

## Capture & Proposal Role Titles/Definitions from 2014 APMP Salary Survey

*Note: Steve Koger added a few missing roles and enhanced some of the descriptions.*

### **Bid Manager** (International); **Capture Manager** (U.S.)

A Bid/Capture Manager is responsible for managing a bid/capture or proposal opportunity from qualification to contract award, including early and ongoing strategy development, legal review, solution development, winning price development, partner identification, risk management, proposal development, stakeholder management, and management of the customer relationship for the procurement.

### **Business Development Manager/Director**

A Business Development Manager/Director is responsible for creating long-term value for an organization from customers, markets and relationships, through prospecting, networking, advertising or generating interest from potential clients. Business Development Managers build relationships and set sales targets that will continually improve the business, while growing and retaining existing accounts.

**Opportunity Manager** [*This is pretty much a European title and function; largely incorporated into the Capture Manager description (above) in the U.S.*]

The Opportunity Manager identifies the resources needed to pursue a business opportunity; oversees bid strategies, pricing, teaming, and proposal strategies; and manages the transition from business opportunity to proposal development to award.

### **Knowledge Manager**

A Knowledge Manager is responsible for the creation and ongoing maintenance of reusable knowledge databases (proposal reuse libraries). Knowledge Managers use organization, writing, and information design skills to increase the business strategy value of an organization's intellectual property.

### **Proposal Production Manager**

A Proposal Production Manager is responsible for planning and directing the printing, assembly, and final check of proposal documents. This may include both traditional print and electronic versions.

### **Proposal/Business Development Consultant**

Proposal/Business Development Consultants are independent contractors or people who work for proposal consulting companies. They provide companies with additional options for resources across all BD functions. Their job functions vary from leadership of engagements to assisting in surge situations. Their roles may also include contributions to supporting a client's BD capabilities in the areas of gap analysis, process development, and leadership coaching.

### **Proposal Coordinator, Facilitator or Specialist**

A Proposal Coordinator is responsible for all administrative aspects of proposal development—ensuring security and integrity of all proposal documentation, coordinating internal flow and review of all proposal inputs, coordinating schedules, and directing submission of the final master proposal to production.

### **Proposal Director or Director of Proposal Centers**

A Proposal Director is responsible for all aspects of an organization's proposal operations (e.g., primary champion, budgets, assignments/priorities, staffing, obtaining resources, problem resolution, reporting to executive management). The Proposal Director ensures that an effective, formal process is consistently used, and that high levels of quality, on-time delivery and customer satisfaction are maintained. The Proposal Director is responsible for ongoing process improvement within all centers, at all sites in the company. The Proposal Director may also manage the infrastructure (physical or virtual) where proposal development functions are conducted. Proposal Directors are often involved in broader BD activities, such as strategy development, staff development, and long-term business capability planning.

### **Proposal Center Manager**

A Proposal Center Manager is responsible for all proposal service and support operations, typically for one geographic site/center, however, modern practice is to also provide cross-site support to proposal team members who may be located at multiple company and/or team member sites [support of a virtual (non-collocated) proposal team]. The center manager is responsible for managing the process, staff and use of facilities; implementing process improvement initiatives and use of best practices; providing proposal training; maintaining high levels of proposal quality and timely service; and working with company and capture management to ensure that proposals use the center and standard process.

### **Proposal Editor**

Proposal Editors are responsible for ensuring the writing structure and words used in the proposal persuasively convey the offer to the customer. They edit for grammar, punctuation, capitalization, clarity, readability, consistency, and persuasiveness.

### **Proposal Graphics Designer**

A Proposal Graphic Designer is responsible for developing customer-focused visual information that highlights an offer's features, benefits, and discriminators. The Proposal Graphic Designer communicates with other members of the proposal/bid team to conceptualize and create visual elements to persuade the customer. Proposal Graphic Designers may develop multiple deliverables such as proposals, presentations, sales collateral, and brand identities.

### **Proposal Publications Specialist**

A Proposal Publications Specialist is responsible to define and provide an RFP-compliant MS Word template to the proposal authors (e.g., styles, font type/size, spacing, etc.); provide proposal publication instructions at Kickoff and support to authors during Proposal Development; finalize all submitted text content and integrate with submitted proposal graphics; support and maintain proposal wall copy content for storyboarding and First Draft Review; produce instructional documents and hardcopy proposal review books for Red Team Review (final

proposal review); finalize proposal volume master files; and may support production of the final proposal deliverables (hardcopies, CD's, files for Contracts to upload).

### **Proposal Manager**

A Proposal Manager is responsible for proposal development (e.g., written, oral, demonstrations), including maintaining schedules, organizing resources, coordinating inputs and reviews, ensuring bid strategy implementation, ensuring compliance, resolving internal team issues, and providing process leadership.

### **Proposal Writer**

Proposal Writers are responsible for creating and maintaining content for *common* proposal sections such as past performance, resumes, and reusable product and services descriptions. SMEs that contribute content are also referred to as Proposal Writers.

### **Proposal Author/Subject Matter Expert (SME)**

Proposal Authors are the primary, or contributing, individuals who are assigned to write topical sections or content for the proposal. Often, many are specialized Subject Matter Experts (e.g., engineering disciplines, supplier management, quality systems). Those who have overall responsibility to manage and oversee progress for a volume or section are referred to as the Volume Lead, or Section Lead, respectively.