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# CEO/COO Forum

by Paul Taylor and Dick Eassom, AF.APMP

We have literally been amazed at the response to the online registrations for the upcoming 18th Annual International APMP Conference and Exhibits in Savannah, GA! By the end of the first phase, 31 March, we had received more than 370 online registrations with a handful of faxed-in registrations. On one day, Friday, 30 March, we had 65 online registrations. We are checking to see if this is a record, but it is certainly one of the highest single-day counts!

If this continues, we are set to have one of the most successful conferences since APMP held its first conference at the Hyatt Islandia in San Diego's Mission Bay in 1990. One hundred and thirty-nine people attended that conference, which was remarkable considering that APMP had just started. This year's conference promises something for everyone, which you can see from the conference brochures that we mailed to every member. There are nearly 50 presentations, panel discussions, or workshops over the 2½-day event.

Since APMP is a member-driven organization, we are providing opportunities for our local area chapters to meet at the conference and for chapter chairs to meet with the APMP Board of Directors and the Local Area Chapter Regional Representatives. We introduced the latter positions this year with a change in the Board structure. We have divided the USA into three regions, East, Central, and West, together with a European region and a "Rest-of-the-World" region. The Board asked the biggest chapter from each region to nominate a representative, who has a one-year voting term on the Board. Each chapter will get their opportunity to send a representative to the Board. Your current representatives are:

- Eastern USA: Betsy Blakney (National Capital Area Chapter)
- Central USA: Jeannette Waldie (Greater Houston Chapter)
- Western USA: Dana Spears (Southern California Chapter)
- Europe: Tony Birch (United Kingdom Chapter)
- International: Dick Eassom

Dick's assignment is temporary until a chapter is established in the international region. These regional representatives ensure that there is active communication between the Board of Directors and the local area chapters. As we mentioned earlier, APMP is a member-driven organization,

and we want to ensure that the Board hears the opinions of you, our members. As a new idea for this year's conference, we are looking at ways of identifying your region on your name badge.

*...we are set to have one of the most successful conferences since... San Diego, 1990*

We would also like to identify our Fellows on their name badges. By the time this issue of the Journal goes to print, the nominations for this year's class of APMP Fellows will have been received by the Fellows Committee and endorsed by the Board of Directors. We will announce our new Fellows at the conference. You can find a full list of the current Fellows in this magazine. Fellows can only be nominated by other APMP members, to be inducted is a great honor and a recognition of the contribution that the individual has made to our profession. We expect our Fellows to continue to contribute to APMP by providing their time as advisers and mentors to other members.

We will also give awards to our local chapters at the Conference. The Board will soon be releasing details of a new chapter award scheme for 2008 onwards that is both easier for the chapters to enter and for the Local Area Chapter Representatives to evaluate! Just like

the Requests for Proposal that we deal with in our work, the scheme will contain clear instructions and evaluation criteria. Although we have yet to finalize the scheme, we anticipate that there will be awards for best membership growth, best regular programs, best newsletter, best special event, and best Website. We will automatically consider any chapter that nominates itself for all five awards for the Best Chapter award. Look for details of this scheme when we post them to the APMP Website.

We are constantly adding material to the APMP Website. For example, we have been searching through the numerous boxes of APMP archives for old issues of the APMP *Perspective*. Since the Summer 2002 issue, the *Perspective* has been posted to the Website, and members have been notified through broadcast e-mails. Prior to that, it was printed and mailed to members. We have been scanning the old issues as we find them and posting PDF documents to the Website in the "Perspective Archives" area under Publications. We hope you will enjoy reading some of these old issues as they offer a fascinating look at the

development and growth of our association over its 17 years. You will find that the content of many of the articles is still useful today. If you have any suggestions for Website content, please let us know.

Our membership continues to grow in all regions and is currently around 2,400. However, there must be thousands of people who deal with proposals as part of their daily working lives who are not members or have not even heard of APMP. We encourage you to spread the word, get people to join APMP, join or form local chapters, attend or present at conferences, and contribute to our publications.

We are looking forward to seeing you all in Savannah and making it one of the most successful conferences in APMP history!

*We encourage you to spread the word; get people to join APMP.*



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*Our mission is to advance the arts, sciences, and technology of new business acquisition and to promote the professionalism of those engaged in those pursuits.*

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\*15% discount for all contracts of three or more consecutive issues of *Proposal Management* with payment in advance. Rates for 2008 will be published October 1, 2007.

### Schedule:

- Ad commitment (50% minimum, deposit required)—due February 1<sup>st</sup> (for Spring), or August 1<sup>st</sup> (for Fall).
- Electronic copy—due March 1<sup>st</sup> (for Spring), or September 1<sup>st</sup> (for Fall).
- Final payment due to APMP—March 1<sup>st</sup> (for Spring), or September 1<sup>st</sup> (for Fall).

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Please visit the APMP Home Page at [www.apmp.org](http://www.apmp.org) for additional information about *The APMP Professional Journal*, including viewable PDF files of advertisements and articles.

## MEMBERSHIP

APMP's mission is to advance the art, science, and technology of business development acquisition and to promote the professionalism of those engaged in those pursuits through the sharing of non-proprietary proposal methods, approaches, and processes. APMP conducts meetings and events both on a national/international scale and at the local level through individual chapters.

Our annual membership fee is \$125. APMP's Federal Tax I.D. Number is 87-0469987. You may obtain a membership form in Adobe Acrobat/PDF format from the APMP Website, [www.apmp.org](http://www.apmp.org). Send your completed membership form to: APMP, Attn: Membership Applications, 300 Smelter Ave. NE #1, PMB 383, Great Falls, MT, 59404. (406) 788-9840, (406) 454-0090 fax.

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Now you can share your expertise and experience in a worldwide forum of business development acquisition and proposal management colleagues and peers. Gain visibility. Demonstrate your successes. State your opinions or air your complaints. Send us a letter, submit an article, or propose your topic of interest. Submit a short (50-word) proposal for your article summarizing its principal thesis, issues, basis, and scope. You do not need to be an APMP member to contribute.

Concept Approval	Late October	Late April
Summary & Outline Due	Mid-November	Mid-May
Article First Draft Due	Late December	Late June
Article Final Draft Due	Late January	Late July
Peer Review & Updates	Late March	Late September
Print & Distribute	June	December

Contribute to our next issue. Let us hear from you today. We are open to many and varied topics of interest to professionals in our field.

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If you would like to submit an article, begin by reading the Editorial Statement and Guidelines for Authors on the following pages. There you will find our general guidance on manuscript preparation, scope of content, style, and methodology for submission and review.

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If you seek the means to help people shape their future, consider this journal—a proven venue that offers both “best value” and best price.

# Guidelines for Authors

*Proposal Management, the Professional Journal of the Association of Proposal Management Professionals (APMP), publishes articles, research, and case studies about business development and proposal management.*

## EDITORIAL STATEMENT

*Proposal Management* invites authors to submit their best research for peer review. Manuscripts may be of practical or scholarly importance to APMP's audience of proposal development, acquisition, procurement, business development, sales, and program management professionals.

## CONTENT

*Proposal Management* publishes the following types of peer-reviewed articles:

- Results of original research on proposal-related topics.
- Original contributions to proposal-related theory.
- Case studies of solutions to proposal-related problems.
- Tutorials on proposal-related processes or procedures that respond to new laws, standards, requirements, techniques, or technologies.
- Reviews of proposal-related research, products, books, bibliographies, and bibliographic essays.
- Views and commentary.

The journal promotes APMP and its goals through the timely publication of articles, reviews, and references. The journal is a medium for promoting constructive, intelligent discussion and debate about business development acquisition and proposal management. Because the primary audience of the APMP professional journal is informed practitioners in the private, government, and nonprofit sectors, manuscripts reporting the results of research or proposing theories about topics should include descriptions of or suggestions for practical applications.

## SUBMISSIONS

The following are requirements for articles/manuscripts submitted:

- Not more than 30 pages, including exhibits, printed on 8 1/2" by 11" paper.
- 12-point font and at least one-inch margins on all four sides.
- Double-spaced throughout, including references.
- Submit an electronic file of your article via e-mail or on a CD-ROM. Microsoft Word

is the preferred electronic format; Corel WordPerfect, Rich Text Format (RTF), or ASCII file format are also acceptable. Alternatively, you may submit four hard copies of your article via regular mail.

- In addition to the text file, submit one electronic file for each exhibit in TIFF or JPG format. Screenshots are preferred to be captured and output should be 6" (width) by 4.5" (height) for full screens.
- Submit your article to *Proposal Management's* Managing Editor or the Chair of the Editorial Advisory Board. (General inquiries can be made to the APMP Executive Director at (949) 493-9398.)

**Note:** We also solicit guest commentators for contributions to Trends and Views.

## MANUSCRIPT PREPARATION

The following guidelines should be followed in preparing manuscripts for submission:

- Provide the manuscript's title and name(s) of author(s) at the beginning of the paper.
- Provide an informative abstract labeled *Summary* of approximately 150 words.
- Use up to fourth levels headings.
- Place all exhibits in the text with a descriptive caption.
- Bibliographic references should be indicated in the text by the last name and year of publication in parenthesis [i.e., (Jones, 1978)]. At the end of the text, provide a complete list of works cited (labeled "References") using full names of the authors and their book.
- All citations in References should conform to standard academic practices.
- Conformance with *The Chicago Manual of Style*, 14<sup>th</sup> Edition, pp. 640-699, is preferred.
- At the end of the text file, include a biographical sketch labeled "Author(s)" of no more than 100 words for each author. Describe author's professional experience, education, institutional affiliation, professional organizations, and other relevant information. Include e-mail address and a telephone number where you can be reached during business hours.



## STYLE

*Proposal Management* articles must be well-organized and readable. Write clearly and avoid jargon and acronyms. Use the active voice. Avoid language that might be construed as sexist, and write with the journal's international audience in mind.

Spelling and usage should conform to *The American Heritage Dictionary*, 4<sup>th</sup> edition and *The Associated Press* stylebook. Punctuation, format, and citation style should conform to *The Chicago Manual of Style*, 14<sup>th</sup> edition.

## REVIEW

Submissions, if they conform to the above specifications, will be reviewed by the Journal's Editorial Advisory Board in accordance with the Board's internal procedures for review. In general, an article will be evaluated in terms of the relevance of the topic, its potential contribution to our understanding of business development or proposal management, and its readability. When appropriate, the Board may provide the author with constructive suggestions on how the article might be improved to increase its accuracy, quality, or impact.

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While journal staff and contributors to *Proposal Management* may benefit from the professional recognition they gain through this affiliation, they shall not use the journal as a forum to give inappropriate or unfair advantage to themselves or others. Journal staff members and contributors are permitted to purchase advertising in *Proposal Management* at standard, published rates.

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The information and viewpoints expressed by authors or staff members in the journal should be based on objective, balanced research and

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# Welcome

by John Elder, AF.APMP

With registration approaching record numbers, this year's Annual Conference is shaping up to make APMP history! I hope you are planning to join us in Savannah. All presentations are contributing to the expanding Body of Knowledge by highlighting best practices throughout our profession. They also are aligned to APMP's Accreditation Program.

This edition of the *Journal* will hopefully whet your appetite for what you'll find at the Conference. The keynote speaker this year, Andy Bounds, is an entertaining, energetic, and knowledgeable recognized expert on developing successful presentations. You won't want to miss his address as he takes us through the process of developing sales pitches that are proven to win business. Tony Birch, APMP Past CEO, met with Bounds to discuss how this talented author and presenter developed his unique communication style. This interview can be found on page 20. There is also a review of Bounds' *Win That Pitch*, a program he developed that teaches everything needed to create sales pitches that win business again and again.

Betsy Blakney, Regional Representative for the Eastern US, got a taste of the Savannah experience earlier this year. She shares her adventure in a travelogue that provides several sites of interest you may want to visit to truly enjoy this city renowned for its history and Southern hospitality.

Have you ever wondered how to use your proposal skills and talents to broaden your career? That question is addressed in Eric Gregory's article that discusses the various paths that lead to becoming a proposal professional and how to use your talents to branch out into other directions. If you are ready for a promotion to the next level or want to investigate other career choices that allow you to take advantage of your skills, this article provides helpful and insightful advice.

Finally, we present the next installment of an ongoing article exploring the history of APMP. It features the growth of the Association as several new chapters were formed and became active contributors, membership increased, and several initiatives were born.

See you in Savannah!

## APMP CODE OF ETHICS

*Members of the APMP are expected to:*

1. Comply with rules, government regulations, and laws in their respective countries, as well as other appropriate private and public regulatory agencies.
2. Ensure compliance with all rules concerning interaction with clients and Government liaisons.
3. Protect sensitive information and comply with all legal requirements for the disclosure of information.
4. Avoid conflicts of interest, or the appearance of same, and disclose to their employer or client any circumstances that may influence their judgment and objectivity.
5. Ensure that a mutual understanding of the objectives, scope, work plan, and fee arrangements has been established before accepting any assignment.
6. Represent the proposal profession with integrity in their relationships with employers, clients, colleagues, and the general public.
7. When in doubt about how to resolve an ethical dilemma, confer with a person you trust—one who is not directly involved in the outcome.



# The Savannah Experience

by Betsy Blakney

*Whether you have been to this charming city in the Deep South before or not, seeing it all in one trip is challenging. With so many historic places to visit, multiple tour options to consider, and several notable attractions to see. These sites include those made famous by *Midnight in the Garden of Good and Evil*, Juliet Gordon Low's (the founder of the Girl Scouts) birthplace, Chippewa Square where *Forrest Gump* sat waiting for the bus (you will not find the bench), and Temple Mickve Israel—the nation's only Gothic synagogue, which houses the oldest Torah in the US. I opted for a specialty tour—The Paula Deen Tour.*



Figure 1.  
Paula Deen

## A CLASSY TOUR ABOUT A CLASSY LADY

When I got picked up by a stretch limo at the Westin Savannah Harbor, the APMP conference hotel, I knew this would be an extraordinary experience. After boarding a minibus at the main tour stop and passenger introductions, our tour guide, Anna, took us on a memorable ride that focused on Paula Deen's career, family life, and rise to stardom. Only in town for one leisure day, I was elated the tour meandered through most of the historic district and round about many of the "squares." Notable landmarks were identified, and we learned much about the beautiful ironwork that graces the entrances to residential gardens. From a home Joe Namath once owned, but never lived in, to the vast properties owned and under renovation by the Savannah College of Art & Design (SCAD), you will marvel at the various types of architecture, including Victorian, Gothic, Italian Renaissance, and Greek Revival. At this point, I knew I wouldn't need to book a "trolley" tour, because I was getting a real taste of history on this run.

Our first stop was at Polk's Fresh Market—a local produce stand in the middle of a residential neighborhood where Paula shops. This was our first chance to eat, and eat we did. Whether it was homemade baked goods or fresh fruit, almost everyone sampled the pork barbeque and bought some of the sauce to savor at a later time. Back on the bus, we traveled around town seeing homes and storefronts Paula used to occupy as The Bag Lady. We passed by the kitchen supplier who provides her appliances and the Byrd Cookie Company (a normal stop

**V**oted Savannah's best tour company from 2003-2006, Old Savannah Tours hosts the Paula Deen Tour among several others, such as Historic Overview, Ghostly Nights, and Belles of Savannah. I discovered this gem through a Web search and pre-registered (\$53, includes lunch) online to reserve a spot. If you enjoy a good rags-to-riches story of a struggling divorced mother of two turned Food Network celebrity and think you will have little trouble eating your way through Savannah, then this tour's for you. Give yourself 4.5 hours door-to-door for this adventure.

*... you will marvel at the various types of architecture, including Victorian, Gothic, Italian Renaissance, and Greek Revival.*

except for Saturdays). You'll find Byrd's delicacies in many gift shops, including the airport's. We learned she has nine refrigerators and freezers in her house where the Food Network show "Paula's Home Cooking" is shot. Her Friday night show, "Paula's Party," is done at her brother's restaurant, Uncle Bubba's Oyster House—our lunch destination.

We headed back across town past the Waving Girl statue, down Bay Street by numerous restaurants and antique shops, then took the bumpy cobblestone ride down to River Street for a couple of stops to sample Savannah's finest treats before lunch. You will have the choice of stopping at River Street Sweets or The Peanut Shop. The bus voted for The Peanut Shop at the furthest end of the row of shops. This worked out well for me because the Savannah Belles Ferry crosses the Savannah River from the Westin; it drops you off and picks you up right across the street from River Street Sweets. I had already been there the night before with some other APMP Board members and had not gone the entire length of River Street yet. In 15-20 minutes, you can do a lot of damage shopping when everything is edible or deals with food preparation. While you may be tempted to munch your way through the shops, hold off until you get to Uncle Bubba's. It will be worth your wait.

*The most picturesque ride is along Victory Drive boasting magnificent magnolia trees . . .*

phers—from River Street Sweets and Savannah's Candy Kitchen. You do not get to Uncle Bubba's until almost 1 p.m., so snacking is necessary.

The ride takes you through parts of Savannah you will not see on any other tours and gives


you a better sense of the Low Country. The most picturesque ride is along Victory Drive boasting magnificent magnolia trees and several southern mansions. Uncle Bubba's is out Route 80 amidst the marshes. If you venture out, I recommend the house specialty—char-grilled oysters drenched in butter and Parmesan cheese. Thanks to my tablemates, I also sampled the gumbo, shrimp and grits, and She-Crab soup. After making a couple of touristy-type purchases, we boarded the bus for the trip back to our hotels. So the driver would not have to cross "the bridge," I disembarked in the historic district at the Inn at Ellis Square and set my sites on the City Market.

## SHOPPING IN SAVANNAH

City Market is no longer an open-air market like it used to be, but a collection of boutiques, art galleries, restaurants, and pubs. I took advantage of several of the discount coupons from the Paula Deen Tour and walked away with some special purchases from a few shops. I also took the opportunity to scope out The Lady and Sons a couple of blocks away. The long line was already forming for dinner, and it was only 3 pm. I checked inside to make sure my VIP pass would still be valid when I returned in May, and they said it would. As I strolled the City Market promenade, I was entertained by a live band at one end of the shopping plaza. Lots of people were milling about even in the 40 degree weather. If you have a couple of hours to kill, this is a great place to hang out. I took the ferry back to the Westin to drop off my purchases and rest a spell before heading back across the Savannah River for dinner

## WHAT ELSE DO YOU GET

When we first boarded the bus, travelers found insulated lunch bags on their seats filled with discount coupons to various Savannah merchants, a VIP ticket for booking reservations to The Lady and Sons restaurant (Paula Deen's signature restaurant) that is usually only done for parties of 10 or more, and a couple of gourmet candies—pralines and go-



*... I can say it was well worth the walk and the fare. Meals were prepared as requested and the drinks were ample.*

and more sightseeing. The fare-free ferry is a great alternative to the Talmadge Bridge, which links Savannah and Hutchinson Island.



## DINING IN SAVANNAH

*There are lots of choices from snacking to sitting down in formal dining rooms. Here are a few recommendations:*

1. *Garibaldi's:*

Italian cafe that everyone on the ferry seemed to be talking about. Some Board members ate there the first night in town and enjoyed it. Moderately priced.

2. *The Old Pink House:*

Here is another restaurant Board members dined at. As part of this gathering, I can say it was well worth the walk and the fare. Meals were prepared as requested, and the drinks were ample. I can still remember the fried artichokes stuffed with goat cheese as being a delectable appetizer. You can drop more than a few bucks here and still be within budget. (Dining Rooms-expensive; Planter's Tavern-moderate).

3. *Alligator Soul:*

At breakfast one day, I overheard one couple rant and rave about the service at this place. While I cannot comment on the food, I will be sure to add it to my itinerary next go-around.

4. *Dockside Seafood Restaurant and Steakhouse:*

Located on Savannah's historic waterfront, the Dockside is just a stone's throw from the ferry right on River Street. This is a good place for lunch or dinner. Even though I went for dinner, I was told the hamburgers were some of the

best in town. I had a rib-eye that was so tender. With all the accompaniments, there was not room for an appetizer. However, I did save room for dessert. I ordered fried strawberries, which were lightly coated with waffle batter, then deep-fried. Served with several dollops of real whipped cream, I thought I had gone to heaven and back. Inexpensive.

5. *Uncle Bubba's Oyster House:* Paula Deen opened this restaurant with her brother, Bubba; many of the dishes served here are classic Low Country recipes. If you do not want to wait in line downtown at The Lady and Sons, I would recommend eating here. You will need a car, and it is well worth the trip. Situated on a marsh, the view beckons diners for lunch or dinner.



## EMERGENCY SERVICES IN SAVANNAH

While I knew my trip to Savannah would be eventful, I had not planned on needing emergency services. Boarding the plane at Washington Dulles, I tripped over some power cords on the tarmac and broke my left hand. After the 1.5 hour flight, my first

stop in Savannah was the St. Joseph/Candler Emergency Room. The MedStar One EMTs on the ambulance ride from the airport and the Candler emergency room staff were very accommodating. My luggage was protected while I was worked through the Prompt Care facility, and a cab was ordered to take me to my hotel once x-rays were taken and a splint applied. The cab driver even took me through the pharmacy drive-thru, so I could drop off my prescription. Now that's Southern Hospitality!



## TIPS FOR TRAVEL

### FREE MAPS = DISCOUNT COUPONS:

The tour companies and numerous gift shops and restaurants have stacks of free maps for the taking. Inside you will find useful information and discount coupons to different museums, restaurants, and shops.

### BRING A GOOD PAIR OF WALKING SHOES:

Navigating the cobblestone streets and ramps is tricky. Whether on a walking tour of the city or just working your way down from bluff-level Bay Street to River Street, a comfortable pair of shoes is a must.

### TAKE THE ELEVATOR:

Hidden between City Hall and the Hyatt Regency is a public elevator. At the base of the elevator, you will find an information station with public restrooms.

Betsy Blakney, AM.APMP, is currently serving as the Regional Representative for the Eastern US on the APMP Board of Directors. She has 12 years' proposal development experience and is a past president, treasurer, and secretary of the National Capital Area Chapter. Director of Proposal Services for Universal Systems & Technologies, Inc. (UNITECH), Betsy earned her BS degree from Ithaca College in New York State and her MS degree at Springfield College in Massachusetts. She can be reached at [bblakney@unitech1.com](mailto:bblakney@unitech1.com) or 703.667.3222.





# How to Ensure Your Presentations Work . . . . . . *Every Time!*

**by Tony Birch**

*Andy Bounds is an acknowledged expert in helping companies deliver presentations that work. In fact, he helped one bank win 18 pitches out of 18. Another client of his, marketing legend Drayton Bird, said Andy has taught him “more about effective presenting than a lady who had previously taught two American presidents.”*



**A**ndy has delivered successful and popular presentations at both US and UK APMP Conferences—so much so that he was immediately invited back to speak at both again! I got together with him to discuss what is needed to ensure presentations are successful.

#### *What do you do?*

I help companies, business leaders, and salespeople make presentations that work. This can be anything from ensuring sales pitch wins to helping a CEO get their message across to their entire organisation.

#### *Where do you see the alignment of what you do to APMP?*

The success of everything you do is inextricably linked to your ability to present effectively. Orals are becoming much more prevalent now, of course. But it's not just that. Written proposals are almost always followed by a formal presentation. As business people, you need to be able to present your case to both current and potential clients. There is even a presentation element to the final level of your new Accreditation Programme.

#### *What is your background? How did you get into this?*

Well, surprisingly, I started my career as a Chartered Accountant, but I quickly

realised that wasn't for me. So, once I'd qualified, I went to work for a training company that specialised in teaching accountants how to pass professional exams. I had great success there. I taught three national prizewinners and had pass rates that often exceeded double the national average. The reason I was able to achieve these results was because, as well as being a good trainer, I became very interested in how audiences learn. So, I did a huge amount of psychological and behavioural research into audiences: how they want information; how they learn best; what, as a presenter, I need to do to ensure they remember my key points weeks after hearing me speak. Then I had my "Life Changing Moment," when I went to a bank's presentation in Liverpool in the UK. That changed everything for me.

#### *What do you mean?*

Well, I was absolutely bored to tears throughout the presentation. I'm sure you've been to presentations that were exactly the same. I didn't know what I was doing there. The presenter didn't seem to be speaking to me personally. There was too much irrelevant material in the presentation. The slides were too wordy, and they were distracting me, so I was reading them rather than listening to the presenter. The bits that were interesting were in the middle of the presentation, so I had already begun to switch off (as audiences almost always do). I suddenly realised I knew an awful lot about presenting—certainly a lot more than this bank did! I attended another presentation the following week and saw all these mistakes being made all over again. I realised that something that comes naturally to me, like making your presentation audience-centric, is not common knowledge or practice. That's how my business started.

#### *Is it just the "audience research" you mentioned that has given you this unique insight into how to present?*

Actually, no. Research is only a very small element of my understanding of how to present. I picked up most of my knowledge as a youngster. You see, my mother is blind. She can't see; she's never been able to see

during my lifetime. This means that, as a young boy, I would sit on her knee and ask what the best way to explain things to her was. How should I describe the room we were sitting in? If we went to a new place she'd never been to before, how could I describe it so she would instantly feel comfortable there? If we were watching television, how should I audio describe the programme so she knew what was going on, but without patronising her by telling her things she knew already? And so, from the earliest age imaginable, I have been communicating from the other person's point of view. So, whenever I'm working with my clients, I have a natural inclination to ask, "What will your audience think about that? They won't understand why you're saying that, or how it fits with things they already know. Or why they should even care about any of it in the first place?"

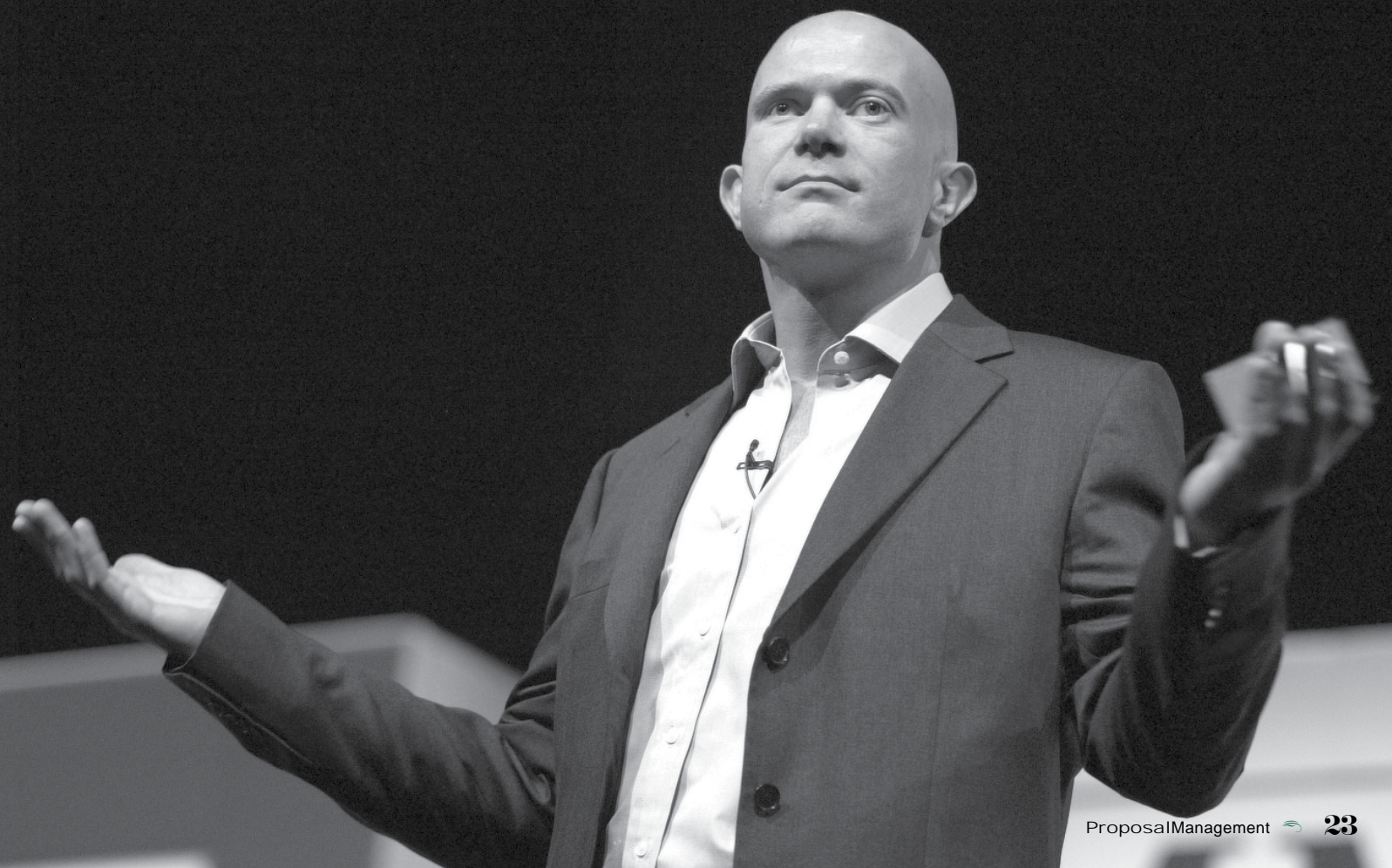
*From the earliest age imaginable, I have been communicating from the other person's point of view.*

*Is this knowledge you learnt from speaking with your mother totally transferable to business situations?*

Yes, totally. The secret to becoming good at presentations is to ensure that your presentation works. That is not going to happen unless the audience buys into what you say. Therefore, every single thing you say has to be from an audience point of view, not a speaker point of view. Things that I learnt from a very early age are 100 percent relevant to any presentation.

*How did you first come into contact with APMP?*

One of my clients recommended me to a UK APMP Board Member. The two of us met, saw we had a lot in common, and things have gone from there. I spoke at a UK Chapter meeting in 2005. That went well, and then they asked me to speak at their UK



conference later that year. This, in turn, went very well, which led to me being recommended to speak at the US conference, which I did in 2006. I'm very proud that both these national conferences have asked me back this year, and I'm truly honoured to be delivering this year's keynote.

***What do you hope to achieve for the members from your association with APMP?***

I want to help them by raising awareness of what is needed to make successful presentations. Everyone I have met at APMP is an absolute expert in his or her area. With a slight tinkering in dialogue, content, and structure, their presentations will be so much more impactful to their audiences. Of course, this will mean more business for them, more sales for their clients, more productive training workshops, and so on.

***How do your skills compliment the Accreditation Programme?***

In the final level of the Accreditation Programme, you have to make a formal presentation. I've already been in discussions with Cathy Day to ensure that anyone making these presentations gets all the support they need. I have prepared a "presentation checklist" that guides people as to what should be covered when they make their presentations. Also, there's lots of free advice on my Website about how to make effective presentations. The Website is [www.andybounds.com](http://www.andybounds.com).

***What benefits have you had from being associated with APMP?***

I've certainly benefited from being involved with your association. Firstly, I've picked up a lot of business from people who want help with their sales pitch preparations, presentation skills of senior presenters, layout of slides, and so on. But, I've also met people who are a real benefit to my clients. I have already recommended many APMP members to them because, just as their clients could do with my help, so could my clients do with theirs.

***What did you think of the conference in New Orleans?***

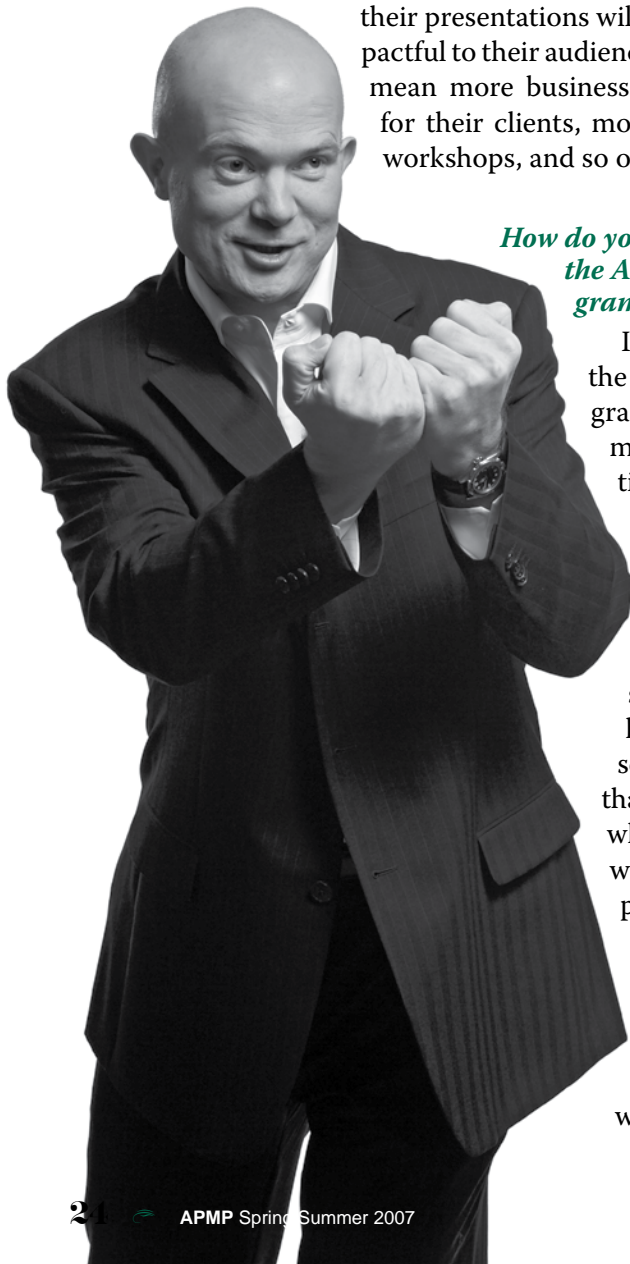
I really enjoyed it, great people, and great atmosphere. Obviously, when you speak at a conference, you want your presentation to be successful. I'm glad that mine was so well received by those who saw it. But it was a great networking opportunity and was a pleasure to be there.

***And, finally, if you were going to give some advice to our readers about making successful presentations, what would it be?***

Well, there are all sorts of things I could say to answer that question. But if you remember these three things, you'll find them pretty helpful every time!

1. The most important thing with any presentation is that it works. Never get sidetracked into thinking anything else matters. Always focus on achieving the result you want from the presentation, not asking yourself "am I being funny enough" or similar irrelevant questions.
2. Your aim with every single presentation is that, after hearing it, your audience thinks, "I'm really glad I heard that." Look at every aspect of your presentation and second-guess the audience. Will they think, "I'm glad I heard that" after everything you're saying? If not, change it or remove it.

***Everyone I have met at APMP is an absolute expert in his or her area. With a slight tinkering in dialogue, content, and structure, their presentations will be so much more impactful to their audiences.***



3. Use the word “you” more. Presentations should be audience-centric, so talk about them. In my opinion, the word “you” is the most chronically underused word in presentations throughout the world.

*If, on reading this article, people are interested in getting in contact with you, how should they do that?*

The simplest way is via my Website ([www.andybounds.com](http://www.andybounds.com)) or through my fabulous P.A., Liz, ([liz@andybounds.com](mailto:liz@andybounds.com)). The Website is a good place to start because there’s lots of free advice on there anyway. But, for anyone reading this with an important presentation coming up, drop me an e-mail, and I’ll be pleased to have a chat with you.

Andy’s new book, *The Jelly Effect*, will be on sale at the Conference. It contains simple techniques that help you become brilliant at networking, selling, triggering referrals, and, of course, creating effective presentations.

Andy is also the author of *Win That Pitch*, a sales programme that has been described by former UK Entrepreneur of the Year, Steve Pipe, as “without doubt the most concise, brilliantly structured, and simple selling process I have ever come across.” *Win That Pitch* is reviewed by Ali Paskun on page 58.

## 8 PRICELESS TIPS

*from Andy Bounds*

1. When preparing a presentation, your first thought—100 percent of the time—must be “what do I want to get out of this presentation”?
2. Always think “The audience is more important than me.” Therefore think what will interest them, not what interests you.
3. Find the main points of your presentation—the points you absolutely must get across to achieve your objectives.
4. Use the word “you” at least once in the first two sentences of your talk. If you don’t, you are not talking to your audience; you’re describing yourself.
5. Practise the first 2 percent of your talk for at least 20 percent of your preparation time.
6. Using PowerPoint? Audiences tend to remember more of the top half of slides than the bottom half. So put your main points at the top.
7. Audience concentration levels dip in the middle of a talk. So don’t put your main points there. Bring them in very early instead.
8. If making a sales pitch, mention your unique selling points. And make sure they are unique!

Tony Birch is the founder and Managing Director of Shipley Limited in the UK. Prior to setting up Shipley in 1993, he spent 20 years in sales to the defense and IT industries. Tony is a serving member of the Board of the APMP and is a Board Director of the Business Development Institute, International.

# BD-CMM Workshop . . .



# ... Offered at Conference

by Howard Nutt

*Once again, this year, attendees at the Annual Conference will be able to take advantage of pre-conference training on the Capability Maturity Model® for Business Development (BD-CMM). The Business Development Institute International (BD-Institute) is offering its one-day "Orientation to BD-CMM Concepts and Implementation" on Tuesday, May 29, at the Westin Savannah Harbor Hotel.*







## **BD-INSTITUTE WEBSITE**

*To learn more about the BD-Institute, visit them at [www.bd-institute.org](http://www.bd-institute.org). Information includes descriptions of programs, events, and services, as well as access to the public version of the BD-CMM.*

**T**his workshop builds initial competence on the BD-CMM and how to interpret and apply it to a user company. Attendees will acquire:

- Fundamental knowledge of the BD-CMM's structure, the organization of its key practices, and its strategy to grow from one maturity level to the next
- Basic understanding of the practices that comprise the BD-CMM, how they support goals at each maturity level, and what impact they can have in a given BD organization
- Initial grounding in how to determine maturity levels, how appraisals are performed, and how an organization can plan and institutionalize improvements.

Basic information on this workshop is provided in your conference brochure and on the Website, [www.apmp.org/Pre-conference-Workshops/ca-103.aspx](http://www.apmp.org/Pre-conference-Workshops/ca-103.aspx). For more detailed information and to register, please visit the BD-Institute Website, <http://www.bd-institute.org/conference/education.html>. Hurry, last year's workshop filled up fast!

## BD-INSTITUTE'S RESEARCH FORUM ON METRICS STILL OPEN TO PARTICIPANTS

What metrics should an organization have in place to measure its success in business development, and how should they be weighted? How does an organization improve its proposal development or capture management process if it can't be measured?

These and other questions will be answered in the coming months as the BD-Institute conducts its inaugural Research Forum—Metrics for Business Development. This project is devoted to assessing the state-of-the-art in BD metrics and outlining measurement strategies appropriate for BD organizations. Specific goals include to:

- Learn how leading companies use BD metrics, what they are, and how they are weighted
- Identify or develop standard metrics for each key practice area (KPA) within the BD-CMM
- Share and refine strategies for implementing such metrics in selected BD environments.

*The effort involves confidential roundtable discussions, interviews, and surveys to gain in-depth knowledge.*

BD-Institute Corporate Members, both large and small, represent the core team for this research project, and a wide range of companies will be surveyed in support of project goals. The effort involves confidential roundtable discussions, interviews, and surveys to gain in-depth knowledge. No proprietary information will be shared. The BD-Institute will compile, analyze, and disseminate the research findings in a report to its Corporate Members in the fourth quarter of 2007. In addition,

the project will provide content for BD-KnowledgeBase™, the BD body of knowledge being developed jointly by APMP and the BD-Institute. For more information about participating in the Research Forum on Metrics, please contact Howard Nutt at 1-602-502-5100 or e-mail [info@bd-institute.org](mailto:info@bd-institute.org).

### HOW TO PARTICIPATE IN THE RESEARCH FORUM ON METRICS

*For more information about participation and costs, contact the BD-Institute at 1-602-502-5100.*

Howard Nutt is Executive Director of the Business Development Institute International (BD-Institute). He is also a Certified Appraiser and trainer and has worked with numerous companies to develop their BD capability. Howard helped organize and is a charter member of the APMP, has served on the Board of Directors, and has received the APMP McRea Founders Award and APMP Vision Award, as well as being named an APMP Fellow.

# APMP Annual Conference Update

## PRE-CONFERENCE WORKSHOP

### BUSINESS DEVELOPMENT INSTITUTE INTERNATIONAL (BDII)

*Tuesday, May 29, 2007  
(9:00 am - 4:00 pm) – Orientation to BD-CMM Concepts and Implementation Workshop*

This one-day workshop, led by Executive Director Howard Nutt, shows you how to achieve high-performance business development that consistently and predictably delivers competitive value to both customers and shareholders. It introduces you to the Capability Maturity Model® for Business Development (BD-CMM), its essential features, and how to interpret and apply it to a user company. You will learn the fundamentals of the BD-CMM and its key practices, understand what business-development maturity means and what results to expect, and acquire a sense of your company's maturity levels and what you can do to achieve leading-edge results.

The event will be held at the Westin Savannah Harbor Golf Resort & Spa. For more information or to register for the event, please contact the BDII at:

- 1-602-502-5100 (phone)
- [info@bd-institute.org](mailto:info@bd-institute.org) (e-mail)
- [www.bd-institute.org](http://www.bd-institute.org) (Website).

The registration fee for this workshop is \$349 for APMP members and \$399 for non-members.



## POST-CONFERENCE WORKSHOPS

**APMP APPROVED ACCREDITATION COACHING**  
*Friday, June 1, 2007 - 1 Day  
Foundation Workshop  
Including Examination*



Shiplely has developed a workshop for the Foundation Exam that has been approved by the APMP as meeting the standards required at this level. This full-day workshop will provide you with the opportunity to learn and/or consolidate your existing knowledge in each of the proposal development Key Competency Areas.



By attending this course and sitting the examination you can achieve the APMP Foundation level of accreditation.

The event will be held in the Westin Savannah Harbor. To register for the event, please visit <http://www.shipleylimited.com/savannahreg.htm>

**APMP APPROVED  
ACCREDITATION COACHING**  
*Friday, June 1, 2007 - 1 Day  
Practitioner Coaching  
Workshop*



This workshop has been designed to provide an interactive forum for you to consider, discuss, and confirm the experience and evidence required for each of the individual syllabus topics that are assessed at Practitioner level.



During the workshop you will be encouraged to take notes and pre-prepare a summary of your PPAQ. It has been designed to guide you through the following stages:

- How to complete the PPAQ
- What additional training or experience you may need.

Attending this workshop will provide you with the confidence to know that when you submit your PPAQ for assessment it will meet the APMP standards.

The event will be held in the Westin Savannah Harbor. To register for the event, please visit <http://www.shipleylimited.com/savannahreg.htm>

**18TH ANNUAL APMP  
INTERNATIONAL CONFERENCE AND  
EXHIBITS**  
*May 29, 2007 — June 1, 2007  
Savannah, Georgia*

The APMP Conference Steering Committee and the APMP Board of Directors invite you to attend the 18th Annual APMP Inter-

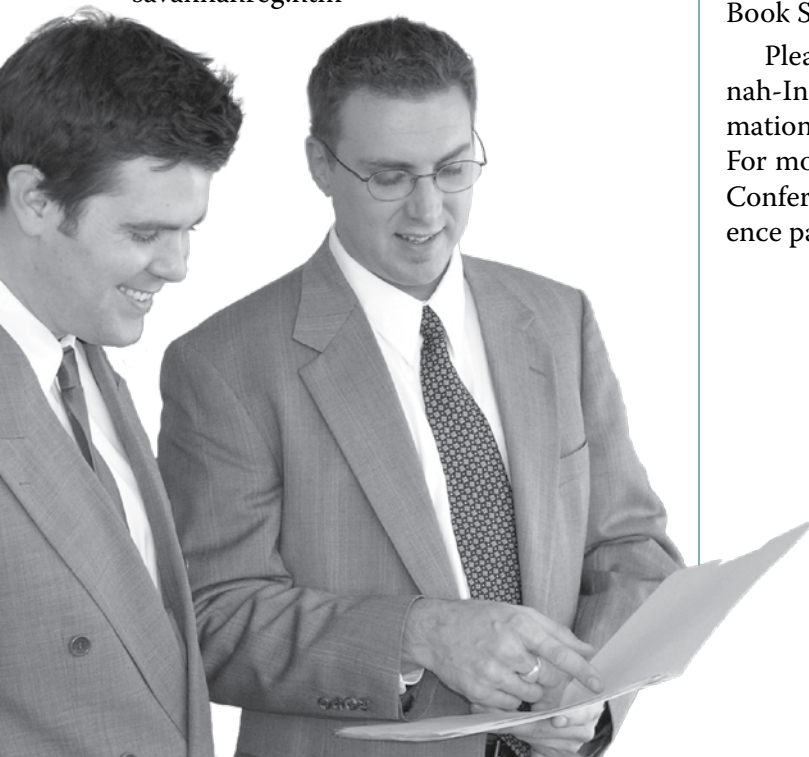


national Conference and Exhibits, May 29 – June 1, 2007, in Savannah, Georgia.

Our theme this year is “From Best Practices to Body of Knowledge.” The presentations are designed to show how we advance best practices to become a part of our Body of Knowledge. All presentations will be aligned with APMP’s Professional Accreditation Program for Proposal Management Professionals.

The conference will be at the Savannah International Trade and Convention Center, which is adjacent to the Westin Savannah Harbor. The Convention Center gives us greater flexibility with our breakout sessions, more space for exhibitors, and the APMP Book Store.

Please visit <http://www.apmp.org/Savannah-Information/ca-106.aspx> for more information about accommodations in Savannah. For more information and to register for the Conference, please visit our Annual Conference page.



# APMP

Association  
of Proposal  
Management  
Professionals

## 5th Annual Conference

Entering  
the New  
Procurement  
Age

May 24-26,  
1994  
Omni  
Shoreham  
Hotel

Washington, D.C.

Conference Proceedings



**Shibley Associates**  
The Communications Specialists  
PO Box 460  
390 North Main  
Bountiful, Utah 84011  
(801) 295-2386

June 21, 1989

Mr. Judd Kramer  
Manager  
Proposals Management  
Radar Systems Group  
Hughes Aircraft Company  
P.O. Box 92426  
Los Angeles, California 90009-2426

Dear Judd:

We at Shibley Associates are privileged to work with management professionals like you in both the Federal and state government. You are accomplished specialists, many of you have expressed an interest in joining a national professional proposal management organization to and, most important, further develop the profession.

To initiate this organization, we propose a seminal management conference for proposal management professionals in January 1990. We believe because of your experience and contribution would be important at this "beginning." You will be in good company. Other organizations invited at this time include Lockheed Martin, McDonnell-Douglas, Raytheon, General Dynamics, AT&T, Interstate Electronics Corporation, Allied-Signal, Loral, Digital Equipment Corporation, and Lockheed Martin.

The meeting is scheduled for August 16, 1989, at the Hilton Hotel in California—just a few minutes away from the John Wayne airport. We propose the meeting start at 10:00 a.m. with a working lunch, and end at 2:00 p.m. During these 4 hours, we will discuss the theme for the initial January conference, a location, potential speakers, and the format for a plenary session to elect officers of the organization and approve by-laws, and develop a calendar for regular meetings.

Please call either Shannon McBride, Account Executive, or me at (805) 758-4091 on July 17 if you can attend. If for some reason we are not available, please call Susan Hennessy, Proposal Manager at Interstate Electronics Corporation, Orange County office, (714) 758-4091.

We look forward to your call.

Cordially,  
Shibley Associates



a wide range of proposal and private sectors. As interest in developing a share ideas and expertise

eting of key proposal nce to be held sometime e and expertise, your d you please join us? re: Rockwell, General Douglas, Unisys, GE,

on Hotel in Irvine, t. To accommodate 00 a.m., contain a hope to identify a pics and speakers, new organization,

01) 295-2386, by ble, please call oration at her

# History of APMP— Promoting Our Profession (Part III)

by Ali Paskun, AM.APMP and John Elder, AF.APMP

*In the fall of 1991, APMP joined with the National Contracts Management Association (NCMA) in presenting the NCMA's Los Angeles Area Fall Education Conference on "Writing the Contract." Two sessions were presented by APMP members: "Evaluation the RFP: Deciding to Bid" —Sil Englemann, Alan Snodgrass, and Jim Nickles and "Writing the Winning Proposal" —Ron Richerson.*



To further establish APMP's partnership with NCMA, Frank Abbott, then Eastern Region Director at Large for APMP, presented a workshop at the March 10, 1992 Philadelphia NCMA Chapter meeting. His topic was "The Use of Desktop Publishing in Proposal Preparation." To create interest to learn how this new technology could assist with proposal preparation, the meeting announcement promised "a stand alone computer will be used to demonstrate some 'tricks of the trade.'"

In early 1992, APMP first explored the idea of implementing a certification process for proposal professionals. The proposal profession was just beginning to be recognized. As Les Wilmot, the Education and Career Development (EDP) Committee Chair, wrote, "The perceived legitimacy of proposal specialists as a profession varies from organization to organization. Some, usually large companies, have well-defined job descriptions that set out responsibilities and authority and include a salary structure commensurate with peer professionals. But this, as you probably know, is rare." Therefore, he announced that the Committee "is focusing on education/certification program development to change this mind set." It would take several years, but proposal professional certification and accreditation would become a reality.

The first APMP chapter began in 1991 during an ad hoc meeting at Howard Nutt's home following the Annual Conference in Las Vegas, NV. With a presence on the West Coast, it was time to expand to the East. The idea for the second APMP chapter, a local Washington DC-area Chapter, began with a chance encounter

between R. Dennis Green and Rick Rider at a meeting of the Washington Breakfast Club in early 1992.

Green said that he first learned about APMP from a fellow consultant who worked with him on a job in Annapolis in 1991. The first function he attended was the National Conference in Monterey, CA in May 1992. At that conference, he made a presentation on Executive Summaries, was elected Director of the Eastern Region, and attended his first meeting of the National board. Later, Green, Chuck Sheridan, and David Winton held a brainstorming session for organizing a Washington DC Chapter of APMP.

Back in the DC area, Green held additional small group meetings—some in the living

*In early 1992, APMP first explored the idea of implementing a certification process for proposal professionals.*

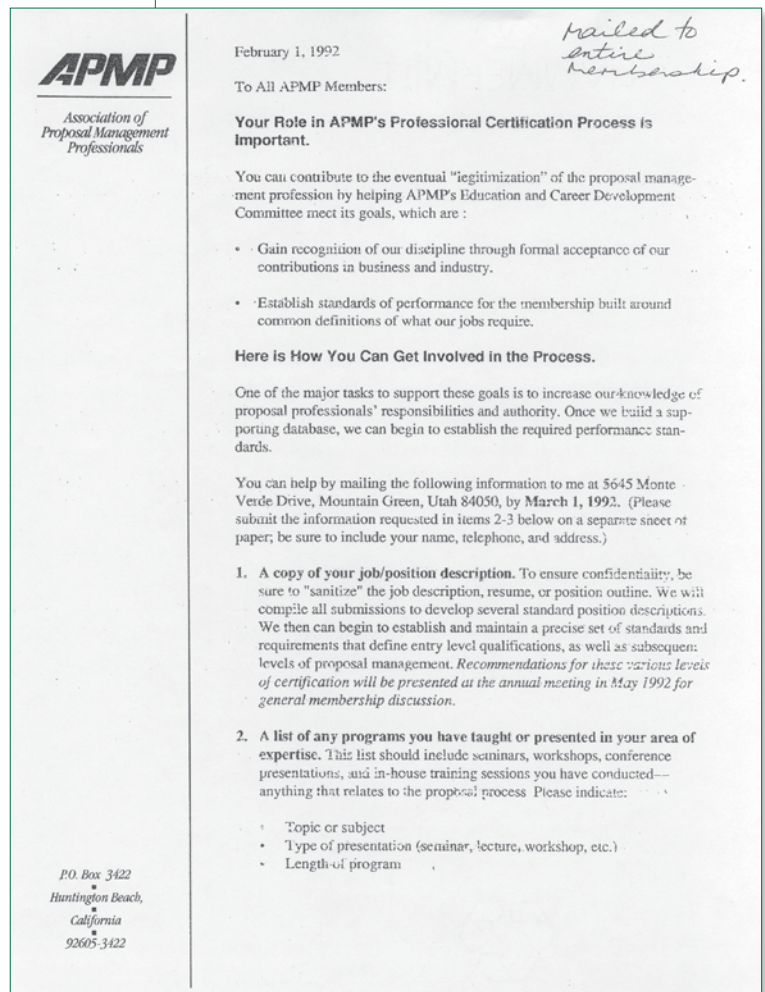


Figure 1. Professional Certification Process Memo

room of his home. From there he drafted volunteers and the NCA Chapter was born. The new (but unofficial) NCA held a series of roundtable meetings in the fall of 1992. These meetings covered subjects of interest to the current and prospective APMP membership and began to draw increasing attendance.

George McCulley chaired the Third National Conference held at Hyatt Regency in Monterey, CA on May 27-28, 1992. The first day was reserved for APMP-sponsored recreational events such as golf and tennis tournaments. Sessions were organized to focus on topics designed to help the attendees reduce cost of proposal development, improve quality, and increase their win rates. Almost 190 people attended, with almost half of the attendees coming from east of the Rocky Mountains. APMP also had the first Conference attendee from outside the United States—a member from Northern Ireland.

The theme was “Moving Forward Together in the 90s.” It was by focusing on this theme that Steve Johnson and Vicki Griesinger first proposed that “APMP and other such organizations are excellent forums for pursuing the dialogue necessary to continually improve the Government acquisition process. By working together, we will all benefit from this process.” The seed of acquisition reform had been planted. McCulley also observed that “The conference also revealed an interesting trend. Companies who write proposals for the private sector were well represented, clear evidence of the growing importance of proposals in commercial business.”

The first Fall Symposium was held on October 16, 1992 at the Sheraton Sand Key in Clearwater, FL; the theme was “Proposal Management Meeting Customer Expectations.”

APMP was growing. Barry Fields, Membership Committee Chair, announced that the Eastern Region experienced the largest increase and, at one point during the year, represented 42 percent of the total

*In 1992... APMP also had the first Conference attendee from outside the United States—a member from Northern Ireland.*

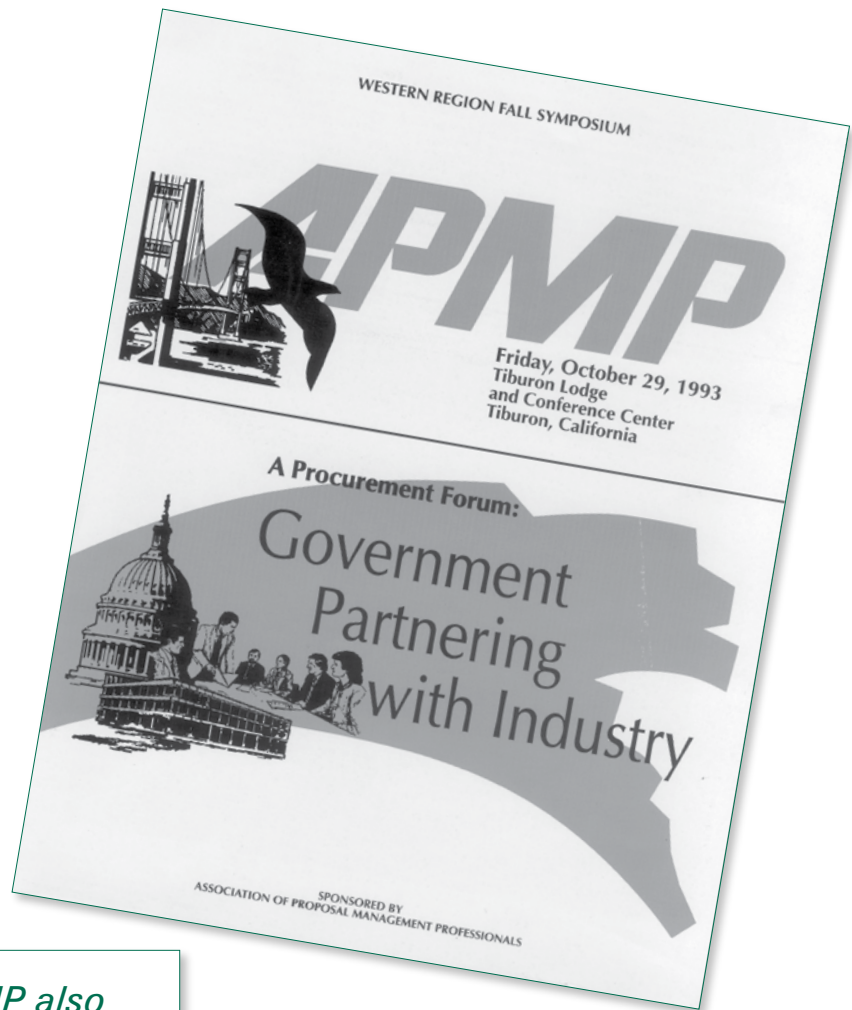


Figure 2. Western Region Fall Symposium Conference Brochure

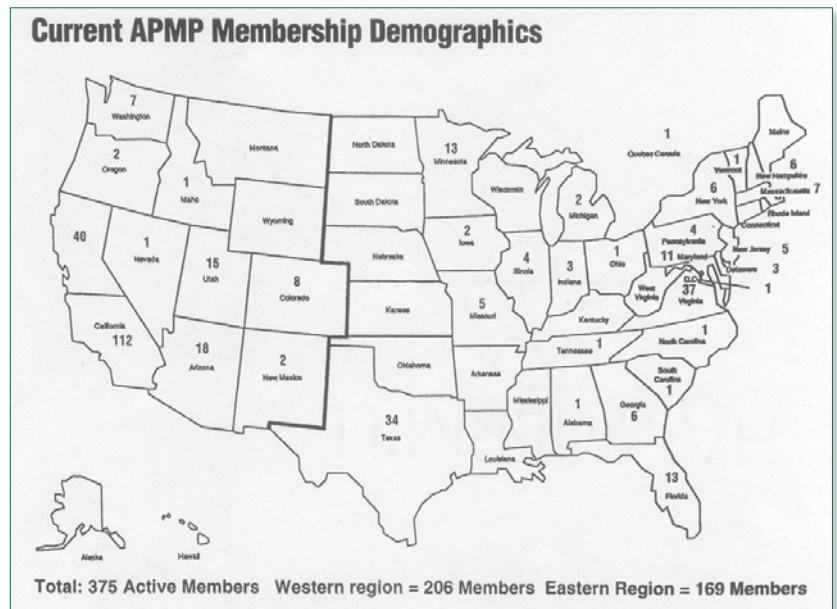


Figure 3. Membership Demographics Map



membership. The first Membership Directory was published the month following the Third Conference in Monterey, CA.

As interest in the Washington DC-area chapter grew, the core group drafted a Petition for Chapter Incorporation. The core group of sponsors held elections and submitted their petition to the National board in late March 1993. The petition carried the signatures of 5 "acting" chapter officers and 49 others. In addition, the petition included a list of the 125 current APMP National members in the DC area and

a list of 418 prospective members. In April, the National board accepted the petition, and NCA became the second chapter within APMP. R. Dennis Green was elected the first Chapter Chair.



Figure 4.  
NCA Chapter

Figure 5.  
Executive Summary

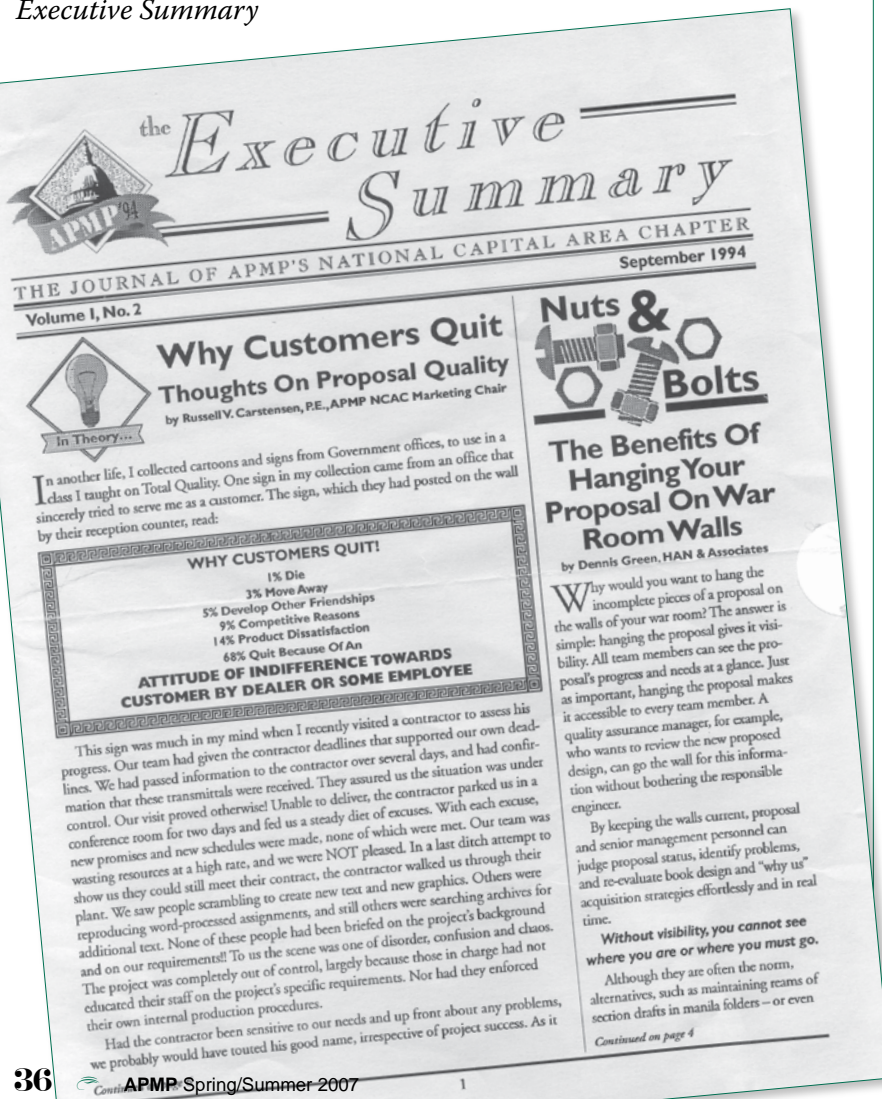
*As interest in the Washington DC-area chapter grew, the core group drafted a Petition for Chapter Incorporation.*

During this period of NCA's development and growth, Jeanne Whyte, Steve Shipley, and Eric Gregory made particularly noteworthy contributions in time and effort. Whyte was the conference and meeting organizer; Shipley and Gregory provided exceptional insight into meeting content and speakers. Rick Rider, with Mary Helen Gregory providing desktop publishing support, began publishing the NCA membership newsletter, *Executive Summary*.

On April 3, the Board of Directors met in Laguna Beach, CA where they voted to expand the regional structure from two regions to three effective at the Annual Conference in Arizona. At the time, the Board had four Directors at Large, two each from the Eastern and Western Regions. The expansion meant they would now elect nine Directors at Large (three from each region) at the annual meeting to serve on the Board.

In May 1993, the Fourth National Conference was held at Marriott Camelback in Phoenix, AZ. Steve Myers was conference chair along with members of the Valley of the Sun Chapter. It was the first national conference to be hosted and supported by a local chapter. A couple hundred people attended.

The APMP Western Region Fall Symposium was held on October 29, 1993 in Tiburon, CA. This symposium's theme was "Government Partnering with Industry" with one industry and three government speakers. The presentations included: "An Industry Point of View on Procurement Reform," by Robert Kohler, Vice President and General Manager of TRW Avionics and Surveillance Group; "Current Source Selection and Past Performance Initiatives within AFMC," by Col. Gary Poleskey, Director, Contracting Policy & Processes Davison, HQ Air Force Materiel Command; "A Further Look at NAVAIR's Formal Source Selection Process," by Joe Flaig, Head, Proposal Evaluation Branch, Naval Air Systems Command; and



“Technology Reinvestment Projects,” by John Ablard, Deputy Director of Contract Management Office, Advanced Research Projects Agency.

Ron Richerson, APMP’s CEO, stated, “Much of the credit goes to our speakers: Bob Kohler, Col. Gary Poleskey, Joe Flaig, and John Ablard. The rest of the credit goes to Ande Samson, Vicki Griesinger, and their team for the excellent planning and execution of the event.”

Richerson also announced that David Winton had been hired as APMP’s Executive Director. He said, “David Winton, a charter member and last year’s CEO, has accepted the job... Those of you who know David know he is dedicated to the association and a true professional.”

To further APMP’s growth, an organizational meeting was held in Marietta, GA to discuss forming a new chapter in that area. Chuck Keller and Bill Painter (among others) planned the meeting that included a presentation by Harry Shuman, the Director of Public Information for the Atlanta Committee for the Olympic Games. Shuman discussed the story of Atlanta’s pursuit of the 1996 Olympics.

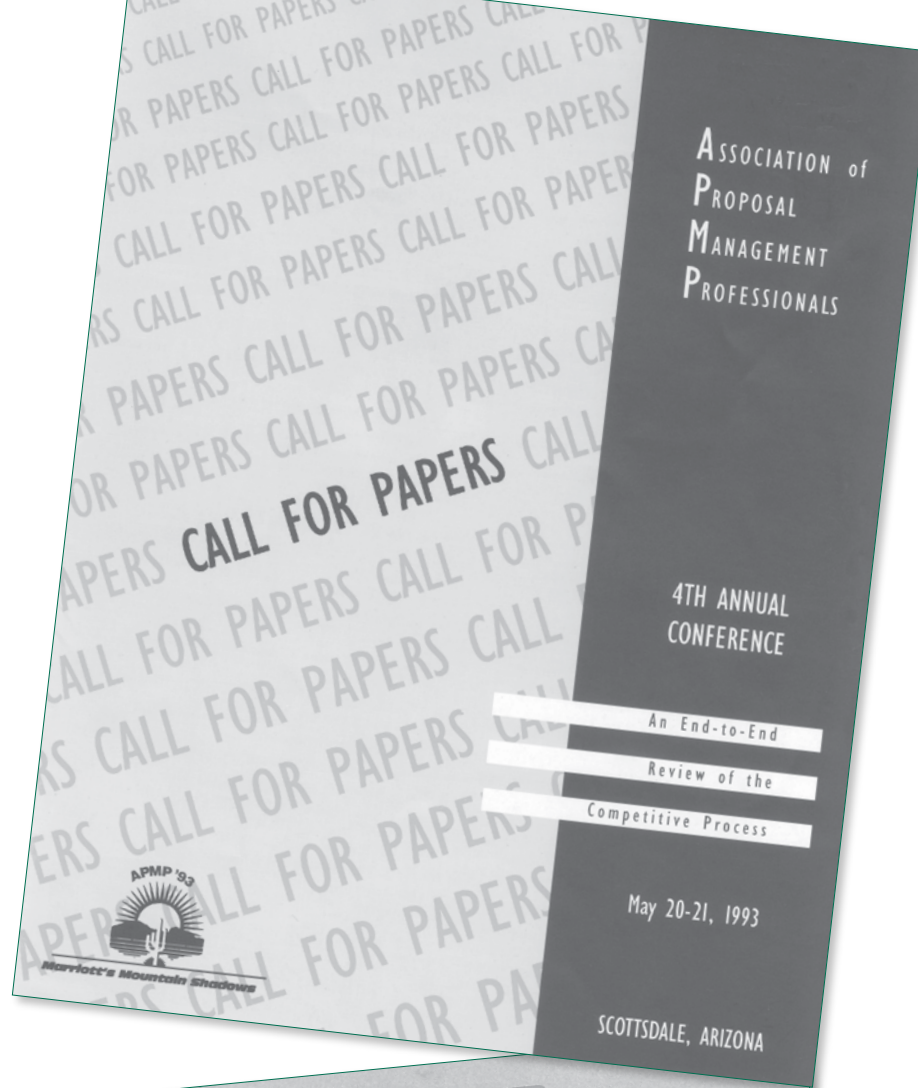


Figure 6. 4th National Conference Call For Papers

Figure 7. Western Region Fall Symposium Brochure



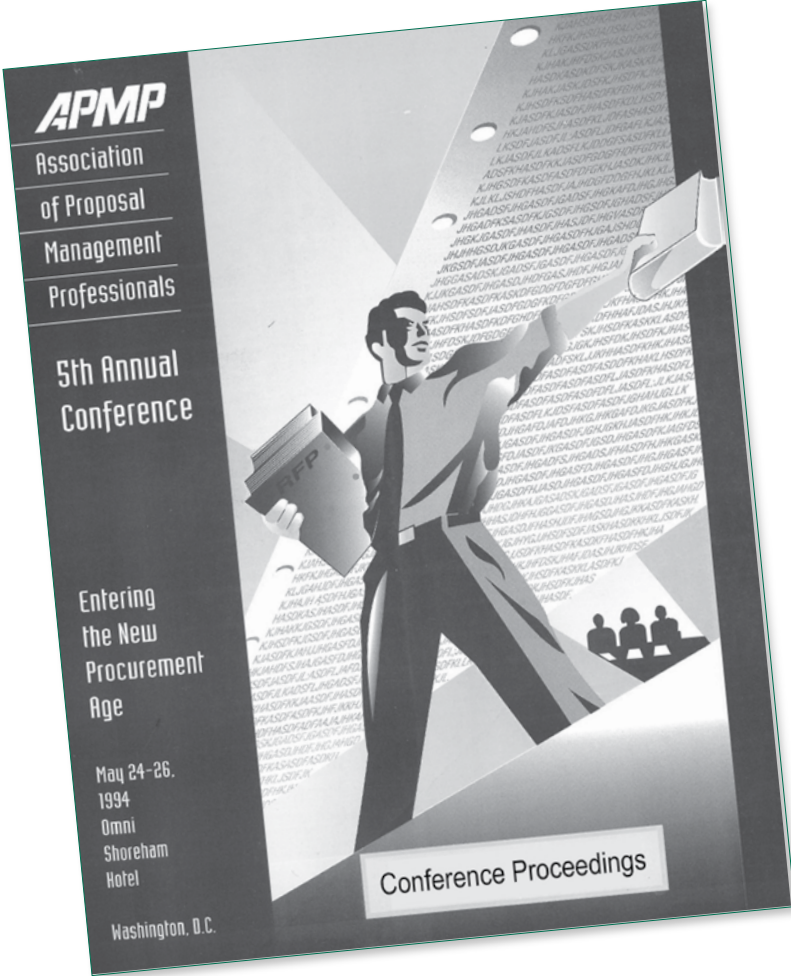


Figure 8. 5th Annual Conference Brochure

On February 5, 1994 the Board accepted the petition from Daryl Jones (the elected Chapter Chair/President), and the LoneStar Chapter was officially chartered. At the same time, a potential chapter in Tampa Bay was in the process of electing officers to complete the requirements for charter.

Ron Richerson, APMP CEO, announced that "...membership dues have been increased from \$50 to \$60 per year as of January 1, 1994. We delayed the increase as long as we could, but it is necessary to provide adequate funding for our operations and remain financially healthy." Membership reached the 1,000-member milestone that year, and APMP was growing into a viable association!

The NCA Chapter served as the host chapter for the Fifth Annual Conference. The NCA chapter assisted with the planning of the Annual Conference held in Washington, DC. Fred Hines from the NCA Chapter was

the conference chair. Other members of the Conference Committee were Patty Nunn, Technical Program Chair; Jeanne Whyte, Special Speakers Chair; Monte Alion and Jo Munson, Exhibits Committee; Shelley Rose Jennings and Roseanne Cinnamond, Publicity; and Judy Stevens, Accommodations.

More than 200 APMP members from across the US gathered in 1994 at the Omni Shoreham Hotel for this event, which had the theme, "Entering into the New Procurement Age." The conference consisted of six tracks: government, proposal support, proposal technology, international, commercial, and non-profit. The Conference also hosted approximately 20 exhibitors and vendors.

The keynote speaker was Dr. Steve Kelman, then Director of the Office of Federal Procurement Policy (OFPP). At that time, Dr. Kelman provided the leadership for many of the important changes in the Federal Government's procurement policies, particularly in the highly technical areas. Dr. Kelman introduced the NCA Chapter members to the new changes in past performance requirements as a mandatory evaluation criteria. This Conference marked the beginning of rotating between the coasts for conference locations.

On August 15, 1994, seven APMP members participated at a dinner meeting to "exchange ideas and concerns about procurement policy and acquisition reform with Dr. Steven Kelman..." according to Ron Richerson and Vicki Griesinger. These APMP members were Richerson, Griesinger, Steve Shipley, Jeanne Whyte, Russ Carstensen, Tom Hewitt, and Harry Quast. This was the first step toward APMP involvement in acquisition reform.

Richerson and Griesinger said that, "the meeting had three objectives:

- Present APMP issues and concerns regarding acquisition reform
- Discuss OFPP objectives and how APMP can be of assistance

*In 1994... membership reached the 1,000 milestone, and APMP was growing into a viable association!*

- Discuss the feasibility of APMP hosting an open forum with Dr. Kelman and other federal officials.”

Topics such as procurement integrity, electronic commerce, evaluation and award criteria, National Performance Review (NPR), customer satisfaction, past performance, multiple task order agreements, and communications between government and industry were addressed. Several action items were developed during the meeting, which were recorded by Richerson and Griesinger:

- “APMP is inquiring into the possibility of joining a group of associations in signing a pledge to support performance-based contracting
- APMP is organizing an open forum to bring industry and government agencies together to establish a dialogue on acquisition reform issues
- APMP is initiating discussions with other associations, including the four which will sign the performance-based contracting pledge, to establish long-term working relationships and cooperation in promoting acquisition reform
- APMP will invite Dr. Kelman to present updates of his initiatives in procurement policy and acquisition reform at the 1995 conference in Dallas, TX.”

The EPD Committee was busy during this period. In 1994, they published the first APMP National Proposal Benchmarking Survey Report. The Committee was “tasked with identifying practices which members could use as benchmarks. The study results share the best proposal development processes across the industry,” reported Fred Hines. The effort began at the Annual Conference held in Monterey, CA in 1992, where “conference attendees cited 24 companies or their divisions for proposal excellence” according to Don Maxam. In addition, the entire APMP membership was invited to participate through a form published in the May/June 1992 issue of *Perspective*.

*In early 1994, the EPD Committee completed a two-year study to develop guidelines for proposal-related job descriptions.*

As Fines stated, “Fifty companies participated in this study. The range of industries targeted included telecommunications, aerospace, electronics, and computers. The complete report; with analysis of all questions and the raw demographic data, responses, and competitive and self analysis; will be available for purchase after the conference.” The report of the Benchmarking Study was presented at the National Conference in Washington, DC. It provided data that resulted “in more cost-effective, and higher quality proposals for APMP member companies,” according to Hines.

Around this time, the Committee, under the direction of Marianne Gouveia, John Ballard, and David Bol, initiated the first salary survey.

In early 1994, the EPD Committee completed a two-year study to develop guidelines for proposal-related job descriptions. Jim Carlen, who headed up the project, stated that, “the first

step in developing the job descriptions was to prepare a listing of proposal development tasks and procedures. This in turn generated a baseline of job descriptions to support education and career development.” Shannon McBride, the Committee Chair explained that, “In February 1992 we asked members to send us copies of job or position descriptions used by their organizations. We received 25 job/position descriptions. The titles, functions, responsibilities, and education/experience requirements showed many similarities. Coming up with a baseline job description based on these 25 descriptions (and the committee’s expertise) was a challenge.”

The Committee decided to approach creating the job descriptions using a function rather than experience approach. Carlen “envisions that these position guidelines could be used by APMP members to create their own job descriptions depending on the size of the organization and the need for cross-functional relationships,” McBride said.

The 1994 Western Region Fall Symposium was held on October 6 and 7 in Seattle, WA.

The keynote speaker was Donald L. Cromer, President of Hughes Space and Communications Company (Los Angeles, CA). In total five speakers shared their expertise during the program, which focused on proposal automation. In addition, approximately 100 attendees participated in a pre-conference tour of the Boeing 747 facilities in Everett, WA.

Members of the Symposium Committee included: Vicki Griesinger, The Boeing Company; Marianna Gouveia, AlliedSignal Engines; Frank Lincavage, APMP Board of Directors; Karen Mowrey, The Boeing Company; and Ande Samson, ESL. Ed Catolos of ESL oversaw the brochure design.



Figure 9. APMP Georgia Chapter Logo

Chapter Charter certificates were presented to the Central Florida, Georgia Chattahoochee, and LoneStar chapters on August 20 at the Board of Directors meeting in Dallas, TX. In other Chapter news, the NCA Chapter implemented APMP's first nationally available Job Bank to advertise openings for full-time positions. It was accessed by calling a phone number and listening to the available positions. There was no charge to listen to the openings; however, the rates were \$50 for a company and \$15 for an individual to list a position.

To better serve the membership, the Board of Directors conducted a comprehensive survey to determine the needs and expectations of the organization. The purpose of the survey was to determine two things: were the needs of the current membership being met and what growth areas needed to be addressed to interest new members in APMP.



Figure 10. APMP Nor'easters Chapter Logo

The results of this survey were used to complete the 1996-2000 Strategic Plan and were presented at the 1995 National Conference in Dallas, TX. The survey was completed by 61 members, which represented 7.5 percent of active members

as of October 1994, and all three regions were represented.

In January 1995, APMP hosted an industry-government forum on acquisition reform with Dr. Kelman. This initiative, held in Washington DC, was to implement ways members could communicate with their government counterparts.

The Board of Directors met on February 4, and they approved applications for two new chapters: the Golden Gate Chapter in San Francisco, CA and the Rocky Mountain Chapter in Denver, CO. One other chapter, the Nor'easters Chapter in New England, was chartered that year on May 25.

The NCA Chapter organized an Electronic Procurement Task Force (EPTF) in the summer of 1995. The purpose of the Task Force was to address the growing trend of electronic proposal practices, including:

- Receipt of RFP, amendments, questions, and other contractual correspondence
- Submission of proposals and clarifications
- Proposal evaluation process.

The Task Force was divided into four areas related to electronic procurement: bulletin board systems, proposal evaluation process, advanced technologies, and APMP interface. To ascertain the level at which APMP members participated in the electronic procurement arena, a survey was included in the May/June 1995 *Perspective*. Members were asked to complete the survey and fax it back. Results of the survey were presented at that year's Annual Conference. In all, 173 responses were received with 73 percent stating they received RFPs electronically and about half responding that they submit proposal electronically.

The Task Force was not the only group leading an initiative. The Government Liaison Group (GLG), spearheaded by the NCA Chapter, was formed after Senator William S. Cohen invited APMP to provide comments

*In 1994... the Board of Directors conducted a comprehensive survey to determine the needs and expectations of the organization.*

related to legislation before Congress to “address many of the problems associated with the procurement and management problems within Federal information technology,” according to Jeanne Whyte. She added that the GLG’s purpose was to “...raise the visibility of our organization to be recognized as the industry’s proposal voice.” GLG members assisted the Senator by commenting on a few issues of the proposed legislation, such as Results-Oriented Statements of Work, Simplified Proposals, and the Government’s process for Selection of the Most Qualified Offeror.

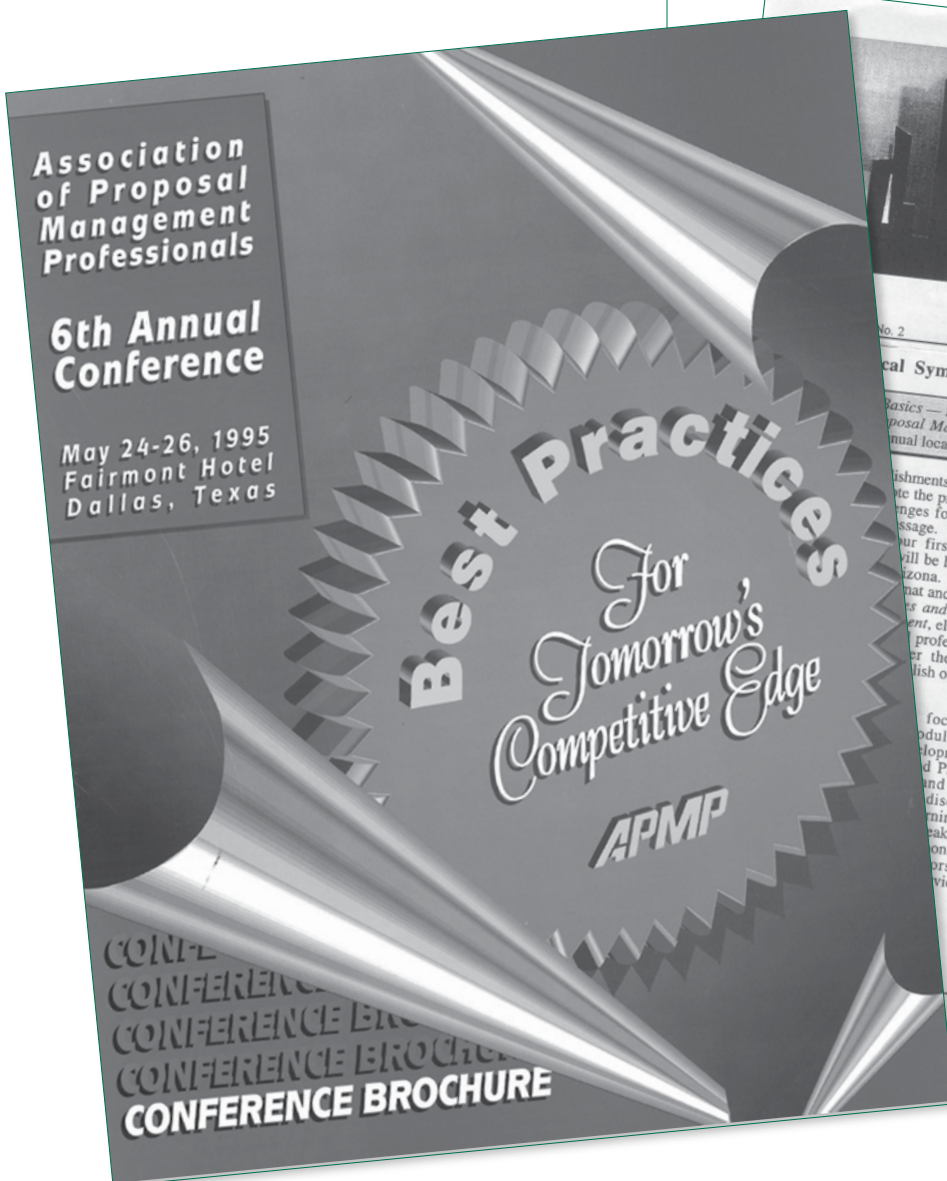
The Valley of the Sun Chapter hosted the first APMP Chapter Symposium at the

Civic Center Holiday Inn at Scottsdale, AZ on March 11, 1995 with standing-room-only attendance. The morning sessions focused on four areas related to proposals: planning, writing, reviewing, and producing. During lunch, a presentation was given by the keynote speaker, Dr. S. Harry Robertson of Robertson Aviation, Inc.; he gave everyone the CEO’s view of proposal development. Two vendors gave presentations in the afternoon addressing the new trend toward proposal

automation. There was a raffle, and one attendee won an all-expense paid trip to the Annual Conference in Dallas.

*The Government Liaison Group was formed after Senator William S. Cohen invited APMP to provide comments related to legislation before Congress.*

Figure 11. The Debrief Newsletter  
Figure 12. 6th Annual Conference Brochure



The 6<sup>th</sup> Annual Conference was held in Dallas, TX on May 24-26 at the Fairmont Hotel. The Lone Star Chapter sponsored the Conference, and the theme was “Best Practices for Tomorrow’s Competitive Edge.” A Board of Directors meeting was held on May 27 after the Conference. The Conference kicked off with a reception and Mexican fiesta the night of the 24<sup>th</sup>. There were 278 attendees and 8 exhibitors.

Chuck Keller, Program Chair, led a committee to organize the 1995 APMP Eastern Region Fall Symposium, which was held on October 19-20 at the Atlanta Westin Peachtree Plaza. The Symposium theme was “Meeting Customer Needs in Dynamic and Emerging Markets—with special emphasis on selling to the international market.” The

theme was chosen to associate the Symposium with Atlanta’s hosting of the Olympic Games. Presentations included a discussion on producing the winning proposal for the 1996 Olympics. Attendees were also invited to choose between two guided tours: one of the Lockheed Aeronautical Systems Company (LASC) facility in Marietta or the CNN studio in Atlanta.

In 1995, the APMP Web page was officially registered as <http://www.apmp.org>. The APMP home page contained information about each of the chapters, an events calendar, membership information, task force reports, and conference proceedings. Designed and developed by Carl Dickson, the page was sponsored by The Orkand Corporation who donated space on their Internet server for the home page.

*In 1995, the APMP Web page was officially registered as <http://www.apmp.org>.*

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Ali Paskun, AM.APMP has extensive proposal experience working as a coordinator, writer, editor, and manager. She currently provides a wide variety of proposal consulting services to clients in the Baltimore-Washington Area. Ali is the Books Editor for the *Journal of the Association of Proposal Management Professionals* and served on the APMP Board of Directors as Government Liaison. She holds a BS in Communications from the University of Maryland, University College. She can be contacted at [booklover@erols.com](mailto:booklover@erols.com).



*Memories*  
from the  
*6<sup>th</sup> Annual Conference*  
*held in Dallas, TX in 1995!*





**November 17th:**

Name change was approved and the Association of Proposal Management Professionals was officially formed.



**May 10-11th:**

The First National Conference was held at the Hyatt Islandia in San Diego, CA.



**June 21st:**

A Letter was sent by George A. McCulley, PhD, National Account Manager announcing a meeting of an ad hoc planning committee to discuss forming a national association for proposal professionals.

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**August 16th:**

An Announced Planning Meeting was held at the Irvine California Hilton and Towers with 28 attendees who became the original Charter Members.

**August 14th:**

The Association was founded. The initial Board of Directors, Stephen P. Shipley, Shannon McBride, and George McCulley, signed the Articles of Incorporation for the then-named "National Association for Proposal Managers."



**March:**

Initial Steering Committee was held at the Wells Fargo Bank Building in Laguna Beach, CA.

**Technology of Proposal Management and to nurture and promote the these pursuits. Also, to serve the needs and professional interest of understanding of the profession and its contributions."**



**May:**

First Association Job Survey was completed by the Education Committee.



**July:**

The first local chapter, the Valley of the Sun, was formed by Howard Nutt in Phoenix, AZ.



**March:**

The First Issue of *Perspective* was published.



**May 15-17th:**

The Second National Conference was held at Alexis Park Resort in Las Vegas, NV.



**November 14th:**

APMP members were invited to participate in the Fall Symposium of the LA, South Bay Chapter of the National Contract Management Association.

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**May 27-28th:**

The Third National Conference is held in Monterey, CA.

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**April:**

The NCA Chapter becomes the second APMP Chapter.



**October 29th:**

The Western Region Fall Symposium is held in Tibuna, CA.

1 9 9 3

**October 16th:**

The first Fall Symposium is held in Clearwater, FL



**May:**

The Fourth National Conference is held in Scottsdale, AZ.



**April:**

The Board of Directors votes to expand the regional structure to three regions



**October:**

David Winton is hired as APMP's Executive Director.

**Technology of Proposal Management and to nurture and promote the these pursuits. Also, to serve the needs and professional interest of understanding of the profession and its contributions."**



**August 15th:**  
Seven APMP members met with Dr. Steven Kelman to discuss APMP involvement in acquisition reform.



**Summer:**  
The Electronic Procurement Task Force is formed.



**October:**  
The Board of the Directors releases results of the membership survey.

**January:**  
APMP hosts an industry-government forum on acquisition reform in Washington, D.C.



**October 19-20th:**  
The APMP Eastern Region Fall Symposium is held in Atlanta, GA.



**May:**  
The first APMP National Proposal Benchmarking Survey Report is published.



**October 6-7th:**  
The Western Region Fall Symposium is held in Seattle, WA.



**March 11th:**  
The Valley of the Sun Chapter hosts the first APMP Chapter Symposium in Scottsdale, AZ.



**May 24-26th:**  
The LoneStar Chapter sponsors the 6th Annual Conference in Dallas, TX.



**May 24-25th:**  
The NCA Chapter holds the 5th Annual Conference in Washington, D.C.

**August 20th:**  
Chapter Charter certificates are presented to recognize formation of the Central Florida, Georgia Chattahoochee, and LoneStar Chapters.



**February 4th:**  
The Golden Gate and Rocky Mountain Chapters are chartered.



So You  
Want to *Fly* with  
**Different Wings? . . .**  
**Proposal Career Paths  
In Private Industry**

by Eric Gregory

*I cannot tell you how many times I have heard, over my 30-year proposal, capture, and business development career, proposal professionals say “I want to try something different with my skills, but I really can’t do anything else.” Maybe this is you; maybe it is not. In the end, we have all said this at some point in our proposal careers because we really have wanted to try something different and just did not know how to go about it. Well, I am here to liberate you, to show you what options you have as a proposal professional to use your skills to try different things, to use your skills to make significant contributions to your organization, and to add excitement and variety to your career. The options I will lay before you will enhance your value to your company, to our profession, and should increase your perceived value through your own eyes.*

## Figure 1. Early Career Choices



"I want to be a Proposal Professional and put notches on my gun."

# Yeah Right!

No one ever enters the proposal career path consciously! We are seduced.

APMP 1

Figure 1. Achieving excellence through accident gets most of us started in this career.

The interesting thing about our careers is no one appears to arrive here through a highly analytical process focused on the potential features and benefits of becoming a proposal professional (Figure 1). For the most part the entry remains serendipitous, a matter of chance, a response to boredom from doing other things in a business that simply fails to excite us and to awaken that inner drive all good proposal professionals have. In short, we are seduced.

However, the main path to proposal seduction has a few well worn entry points as depicted in Figure 2. Although we come from a few standard paths, once we have been seduced, we seem to find it difficult to apply our skills in any way other than the mad rush of the early proposal, fighting the 72-hour post-red team depression, or surviving the 24-hour final production cycle. We revel in the controlled chaos of the proposal cycle but sometimes find ourselves unfulfilled at the end because we still believe we have missed some fantastic career opportunity through our dedication and self-inflicted addiction to adrenalin.

*"By and large, our involvement was one of accident or a need to cure boredom."*



Figure 2. A few standard paths lead to perdition!

But what we discover upon some self-examination (Socrates: The unexamined life is not worth living) is that we arrived here because we have certain skill sets valued in the creation, development, and production of winning proposals. These skills encompass writing, critical analysis, organizational capability, creative inclinations, leadership, common sense, business analysis, production, and the ability to simply follow instructions. Of course, some arrive simply because they are

naïve. Nevertheless, we find ourselves possessing many skills and capabilities that can lead us in different directions should we elect to try something different.

*“I need somebody to work a proposal,” he said.  
“Sure,” she, the bored cubicle denizen, said.*

Several different directions we can try appear in Figures 3 and 4. These directions correlate exactly to the skill sets and experience most of us have had as proposal professionals and offer a new dimension to a career that has otherwise been one dimensional.

An added value of our preparation revolves around a modern need and expectation, as we live longer, to have multiple careers over our lifetimes.

But why is it that so few of us ever branch out to try some of these directions if even for a while? I have a couple of observations. One of the major obstacles we confront in trying a new direction will be our company. Companies, whether they will admit it or not, erect all types of administrative, managerial, and artificial barriers to keep people where they are rather than encouraging people with the right skills to try different, but related jobs, within the company. The cost in productivity and retention can be significant, yet we persist in retarding careers and personal development.

Other, more personal, barriers get in the way of our own career development and satisfaction. For example, most of us prefer to live within our comfort zone rather than breaking out into something new and exciting that carries some risk. We tend to fall into two traps: “I hate props but I know them” and the “I can’t do anything else syndrome” or CDAES. Other impediments to career enhancement and improved satisfaction through trying new things include a perverse inability to connect the full range of our skill capabilities with other opportunities and the inability, remarkably, to sell ourselves. To be successful and fully satisfied, we must overcome these challenges, fears, and lack of initiative to experiment.

I think one of the major reasons we fail to thrive as we could relates to our need to

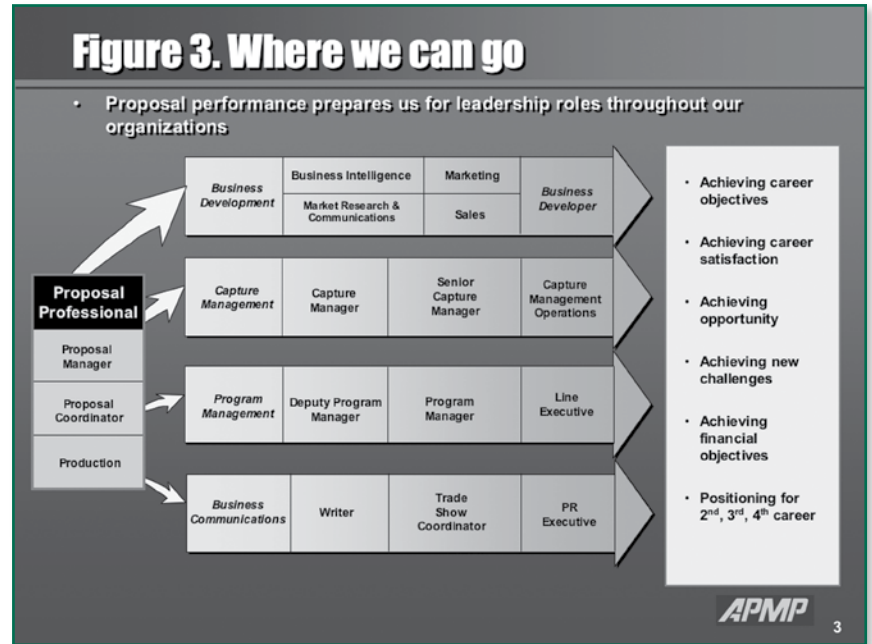


Figure 3. We have choices based on the skills we bring to the total new business acquisition cycle.

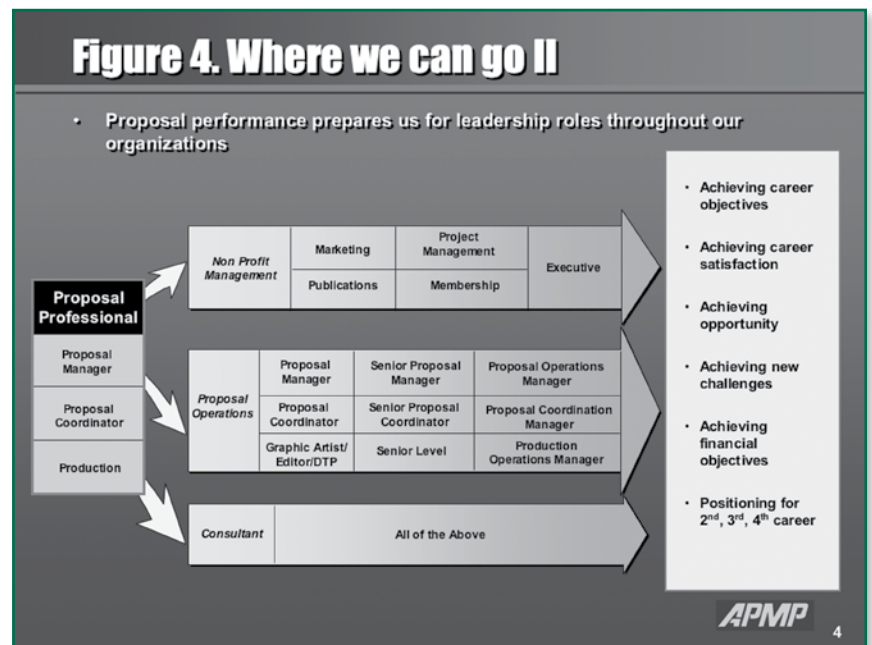


Figure 4. We can follow the proposal career path in a company or branch out into new turf for many of us.

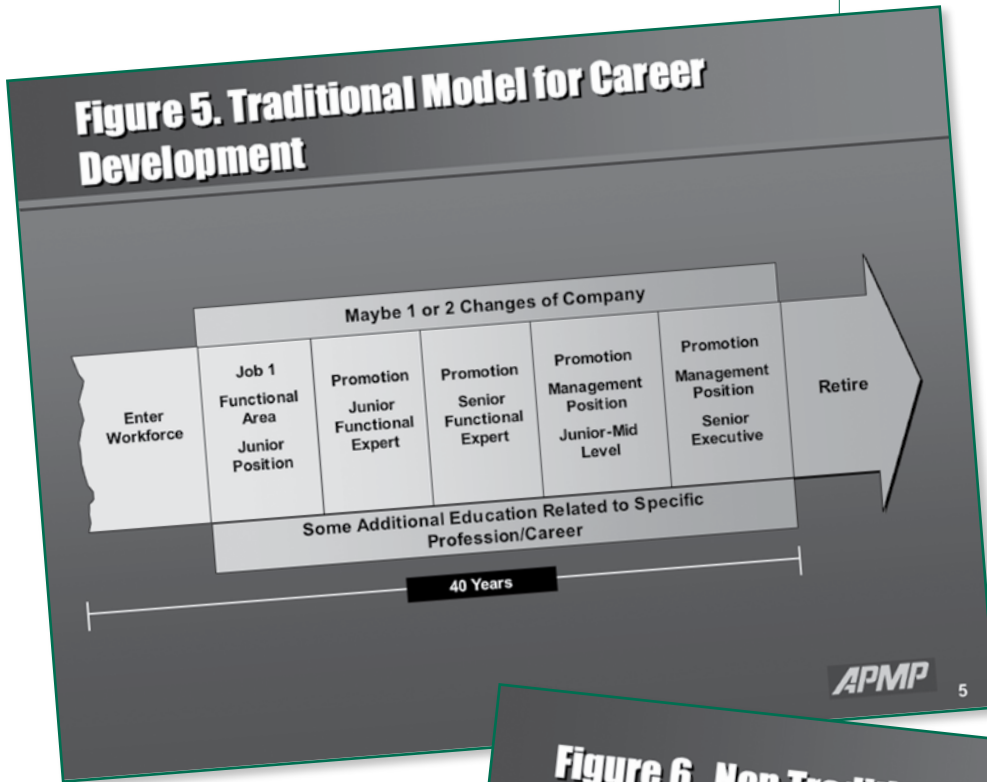


follow accepted patterns regarding career progression and growth. The traditional model that seems to get us in a bit of trouble and contributes to our periodic ennui appears in Figure 5.

*“Change often results from upheaval and dislocation versus planning and accomplishment.”*

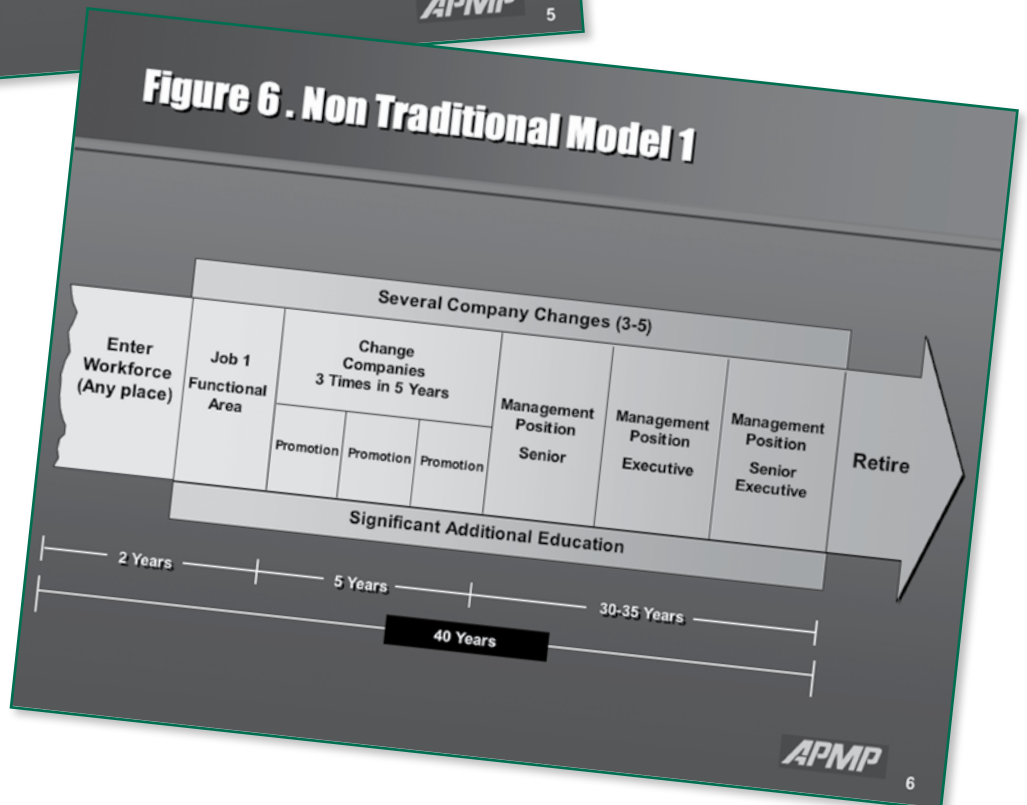
But there are some fairly simple and radical things we can do over a potential 40-50 year span in the workforce to have more fun while using the skills we bring

to and develop from being a proposal professional. I have provided some non-traditional career models that can be followed in Figures 6 through 11.



*Figure 5. A traditional career path may seem safe, but can often leave us vulnerable (and bored) because skill development might not be rapid.*

*Figure 6. Rapid change in the early years with stability in the later years may be a model most people want to try.*



# Figure 7. Non Traditional Model 2

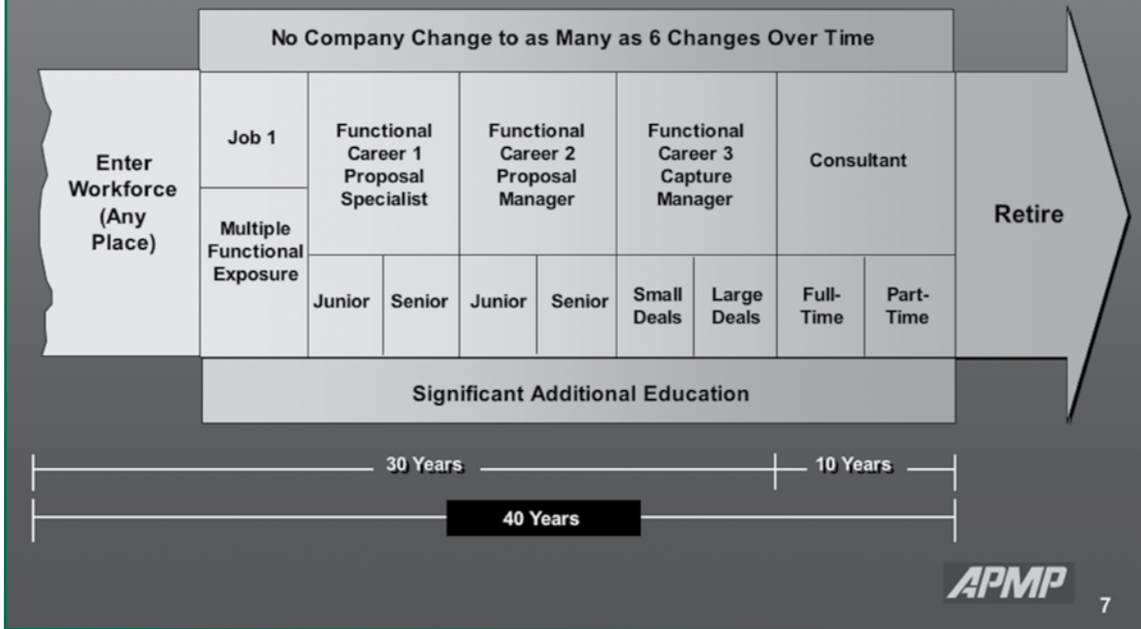


Figure 7. Sometimes avoiding management at all costs and fulfilling different, but exciting, roles in the new business cycle yields great satisfaction and value.

# Figure 8. Non Traditional Model 3

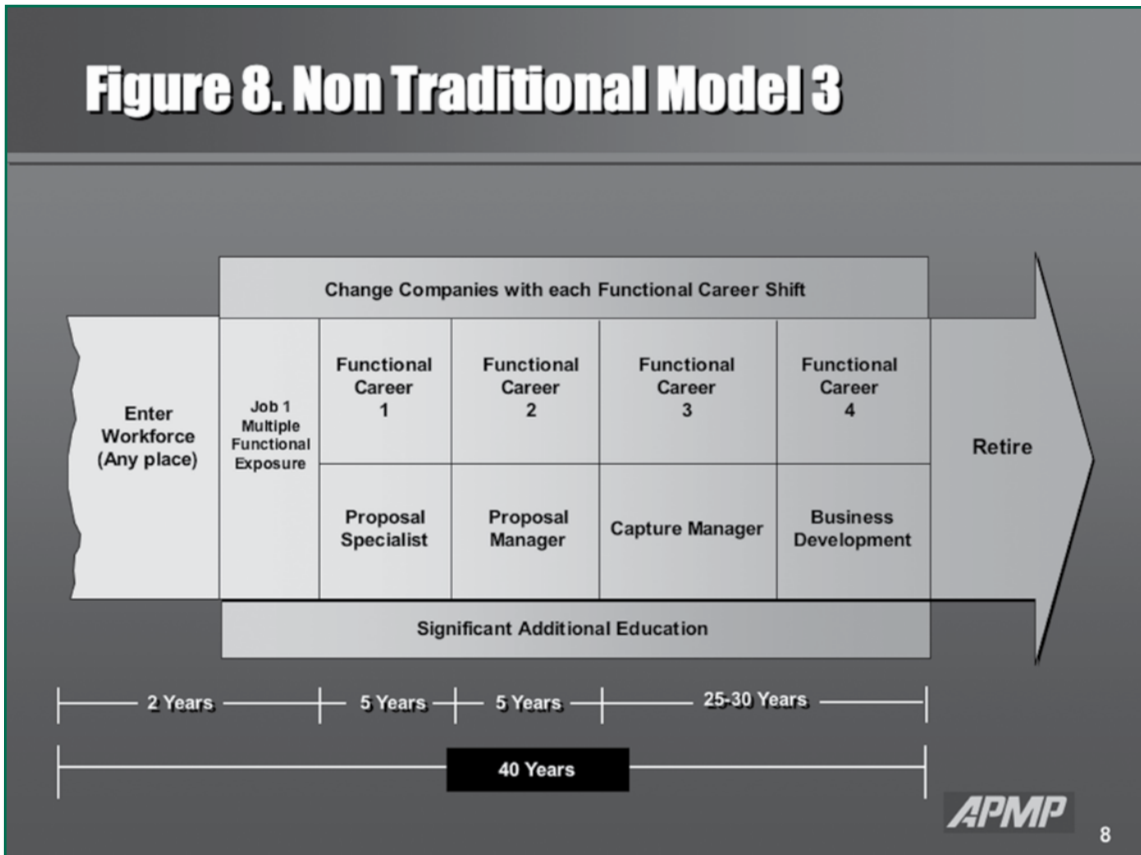


Figure 8. Successfully fulfilling roles while building skills for changing positions builds confidence, value, and career success.

## Figure 9. Non Traditional Model 4

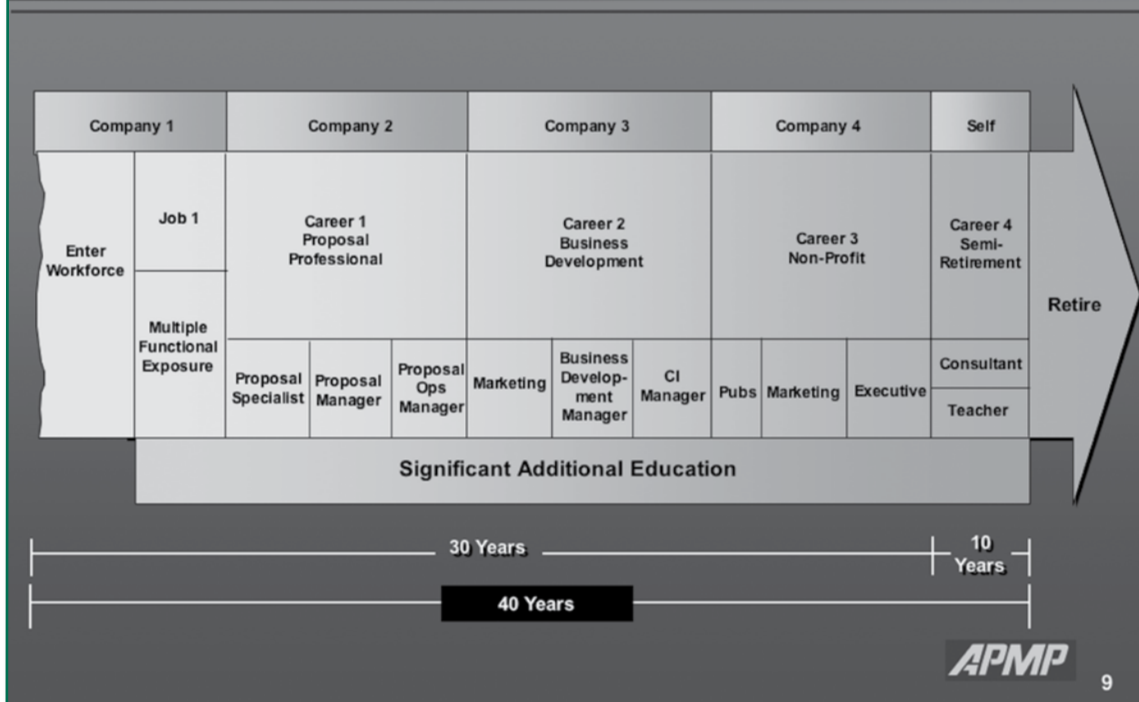


Figure 9. Occasionally you just have to change companies to get anywhere. Greater risk. Greater reward.

## Figure 10. Non Traditional Model 5

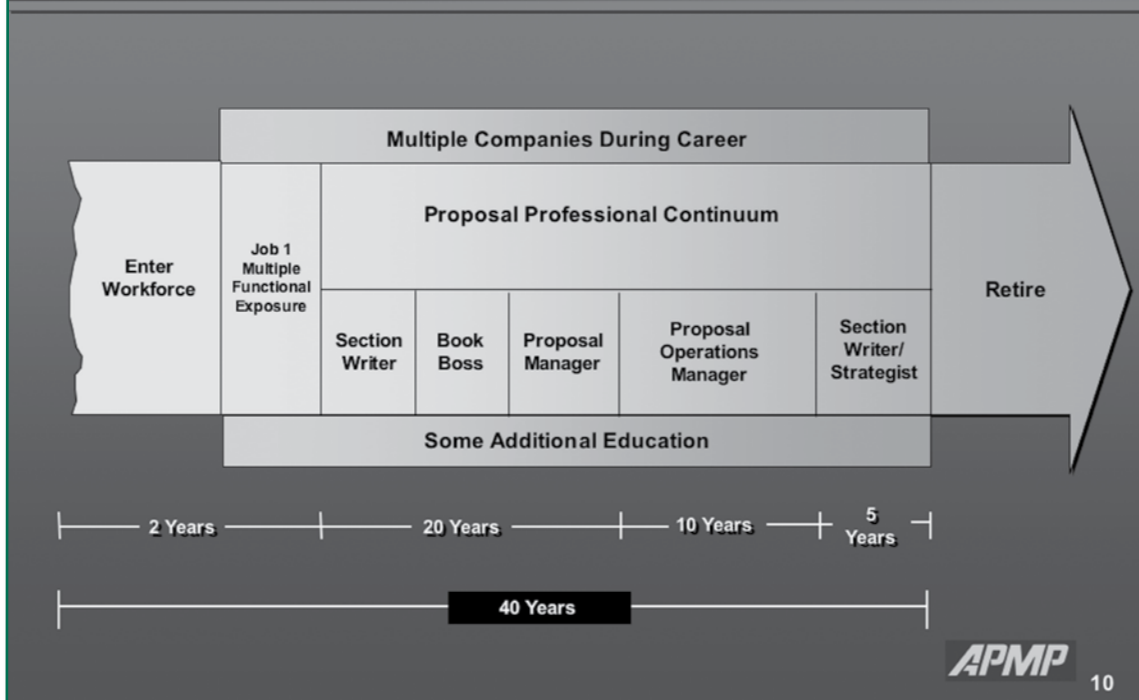
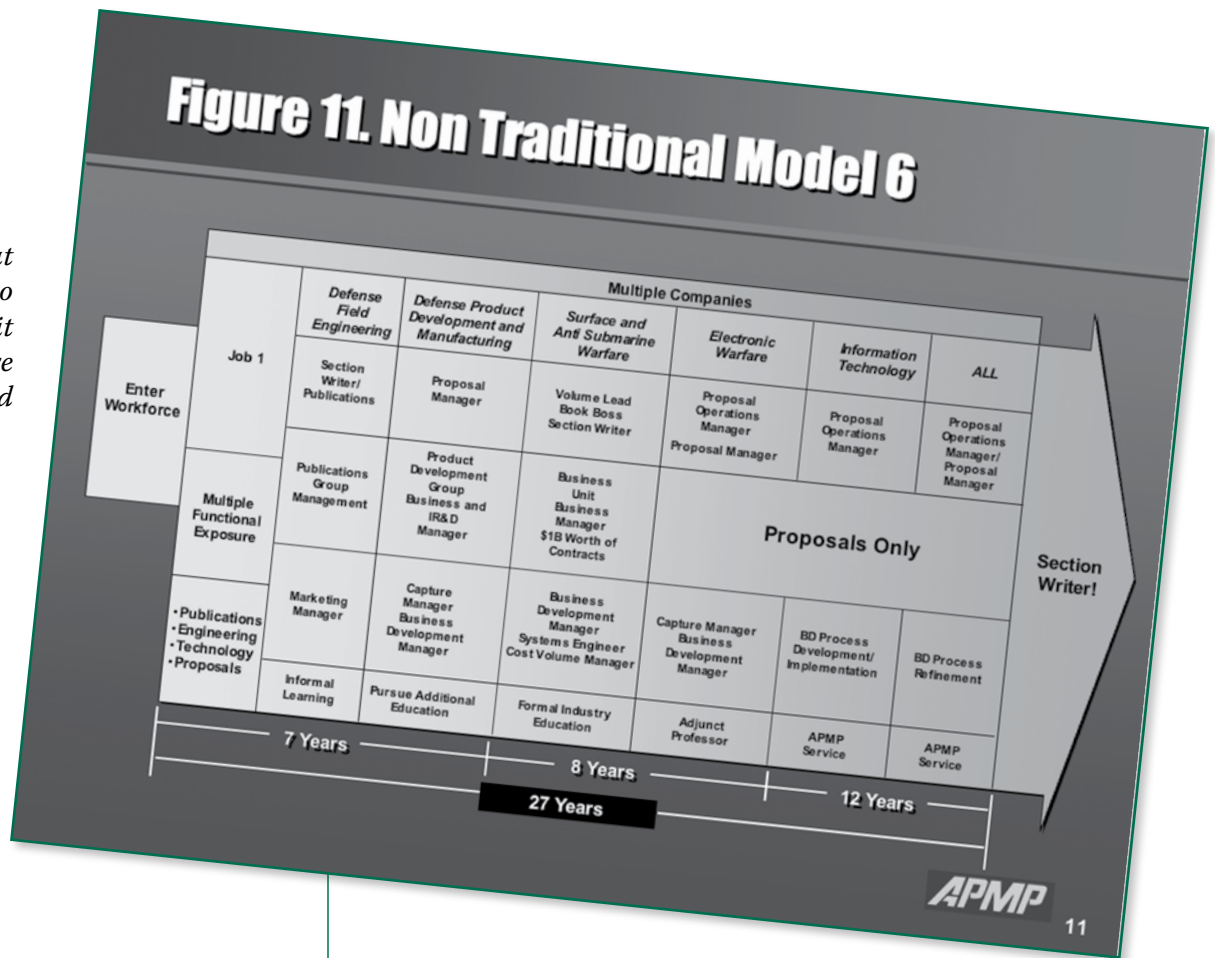


Figure 10. Over 30 to 40 years, it is not a bad idea to plan to stop where you started or to expand your view of what will bring satisfaction toward the end of a career. That's my plan!

# Figure 11. Non Traditional Model 6

Figure 11. Lay out your own model to date and see what it tells you about where you have been and where you can go.



The most interesting thing about these models revolves around the specific time-lines and the increasing complexity of the models. These models can, however, be used to plot your own career paths and provide some strategy and direction to achieving a more satisfying career with a greater variety of work and responsibility if you are willing to invest some time in planning and preparing to have a more diverse career.

The interesting thing about non-traditional model 6 is I took the time to plot my own career over the first 27 years just to see how it evolved and to see what lessons could be drawn from that. What I learned was that all development and changes were deliberate with a specific goal or challenge in mind that will ultimately prepare me for the hardest part of my career—preparing for retirement! And what did I decide I wanted to be when I really grow up?

A section writer! Why? Because everything in my career has prepared me to be the best proposal section writer in the business. It will be something I can excel at as I wind down and will leave me fulfilled. All of my skills will have been put to the test, and I will have triumphed over it all to produce the best winning sections I can produce in 8 hours a day. I just want to see what an 8-hour workday is like.



The question is “How did I arrive at that conclusion”? The answer is “I had a career plan.” I am almost always amazed that proposal professionals have no career plan or lifecycle profile that they have laid out over time correlated with their professional and financial objectives in life. Most proposal professionals seem to drift from proposal to proposal without ever really giving any thought to what the next step is or should be during the span from beginning to work to the end. In other words, we fail to take responsibility for managing our careers, our objectives, and our successes. Figure 12 provides a sample timeline that can be used to plot that career plan or lifecycle profile. It does not mean things will not change or that your ideas will not change. It means you have an idea of where you are trying to go.

You would not do a capture effort or proposal without a capture and proposal plan would you? So why would you not do a career plan or lifecycle profile correlating to career and financial objectives?

*“Decide what you want to do . . . then execute the plan and do it.”*

There appears to be some simple reasons why proposal professionals fail to do this. Some of the more obvious ones are: too busy, lack of understanding of proposal/new business

acquisition and related career opportunities, failure to discuss with management your career goals and objectives, and unwillingness to convert personal time into career accomplishments. One thing we must remember if we do not want to wake up totally dissatisfied one day is failure to achieve career objectives or career satisfaction rests with the individual and not the institution.

Many people get stumped in doing this because they do not seem to know just how to get started. I have assembled some easy tips to follow at any stage of your career to lay out a plan and make it work for you.

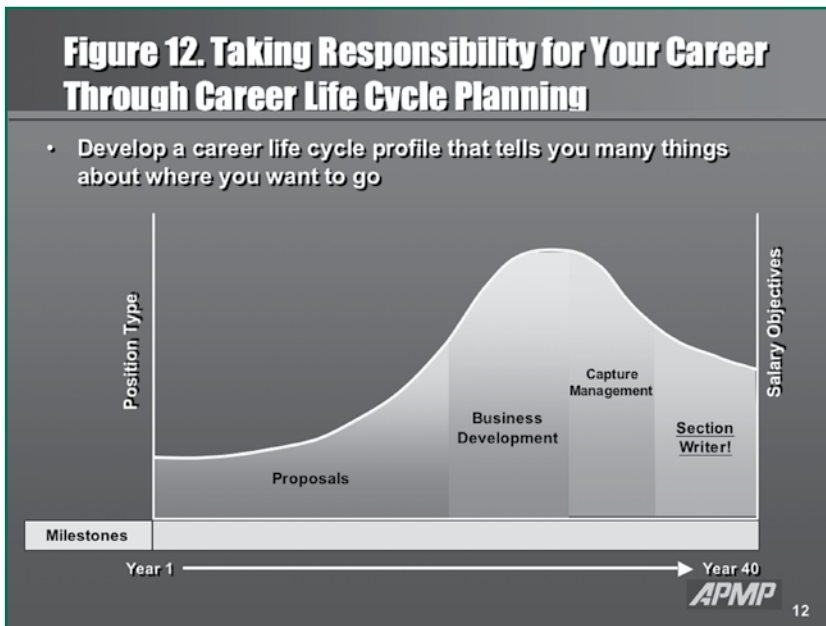


Figure 12. Without a vision plotted against time, you will accomplish little in developing a fully satisfying career.

**What are your personal objectives?**

- Financial
- Quality of life
- Learning
- Personal satisfaction
- Flexibility
- Security
- Adventure/adrenaline rush.

**Once you have this done, develop a plan that meets your stated objectives:**

- Assess trade offs between objectives
- Lay out a rough schedule for achieving goals
- Communicate your objectives/goals to:
  - Bosses
  - Friends
  - Professional associates.

**Pay attention to your career needs and wants and become:**

- An acknowledged expert in your company in multiple functional areas related to new business acquisition

- An acknowledged expert in the industry in multiple functional areas related to new business acquisition
- Advertise your availability to assume the next position on your career path to people like me
- Develop a network of consulting firms that could use your skills if you run into a high-risk company situation.

*And above all follow a few basic precepts that can carry you a long way to success and satisfaction over time:*

- With all thy getting, get education!
  - Formal
  - Informal
- Develop a set of personal discriminators that set you apart from the crowd in new business acquisition. Highlight them in your resume and in every conversation you have with a potential employer
- Be flexible—“at our company you have to leave and come back to get promoted”
- Be honest with your management about your career objectives. “I cannot help you if I do not know”
- Get heavily involved in key professional associations aligned with your career and career objectives (Oh...you mean like APMP or BDII?!)
- Have a clear understanding of skill transference and how you can market that
- Be prepared to have not one, not two, not three, but up to four careers over your working lifetime
- Have fun, do not take anything too seriously, and do not whine.

Before long, you will be able to choose with confidence from some of the related activities in Figure 13.

**Figure 13. Maybe it's not so bad after all...**



*Figure 13. A proposal professional can perform myriad activities well.*

And when you have completed your analysis and planning, you will come to the final conclusions as did I that this career I initially did not choose might not be so bad after all.

- Nobody else wants our jobs
- Many companies recognize us as critical to new business success
- Great learning ground for multiple career paths
- Great positioning for semi-retirement
- Nothing beats winning!

So in the end, you can, to paraphrase the great sophist, Yogi Berra, “Choose your path, follow it, and when you come to a fork in the road, take it.” Good luck, and have a great career wherever your true skills as a proposal professional can take you. You are limited only by your own imagination.

Eric Gregory is Senior Vice President of Proposal Development at CACI International Inc. He has 30 years' experience fulfilling all roles in the new business acquisition process. He has served twice as APMP's CEO and led two annual conferences. He is an APMP Fellow and the recipient of APMP's Willam C. McRea Founder's Award.

# Book Review



## WIN THAT PITCH

BY ANDY BOUNDS; ANDY BOUNDS, LTD.; 2005;

RETAIL PRICE: PLEASE SEE [WWW.ANDYBOUNDS.COM](http://WWW.ANDYBOUNDS.COM) FOR DETAILS

by Ali Paskun, AM.APMP

The APMP Accreditation Program requires that candidates should be able to understand best practices. One resource that provides valuable information on best practices is *Win That Pitch*.

If you were at the 2006 APMP Annual Conference in New Orleans and attended Andy Bounds' session on giving better presentations, you know what an energetic, engaging, and dynamic speaker he is. If you did not attend and will be attending this year's Conference in Savannah, GA, be there at all costs...you won't be disappointed. As shown in the interview with Bounds on page 20, he knows what he is talking about!

The program he developed to help anyone develop a "pitch" is divided into 13 modules. Each module builds on the previous ones until the reader has all the information needed to develop a sales pitch designed to win more business by motivating the customer to buy from the presenter. Each of the modules contains exercises to help the reader develop information, such as an in-depth competitive analysis, discriminators, and customer hot buttons. Most of the basic information contained in this program will no doubt be familiar to anyone who has been involved in selling or capture/proposal management for more than a few years. Those who are new or may need to improve their skills in a specific area will find all the modules helpful in developing their ability to plan and present a successful sales pitch.

However, Bounds takes this one step further and uses it to create a presentation that includes all this data and more. The best part is once you have created this presentation, you can use it as the foundation for all subsequent presentations for other customers. He also addresses areas that are very simple, yet often overlooked, and provides a method to continue powerful messages.

Some modules address topics I've never seen anyone else discuss. For example, the module on business-winning testimonials is fantastic. How many times in a proposal (especially the Past Performance Volume) have you wanted to use a quote from a satisfied customer and ended up with a generic one-or-two-sentence blurb that did not quite have the impact you hoped? This one module provides some excellent advice to not only get customers to provide a testimonial but to help you get one that truly illustrates how wonderful your customer thinks you are.

Proposal professionals who work with commercial clients will probably benefit more from this program than those who work with the Government. I do not think some of Bounds' advice would translate to the federal arena. For instance, while in general many of his tips and hints will improve an oral presentation, I cannot imagine a Contracting Officer meeting an offeror for lunch to discuss how the presentation could be improved.

Cathy Day, APMP Education and Accreditation Director said, "The information Bounds presents provides a valuable hands-on approach to capture and win strategy development that can easily migrate to developing excellent proposals. His book specifically addresses the following areas of the APMP Accreditation Syllabus:

- Sales Participation
- Communication and Persuasiveness
- Building Strategic Relationships and a Successful Team.

This is a real addition to anyone wishing to improve their powers of persuasive writing and/or presenting, and those who need to learn more to reach APMP Practitioner or Professional Accreditation."

# Book Review

**BILLION DOLLAR GRAPHICS: 3 EASY STEPS TO TURN YOUR IDEAS INTO PERSUASIVE VISUALS AND 40 POWERFUL WAYS TO SHOW YOUR IDEAS**  
BY MICHAEL T. PARKINSON; PEPPERLIP PRESS; 2006;  
RETAIL PRICE: \$49.95; \$39.95

by Beth Wingate, AM APMP



I'm a PBS "junkie" and addicted to *America's Test Kitchen* (when I'm not slaving over a hot proposal)! I'm fascinated by the way these SMEs take disparate ingredients, decide how to combine them, and end up with a delectable "product" by the end of a half-hour segment. Of course, there is a lot of work that happens behind the scenes to develop the best practices before they end up with this seemingly effortless "product."

In the same way, Mike Parkinson has done the research and hard work and then assembled his best practices from 20 years of in-the-trenches experience into his new books, *Billion Dollar Graphics: 3 Easy Steps to Turn Your Ideas into Persuasive Visuals* and *Billion Dollar Graphics: 40 Powerful Ways to Show Your Ideas* ([www.billiondollargraphics.com](http://www.billiondollargraphics.com)). He gives us the "cookbook" for creating winning, persuasive graphics from scratch. While many self-proclaimed experts will explain how to design a graphic using particular software, few have Mike's credentials—thousands of graphics developed worth billions of dollars in profits for his clients.

Drawing upon his formal design training and experience as one of the owners of 24 Hour Company (a proposal graphics design firm), Mike has assembled a fantastic guide to develop clear and targeted graphics. Since the 1980s, I have read thousands of dollars worth of books on developing graphics, and this is the best resource I have seen. It is full of step-by-step instructions and how-to tips that will immediately improve the quality of your work. In my 20 years' developing proposals, this is the first book that presents real-world techniques to turn my ideas into effective graphics. *Billion Dollar Graphics* contains everything you need to know to develop effective professional graphics that resonate with your audience.

The accompanying book, *Billion Dollar Graphics: 40 Powerful Ways to Show Your Ideas*, provides more real-world examples that Mike and 24 Hour Company developed for winning proposals and presentations with content changed to protect clients. It contains samples of literally any type of graphic you might need for your proposal or business development presentations. The full-color graphics demonstrate proper color combinations and save hours of development time.

Along with the books, *Billion Dollar Graphics* offers two DVDs, *Billion Dollar Graphics Source Art*, containing royalty-free, editable source art found in the books. These layered Adobe Photoshop and Illustrator files can save hours of rendering time by allowing you to tailor the graphic for your needs. The DVDs are clearly organized and have an easy-to-use, browser-based organizer.

In summary, both books are clear and understandable. The research and best practices that Mike has used to develop these books are solid and hard hitting. Whenever my proposal teams struggle to find a concept, we open the book, and the graphic is kick-started. *Billion Dollar Graphics* is a graphical "cookbook" no graphics artist, proposal shop, or business development professional should be without. The books answer the often-repeated questions, "What graphics type will work best? How do we avoid losing our audience with cluttered graphics? What do I do with this blank page? I am not a graphics person, what do you suggest?"

My team and I also attended Mike's conceptualization training, which reinforces the ideas and strategies from the books. It was eye-opening and entertaining. With the books, DVDs, and training, there simply are no more excuses for not knowing how to illustrate your points and produce winning graphics!

\*The opinions expressed in these reviews are those of the reviewers and do not necessarily represent the views of APMP. New book reviewers and book review recommendations are always welcome. Please send your recommendations or comments to Managing Editor John Elder at [jelder@caci.com](mailto:jelder@caci.com).



# Fellows Award

*The APMP Fellows Award recognizes individuals who have made substantial contributions to our profession and APMP. Fellows aid APMP as advisers and mentors, continuing their records of excellence and service.*



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**MAY 25, 2001, ALBUQUERQUE, NEW MEXICO**

Nancy Cottle	Bill Painter
Marianne Gouveia	David Pugh
Eric Gregory	Tom Sant
Steve Myers	Steve Shipley
Patricia Nunn	



**2002 RECIPIENTS PRESENTED**  
**MAY 9, 2002, SALT LAKE CITY, UTAH**

Tom Amrhein	Chuck Keller
David Bol	Sherrill Necessary
Tom Boren	Howard Nutt
Mike Ianelli	Karen Shaw



**2003 RECIPIENTS PRESENTED**  
**MAY 24, 2003, NEW ORLEANS, LOUISIANA**

Charlie Divine	Steve Jensen
Barry Fields	Jayne Sokolow
Dennis Green	



**2004 RECIPIENTS PRESENTED**  
**JUNE 2, 2004, HOLLYWOOD, FLORIDA**

Art Bass	Michael Humm
Richard "Dick" Eassom	Nancy Kessler



**2005 RECIPIENTS PRESENTED**  
**JUNE 8, 2005, PHOENIX, ARIZONA**

Mark Ciamarra  
 Dana Spears



**2006 RECIPIENTS PRESENTED**  
**MAY 23, 2006, NEW ORLEANS, LOUISIANA**

Tony Birch	Robert Frey
Neil Cobb	Alan Goldberg
John Elder	Jon Williams

# Authorized Training Organizations



*The following organizations are approved by APMP to conduct training anywhere in the world to support the APMP Accreditation Program.*



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## Strategic Proposals





# *Declaration of Independence*

**by Dale L. Kelley**

*This article was written by Dale L. Kelley and originally published in the June/July 1991 issue of Perspective. We hope you enjoy Dale's creative take on this well-known, historical event.*

**D**id you ever think what would happen if the Declaration of Independence had been written today instead of 215 years ago? It probably would have gone something like this:

*Our scene opens with Big, John Hancock, Proposal Manager for the Original 13 Corporation, in a kickoff meeting with his Supervisor of Tech Writing, Thomas Jefferson:*

**BIG JOHN:** Tom, some of the boys at DoD (Department of Declarations) are requesting a proposal due there on the fourth. I want you to provide the lead on this one and if you need help, have Sam or John Adams give you a hand in the technical area. They're good baseline people.

**THOMAS:** Is it page limited?

**BIG JOHN:** Yes section L specifically states that.

**THOMAS:** How about typeface? Want it in Old English?

**BIG JOHN:** No, I think Times Bold fits the period better.

**THOMAS:** Okay, but you know this will result in overtime to get it typeset.

**BIG JOHN:** Yeah I know. Get Betsy, she's always waving her flag.

**THOMAS:** John, it just doesn't work that way anymore.

**BIG JOHN:** Come on Tom, just slide a box of generic proposal food under the door and they'll do anything. And don't forget the pepperoni.

**THOMAS:** Okay, but I don't think I can be ready for red team until next week and that starts to cut in on editing, art, and fine tuning time. I can only cut so many corners. Want me to xerox it?

**BIG JOHN:** Of course not, this requires a top quality output and we'll typeset, go negs, and metal plates. Let me get Franklin on the phone. (after dialing) Ben, you ol' devil, I've got a hot one for you, due out on the fourth.

**BEN:** When do I get it?

**BIG JOHN:** Come on Ben, you know you'll have plenty of time if I give it to you on the night of the third.

**BEN:** Is it all black and white?

**BIG JOHN:** No, better get with Leonardo and create some artwork for a gold border with a couple of olive or wheat branches.

**BEN:** John, you know that RFPs specifically state that proposals may not be accepted if elaborate covers are used.

**BIG JOHN:** Yeah I know, I know, Ben. Why don't you go fly a kite.

**BEN:** That really socks me John, but while I have you on the phone, I know you'll sign the cover letter in your usual "BIG ENOUGH FOR EVERYBODY TO SEE" style, but will you stay away from the blue pens. You know blue doesn't reproduce well. Black, okay?

**BIG JOHN:** See you on the third, Ben.

**THOMAS:** John, I can't get these guys together for review. Adams is in Boston for some party. Says it tea. Bet me. I've been on those blow-outs and you can't even find a coke.

**BIG JOHN:** Don't get excited, they'll all be here tomorrow for red team. You know, they won't miss the red team schedule, which ALWAYS calls for the review to take place all day Friday so Pubs can crank in the complete redo on Saturday and Sunday and give it back to red team at 8:00 a.m. on Monday. So, I saw your signed storyboards and I know you have a complete draft ready, because I'm sure you remember what the red team did to us at Bunker Hill.

**THOMAS:** Look John, I haven't gotten it completely through typesetting yet. Adams left a proposal in here that's occupying the bulk of the typesetting staff. Something for this Boston job about repackaging a product. "Don't wrap it, bag it" was their theme line. Now if you want this thing out on time, you'll have to give me priority.

**BIG JOHN:** Easy Tom. We'll get it all out on time. We serve more than one customer, and Ben's folks are looking at an all-nighter. Let me see what you have so far. (after reading intro) Oh come on Tom, you can do better than this "WHEN IN THE COURSE OF HUMAN EVENTS.... You've opened with one word and then a comma. And here you've started a sentence with "HE" 18 times and used it nine times in a row. If you want to keep out of trouble with the D.A.R, you bet-

ter use “WE” or “THEY” instead of “HE.” And one more thing to remember, this proposal is going to be evaluated by a source selection evaluation board that may have first year officers on it, so make sure our message is clear, concise, and brief. Remember the page limit.

THOMAS: John, Engineering wanted it to read just that way, and “THEY HAD JUST BEGUN TO FIGHT.” The marketing rep got hacked off and walked out of the meeting screaming, “This document just doesn’t sell.” It got pretty heated when Engineering said that Section C wasn’t specific and Marketing insisted that when the customer asks for “CERTAIN UNALILLENABLE RIGHTS” they mean specifically “LIFE, LIBERTY, and the PURSUIT of HAPPINESS.”

**BIG JOHN:** Just get it done will you. I’ve had a bad week...By the way, have you set up anything with Traffic for a courier?

THOMAS: Yes, I’ve touched base there and some fella named Revere will meet me right after church on Sunday and carry it out. He’s a super guy and the first person I’ve talked to in a week that was willing to work to a schedule.

**BIG JOHN:** How’s he traveling?

THOMAS: Well, I’m not sure. With the holiday traffic and both Continental and American on strike, he wasn’t sure if by land or if by sea. But he assured me he’d get it there if he had to ride a horse. When I left him he was practicing shouting “TO ARMS! TO ARMS! THE RED TEAM IS COMING!”

*Midnight the third finds the job finally reaching Ye Olde Print Shoppe.*

BEN: Jefferson, that son-of-a-...uh, excuse me, Son of Liberty...said this job was only a few pages and when he drops it in my lap it quadrupled. Take a look at those block diagrams. He wants those in red, white, and blue. And, I don’t believe this—here’s a centerfold, and it’s a full color shot of George Washington. Let me get him on the phone. *(After dialing)* Tom, what are you trying to pull? You quadrupled the size of the publication. And the gold borders I could live with, but you can’t expect me to make separations and run 4-color tonight.

THOMAS: Ben, I’m awfully sorry, but that’s marketing’s idea. They want to emphasize a strong management team, and a full color shot of the program manager was the way to go.

BEN: What’s with these block diagrams?

THOMAS: Well—they decided to kick off this program with a theme of red, white, and blue, and those block diagrams were a natural.

BEN: Tom, you and I are going to be on the carpet for this one. We aren’t in step with “Cost Effectiveness,” and this certainly isn’t TQM. Are you sure about this?

THOMAS: I’m sure, Ben. Just roll ‘em.

BEN: Hey, Charlie, ink up the presses. We’re ready to roll.

*8 a.m. the fourth*

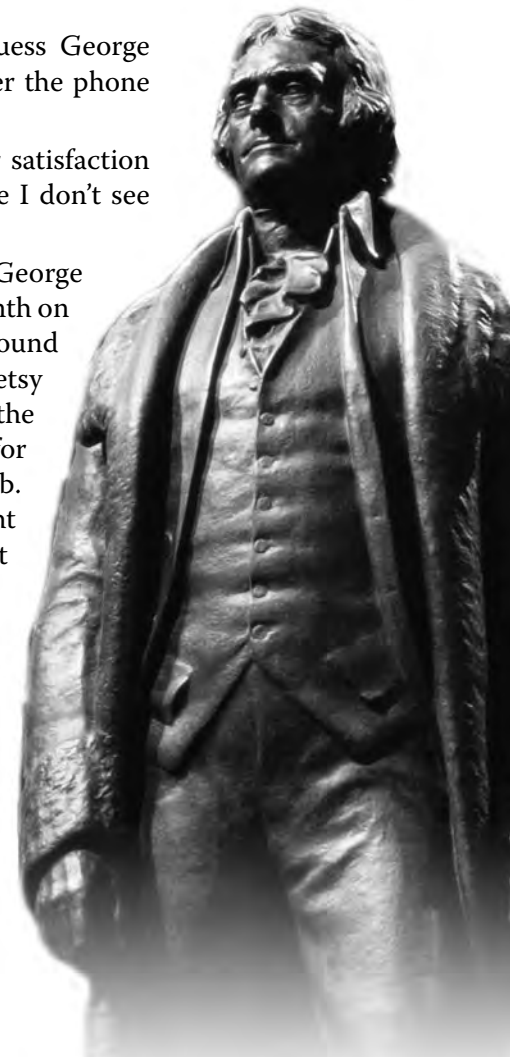
**BIG JOHN:** Tom, I think your sentences are a little long, and I’m not in love with your punctuation at times, but it sure is a meaty document. That intro kinda grows on you.”

*Later*

**BIG JOHN:** Well, Tom, I guess George likes it. I read him the intro over the phone and he thought it was great.

THOMAS: I guess customer satisfaction is what it’s all about. I just hope I don’t see another one of these for a while.

**BIG JOHN:** Don’t plan on it. George said to look for a BAFO next month on the Bill of Rights. Look, Tom, round up Ben and the Print Shop, Betsy and her gang, Leonardo and the Art department and I’ll spring for a couple of rounds at Kelley’s Pub. It’s the Fourth of July—we might as well have a blast. You just can’t tell—it might catch on.



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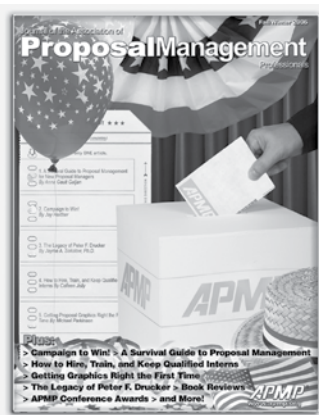
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*Thursday: 7:30am-5:00pm*



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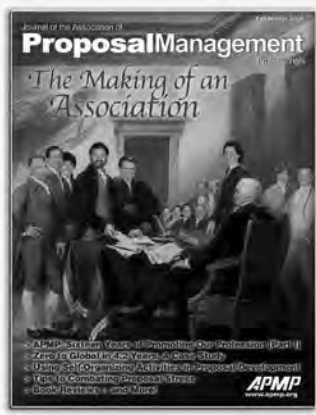
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<b>Trends &amp; Views</b>	Smith, Russell	<i>Proposal Departments: Whether to Use Permanent Staff or Consultants</i>
<b>Review-Book</b>	Winton, David	<i>Brunellschi's Dome: How a Renaissance Genius Reinvented Architecture (by Ross King)</i>
<b>Review-Book</b>	Paskun, Ali	<i>Eats, Shoots &amp; Leaves: The Zero Tolerance Approach to Punctuation! (by Lynne Truss)</i>
<b>Review-Book</b>	Paskun, Ali	<i>Walking the Tightrope: Balancing Family Life and Professional Life (by Dr. Tom Barrett)</i>
<b>To Wit</b>	Sokolow, Jayme A., Ph.D.	<i>The Proposal Gene</i>
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<b>Article</b>	Jolly, Colleen	<i>Designing a Winning Proposal</i>
<b>Article</b>	Sokolow, Jayme A., Ph.D.	<i>How Do Reviewers Really Evaluate Your Proposal?</i>
		<i>What the Cognitive Science of Heuristics Tells Us About Making Decisions</i>
<b>Article</b>	Stewart, John Parker & Stewart, Daniel	<i>Orals Coaching: The Secret Weapon for Winning Contracts</i>
<b>Award Call for Presentations</b>	APMP	<i>The APMP Fellows Award</i>
<b>Forum</b>	Mills, Mary & Stephenson, Kelli	<i>APMP 2005 Annual Conference Call for Presentations</i>
<b>Invitation</b>	APMP	<i>CEO/COO Forum</i>
<b>Review-Book</b>	Paskun, Ali	<i>APMP Invitation to Writers</i>
		<i>The Capture Management Life-Cycle</i>
		<i>(by Gregory A. Garrett and Reginald J. Kipke)</i>
<b>Review-Book</b>	Paskun, Ali	<i>Changing Minds: The Art and Science of Changing Our Own and Other People's Minds</i>
		<i>(by Howard Gardner)</i>
<b>Sponsorship</b>	APMP	<i>APMP Corporate Sponsorship</i>



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<b>Article</b>	Parker, Richard A., Duffy, Eletha L., Esq., Williams, Jon	<i>Security: The Essential Partner in Proposal Management</i>
<b>Book Excerpt Case Study</b>	Sant, Tom	<i>Why the Inuit Hunt Whale and Other Secrets of Customer Behavior</i>
	Shoulders, Reba L.	<i>Winning Business with International Lotteries: SGI Discovers It's Not All Fun and Games</i>
<b>Forum</b>	Ross, Kristie & Mills, Mary	<i>CEO Forum</i>
<b>How To</b>	Sokolow, Jayme A., Ph.D.	<i>Developing a Performance-based Work Statement: Morph Yourself Into a Performance-based Expert NOW Before It's Too Late!</i>
<b>Profile</b>	Green, R. Dennis	<i>Professor of Persuasion—Dr. Tom Sant</i>
<b>Review-Book</b>	Hannigan, Joanna	<i>Thinking for a Change: 11 Highly Successful People Approach Life and Work</i>
		<i>(by John C. Maxwell)</i>
<b>Review-Book</b>	Sheffler, Cathy	<i>The Human Organization of Time: Temporal Realities and Experiences</i>
		<i>(by Allen C. Maxwell)</i>
<b>Review-Book</b>	Williamson, Monica	<i>Winning Behavior: What the Smartest, Most Successful Companies Do Differently</i>
		<i>(by Terry R. Bacon and David G. Pugh)</i>
<b>To Wit</b>	Green, R. Dennis	<i>Buzzword Bingo</i>



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<b>Article</b>	Munger, Roger, Ph.D.	<i>Information Design: Strategies to Make Your Proposal Reader Friendly</i>
<b>Article</b>	Williams, Jon	<i>Publish and Be Damned? The Powers and Perils of Pre-written Content</i>
<b>Focus on Basics</b>	Garrett, Gregory A. & Kipke, Reginald J.	<i>A Capture Management Life Cycle Primer: Learning to Dance with Customers</i>
<b>Forum</b>	Ross, Kirste	<i>What's in it for Me?</i>
<b>Products/Commerce</b>	Elder, John & Paskun, Ali	<i>Proposal Resources on the Web</i>
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<b>Profile</b>	Green, R. Dennis & Meehan, John	<i>Alan Goldberg, An Inquiry into Effective Acquisition – and Standing the Test of Time</i>
<b>Review-Book</b>	Hannigan, Joanna	<i>Leap. A Revolution in Creative Business Strategy</i>
<b>Review-Book</b>	Hannigan, Joanna	<i>(by Bob Schmetterer)</i>
		<i>Execution, the Discipline of Getting Things Done</i>
		<i>(by Larry Bossidy and Ram Charan)</i>
<b>Review-Book</b>	Smith, Maggie	<i>Good Work, When Excellence and Ethics Meet</i>
		<i>(by Howard Gardner, Mihaly Csikszentmihalyi &amp; William Damon)</i>
<b>Spotlight</b>	APMP	<i>Association Spotlight</i>
<b>Survey Report</b>	Elder, John & Austin, Rick	<i>Productivity, Sales Gains Reported by Users of Proposal Automation Software</i>
<b>To Wit</b>	Sokolow, Jayme A., Ph.D.	<i>The Proposal Professional as Primate: Lessons from the Jungle</i>
<b>Trends &amp; Views</b>	Frey, Robert S.	<i>Beyond Compliance: Towards Solution and Storyline Development as Valuable Proposal Management Core Competencies</i>



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<b>Article</b>	Sokolow, Jayme A. Ph.D.	<i>Taking the Arrogance Out of Proposal Writing</i>
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<b>Article</b>	Lownie, B.J.	<i>IMPROVing the Proposal Team (Improvisational Theatre Techniques)</i>
<b>Article</b>	Bacon, Terry R., Ph.D.	<i>Creating Preference</i>
<b>Book Excerpt</b>	Frey, Robert S.	<i>Packaging and Managing Proposal Information and Knowledge Effectively</i>
<b>Focus on Basics</b>	Herndon, David & Ransone, Robin K.	<i>Why, When, and How to Ask Questions on Government Solicitations</i>
	Wilson, Greg	<i>Proposal Training for Organizations</i>
<b>Products/Commerce Profile</b>	Green, R. Dennis	<i>Always In Motion – Patty Nunn</i>
<b>Review-Book</b>	Gaither, Joanna Hannigan	<i>Accidental Magic: Wizard's Techniques for Writing Words Worth 1,000 Pictures (by Roy H. Williams)</i>
<b>Review-Book Spotlight</b>	Spangler, Barry Shaw, Karen & Nunn, Patty	<i>Proposal Development – How to Respond and Win the Bid (By Bud Porter-Roth)</i>
<b>Timeless To Wit</b>	Green, R. Dennis	<i>Looking Back with Edward J. Velton</i>
<b>Trends &amp; Views</b>	Fields, Barry	<i>When Par Isn't Good Enough</i>
	Devore, Chuck & Moler, T.	<i>US Department of Defense B&amp;P on the Rise: What Does It Mean?</i>



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<b>Article</b>	Kelman, Suzanne	<i>Proposal Production: A Primer on Quality Drivers, Lead Times, and Production Task Scope</i>
<b>Article</b>	Munger, Roger, Ph.D.	<i>Workplace-Classroom Collaborations: A Role for Service Learning in Proposal Development</i>
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<b>Article</b>	Rhea-McKenzie, Denise	<i>Proposal Security 101: Basics of Managing Competition Sensitive Data</i>
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	Green, R. Dennis	<i>The Proposal Industry Council</i>
<b>Review-Book</b>	Parks, Jennifer	<i>Sales Proposals Kit for Dummies (by Bob Kantin)</i>
<b>Review-Book</b>	Peterman, Todd	<i>Shipley Associates Proposal Guide for Business Development Professionals (by Larry Newman)</i>
<b>Review-Book</b>	White, Mark	<i>Win Government Contracts for Your Small Business (by John DiGiacomo and James Kleckner)</i>
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<b>Trends &amp; Views</b>	Amrhein, Tom	<i>Failure to Lead, Leads to Failure: The Art of Proposal Management</i>



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<b>Article</b>	Eassom, Dick	<i>MS Word Power</i>
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<b>Products/Commerce Profile</b>	Wilson, Greg	<i>RFPMaster Product Demonstration Review</i>
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<b>Review-Book</b>	Parks, Jennifer	<i>The Great Wave: Price Revolutions and the Rhythm of History (by David Hackett Fischer)</i>
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<b>To Wit</b>	Mar, Jen	<i>Proposal Phobias: Revelations and Cure</i>
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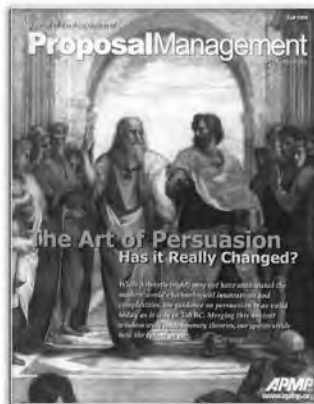
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<b>Article</b>	Freeman, Rich & Freeman, James S.	<i>Proposal Writing Metrics: How to Apply the Tools in Today's Word Processing Programs to Measure and Predict a Writer's Productivity</i>
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<b>Proposal History</b>	Green, R. Dennis	<i>Divine Intervention [Charlie Divine]: Leadership in New Commercial Proposal Paradigm</i>
<b>Review-Book</b>	Starkey, Walter S.	<i>The Beginnings of STOP Storyboarding and the Modular Proposal</i>
<b>Review-Book</b>	Beeler, Steve	<i>Technical Writing: A Practical Approach (by William S. Pfeiffer)</i>
<b>Review-Book</b>	Bragaw, Robert	<i>American Management Association - Self Development for Success Series</i>
<b>Review-Book</b>	Giguere, Paul	<i>Proposal Writing: The Art of Friendly Persuasion (by William S. Pfeiffer and Charles H. Keller, Jr.)</i>
<b>Trends &amp; Views</b>	Dean, Roger	<i>Win Rate Mischief</i>



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<b>Case Study</b>	Miller, Robert L.	<i>An Architectural Proposal in the Modern Vein: A Case Study from the Semi-Automated World of A/E/P Procurement</i>
<b>Case Study</b>	Rhea-McKenzie, Denise	<i>A Virtual Private Network Case Study: How Litton PRC Defense Systems' Approach Increased Efficiency and Reduced Cost</i>
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<b>Article</b>	McFarlane, Eileen Luhta	<i>Developing International Proposals in a Virtual Environment: A Cultural and Personal Perspective</i>
<b>Article</b>	Jacobs, Barry E., Ph.D.	<i>How Electronic Handbooks are Changing the Way Federal Agencies Manage Grants and Contracts</i>
<b>Article</b>	Sokolow, Jayme A., Ph.D.	<i>Pioneers in Virtual Reality: From Ancient Pompeii to Modern Baseball</i>
<b>Products/Commerce Profile</b>	Green, R. Dennis & Dickson, Carl	<i>Web Writing and Web Trends Affecting Proposal Management</i>
<b>Review-Book</b>	Rider, Rick & Green, R. Dennis	<i>Steve Shipley: CEO, Shipley Associates, Inc.</i>
<b>Review-Book</b>	Maddry, Lisa M.	<i>How to Write a Statement of Work -4th Ed. (by Peter S. Cole)</i>
<b>Review-Book</b>	Parks, Jennifer	<i>The Elements of Technical Writing (by Gary Blake and Robert Bly)</i>
<b>Small Business</b>	Davis, John	<i>So What is SBIR/STTR?</i>
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<b>Article</b>	Green, R. Dennis	<i>Leadership as a Function of Power - Gary Yukl Research Profile</i>
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<b>Products/Commerce</b>	Green, R. Dennis	<i>Proposal Products: Another Great Proposal Automation Tool</i>
<b>Products/Commerce</b>	Nix-Karnakis, Nancy L.	<i>Proposal Room Wall Hanging Systems - Tailor to Suit</i>
<b>Review-Book</b>	Brome, Nancy J.	<i>Successful Proposal Strategies for Small Businesses: Winning Government, Private Sector and International Contracts (by Robert S. Frey)</i>
<b>Review-Book</b>	Giguere, Paul	<i>Franklin Covey Style Guide for Business and Technical Communication, 2nd Ed.</i>
<b>Review-Book</b>	Sokolow, Jayme A., Ph.D.	<i>Visual Explanations: Images and Quantities, Evidence and Narrative (by Edward R. Tufte)</i>
<b>Review-Book</b>	Sokolow, Jayme A., Ph.D.	<i>Envisioning Information (by Edward R. Tufte)</i>
<b>Trends &amp; Views</b>	Dean, Roger	<i>The More Things Change, the More They Stay the Same</i>



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<b>Article</b>	Boren, Tom	<i>A Personal Look Back ... at Events, People and Organizations that Shaped the Proposal Development Profession</i>
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<b>Article</b>	Prescott, John E.	<i>The Evolution of Competitive Intelligence: Designing a Process for Action</i>
<b>Article</b>	Sokolow, Jayme A., Ph.D.	<i>Renaissance Proposal Managers</i>
<b>Article</b>	Sokolow, Jayme A., Ph.D. & Green, R. Dennis	<i>Wright Brothers' 1908 Proposal for a Heavier-Than-Air Flying Machine</i>
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<b>Review-Book</b>	Mitchell, Linda	<i>Show Me: The Complete Guide to Storyboarding and Problem Solving (by Harry I. Forsha)</i>
<b>Review-Book</b>	Perri, Rich	<i>The Anatomy of Persuasion (by Norbert Aubuchon)</i>
<b>Review-Book</b>	Prichard, Beth M.	<i>High-Impact Presentations: A Multimedia Approach (by Jo Robbins)</i>
<b>Trends &amp; Views</b>	Dean, Roger	<i>From Cave Walls to the Internet: Lots of Progress, But Are We Any Better Off?</i>

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