

## Business Communication By Murphy

Stakeholders today want to know about your company's social and environmental performance. Effectively communicating these topics has become critical to economic success. This book offers an extensive toolbox of the most effective instruments that can help you, and each chapter provides specific examples of how to communicate social and cause-related marketing, sustainability reporting, issues and crisis communication, vision, mission statements and codes, and web-based stakeholder communication. You will find hands-on concepts and actual illustrations. Chapter cases provide rich practical coverage and translate concepts into solutions for day-to-day business realities.

This handy guide to excellent business communications is perfect for anyone, whether preparing for a career, launching a career, or advancing in a career. Future savvy business professionals understand that every organization expects employees to be exceptional business communicators and this book will get you there. Inside, the authors lead you through the most frequently encountered business communication situations with a combined 30 years of marketing and communication experience. Their success will give you very accessible, entertaining, and informative answers to your questions. Also included are real anecdotes from business professionals from different industries.

People aren't looking for an explanation, they want to hear a story. We've all survived PowerPoint presentations that feel more like hostage dramas; the only thing worse is when you realize that you are the hostage-taker. Standing at the front of the room, slogging through your carefully prepared slides, realizing that nobody is captivated, many are looking down at their phones, and your message is slipping into the void. In *The Tell-Tale Entrepreneur*, Silicon Valley entrepreneur and tech blogger Bernard Murphy goes straight to the heart of why so many brilliant businesspeople, particularly in the tech and engineering fields, find it so hard to communicate effectively with prospects, with clients, even within their own organizations. In each chapter, he tells a real business story and explores the fundamental key to effective communication to engage real people--their intellects and emotions--through storytelling. You'll discover: \*The essential elements of effective, memorable stories \*The strategies to employ to strengthen the stories you tell \*The journey from startup to exit, with critical stories at every step \*The essential story--the story you tell yourself We all long to push forward, particularly in tech, but with this humorous and personal exploration of how we can reconnect with our inner storyteller, Bernard reminds us that sometimes it's worth taking a look back to unearth the timeless truths about how humans find connection.

*Business for Communicators* provides future and current professional communicators with a hands-on, working knowledge of how businesses profit, grow, and adapt in their competitive environments. Corporate communicators aspire to sit at the decision-making table but too often fall short because of an inability to speak the language of business or effectively apply a business mindset to communication strategy. *Business for Communicators* provides the in-depth business literacy these professionals need, beyond just building the case for business intelligence or explaining business basics. The text delves into the details of corporate

finance, accounting, marketing, strategy, operations, and economics to provide a theoretical grounding and a working knowledge that business communicators can apply to every decision they make. Real world applications illustrate concepts covered, focus on the communication implications of business outcomes, and provide opportunities for extended learning and discussion. This book is an essential resource for advanced undergraduate and graduate students, as well as professional corporate communicators ready to enhance their influence and advance their careers with business acumen. An accompanying website, blog, email, and social media platforms provide additional resources, interaction, commentary, and responses to questions from educators and practitioners, as well as teaching materials for educators, at [www.thecomunicatorsmba.com](http://www.thecomunicatorsmba.com).

Effective Business Communications McGraw-Hill Companies

Communicating a message effectively needs precision—be it verbal or non-verbal. At the professional front, the accuracy of the message to be shared becomes all the more important as the business decisions may depend on the same. This book, in its second edition, continues to detail on the pre-requisites of communicating effectively in the corporate environment and generally. Beginning with an overview of business communication, the book educates on the principles of communication—oral and written. Divided into nine chapters, the first two chapters deal with oral communication and the next seven deal with different forms of written communication. The book teaches how to write effective letters and prepare persuasive resumé. The chapters are well-supported with many examples and illustrative exhibits wherever required. A new chapter (Chapter 9) has been added titled ‘Writing to Communicate’ which presents incorrect use of language and phrases that rob the text, be it a report or a letter, of authenticity and credibility. The chapter also presents correct use of the examples and the rationale or logic in the form of explanations. Designed as a textbook for the management students, this book would be equally useful for the management professionals and executives. Key features

- Observes a simple pattern of Read-Comprehend-Test-Follow
- Discusses strategies for identification and improvisation of communication skills (both oral and written)
- Provides numerous examples and illustrations that facilitate proper grasp of the topics discussed.

When was the last time you listened to someone, or someone really listened to you? "If you're like most people, you don't listen as often or as well as you'd like. There's no one better qualified than a talented journalist to introduce you to the right mindset and skillset—and this book does it with science and humor." -Adam Grant, #1 New York Times bestselling author of *Originals* and *Give and Take* \*\*Hand picked by Malcolm Gladwell, Adam Grant, Susan Cain, and Daniel Pink for Next Big Ideas Club\*\* "An essential book for our times." -Lori Gottlieb, New York Times bestselling author of *Maybe You Should Talk to Someone* At work, we're taught to lead the conversation. On social media, we shape our personal narratives. At parties, we talk over one another. So do our politicians. We're not listening. And no one is listening to us. Despite living in a world where technology allows constant digital communication and opportunities to connect, it seems no one is really listening or even knows how. And it's making us lonelier, more isolated, and less tolerant than ever before. A listener by trade, New York Times contributor Kate Murphy wanted to know how we got here. In this always illuminating and often humorous deep dive, Murphy explains why we're not listening, what it's

doing to us, and how we can reverse the trend. She makes accessible the psychology, neuroscience, and sociology of listening while also introducing us to some of the best listeners out there (including a CIA agent, focus group moderator, bartender, radio producer, and top furniture salesman). Equal parts cultural observation, scientific exploration, and rousing call to action that's full of practical advice, *You're Not Listening* is to listening what Susan Cain's *Quiet* was to introversion. It's time to stop talking and start listening.

*Business Communication for Managers* is a student-friendly, practical and example-driven book that gives students a thorough knowledge of business communication, covering all the major communication topics included in MBA syllabi across the country. The book teaches students how to communicate effectively and efficiently with the help of a chapters on communication theories, numerous exhibits, anecdotes, extensive role plays, hundreds of end-of-chapter questions, etc. The lucid language and the easy-to-follow structure of the book make this an invaluable resource for the MBA student.

The Murphy book gives strong emphasis to completeness, conciseness, consideration, concreteness, clearness, courteousness, and correctness in business communication. These "seven Cs" guide student-readers to choose the content and style that best fits the purpose and recipient of any given message. Pedagogically rich, most chapters in this paperback text include checklists, mini-cases and problems, "Communication Probe" boxes which summarize related research, and sidenotes that isolate significant points that should not be missed. Two new chapters are devoted to ethics and technology respectively.

Today, with a kaleidoscope of disruptive forces affecting business transactions, the speed of commerce, and the ferocious level of competition for consumer loyalty and business survival—the cost of an enterprise's faulty communication can literally make or break a product. This book is an introduction to concepts associated with Lean methodologies and how these can be adopted to uncover waste and drive improvements in the interactions between participants in an organization. *Lean Communication* provides the reader with analyses and solutions that can help frontline teams in today's global supply chains, which are characterized by inherent problems rooted in time zone, language, and cultural differences.

What happens when the rich are allowed to hide their money in tax havens, and what we should do about it *The Panama Papers* were a reminder of how the superrich are allowed to hide their wealth from the rest of us. *Dirty Secrets* uncovers the extent of the corruption behind this crisis and shows what needs to be done in the face of this unregulated spread of rampant greed. Tax havens, we are often told, are part of the global architecture of capitalism, providing a freedom from regulation necessary to make markets work. In this book, leading authority Richard Murphy uncovers the truth behind this lie. The fact of the matter is that this increasingly popular practice threatens the foundations of democracy, sowing mistrust and creating a regime based upon opacity. As Murphy shows, how we manage our economy is a political decision, and one that can be changed. *Dirty Secrets* proposes ways to regulate tax havens and what the world might look like without them.

This book analyzes the brand communities of major American multinationals across three industries: finance, tech, and consumer goods. It assesses how companies communicate their diversity approaches on social media (Twitter) and studies the ensuing

perceptions of online users. By comparing more innovative sectors (tech and consumer goods) with a less innovative industry (finance), the author examines differences in the way brands approach and communicate about diversity in online settings. The results of the study lead to the development of a theoretical framework with practical applications for business communication academics and professionals alike.

A Divided Union delves deep into ten pressing political challenges that former US Representatives Patrick Murphy (D) and David Jolly (R) have identified over their multiple terms in Congress and that continue to plague the American electorate today. In an introduction describing their unique paths to Congress, Murphy and Jolly focus in detail on key institutional barriers they faced in Washington in attempting to do the job voters elected them to do. They introduce us to geographic challenges, demographic change, a polarized media, gerrymandering, the role of money in politics, the structure of primary elections, and several other aspects of political life on Capitol Hill. The core of the book is original analysis by experts who tackle these topics in a manner relevant to both the seasoned political science student as well as the general reader. From the commercials we see on TV to the city council districts in which we live, these concerns shape every facet of our public lives and are distilled here in a careful synthesis of years of experience and research. Contributors include former federal elected officials, political science professors, members of the press, and scholars immersed in their fields of study. While other textbooks may examine similar issues, few have been edited by former members of the U.S. House who have walked the halls of Congress and directly experienced political dysfunction at so many levels – and are willing to address it. A Divided Union is appropriate for all political science students as well as the general public frustrated and alarmed by political gridlock.

Every business manager needs intelligence to find suppliers, mobilize capital, win customers and fend off rivals. Obtaining this is often an unplanned, instinctive process. The manager who has a conscious, systematic approach to acquiring intelligence will be better placed to recognize and seize opportunities whilst safeguarding the organization against the competitive risks that endanger its prosperity – and sometimes even its survival. Christopher Murphy's Competitive Intelligence explains:

- the theory of business competition
- how companies try to get ahead of their rivals
- methods of research and sources of information that generate the raw material for creating intelligence
- analytical techniques which transform the mass of facts and opinions thus retrieved into a platform of sound, useable knowledge to support informed business decision making.

The text includes plenty of examples and experiences from the author's own consulting experience. He draws on a wide variety of disciplines, including literary criticism (or how to read between the lines of company reports, announcements and media stories) and anthropology (understanding corporate culture), as well as the more obvious ones such as financial analysis, management theory and business forecasting techniques. This fusion of insights from many fields of expertise provides a very readable, practical and imaginative framework for anyone seeking to gather and make effective use of market and company data. While focused on the British business environment, the lessons drawn are of universal application, and examples are taken from across the globe. In addition a chapter is devoted to researching industries and companies in other countries. Although primarily concerned with commercial enterprises, many of the

principles and techniques will also be of considerable practical relevance to managers in the public sector or not-for-profit organizations. Competitive Intelligence also provides a legal and ethical framework to guide the unwary and to curb the over-enthusiastic. The final chapter, Intelligence Countersteps, will open your eyes to the need to protect your own organization from some of the practices of less scrupulous researchers and investigators.

Employers consider communication one of the most critical skills for workers today. Written to address the needs of both students entering the workforce and business professionals looking to improve their written communication, *Writing for the Workplace* is a matter-of-fact, how-to guide that provides strategies for effective professional communication. From targeted emails and convincing long reports to winning presentations and engaging résumés, this concise book offers busy readers easy-to-follow strategies that will improve their workplace writing. The first section of the book addresses writing in today's fast-paced business and professional contexts and discusses writing as a process; professional writing style; writing tools; characteristics of effective workplace communication; and basic document design. The second section is a more detailed exploration of common written genres in the workplace including email messages, letters, social media, short and long reports, presentations, and employment communication. Each section includes sample documents and examines organization, tone, and genre elements. Helpful checklists and easily scannable text make the book accessible and readable.

*In the Company of Women* explains how indirect, or "relational," aggression can hurt women and hinder them from achieving success and harmony in their adult lives. Gender studies have shown that when a goal is in sight, men generally use direct action to attain it. Women, on the other hand, have been socialized to express aggressive actions through indirect means-using behavior such as shunning, stigmatizing, and With startling insights into the meaning of our everyday behavior, this book offers straightforward techniques to change conflict among women into cooperation by resolving discords peaceably, building relationships, and making the most of women's unique leadership and communication skills.

Helps readers understand the roots of conflict in their organizations, assess their current conflict-resolution skills, and devise new strategies to actively and assertively overcome the tensions and other disagreements that threaten productivity and cooperation.

Covers grammar, usage, style, and the writing process for letters, memorandums, proposals, reports, meetings, and job descriptions

The chief communication officer at a Fortune 500, multi-national corporation today faces the challenges of a rapidly changing global economy, a revolution in communication channels fueled by the Internet, and a substantially transformed

understanding of what a 21st century corporation stands for. This book investigates these forces and the specific communication challenges that they pose for the global corporation. Examining these forces and how they are interrelated should offer insights and strategies for students of the corporate communication discipline and business leaders to help them deploy effective communication as a strategic business asset in the contemporary global economy. This book focuses on the process of communication in a corporate context; and explores, analyzes, integrates, and applies the theory, practice, and functions of corporate communication. The combination of a theoretical framework for understanding how these forces influence corporate communication with practical guidelines for effective communication within this framework will also be of value to practitioners as well as students of the communication discipline. Designed for the professional whose position requires the creation and management of an organization's communications, this book applies strategic approaches to tactical written and oral communication, and includes a particular emphasis on problem solving and analytical techniques appropriate to global corporate environments. Essential to effective communication in corporate and organizational environments is the ability to understand and apply the concepts of corporate communication as strategic management functions.

This book contains business communication information that may not have been taught in college—information that has been accumulated over years of business experience and teaching. Anyone can read these brief tips to learn how to better communicate in business while saving the time that might have been invested in reading many books. The tips cover the fundamental areas of writing, speaking, and interpersonal communication, as well offer general business communication advice. Each tip is a practical application that can be implemented immediately. Each tip is also illustrated by a story from the author's work life in various industries. Lastly, the book also lays a foundation for an understanding of how the brain influences all communication.

In today's online world, our professional image depends on our ability to communicate. Whether we're communicating by email, text, social media, written reports or presentations, how we use our words often determines how others view us. This book offers tips and techniques that can improve anyone's professional image. The author covers how to analyze multiple audiences and strategies for communicating your message effectively for each; structuring your message for greatest readability and effect; persuasion and tone; and how to face your own fears of writing. The content is delivered in a simple, clear style that reflects the Zen approach of the title, perfect for both the entry-level employee and the seasoned executive.

The paths that leaders walk significantly influence their success, offering differential opportunities and challenges. While conventional wisdom suggests that leadership styles and approaches may be equally effective across all situations, more recent

research demonstrates the importance of employing strategies more specifically aligned with the context. This book offers critical insights and strategies, currently missing from the repertoire of leaders and their supporters, for managing across six distinct paths into leadership positions: promoted, hired, elected, appointed, founded, and family legacy. It illustrates lessons drawn from within and across paths, presented through themes, quotes, and stories drawn from interviews with over 60 successful leaders (executives, politicians, entrepreneurs, and more). While it is evident that these paths differ, those who study, hire, mentor, and coach leaders rarely consider the distinctions, nor suggest what may be learned across the paths. The emerging leaders, HR professionals, researchers, and coaches among the books readers will learn not only from those who have walked one particular path, but also from the experiences of those trekking in other directions. Most leaders will cross from one path to another over the course of their career. Some executives interviewed for the book worked their way up the ladder in one company, only to be recruited to fill a C-suite position in another company. Others were appointed to high-level government positions after stints as elected officials. The authors identify major distinctions when moving across the six paths. By reading this book, leaders and those who support them will develop greater self-awareness about each path so they can better leverage and manage their new challenges and opportunities from the first day in their new leadership position.

ESSENTIALS OF BUSINESS COMMUNICATION, 9TH EDITION presents a streamlined approach to business communication that includes unparalleled resources and author support for instructors and students. ESSENTIALS OF BUSINESS COMMUNICATION provides a four-in-one learning package: authoritative text, practical workbook, self-teaching grammar/mechanics handbook, and premium Web site. Especially effective for students with outdated or inadequate language skills, the Ninth Edition offers extraordinary print and digital exercises to help students build confidence as they review grammar, punctuation, and writing guidelines. Textbook chapters teach basic writing skills and then apply these skills to a variety of e-mails, memos, letters, reports, and resumes. Realistic model documents and structured writing assignments help students build lasting workplace skills. The Ninth Edition of this award-winning text features increased coverage of electronic messages and digital media, redesigned and updated model documents to introduce students to the latest business communication practices, and extensively updated exercises and activities. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Three points of view-parent's, therapist's, and child's-make this the most practical guide on the market for raising a child with Attention Deficit Hyperactivity Disorder or other behavioral issues. Traditional parenting and discipline books aren't effective for parents who are dealing with kids with ADHD, OCD, depression or other disorders. They need a guide that will help them with the unique discipline and organization challenges kids with these issues have. When getting up, going to school, completing homework, helping with chores, and getting to bed all become battlegrounds, the step-by-step proven techniques presented here will help parents achieve peace in their households. It will teach parents how to: \* Engage in proactive, not reactive, parenting \* Discipline consistently and effectively \* Deal with stalling, forgetting, overreacting, and other everyday behavior problems \* Work

with a child's teachers, and more.

Structuring the Information Age provides insight into the largely unexplored evolution of information processing in the commercial sector and the underrated influence of corporate users in shaping the history of modern technology. JoAnne Yates examines how life insurance firms—where good record-keeping and repeated use of massive amounts of data were crucial—adopted and shaped information processing technology through most of the twentieth century. The book analyzes this process beginning with tabulating technology, the most immediate predecessor of the computer, and continuing through the 1970s with early computers. Yates elaborates two major themes: the reciprocal influence of information technology and its use, and the influence of past practices on the adoption and use of new technologies. In the 1950s, insurance industry leaders recognized that computers would enable them to integrate processes previously handled separately, but they also understood that they would have to change their ways of working profoundly to achieve this integration. When it came to choosing equipment and applications, most companies ultimately preferred a gradual, incremental migration to an immediate and radical transformation. In tracing this process, Yates shows that IBM's successful transition from tabulators to computers in part reflected that vendor's ability to provide large customers such as insurance companies with the necessary products to allow gradual change. In addition, this detailed industry case study helps explain information technology's so-called productivity paradox, showing that firms took roughly two decades to achieve the initial computerization and process integration that the industry set as objectives in the 1950s.

The Business Communication field is at a crossroads as communication technologies are reshaping how people communicate in the workplace. "Business Communication: Developing Leaders for a Networked World," by Peter Cardon, puts students at the center of business communication through the author's unique focus on credibility woven throughout the textbook chapters, forward looking vision built on traditional concepts, and practitioner and case-based approach. Students are more likely to read and reflect on the text, and are better positioned to understand the essentials of efficient and effective business communication, thereby transforming them into leaders for a networked world.

Jargon and slang have wormed their way into almost every business document, speech, and conversation that we have today. With online business communications being much more conversational and informal than the written business communications of the past, they positively encourage the use of figurative speech: ergo, more jargon, more slang. This book is by no means all encompassing, but the author has researched and shared several hundred of the most commonly used terms. Not only do we now know what they all mean but, where appropriate, we also learn their origins—some of which are fascinating and very surprising. A very valuable handbook for any student or practitioner in business to help demystify this crazy language called "English."

A proliferation of new technologies has lulled many into thinking that we actually have to think less about how we communicate. In fact, communicating and collaborating across time, distance, and cultures has never been more complex or difficult. Written as a series of bulleted tips drawn from client experiences and best practices, *Leading Effective Virtual Teams: Overcoming Time and Distance to Achieve Exceptional Results* presents practical tips to help leaders engage and motivate their geographically



dispersed project team members. If you're a leader of any type of virtual team and want to help your team members collaborate more effectively, then buy this book. You will learn how to: Build trust and cultivate relationships, virtually, across your team Design and facilitate virtual meetings that are focused and engaging Influence without authority Motivate and galvanize a virtual team for top performance Blend asynchronous and synchronous communications for better virtual collaboration Navigate cross-cultural and generational differences in the absence of vital visual cues Assess skills, strengths, aptitudes, and preferences from afar Handle other tough issues that can trip up virtual teams The ideas in this book are based on Nancy Settle-Murphy's decades of experience working as a change management consultant, facilitator, and trainer for project teams around the world. Designed to be read section by section in any order, this book shares approaches and techniques to help you address some of the toughest challenges virtual team leaders face, including keeping team members engaged from afar.

Communication is easy isn't it? Well it may seem so, but consider honestly when was the last time you were involved in a breakdown of communications? And how long ago was one such a veritable derailment? For most people and in most organizations this happens regularly. It matters. Communication - effective communication - makes things happen. There can be a great deal hanging on it. Whether the communication concerned is a simple email, a contribution to a meeting, a report or a presentation, it can prompt agreement or action, it can seal a good deal; drive a hard bargain and enhance your profile and boost your reputation as it does so. Or not: for instance making a poor presentation may do real damage and allow no second chances, and an ill-considered report may come back to haunt you in months to come. This book is an antidote to communications difficulty. It sets out proven, practical guidelines to ensure you can prepare (and prepare quickly) and deliver messages in a clear, succinct, precise, descriptive, informative, and impressive way - and that they are effective. That is, they achieve your purpose with others, however technical, complex or difficult the topics they may involve. Take no risks. Guarantee communications success and enhance your profile as you do so.

For business people looking to get results and up their income, this book divulges no-nonsense strategies that can turn anyone into a powerful speaker who can overcome challenges and influence the right listeners. \* Provides hands-on, easy-to-use tools to help anyone improve their business communication skills \* Contains original heartwarming stories, examples, and lessons learned from the author's 20-year career in television news, a run for political office, and advising some of the nation's biggest companies \* Every chapter contains topical session examples, stories, "Coaching Notes," "Quick Fixes," and subject-related quotes \* The index helps readers easily locate specific topics and references to key terms

A must-have guide for writing at work, with practical applications for getting your point across quickly, coherently, and efficiently. A winning combination of how-to guide and reference work, *The Only Business Writing Book You'll Ever Need* addresses a wide-ranging spectrum of business communication with its straightforward seven-step method. Designed to save time and boost confidence, these easy-to-follow steps will teach you how to make clear requests, write for your reader, start strong and specific, and fix your mistakes. With a helpful checklist to keep you on track, you'll learn to promote yourself and your ideas clearly and concisely, whether putting together a persuasive project proposal or dealing with daily email. Laura Brown's supportive, no-nonsense approach to business writing is thoughtfully adapted to the increasingly digital corporate landscape. Complete with insightful sidebars from experts in various fields and easy-to-use resources on style, grammar, and punctuation, this book offers essential tools for success in the rapidly changing world of business communication.

For B.Com., BCA, BBA, MBA and as per the UGC Model Curriculum.

The idea that beings from other star systems could be working through animals such as horses, cows, llamas, and goats for the transformation of humanity is one that is destined to become controversial. This is the groundbreaking book that puts the idea out there for public scrutiny. Even the author, Michael Murphy, admits the idea struck him as outlandish when it was proposed to him. But, Murphy coaxes the reader into a willing suspension of disbelief by telling the story of how he went from being a university faculty member to pursuing such an unlikely exploration. In narrating this odyssey, he gives tantalizing glimpses into the worlds of shamanism, animal communication, and esoteric metaphysics. Murphy ultimately spends a year of his life preparing himself and then actually dialoging with beings who claim to be star people, using animals as a channel for psychic communication. The second half of the book details these conversations and his reflections on them.

This book offers tactics for creating business plans as well as research reports. Readers will find guides for planning research projects; writing proposals; identifying major findings; drawing conclusions; and using them to recommend appropriate actions—along with citing sources, numbering pages, and displaying visuals. The book examines business plans—why entrepreneurs need them, the objectives and contents of business plans, and how-to guides for each part. Business Report Guides can be your go-to source for years to come. Reading through it in a couple of hours, you can gain information for immediate use. Keep it handy and refer to it often when reporting research or when planning a new business or altering an existing one.

How can owners and managers ensure that their considerable capital investments will return a competitive return on their investments? How can users and owners be sure they enjoy the promises of tantalizing marketing and real estate claims? Managing Sustainable Resorts Profitably combines business management principles with environmental and social concerns to offer development solutions to these questions. By taking an holistic and contemporary approach to the problem of developing sustainable tourism operations, this book provides a comprehensive assessment of the strategies that need to be considered by various governments, developers and, in particular, the customer-investor. The major features of resort development covered by this book include: • Environmental scanning of principal external and internal influential factors • The curse and blessings of seasonality • Competition for people's recreation and retirement dollars • Guest activity programming • Environmental issues • Cruise ships as mobile resorts • Staffing issues in isolated areas • Financial challenges for owners and operators alike • Risk Management • Mutually beneficial options for various stakeholders Based on an analysis of global resort opportunities and trends, the book focuses on those generic features that differentiate regional resort management from urban-centric management needs and priorities. Using comparative case studies the author emphasizes best case/benchmark examples of a range of resorts – large and small, urban and rural - to illustrate what can be achieved.

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