**Letter 3: A Conference Participant Submitting a Paper to the Journal Editor She Met**

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Dear Dr Publisher,

It was a pleasure meeting you and discussing our similar interests at the Business Management conference in London a couple of weeks ago. As promised, I have revised my presentation and am submitting it for your consideration for the upcoming issue of the *Journal of Innovative Business Studies* dedicated to management innovations. The new title of the manuscript is ‘Empathy as a Management Strategy Yields Significant Increases in Efficiency and Productivity.’

You might recall that we discussed the challenges of reshaping my presentation, which was designed to generate in conference attendees the emotional responses it discusses, to conform to the structural requirements of the *Journal of Innovative Business Studies*. The journal’s author instructions were actually very helpful, and I believe the overall argument of the paper is now clearer as a result of the rearrangement. I also took a look at the recent *Journal of Innovative Business Studies* articles by Sally Scholar and John Researcher that you recommended. The former was particularly helpful and I have cited it more than once in my closing discussion. That discussion has benefited significantly from our long talk at the conference and I hope you do not object to my acknowledgement of your insight.

As you know, the research presented in the manuscript is original and has not been published or submitted elsewhere. My methods comply with the journal’s ethical standards, I have no conflicts of interest to disclose and I have removed all traces of my identity in preparation for blind review. I would respectfully request that Stephen Harsh not review the manuscript, however. His knowledge in this area is extensive, but you may remember from his comments at the conference that he does not share my approach to management or view my recent research with a positive eye. I believe the following two experts would serve as more appropriate reviewers of my paper:

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I look forward to seeing you at the upcoming conference in Leeds. In the meantime, let me take this opportunity to thank you for your interest and consideration.

Best regards,

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