BPC
BID & PROPOSAL CON

Chris Sant

Push-Button Persuasion: Almost Magical Content Library Techniques

APMP
BID & PROPOSAL CON

2019

ORLANDO • MAY 20-23

APMP.org/BPC
#APMP2019

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Training, Consulting, Coaching

About Chris

John Elder APMP award winner for "outstanding educational value and clarity"

Successfully trained clients with a combined market cap of over $370 billion on increasing revenue and winning more business

Participants describe Chris' workshops as "incredible," "extremely informative and eye opening," "hilarious," "so useful and so much fun," and "one of the best trainings I have ever attended"
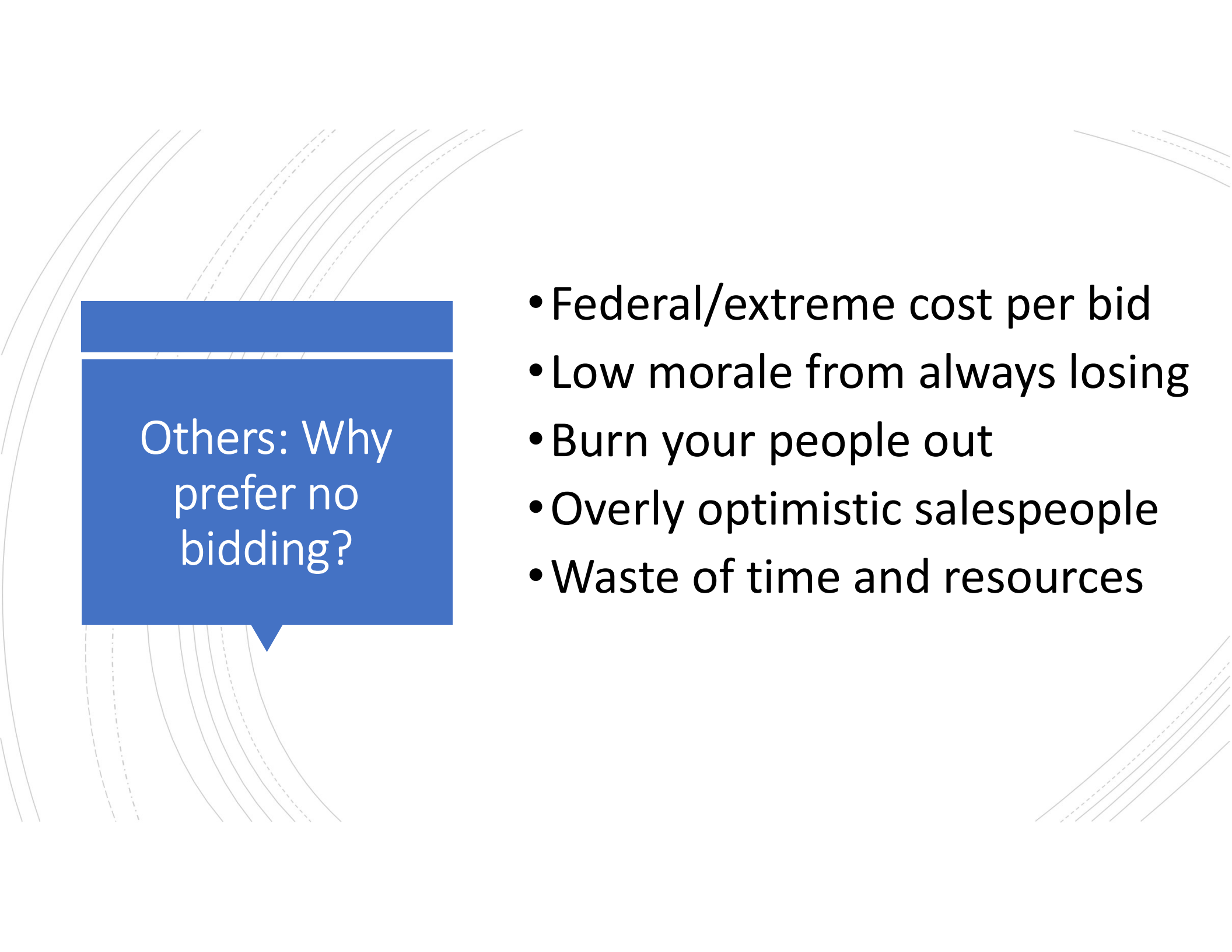
Want a little help with your content library?

- As a special thanks for checking out the slides, just mention this offer and we'll discount your 2019 training, consulting, or writing projects by 5%

PROPOSAL CON 2019 MAY 20-23

Is there more value in a No Bid than a Yes Bid?

- The other two panelists said yes
- I said no, but you should vary your level of effort
- Example: you do catering for hospitals and prisons, but should you bid on a new baseball stadium?

Others: Why prefer no bidding?

- Federal/extreme cost per bid
- Low morale from always losing
- Burn your people out
- Overly optimistic salespeople
- Waste of time and resources

Chris: Default should be yes

	Internal	External
Business	Growth	Diversified revenue, new markets, protect market share
Human		

Chris: Default should be yes

	Internal	External
	Growth	Diversified revenue, new markets, protect market share
	Bid/No-Bid decision is asymmetric	Don't burn bridges

Reconciling the two?

- Level of effort
- Content libraries

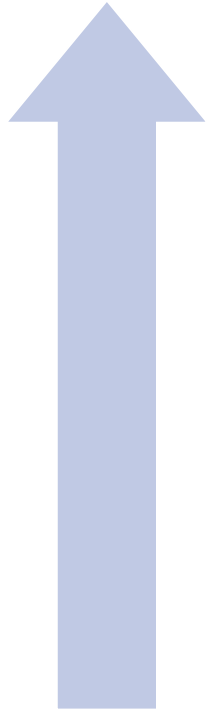| If your score is…	…then the BOSS says…
25 and under	strongly consider a No Bid
26 to 50	use low effort, relying as much as possible on prewritten content and junior staff
51 to 75	use normal effort
76 and above	use high effort, including peer review, multiple drafts and your best staff

Content libraries?
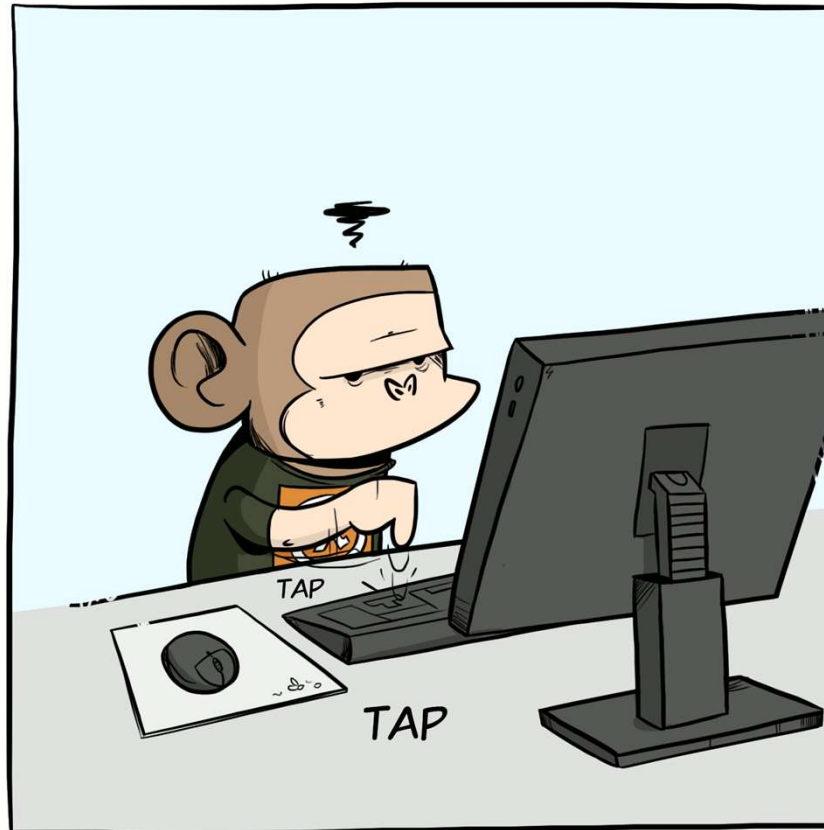
1. **Differentiating** ourselves in ways the prospect values so we don't end up competing on price

2. Including concrete, **quantified value** instead of the usual vague claims

3. Ensuring the prospect actually sees our message by **structuring** our proposals more persuasively

4. Delivering a memorable message **clearly and concisely**

5. Making the prospect **trust** us by improving our evidence, including case studies

6. Using more **graphics** to stop the skimming and get the prospect more engaged

7. Being more **client-centered** so the client doesn't get annoyed and see us as self-serving

8. Independently **uncovering client problems and goals** when sales fails to do it

Superiority
- Alignment with Operations
- Customized differentiation and quantified value; clear value to your client's customer

Momentum
- Alignment with Sales, Marketing
- Content libraries, evidence, value props

Best Practices
- Winning more, gaining efficiency
- Value; Structure; Client-Centeredness; Language

Consideration
- Making sure your bid gets considered
- Procedures for creation, submission, compliance

Beginning
- What's a proposal?
- Templates you find online

APMP

Your people are not copy-paste monkeys

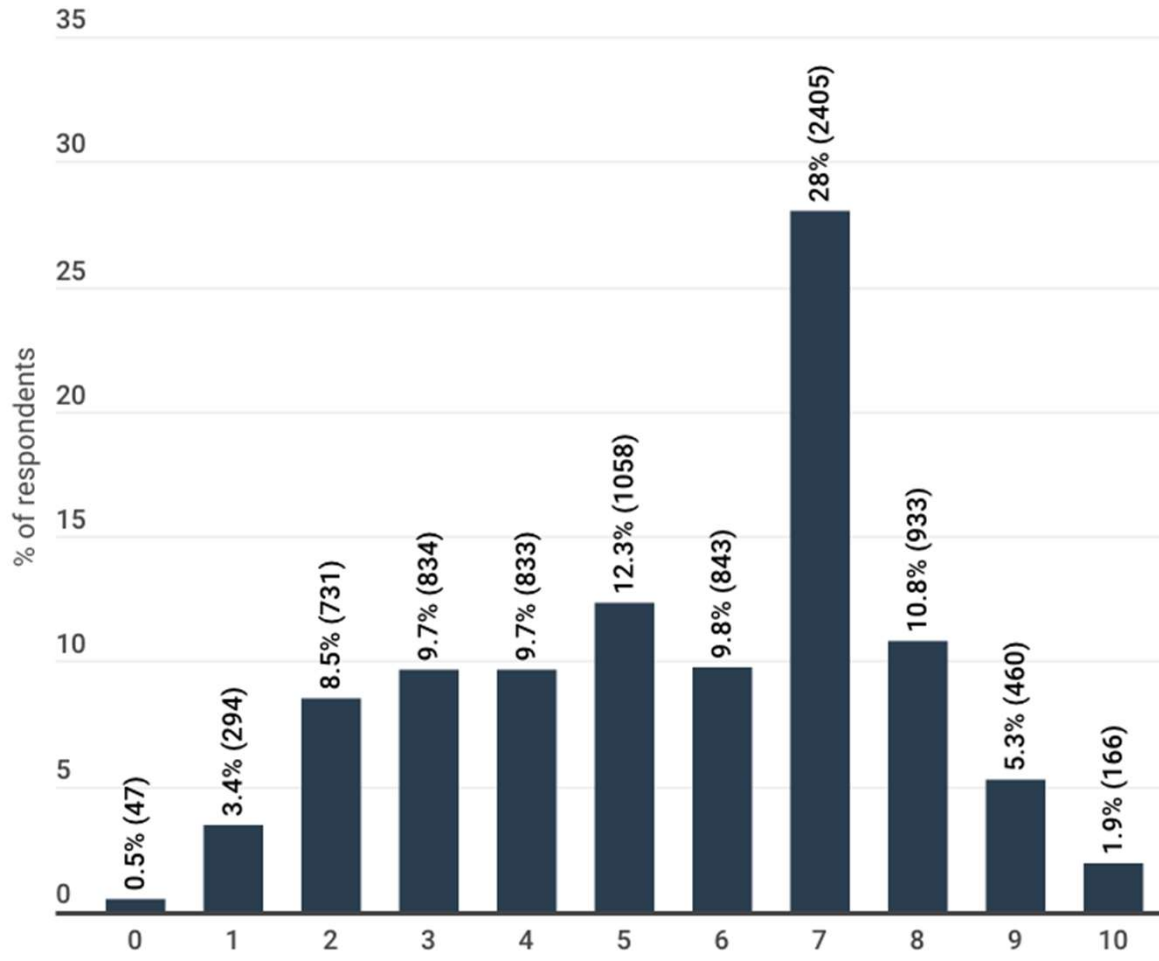Pick a number from 1 to 4

Raise your hand if you thought of...

Pick a number from 1 to 10

Raise your hand if you thought of…

___
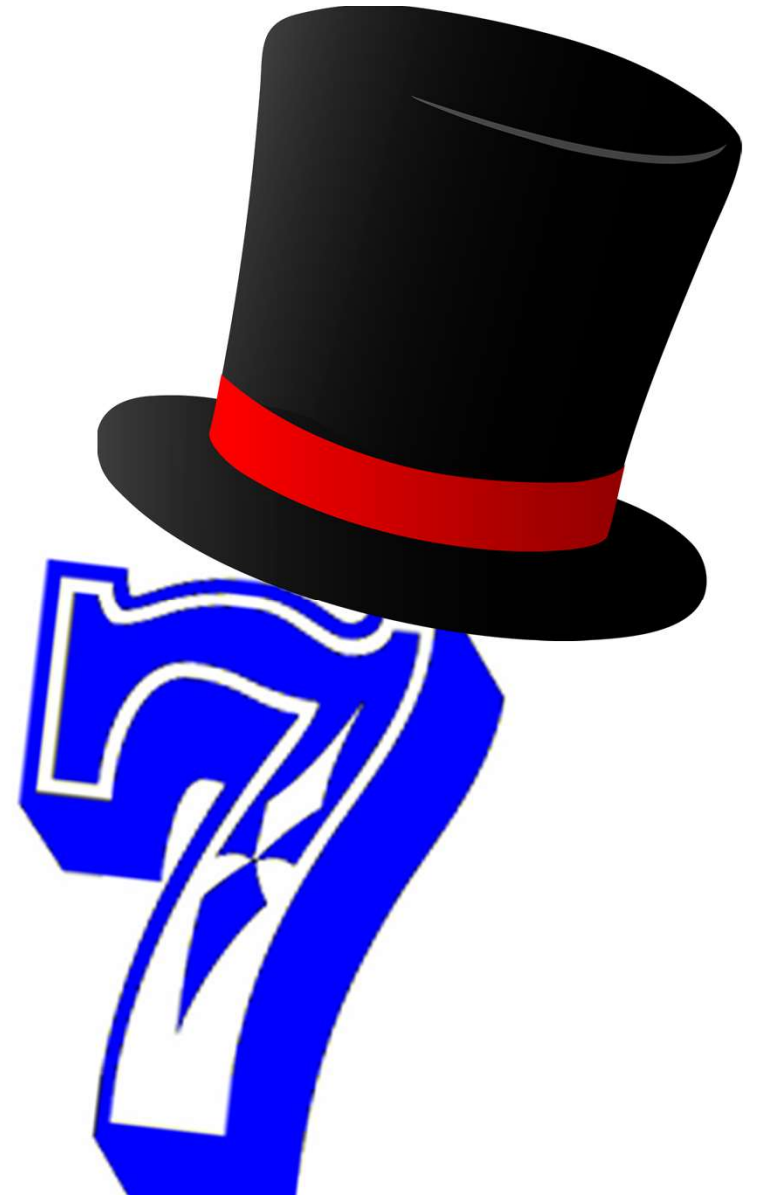
General distresses?

1. Generate revenue
2. Reduce process inefficiencies
3. Find/retain the right people
4. Improve performance
5. Deal with regulation
6. Increase profits
7. Improve customer satisfaction
8. Increase sales
9. Cut costs
10. Manage resources

Engineering project distresses?

- Cost overruns
  - Poor planning
  - Poor management
  - Public opposition
  - …
- Quality issues
  - …

- Project delays
  - Labor/resource shortages
  - Weather
  - Infrastructure
  - …
- EPC-specific distresses
  - …

IT project distresses?

- Cost overruns
  - Poor planning
  - Poor management
  - …
- Usability issues
  - …
- Project delays
  - Quality people

- Compatibility issues
  - …
- Quality issues
  - …

Specific distress in specific roles

- CEO
- COO
- CFO

- CMO
- HR
- Legal

Specific distress in specific roles

	Distress 1	Future Pain If Don't Solve	Distress 2	Future Pain If Don't Solve	Etc.
CEO					
COO					
CFO					
CMO					
HR					
Legal					
Etc.					

Pick a number from 1 to 50 where each number is odd and different from the other

37

Raise your hand if you thought of...

Now let's do the same between 51 and 100

No, not 75

- Make each number **even** and different from the other

Raise your hand if you thought of…

What percent of the time do you have sufficient information about a client to write a personalized proposal?

Range		Percent
0 - 25%	A	52%
25 - 50%	B	33%
50 -75%	C	14%
75 - 100%	D	
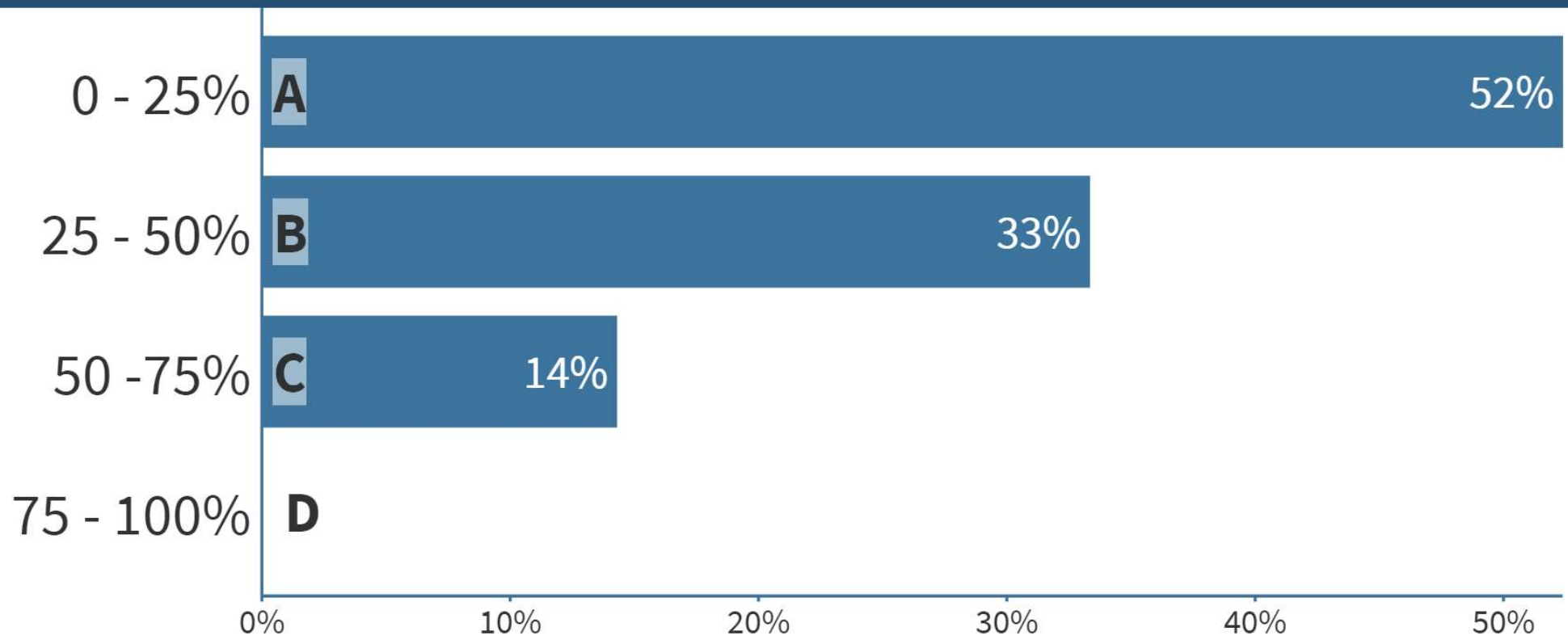
Client-centered content is the entering wedge

If you just try whatever

Is the client more interested in...

what *they* find valuable	what *you* find valuable
what *they* understand	what *you* understand
how *they* see the world	how *you* see the world
what *they*'re responsible for	what *you*'re responsible for
what *they* find convincing	what *you* find convincing

Is the client more interested in…

What YOU care about? — A

What THEY care about? — B — 95%

0%   20%   40%   60%   80%

Poll Everywhere
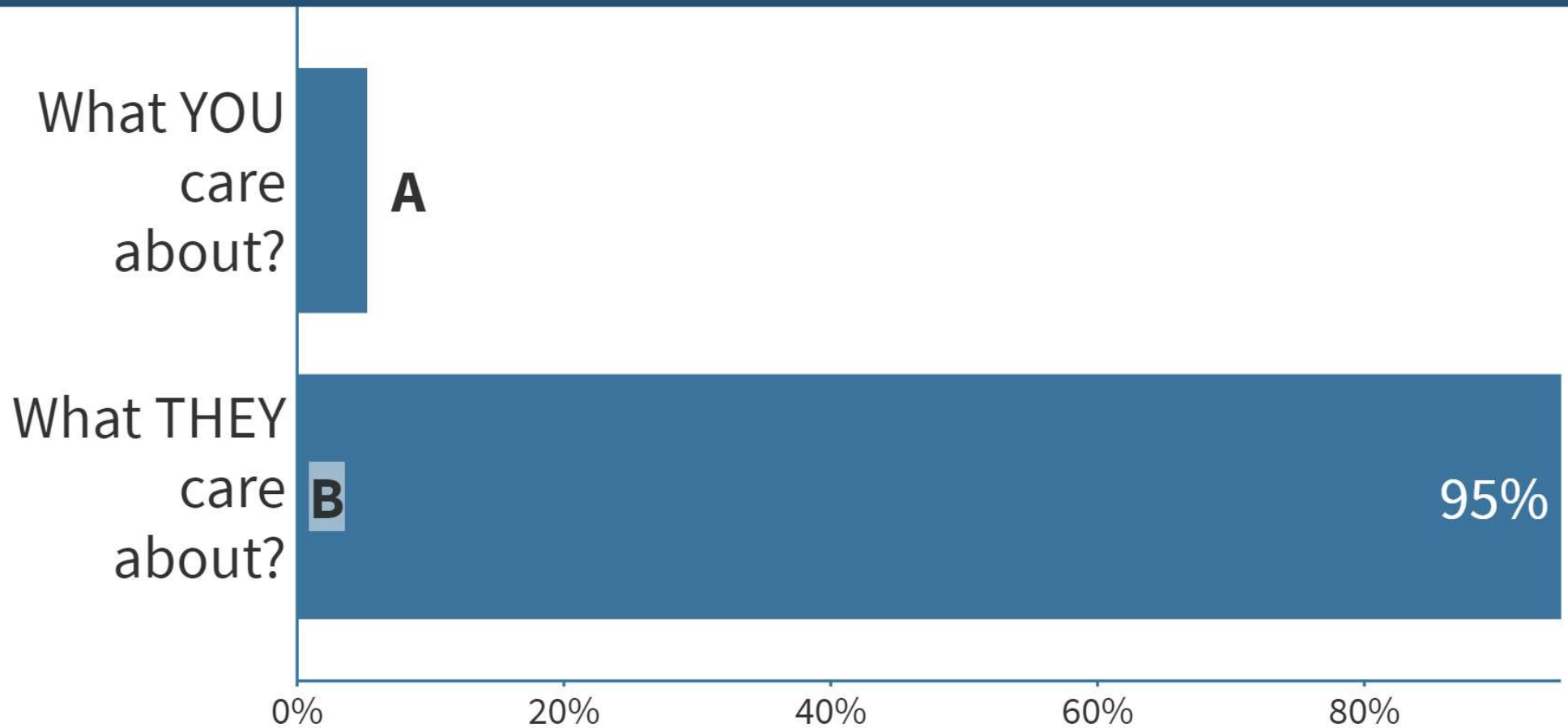
Why is this so important?

- Generic = 35% less persuasive
- People are harder on a boilerplate proposal than on one with fewer features
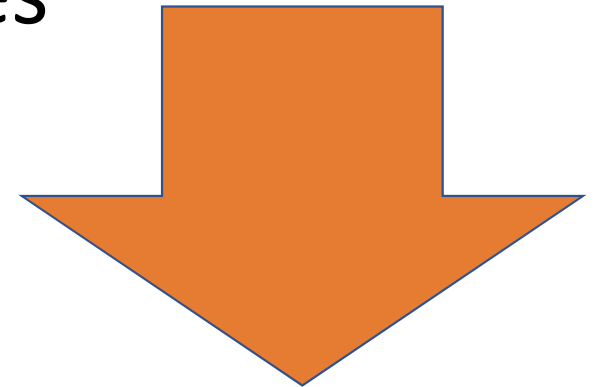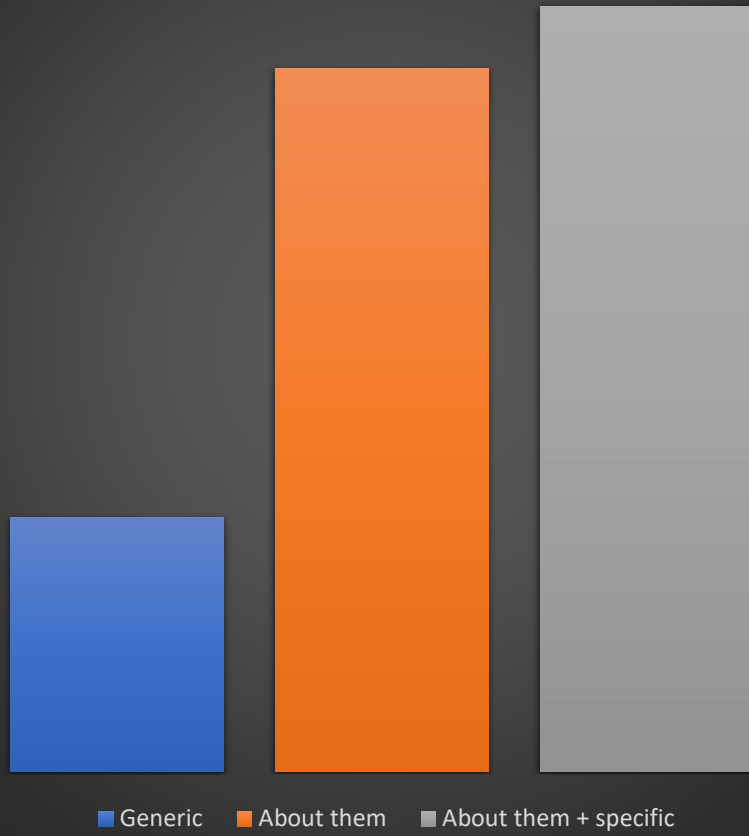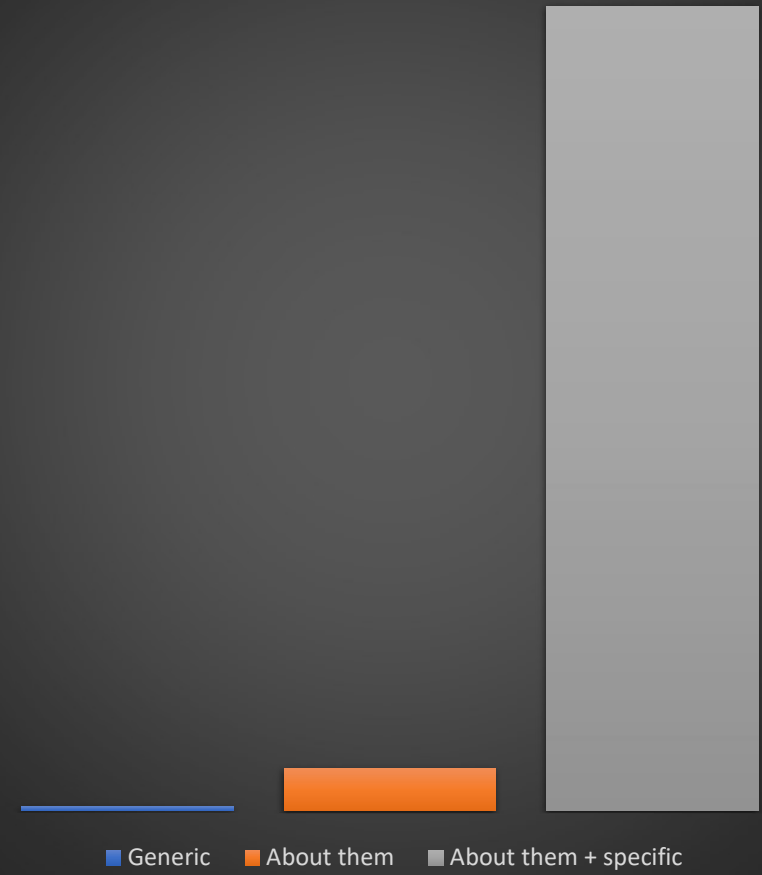
This is why having one generic template will NEVER work
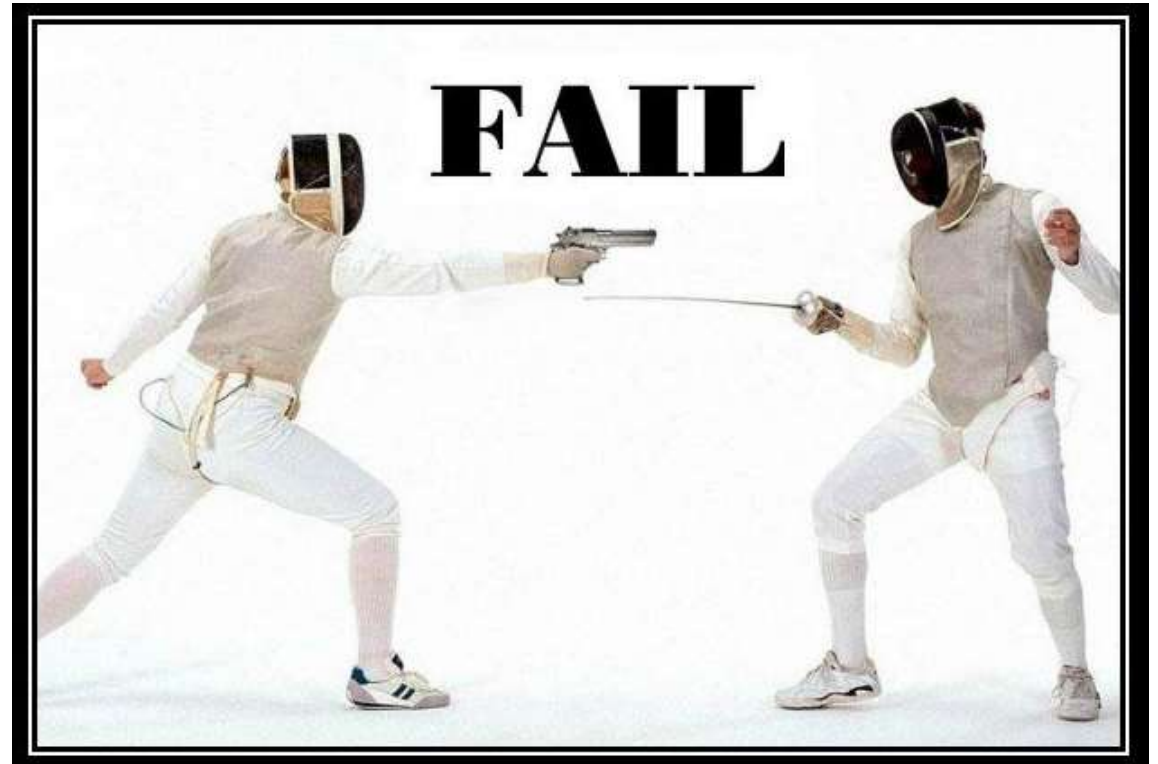
- "Dear valued passenger…"
- Do you rush home to open envelopes addressed to "Homeowner"?

People clearly value knowing

why they should choose you and

how choosing you helps the company solve its problems and achieve its goal.

The upside

When JetBlue personalized its emails...

That's a lot of upside

- Why would you spend 5 or 10 or 20 hours of your time and SME time…?
- But not require your people to spend 30 or 40 minutes understanding the client?
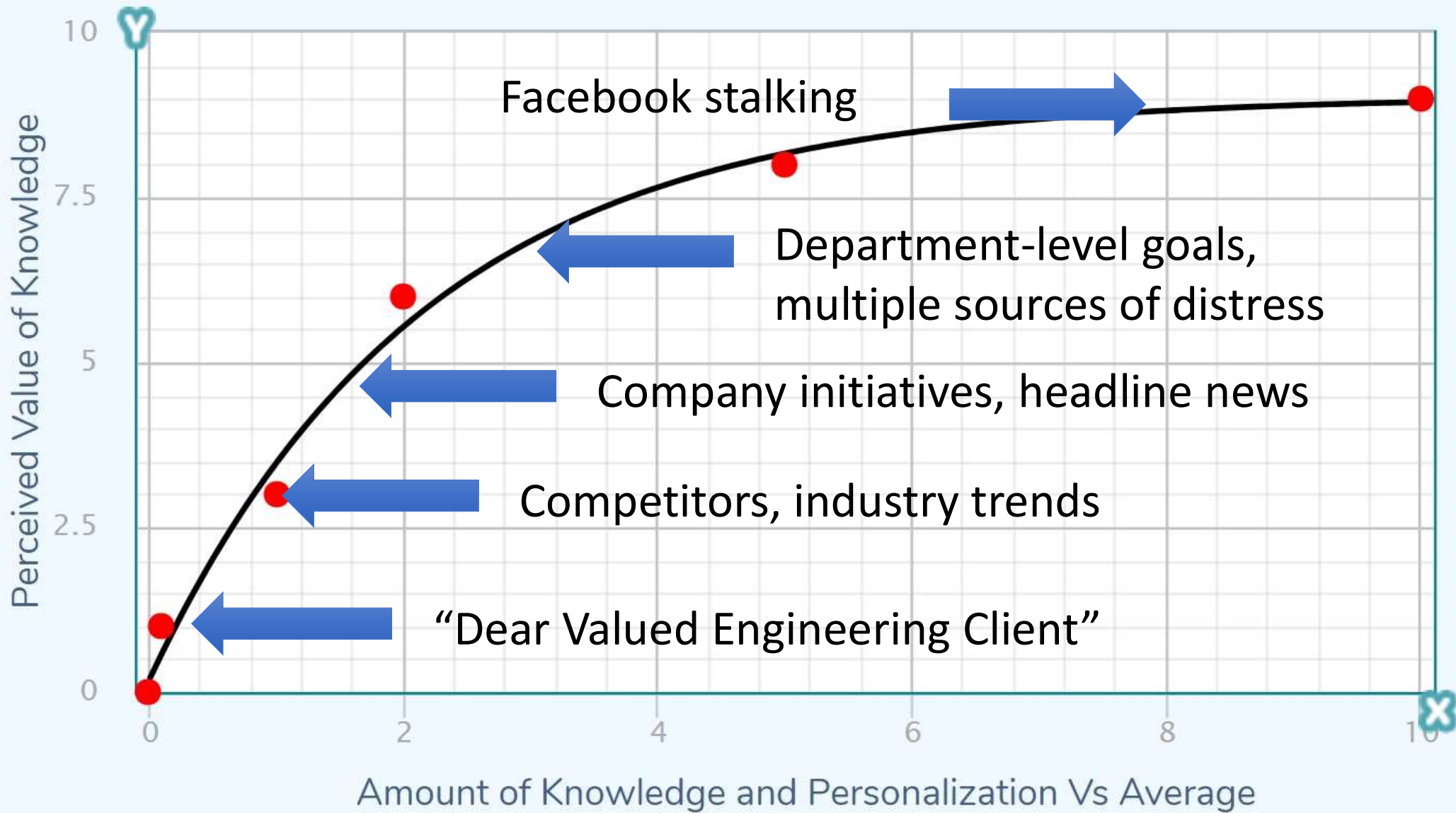
So…

- How to reconcile personalization and speed?

Why do you think big decisions are made by groups?
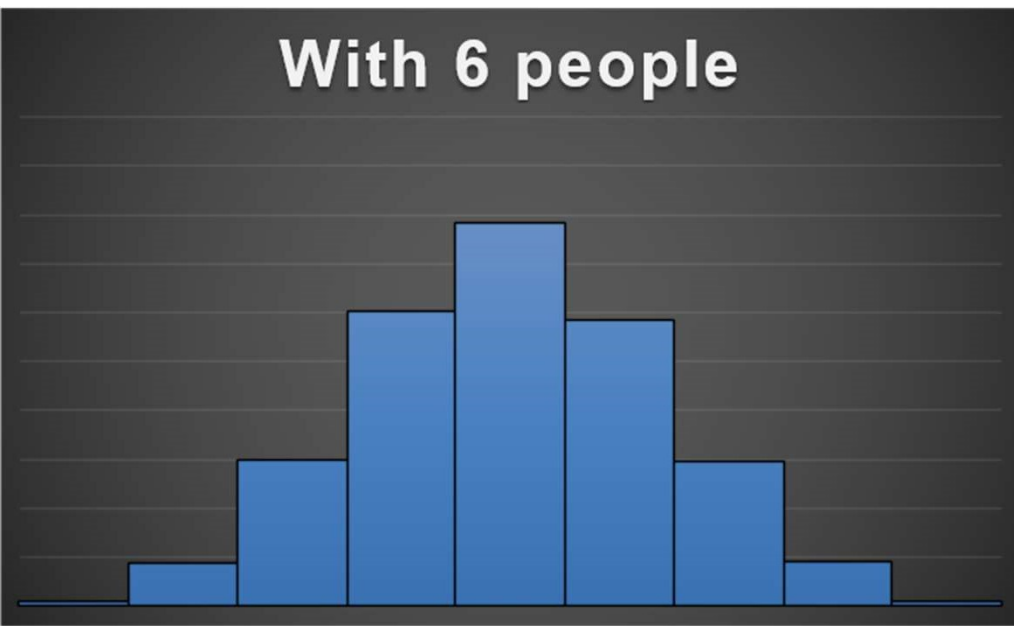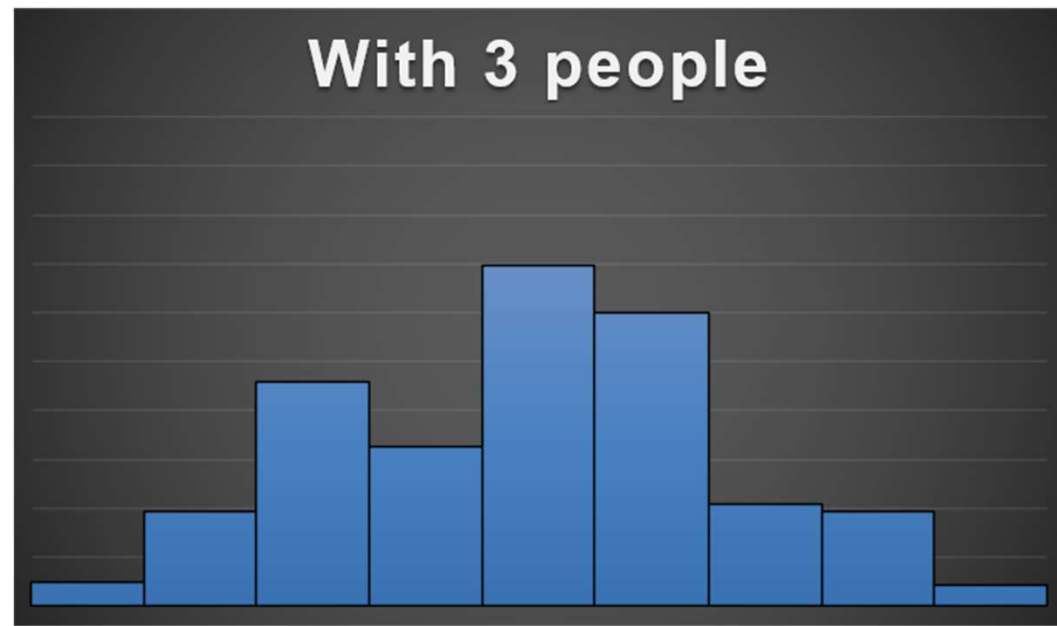
Pick a card that others would pick

A
♠

♠

♠
A
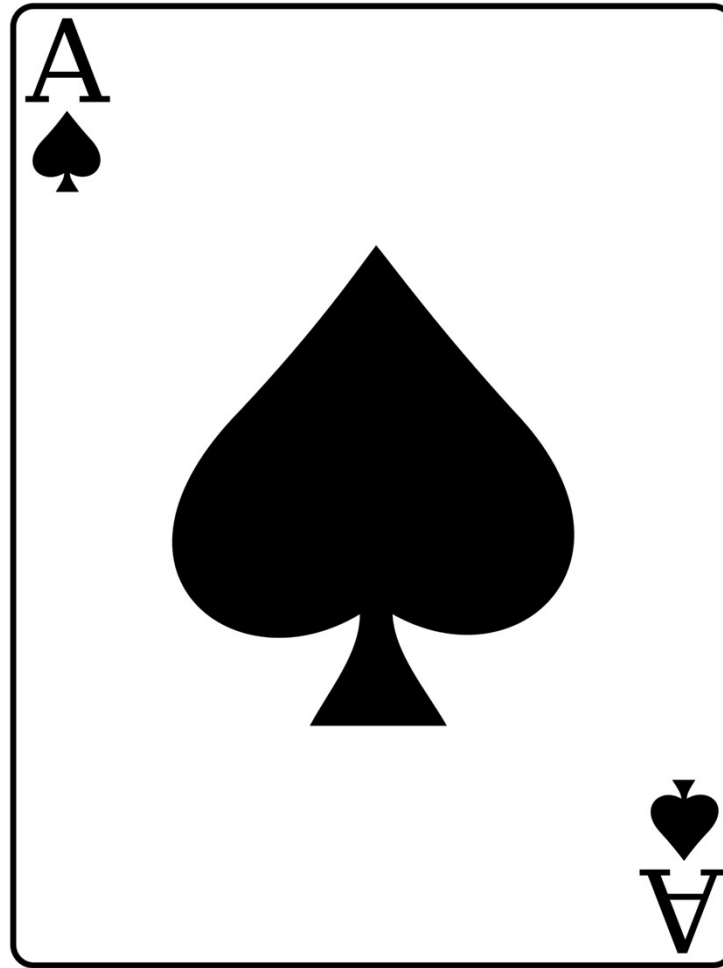
The ABC Method
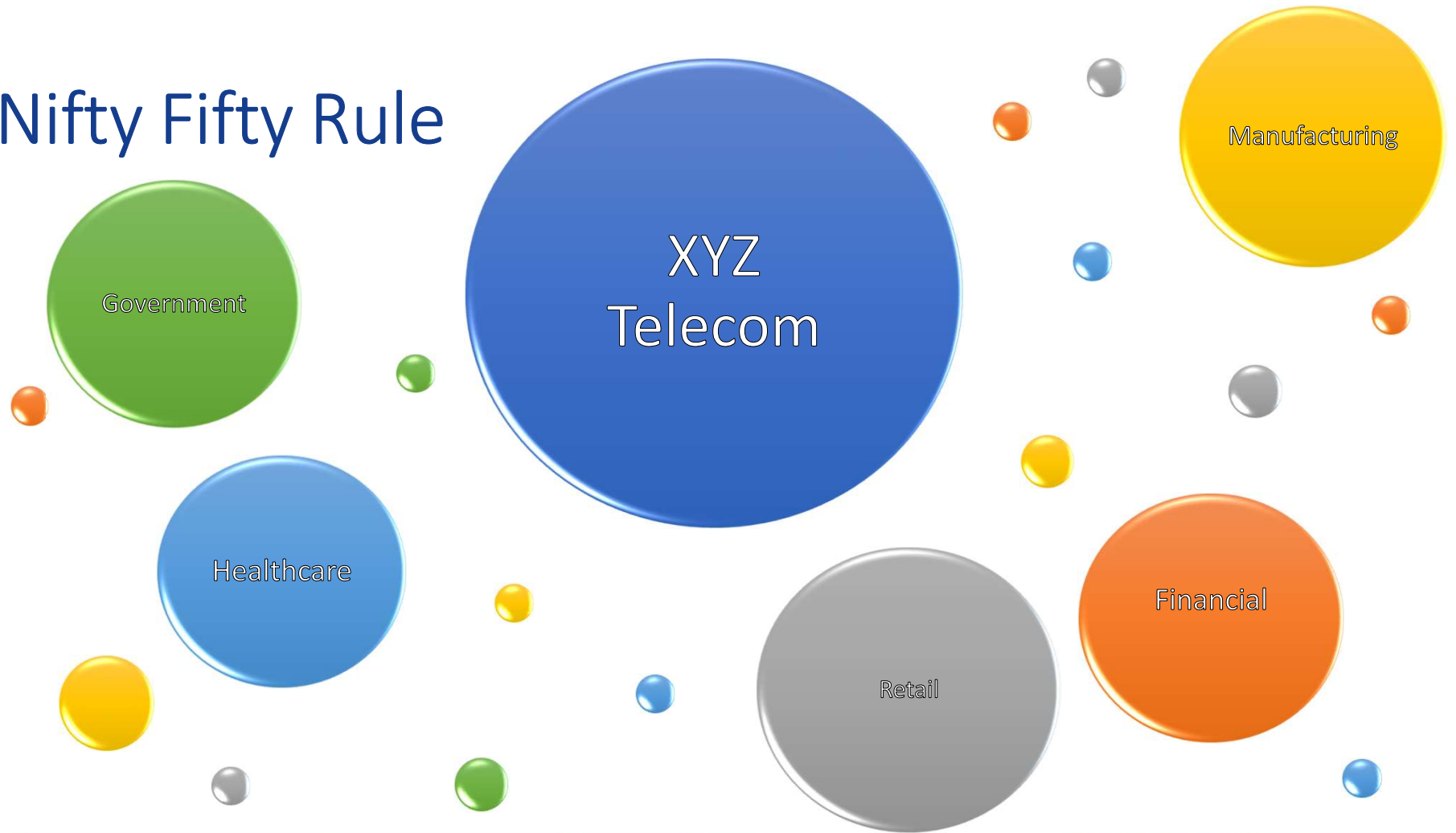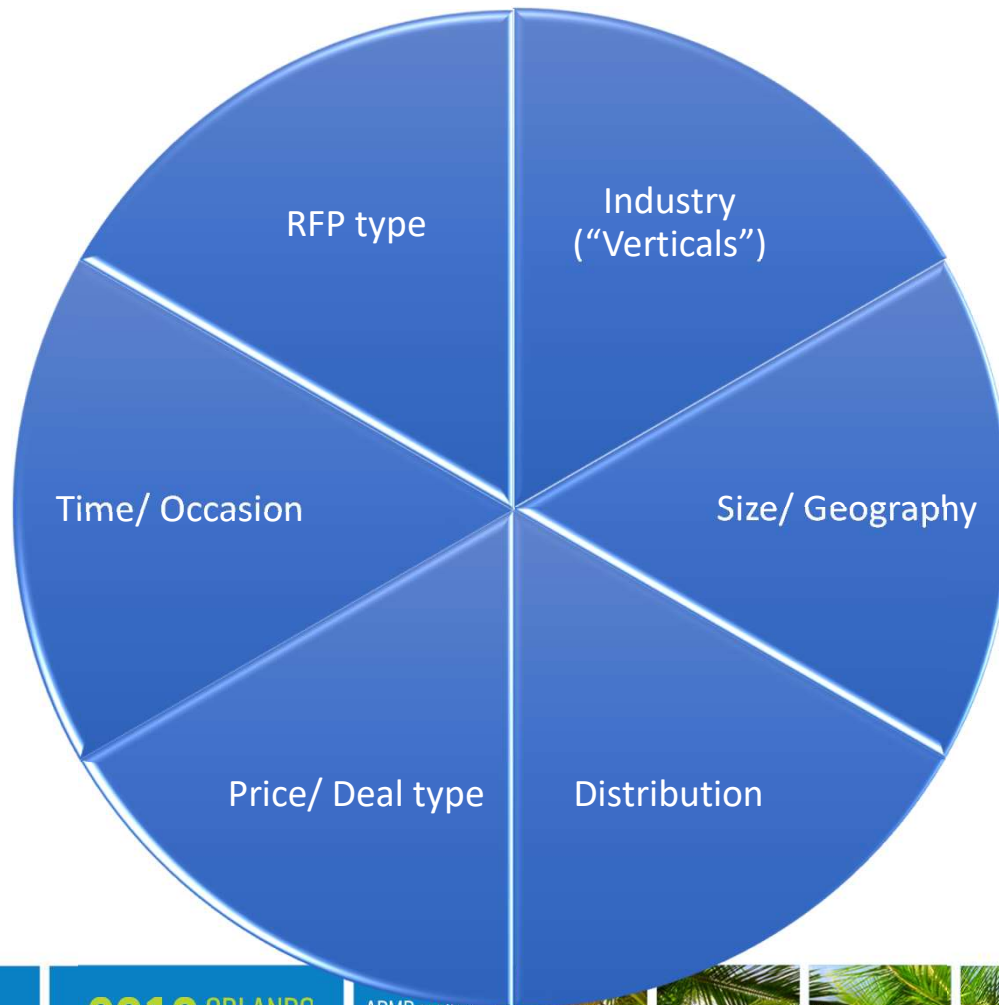
Average

Buyer

Characteristics

Other sources for your content library

- "When **we asked customers what they want from their carriers**, buyers put a high value on a fairly predictable list of elements: **risk reduction, cost reduction, availability, stability and reduced anxiety**."

- "However, when we derived **what aspects prompt loyalty to carriers**, other elements proved to be more important: **product quality, expertise in the customer's business and responsiveness**—clear areas of opportunity for carriers."
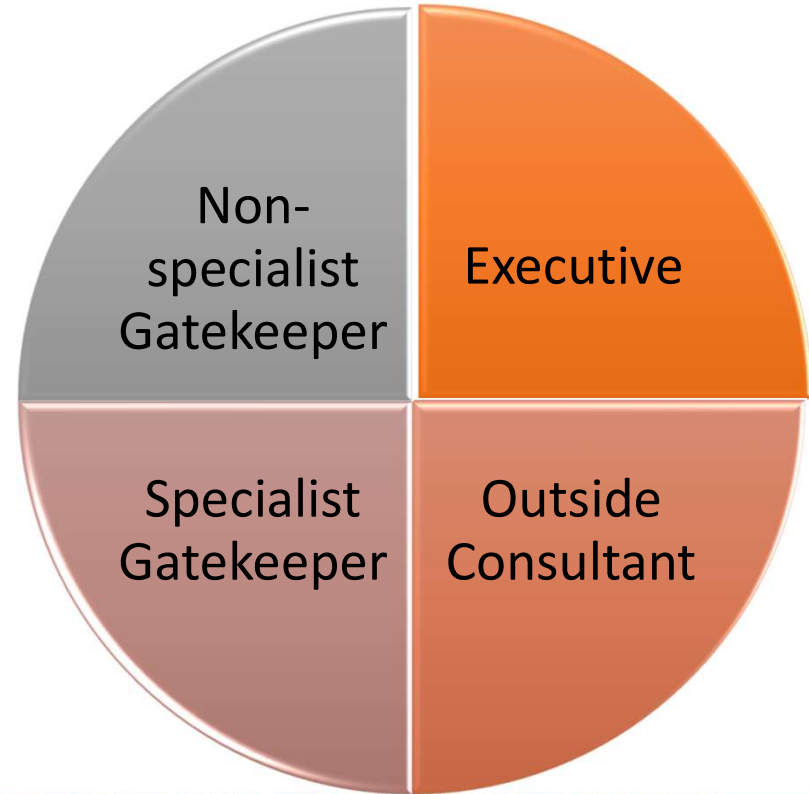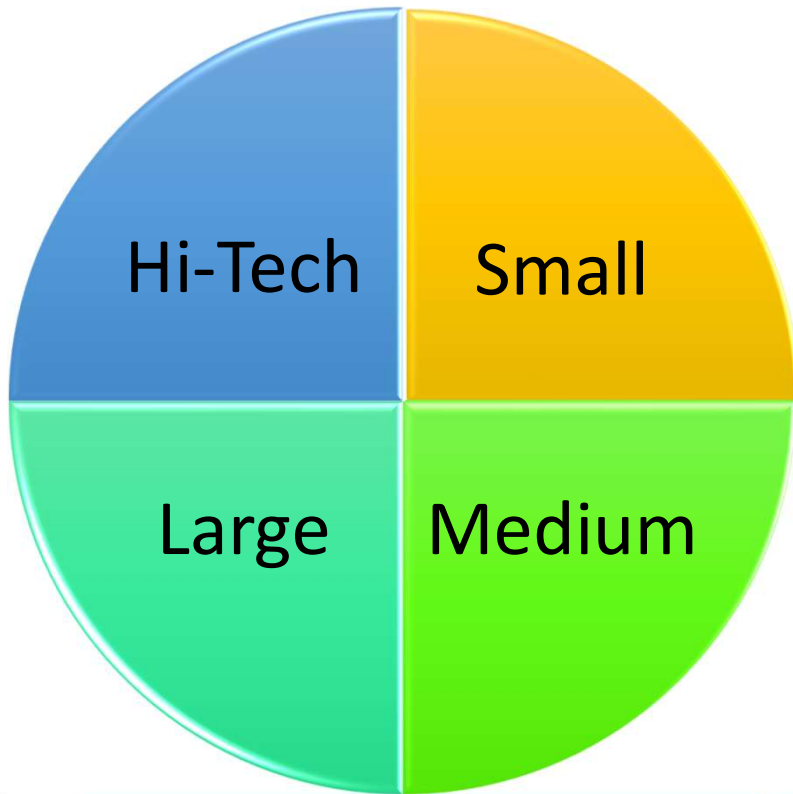
BAIN & COMPANY

Eventually, you may want to mix it up

Eventually, you may want to mix it up

Too common — Nope

- Here we go
  - No
    - No way!
    - Cash me ousside
- Here we go
  - Nope
    - Uh uh
    - Got plans
  - No thanks
    - Nyet
- Here we go
  - Rather not
    - Logging off
    - Too much work
  - Boring
    - Are you crazy?
- Here we go
  - No way, Jose
    - Non, monsieur
  - Buh bye
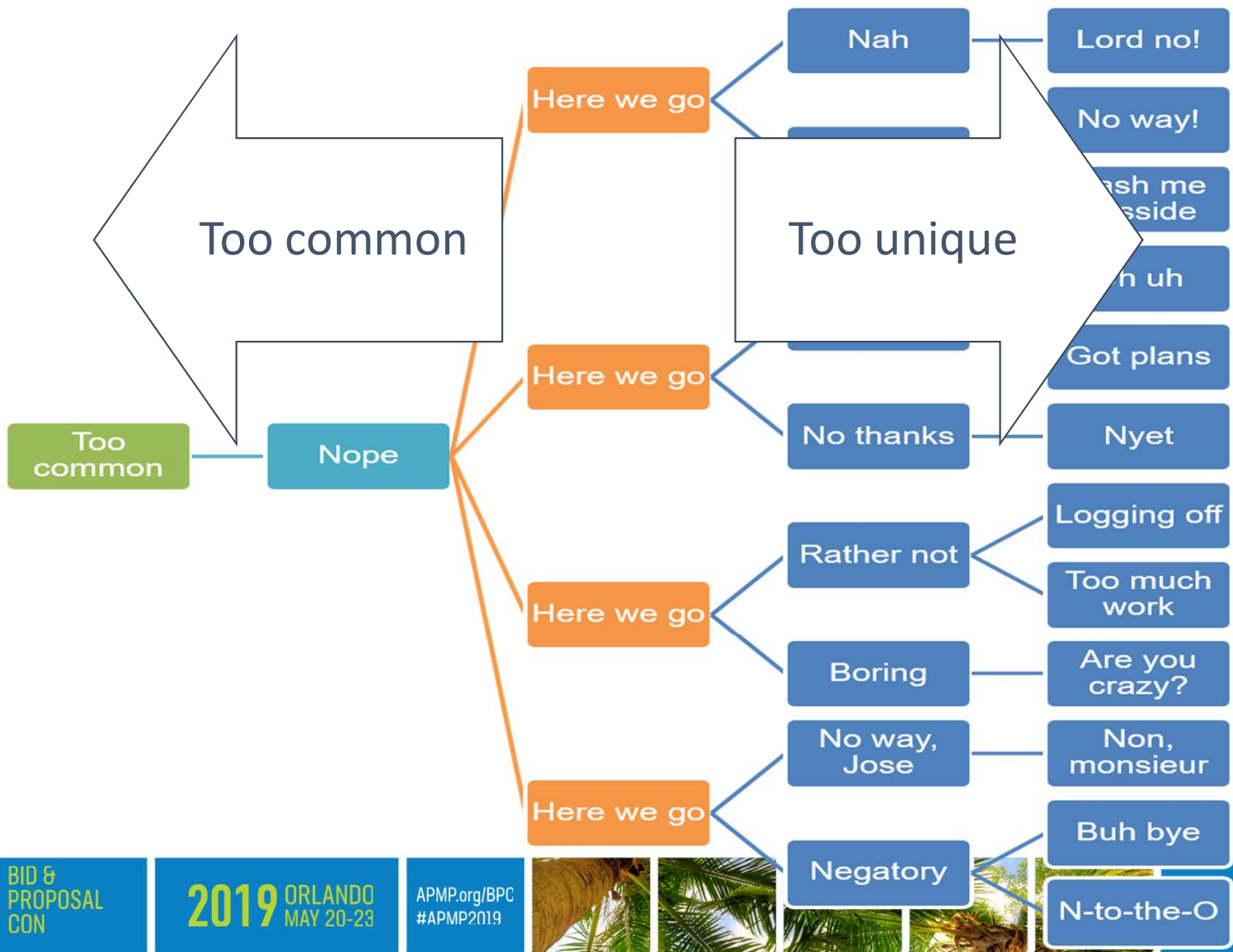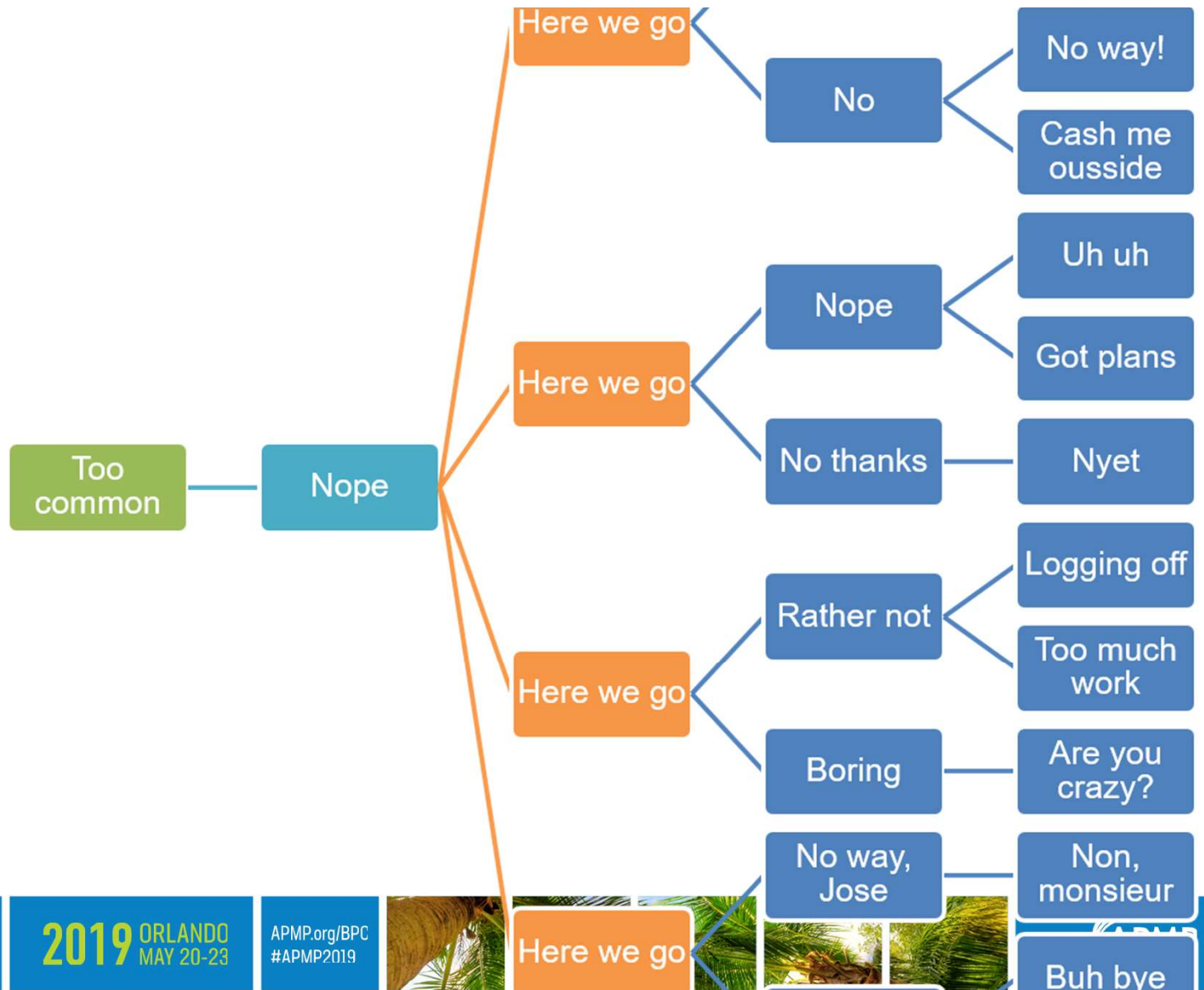
Reconciling the two

- Level of effort
- Content libraries

Let *them* tell *you* what to customize

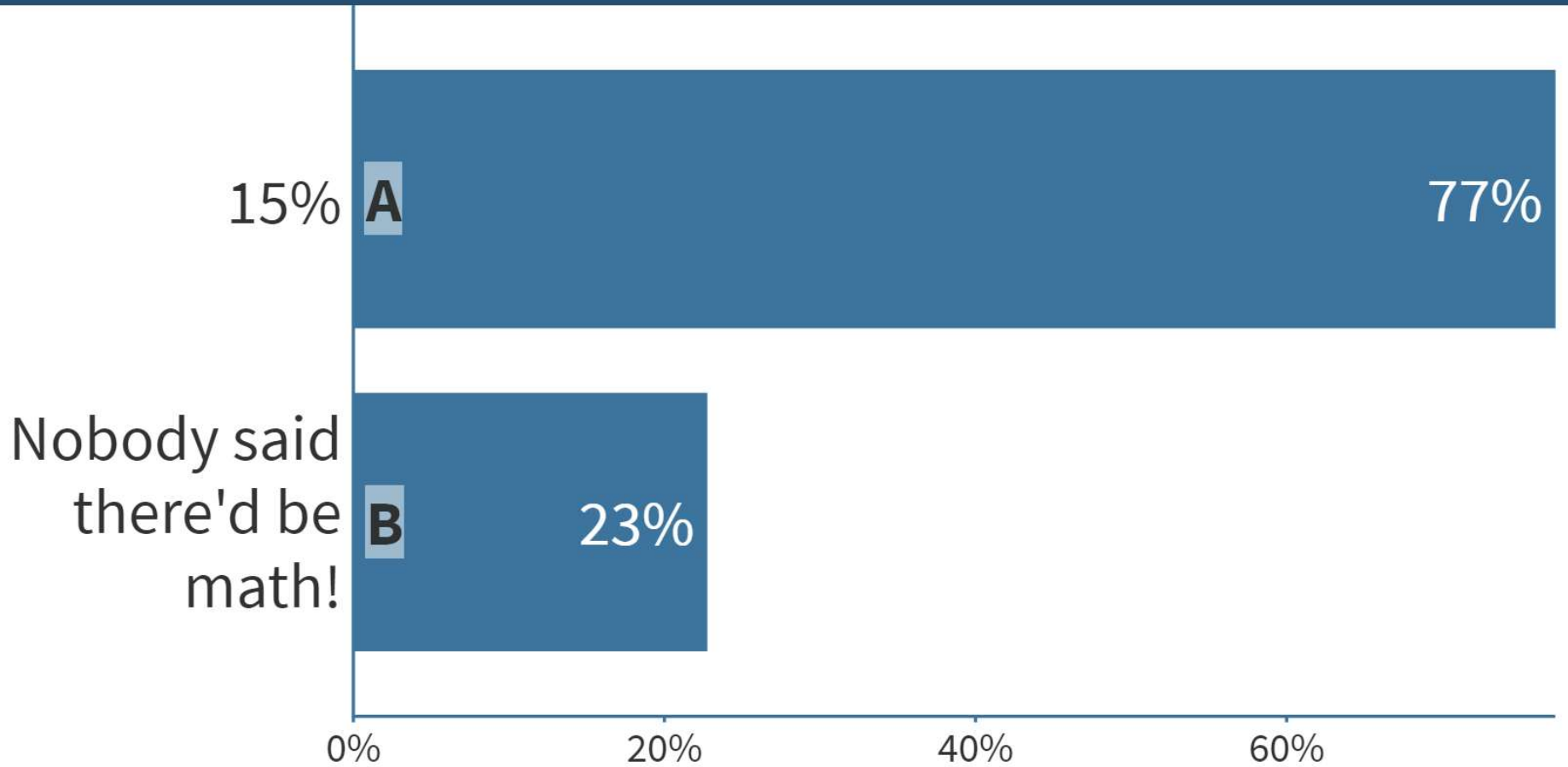## If a section is worth 40%…

- Customize 40% of it

If it's worth 10%

- Just customize 10%

So if a section is worth 15%, customize...

15% **A** — 77%

Nobody said there'd be **B** math! — 23%

0% 20% 40% 60%

Brutal turnaround times as a competitive advantage

- Time is extremely valuable for the client
- The client is inexperienced and/or unrealistic
- The deadline is an attempt to get you to negotiate against yourself
- The client believes they know it all and just need some pricing info
- The client doesn't mind abusing its vendors

This is what hidden text looks like:

What to watch for

Don't underestimate maintenance!

This is why so many content library projects fail

Before you begin…

Make a list of how it'll go wrong and what you'll do when it does

Give a specific person ownership of maintenance

Where to start?

Start with finding your ABC nodes

- Stops the one-size-fits-all mentality
- Either hire (fast) or do along the way (cheap)
- Not that hard – Nifty Fifty
- Avoid the garbage in, garbage out trap

Anyone still a little unsure?

Follow these tips if you want to generate

amazing content library

Anyone still a little unsure?

Follow these tips if you want to generate passion in a skeptical populace with an amazing content library

60% less time AND 35% more wins?

Value Prop Quick Start program

- Roll up your sleeves because we're going to **take action**

- One day on-site or virtual workshop with your key personnel, guaranteeing you...

- At least five **quantified, evidence-backed, differentiated value props** to start using immediately in your proposals and marketing...

- For just $7,500 (plus travel)

WANTED

Chris Sant

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Free review of current proposals, content library text, & presentations

Email us about:

- Training on best practices
- Content library writing
- Consulting about your proposal procedures