

# Thoughts on Future of Proposals

- ❑ **Resurgence of proposal organizations**
  - Evolved as business capture centers or business acquisition centers
  - Expanded presence in non-traditional marketplaces
- ❑ **Growth of professionalism**
  - Demands for broader skill sets and professional certification
  - Increasing value for knowledge management and technology competencies
- ❑ **Opportunities for innovation and leadership**
  - Greater leverage for role as systems integrators throughout process
  - Major participation in growth of business development capability
  - Meaningful creation of virtual team collaboration and similar methods
- ❑ **Continued drive toward automation and electronic tools**
  - Exploitation of the potential of workflow management systems
  - Integration of next-generation tools



# Future Proposal Formats

- As the average evaluator age reduces, the electronic evaluation will become dominant, to the eventual exclusion of paper
- But what is the ideal electronic submission?
- Web pages look good, but how do we limit the amount of data in the submission? How do we control the flow of our story?
- APMP should promote a standard, e.g. PDF with all its advantages over other formats (security, indexing, etc.)



# Proposal Risk Management 2010:

- **Searchable lessons-learned knowledge bases will provide a catalog or checklist of typical risk areas for each type of project, technology, and programmatic situation**
- **Web-based tools will enable all proposal team members to enter candidate risks, review and approve them, analyze them, and automatically produce a prioritized list with suggested mitigation strategies**
- **Teams of risk management specialists will train each proposal team and assist them to ensure a thorough, comprehensive risk assessment has been done, is responsive to the RFP, and well documented in proposal**
- **Opportunity management will become a strong companion to risk management, identifying future events that benefit the project by reducing cost and schedule**



# Proposal of the Future

- Future proposals will be sophisticated, multi-media “documents” that promote interactive review and evaluation.
- Technology-based design and delivery will be a fleeting differentiator, and ultimately viewed as commodity.
- The winning proposal of the future will exhibit observable, differentiating “behaviors” that confirm alignment with the customer’s values, key issues, needs, and bottom-line business goals.
- The winning proposal of the future is the final written exam that either confirms or denies that you’ve passed the “chemistry test” between customer and supplier.

# Expectations of Future Proposals

- **Better capabilities, tools and company processes will accelerate the procurement process**
  - Change will be fast
    - ◆ Some will lead and do well
    - ◆ Some will follow and do OK
    - ◆ Some are slow to change and will falter
  - Innovation will be necessary to retain the lead
- **More electronic proposals**
  - Use of the internet, using secure means will become the norm
  - No paper copies
  - Software programs will develop more automation and control enabling out of country and far flung proposal teams to be effective
- **Turn times will continue to decrease**
  - What used to be 60 days is now down to 45, this trend will continue
  - More up front communication will be needed to pre-start if you do not have the solution
- **The cycle of outsourcing versus in-house capabilities will continue**
  - Outsourcing will wane and in-house capabilities will increase (outsourcing peak in the next couple of years)
  - In-house proposal capabilities will increase, but be more global (India, China, etc.)
  - Cycle appears to be generational - 15 to 20 years as new managers look for change to improve processes or make their mark
- **Customer expectations will continue to rise**
  - They will want more for less
  - They will desire the impossible . . .
  - . . . but settle for the exceptional

**A company's processes, tools and people will need to be fast and efficient in order to remain competitive**