded in the right way?** Evaluation allows us to amplify what's working and dial down what's not, exactly the way the behaviorist Schramm suggested.

AUDIENCE

Who are you trying to reach?
What insight do you have about their issues and opportunities?

BEHAVIOR

What do you want that audience to do?
What actions or changes do you want them to take?

CONTENT

What's in it for them?
Why you? What's your differentiation?
What's the tone of your message?
What goal are you trying to achieve?

DELIVERY

Right Format +
Right Channels (PESO) +
Right Influencers +
Right Time +

EVALUATION

Measure
Build on what works
Pivot what doesn't

In their book **“Made to Stick”** authors Chip and Dan Heath said that to achieve **“stickiness”** communicators need to ensure that their content was: **simple, unexpected, concrete, credible, emotional, and shareable.**

In a word, your communications need to tell a story.

**OUR HUNGER, OUR APPETITE FOR
STORIES — FOR A BEGINNING, MIDDLE,
AND END — IS A BUG IN OUR BRAIN.
STORIES ARE ACCESSIBLE BECAUSE
THEY’RE CONCRETE, ACTIVE, VISUAL —
IN OTHER WORDS, EASILY DIGESTIBLE —
LIKE FAST FOOD.**



—A Chris Anderson, Founder of TED Talks

And yet, when was the last time you sought out to tell a story when creating a piece of content for your organization? ●



Most professional services firms have a common challenge: **winning the war for talent.**

So, let’s look at that topic as an example. **How do you tell the story about your organization’s culture? Is your content buried on the “About Us” pages of your website? Is culture a subject area left to human resources and recruiting teams to define?** If it is, you’re not alone, but you’re also likely not as relevant in the minds of your stakeholders as you might think.

RELEVANCY IN ACTION: PATAGONIA AND WORKPLACE CULTURE

When you think about companies with a reputation for having a great workplace culture Patagonia may come to mind. It's founder and former CEO talks about the company's culture all the time and wrote about it in his book

While clearly not a professional services firm, there is a great deal we can learn from how Patagonia tells its story.

LET MY PEOPLE GO SURFING: THE EDUCATION OF A RELUCTANT BUSINESSMAN.

Here's the first takeaway: Patagonia positions its culture in a way that is completely relevant to its core stakeholder: its customers. Patagonia's values (protecting the planet) and passion for outdoor activity (did we mention how the founder was delighted to let his people go surfing?) are aligned with what its audience cares about.

What else? Patagonia weaves its cultural narrative through virtually all its external communications. The company's website paints a picture of passionate employees who are driven by a well-defined sense of purpose. The company talks about its values in straightforward and authentic ways – often through the voice of their people directly. Employee testimonials help bring the culture to life through real-life examples of how Patagonia's values translate into everyday work experiences. As a result, their culture becomes relatable, engaging and, yes, relevant.

What about your organization? How are you telling your workplace culture story? It's probably strikingly different than Patagonia and it probably shouldn't be, especially since the success of a professional services firm, more than any other enterprise, is driven by the quality of its people.





CULTURE EATS STRATEGY FOR BREAKFAST.

–Management guru Peter Drucker

While difficult to quantify, it is inarguable that a strong culture is a key growth driver, and multiple studies suggest companies with strong cultures tend to outperform those perceived to have weak ones. In fact, the World Economic Forum highlights culture as a central element for sustainable success and value creation. As stakeholders we understand and engage with an organization's culture through the impact of storytelling. We admire stories about organizations that tell stories about why they are viewed as the best place to work, how they are breaking down barriers in diversity, equity, inclusion and belonging, and more. Stories around organizational purpose help define external reputation. While this is true for virtually all organizations, it is especially so for people-based organizations like those found in the professional services sector. **Stories are important because they represent the content that we like to share.** Stories are easy to remember. They help humanize an organization and its messaging.

**SO, CAN WE AS
COMMUNICATORS HELP
CONSTRUCT STORIES OUT
OF THE CONTENT WE NEED
TO COMMUNICATE WITH
STAKEHOLDERS?**



START THINKING LIKE A JOURNALIST. ●



**THE BEST WAY TO TELL A STORY IS
TO ASK THE RIGHT QUESTIONS.**

-Barbara Walters

Before broadcast journalist Barbara Walters would conduct an interview with a celebrity or head of state for one of her famous ABC News specials, she would spend weeks agonizing over the questions to ask. She'd write her questions on index cards and by the time the interview took place the cards could stack several inches high. She spent so much time on the questions because they were the keys that would unlock the information – the story – that would capture the attention of her audience.

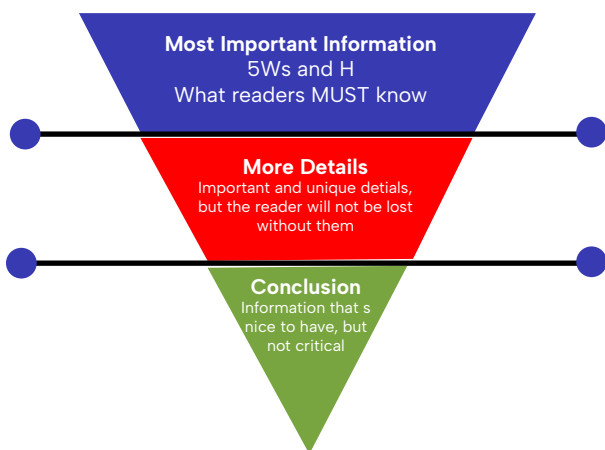
We're not saying you need to order boxes of index cards before you start writing your next piece of thought leadership, but you do need to start thinking like a journalist.

Most professional communicators are familiar with the Inverted Pyramid style of journalistic writing. The style is simple: the most important information – the who, what, why, where, when, and how is shared at the top. Journalists refer to this as “the lede” and it sets the tone for the rest of the story; it grabs the attention of the reader (your audience) and inspires them to keep reading. Supporting content, such as data, impactful quotations and supporting facts follow, ideally in engaging ways.

While this approach became the dominant news writing style by the late 19th century, and remains widely used today, its origins are unclear. Some think the style started with the invention

of the telegraph. Sending news by telegraph was expensive, so the most important information came first to cut down on costs. Others credit the rise of factual reporting to the social and educational reforms of the era.

But here's the problem: corporate communications is not traditionally taught in business schools. In fact, we conducted a review of the published curriculums of the nation's leading MBA programs and found that none offered mandatory courses in corporate communication. However, a 2023 report by the Graduate Management Admission Council found that 75% of top MBA programs offer courses in business writing.



That's good news, but a lack of focus on communications means that our “clients” in professional services (our senior leadership teams) – most of whom graduated from these programs – tend to be unfamiliar with how to express ideas in ways that will be interpreted by stakeholders as newsworthy.

BUT WHAT IS NEWS? ●

Despite the multiple channels we have today, the definition really hasn't changed. News is what your stakeholders say it is. It's what's relevant to them.

In an era of disinformation that idea may sound draconian, but it's not. Think about it this way: When was the last time you received a piece of information and thought, "Wow, that's news to me?" Why did you feel that way? It's probably because the content was relevant to you. More so, it's probably something you hadn't heard before. And most importantly it was likely something you wanted to share with others because it inspired you to act. Can you hear yourself telling a friend, "Hey, did you hear that..." – if so then you have engaged with news.

Wouldn't it be great if your content elicited the same reaction? It can if you approach your content like a journalist or even like Aristotle or Cicero. Start by asking the right questions.

FIVE QUESTIONS TO ENSURE RELEVANCE IN YOUR THOUGHT LEADERSHIP:

- 01 —● Why us? What are the key drivers that make our organization or executive credible on the topic?
- 02 —● Is this something our audience really cares about or is it something we think is important?
- 03 —● Do we have something unique to say or are we just adding to an existing conversation?
- 04 —● What's the best platform to engage our audience?
- 05 —● How will we measure if our message has been heard?

It's easy for professional services communicators to be intimidated by the internal experts that roam the hallways of our companies. As a result, we can fall into the trap of waiting for them to tell us what information to share. While that information can be highly relevant, by not asking the right questions we risk becoming order takers. That can lead to being viewed as "overhead" or worse irrelevant at a time when communicators have the potential to be true value creators.



THREE TO DO'S TO HELP MAKE YOUR CONTENT MORE SHAREABLE

- 1 We share stories not 3,000-word white papers and we remember anecdotes. Ensure your content has at least one memorable story and anecdote.
- 2 Make sure your content is accessible on the right social platforms – the ones your target audience is actively using to share with their networks.
- 3 Listen. Use data-driven insights to help understand how your audience is engaging with your content and what ideas are resonating. Remember persuasion is about having a dialogue and that's a two-way approach with listening at its core

SO, WHAT'S THE SOLUTION?

As communicators we need to be perpetually curious. We need to be constantly asking questions of our internal leadership teams so that we not only understand how our individual businesses operate, but also why what we do matters to external stakeholders.

Too often communicators are guilty of complaining about how business leaders don't understand what we do, but how much time do we really spend trying to understand the inner workings of business? Taking on a business acumen mindset will help us speak the language of business to our internal stakeholders. Once we have that – and it takes a good deal of work – we can then translate (encode) their content in ways that can be understood (decoded) and acted upon by our target audience. And guess what? We'll probably be more valued (relevant) internally as a result.

We started off this e-book by saying that content is king. It's the currency that allows professional services firms to thrive and remain relevant. But achieving relevance, and keeping it, is not easy. It requires a professional approach that embraces both the art and science of modern-day communications.

Whether you choose to look to Aristotle, Cicero's five cannons, behaviorists like Schramm and Flesch or to the insights of your own communications teams and agencies, staying relevant in the minds of your stakeholders needs to be an ongoing process. It requires discipline, creativity, active listening and, at times, a willingness to change.

It's a journey that may lead you in directions you hadn't imagined before. We look forward to engaging with you on the road ahead.



ABOUT OUR PROFESSIONAL SERVICES PRACTICE

At Bliss, partnering with industry leaders in professional services is part of our DNA. It's defined what we do and how we do it since day one. For nearly 50 years, the clients our teams have partnered with have inspired us to be intellectually curious, because – at the end of the day – we, like them, are in the ideas business. We've asked the right questions to better understand what's next. We've taken industry perspectives and shaped them into market-moving insights. We've redefined how, in an idea-driven economy, businesses can more relevantly engage with stakeholders across all media platforms. And we're just getting started.

Are you ready?

[CONTACT US](#)

