

12 tips for writing a winning proposal

By Michael W. McLaughlin

The words "send me a proposal" are music to the ears of many consultants. The invitation to write a proposal is a milestone in the sales cycle — an opportunity to get one step closer to a client and a new project. Even though they might not really enjoy writing proposals, most consultants jump at the chance because they believe that exciting, lucrative work might be right around the corner.

A great proposal can be decisive in winning a project, while a poor one can cause you to lose a project, even if everything else in the sales process has gone flawlessly. Follow these 12 tips to write a killer proposal every time.

1. **Create a powerful, but concise executive summary** — Decision-makers start with and focus on the executive summary, so create this section with that fact in mind. When writing the executive summary, assume that the reader knows little or nothing about the proposed project.
2. **Quantify the results that the client can expect from engaging you** — Some consultants create proposals that overemphasize their consulting process and methodologies. Clients buy results, not tools or methodologies.
3. **Be generous with your ideas** — You may fear that revealing your ideas about how to solve a problem during the proposal process could result in clients taking those ideas and completing the project themselves. In rare cases, that may happen. But you'll have more success if you don't hoard your ideas. Use them to show clients that your team thinks and approaches problems in creative and innovative ways.
4. **Size does matter** — Keep your proposals as short as possible, while meeting the client's request. Think quality, not quantity.
5. **Focus on the client** — Many proposals begin with a long discussion of the consulting firm, describing its qualifications and history. Focus your proposal on the client's needs first, and then describe your firm's capabilities. Remember, clients care only about how you'll address their issues, so show them how you'll do that.
6. **Beware of best practices** — The client may view your liberal use of "best practices" as a convenient crutch. Instead of relying on answers that worked for a previous client, find a blend of outstanding practices and innovative solutions that fit your client's particular needs.
7. **Be accurate** — If you are using client data to support aspects of your proposal, double-check and triple-check that information. It's easy for facts to be misunderstood and misused in a proposal. You'll risk turning a winning proposal into a loser if you present inaccurate data to the client.
8. **Sweat every detail** — Watch for typos, use high-quality materials, and make sure that the right people receive the proposal on time.

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