Step 1: Professionalism (RED)

	Excellent	Good	Fair	Poor
Professional: *Courtesy*	Tone demonstrates sophisticated understanding of the reader. Excellent word choice based on the situation.	Tone is appropriate for the reader. Attention paid to word choice based on the situation.	Tone is adequate for the reader. May be too casual.	Tone is inappropriate for the reader.
Care	Virtually no errors in spelling, grammar, and punctuation.	Minimal errors in spelling, grammar, and punctuation.	Many errors in spelling, grammar, and punctuation.	Many errors in spelling, grammar, and punctuation.
Conventionality	Follows all format guidelines. Follows guidelines provided in *Using Numbers in Business Writing* video.	Minor errors in formatting.	Does not follow all format guidelines.	Does not follow format guidelines.

Step 1: Professionalism (RED)

The entire proposal should be in Times New Roman 12-point font with single-spaced text and 1-inch margins. All paragraphs should be left aligned (no indent) with 1 space between paragraphs.

Proposal Title   (write a persuasive title)
Prepared by (Your Name)
Date

Check for the correct format & comment in red.

Highlight spelling, grammar, punctuation, capitalization errors in red.

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Format Headings & Titles

Capitalize Headings

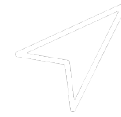Eliminate Laptops to Improve Grades

Laptops in the Classroom Distract Students

The Best Choice for Your Company

Working With Clients to Provide HR Solutions

Sales and Marketing Gains by Competitors

Headings: Bold Text

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Step 2: Clear (GREEN)

Clear: *Organization*	Uses a clear and persuasive title. Proposal is organized in 4 sections; topics are covered in the correct order. Paragraphs are 4-7 sentences. Includes correct number of paragraphs in each section (as noted on the format guidelines). Uses persuasive headings to organize the proposal. Headings are 3-9 words in length.	Title does not mention the business to recruit. Paragraphs are 4-7 sentences. Proposal is organized in 4 sections; topics are covered in the same order as listed on the assignment guidelines. Uses headings to organize the proposal. Headings are more informative (rather than persuasive).	Title is vague. Proposal does not cover 4 topics in the required order. Paragraphs are too long (more than 7 sentences) or too short (1-3 sentences). Headings are not effective.	Title is missing or not effective. Paragraphs are too long/too short. Does not include correct number of paragraphs in each section. Does not cover required topic in each section. Headings are missing or not effective.
Writing	Word choice and sentence structure allow the reader to quickly process the message. Vague language is avoided (for example: thing/something)	Word choice and sentence structure may slow down reader comprehension. A few instances of vague language.	Sentence and paragraph structure are complicated or confusing. Vague language is used.	Writing is unclear and confusing. Vague language used throughout (for example: thing/something)
Visual Design	Includes 2 relevant and persuasive visual elements. Visual elements are correctly cited. Comparison cities table follows guidelines provided in the example on Canvas.	Includes 2 visual elements. May have errors in citing or following table format guidelines.	Includes 2 visual elements. Errors on the comparison cities table. Visuals are not clearly cited. Visual elements are not effective.	Visual elements are missing or not effective. Uses a photo instead of a chart, graph, or table.

Executive Summary
1 paragraph; use Executive Summary as the heading

Industry Information & Consumer Trends
2 paragraphs

Lawrence Information
2 paragraphs

Competition in Lawrence
2 paragraphs

Do not use the topics listed here as the headings for your proposal.

Comparison Cities
1 paragraph & 1 table

4-7 sentence paragraphs

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Write Persuasive Headings

Vague Headings

Statistics About Lawrence

Trends in the Restaurant Industry

Effective Headings

The Retirement Community Industry is Growing

Current Fitness Centers are Expensive and Outdated

Write headings to explain the key point of each section.
Headings are 3-9 words.

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2 visual elements (1 table of comparison cities; 1 other visual)

Char-Broiled Burgers

Sandwiches & Ribs

Salads

Industry Data

$937 billion	**15 million**	**9 in 10 restaurants**	**8 in 10 restaurant owners**
Restaurant industry sales in 2022, up from $824 billion in 2021	Foodservice industry jobs at the end of 2022 – having added 500K in 2021	have fewer than 50 employees	started their industry careers in entry-level positions

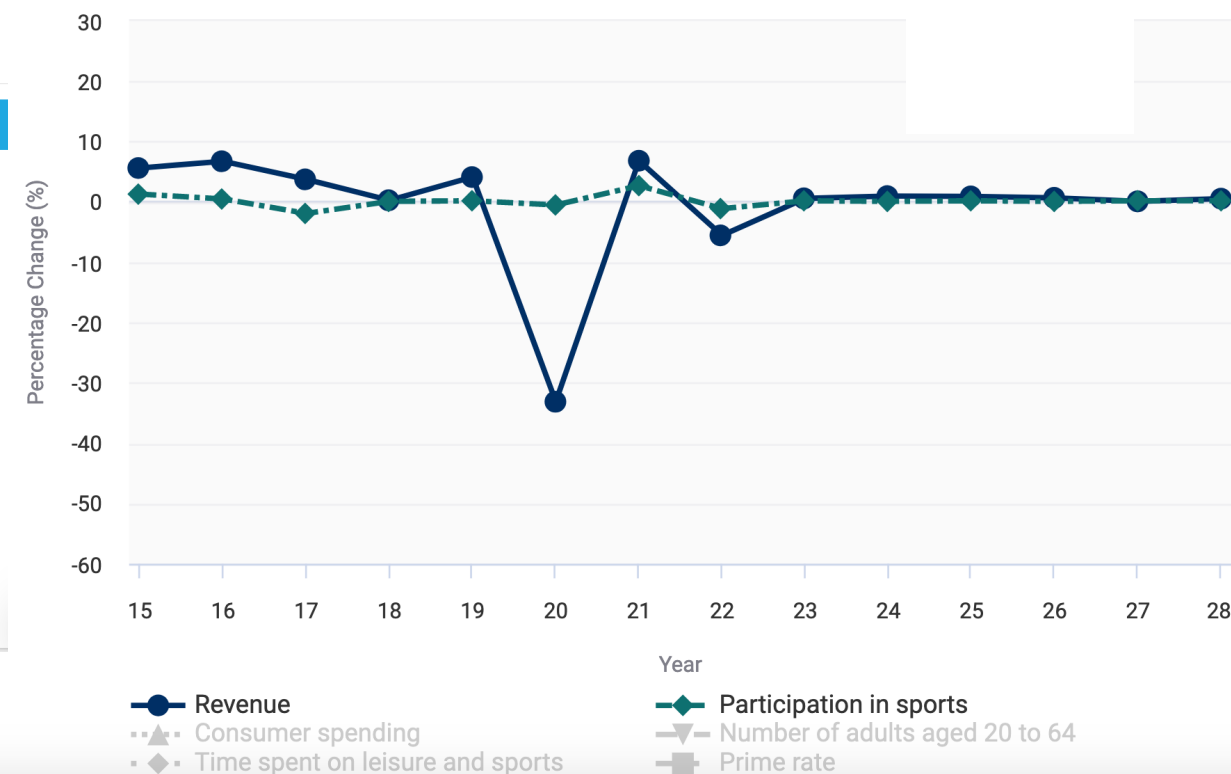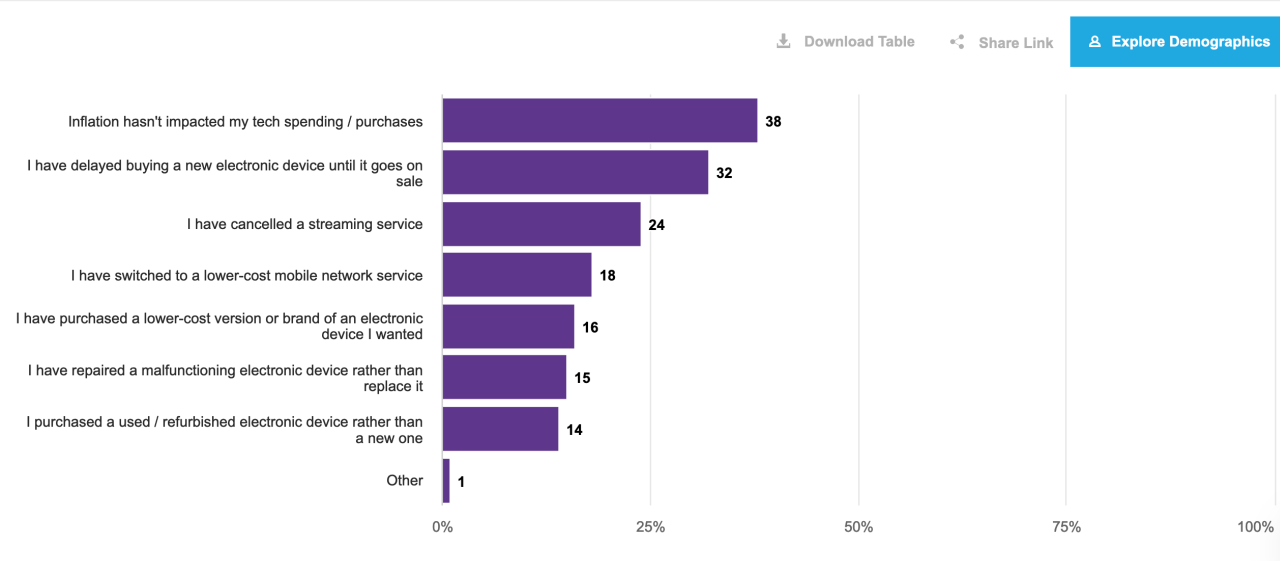| Year	Revenue ($m)	IVA ($m)	Establishments (Units)	Enterprises (Units)	Employment (People)	Exports ($m)	Imp ($
2004	30,570	14,938	87,257	84,226	535,835	N/A	N
2005	31,008	14,715	90,622	87,413	547,429	N/A	N
2006	31,436	15,635	92,349	88,917	567,838	N/A	N
2007	33,249	15,693	91,762	88,121	574,846	N/A	N
2008	34,021	15,846	90,586	86,625	622,729	N/A	N

Visual Elements

Use a chart, graph, or table that quickly communicates information.
Mention and cite the visual in your proposal to show how it connects to your topic.

Comment in green to explain how to improve the visual.

Inflation impact on technology spending/purchases
[Asked of internet users aged 18+](#)

Comparison Cities Table

Table needs 4 total cities and 4 comparison criteria. Provide feedback on the table in green.

Indicate the Source Number

City	Population Growth (5)	Median Income (5)	Population 65 years and over (5)	Population with Health Coverage (6)
Lawrence, KS	1.25%	$54,370	10.8%	91.3%
Manhattan, KS	-0.862%	$47,632	8.29%	93.8%
Columbia, MO	1.05%	$52,005	10.93%	92.6%
Tulsa, OK	0.318%	$55,633	15.42%	86.8%

Select Your Own Comparison Cities Based on Your Business & Industry

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Step 3: Concise (BLUE)

Concise Wording	Carefully edited to reduce wordiness; message delivered as concisely as possible.	Most wordiness is eliminated. Places where filler words can be removed and/or sentences can be revised to create a more concise message.	Filler words can be removed and/or sentences can be revised to create a more concise message.	Proposal includes vague information and repetition of ideas. Filler words can be removed and/or sentences can be revised to create a more concise message.

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Highlighted text indicates vague information to remove. Instead, add evidence to support each claim.

Mintel Reports explains that 47% of U.S. diners are motivated to dine with fast-casual operators if fast service is offered (2). People want a faster option when it comes to going out to eat rather than traditional sit down restaurants that take too long.

Consumer trends in the restaurant industry are constantly evolving, and it is essential for restaurant owners to stay up to date with the latest trends to remain competitive. One trend that has been gaining momentum is the focus on healthier menu options. Consumers are becoming increasingly health-conscious and are looking for restaurants that offer nutritious and sustainable options.

Joe's is a fast-casual restaurant and this will also help them to be successful in Lawrence. A 2022 Mintel Report explains that 84% of individuals in full-time education eat at fast casual dining (3). Since the majority of the Lawrence population are KU students this will help us to be successful. College students don't have a lot of money so they like to eat at less expensive restaurants.

Highlight repetition & vague statements in blue.

Step 3: Concise (BLUE)

> Remove all words/phrases listed here.

Really	Basically
Very	Also
So much	As well as
In order to	To be able to
Extremely	Many
Not only, but also	Furthermore

Redundant Pairs

The new educational technology is innovative and groundbreaking.

The HR training was dull and boring.

Step 4: Evidence & Persuasive (YELLOW)

Evidence Driven & Persuasive Finding Evidence	Evidence is gathered from credible sources. Evidence is relevant and recent. Includes evidence from IBIS World and Mintel Reports.	Evidence gathered from credible sources; evidence is relevant and recent.	Evidence may be dated; may rely too much on a single evidence source.	Evidence gathered from low-quality sources. Does not include IBIS World and Mintel Reports.
Citing Evidence	All 8 sources are cited in the proposal and included on the reference list. Clearly explains the credibility of a source the first time included in each section of the proposal. It is clear where each piece of evidence is from. Follows all citation guidelines. Reference list is correct and complete.	All 8 sources are cited in the proposal and included on the reference list. In-text citations are awkward and may not include enough information. Explains the credibility of a source the first time it is included in the text (for most sources). Reference list is included and complete. Minor errors in citing evidence and/or the reference list.	Evidence is cited, but in inefficient or incomplete ways. In-text citations and reference list do not follow guidelines provided. Places where an explanation of credibility is needed. Errors on the reference list.	Does not cite 8 sources in the proposal. Major problems with citing evidence. Does not explain the credibility of sources. Reference list is missing or incomplete. Reference list does not follow the guidelines provided. Uses direct quotes frequently.
Creating a Persuasive Message	Proposal begins with an effective executive summary (125-175 words); uses and correctly cites evidence to persuade the reader to continue reading. Cites 3 sources in the summary. Uses evidence from 2-3 sources in each section to persuade the reader. Evidence shared in each section clearly relates to the topic. Uses evidence throughout to persuade the reader.	Includes a 1-paragraph executive summary. Lacks compelling evidence to persuade the reader to keep reading. Uses evidence from 2-3 sources in each section to persuade the reader. Evidence is used to support most claims. Some evidence used may be vague or generic. Places where additional evidence is necessary to convince the reader to take action.	Executive summary is ineffective. Does not cite 3 sources or preview the key point of each section. Evidence shared is vague or generic. Many places where additional evidence is needed to persuade the reader. Evidence shared in each section does not clearly relate to the topic.	Executive summary is missing or does not follow the guidelines. Summary does not include evidence. Proposal lacks evidence to support claims. Includes paragraphs without evidence cited. Additional evidence is needed to persuade the reader. Evidence shared is vague or not relevant.

Executive Summary (1 paragraph)

125-175 words

Use **Executive Summary** as the heading.

Share the key point of each section of the proposal.

Use evidence and cite at least 3 sources.
This can include evidence that you state in the proposal.

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Explain the Source Credibility

According to IBISWorld's projections, the Retirement Community industry is expected to grow to $83.2 billion, a 2.9% increase, in revenue over the next five years, and 1.2% of the nation's senior living establishments are in Kansas (1).

Although senior housing occupancy rates are at a 6-year low of 88.3%, as reported by Business Insight Essentials, the expectation for industry revenues to increase suggests that occupancy rates will continue to increase (2).

If a source is not found through the Library Research Guide, add a brief explanation of the source to demonstrate the credibility on the topic.

QSR magazine, a trade publication with 20 years of experience covering the limited-service restaurant industry, expects that over 50% of fast food orders will be digital by 2025 (4).

Bring Brookdale Senior Living to Lawrence
Prepared by Julia Wolfe
March 7, 2020

Executive Summary
Brookdale Senior Living is the largest senior housing company in the United States (2). With 835 properties and 70,440 units, Brookdale offers its residents assisted living, independent living, memory care, skilled nursing, home health, hospice, and continued retirement communities (9). Lawrence is currently home to two retirement communities and, with a growing population and growing need for senior citizen care, Lawrence needs Brookdale. As demand and projected revenues increase in the retirement communities industry, expansion into Lawrence would greatly benefit both Brookdale and the Lawrence economy (1). Lawrence is in need of Brookdale as 10.4% of Lawrence's population is 65 years and older and the average household income is increasing (6). Although Lawrence isn't the only city with a need for retirement homes, given the nationwide aging population, Lawrence is a safe and promising investment for Brookdale to expand and be successful.

The Retirement Communities Industry is Growing
As baby boomers approach retiring age, demand for senior living communities and homes is increasing. According to IBISWorld's projections, the Retirement Communities' industry is expected to grow to $83.2 billion, a 2.9% increase, in revenue over the next five years and 1.2% of the nation's senior living establishments are in Kansas (1). Although senior housing occupancy rates are at a 6-year low of 88.3%, as reported by Business Insight Essentials, the expectation for industry revenues to increase is encouraging that occupancy rates will also continue to increase (2). Banks and private equity firms also see this upward trend in the need for retirement homes and are viewing the industry as a desirable sector again (1).

Although the Retirement Communities industry has low barriers to entry, the industry is highly competitive and new companies struggle to enter (1). This competition gives Brookdale, the top senior housing company in the nation, a leg up in establishing a new retirement home in Lawrence (2). With 835 properties and 70,440 units nationwide, Brookdale can expand its market share through an expansion into Lawrence, Kansas. Entry into this industry is easier in Kansas because Kansas does not have a Certificate-of-Need (CON) program, according to the National Conference of State Legislatures (4). CONs are legal documents required to acquire, expand, or create any medical facility, and CON programs are established in 36 states (4). The CON entry barrier doesn't exist in Kansas, making it much easier for Brookdale to open a retirement home in the Lawrence Community.

Lawrence Demographic is Ready for Brookdale
Lawrence is in growing need of a well-established senior living community. According to the US Census Bureau, 10.4% of the Lawrence population are 65 years and older, and, as reported by the Economic Development Center of Lawrence, the median age in Lawrence has been increasing over the last decade and is expected to continue to do so (6). Lawrence's aging population follows the trends that are making the Retirement Communities Industry successful.

An aging population plus an increasing household median income makes Lawrence an ideal location for Brookdale expansion (6).

As of July 2018, Lawrence has a population of 97,286 (5). Nearly 74% of Lawrence residents have private health insurance, while almost 20% have some kind of public health coverage (6). With an increasing household median and health insurance coverage to over 92% of the Lawrence population, senior home living is more financially possible for the Lawrence elderly. Brookdale's experience in the Retirement Communities industry would make a location in Lawrence seamless, as Brookdale has the resources and understanding to open a new location and work with a variety of health care providers (9).

Brookdale Trumps Both Competitors in Lawrence
Within Lawrence, there are 2 competitors for senior living: the Windsor of Lawrence and Monterey Village. The Windsor of Lawrence is operated by Legend Senior Living, which owns a total of 40 communities in the US (10). This privately held LLC based in Wichita, KS offers personalized services such as assisted living, memory care, and companion services to its residents (7). Monterey Village is a senior living community operated by Americare Senior Living (8). Of the 140 communities that Americare operates across 5 states in the Midwest, 16 are located in Kansas (14). Monterey Village's services include independent living, assisted living, memory care, skilled nursing, and rehabilitation. Monterey Village is Americare's closest Kansas location to the top hospital in Kansas, The University of Kansas Hospital in Kansas City, Kansas (13).

Brookdale can compete against both senior living communities with its established reputation, wide variety of services, and ability to aid in financial planning (9). Like its competitors, Brookdale offers independent living, assisted living, memory care, and skilled nursing, but extends services beyond its competitors with continued retirement communities, hospice, and home health services. Unlike Americare and Legend Senior Living, Brookdale is a publicly held company with investor transparency and a greater ability to grow and be successful (12). Brookdale also has six locations in the Overland Park, Shawnee, and Leawood area of Kansas close to two of the top three hospitals in Kansas, showing its experience with major hospitals and providing expert medical care for its residents (9).

Lawrence is the Best Option for Brookdale
Although Brookdale could consider other cities like Manhattan, KS, Columbia, MO, and Tulsa, OK, Lawrence is the better option for a new Brookdale retirement community. With a population growth rate of 1.25%, Lawrence's 65 years and older population would continue to grow at a rate faster than that of Columbia and Tulsa (17, 18, 19). As visualized in the graph on the right, within the next 50 years and with the current growth rates and 65+ population rates, Lawrence's senior citizen population will have increased to over 20%. Although these rates are subject to

The Retirement Communities Industry is Growing

As baby boomers approach retiring age, demand for senior living communities and homes is increasing. According to IBISWorld's projections, the Retirement Communities' industry is expected to grow to $83.2 billion, a 2.9% increase, in revenue over the next five years and 1.2% of the nation's senior living establishments are in Kansas (1). Although senior housing occupancy rates are at a 6-year low of 88.3%, as reported by Business Insight Essentials, the expectation for industry revenues to increase is encouraging that occupancy rates will also continue to increase (2). Banks and private equity firms also see this upward trend in the need for retirement homes and are viewing the industry as a desirable sector again (1).

Although the Retirement Communities industry has low barriers to entry, the industry is highly competitive and new companies struggle to enter (1). This competition gives Brookdale, the top senior housing company in the nation, a leg up in establishing a new retirement home in Lawrence (2). With 835 properties and 70,440 units nationwide, Brookdale can expand its market share through an expansion into Lawrence, Kansas. Entry into this industry is easier in Kansas because Kansas does not have a Certificate-of-Need (CON) program, according to the National Conference of State Legislatures (4). CONs are legal documents required to acquire, expand, or create any medical facility, and CON programs are established in 36 states (4). The CON entry barrier doesn't exist in Kansas, making it much easier for Brookdale to open a retirement home in the Lawrence Community.

Explain source credibility here.

QSR magazine, a trade publication with 20 years of experience covering the limited-service restaurant industry, expects that over 50% of fast food orders will be digital by 2025 (4).

Use the source number at end of sentence here.

Only 3% of managers are trained on using data to increase restaurant productivity (4).

Highlight all credibility statements in yellow.
Indicate changes needed to correctly cite sources.

Reference List

Author	Deloitte Datawheel
Publication Date	March 20, 2023
Title	Manhattan, KS; Topeka, KS; Omaha, NE; Ames, IA
Source Title	Data USA
Link	https://datausa.io/profile/geo/manhattan-ks/

Citation Guidelines (page 4 & 5) includes examples of how to format sources for your Business Proposal.

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Reference List

Author	Kristen Boesel, Senior Lifestyles and Leisure Analyst
Publication Date	July 2023
Title	Marketing to Baby Boomers
Source Title	Mintel Reports
Link	https://reports-mintelcom.www2.lib.ku.edu/display/919790/

Check the reference list and comment in yellow to indicate changes needed.

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Remove Vague Claims & Add Evidence

As you can see in the table, Lawrence is the best option to open the new restaurant because it is larger and has a higher population growth.

The Lawrence population is constantly growing at a fast rate due to the high number of college students in town.

College students don't have a lot of money to spend on food and they prefer to eat at fast food restaurants.

Avoid this type of vague information in your proposal.
Add evidence from your research to persuade the reader.

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Consumer trends in the restaurant industry are constantly evolving, and it is essential for restaurant owners to stay up to date with the latest trends to remain competitive. One trend that has been gaining momentum is the focus on healthier menu options. Consumers are becoming increasingly health-conscious and are looking for restaurants that offer nutritious and sustainable options. According to a report by the National Restaurant Association, 80% of adults said they are trying to eat healthier at restaurants than they did two years ago (2). This trend has led to a surge in popularity of vegetarian and vegan restaurants, as well as an increase in the number of restaurants offering plant-based menu items.

Another trend that is shaping the restaurant industry is the rise of technology. In today's fast-paced world, consumers are looking for convenient and efficient dining experiences. Many restaurants are incorporating technology into their operations, such as self-order kiosks, mobile ordering, and delivery services. According to a report by Toast, a restaurant management platform, 73% of diners said they would be more likely to use a restaurant's online ordering system if it offered loyalty rewards (5). This trend has also led to the emergence of ghost kitchens, which are delivery-only restaurants that operate out of a shared commercial kitchen space.

Remove text highlighted in yellow. Replace with evidence from your research on the industry and consumer trends.
Required to use IBIS World and Mintel Reports in this section.

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Add Evidence: Competition in Lawrence

While there are <mark>many stores</mark> in Lawrence, there are <mark>few</mark> that sell the same products.

Even though Lawrence has <mark>a lot of</mark> restaurants <mark>not many</mark> of them are barbeque restaurants.

How many total restaurants are in Lawrence?
How many barbeque restaurants are in Lawrence?
Use online reviews and costs to compare your business to current options.

Replace highlighted text with numbers to explain the current competition.
Identify 2-3 top competitors and use evidence to show your business is a better option.

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