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AI / BUSINESS GROWTH / GUIDE & WORKBOOK

The Customer Language Bank Workbook

A UK-focused practical workbook for small-business owners and managers to collect customer language responsibly, organise it in a usable language bank, and turn verified themes into clearer marketing. It includes interview and survey prompts, a beginner-friendly operating procedure, worksheets and evidence checks without promising conversion or growth outcomes.



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Chapter links and PDF bookmarks support navigation. Writing areas are for handwritten or separate notes, not interactive PDF forms.

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Collect real customer words and turn them into clearer, more useful marketing

A practical workbook for UK small-business owners and managers

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Good marketing does not need to imitate a customer or promise more than you can deliver. It should show that you understand the work, worry or decision in front of them. A **customer language bank** is a small, well-organised collection of the words customers and prospects use when they describe their problem, their desired outcome and their hesitation.

This workbook gives you a repeatable way to collect those words, keep them safely, and turn them into clearer website, email, social and sales copy. It is designed for a UK trades business, professional service, retailer or B2B supplier with little spare time and no research team.

The aim is not to find one magic phrase. The aim is to replace guesswork with evidence while keeping a human check on every claim.

Before you begin

A customer language bank is not a list of slogans. It is an evidence file. Each entry needs enough context that you can tell:

- who said it, or which anonymous source it came from;
- what they meant at that point in their buying journey;
- whether you have permission to use the words publicly; and
- whether the sentence would create a claim you can support.

Use the process for real language, not for extracting promises. A customer saying that something was “life-changing” does not make that a safe headline. Use the underlying need instead, such as “a clearer way to keep track of repeat jobs”, and make only claims you can substantiate.

Your practical outcome

By the end of this workbook you should have:

1. a one-page research brief;
2. a simple language-bank spreadsheet or document;
3. a short interview and survey plan;
4. a ranked list of phrases and themes to test; and
5. one revised marketing asset with a documented decision about what changed and why.

A sensible first project

Choose **one audience**, **one offer** and **one asset**. For example:

Your choice	Illustrative example
Audience	Facilities managers at small offices
Offer	Planned electrical maintenance
Asset	The service page for maintenance visits
Question to answer	What makes them delay booking, and what would make arranging work feel easier?

Do not try to rewrite your whole website first. A focused test makes it easier to learn what customers actually respond to.

1. Set up your research framework

Define the questions you need answered

Write questions about a real decision, not about whether people “like” your brand. Start with these five areas.

Area	Useful question
Problem	What was happening when the person started looking for help?
Current workaround	What did they try before, and what was unsatisfactory about it?
Desired outcome	What would a good outcome look or feel like in their day-to-day work?
Decision	What information, reassurance or event helped them choose?
Hesitation	What nearly stopped them from enquiring, buying or continuing?

Add your own questions here:

Offer or service I am researching:

Audience or role:

The decision I want to understand:

The three things I most need to learn:

1.
2.
3.

Choose a manageable mix of sources

Different sources answer different questions. Interviews explain context and wording. Existing messages show the language people use without being prompted. Survey responses can help you see whether a phrase or concern recurs. Website data can show where people act or leave, but it cannot explain *why* on its own.

Source	What it can reveal	Start here when	Watch for
Customer interview	Stories, context, wording and hesitation	You need to understand a decision	Leading questions or over-interpreting one view

Source	What it can reveal	Start here when	Watch for
Short open-ended survey	Repeated themes across a wider group	You have a contact list or recent customers	Thin answers and low response rates
Enquiries, support emails and call notes	Immediate problems and objections	You already receive customer questions	Personal data and missing context
Genuine reviews	Benefits customers volunteer publicly	You need examples of perceived value	Permission, accuracy and misleading selection
Sales-team notes	Questions before purchase	Several people speak with prospects	Notes that paraphrase instead of quote
Public industry conversations	Words people use about a category	You have few customers or a new offer	Community rules, context and public/private boundaries
Website or campaign data	Pages and messages worth investigating	You need to choose an asset to improve	Treating a number as an explanation

For a first cycle, use **one conversation source** and **one existing source**. For example, speak with three customers and review a month of enquiry emails. The amount is a practical starting point, not proof that you have reached a universal sample size.

Create your research brief

Complete this before sending invitations or opening old messages. It prevents you from collecting information you will not use.

Field	Your entry
Business / offer	
Audience and relevant segment	
Asset to improve	
Decision or behaviour to understand	
Sources to review	
Who will collect and approve the notes	

Field	Your entry
What personal data is actually necessary	
Where notes will be stored and who can access them	
Planned review date	
Public-use permission needed?	Yes / No / To confirm

2. Collect customer language responsibly

Keep research, marketing and public testimonials separate

A research conversation does not automatically give you permission to quote someone in an advert, on a website or in a case study. Be plain about the purpose. Ask separately if you later want to use an identifiable quotation, name, image or company name.

If you rely on consent, the ICO says it should be clear, specific, informed and actively given; you need a record of who agreed, when, what they were told and how they can withdraw. Consent requests should not be hidden in general terms. [See the ICO guidance.](#)

For everyday SME research, use this practical separation:

Activity	Minimum practical step
Taking interview notes for internal learning	Explain the purpose, give privacy information appropriate to the context, and record only what you need.
Recording an interview	Ask for clear agreement before recording starts; record the agreement and offer a way to stop or withdraw. Do not assume a calendar booking is agreement.
Using an identifiable customer quote in marketing	Seek separate, specific approval for the final wording, the named business/person if used, and each intended channel. Keep the approval and the original evidence.
Using a public review as a testimonial	Check it is genuine and accurate, keep evidence of the source, do not take it out of context, and obtain permission where required.

Activity	Minimum practical step
Incentivising research	Thank people for their time regardless of whether their feedback is positive. Do not offer money, gifts or discounts in exchange for a positive review.

The CMA warns businesses not to write or arrange fake reviews and not to offer inducements for positive reviews. The ASA says a marketing testimonial needs to be genuine, documented, relevant, not misleading and used with permission unless a limited published-source exception applies. [CMA review guidance](#) · [ASA testimonial guidance](#)

Protect notes, recordings and access

Your language bank may contain names, recordings, contact details, complaints or commercially sensitive information. It is not “just marketing”. Keep it in an approved business account, share access only with people who need it, and remove names from working extracts where possible. Do not put raw customer material into an AI tool, a public prompt or a shared workspace without checking your permissions, contract, provider terms and data-protection position.

Use a distinct account for each team member, strong sign-in protection where available, up-to-date devices and a tested backup route. These are sensible foundations, not a compliance guarantee. The NCSC’s small-organisation guidance covers protecting accounts, devices, data and backups. [Read the NCSC guide](#).

Invite participants without pressure

Invite people who can speak about a recent, relevant experience. Include different situations where useful: a new customer, a regular customer, a customer who chose a different option, or a buyer with a different use case. Do not treat the loudest or highest-spending customer as the whole market.

Illustrative invitation — adapt truthfully

Subject: Could you share how you approached [the problem]?

Hello [Name],

We are improving how we explain [service/product] and would value a short conversation about your experience of [relevant problem]. This is for internal research, not a sales call. It would take around [time].

We would like to make notes so we do not misrepresent what you say. If you are comfortable with us recording, we will ask before the call starts; you can still take part without being recorded. We will explain how we will use and store the information, and you can ask us to stop at any time.

As a thank-you for your time, we can offer [neutral thank-you, if appropriate] whether your feedback is positive, mixed or critical.

Would you be open to a call? If not, no problem at all.

[Name, business identity, contact details and relevant privacy link]

If an invitation promotes a service or is part of lead generation, it may count as direct marketing. UK rules differ between corporate subscribers and individual subscribers: companies and LLPs are generally corporate subscribers; sole traders and some partnerships are treated as individual subscribers for PECR electronic-marketing rules. Corporate marketing emails still need an honest identity and valid opt-out address, and the UK GDPR applies where you process personal data. If status is uncertain, take the more protective route and check current ICO guidance before contacting people. [ICO B2B marketing guidance](#)

Use a simple recording and note-taking process

1. Decide whether you need a recording. If detailed notes are enough, do not record by default.
2. Before the conversation, confirm the purpose, storage location and who will see the material.
3. Ask for a clear yes before turning on any recording. Make a dated note of the answer.
4. Keep a notebook or document open with the questions below.
5. Write short exact phrases in quotation marks. Put your interpretation in a separate field.
6. After the call, save notes promptly in the approved location. Name the file with a neutral ID, not unnecessary personal detail.
7. Add only useful extracts to the language bank. Do not copy entire confidential calls into a marketing spreadsheet.
8. If the participant asks to withdraw, pause use of the material and follow your documented process. Seek advice if other retention obligations may apply.

Interview guide: ask for a real moment

Start with the person's situation. Then ask for an example rather than asking them to validate your offer.

Topic	Open question	Follow-up when the answer is vague
Context	"Can you tell me a little about your role and what a normal week looks like?"	"Which part of that is most relevant to this issue?"
Trigger	"What happened that made this problem feel worth addressing?"	"Can you take me through that day or job?"
Existing approach	"What had you already tried?"	"What made that option fall short?"
Language	"How would you describe the problem to a colleague?"	"What words did you use when you searched for help?"
Evaluation	"What mattered when you compared options?"	"What were you checking for?"
Hesitation	"What, if anything, made you pause?"	"What would have made that concern worse?"
Outcome	"What would a useful outcome change in practice?"	"How would you notice that change?"
Improvement	"What could we explain more clearly?"	"What would you want to see before deciding?"

Listen more than you speak. Avoid defending your business or filling silence. A useful question is, "What do you mean by that?" Another is, "Can you give me an example?"

Listen for five kinds of language:

Type	What it tells you	Example of an internal tag
Problem	What is not working now	chasing information
Desired outcome	What "better" means to the buyer	know what is booked
Objection	What creates hesitation	worried about disruption
Evidence required	What they need to believe or check	clear scope before visit
Identity or context	The working reality behind the words	owner also answers phones

Interview preparation checklist

- ☐ The purpose and participant selection are clear.
- ☐ The invitation and privacy information are ready.
- ☐ I know whether I will record, and how I will ask before starting.
- ☐ The questions are open and do not assume the answer.
- ☐ I have a secure place to store notes and a naming convention.
- ☐ I know who will review raw material and who may see the bank.
- ☐ I have allowed time after the call to write up factual notes separately from my interpretation.

Short surveys that produce useful wording

Keep a survey short enough to complete on a phone. Ask mainly open questions, then add one optional segment question if it helps interpretation. Do not request sensitive or irrelevant information simply because the form allows it.

Starter survey

1. Before you looked for [service/product], what was the main thing you were trying to sort out?
2. What words would you use to describe that situation to someone else?
3. What had you already tried, if anything?
4. What made one option feel more suitable than another?
5. What nearly stopped you from going ahead?
6. What would a good outcome look like in your day-to-day work?
7. Optional: Which of these best describes your situation? [relevant use-case options]

Use the answers to spot themes, not to manufacture a percentage from a small or self-selected group. Keep the raw response and your tags separate.

Mine existing sources carefully

Review one source at a time. Choose a practical time window, such as recent enquiries from the last month. Your purpose is to identify language and recurring questions, not to build a hidden dossier on customers.

1. Export or copy only the necessary text into an approved review location.
2. Remove names, phone numbers, order numbers and other identifiers from your working extract where they are not needed.
3. Highlight phrases about the problem, desired outcome, decision criteria and hesitation.
4. Add a short entry to the bank with source type and date range.

5. Keep a link or reference back to the original secure source so a reviewer can check context.
6. Delete temporary extracts when they are no longer needed under your retention approach.

Good sources include enquiry emails, sales-call notes, support tickets, live-chat transcripts, repeat questions, genuine reviews and feedback forms. Do not silently reuse confidential client emails as a public quote.

Use public conversations with judgement

Public forums, social comments and industry groups can reveal category language, especially if you have few customers. Observe rules and context:

- use public material to identify recurring themes, not to identify or profile individuals;
- do not join closed communities under a false identity or pretend to be an independent customer;
- respect group rules and platform terms;
- do not copy an individual's post into marketing as if it were an endorsement; and
- check whether a phrase is a common need or merely one person's unusual situation.

For example, a **fictional illustration**: an accountancy practice notices several public questions about “not knowing what to set aside for tax”. The useful insight is the anxiety about cash planning. It is not permission to quote a named poster or claim the firm “solves tax worries”.

3. Build your customer language bank

Set up the spreadsheet step by step

You can use Microsoft Excel, Google Sheets, a simple table in a shared document, or another approved tool. Use the one your team can open and maintain. Start with one sheet called **Language bank**.

1. Open a blank spreadsheet and rename the first tab Language bank.
2. Freeze the first row so column headings stay visible.
3. Create the columns in the template below.
4. Add a second tab called Source register for links to the original secure source, permission status and retention notes.
5. Restrict sharing to the people who genuinely need access.
6. Add a third tab called Priority phrases after you have collected enough material to rank it.
7. Set a monthly calendar reminder to review, remove stale material and add new evidence.

Core language-bank template

Date / period	Source type	Segment / use case	Exact phrase or short extract	Journey stage	Theme	Context / what happened	Permission status	Public-use status	Content opportunity	Reviewer note
				Awareness / Consideration / Decision / Retention	Problem / Outcome / Objection / Evidence / Identity		Internal research / Recording agreed / Other basis to confirm	Not for public use / Ask separately / Approved for named use / Approved anonymised use	Headline / FAQ / email / sales script / research only	

Keep the **exact phrase** and your **interpretation** in separate columns. **Illustrative example:** the exact phrase might be “I need someone to turn up when they say they will.” Your interpretation might be “reliability is an important selection criterion”. The interpretation can be wrong; the original wording lets another person check your conclusion.

Add useful tags, not endless tags

Use a small shared vocabulary. Too many labels make the bank hard to search. Begin with these:

Tag group	Suggested values
Journey stage	Awareness, consideration, decision, retention
Theme	Problem, desired outcome, objection, evidence required, emotional context, identity/context
Segment	Domestic customer, trade customer, office manager, owner-manager, use case, existing/new customer

Tag group	Suggested values
Strength	Specific, repeated, vivid, important decision criterion, needs more evidence
Use	Homepage, service page, FAQ, email, proposal, discovery call, research only

Avoid demographic or personal labels unless they are genuinely relevant to the offer and appropriate to record. “Busy parent” may be useful only if it relates directly to booking constraints. Someone’s health, appearance, politics, religion or other sensitive detail is not routine marketing research.

Separate themes from proof

A recurring phrase is a clue, not evidence that your service delivers a result. Use the bank to decide what customers care about, then check what you can honestly say in response.

Illustrative examples — these are not customer quotes or performance claims.

Customer language	Possible messaging direction	Evidence check before publishing
“I cannot take another afternoon off waiting for a visit.”	Explain your booking window and update process.	Can you consistently operate this process?
“I need an answer I can show the director.”	Explain the scope, report or approval information you provide.	Is the document actually included?
“I do not understand what I am paying for.”	Show what is included, excluded and optional.	Are prices and terms current and clear?
“We are drowning in follow-up emails.”	Explain the workflow problem you help organise.	Do not promise time savings without evidence.

Find patterns and choose priorities

Once you have entries, sort the bank by theme and segment. Look for language that is repeated, specific and connected to a meaningful decision. Do not rank a phrase only because it sounds dramatic.

Use this priority score:

Question	Score 0–2
Has it appeared in more than one relevant source?	
Is the meaning specific enough to act on?	
Does it relate to a decision, concern or useful outcome?	
Can we respond to it truthfully with our actual offer?	
Is the wording appropriate for the chosen audience and channel?	
Total / 10	

A phrase scoring well is a candidate for copy. A phrase with a low score may still guide a future interview question.

4. Turn language into honest marketing

Use language as a starting point, not a script to copy

The useful technique is **meaning-first mirroring**:

1. Select a phrase that describes a real situation or concern.
2. Read the full context, not just the memorable words.
3. Identify the underlying need.
4. Write a clear response based on what your business actually does.
5. Remove exaggerated outcomes, unverified numbers and claims about every customer.
6. Ask a colleague or the relevant service owner to check accuracy.
7. Keep a note of the source theme and the approval decision.

Fictional illustration — local trade service

Weak starting copy	Customer-language insight	Clearer, supportable direction
"Premium electrical solutions for every requirement."	Prospects want a clear appointment process and less uncertainty around visits.	"Electrical work with a clear scope, agreed visit window and a named contact for updates."

The final sentence should only be used if the business can reliably provide those things. It does not promise a result it cannot control.

Apply the bank to each asset

Asset	Use customer language for	Keep a human check on
Homepage	The problem you understand and who you help	Broad claims, audience fit and evidence
Service page	Questions, decision criteria, process and boundaries	Scope, availability and technical accuracy
FAQ	The wording people genuinely use when confused	Clear, current answers rather than evasive sales copy
Enquiry or booking page	What happens next and what information is needed	Privacy, consent and operational reality
Email	A relevant issue and a proportionate next step	Marketing rules, opt-out and recipient relevance
Proposal	The buyer's stated problem, scope and decision criteria	Contract terms, deliverables and pricing accuracy
Social post	A useful observation or practical explanation	Context, claims and the difference between opinion and proof

Address objections without inventing reassurance

List the objections you hear repeatedly. Then decide whether you can answer with a fact, a process change, an honest boundary or a question for the buyer. Do not counter a concern with a made-up case study, a customer result you cannot prove, or an implied guarantee.

Objection	A safer response pattern
"I am not sure what this includes."	State inclusions, exclusions and what will be agreed before work starts.
"I worry it will interrupt the team."	Explain the planning steps, likely dependencies and what you need from the customer. Do not promise no disruption unless that is truly within your control.

Objection	A safer response pattern
"I need to justify this internally."	Provide a plain scope, options and evidence the buyer can share.
"We have tried something similar before."	Ask what failed, then say whether your approach is materially different. It is acceptable to say you are not a fit.
"I do not know whether the cost is worthwhile."	Explain the price basis and the decision information you can provide. Do not claim a payback without reliable, relevant evidence.

A page-rewrite worksheet

Asset being improved:

Audience and decision point:

Current wording that feels generic or unclear:

Customer phrase / theme and secure source reference:

Underlying need (in plain English):

What we can truthfully say or show in response:

What we must not claim:

Draft replacement copy:

Accuracy check completed by / date:

Decision: Publish / Test / Revise / Do not use

Test, learn and record what happened

A rewrite is a hypothesis. It may improve clarity, make no practical difference or reveal that the offer itself needs work. Choose a proportionate measurement method.

1. Write down the current asset, date range and purpose before making a change.

2. Change one meaningful thing where feasible: the headline, FAQ wording, explanation of process or next step.
3. Decide what useful signal you will observe: qualified enquiries, completed bookings, relevant replies, customer feedback or another measure that fits the asset.
4. Keep comparison conditions as similar as practical. A seasonal rush, price change or new campaign can affect results.
5. Review both numbers and qualitative feedback. A click alone does not prove better-fit customers or better service.
6. Record the decision: retain, revise, revert or gather more evidence.

Test record	Your notes
Asset and version	
Change made	
Customer-language theme used	
Dates and relevant conditions	
Measure observed	
What happened	
Important limitations	
Next decision and owner	

If analytics, cookies, tracking pixels or testing tools process personal data or access a visitor's device, check the current privacy and PECR requirements before implementation. Do not describe a test as conclusive when the observation period or sample is too limited to support that conclusion.

5. Common challenges and practical responses

“We do not have many customers yet”

Start with prospective buyers who match your intended audience, people who enquired but did not proceed, relevant industry contacts and customer-facing colleagues. Use public discussions to discover questions people ask, while respecting context and group rules. Label what comes from a prospect rather than a customer. Do not treat competitor reviews as permission to copy their words or imply their reviewers are yours.

Your first goal is a better interview guide and a shortlist of hypotheses, not an artificial claim that research has “proved” your message.

“Our offer is technical or complicated”

Ask people how they explain the practical benefit to a colleague. Keep the technical detail where a buyer needs it, but connect it to the job they are trying to do.

Fictional illustration — B2B service: A managed IT provider hears that owners are less interested in a product name than in “knowing who to call when the whole office cannot get online”. That insight might improve the service-page structure: explain response arrangements, escalation and boundaries. It does not justify a claim such as “we keep every business online”.

“Different customer groups use different words”

Create separate filters or mini-banks by role, use case or stage of experience. Do not force one headline to speak to every group if their decisions differ. A retail buyer may care about display time; a B2B operations manager may care about ordering reliability. Use shared language only where the underlying need truly overlaps.

“We do not have time”

Make the process part of existing work instead of creating a large research project.

Weekly habit	Owner	Time box	Output
Review five recent enquiry messages	Sales or owner-manager	15 minutes	Three tagged phrases or questions
Add useful support language	Customer-service owner	10 minutes	Updated bank entries with source reference

Weekly habit	Owner	Time box	Output
Hold one short research conversation	Named interviewer	20–30 minutes plus notes	Interview summary and permission record
Review top themes	Content owner	20 minutes monthly	One asset to improve or question to investigate

The time boxes are illustrative planning choices, not a required schedule. Reduce the volume if it risks rushing consent, context or secure handling.

6. Beginner-friendly operating procedure: monthly language-bank review

Owner: Content owner or named manager

Trigger: Monthly calendar reminder, or after a material campaign/service change

Input: Approved interview notes, survey responses, recent enquiries/support themes, secure source register

Output: Updated language bank, ranked priorities and one documented action

Human fallback: If permission, accuracy, privacy or context is unclear, do not use the material publicly; escalate to the owner or appropriate adviser.

1. Open the approved language-bank file and check who currently has access. Remove access that is no longer needed.
2. Choose the source window to review, such as the previous month's enquiries. Do not collect extra personal information for the exercise.
3. Read each item in context. Copy only a short, necessary extract into the bank and record the source type and date.
4. Separate an exact phrase from your interpretation. Use quotation marks only for the exact words.
5. Add journey-stage, theme and segment tags from the shared list.
6. Check the permission and public-use status. Leave it as not for public use unless you have a recorded basis to use it.
7. Sort entries by theme and discuss recurring patterns. Do not count repeated messages from the same person as independent evidence.
8. Score the most useful themes using the /10 priority table.
9. Choose one proportionate action: improve an FAQ, test a clearer service explanation, ask a follow-up research question or make an operational improvement.

10. Ask the service owner to check any draft claim. If it is not supportable, revise it to describe the process or remove it.
11. Record the action, owner, due date and what will be reviewed next month.
12. Delete temporary exports and follow the business's retention approach. Keep only the evidence and permission record you need.

7. Your 30-day action plan

The dates below are a starting structure, not a promise of results or a required timeline. Adapt the pace to your capacity and any privacy, customer-service or approval needs.

Days 1–3: decide the focus

- ☐ Choose one audience, one offer and one marketing asset.
- ☐ Complete the research brief.
- ☐ Set up secure storage, bank columns and source register.
- ☐ Decide who can collect, approve and publish content.
- ☐ Prepare your invitation, privacy information and recording question.

Days 4–14: collect and organise

- ☐ Invite suitable participants without pressure.
- ☐ Hold one or more research conversations, using notes or recorded agreement where appropriate.
- ☐ Review one existing source such as recent enquiries or support themes.
- ☐ Add exact extracts with source and permission status.
- ☐ Tag the first patterns. Record uncertainty instead of forcing a conclusion.

Days 15–23: decide what to change

- ☐ Score the strongest themes.
- ☐ Choose one customer need your business can answer honestly.
- ☐ Use the page-rewrite worksheet to draft new wording.
- ☐ Obtain an accuracy review from the person responsible for delivery.
- ☐ Check that no quote, testimonial or result claim lacks evidence or permission.

Days 24–30: publish or test with care

- ☐ Decide whether to publish, run a controlled test, seek more evidence or make no change.

- ☐ Record the version, date, relevant conditions and measure.
- ☐ Gather feedback without pressuring customers for praise.
- ☐ Schedule the next monthly review.
- ☐ Write one sentence about what you learned and one action for the next cycle.

8. Final decision page

The customer problem we now understand more clearly:

The customer words or themes that best describe it:

1.
2.
3.

The evidence behind those themes (source types and dates, not unnecessary personal data):

The marketing asset we will improve:

The truthful promise, process or boundary we will communicate:

The claim or wording we will avoid because it is unsupported, too broad or unclear:

Named owner: Review date:

Decision: ☐ Publish ☐ Test ☐ Seek more evidence ☐ Improve service first ☐ Do not use

References and review notes

Primary sources below were checked on **9 October 2026** for the UK privacy, marketing, testimonial and security guidance reflected in this workbook. Guidance and law can change; this resource is general education, not a compliance guarantee.

1. [Information Commissioner's Office — How should we obtain, record and manage consent?](#) — clear, specific consent; evidence records; withdrawal.
2. [Information Commissioner's Office — Business-to-business marketing](#) — corporate versus individual subscribers, electronic marketing and the UK GDPR.
3. [Information Commissioner's Office — Direct marketing guidance](#) — planning, transparency and the right to object.

4. Competition and Markets Authority — Reviews: guidance for businesses and agencies — fake reviews and incentivised positive reviews.
5. Advertising Standards Authority — Testimonials and endorsements — permission, documentary evidence, relevance and avoiding misleading testimonial claims.
6. National Cyber Security Centre — Small organisations guide to cyber security — proportionate protection for accounts, devices, data and backups.

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