

CHAPTER 7

Customer service letters

Customer service letters are some of the most important letters you will write. Serving the needs of customers is a sure way to capture their loyalty to your business. Even when sticky issues such as complaint resolutions or price increases arise, handling these issues with respect for the customer is crucial in maintaining the integrity of the business and in achieving desirable results.

All of the customer service letters in this chapter were written with the customer in mind. Many were designed to win over or strengthen the loyalty of customers. Others were crafted to achieve a desired goal without alienating existing customers.

Many of the letters in this chapter can be sent as emails or as attachments to emails. Some company policies regarding handling customer disputes and resolution will require writing formal letters. But the content, whether written as a formal letter or an email, will not vary greatly. For those letters in this chapter that can be adapted to emails, it's simple enough to copy the text of the sample letter into the text of your email.

Complaint Resolution Letters

Sample Letters 7.1 through 7.8 were all written to deal with complaints made by customers. Sample Letter 7.9 was written by a customer after several attempts to resolve problems.

Sample Letter 7.1 was written to acknowledge receipt of a customer complaint. The letter writer acknowledges the complaint in the first paragraph, informs the customer that a credit will be issued to her account while the complaint is being investigated, and finally lets her know how to get in touch with her customer service department if she has any further questions.

Sample Letter 7.2 was written to a customer who had complained about an incorrect billing that appeared on his charge account statement. In this letter, the letter writer explains what further information the customer service department needs to explore the discrepancy. In the first three paragraphs the writer clearly spells out the steps the customer should take

to help speed up the investigation. The writer closes by thanking the customer for his help and encourages him to call if he has any questions while the problem is being cleared up.

Sample Letter 7.3 was written to inform a customer that all the information necessary to resolve a complaint had not been received. The letter could be written as a follow-up to the information requested in Sample Letter 7.2. The writer recaps the complaint, explains that the temporary credit is being rescinded, and asks the customer to call if he has any other questions. The reference line on this letter matches the one on Sample Letter 7.2, indicating they both refer to the same account.

Sample Letter 7.1. Letter acknowledging receipt of complaint.

[date]

A-564-654567-90000

Mrs. Alison Q. Rumpole
546 Haversford Drive
Massapequa, NY 17310

Subject: Incorrect Charge Query

Dear Mrs. Rumpole:

You recently inquired about the charges on your monthly bill from Henderson & Henderson Department Store. We have written the store management to try to resolve the discrepancy. As soon as we receive their reply, we will write you again.

While we are conducting our investigation, we are issuing a temporary credit on your charge account for \$86.81.

If you have any questions or if we can be of further service, please call me or another customer service representative at the telephone number listed on your monthly billing statement.

Cordially,

(Mrs.) Leslie T. Waters
Customer Service Manager

ltw/jls

Sample Letter 7.2. Letter instructing customer on procedure to clarify billing.

[date]

A-456-8765-87777

Mr. Simon F. Wallace
43 Douglas Road
Far Hills, PA 29534

Dear Mr. Wallace:

In order to trace the payment of \$20.95 you recently called us about, we need a copy of the front and back of your cancelled check. If the information on the copy is not readable, please handwrite it so that it is legible.

If your check has not yet cleared, simply stop payment on it and send us a replacement check. We have enclosed a return envelope for your convenience.

While waiting for this matter to be resolved, we are issuing a temporary credit to your charge account. If we do not receive a copy of your cancelled check by December 7, we will remove the temporary credit.

We appreciate your help in resolving this situation quickly. If you have any questions or if we can be of further assistance, please call me or another customer service representative at the telephone number listed on your monthly billing statement.

Cordially,

(Mrs.) Leslie T. Waters
Customer Service Manager

ltw/jls

Sample Letter 7.3. Letter notifying customer that necessary information for complaint resolution was not sent. Could be sent as follow-up to Sample Letter 7.2.

[date]

A-456-8765-87777

Mr. Simon F. Wallace
43 Douglas Road
Far Hills, PA 29534

Dear Mr. Wallace:

You recently called us about the payment for \$20.95 not credited to your charge account.

When we could not locate the credit, we asked you to send us more information. Since we have not received the necessary information from you, we are removing the temporary credit we had issued to your account.

If you have any questions or if we can be of further service, please feel free to call me or another customer service representative at the telephone number listed on your monthly billing statement.

Cordially,

(Mrs.) Leslie T. Waters
Customer Service Manager

ltw/jls

Sample Letter 7.4 could also be sent as a follow-up to Sample Letter 7.2, but here the letter writer agrees with the customer's complaint and attempts to resolve the issue. The writer addresses the problem immediately in the letter, explaining what caused the problem, lets the reader know how it will be resolved, and apologizes for the mishap. The letter is short, but clarifies the problem and is intended to set the reader's mind at rest.

Sample Letter 7.4. Follow-up to Sample Letter 7.2, agreeing with customer's complaint.

[date]

A-456-8765-87777

Mr. Simon F. Wallace
43 Douglas Road
Far Hills, PA 29534

Dear Mr. Wallace:

We have found that we inadvertently applied your payment of \$20.95 to another charge-account holder's account. We have now transferred it to your account, and it will appear on an upcoming statement.

We apologize for any inconvenience this may have caused.

If you have any questions, or if we can be of further service, please call me or another customer service representative at the telephone number listed on your monthly billing statement.

Cordially,

(Mrs.) Leslie T. Waters
Customer Service Manager

ltw/jls

Sample Letter 7.5 acknowledges a customer's complaint while firmly restating company policy and clearly indicating the impossibility of meeting the customer's request. However, the author attempts to retain the customer's allegiance by offering a discount on future products, before cordially closing with the expectation that the customer will respect company policy.

Sample Letter 7.5. Letter acknowledging complaint and indicating company policy.

[date]

Ms. Lisa Cubalot
186 Havanah Place
Atlanta, GA 30044

Dear Ms. Cubalot:

Enclosed with this letter please find, in wrap, the block of Stilton cheese that you returned to us late last week. Unfortunately, we have a very strict policy against the return of any food products. Because of obvious health and freshness issues, none of our food is refundable.

We're sorry that you did not enjoy our cheese. However, on the order form in our catalog, it clearly states that the sale of all perishable items is final. Because we value your patronage, we will gladly provide you with 25% off of your next Cheese Louise! order. Just mention this letter, and my name, when you call.

I know that you respect our return policy, and we appreciate your future business.

Thank you,

Jim Walker
Customer Service Associate Manager

encl.

Sample Letter 7.6 was written in response to a customer's complaint, which appears to be unfounded. The tone is formal; the apology is qualified and limited to a generic apology for the customer's dissatisfaction. The writer closes with a promise to look into the matter further, while promising future contact from the Customer Service Department.

Sample Letter 7.6. Letter acknowledging unfounded complaint.

[date]

Frank Armitage
2881 Hidden Lake Lane
Chesterland, MO 63055

Dear Mr. Armitage:

Not only is your letter, dated January 28, extremely rude, it is also quite inaccurate. According to your statement, one of our West Branch Sales Associates spoke obscenities to you and your wife while you were in line.

I apologize if you had an unpleasant shopping experience in our store; however, the employee you have charged with inappropriate behavior was not working on the day of your visit. In addition, we have no sales receipts for the items that you state were purchased. I am continuing to look into this matter, but I have to admit some reservations on our behalf.

A representative from our Customer Service Department will be contacting you shortly. Please call our store if we can help further.

Sincerely,

Hugh G. Printz
Store Manager

Sample Letter 7.7 was written to disagree with a customer complaint. In the first paragraph of the letter, the letter writer refers to the complaint and disagrees with the customer about a product defect. The writer then explains to the reader that he may return the product for a refund if he is dissatisfied with it for any reason, and closes by explaining the appropriate procedure for future complaints.

Sample Letter 7.7. Letter disagreeing with customer.

[date]

Mr. Elmore T. Holstein
56 Trueblood Terrace
Minerva, WA 98010

Dear Mr. Holstein:

In response to your letter of May 12 about your purchase of Dandy Wanda's Clam Sauce, while we appreciate your concerns, I assure you that we have taken all necessary steps to ensure that the product meets the highest nutritional standards.

If you are dissatisfied with this product, however, we will be pleased to refund your money for your purchase.

For future reference, please direct any specific concerns about return of products to the store from which you purchased the goods.

Cordially,

James T. Lardley
Customer Service Manager

jtl/jl

Sample Letter 7.8 is a more detailed complaint resolution letter written to clear up some problems the client had with the company's services. The letter writer begins by apologizing for the displeasure, then details the problem, explaining how it occurred. The writer proceeds to offer a solution to the problem, telling the client that the company will pay for any problems that were caused by his error. He also clearly spells out how much cost there will be to the client as a result of the suggested resolution. He then asks that the client call him to give him the go-ahead with the approach he has recommended.

Sample Letter 7.8. Complaint resolution letter.

[date]

Ms. Millicent Conroy
Conroy & Smyrna, Inc.
678 Boxford Street
Taylor, NJ 07015

Dear Millicent:

I am sorry that you are not pleased with the copies of your company press clips that we sent you. Alice Farning, from your office, sent me a copy of each press clip. After reviewing them for context, here are my suggestions.

Four of the clips are fine. They are enclosed with this letter. There is nothing missing from the clips, nor is anything taken out of context.

Six of the clips are out of context. As I explained, these copies were made from my portfolio boards. They are a compilation of quotations your company received, highlighted for our presentation purposes. For your purposes, I agree, they should be complete articles in case a client or prospective client decides to read one.

I have the originals for all of the articles. To make a complete set, we must copy 23 additional pages, 500 copies of each page. We also must consider that the longer pieces have advertisements surrounding the editorial content. I recommend that we hire a paste-up person to cut and paste the pages, thus combining columns and eliminating the advertisements. This will lessen the number of pages and make for better presentation. I will get an estimate for this work if you agree that this is the way to go. Then I'll know exactly how many pages will have to be copied, and I can get a final quote.

We have spent \$595 plus tax for the initial group of 5,000 copies. Farran Public Relations is responsible for paying \$210 for the initial 6 pages that weren't acceptable. We will also pay for those 6 pages to be redone. This leaves an additional 17 pages, 500 copies each (8,500 x 7 cents), before any advertisements are removed and columns combined by a competent paste-up artist. While the number of pages will be reduced by this process, the artist's time will be an additional cost.

Millicent, I'm sorry to waste your time with these details. But my responsibility to your company is to get approval on any expense beyond our fee. These expenses for copying could total as much as \$800 to \$1,000 for the project. I don't want to proceed without your authorization.

This project is not a simple copy job. It requires careful thought and organization to provide Conroy & Smyrna, Inc., with effective presentation materials. We emphasized the value it will provide your company through third-party credibility. It will be well worth our efforts, and should help to provide your company with a competitive edge, especially in new-business situations.

Please give me a call about how you'd like to proceed. I appreciate your patience and understanding. I am confident this project will prove to be a rewarding investment.

Sincerely,

Mack Nothrop
Account Executive

mn/pb

Encs.

Sample Letter 7.9 was written to express extreme dissatisfaction with a company's behavior. It does not request any further action and does not make any attempts to resolve a problem; rather, it outlines, in great detail, the steps the customer has taken in the past to address a problematic situation and closes with a condemnation of the company's ineptitude. The writer's barely restrained disgust is revealed through his specific references to the healthcare provider's mistakes and misinformation. Enclosures support this author's case for the company's negligence.

Sample Letter 7.9. Complaint letter written after frequent attempts to resolve problem.

[date]

Mr. Gene Russel
Customer Service Supervisor, Billing Division
Alpha-Omega Healthcare
P.O. Box 1125
Blue Bell, PA 15022

Mr. Russel:

I am writing to you to clear up a persistent and frustrating problem that I have had with Alpha-Omega Healthcare. Last week I received the enclosed letter from your Provider Payment Department, informing me that you are unable to pay a claim for diagnostic services performed on my wife, Lois Ketchum, at the Wycliffe Clinic/Department of Radiology and Oncology on April 15, because you do not have a referral from my primary care physician for those services. I do not need a referral for these services, and Alpha-Omega's own Contract Holder Group Agreement, a legally binding contract, specifies this.

The diagnostic service my wife had performed last month was a hysterosalpingogram (HSG). If you will reference your own Infertility Services Agreement, effective January 1, 20XX, you will see that the hysterosalpingogram is a procedure that is covered by your company without a referral. In case you do not have ready access to your own legal documents, I have enclosed a copy of this contract and have highlighted the pertinent information for your ease. You will kindly note that the HSG test, item number D.6 on your Infertility Services Agreement, does not need a referral if diagnostic services are performed by a participating provider. Dr. Carpenter at Wycliffe Clinic is such a provider, and her office did perform the HSG for diagnosis only.

Pardon my writing at such length, but my wife and I are increasingly frustrated with your company. We have been exceedingly conscientious about following your insurance agreements and referral procedures. My wife has spoken to many representatives in your member services departments in an attempt to find out precisely what benefits we were entitled to receive. When those staff members were unable to assist her, she spoke to supervisors in an effort to get a copy of your coverage contracts. On several separate occasions, she was told that either no such document existed, or that she could not receive a copy of it. Finally, a supervisor sent her a copy of the coverage contract. We have not had any services performed that are not listed under the Direct Access Specialist Benefits section, and the only services we have had performed were for diagnostic purposes only. We understand that treatment of infertility is a separate issue from diagnosis, and that certain treatment procedures are not covered by your company. Alpha-Omega does not seem to understand its own policies, and we have had to pay the price in lost time, mounting aggravation, and emotional duress.

You can rest assured that we will be changing our insurance company as soon as humanly possible; I would not recommend Alpha-Omega to anyone unless I had a personal vendetta against them. We will also be filing a formal complaint with our state's Commissioner of Insurance.

Infertility is an emotionally draining and sensitive medical problem. Alpha-Omega's involvement in this process has been marked by incompetence, insensitivity, and misinformation, and has made a difficult time more troubling. Shame on you.

Harry Ketchum
ID# BBC6D3LA

3 Enclosures

Apology Letters

Sample Letters 7.10 through 7.19 are all examples of letters of apology.

Sample Letter 7.10 is a general letter of apology written to express regrets over a problem caused to a customer. Because of the general nature of this letter, it is easily tailored to any situation where a letter of apology is needed.

Sample Letter 7.11 was written to express apologies about an employee's rudeness. The letter writer acknowledges the customer's complaint, apologizes for the treatment he received, stresses that it does not reflect the typical quality of service of the company, indicates the rude employee has been reprimanded, and closes by again apologizing for the inconvenience.

Sample Letter 7.12 is an apology for a product defect. The letter writer expresses regrets over the customer's having had to return the product, but assures him that the product will be repaired or replaced to the customer's satisfaction. The writer continues by mentioning the outstanding reputation of the particular product and extends an offer of assistance if there are any other questions.

Sample Letter 7.13 was written to apologize for damaged goods that a customer received. The author acknowledges that the company was clearly in the wrong but manages to salvage both the company's business reputation, by mentioning that this kind of incident is unprecedented, and the customer relationship, by offering to replace the damaged goods free of charge.

Sample Letter 7.14 was written to apologize for a delayed shipment. The letter writer tells the customer when she can expect the product and then explains what caused the delay. He continues to apologize for the inconvenience and explains that the company has taken an extra effort to get the replacement shipment there on time.

Sample Letter 7.10. General letter of apology.

[date]

Mr. Harold T. Harigold
56 Yorkshire Terrace
Columbus, MI 48029

Dear Mr. Harigold:

Please accept our deep and sincere apologies. On behalf of the Hoodle Company, I wish to express our regrets and assure you that all efforts have been made to rectify your situation.

Please call or write me personally if you have any further questions or comments about this situation. Thank you for your kind understanding.

Sincerely yours,

James Elwood
Customer Service Manager

je/jl

Sample Letter 7.11. Letter apologizing for employee's rudeness.

[date]

Mr. Zach Rendell
56 Biscayne Drive
Florina, FL 32008

Dear Mr. Rendell:

I am writing in response to your letter of May 15, 20X8, in which you described your frustrations in dealing with one of our employees.

I apologize for the treatment you received and want to assure you that it does not reflect the quality of service we strive to maintain. I have spoken with the employee and am confident this will not occur again.

Please accept my apology. We appreciate your business and look forward to continuing our relationship in the future.

Sincerely,

Barbara T. Blazen
Customer Service Manager

BTB:jk

Sample Letter 7.12. Letter apologizing for product defect.

[date]

Mr. Harold P. Winkle
67 Yorkey Place
Fenway, NE 68012

Dear Mr. Winkle:

We regret that you had to return the stereo system you purchased from our Sherman Oaks store because of a defect. We assure you that your system will be repaired or replaced as soon as possible.

The Z-186X system is one of the finest available, and the Z Company one of the most reputable and quality conscious. The Hoodle Company stands behind these products and will take whatever steps are necessary to guarantee your satisfaction with this product.

Please call my office if you have any further questions about this problem.

Sincerely,

James Elwood
Customer Service Manager

JE/jl

Sample Letter 7.13. Letter apologizing for damaged goods.

[date]

Mr. James Matz
164 Myrtle Street
Kensington, London
England W8 6QT

Dear Mr. Matz:

We just received your letter, dated May 19, regarding the two defective picnic tables that were delivered to your home. Please accept our most sincere apology.

I can assure you that in eight years of business, this is our first notice of a damaged order. The majority of our products ship to residents of the domestic United States. And, of course, with an international order, we try to take special precautions with shipping. However, as we now know, the unexpected can occur.

We have already shipped two replacement tables, with the hope that these will be delivered in perfect condition. We will not charge you for the shipping. Thank you for purchasing your new cedar picnic tables from our company.

Yours very truly,

David Bleumeyer
President

Sample Letter 7.14. Apology for delayed shipment.

[date]

Ms. Carol P. Hunneycutt
Haskins, Haskins & Sony, Inc.
34 Radcliff Road
Cambridge, KY 40013

Dear Ms. Hunneycutt:

I have seen to it that the computer tables you ordered from us on May 1 have been loaded on our truck. The shipment should arrive in Cambridge by Thursday of this week.

After receiving your letter of May 15, I checked our warehouse and found that the original shipment of computer tables was mistakenly returned to us. I apologize for the error and hope that this replacement shipment will reach you in time to meet your needs.

Ms. Hunneycutt, I realize that we cannot make up for the inconvenience the delivery mishap caused you. I hope that this rush shipment will make up for some of it.

Please call me if you have any questions or problems. Again, sorry for the delay.

Best regards,

Armand L. Newport
Vice President

aln/jls

Sample Letter 7.15 was written to apologize for a delay in responding to a request for service. The writer explains the reasons for the delay and promises to service the customer by a specific date. In closing, the writer attempts to interest the customer in a sales plan that might prevent this type of service delay from happening in the future. The close is upbeat and promising.

Sample Letter 7.15. Letter apologizing for service delay.

[date]

Mr. Ed Sharp
215 Kilgo Circle
East Topeka, GA 30077

Dear Mr. Sharp:

Our company recently received your letter asking for service for your outdoor safety lighting system, the OpticLight Millennium System, and I write to apologize for our delay in responding to your request. Frankly, the holiday season is a busy one for those of us in the lighting business, and this season was made worse by the resignations of two key lighting technicians.

However, we have hired new personnel, and within the next three weeks we will be sending out a team to inspect and refurbish your bulbs, wiring, alarm system, and motion detectors. I hope that this will meet your safety needs.

According to your consumer history with us, you have been purchasing OpticLight products for more than two years now. Could I interest you in the Platinum Protection Plan? This plan is our top-of-the-line service plan, and it would ensure regular and timely service of all OpticLight products, written reminders of key dates in your service calendar, discounts on installation of new equipment, and an extended warranty on any lights in our new Millennium Line, all for one fixed price. I have included a promotional pamphlet on the Platinum Protection Plan for your convenience.

Thank you for your patience, and we will see you within three weeks.

Sincerely,

Anne Michaels
Service Supervisor

Encl.

Sample Letter 7.16 was written to a customer who was overcharged after she returned a product. The letter writer takes full responsibility and tries to keep the letter's tone friendly by explaining her company's fallibility.

Sample Letter 7.17 is a short, direct apology for a billing error. The letter writer explains that he's enclosed a copy of the corrected bill and hopes that the customer was not too inconvenienced by the mistake. It's short and to the point and gives the customer the results he wanted.

Sample Letter 7.16. Letter apologizing to a customer for an overcharge.

[date]

Ms. Lisa Tarry
Purchasing Director
Savin Hill Couriers
186 Grampian Way
Newtonville, WA 98909

Dear Ms. Tarry:

We like to think of ourselves as flawless when it comes to customer billing and service. But, as you point out in your letter of March 14 citing discrepancies in your bill, we have made an error in how much we owed you for return of merchandise.

Please forgive us. Even with our state-of-the-art customer billing software, it seems we are still fallible. I have spoken to the appropriate people, who have assured me that they've discovered the underlying problem and corrected it. Regardless, the mistake is inexcusable and I will do everything I can to make sure it doesn't happen again.

I am enclosing a check for the amount we owe you. Should you have any problems or need any service in the future, please do not hesitate to call on me.

Sincerely,

Toni Wel
Account Manager

Encl.

Sample Letter 7.17. Letter apologizing to a customer for incorrect billing.

[date]

Mr. Henry Kramer
43 Douglass Road
Far Hills, OR 97024

Dear Mr. Kramer:

I've enclosed a corrected statement of your account with us. I am truly sorry about the incorrect charges that appeared on your bill.

We do our best to ensure the accuracy of all of our accounts by double-checking all of them, but somehow we still make mistakes from time to time. I hope our error did not cause you too much trouble. We value your business and look forward to serving you flawlessly in the future.

Sincerely,

Uri Amherst
Customer Service Manager

Enc.

Sample Letter 7.18 was written to apologize for a billing error. The author quickly gets to the point and then clearly states the steps he is taking to resolve the problem. In addition to applying a credit to the customer's account, the author encloses a revised and corrected invoice for the customer's records, before closing with his contact information for further assistance.

Sample Letter 7.18. Letter apologizing for billing error.

[date]

Mr. James White
White & Sons Hardware, Inc.
1581 Leabrook Lane
Naperville, IL 60038

Dear Mr. White:

As per your request, I have reviewed the White & Sons Hardware account. According to our records, the correct cost of three hundred Slam Bam titanium hammers is \$2,975.00.

Thank you very much for contacting me about this error. We certainly apologize for any inconvenience, and we have already credited to your account \$326.00. In addition, enclosed with this letter is an updated and accurate invoice.

We appreciate your continued business and look forward to working with you in the future. If you have any questions or concerns about this matter, please don't hesitate to call me. My telephone number is 404-876-5415.

Sincerely,

Jacob Coleman
Accounts Payable Representative

encl.

Sample Letter 7.19 was written to inform a customer of an item's unavailability. The tone is apologetic. The author concludes by refunding the customer's payment and by enclosing a current catalog to encourage future purchases.

Sample Letter 7.19. Letter apologizing for out-of-stock product.

[date]

Ms. Henrietta Packard
1103 Ramona Drive
San Pedro, TX 75609

Dear Ms. Packard:

We recently received your order number 110-2680-3 for a Collector's Edition Mixed Exotic Nuts Gift Tin, advertised in our winter catalog for \$32.95 for the five-pound size.

I regret to inform you that the item you ordered is no longer in stock. There was high demand for this product and we sold our entire stock quickly. Your order, which arrived April 27, was not placed in time to secure the Gift Tin.

Enclosed is your check, uncashed, and a copy of our summer catalog. I hope that this updated catalog will contain something that interests you. If so, please don't delay—order now! We appreciate your business and look forward to serving you in the future.

Sincerely,

Mac D'Amia
Customer Service Representative

2 encs.

Letter Acknowledging Order

Sample Letter 7.20 was written to acknowledge an order and explain how it will be shipped. The letter writer clearly explains how much of the order is being shipped and how much has been back-ordered, and thanks the customer for his business.

Sample Letter 7.20. Letter acknowledging an order.

[date]

Mr. Simon Legyern
Legyern Cabinetmakers, Inc.
45 Merrimac Trail
Williamsburg, CO 80045

Dear Mr. Legyern:

Thank you for your order of 12 cases of wood glue from our company. The invoice for \$288 is enclosed.

A portion of your order—8 cases—was shipped out this morning and should reach you within 10 days. We regret that to fill your order, we depleted our stock and must order the remainder of the glue from the manufacturer. You should receive the remainder of your order within 2 weeks. We apologize for the delay, but as a result of a special bulk rate we offered on this particular type of glue, we sold much more than we had anticipated. We are, of course, offering you the same savings that were featured in the sale.

Thanks for your order. We look forward to doing more business with you in the future.

Sincerely,

Kate Narconi

kn/js

enc.

Letters Correcting Wrong Shipment

Sample Letters 7.21 and 7.22 were written following incorrect product shipments. In Sample Letter 7.21, the letter writer immediately explains that the correct product is being shipped by express. He apologizes for the error and asks the customer to return the incorrect product at his convenience and at the company's expense. Sample Letter 7.22 is a variation on that theme.

Sample Letter 7.21. Letter correcting shipment of wrong merchandise.

[date]

Mr. Robert R. Noren
Big Bank School
56 Teller Place
Island, HI 96700

Dear Mr. Noren:

We've shipped two cases of The Commercial Accounts Kit to you by overnight express mail. These forms will replace the shipment of The Retail Accounts Kit we sent you by mistake.

We apologize for the error we made in shipment. Your order for two cases of the forms was clear in stating the amount, title, and date on which you needed the forms for use in teaching your commercial accounts seminar on January 5, 20X3.

I am pleased that the correct forms will arrive in time for you to use in your seminar. When you have time, will you send The Retail Accounts Kits back to us? We will, of course, pay for the shipping charges, and have enclosed a shipping label that will bill directly to our company's account.

Again, I apologize for any inconvenience we may have caused. I hope this year's sessions go well.

Sincerely,

Merlin L. Nesgas

mIn/jls

Enc.

Sample Letter 7.22. Letter apologizing for an incorrect shipment.

[date]

Mr. Robert Johnson
Hazelnut Books
P.O. Box 3452
Soul, MT 59005

Invoice #15248

Dear Mr. Johnson:

What can I say? We made a mistake in refusing to accept the carton of books you returned to us that we had indeed incorrectly shipped to you in the first place. I can understand your frustration with us and I apologize for the inconvenience we've caused you.

Please return the carton of books to us once again and I will personally see that you are credited for the returned books and reimbursed for all of the shipping charges you incurred.

Again, please accept our apology for the mishap. We value your business and look forward to many more years of a fruitful relationship.

Sincerely,

Dave Iberia
Customer Service Manager

Product or Service Information Letters

Sample Letters 7.23 through 7.26 are examples of product or service information letters.

Sample Letter 7.23 was written in response to a customer's request for a duplicate copy of his charge account records. The letter writer explains that he has enclosed the copies and offers any help he may be able to give to the customer.

Sample Letter 7.24 informs the customer that the entire amount of product he ordered is not in stock and that partial payment is being returned.

Sample Letter 7.25 was written to inform the customer that the product offered is out of stock, but the letter writer suggests a substitute for the desired product. The writer explains that the substitute has been used by many others who also use the primary choice product. He asks that the customer let him know if she'd like the substitute product in place of the original order.

Sample Letter 7.26 was written to inform a customer about the reasons for the damage to a shipment of products the company made to the customer. The letter writer takes the blame for the damage to the shipment, offers a solution to the problem, and thanks the customer for his patience.

Sample Letter 7.23. Letter responding to customer's request for information.

[date]

A-354-29

Mr. Alexander Campbell
Authentic Bagels Company
14 Pendleton Road
Scots, PA 15012

Dear Mr. Campbell:

The records you requested are enclosed. Because of the technical difficulties we have in processing microfilm, I am unable to provide better quality copies.

I am sorry for any inconvenience this may cause. If I can be of any further assistance, please call me or another customer service representative on our toll-free number, 800-555-4444.

Sincerely,

Ambrose Kemper
Customer Service Representative

jls

Enclosure

Sample Letter 7.24. Letter informing customer item is out of stock.

[date]

Mr. Jackie Mustang
Whist, Inc.
98 Primiano Place
Rockefeller, MA 02234

Dear Mr. Mustang:

I hope your shipment of garland arrived in good shape. Since we did not have the full quantity you ordered, I am enclosing a check for \$8.76 to cover the difference.

I'm looking forward to seeing you in November at the dealer's show in Penob City.

Yours truly,

Kate Peterson

kp/jb

enc.

Sample Letter 7.25. Letter suggesting substitute for an out-of-stock item.

[date]

Ms. Alicia T. Hansdale
67 Utica Road
Ithaca, CT 06045

Dear Ms. Hansdale:

Thank you for your recent order for 500 Acmeplus 320 thumb drives. Unfortunately, that item is out of stock.

In the past, many of our customers have used our All-Star 782 thumb drives in place of Acmeplus 320s, and have found them completely satisfactory.

I would be happy to send you the All-Star thumb drives on a no-risk trial basis. If you don't find them completely to your liking, simply return the unused thumb drives and we will refund your money.

Please let me know if you would like to try the All-Star product. If you do, I'll ship them out immediately.

Thank you for your order. I look forward to hearing from you.

Sincerely,

Mark E. Mathews
Account Representative

mem/jk

Sample Letter 7.26. Letter apologizing for damaged shipment.

[date]

Mr. Alan T. Quizone
Back Bay Secretarial Services, Inc.
306 Dartmouth Street
Trenton, PA 15043

Dear Mr. Quizone:

After receiving your letter today, I instructed my warehouse foreman to load a new shipment of computer tables onto one of our trucks to be sent to you. You should have the tables by the time this letter reaches you.

The damage to the first batch of computer tables was almost undoubtedly the result of the poor handling it received from the shipping service we used. We will arrange to pick up the damaged tables from your office at a time that is convenient for you.

I apologize for the inconvenience this matter has caused you. I am sure that the computer tables you receive on the second go-round will meet with your approval.

Thank you for your patience.

Sincerely,

Oscar E. Renter
Account Executive

oer/mln

Thank-You Letters to Customers

Sample Letters 7.27 through 7.31 were all written to thank customers. Sample Letter 7.27 was written to thank a customer for a testimonial about a company's products. Sample Letter 7.28 thanks a customer for a referral to a prospective customer. Sample Letter 7.29 thanks a customer for supporting a new business. Sample Letter 7.30 thanks a customer for continued business support. Sample Letter 7.31 thanks a customer for repeat business.

All of the letters express sincere thanks to the customer for a different reason. But in each, the letter writer lets the customer know how important the customer is to the company. Thank-you letters to loyal customers can go a long way in ensuring that their loyalty will continue for some time to come.

Sample Letter 7.27. Letter thanking customer for a testimonial.

[date]

Ms. Nancy Lang
Business Enterprise College
186-A Storming Hill Road
Grampian, PA 15056

Dear Ms. Lang:

Thank you very much for the kind words you said about Andoris Company. Your testimonial lets us know that we are doing something right and that our customers appreciate it.

Rarely does someone take the time to write us about the good job she thinks we are doing. We appreciate the time you took to express your pleasure.

I am glad that the software that we sold you fits the bill perfectly for your work on account management. We think the software is among the best—if not *the* best—easy-to-use software available today for account management.

Thanks again for your kind words. If we can be of help in the future, we'd consider it a pleasure to serve you.

Sincerely,

Manuel L. Narciega
President

MLN:jls

Sample Letter 7.28. Letter thanking customer for a referral.

[date]

Mr. Jeffrey R. Krauss
Krauss Associates
25 Huntington Avenue, Suite 408
Boonton, NJ 07005

Dear Mr. Krauss:

Thanks for referring me to Kate Paul, who you thought might be in need of insurance planning. I called on Kate last Wednesday and enjoyed meeting with her and her partner at Kate Paul & Helen Louise Enterprises, Ltd.

You were quite correct in assessing Kate's insurance situation. I am sure my firm can meet her insurance needs and help her plan for the future.

Thank you for calling Kate ahead of time to let her know I'd be calling on her. She told me how positive you were about my services. That endorsement from you was a tremendous boost to my credibility before I even walked in the door.

Thanks again for the referral and your kind words.

Sincerely,

Greg B. Luzinski
Principal

gbl:jlh

Sample Letter 7.29. Letter expressing appreciation for support.

[date]

Mr. Edward J. Cole
Baning Consulting Group
301 Morlan Road
Bethany, WV 26032

Dear Mr. Cole:

The time has simply flown by, but on July 31, Parpubris Company will celebrate five years in business. We're proud of the office equipment and office design services we've provided and the reception we've received in the marketplace, all in five short years.

Much of the credit for our success has resulted from the support of loyal customers like you who have consistently come back to us to place orders. It's friends like you who have put Parpubris on the map as the supplier of office equipment and design services to businesses throughout the tri-state area.

Thank you for your support over the last five years. We plan to continue to provide the products and services that have satisfied you in the past. We look forward to a prosperous future made possible by customers who've stuck with Parpubris since our beginnings.

Thanks again.

Best regards,

Mary L. Neals
President

mIn/jls

Sample Letter 7.30. Letter thanking new customer for business.

[date]

Mr. Dave Wallace
Parthenon Products
45 Allenton Road
Washington, D.C. 20001

Dear Dave:

I wanted to let you know how much we at NES Products, Inc., appreciate your business and the opportunity to be able to serve you. I hope that this is the beginning of a long and beneficial relationship for both you and NES Products.

If there is anything I can do for you and Parthenon, please give me a call. When you're in the area, make sure to drop in and say hello.

Sincerely,

David St. Simon
Sales Representative

dss/mn

Sample Letter 7.31. Letter thanking customer for repeat business.

[date]

Ms. Rachel Victoria
39 Tide Place, Suite 654
Boonton, NJ 07005

Dear Ms. Victoria:

I wanted to take the time to thank you for your repeat business. I want to make sure that you know how high a value we at Graham Products place on our relationship.

We are trying to do a good job for you and will always welcome your suggestions. If you like our service and products and the way we do business, we hope you will recommend us to your friends and acquaintances. If not, we hope that you will tell us why.

Please feel free to call upon us whenever we can be of service. We want you to feel that Graham Products is always responsive and eager to give you the best service and products in the business.

Yours very truly,

Miles Cannon
President

mc/mn

Letter to Lapsed Customer

Sample Letter 7.32 was written to a customer who had not visited the company for some time. Nowadays it's easy to keep track of customers and their buying habits. This comes in handy, particularly in service businesses where regular visits (for example, automotive tune-up or accounting services) are common. The letter writer here gives the customer an easy method of responding to the query.

Sample Letter 7.32. Letter to customer inquiring about customer's absence.

[date]

Mr. Albert Dowlin
45 State Road
Prime, RI 02805

Dear Mr. Dowlin:

It's been some time since you've visited us for service here at Palmer Automotive Guys. We hope it was nothing we did that is keeping you from bringing your car in for regular service. If it is because of something we did, please let us know and we'll try to make it up to you.

Please fill out and mail back to us the postage-paid customer feedback card I've enclosed. If you've got specific gripes or concerns about our service, I'll give your comments my immediate attention.

Sincerely,

Simon Alterone
Customer Service Manager

enc.

Pricing Letters

Sample Letters 7.33 through 7.35 all deal with pricing of products. All three letters clearly lay out the issues and leave little doubt in the customers' minds about how the company is planning to deal with these particular pricing questions.

Sample Letter 7.33 announces to a retail customer that the wholesaler will be raising its prices on goods. The letter includes a list of products and the percentage price increase to which they will be subjected.

While the primary purpose of Sample Letter 7.34 is to announce a freeze on price increases, the writer takes the opportunity to introduce several new products to a company's line. The letter serves not only as a customer service letter, but also as a sales letter.

Sample Letter 7.35 informs a customer that the product he desires is in stock and that quantity discounts on the merchandise are available. He asks the customer to let him know how much of the product he would like and how he would like it shipped.

Sample Letter 7.33. Letter informing customer of a price increase.

[date]

Mr. Paul Vanice
Vanice Camera Shop
96 Pauline Drive
Oshkosh, WI 53056

PRICE INCREASE ON BLACK-AND-WHITE PHOTOGRAPHY PRODUCTS

Mr. Vanice, effective February 26, 20X2, we will be raising prices on black-and-white products by the following percentages:

PAN F, FP4, HP5, PAN films all types	3.6%
XP-1 film except 36 exposure	3.6%
XP-1 film 35mm, 36 exposure	12.0%
Bornesprint paper	5.0%
Bornesobrom paper	8.0%
Multigrade II, Multigrade FB, Bornespeed papers	4.0%
All liquid chemicals	3.5%

We are happy to announce that all film and paper powder chemicals will be significantly reduced in price. Watch your price list for details. New catalog pages will be

mailed to you before February 26.

We at Bornes Photo Corporation would like to thank you for your past support and wish you continued success this year.

MAURY SIMONS
VICE PRESIDENT, MARKETING

MS/js

Sample Letter 7.34. Letter notifying customer that prices will not be raised.

[date]

Ms. Zoe Jeffries
Laramy Equipment Company
34 Main Street
Apriori, UT 84003

Dear Ms. Jeffries:

Just a quick note to send you the 20X5 Extendacord price list. Please note that we have held last year's prices. We will continue to do so for as long as possible.

Extendacord, Inc., has a new look and several new cords and covers for home appliances. We have redesigned the fold-a-way cord, wrap-a-round cord, and retractable cord. Three new additions to our line of appliance covers are the Heatshield 1000, the ProTouch, and the Keepitwarm Mit. We have also enhanced the entire Extendacord look with colorful accents on all of our products.

You can see all of this for yourself in the enclosed Extendacord catalog or during the February Home Appliance Show in Salt Lake City. Come visit us in booth B-444.

See you in Salt Lake City.

Cordially,

Keye Quinn
National Sales Manager

kq/mn

encs.

Sample Letter 7.35. Letter informing customer about volume discount.

[date]

Mr. Ambrose Kemper
Kemper Construction Company
Box 8765
Encino, AR 71665

Dear Mr. Kemper:

Thank you for your inquiry about our drywall products. We do have drywall in stock. It can be shipped from here or directly from Little Rock. The cost per sheet is \$39 plus \$20 for crating. If you order 40 sheets or more, the price will be less.

I understand that you are interested in buying 15 sheets. Delivery time for an order of this size usually averages two to three days. I should also mention that Washington Freight System does allow a 50% discount on freight charges. This is a considerable savings. The cost to ship 15 sheets would be approximately \$207.50 less 50%, or \$103.75.

Once you decide how much drywall you need and how you'd like it shipped, please get in touch with me. We look forward to filling your order.

Yours truly,

Max Martinson
Vice President

mm/sf

Change-in-Location Letters

Sample Letter 7.36 was written to inform customers of a change in location of repair services. The letter clearly and briefly gives the customer the information she needs to continue to use the services.

Sample Letter 7.36. Notice of change in location.

[date]

Ms. Zelda Jeffries
Laramy Equipment Company
34 Main Street
Apriori, NJ 07036

Subject: New National Service Update

Dear Ms. Jeffries:

We are pleased to announce that as a result of our recent expansion into our new facilities in Boonton, New Jersey, we are now performing all repairs of household appliance products sent directly to New National at the following two locations:

New National Corporation
312 West Main Street
Boonton, NJ 07005
ATTN: Appliance service

New National Corporation
43 Lorraine Terrace
Far Way, NJ 07072
ATTN: Appliance service

The only exceptions to this policy are discontinued products for which parts are no longer available. If we receive an appliance that we are unable to repair due to lack of parts, we will return it to you unrepaired, at no charge.

An estimate of repair costs will continue to be sent to you for approval prior to the start of any repair. To save repair time, preapprovals will be honored if a letter of authorization accompanies the product.

Thank you for your cooperation and support. We remain committed to providing you with the finest service available.

Cordially,

Martin North
Director of Operations

mn/lh

When a business location closes, it's often good to let existing customers know of the closure, partly out of courtesy and partly to let them know if another branch is available at which they can shop. Sample Letter 7.37 accomplishes both tasks by being direct with the reader while also being clear in how much the recipient's patronage has been appreciated.

Sample Letter 7.37. Letter notifying customer that store will be closing.

[date]

Mrs. Vivian Basket
456 Fascinating Lane
Cambridge, GA 30087

Dear Mrs. Basket:

We are sorry to let you know that the Bayonne Tramlaw Store will be closing on Tuesday, September 11.

We value your business and hope that the closing of this branch will not diminish your loyalty to our company. Our Denville location, just 8 miles away, remains open and thriving. We hope that we will be able to count you among the customers at that branch.

Thank you for continuing to shop with us. We trust that we will be able to count you among our customers for years to come.

Sincerely,

Lynda Less
Vice President, Customer Service

ll/zr

Project Status Letters

Sample Letters 7.38 through 7.41 all involve questions of project status.

Sample Letter 7.38 requests a response to a project proposal. It is a brief letter written as a follow-up to a phone conversation. The letter writer gives the reader a cutoff date by which she would like to have a response and explains why time is of the essence.

Sample Letter 7.39 was written to inform a client about the status of services provided to the client. The letter writer clearly details all of the work she has done for the client and asks the client to indicate whether or not he is pleased with the results.

Sample Letter 7.40 informs a client about the status of contracts that were to be sent him. Because the letter writer is taking longer than she thought she would have to in ironing out the details of the contracts, she sent this letter to assure the client the matter is under control.

In Sample Letter 7.41, the letter writer quickly lists some of the work done to date on the client's account, and asks for a reaction to the work done.

Sample Letter 7.38. Letter asking for response to project proposal.

[date]

Ms. Nancy Kenworthy
56 Yount Street
Berkeley, CA 90021

Dear Ms. Kenworthy:

It was good to speak with you earlier today. Sheila Morlan and I are eager to go forward with the screenplay of *The Man Who Lived in the Adirondacks*. Therefore, I must ask that I hear from you within the next three weeks—no later than Monday, November 24—about any possible revisions to the agreements I sent you. If we have not heard from you by then, I would like all of Sheila's materials returned to me so that we can pursue our own efforts.

Nancy, considering the amount of time that has passed on this project, I'm sure that you understand our concern. I look forward to hearing from you and getting the agreements signed very soon.

Best regards,

Pamela Yale

py/ph

cc: Sheila Morlan

Sample Letter 7.39. Letter to client about status of project—
services rendered to date.

[date]

Mr. George Dendins
Dendrios Fish House
1966 Jim Lewis Drive
Boonton, NJ 07005

Dear Mr. Dendins:

I spoke with Alan Prestige, a freelance writer for *The Daily Mail*, and sent him the materials he needed to do a review. He planned to eat at Dendrios Fish House last night.

Let me tell you about the other things I did for Dendrios Fish House in July. I have, on a number of occasions, spoken to Regina Wheaton, food critic for *The Blaze*, about your expansion plans. Simon Grimes interviewed Deena Dendrios for the October issue of *Boonton* magazine. Although the restaurant may not be mentioned in that story, this is a good way to introduce Simon to Dendrios. He works in the features department, which is responsible for the annual “Best and Worst” listings. The other day I spoke with Marvin Allens about a story he’s doing for *The Daily Mail* in September. It’s a guide to restaurants in the Boonton area. Dendrios will be included.

I’ll keep you posted on my progress with all of these people.

You mentioned the menu award Dendrios received. I would be glad to send out a release with accompanying sample menus to the local press and national trades. Information must be timely and salient to even stand a chance of getting publicity. Let me know the details as soon as possible.

I know you were disappointed about not being anointed as Boonton’s best fish house in July’s *Boonton* magazine. I was too. All I can say is: I know you’ll be around for a long time to come. Your day will come; I’m sure.

I believe that covers the work we've done to date. I think my time was well spent. Quite a bit was accomplished in this past month. The results of it all will come later.

Let me know if you are pleased with our work so far. I look forward to hearing from you.

Sincerely yours,

Mary Nilthanson
Account Executive

mn/js

Sample Letter 7.40. Letter to client about status of project—
pending contracts.

[date]

Mr. James Louis
312 Lathrop Avenue
Boonton, NJ 07005

Dear Mr. Louis:

I just wanted to let you know that the changes I am requesting in your new contract with Doris Corporation are more extensive than I had expected, and that it will take a bit longer than I predicted to get them down to you for your signing. I'm finishing up negotiations with Zoe North now, though, so it shouldn't be too much longer.

Thanks for your patience.

Best regards,

Beverly J. Carlson

bjc/ejc

Sample Letter 7.41. Letter about status of project, including samples of work to date.

[date]

Mr. Zack Romance
Romance & Romance, CPAs
54 Quickness Drive
Encino, WA 98045

Dear Mr. Romance:

We're off to a good start. I've enclosed some of the things we've been working on. Please look them over and give us your feedback. Here's what's enclosed:

- Samples of sales materials, including rough sketches for brochures and collateral material
- Marketing program memorandum—a draft of a memo that will come from you and Jim about marketing plans for the company and the employees' role
- AICPA release—for your approval, then for release to the local and trade press
- Biographical information sheet—for employees to fill out to aid our internal publicity program

I met with Alice Glipstein from your office this morning. I am assigning her the duties you and I had previously discussed, such as preparing your information package and serving as a marketing/publicity liaison.

I look forward to hearing your reaction to the status of our work so far.

Sincerely yours,

Melvin Nierce

mn/js

encs.

Product-Handling Letter

Sample Letter 7.42 was written to a customer informing him of proper handling procedures for a company product. The letter writer clearly states the purpose of the letter, instructs the reader that the information on handling is enclosed, and asks that it be passed on to the appropriate person within the firm.

Sample Letter 7.42. Letter giving handling procedures for product.

[date]

Mr. Loren Ray, Director
Humana, Humana & Kramden
45 Eufala Drive
Huntington, MA 02245

Dear Mr. Ray:

Enclosed is a material safety data sheet for propane gas that we supply to all of our customers. This information is part of our program to provide you with the health, safety, and environmental protection information that is necessary for the safe handling of propane.

Please direct this information to the person in your firm responsible for health and safety matters as well as to all employees handling propane. If additional material safety data sheets are required, or if you have any questions about the safe handling of our product, please call me at 323-555-7654.

Thank you very much for your business.

Sincerely,

O. C. Dillard
Operations Engineer

ocd/rgj

Enclosure

Letters Announcing Personnel Changes

When personnel changes will directly affect a working business relationship, clear communication in advance of the change goes a long way toward maintaining a smooth transition. Sample Letter 7.43 is from a supervisor to a client. It is direct, encouraging, and brief, and introduces not only the new account representative but also the idea that the new rep will write to introduce himself.

Sample Letter 7.43. Letter introducing a new account representative (from supervisor).

[date]

Lucas Evans, President
Gym-Tastic Exercise
1500 Venice Boulevard
Laguna, CA 30043

Dear Mr. Evans:

As you know, your current account representative, Olga Kolesnikov, has decided to leave us here at Top Flyte to pursue her dream of working at the circus. As of July 1, the representative handling Gym-Tastic Exercise's account will be Ellis Mannon.

Mr. Mannon has been with Top Flyte for six years, and served as Olga's mentor when she joined us. I know that you were pleased with her support and attention to detail; I am sure that you will be equally satisfied with Mr. Mannon's oversight of Gym-Tastic's account.

Mr. Mannon will be writing to you personally to introduce himself. Rest assured that the transition between account managers will be seamless. You can expect the same high level of care and dedication from him that you got from Olga.

Very truly yours,

Christopher P. Dugan
Vice-President of Sales

CPD/bjc

Sample Letter 7.44 is a follow-up from the supervisor's letter of introduction. The fact that Mr. Mannon followed up on Mr. Dugan's letter is itself a reassuring gesture to the potentially anxious client. The tone of the letter is confident and enthusiastic: the writer's goal is to present himself as competent and supportive. While it's appropriate for the writer to include some details about his background and qualifications, it's not necessary to reproduce a complete résumé in this context.

Sample Letter 7.44. Letter introducing a new account representative (from new representative).

[date]

Lucas Evans, President
Gym-Tastic Exercise
1500 Venice Boulevard
Laguna, CA 90043

Dear Mr. Evans:

My supervisor, Chris Dugan, recently wrote to inform you that I will be managing Gym-Tastic Exercise's account as of July 1, 20X8. I am eager to begin working with Gym-Tastic, and have already held extensive debriefings with Olga Kolesnikov, your current account representative, to learn the ins and outs of your company in order to support you as fully as possible. Although I know you enjoyed an excellent working relationship with Olga, I am confident that I can provide a comparable level of support.

I have extensive experience in the exercise industry, working my way up from floor trainer at the Dumbbell's chain of gyms in Stockton, California, to Director of Marketing and Research for Bounceback Latex Industries. In addition to a B.A. in Exercise Physiology from U.C.L.A., I earned my M.B.A. from Stanford with a focus on Small Business Management. My experiences on the gym floor and in the classroom have provided me with both a practical and a theoretical understanding of your industry.

After working at Bounceback for seven years, I was hired by Top Flyte in 20X2. I left Bounceback, where I held an executive position, for Top Flyte, where I have been in Sales for the last six years, because Top Flyte affords me the opportunity to work with small businesses like yours more directly. Olga has told me great things about you and your company, and I know that we will work well together to meet Gym-Tastic's needs.

I will call you this week in order to set up a meeting to review your company's existing account, your goals for Gym-Tastic, and my thoughts on how I can best help you achieve your vision. If you have any questions or concerns in the meantime, please give me a call at (310) 555-1331.

Sincerely,

Ellis Mannon
Account Representative

Subscription Response Letters

Sample Letters 7.45 through 7.49 were written in response to subscriber inquiries. Whether the letter writer is addressing a complaint or a positive inquiry, the writer treats each subscriber with courtesy, providing all of them with the information they need.

Sample Letter 7.45 was written to respond to a subscriber who wanted to know why a renewal notice was sent out so early in his subscription period. The letter writer acknowledges the question and clearly spells out the publication's policy on renewal notices.

In Sample Letter 7.46, a subscriber is offered either a refund or an extension to make up for an overpayment.

Sample Letter 7.47 was written to a customer to respond to an inquiry about back-issue sales. The letter writer clearly spells out the pricing structure for back issues and informs the reader that some issues will be facsimile copies, not originals. By explaining this to the reader, she diminishes the chances of a disappointed customer.

Sample Letter 7.48 was written in response to a subscriber inquiry about why a refund for a cancelled subscription has taken so long to be sent. The letter writer explains the holdup, apologizes for the delay, and assures the reader he will expedite the refund.

Sample Letter 7.45. Letter responding to question about subscription renewal notice.

[date]

Mr. John T. Larry
65 York Place
Plattsburgh, PA 15205

Dear Mr. Larry:

Thank you for your recent note about your renewal notice. The reason you received a renewal notice well before your expiration date is simple economics. Anyone in the subscription business learns two facts about renewals very quickly. First, the average subscriber needs several renewal notices before he or she actually resubscribes.

Second, renewal notices sent prior to the expiration of the current subscription are far more effective than those sent after expiration.

Putting these facts together results in a series of renewal notices beginning well before expiration to allow sufficient time between notices.

If you do not wish to renew in advance, you may wait until closer to your expiration. We will continue to send you notices.

Thank you for your interest in *Business Life*. We look forward to continuing to serve you.

Best regards,

Harriet Tibbits
Publisher

ht:js

Sample Letter 7.46. Letter notifying subscribers of a price decrease.

[date]

Mr. John R. Reynolds
67 Truscott Lane
Hudson, NJ 07010

Dear Mr. Reynolds:

Originally, we offered Parriston Company customers like you a subscription to *The Review* for \$87 a year. We have now reduced that price to \$75 per year. Therefore, we would like to offer you the opportunity to extend your subscription for an additional 6 months—6 extra issues at no charge.

If you prefer, we will send you a refund check for \$12. Simply check off the appropriate box on the enclosed questionnaire and mail it back to us in the enclosed postage-paid envelope.

Thank you for your interest in *The Review*. We look forward to continuing to serve you.

Yours truly,

Glenda Allen
Publisher

ga/js

encls.

Sample Letter 7.47. Letter responding to question about back issues.

[date]

Mr. Larry T. Lester
67 Farway Road
Bolovin, MS 39194

Dear Mr. Lester:

Thank you for your letter inquiring about back issues of *The Armchair Reader's Review*. We have a limited supply of back issues. The cost of back issues is \$7.00 per copy. With any order that exceeds 9 copies, this price is reduced to \$6.50 per copy.

If we have the issue in stock, we will send you the actual printed issue. We will mail facsimile copies of the issues, however, if we are out of stock. The same price will be charged for these copies. We want people to understand our back-issue policy, since some people would rather not receive a facsimile.

We have enclosed a postage-paid envelope for your convenience in mailing your check. We've also enclosed an index to help you decide which back issues you'd like to receive. We regret that we cannot bill you for any back issues. Therefore, please be sure to include payment.

We look forward to serving you.

Best regards,

Yvette Nelson
Publisher

yn/js

encs.

Sample Letter 7.48. Letter written in response to cancellation and refund query.

[date]

Ms. Letitia T. Ryan
56 Tyscott Road
Tucker, NH 03035

Dear Ms. Ryan:

We have sent your request for cancellation of your subscription to *The Review* to our subscription service department and have requested your refund from our accounting department. Both requests were forwarded on April 15, 20X6. Upon checking with our accounting department, however, we have found that your refund check is just now being processed.

Please accept our apologies. As soon as we receive your check from the accounting department, we will immediately forward it to you.

Sincerely,

John Nelson
Associate Publisher

JN:js

Sample Letter 7.49 was written to respond to a subscriber who claimed that he had never ordered the publication and so was cancelling his subscription. The letter writer expresses his concern over the reader's claim. He explains that a copy of the order card with the reader's signature is enclosed, and offers this as the reason the subscription was sent. The letter writer then offers to continue sending issues to the subscriber with no obligation until the first invoice, at which time the subscriber can cancel the subscription.

Sample Letter 7.49. Letter written as a follow-up to subscriber who cancelled saying he never ordered subscription.

[date]

Mr. Jack T. Wags
65 Yucaman Place, Apt. 5A
Boonton, NJ 07005

Dear Mr. Wags:

You recently returned an invoice for a year's subscription to *Home Life* marked "cancel." The reason given for the cancellation was that you had never subscribed.

I am writing you because I am concerned about our reputation. We are very proud of our long history of service to subscribers and do not want any misunderstanding to damage our standing with you. As you can see from the enclosed order card we received from you, we did have reason to believe you ordered a subscription. We are not in the practice of billing people for subscriptions without an order. Not only would that be ethically and legally wrong, it also would not make economic sense.

As a result, I have not cancelled your subscription. I will continue to send you copies of *Home Life*. If you still wish to cancel because you don't like the publication, you are under no obligation to pay for these copies. They are yours to keep. I am sending them so that if you do wish to continue your subscription, you won't miss any issues.

On the enclosed postage-paid card are spaces to check whether you would like to continue your subscription or still cancel it. Please check the appropriate space and return this card to me.

Thank you for considering *Home Life*.

Sincerely,

Alan Tempor
Publisher

AT:JS

Encl.

Letters to Stockholders

Sample Letters 7.50 through 7.61 were all written to stockholders or prospective stockholders. Sample Letter 7.50 was written to a prospective investor in the letter writer's company. He clearly states why he is writing and details just enough specifics on the company to get her to read the materials he's enclosed and to set up a meeting to talk about investing.

In Sample Letter 7.51 the writer acknowledges a new shareholder, to whom he is sending an annual report.

Sample Letter 7.52 was written to accompany a proxy statement. The letter writer explains the issues that will be covered at the company's annual meeting and urges the reader to complete and send in the proxy whether or not she attends the meeting.

Sample Letter 7.53 was written to announce an annual meeting to shareholders and to request the completion and return of the enclosed proxy statement. Sample Letter 7.54 was written as a follow-up to Sample Letter 7.53 to remind the shareholder to send in her proxy statement. In Sample Letter 7.55, the letter writer acknowledges receipt of the shareholder's proxy statement.

Sample Letter 7.56, in which the writer invites stockholders to the annual meeting, is a variation of the letter featured in Sample Letter 7.52.

Sample Letter 7.57 was written as a letter to accompany an annual report. The letter writer clearly explains that the annual report is enclosed, writes enthusiastically of the company, and encourages the reader to review the annual report and call the company with any questions. Sample Letter 7.58 is a shorter version of a cover letter for an annual report. It states simply that the annual report is enclosed, makes a brief positive remark about the company's status, and encourages the reader to follow up if he or she has questions.

Sample Letter 7.59 was written to accompany a balance sheet sent to stockholders. The letter clearly states what the balance sheet features and what it does not feature.

Sample Letter 7.60 was written to accompany an offering memorandum for stock. The letter writer clearly explains that she is enclosing the requested materials and tells the reader which forms to fill out and send back.

Sample Letter 7.61 is a letter of confidentiality sent to a client who is interested in acquiring a company. The letter clearly details its intent and instructs the reader on the appropriate procedure to take in completing the confidentiality agreement.

Sample Letter 7.50. Letter to prospective investor.

[date]

Ms. Yuuki Long
56 Forester Place
Miami, MI 48024

Dear Ms. Long:

I am president of Boonton Bagel Bakeries. David Palay suggested I get in touch with you about a unique opportunity to invest in our company.

We are a closely held private company. Our chief business is supplying bagels to restaurants and hotels throughout the Midwest. The demand for our product over the past five years has been tremendous. It continues to grow rapidly, which has resulted in a need for us to expand our bakery operations. We are looking for investors who can help us finance the facility expansion we need to meet demand.

My partner, Edmund Kohlberg, and I founded Boonton Bagel Bakeries five years ago. The company was built on the idea of providing the best bagel in the region at the best possible price. We've focused mostly on wholesale markets and have been very successful by providing customers with quality goods and reliable deliveries. I have enclosed a partial list of the various restaurants and hotels with whom we do business.

The demand for our bagels has grown, which means we either have to expand our bakeries or turn down orders. We decided that the most profitable way to expand our bakeries is to find investors. In addition to our customer list, I have enclosed our audited financial statements for the past five years as well as a copy of our business plan, which includes a profile of our history, operations plan, and key management.

After you've had a chance to review the materials, I'd enjoy meeting with you to talk about the specifics of any investment you might be interested in making in Boonton Bagel Bakeries. Please give me a call to set up a meeting at your earliest convenience.

Sincerely,

Frank Grimes
President and Cofounder

Encs.

Sample Letter 7.51. Letter acknowledging new shareholder.

[date]

Mr. Lester Louis
67 Cornell Boulevard
Alfred, ND 58022

Dear Mr. Louis:

I'd like to welcome you as a new shareholder in Authentic Bagels Company. As president and CEO, I am committed to the growth of the company, which will ensure that your investment in us is profitable.

I encourage you to read the enclosed annual report. Our annual shareholders' meeting is held every November 1, and I hope you will attend so we might have the opportunity to meet in person.

If you have any questions, please do not hesitate to call on me. I or a member of my staff will see to it that your questions are answered promptly and completely. Thank you for investing in Authentic Bagels Company.

Sincerely,

Harold T. Almond
President and CEO

Enc.

Sample Letter 7.52. Letter accompanying proxy for annual meeting of stockholders.

[date]

Ms. Lauren J. Palle
54 Lincoln Drive
Grand Forks, ND 58021

Subject: Notice of Annual Meeting

Dear Ms. Palle:

The annual meeting of stockholders of Dover Company will be held at Boonton Bandwagon Hall, 324 Lathrop Avenue, Boonton, New Jersey, on Wednesday, April 27, 20X8, at 11:00 A.M. Stockholders will consider and act on the following matters:

1. Determination of the number of directors and election of directors for the ensuing year
2. Ratification of the selection of Rosenblatt, Talbnesor & Company as auditors of Dover Company for the current year
3. Any other matter that may properly come before the meeting or adjournment

Whether or not you attend in person, it would be appreciated if you would fill in and sign the enclosed proxy and return it promptly in the enclosed envelope. If you attend the meeting, you may, of course, vote your shares even though you have sent in your proxy.

Sincerely,

Mel Posner, Clerk

mp/js

Enclosure

Sample Letter 7.53. Letter announcing annual meeting to shareholders and requesting proxy statement.

[date]

Ms. Annmarie Long
45 Savin Hill Terrace
Grampian, CA 90045

Dear Ms. Long:

The board of directors, management, and I invite you and our other shareholders to attend the annual shareholders' meeting of Authentic Bagels Company at 8:30 A.M. on Thursday, November 1, 20X5, in the second-floor auditorium at Authentic Bagels Company's main building on 456 Bialy Road in Comstock, California.

I have enclosed an agenda for the meeting. Please note that we have many important issues to cover. These issues are explained in detail on the proxy statement, which is also enclosed.

I encourage you to try to attend the meeting. If you can't attend, please return a completed and signed proxy so it can be voted as you wish.

Sincerely,

Harold T. Almond
President and CEO

Encs.

Sample Letter 7.54. Letter reminding shareholder to send in proxy statement.

[date]

Ms. Annmarie Long
45 Savin Hill Terrace
Grampian, CA 90045

Dear Ms. Long:

Please remember to complete, sign, and return the proxy statement I've enclosed by October 25, 20X5. The annual meeting of Authentic Bagels Company will be held on November 1. We will need to have a vote or proxy from at least half our shareholders with voting rights to take any action.

We encourage you to attend the annual meeting in person. If you can't, however, would you please complete, sign, and return your proxy? You'll find another copy of the proxy statement enclosed in case you've misplaced the one we sent you on September 24, 20X5.

Thank you for your continued support of Authentic Bagels Company.

Sincerely,

Harold T. Almond
President and CEO

Enc.

Sample Letter 7.55. Acknowledgment of receipt of proxy statement.

[date]

Ms. Annmarie Long
45 Savin Hill Terrace
Grampian, CA 90045

Dear Ms. Long:

Today we received your completed and signed proxy statement, which we will use to vote your shares at the November 1 annual shareholders' meeting of the Authentic Bagels Company. Thank you for taking the time to return the proxy to us and for your continued interest in and support of the company and its future.

Sincerely,

Harold T. Almond
President and CEO

Sample Letter 7.56. Letter inviting stockholders to annual meeting.

[date]

Mr. Alan Palay
45 Twilite Road
Simmons, AL 35056

Dear Mr. Palay:

You are cordially invited to attend the 20X8 annual meeting of stockholders of Parris Company on Thursday, April 28, 20X8, at 11:00 A.M. at Boonton Bandwagon Hall, 324 Lathrop Avenue, Boonton, New Jersey.

The formal business to be considered and acted upon by stockholders at this meeting is the election of directors and the ratification of the selection of the company's certified public accountants. These matters are described in detail in the accompanying Notice of Annual Meeting and Proxy Statement. We will also use this opportunity to report to you on Parris's 20X7 performance and outlook for the future.

It is important that your shares be represented whether or not you are able to be there in person. I urge you, therefore, to register your vote now by completing, signing, and returning the enclosed proxy card promptly.

All stockholders will receive a report of the meeting in the mail.

Sincerely,

Mary Nachez, President

mn/js

Enclosures

Sample Letter 7.57. Letter accompanying annual report.

[date]

Mr. Ryan D. Kenney
45 Trander Road
Elipses, NJ 07056

Dear Mr. Kenney:

Enclosed is the MR. WONDERFUL Public Partnerships' Annual Report for 20X4. It contains important information about your investment.

I am very proud of the enclosed report because it clearly demonstrates that the limited partnerships formed by MR. WONDERFUL are producing and performing as anticipated.

We live in an economic environment that is becoming increasingly complex due in part to tax reform, deficits, and globalization of financial markets. It is, therefore, very

gratifying to me to see the positive results of a simple investment concept: the free and clear ownership of commercial real estate properties producing monthly spendable income. For your information, we have reproduced a table on the back of this letter that summarizes the success of these public programs.

As our financial world becomes more complicated, the necessity of sound financial planning increases. I urge you to update your financial plan and review your long-range goals with your professional financial planner.

If you or your financial planner have any questions or need further information on the enclosed annual report or our continued investment programs, please feel free to call our investor/broker relations staff at the toll-free numbers listed below.

Yours truly,

B. R. Roenshoot
President

brr/mnn

Enclosures

Sample Letter 7.58. Short cover letter to annual report.

[date]

Mr. Lawrence D. Braden
Parks, Bryans, Alans & Sims
67 Gotshald Drive
Arcade, ME 04056

Dear Larry:

You might find Arris Company's 20X7 annual report interesting. With a lot of hard work and good luck, the company had an excellent year. We are looking forward to continued progress.

Please give me a call if you have any comments.

Sincerely,

Maury Noblesse
President

mn/js

Enclosure

Sample Letter 7.59. Letter to stockholders accompanying balance sheet.

[date]

Mr. Paul W. Hudson
LKTY, Inc.
991 Hampton Road
Newfork, NH 03033

ARRIS COMPANY ANNUAL BALANCE SHEET

Mr. Hudson, we have compiled the accompanying balance sheet of Arris Company as of December 31, 20X4, and the related statements of income and expense and changes in financial position for the year then ended in accordance with the standards established by the American Institute of Certified Public Accountants.

A compilation is limited to presenting in the form of financial statements information that is the representation of management. We have not audited or reviewed the accompanying financial statements and, accordingly, do not express an opinion or any other form of assurance on them.

At management's election, these financial statements were prepared for their internal use and therefore do not necessarily include all of the disclosures required by generally accepted accounting principles. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the company's

financial position, results of operations, and changes in financial position. Accordingly, these financial statements are not designed for those who are not informed about such matters.

SIMON NIELSON, C.P.A.

sn/js

Enclosures

Sample Letter 7.60. Letter offering memorandum for stock.

[date]

Mr. Thomas Alexander
Franroad and Libersmidt Corp.
45 Hope Park
Trintonite, NJ 07085

Dear Mr. Alexander:

I am enclosing the two confidentiality letters and a confidential memorandum on Fleitschmidt & Co. that you requested in our telephone conversation today. As I explained to you, the management of Fleitschmidt has recently become concerned about the level of stock held by certain investors. Therefore, management is pursuing a course that allows it the opportunity to control who its partner may be.

The management team at Fleitschmidt has positioned the company in the microcomputer and peripherals market. We have a strategy for the future that we would like to implement and are selectively approaching a few companies that we feel may help us enhance and accelerate that strategy.

Please sign and return one of the confidentiality letters. We would then like your thoughts on this opportunity after you have had a chance to review the memorandum. Since time is an issue, I look forward to hearing from you soon.

Best regards,

Rowena Gutterez
Vice President

rg/ms

Enclosure

Sample Letter 7.61. Letter of confidentiality.

[date]

Mr. Thomas Alexander
Franroad and Libersmidt Corp.
45 Hope Park
Trintonite, NJ 07085

CONFIDENTIALITY AGREEMENT

Mr. Alexander, in connection with your possible interest in acquiring Fleitschmidt & Co., Nilges Investment Bankers, Inc., and Fleitschmidt will be furnishing you with certain materials that contain information about Fleitschmidt that is either nonpublic, confidential, or proprietary in nature. Such information, in whole or in part, together with analyses, compilations, studies, or other documents prepared by Fleitschmidt or Nilges Investment Bankers, to the extent such analyses, compilations, studies, or documents contain or otherwise reflect or are generated from such information, is hereinafter referred to as the "Information," and the existence of any negotiations or discussions between us will also be considered "Information." In consideration of furnishing you with the Information, you agree with Nilges Investment Bankers and Fleitschmidt that:

1. The Information will be kept confidential and will not, without prior written consent of Fleitschmidt, be disclosed by you, your agents, or your employees, in any manner whatsoever, in whole or in part, and will not be used by you, your agents, or your employees, other than in connection with the transaction described above. Moreover, you agree to transmit the Information for the purpose of evaluating your possible

interest in acquiring Fleitschmidt to those who are informed by you of the confidential nature of the Information, and you will cause such agents and employees to comply with the terms and conditions of this Agreement. In any event, you will be responsible for any breach of this Agreement by your agents or employees.

2. The Information, including analyses, compilations, studies, or other documents prepared by you, your agents, or your employees, will be held by you and kept confidential and subject to the terms of this Agreement, or destroyed.

3. In the event that you or anyone to whom you transmit the Information pursuant to this Agreement becomes legally compelled to disclose any of the Information, you will provide Fleitschmidt with prompt notice so that Fleitschmidt may seek a protective order or other appropriate remedy and/or waive compliance with the provisions of this Agreement. In the event that such protective order or other remedy is not obtained, or if Fleitschmidt waives compliance with the provisions of this Agreement, you will furnish only that portion of the Information that is legally required and in so doing you will not be in violation of this Agreement.

The foregoing restrictions do not apply to Information that is or becomes part of the public domain without your fault.

In accepting the Information, you are aware of the importance of maintaining security surrounding all discussions in order to preclude the possibility of premature disclosure to third parties, including Fleitschmidt's customers.

If the above terms are in accordance with your understanding of our agreement, please sign the enclosed copy of this letter and return the copy to us.

ROWENA GUITTEREZ
VICE PRESIDENT

rg/ms

Enclosure

Accepted by: _____

This _____ day of, _____ [year]

By: _____

Letter Dealing with Unreasonable Customer

When dealing with unreasonable customers, cordial telephone conversations are often the first line of defense. However, occasionally two parties simply cannot work things out in person and it becomes necessary to deny a request formally. Sample Letter 7.62 is a good example of an unreasonable request. The writer alludes to specific instances of the past relationship and the recipient's prior unreasonableness, all while maintaining a cordial tone.

Sample Letter 7.62. Letter denying an unreasonable customer request.

[date]

Ms. Millicent Catellier
Pets-a-Million
13 Nueva Buena Avenue
Harrison, NJ 07098

Dear Ms. Catellier:

I regret to inform you that we will be unable to supply you with the eleven additional flavors of dog biscuit that Pets-a-Million has requested. We have re-engineered our bakeries twice already to accommodate your desire for Pets-a-Million to offer "Prosciutto," "Caramel Glaze," and "Eggs Benedict" flavored dog biscuits; the new flavors of "Monkfish," "Beurre Blanc," and "Lingonberry" are, we feel, extremely esoteric and unnecessary flavors for dogs. The market relevance of these gourmet biscuits is minimal and not cost effective for our company.

While we fervently desire to continue supporting your chain of pet stores in their mission to provide central New Jersey's pet owners with savory and unique comestibles for their canine companions, we cannot meet your company's request in this instance. If you have further questions about our decision or its effect on our business relationship, please don't hesitate to call me at my extension, listed above on the letterhead.

Sincerely,

Edgerrin Coleperson
Customer Service Representative
