



APMP Pacific Northwest Chapter
Fall Symposium:

The Art of Proposal Creation

The Art of Gaining Customer Focus— Winning Executive Summaries

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Vice President, Shipley Associates





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The Art of Proposal Creation

Introduction

Welcome to a session designed to help you develop winning executive summaries.





Workshop Content

- Introduction
- Purposes of the executive summary
- Strategic executive summary development
- The executive summary and customer presentations



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Purpose of the Executive Summary

Early preparation of effective executive summaries promotes alignment; every individual conveys the same message to your customer.





Section Outline

- External purposes
- Internal purposes
- Gaining a customer focus perspective



External Purposes of the Executive Summary

- Selling your solution
- Facilitating customer communication



Selling Your Solution:

Do Your Executive Summaries Meet These Criteria?

- Connect your solution to the customer's business vision?
- Identify the customer's needs?
- Make ownership of needs explicit?
- Directly connect your solution to customer's needs?
- Offer clear proof of your claims?
- Show how you offer greater value than the competition?
- Provide brief but comprehensive overview?
- Indicate next step?



Facilitating Customer Communication: *Do Your Executive Summaries Help Communicate?*

- Summarize key points you plan to make in proposal?
- Introduce readers to what they can expect in each proposal section?
- Guide evaluators to pertinent parts of proposal?
- Help evaluators understand “big picture?”



Internal Purposes of Executive Summary

- Refining your bidding strategy
- Communicating your strategy in-house
- Driving proposal development
- Ensuring successful implementation



Refining Your Bidding Strategy: *Measure Your Strategy Against These Criteria*

- Achieving customer's vision
- Meeting requirements from RFP or interview
- Providing benefits from customer's perspective
- Discriminating offer from competitors'
- Proving qualifications with experience and performance





Communicating Strategy: *In-House Time Savers & Tips*

- Draft executive summary transfers intelligence from sales team to proposal team
- Sales team knows customer best and is in best position to draft executive summary
- Early effort to develop executive summary will pay off
- Top management should review and endorse executive summary



Driving Proposal Development:

Executive summary provides a key internal tool

- Contains core message of proposal
- Forms foundation for proposal
 - ⌘ Prepare before kickoff meeting
 - ⌘ Distribute at kickoff meeting



Ensuring Successful Implementation: *Executive summary communicates strategy*

- Provides strategic content
- Serves as model of final proposal
- Can establish style guidelines
- Helps communicate with alliance partners



Gaining a Customer Focus Perspective

- What is “customer focus?”
- Why are most executive summaries “seller focused?”
- Are your executive summaries “customer focused?”



Rank Customer Focus

E
X
E
R
C
I
S
E

OBJECTIVE:

Learn to recognize customer focus

INSTRUCTIONS:

Read five executive summaries (A-E), all with common customer, seller, solution, page design, and visuals

(Do not list indicators yet)

DELIVERABLE:

Completed rankings

TIME:

15 minutes



Research Results from Customer Focus Exercise

- > 3000 people, 4 continents, 25 countries
- 70 percent select “C”
- Ordinal ranking is C - B - D - E - A
- No variation by country or culture
- Senior managers like “C” better than junior managers and staff
- Individuals struggle to name more than half of indicators



Indicators of Customer Focus

- Vision statement
- Aligns vision and this buy
- Cites prioritized hot buttons
- Hot button ownership explicit
- Cites buyer before seller
- Names buyer more often than seller
- Cites benefits before features
- Announces and follows organization
- Concludes with summary and next step
- Offers customer-focused proof



Evaluate Customer Focus

E
X
E
R
C
I
S
E

OBJECTIVE: Learn to evaluate executive summaries for customer focus

INSTRUCTIONS: Review executive summaries A-E
Determine whether the executive summaries exhibit each indicator of customer focus

DELIVERABLE: Rating of indicators of customer focus

TIME: 15 minutes



Comparison of Customer Focus

E
X
E
R
C
I
S
E

Indicator	A	B	C	D	E
Vision statement					
Aligns vision with this buy					
Cites prioritized hot buttons					
Hot button ownership explicit					
Cites buyer before seller					
Names buyer > seller					
Cites benefits before features					
Announces and follows organ.					
Concludes with summ./next step					
Offers customer focused proof					



Comparison of Customer Focus

E
X
E
R
C
I
S
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Indicator	A	B	C	D	E
Vision statement					
Aligns vision with this buy					
Cites prioritized hot buttons					
Hot button ownership explicit					
Cites buyer before seller	1	4	10	3.5	3.25
Names buyer > seller					
Cites benefits before features					
Announces and follows organ.					
Concludes with summ./next step					
Offers customer focused proof					



Design Executive Summary Structure

E	OBJECTIVE:	Design a structure for good executive summaries
X	INSTRUCTIONS:	Examine elements, organization and structure of executive summary “C”
E		Create a template (outline) of how “C” is constructed
R		
C	DELIVERABLE:	Identify the structure of a good executive summary
I		
S	TIME:	10 minutes
E		



Design Executive Summary Structure

Winning Executive Summaries

Winning Executive Summaries

E
X
E
R
C
I
S
E

In 10 years of flying the Endeavor for Special Forces, we have been impressed with the durability and portability of the aircraft after successive airdrops in difficult terrain. Jenair's enthusiastic support was superb.

—Maj. Buck Rogers

C

Affordable, portable, and easily transportable

Executive Summary

Cascadia Timber can reduce the cost of forest management in remote, roadless areas by selecting a partner to supply 20 versatile ultralight aircraft that also offers proven long-term support.

Cascadia Timber is ranked as the No. 1 company in the world by Forester's Monthly for low cost, innovative forest management. Cascadia Timber Chairman Woody X. Pine set the following strategic direction:

We have to do everything better, more efficiently from a cost point of view; more effectively from an impact point of view.

Cascadia Timber Annual Report, 200X

Cascadia Timber's Forest Management Division helps improve efficiency and effectiveness by adopting innovative forest management practices.

In support of Cascadia Timber's strategic direction, the Forest Management Division verbally requested proposals for 20 ultralight aircraft to be used as a forest management tool. In our meetings with Forest Management and purchasing, you cited four primary needs:

1. Affordable, portable, and easily transportable,
2. All-conditions observation and communication platform
3. Safe and easy to fly
4. Easy to assemble and maintain in the field

Cascadia Timber can purchase 20 Endeavor ultralights from Jenair for \$9500 each, less than one-half the cost of 3/4 ton 4-wheel drive trucks. The Endeavor offers a unique combination of features:

- For portability, the wings, tail assembly, fuselage, and down tubes are oriented along a slim axis and secured in a rugged transport case.
- Transportable by three people by design, not modification. Two carry the 196-lb. fuselage crate, one carries the 45-lb. engine crate.



Figure 1. Proven In Use. While no forest management group currently uses any type of ultralight, the Endeavor has been proven in similar operations with Special Forces personnel since 1984.



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E
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C

All-conditions observation and communication platform

Safe and easy to fly

JENAIR PILOT TRAINING NAMED INDUSTRY'S BEST

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For versatility, the Endeavor can be equipped to land on land, water, and snow.

Air to ground communication is improved by the rear engine which minimizes pilot noise when compared with front engine models.

Safe and easy operation requires good design and excellent pilot training. Endeavor's design offers clear benefits:

Benefit	Feature
Excellent ground control	Trailing landing gear and control-stick steering
Smooth ground ride	Landing gear with built-in shock absorbers
Rugged	Survived 16 airdrops without damage
Safe, effective training	Award-winning training program

Cascadia foresters can focus on forest management because the Endeavor is easily maintained. Routine checks of cables, snap-lock bolts, fittings, and simple preflight tests are sufficient for safe operation. Weekly checks of engine fluids, landing gear and the prop are required. Annual engine overhauls and in-depth checks of the prop is required and can be done at Cascadia's convenience by Jenair personnel.

Reliable, rugged flight instruments, proven in 10 years of use, require only annual calibration.

To ensure fast, accurate assembly, nondestructible instructions are permanently attached beneath the instrument panel. To ensure assembly tools are always available, they are also connected by a steel cable and attached to the aircraft.

Cascadia Timber has kept on the leading edge of innovative forest management techniques. Jenair Sports welcomes the opportunity to supply 20 Endeavor aircraft, flight and maintenance training, and long term maintenance and inspection support.

While many ultralights are used for recreation, the Endeavor's unique 10-year use by Special Forces personnel over similar terrain and more difficult conditions reduces the risk of use in continuous operation.

Our proposal mirrors the issues discussed in our meetings. Should your requirements change, we welcome the opportunity to discuss further enhancements.

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Strategic Executive Summary Development

Winning executive summaries can be easily created by following a rational, systematic approach that maximizes customer focus.





Five-Step POWeR Writing Process

- Plan
- Organize
- Write
- examine
- Revise

POWeR



Three Steps in Learning to Plan

- Define common terms
- Learn the customer
- Practice

POWeR



Understanding Customer Issues, Motivators, and Hot Buttons



- ❧ **ISSUES:** *Customer concerns... the worry items that keep them awake at night.*
- ❧ **MOTIVATORS:** *The objectives that the customer is trying to achieve.*
- ❧ **HOT BUTTONS:** *The consolidated set of issues and motivators that will driving the buying decision.*



Ask Questions to Understand Customer Needs

- What is senior management's vision for future?
- Who are real customers?
- Who has power to make decisions?
- What does customer want?
- What is time frame of opportunity?
- How real is opportunity?
- Where is customer in buying cycle?
- Will customer issue formal bid request?



Ask Questions to Understand Customer Needs *(Cont.)*

- How does customer typically purchase product/service?
- What are customer's technical issues?
- What are customer's business issues?
 - ☞ On-time delivery
 - ☞ Problem-free delivery
 - ☞ Quality assurance
 - ☞ Predictable costs
 - ☞ Project management
- What is motivating customer to buy NOW?



Collaborate to Define Customer Needs and Issues

- Diagnose before you prescribe
- Focus on customer benefits
- Work on win-win, long-term solution for customer, not short-term gain for seller





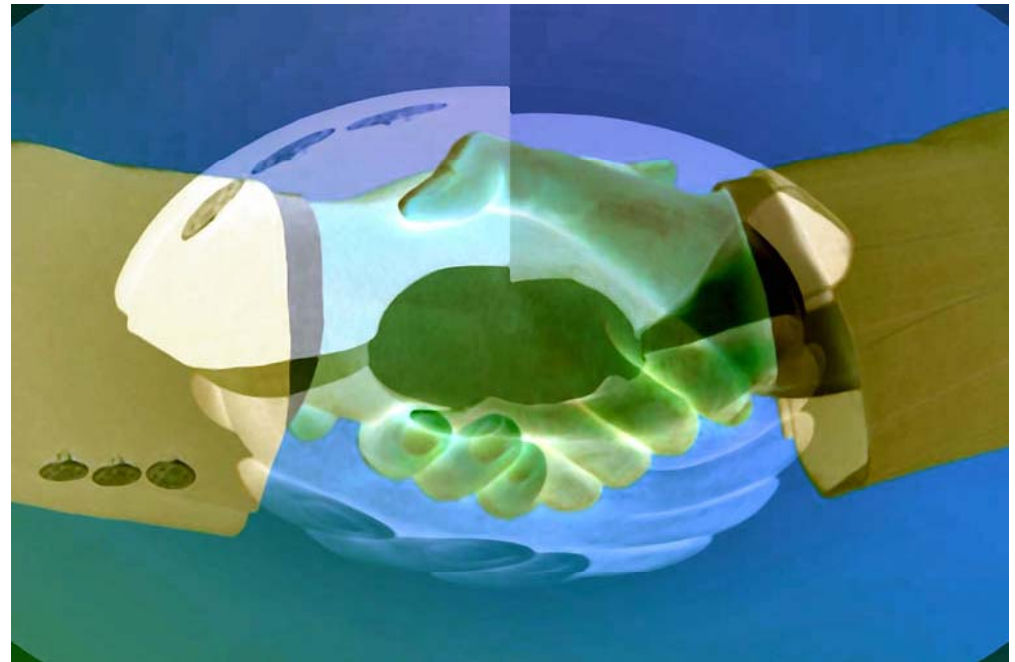
Key Terms

- Features: Aspects of your service/product
- Advantages: Ways your service/product can help prospect
- Benefits: Advantages that solve customer's problems
- Discriminators: Features of your solution that
 - ☞ Differ from competitor's
 - ☞ Are important to prospect



Using the Customer's Language

- Write down customer's words
- Ask questions, listen carefully, make precise notes
- Identify hot buttons in customer's exact words
- Scan customer's company documents
- Use customer's words in verifying hot buttons





Organize Content to Sell

- Fundamentals of persuasive organization
- Organizing as instructed
- Mirroring the bid request organization
- Organizing around prospect hot buttons

POWeR



Fundamentals of Persuasive Organization

- Present according to customer's needs
- Group similar ideas
- Place most important messages first
- Keep setups short
- Use headings to guide readers



Organize as Instructed

- Prospect instructions rule
- Apply organizational principles within required organization



Organize Around Prospect's Hot Buttons

1. Thematic Summary (Purpose)

2. Introduction (Preview of Hot Buttons)

3. Body (Details of Hot Buttons)

4. Review (Final summary)



Using a Four-Box Strategy Template

To use all features of form, enable macros. See Word Help for instructions.
For context-specific help in fields, press F1 (Windows) or Help (Mac OS)

Shipley Associates **Executive Summary Organizer**

Box 1: Summary – Create a Strategic Opening

Theme

Vision

Box 2: Introduction – The Hot Button List

Preview

Hot Buttons

Box 3: Body – Provide Details About Each Hot Button

Hot Button 1:

Solution

Benefit

Proof

Visual

Copyright 2007 Shipley Associates. 1

- **Box 1:** Recognize prospect's vision, challenges, objectives. Introduce solution.
- **Box 2:** Establish and prioritize prospect's needs or desired outcome. List hot buttons.
- **Box 3:** Present details of solution in same order as Box 2, emphasizing benefits and providing proof.



Using a Four-Box Strategy Template

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For context-specific help in fields, press F1 (Windows) or Help (Mac OS)

Hot Button 2:

Solution

Benefit

Proof

Visual

Hot Button 3:

Solution

Benefit

Proof

Visual

Hot Button 4:

Solution

Benefit

Proof

Visual

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- **Box 3 (continued):** Present details of solution in same order as Box 2, emphasizing benefits and providing proof.



Using a Four-Box Strategy Template

To use all features of form, enable macros. See Word Help for instructions.
For context-specific help in fields, press F1 (Windows) or Help (Mac OS).

Hot Button 5:

Solution

Benefit

Proof

Visual

Hot Button 6:

Solution

Benefit

Proof

Visual

Box 4: Review – Summary and Next Steps

Summary

Next Steps

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- **Box 3 (continued):** Present details of solution in same order as Box 2, emphasizing benefits and providing proof.
- **Box 4:** State why prospect should select you. Summarize unique contribution to success. Indicate next step.



Writing: Create a Strategic Opening in Box 1

- Theme statement
- Vision statement
- Linking statement

POWeR



Open Box 1 With a Theme Statement

Benefit

Cascadia Timber can reduce the cost of forest management in remote, roadless areas by selecting a partner to supply 20 versatile ultralight aircraft that also offers long-term support.

Feature



Consider a Value Proposition Theme

Feature

EuroWidget can obtain a competitive edge by implementing a customer information system that improves the effectiveness of your field sales team by 25 percent within 6 months, as measured in terms of customer appointments kept.

Quantified Benefits



Add Detail to a Value Proposition

Feature

Cascadia Timber can reduce forest management costs \$1 million annually by purchasing 20 versatile Jenair ultralight aircraft for \$198,888, a 588% ROI and 78 day payback period.

Cost

**Quantified
Return**



Turn a Feature into a Discriminator

Gotham City can reduce the cost of employee prescription services 13.5 percent by selecting the only benefits management organization backed by Smart ClaimsTM Software.

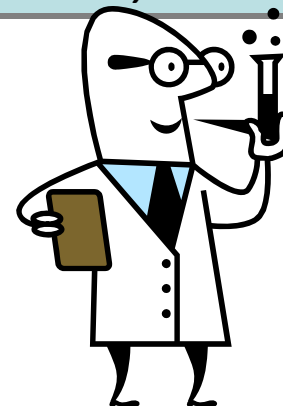
Discriminator

Feature



Theme Statement Litmus Test

Factor/Subfactor	Unsatisfactory	Poor	Fair	Good	Exceptional
	1	2	3	4	5
M.4.1 Subfactor 4 – Time required to train new users of the system					X
Justification of Score: <i>The Acme Corporation solution reduces our training time from 4 hours to 1 hour due to the intuitive, graphical user interface of their Easy Link™ software.</i>					



Could an evaluator use this theme to justify a high score?



Follow with a Vision Statement

Cascadia Timber is ranked as the number one company in the world by *Forester's Monthly* for low cost, innovative forest management. Cascadia Timber Chairman Woody X. Pine set the following strategic direction:

“We have to do everything better, more efficiently from a cost point of view, more effectively from an impact point of view.”

—Cascadia Timber Annual Report



Link the Vision to *This* Purchase

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Tie vision to
immediate need.



Use Vision and Link to Establish Context

Vision

Having emerged from the recent industry consolidation, Bank Two is now the second largest and fastest growing bank in the Northwest. Bank Two's board challenged management to increase ROI by 25 percent.

Link

Bank Two's Operations Department contributes to ROI improvement by seeking proposals for an IT support partner that can reliably deliver support at a 30 percent cost reduction.



Writing: Preview Hot Buttons in Box 2

- Introduce customer's hot buttons
- Make hot button ownership explicit
- Cite sources of hot buttons

POWeR



Introduce the Prospect's Hot Buttons

The ideal aircraft must meet four primary needs:

1. Affordable, portable, and easily transportable
2. All-condition observation and communication platform
3. Safe and easy to fly
4. Easy to assemble and maintain in the field

Potential arrogance



Make Hot Button Ownership Explicit

In our meeting with Forest Management and Purchasing, they cited four primary needs:

1. Affordable, portable, and easily transportable
2. All-condition observation and communication platform
3. Safe and easy to fly
4. Easy to assemble and maintain in the field

Good example



Cite Source of Hot Buttons

Our experience with customers in the forest products industry has indicated that most cite four primary needs:

1. Affordable, portable, and easily transportable
2. All-condition observation and communication platform
3. Safe and easy to fly
4. Easy to assemble and maintain in the field

Soften your claim as needed



Organizing Around a Value Proposition

In our meeting with Forest Management and Purchasing, we agreed that Cascadia Timber could anticipate the following values:

1. Reduced road construction and maintenance of \$500,000 annually
2. Reduced fire losses of \$250,000 annually
3. Reduced fire-fighting costs of \$250,000 annually



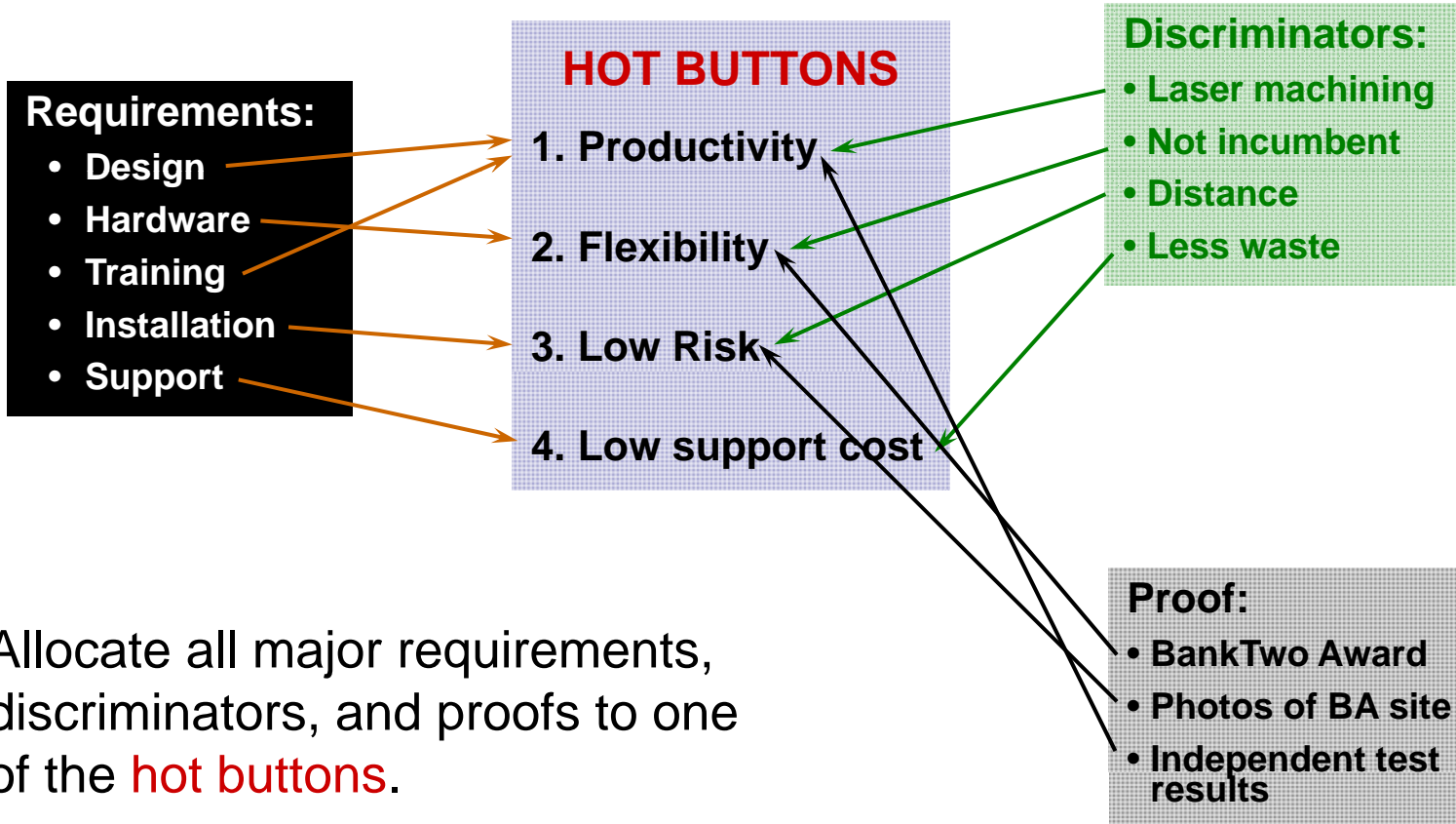
Writing: Substantiate Solution in Box 3

- Make your executive summary comprehensive
- Substantiate with success stories

POWeR



Make Executive Summary Comprehensive



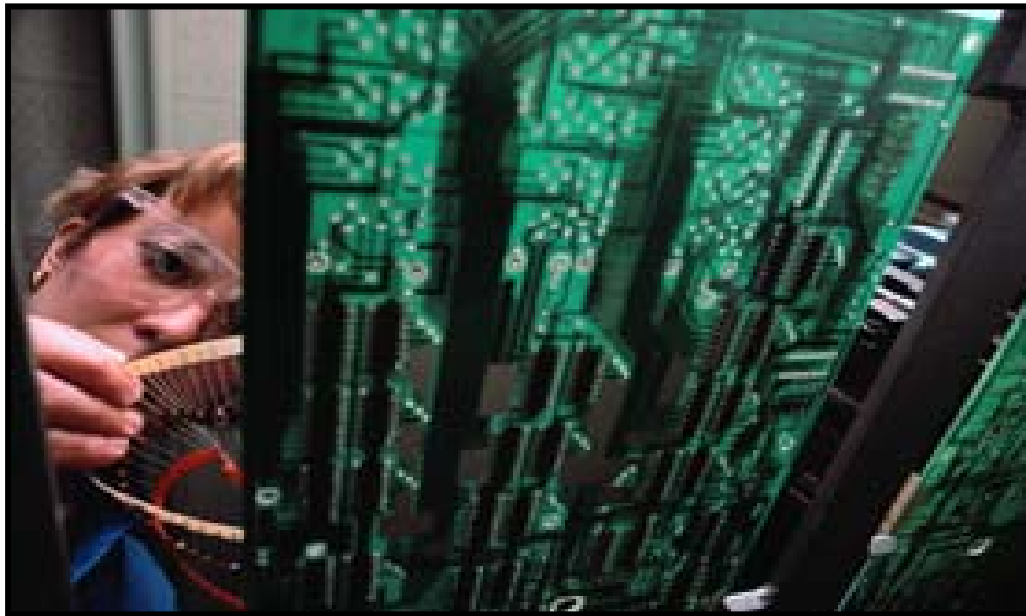


Substantiate with a Success Story

- Insert graphic to gain attention
- Indicate previous customer's need
- Tell customer's reason for selecting you
- Describe solution delivered and resulting benefit



Sample Success Story



Quality Delivery Leads to Doubled Order. *NYPD Systems needed critical circuit boards for Robo Cop to be delivered on short notice. After a global competition, they selected Savvy Circuits because of our automated processes. After two years of delivery without a single defect, NYPD doubled their order volume with Savvy Circuits without further competition.*



Costs in Executive Summaries

- Include unless prohibited
- Insert against appropriate hot button or at beginning of Box 4
- Establish perspective and context
 - ☞ Benefits versus cost
 - ☞ Relative costs
 - ☞ Reasonable and realistic
- Present graphically



Writing: Summary and Next Step in Box 4

- Close with costs, summary and next step
- Preview proposal outline

POWeR



Close with Summary and Next Step

Box 4

Summary

Proposal Outline

1. Executive Summary
2. Aircraft Description
3. Program Overview
4. Management Approach

Cascadia Timber has kept on the leading edge ... Jenair Sports welcomes the opportunity to ...

While many ultralights are used for recreation, the Endeavor's unique 10-year use by Special Forces ... reduces the risk of use ...

Our proposal mirrors the issues discussed in our meetings. Should your requirements change, we welcome the opportunity to discuss further enhancements.

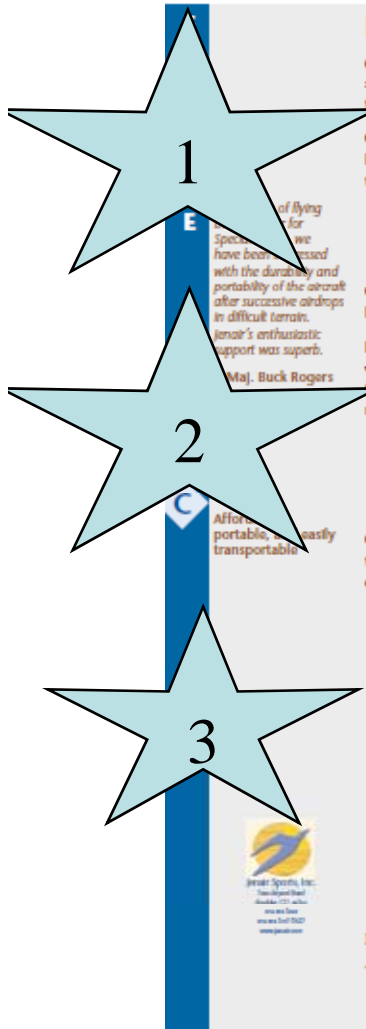
Preview/Next step



Design Executive Summary Structure

Winning Executive Summaries

Winning Executive Summaries



Executive Summary

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All-conditions observation and communication platform

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EXERCISE



17



Development Guidelines

- Mocked up by sales before kickoff
- Completed and refined by sales support
- Review with prospect if possible
- Limit to 5 -10 percent of proposal
- Temper by how much customer's managers will read
- Make more visual than proposal
- Use as basis for briefings
- Maintain customer focus



Writing Guidelines

- Make stand-alone
- Write for decision makers
- Make brief but comprehensive
- Include visuals
- Don't assume prior knowledge
- Use customer-focused framework
- Summarize offering and benefits
- Support claims
- Tie discriminators to hot buttons



eXAMINE

- Author reviews
- Peer reviews
- Senior management reviews
- “Coach” reviews (?)

POWeR



eXAMINE Conceptual Issues

- Can customer focus be improved?
- Is customer focus communicated sincerely?
- Are customer issues clear?
- Can strategies and theme statements be strengthened?
- Are additional or better proofs available?



Revise in Three Stages

1. Be Clear
2. Be Concise
3. Be Correct

POWeR



Revision Stage 1: Be Clear

- Write effective subject lines
- Ensure action required is clear
- Keep setups short
- Keep focus on customer
- Organize according to readers' interests
- Highlight key information



Revision Stage 2: Be Concise

- Revise paragraphs
- Revise sentences
- Revise words



Revision Stage 3: Be Correct

- Use the shortest, correct word
- Simplify whenever possible
- Consult references and use software tools
- Check math
- Check boilerplate
- Check grammar, punctuation, and spelling



Use Lists to Emphasize Points

Good List	Poor List
<p data-bbox="289 626 892 675">Guidelines for a good list:</p> <ul data-bbox="365 732 978 1222" style="list-style-type: none"><li data-bbox="365 732 688 773">• Name the list<li data-bbox="365 824 821 865">• Make items parallel<li data-bbox="365 917 978 1027">• Use bullets (unless order is important)<li data-bbox="365 1079 877 1120">• Limit number of items<li data-bbox="365 1172 968 1213">• Highlight with white space	<p data-bbox="1087 626 1640 675"><u>Bad list characteristics:</u></p> <ol data-bbox="1108 732 1734 1357" style="list-style-type: none"><li data-bbox="1108 732 1692 773">1. Numbering isn't needed<li data-bbox="1108 816 1682 984">2. Entries should be short, rather than complete sentences.<li data-bbox="1108 1027 1692 1068">3. Nested lists can confuse<ol data-bbox="1192 1114 1734 1292" style="list-style-type: none"><li data-bbox="1192 1114 1734 1154">1. Unclear font variations<ul data-bbox="1293 1198 1619 1292" style="list-style-type: none"><li data-bbox="1293 1198 1619 1239">▪ Mixed indicators<li data-bbox="1293 1252 1535 1292">- Not parallel<li data-bbox="1108 1312 1591 1352">4. Inconsistent format



Choosing Active or Passive Voice

Passive	Active
The baseline assessment data will be solicited in a telephone survey.	Assessors will solicit baseline data by telephone.
Monthly progress reports and a comprehensive final report will be submitted.	Our manager will submit monthly progress reports and a comprehensive final report.
The network was deactivated for three hours with no explanation.	We deactivated the network for three hours, but did not tell users why.
It is recommended that a feed-forward sensor be added to the control system.	We recommend adding a feed-forward sensor to the control system.



Simplify Wordy Phrases

Wordy	Simple
have the ability to	can
conduct an investigation of	investigate
make a modification to	modify
make use of	use
with the result that	so that



Use Precise, Descriptive Verbs

Vague	Precise
Consideration is being given to...	We are considering...
We will provide opportunities for training...	We will train...
Our project manager performs task reviews.	Our project manager reviews tasks.
Our project management process, which is ISO-certified, allows for improved decisions.	Our ISO-certified project management process improves decisions.



Avoid Cliches

- best of breed
- enterprise level
- in the loop
- paradigm shift
- raising the bar
- team player
- think outside the box
- we are pleased to propose



Eliminate False Subjects

Before	After
<p>There is some evidence of late completion of task orders.</p> <p><i>(10 words)</i></p>	<p>Some task orders are late.</p> <p><i>(5 words)</i></p>
<p>It is certain that changes will need to be made to this design based on the results of the pilot program.</p> <p><i>(21 words)</i></p>	<p>Design changes will be needed based on pilot program results.</p> <p><i>(10 words)</i></p>
<p>It will be possible, as the outsourcing project proceeds, to identify opportunities to improve utilization of the application.</p> <p><i>(18 words)</i></p>	<p>We can identify ways to improve application use during the outsourcing project.</p> <p><i>(12 words)</i></p>



Remove Redundant Words

- absolute **essentials**
- adequate **enough**
- advance **planning**
- and so **as a result**
- qualified **expert**
- **depreciate** in value
- new **recruits**
- joint **cooperation**
- past **history**
- **until** such time as



Revision Stage 3: Be Correct

- Use the shortest, correct word
- Simplify whenever possible
- Consult references and use software tools
- Check math*
- Check boilerplate*
- Check grammar, punctuation, and spelling*



“But I Used Spell-Checker!”

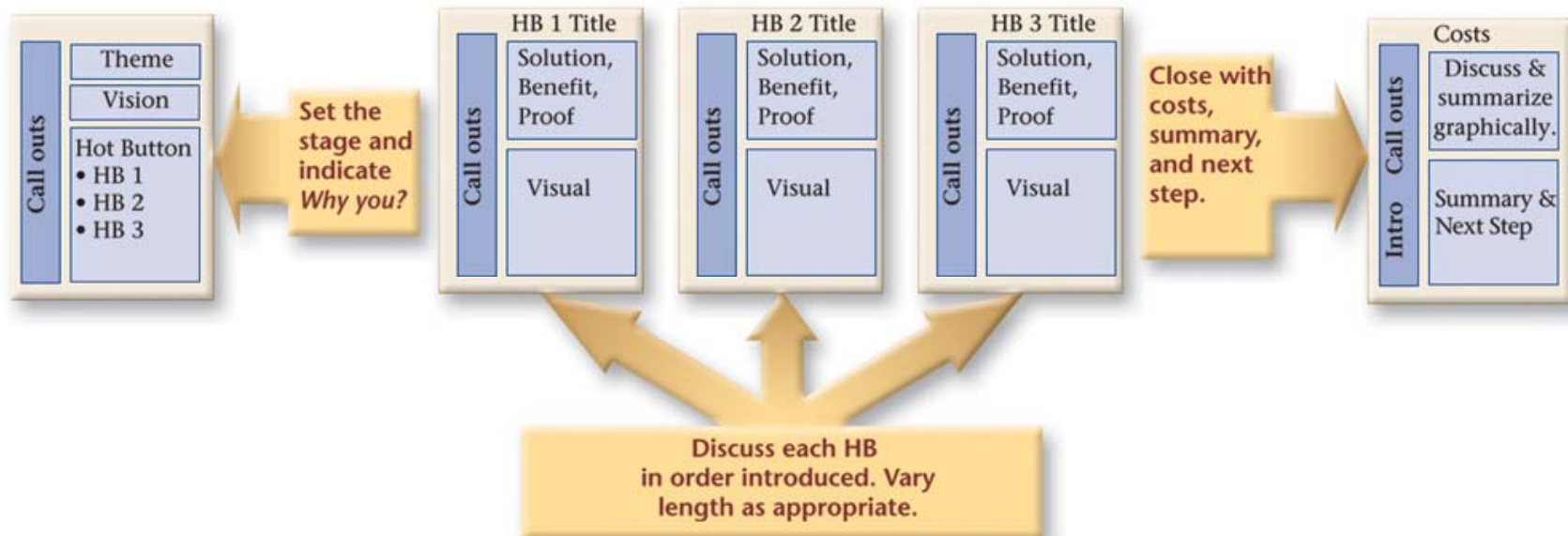
Situation: Real proposal; visual read-through before going to customer.

Should have said: “Over the past 8 years, we have enjoyed total success with our customers.”

What it really said: “Over the past 8 years, we have enjoyed total success without customers.”



Overview of Four-Box Executive Summary





Preparing an Executive Summary in a Panic

- Define customer hot buttons (2-5)
- Allocate major requirements and discriminators to hot buttons
- Assign one hot button to each person on team
- Proposal manager completes first and last pages
- Review as a team, order pages
- Spend remaining time polishing
- Resist changing solution



APMP Pacific Northwest Chapter
Fall Symposium:

The Art of Proposal Creation

The Executive Summary and Customer Presentations

The vision of the solution in your presentation must align precisely with your proposal. Using your executive summary as a tool ensures a successful sales presentation.





Fighting for Attention

- 3,000 books per day
- 100,000 periodicals per week
- 4,000 databases per month
- 300 CDs per day



Executive Summary

Theme **BOX 1**
Vision

- Statement of Compliance **BOX 2**
- Introduce Hot Buttons

- Discuss Each Hot Button **BOX 3**
- Name
 - State Solution and Benefit
 - Note your discriminator and trade-offs
 - Cite Proof (experience and performance)

Cite Price **BOX 4**
Summarize
Next Step

Prospect Presentation

Powerful
Opening

Vision

Indicate
Compliance

Preview
Topics
(Hot Buttons)

Discuss each
Hot Button

Name

State
Solution
and Benefit

Indicate
Trade-offs

Present
Proof

Summarize
and Transition
to Next
Hot Button

Present
Price/
Explain
Basis

Summarize

Next Step/
"Powerful
Parting"

Base Presentations on Executive Summary

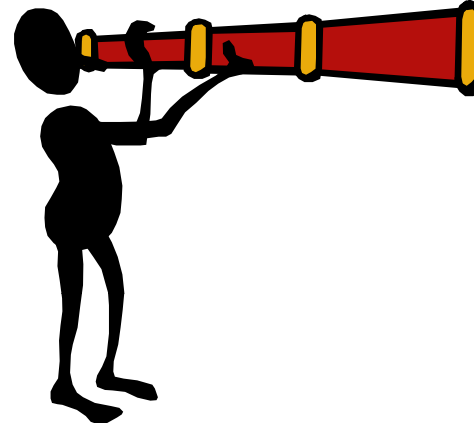


Emphasis in Effective Presentations

- Guide eyes to the main point
- Use **larger** font size or color



- Use arrows or motion clips
- Caution: Do not overuse.





Using Color in Effective Presentations

- Avoid distracting backgrounds
- Consider your image and your client's image
- Use hot colors sparingly for emphasis





So, We Have Covered---

- Introduction
- Purposes of the executive summary
- Strategic executive summary development
- The executive summary and customer presentations



What Are Your Questions????





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The Art of Gaining Customer Focus— Winning Executive Summaries



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