

Bid Alchemy Best Practice Guide



Bid Alchemy Proposal Quality Toolkit Scoring Guide

How to review and score the quality of your proposal.

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This guide is to assist your reviewers in evaluating a proposal, using the Alchemy Proposal Toolkit.

It provides an explanation of each of the elements and indicates what you would expect to see in the proposal (or section) to attain each score.



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1. How to decide the right evaluation for every element

The Alchemy Proposal Toolkit creates a quality score through the evaluation of the elements. These elements build into the components of the eight attributes. Through evaluation, the score for the components is computed and these create the attribute score. The combination of the attributes creates the current proposal quality score.

To discover more about Bid Alchemy's approach please read **The Alchemy Proposal Toolkit Guide** and **How to improve the quality of your proposal**.

This guide contains a chapter for each attribute, the components and then the rationale for scoring each of the elements. As the reviewer, you are asked to use your judgement on which of descriptions for element scoring is correct for the proposal you have read.

For each element there are 7 possible descriptors that you can apply. These are:

-  Excellent
-  Very Good
-  Good
-  Poor
-  Very Poor
-  No Evidence
-  N/A Not Applicable

Excellent to **Very Poor** are described for each element. **No Evidence** means that the element is relevant to this proposal, but you can see no evidence that we have applied any techniques to make it visible. It scores less than **Very Poor**. **N/A** means that you do not believe that this element is relevant to this proposal. By marking the element as **N/A**, it will not be computed into the quality score.

2. Conformant Attribute

2.1. Conforms to requirements

Elements	Excellent	Very Good	Good	Poor	Very Poor
Page count	In accordance with the customer's requirements and our storyboard.	In accordance with the customer's requirements but some sections differ in length to the storyboard.	In accordance with the customer's requirements but some sections differ significantly in length to the storyboard.	Not in accordance with the customer's requirements but can be rectified easily. Some sections may differ in length to the storyboard.	Not in accordance with the customer's requirements and needs significant work to rectify. Some sections may differ in length to the storyboard.
Layout	In accordance with customer's requirement. It is appealing, profession and reflects our inhouse style.	In accordance with customer's requirement. Small tidy ups with make it more appealing and professional.	In accordance with customer's requirement. Generally, reflects our inhouse style.	Not in accordance with all customer requirements. Not particularly appealing or professional.	Not in accordance with all customer requirements. It is unappealing and unprofessional.
Format	The format meets all customer requirements, is appealing and professional. Sensible use of fonts.	The format meets all customer requirement and is generally appealing and profession. Sensible use of fonts.	The format meets all customer requirement and is generally appealing and profession. Multiple font sets used.	The format generally meets all customer requirement and is generally appealing and professional.	The format generally meets all customer requirement but is not particularly appealing and professional.
Naming convention	In accordance with customer requirements. Where we have freedom, the heading names and file name are clear and compatible.	In accordance with customer requirements. Where we have freedom, the heading names and file name are general clear and compatible.	In accordance with customer requirements. Where we have freedom, the heading names and file name are clear but not compatible.	Generally, in accordance with customer requirements. Where we have freedom, the heading names and file name are generally clear and compatible	Generally, in accordance with customer requirements. Where we have freedom, the heading names and file name are not clear and compatible
Submission	Clear confirmation that we meet submission requirements.	Generally clear confirmation that we meet submission requirements.	Confirmation statements are not clear.	Confirmation statements generally mirror the requirements.	Confirmation statements do not mirror the actual requirements.
Other requirements	Clear confirmation that we meet any other requirements, and it is easy for the customer to see conformance.	Generally clear confirmation that we meet any other requirements, and it is easy for the customer to see conformance.	Generally clear confirmation that we meet any other requirements, and it is possible for the customer to see conformance.	Confirmation that we meet any other requirements is not clear and it is not easy for the customer to see conformance.	Confirmations do not align to the requirements, and it is not easy for the customer to see conformance.

2.2. Answers Questions

Elements	Excellent	Very Good	Good	Poor	Very Poor
Complete answers	All questions are answered completely. There is a standard approach to the answers that makes it easy for the customer to evaluate	All questions are answered completely. There is generally a standard approach that makes it easy for the customer to evaluate.	All questions are answered completely. There is not a standard approach that makes it easy for the customer to evaluate	A few questions are not answered completely and there is no standard approach.	Some questions not answered completely for which we will lose evaluation points. No standard approach.
Clear	It is clear that we have answered the question. It is easy for the customer to understand our responses.	It is clear that we have answered the question. It is generally easy for the customer to understand our responses.	It is clear that we have answered the questions, but a few responses are difficult to understand.	We do not make it clear that we have answered the questions. A few responses are difficult to understand.	We do not make it clear that we have answered the questions. Generally, it will be difficult for the customer to understand our responses.
Explains how	There is a clear and convincing statement about how we meet the customer requirement. Our responses will score the highest evaluation points.	There is a clear and convincing statement about how we meet the customer requirement. Our responses will generally score the highest evaluation points.	There is a clear and generally convincing statement about how we meet the customer requirement.	We do not provide clear and convincing statements about how we meet the customer requirements in all cases.	Generally, we do not explain about how we meet the customer's requirements.
Details benefits	For each answer we provide an explanation of the relevant benefit we deliver. Our benefits go beyond what is asked for by the customer.	For each answer we provide an explanation of the relevant benefit we deliver. Our benefits generally go beyond what is asked for by the customer.	For each answer we provide an explanation of the relevant benefit we deliver.	Generally, for each answer we provide an explanation of the relevant benefit we deliver.	For many answers we fail to explain the benefit we deliver.
Provides evidence	For each relevant answer, we provide evidence that we are capable to deliver what we say. The evidence is compelling and will allay any customer fears.	For each relevant answer, we provide evidence that we are capable to deliver what we say. The evidence shows we are competent.	For each relevant answer, we provide evidence that we are capable to deliver what we say. The evidence is not necessarily strong in all cases.	We do not provide evidence for all relevant answers.	We do not provide evidence for all relevant answers and that shown is not strong in all cases.
Additional features	Where relevant, we depict additional features and provide a compelling case as to why this will add value to the customer.	Where relevant, we depict additional features and generally provide a compelling case as to why this will add value to the customer.	Where relevant, we depict additional features and provide a case as to why this will add value to the customer. It is not that compelling in all cases.	Generally, where relevant, we depict additional features and provide a case as to why this will add value to the customer.	Generally, where relevant, we depict additional features.

2.3. Understanding the requirements

Elements	Excellent	Very Good	Good	Poor	Very Poor
Clear	It will be clear to the customer that we understand their requirements, and we have deployed additional techniques to make it easy for them to see this,	It will be clear to the customer that we understand their requirements.	It will be generally clear to the customer that we understand their requirements.	It is not clear, in several cases that we show we understand their requirements.	We have not included statements to show that we understand the requirements in all cases.
States their needs	For each requirement, we have stated our understanding of their need. The customer will be confident that we understand their business case.	For each requirement we have stated our understanding of their need. It is generally clear that we understand their business case.	For each requirement we have stated understanding, but we generally repeat their words. There are links to their business case.	Generally, we just replay their words and it is difficult to see how this is linked to their business case.	We repeat their words, maybe evidence of direct copy and paste.
Addresses their needs	In all cases we provide a clear and confident response that proves we will address their needs.	In most cases we provide a clear and confident response that proves we will address their needs.	Our responses are not always clear, but they do show we generally address their needs.	In cases we talk about addressing their needs without giving any confidence that we will.	We state we will address each need but there is no confidence that we will.
Consistent benefits	The benefits are repeated, as relevant across the proposal., They are consistent and together give confidence that we will meet or better their business case.	The benefits are repeated and generally consistent. Together they give confidence that we will meet or better their business case.	The benefits are repeated but not as much as they should. They do give confidence that we will meet or better their business case.	The benefits are generally just evident in one place. However, combined they give confidence that we will meet or better their business case.	It is difficult to see how the benefits will meet their business case.
Provides alternatives	Where we think there is an alternative approach that will benefit the customer, we have clearly detailed this in a teaching manner. The customer will view us as thought leaders and will strongly consider deploying the alternative approach.	Where we think there is an alternative approach that will benefit the customer, we have clearly detailed this in a teaching manner. The customer will view us as thought leaders and may consider deploying the alternative approach.	Where we think there is an alternative approach that will benefit the customer, we have clearly detailed this in a teaching manner. The customer will value our approaches but will still want to follow their current requirements.	Where we think there is an alternative approach that will benefit the customer, we have provided this, but it is not convincing.	Our alternative approaches may lead the customer to think we are proposing them as we are not confident in our ability to meet their stated requirements.

2.4. Easy to evaluate

Elements	Excellent	Very Good	Good	Poor	Very Poor
Easy to navigate	We have deployed mechanisms to make it easy for the customer to navigate our proposal. We have added charts or tables to make it easy for the customer to evaluate highly.	We have deployed mechanisms to make it easy for the customer to navigate our proposal.	We have added charts or tables to make it easy for the customer to evaluate highly.	We have only added pointers to where more evidence can be found.	The customer will need to jump around the proposal a fair bit in order to navigate it.
Key information first	We consistently provide the information the customer will value the most at the start of our responses. This is clear and easy to understand. We have used techniques like colour and highlighting to make it obvious.	We consistently provide the information the customer will value the most at the start of our responses. This is clear and generally easy to understand.	We generally provide the information the customer will value the most at the start of our responses.	The key information is towards the start of our responses but not generally first.	The customer will need to do some searching for key information in a number of cases.
Compliance is obvious	There is a clear compliance statement for each relevant response. We have included a compliance table (or similar) to make it easy for the customer to evaluate this.	There is a clear compliance statement for each relevant response.	There is a compliance statement for each relevant response.	There is generally a compliance statement for each relevant response.	Often, we fail to state compliance.

3. Clear Document

3.1. Key Elements

Elements	Excellent	Very Good	Good	Poor	Very Poor
Short sentences	Sentences are short (11 words). Paragraphs are no more than 6 sentences and less than 200 words.	Sentences are generally short (11 words). Paragraphs are no more than 6 sentences and less than 200 words.	Sentences are generally short (11 words). Paragraphs are generally no more than 6 sentences and less than 200 words.	Sentences are generally 20 words. Paragraphs are generally no more than 6 sentences and less than 200 words.	There are some long sentences and paragraphs that you find difficult or unappealing to read.
Customer language	It is written using the customer's language. It is apparent that sections are written for the reading style of a specific buyer. We use customer acronyms and do not include ours.	It is written using the customer's language. It is apparent that sections are written for the reading style of a specific buyer. We explain our acronyms well.	It is written using the customer's language. The customer will find the reading style akin to their own documents.	Whilst we use customer language, this is interspersed with our own. The customer will need to learn some of our language to understand it fully. Complex words and acronyms are explained.	Usage of some customer language, but generally written in our style. Some readers will find this an unattractive or complex document to read.
No excess words	Sentences are to the point. There is no evidence of fluff. The length is in accordance to the story board. The readers will read and not scan.	Sentences are to the point. There is no evidence of fluff. The length is in generally in accordance to the story board. The readers will read and not scan.	Sentences are to the point. There is little evidence of fluff. The length is in generally in accordance to the story board. The readers will generally read and not scan.	There are too many instances of fluff. There are sections that you found you were scanning rather than reading.	Many excess words that make the document harder to read. A few instances in the document that do not contain excess words.
Active voice	All written in the present tense, only using other tenses, sparingly and as required. Active words used that make the document exciting to read.	Generally written in the present tense. When writing about the past, there is perhaps too much use of passive language. Active words used that make the document exciting to read.	Generally written in the present tense. When writing about the past, there is perhaps too much use of passive language.	Jumps into passive text on occasions. The reader may find some sections boring and will perhaps jump or scan them.	Overuse of the passive text even when writing about the present and future. Jumps between tenses making the proposal look clumsy or unprofessional.

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Elements	Excellent	Very Good	Good	Poor	Very Poor
Positive writing	Positive words throughout the document. No instances of negative or weak words. No use of double negatives or words that make you assume the worst. The reader will be confident and attracted to the proposition.	Positive words throughout the document. Generally, no instances of negative or weak words. The reader will be confident and attracted to the proposition.	Positive words generally throughout the document. The reader will be positive to our proposition.	Whilst generally positive the use of negative or weak words have reduced the power of the proposal. Whilst the customer may understand the value, they will not be excited.	Overuse of negative and weak words that make for no better than a neutral level of confidence in the proposition. The customer may have some concerns that we are trying to deflect ownership.
One voice	The entire proposal reads as if it has been written by one person in a noticeably clear and attractive manner. The readers are going to find it absorbing to read and difficult to put down.	The entire proposal reads as if it has been written by one person in a noticeably clear and attractive manner. The readers are going to enjoy reading it.	The entire proposal reads as if it has been written by one person in a noticeably clear and attractive manner.	Generally, it is written in one voice and is generally clear and attractive.	Generally, it is written in one voice, but it is not a clear or attractive document to read.

3.2. Grammar and Spelling

Elements	Excellent	Very Good	Good	Poor	Very Poor
Grammar Quality	It is not possible to find fault in the grammar of this document.	It is generally not possible to find fault in the grammar of this document. There may be instances of correct usage that is not in common use.	Generally, there is a good usage of grammar rules but a reader who is focused on grammar may find some of it clumsy.	Whilst common grammar rules are evident, there are some mistakes or usage that the reader may find makes parts difficult to understand.	Common grammar rules are generally applied but there are some significant errors.
Grammar consistency	There is a professional use of grammar through-out the document.	Generally, there is a professional use of grammar through-out the document.	There are small differences in the usage of grammar, for example usage of full-stops within list, but it is not likely to cause issues.	There are many grammar differences within the document, but they are not likely to cause significant issues.	There are many grammar differences within the document. It is noticeable and may cause issues.
Spelling	No spelling mistakes within the document.	No spelling mistakes within the document but some words are not in common use.	No spelling mistakes but some instances of using spelling from other variants of English.	No spelling mistakes, but many instances of archaic words or those from a different variant of English.	Occasional mis-spelled word and overuse of different variants of English.
No wrong words	The correct words are used throughout the document. The reader will not be confused by the meaning.	Correct words used but a few could have dual meanings.	Correct words used, but some instances of words that have dual meaning or could be interpreted to our disadvantage.	Generally correct words used, but some instances of words with dual meaning, being possible to interpret to our disadvantage or providing the wrong interpretation.	Some evidence of words that are spelled correctly but are not the word required. This results in the wrong interpretation and makes the proposal look unprofessional.
Simple words	All the document is clear and easy to read. It uses words that a 14-year-old would understand.	All the document is clear and easy to read. It generally uses words that a 14-year-old would understand.	All the document is clear and easy to read. It uses quite a few words that a 14-year-old would understand but could be understood by a college student.	Generally clear and easy to read but some use of complex words that not all the readers are going to understand.	Use of complex words that not all the readers are going to understand. However, the meaning of the sentence remains quite clear.

3.3. Other factors

Elements	Excellent	Very Good	Good	Poor	Very Poor
Cross referencing	There is no cross-referencing within the proposal.	There are a few cross-referencing instances, but these are clearly sign-posted, value summarised in the text and are necessary.	There are a few cross-referencing instances, but these are clearly sign-posted, value summarised in the text.	There are some cross-referencing instances, but these are clearly sign-posted.	There are some cross-referencing instances.
Structure and flow	There is a clear and consistent structure and flow to the proposal. All sections and responses follow the same format. It is easy to find the information you are looking for.	There is a clear and consistent structure and flow to the proposal. Generally, all sections and responses follow the same format. It is easy to find the information you are looking for.	There is a clear and consistent structure and flow to the proposal. Generally, all sections and responses follow the same format.	There is generally a clear and consistent structure and flow to the proposal. However, this differs between some sections.	The structure and flow is acceptable but it is not consistent.
Introductions	All sections and responses have an introduction that hooks the reader into reading the content. If the reader were only to read the introduction, they would have a clear understanding of the value of our proposition.	All sections and responses have an introduction that hooks the reader into reading the content. If the reader were only to read the introduction, they would have a clear understanding of the value of our proposition.	All sections have an introduction and generally this is evident within responses. These do hook the customer to read on and provide a summary.	Whilst sections and responses have introductions, these are not any hooks to read on.	Not all sections have introductions. Those provided may not be hooks to read on.
Free of ambiguity	All responses are free from ambiguity. They do not contain vague terms or unrequired acronyms and technical jargon. Any use of acronyms and jargon is clearly explained.	All responses are free from ambiguity. They do not contain vague terms or unrequired acronyms and technical jargon. Any use of acronyms and jargon is generally clearly explained.	All responses are generally free from ambiguity. They do not contain vague terms or unrequired acronyms and technical jargon. Any use of acronyms and jargon is generally clearly explained.	There are instances where the meaning of a sentence could be wrongly interpreted by ambiguity. However, these will not have a material effect on the proposal. Any use of acronyms and jargon is generally clearly explained.	There are instances where the meaning of a sentence could be wrongly interpreted by ambiguity.

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Elements	Excellent	Very Good	Good	Poor	Very Poor
No Stereotypes	There is no evidence of stereotyping or bias within the document.	There is generally no evidence of stereotyping or bias within the document. Any instances will not cause the readers offence.	There is generally no evidence of stereotyping or bias within the document. Any instances will be viewed clumsy but not offensive.	There is evidence of stereotyping or bias within the document. This may affect the professional perception of our organisation.	There is evidence of stereotyping or bias within the document. Some readers may find this offensive.
Confident tone	There is a confident tone throughout. The reader will see us as thought leaders and are able to trust us in our words and actions.	There is a confident tone throughout. The reader will be able to trust us in our words and actions. There is some evidence of thought leadership	There is generally a confident tone throughout. The reader will be able to trust us in our words and actions.	There is generally a confident tone throughout. On occasions we could be perceived as weak or arrogant.	The confident tone is inconsistently applied and could lead to us being perceived as weak or arrogant.

4. Enticing Document

4.1. Reading Style

Elements	Excellent	Very Good	Good	Poor	Very Poor
Enjoyable to read	The document is a pleasure to read. It is difficult to put down. It is as enjoyable to read as a book or journal that the customer buys.	The document is enjoyable to read. It is more enjoyable than most proposals the customer receives.	The document is generally enjoyable to read. It is more enjoyable than most proposals the customer receives.	There are significant parts of the proposal that are an enjoyable read, but some parts are not, and the reader is likely only to scan these.	Significant parts of the proposal are not enjoyable to read, however, it is no worse than many proposals the customer receives.
Learn from it	The proposal is a teaching document. The reader will walk away understanding better, both their requirement and how best to resolve it. From this, the customer sees us as thought leaders.	The proposal is generally a teaching document. The reader will walk away understanding better, both their requirement and how best to resolve it. From this, the customer sees us as thought leaders.	The proposal is generally a teaching document. However, there is evidence of where our teaching is not rational or convincing. The reader will walk away understanding better, both their requirement and how best to resolve it.	There are a few instances of us teaching the reader, but in general the customer will learn our approach to their requirements rather than why they should think a different way.	Little evidence of us teaching the customer but it shows we believe their approach is right.
Distinctive voice	There is a professional writing style that resonates with the reader. We are perceived as sharing knowledge that the competitors do not hold.	There is a professional writing style that resonates with the reader. We are perceived as knowledgeable.	There is a professional writing style that resonates with the reader.	There is generally a professional writing style that resonates with the reader.	There are instances of a professional writing style that resonates with the reader, but often the writing is bland.
Relevant to the customer	We focus on the challenges to the customer, not just within the requirements but also their organisation and industry. There is a strong link between our writing and their business case and business needs.	We generally focus on the challenges to the customer, not just within the requirements but also their organisation and industry. There is a strong link between our writing and their business case and business needs.	We generally focus on the challenges to the customer, not just within the requirements but also their organisation and industry. There is generally a link between our writing and their business case and business needs.	We show an understanding of their challenges, business case, industry and needs, but this is not clearly linked to our responses.	We show little understanding beyond that detailed within their requirement documents.

4.2. Reading Power

Elements	Excellent	Very Good	Good	Poor	Very Poor
Thought provoking	The words create pictures within your head. It raises questions that you had not considered before. The learning from it, drives you into thinking about alternatives. The reader is likely to quote some of this learning as their own thinking.	The words create pictures within your head. It raises questions that you had not considered before. The learning from it, drives you into thinking about alternatives.	The words generally create pictures within your head. It raises questions that you had not considered before. The learning from it, drives you into thinking about alternatives.	It does raise some questioning of the readers traditional understanding, but much of the writing is bland.	There is little in the way of thought-provoking text. In general, we are perceived as agreeing with the customers thinking.
Credible	Throughout the document, our writing is credible and believable. Our strengths, discriminators and alternative approaches are trusted as they are rational and proven. The customer will have no doubts in what we propose.	Throughout the document, our writing is credible and believable. It is generally rationally written, and the customer should have no doubts in what we propose.	Our writing is generally credible and believable. The rationally writing should mean that the customer trusts our proposition.	There are instances where our writing is not rational and may not be initially believed. However, through proof the customer should not doubt our credibility.	There are instances where our writing is not rational and may not be initially believed. Where this is the case there is little evidence to stop the customer doubting our credibility.
Commitment evident	Throughout the document there is evidence of commitment and risk sharing and measurable milestones. The customer will perceive us as not just wanting to win the deal but to work with them to achieve their success.	There is some evidence of commitment and risk sharing and measurable milestones. The customer will perceive us as not just wanting to win the deal but also to delight them.	There is some evidence of commitment and risk sharing and measurable milestones. The customer can see that we value the deal and need it to be a success.	There is some evidence of commitment and risk sharing and measurable milestones however this is limited to only some subjects and at best shows a level of flexibility.	There is some evidence of commitment and risk sharing and measurable milestones however this is limited to only some subjects. However, this may be perceiving as commitment we must give in order to win the deal.
Evokes emotions	The reader will feel positive emotions whilst reading our document. They will gain confidence and excitement about the delivery of the proposition and having us as the contractor. Through reading, the customer feels an affinity to us.	The reader will feel positive emotions whilst reading our document. They will gain confidence and excitement about the delivery of the proposition. Through reading, the customer may feel an affinity to us.	The reader will feel positive emotions whilst reading our document. They will gain confidence and excitement about the delivery of the proposition.	It provokes positive emotions in parts but is quite bland.	It provokes position emotions in parts but also risks evoking negative ones.

4.3. Proof

Elements	Excellent	Very Good	Good	Poor	Very Poor
Independent proof	We provide independent proof to support all strengths, messages and alternative approaches. The customer respects the sources of the independent proof and will take their findings as facts, showing us as leading the competition.	We provide independent proof to support all strengths, messages and alternative approaches. The customer respects the sources of the independent proof and will take their findings as facts, showing us as being at least as strong as the competition.	We generally provide independent proof to support all strengths, messages and alternative approaches. The customer respects the sources of the independent proof and will take their findings as facts.	We provide independent some proof to support all strengths, messages and alternative approaches.	There is little proof depicted to support our strengths, messages and alternative approaches.
Accurate facts	All our facts are accurate and measurable. We provide sources for facts that are credible in the mind of the customer. Should a competitor quote a fact that disagrees with ours, then the customer is likely to believe us.	All our facts are accurate and measurable. We provide sources for facts that are credible in the mind of the customer.	All our facts seem to be accurate and measurable, but sometimes we do not show sources.	We provide facts, but some have no sources to support that they are accurate.	We provide facts, but they may not be measurable and there is no source for the customer to gain confident they are accurate.
Current facts	All facts are supported by the latest published evidence. We point out if a fact has changed in recent times and why. Where a fact has changed, the latest is always showing us in a better light.	Generally, facts are supported by the latest published evidence. We point out if a fact has changed in recent times and why. Where a fact has changed, the latest is always showing us in a better light.	Generally, facts are supported by the latest published evidence. We point out if a fact has changed in recent times and why.	There could be reason to believe that a few facts are not current.	There is reason to believe that facts are not current, and this could lead to the customer not trusting us.
Persuasive	We have included text to explain why the proof adds weight to our proposition. This convinces the customer that we are right. By doing so, we will also seed doubt or concern into the readers mind about the competitors.	We have included text to explain why the proof adds weight to our proposition. This convinces the customer that we are generally right.	We have included text to explain why the proof adds weight to our proposition.	In several cases, the facts are left for the customer to interpret. This should not be to our disadvantage.	In most cases the facts are left for the customer to interpret. By doing so they may interpret them in a manner that disadvantages us.

5. Receptivity

5.1. Delivers Customers Objectives

Elements	Excellent	Very Good	Good	Poor	Very Poor
Gives confidence	The document will give the readers confidence that we understand their objectives and will enable them to achieve them. They will have higher confidence in us than the competition.	The document will give the readers confidence that we understand their objectives and will enable them to achieve them. They will have higher or similar confidence in us than the competition.	The document will give the readers confidence that we understand their objectives and will enable them to achieve them.	The document will give the readers a level of confidence that we understand their objectives and will enable them to achieve them.	The document will give the readers confidence that we understand their objectives.
Show we meet the objectives	For each objective, we provide a rational clear explanation of how we meet it. We provide proof that we have the capabilities and experience. We detail additional benefits that we provide to support their business goals.	For each objective, we provide a rational clear explanation of how we meet it. We provide proof that we have the capabilities and experience. We detail additional benefits that they will gain.	For each objective, we provide a rational clear explanation of how we meet it. We provide proof that we have the capabilities and experience.	In general, we provide a rational clear explanation of how we meet it. We provide proof that we have the capabilities and experience.	We confirm that we meet each objective, but the detail of how we do it may not be convincing.
Supports customer vision	We show that we understand their vision and strategy. It details how our proposition will support their achievement. This links our vision to theirs to show mutual benefit. We detail how our proposition will support them in delighting their customers.	We show that we understand their vision and strategy. We detail how our proposition will support their achievement. We link our vision to theirs to show mutual benefit.	We show that we understand their vision and strategy. We detail how our proposition will support their achievement.	We generally show we understand their vision and strategy and can list the elements of our proposition that supports achievement.	We generally show that we understand their vision and strategy.

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Elements	Excellent	Very Good	Good	Poor	Very Poor
Mitigates worries	We openly detail worries and concerns they may have in the contract, our proposition and us. This includes worries that are unstated within their tender documents. It provide a rational discussion on how we understand them and have taken it into consideration in our proposition. We give them confidence that their worries will not come to fruition.	We openly detail worries and concerns they may have in the contract, our proposition and us. We provide a rational discussion on how we understand these worries and have taken it into consideration in our proposition. We give them confidence that their worries will not come to fruition.	We generally, openly detail worries and concerns they may have in the contract, our proposition and us. We provide a rational discussion on how we understand these worries and have taken it into consideration in our proposition. We give them confidence that their worries will not come to fruition.	We do not openly detail their worries or concerns but rely on the detail of our proposition to remove them. They should have confidence that most of their worries will not come to fruition	We do not openly detail their worries or concerns but rely on the detail of our proposition to remove them.
Confidence in delivery	We provide the right level of detail and evidence to give the customer confidence that we will deliver all aspects of the proposition to their milestones. We show that we have considered all the possible issues and have mitigated them through risk management or deploying alternative approaches. We give them confidence that we will perform beyond the delivery milestones.	We provide the right level of detail and evidence to give the customer confidence that we will deliver all aspects of the proposition to their milestones. We show that we have considered all the possible issues and have mitigated them through risk management or deploying alternative approaches.	We provide detail and evidence to give the customer confidence that we will deliver all aspects of the proposition to their milestones. We show that we have considered all the possible issues and have mitigated them through risk management or deploying alternative approaches.	We commit to meeting the delivery timelines and provide some evidence that we meet our commitments. We share the risk plan with the customer.	We commit to meeting the delivery timelines.
Boilerplate tailored	There is no evidence of boilerplate text. All the document is specific to the customer, this requirement and this time.	There is little evidence of boilerplate text. Where it is apparent, it has been tailored to their specific requirement.	There is little evidence of boilerplate text. Where it is apparent, it has been edited to remove unnecessary information.	There is a fair use of good boilerplate which has been somewhat tailored to this customer.	There is a fair use of good boilerplate which shows little tailoring.

5.2. Understanding the Customer

Elements	Excellent	Very Good	Good	Poor	Very Poor
Para phases the customer	We show that we fully understand the customer by paraphrasing the details within their tender documents. We paraphrase documents and formal conversations beyond the tender documents. Within each response we paraphrase the customers requirement.	We show that we fully understand the customer by paraphrasing the details within their tender documents. We paraphrase some documents beyond the tender documents. Within each response we paraphrase the customers requirement.	We show that we fully understand the customer by paraphrasing the details within their tender documents. Within each response we paraphrase the customers requirement.	Within each response we paraphrase the customers requirement.	We replay their words within our responses.
Shows listening	We include details of what we have learnt from the customer, relevant to this requirement, their vision and business strategy. We show how we have considered this within our proposition.	We include details of what we have learnt from the customer, relevant to this requirement. We show how we have considered this within our proposition.	We include details of what we have learnt from the customer, relevant to this requirement.	We repeat from their document or formal tender meetings, generally using their words verbatim.	We repeat from their document generally using their words verbatim.

5.3. Focus on the customer

Elements	Excellent	Very Good	Good	Poor	Very Poor
Customer first	We begin sentences talking about the customer rather than ourselves in 2 out of 3 times.	We begin sentences talking about the customer rather than ourselves in most times.	We begin sentences talking about the customer rather than ourselves in half the times.	We generally start sentences talking about ourselves.	We start sentences talking about ourselves in 2 out of 3 times.
Talks more about them	We describe achieving their business goals and requirements more than we talk about our organisation. We go beyond the tender documents within these details.	We describe achieving their business goals and requirements as much we talk about our organisation.	We describe achieving their business goals and requirements more than we talk about our organisation. We go beyond the tender documents within these details.	We tend to talk more about ourselves than we do the customer, but we still show we understand their business and drivers.	We tend to talk more about ourselves than we do the customer.
Addresses needs	We state how we will address each need and confirm that we will do so. We detail stated needs and those we understand from our relationship with the customer. The readers will be confident that our proposition will meet all their needs.	We state how we will address each need and confirm that we will do so. We detail stated needs and those we understand from our knowledge of the customer or industry. The readers will be confident that our proposition will meet all their needs.	We state how we will address each need and confirm that we will do so. The readers will be confident that our proposition will meet all their needs.	We generally state how we will address each need and confirm that we will do so. The readers will be confident that our proposition will meet all their needs.	We generally state how we will address each need and confirm that we will do so. The readers may have concerns on whether our proposition will meet all their needs.

6. Graphical

6.1. Delivers Customers Objectives

Elements	Excellent	Very Good	Good	Poor	Very Poor
One per benefit	Each benefit and strong message and discriminator are supported with at least strong graphic that is clear to understand. The reader will understand the benefit by just looking at the graphic.	Each benefit and strong message and discriminator are supported with one strong graphic that is clear to understand. The reader will understand the benefit by just looking at the graphic.	Each benefit is supported with one strong graphic that is clear to understand. The reader will generally understand the benefit by just looking at the graphic.	Each benefit is supported with one graphic that is clear to understand. The reader will gain a better understand of the benefit by looking at the graphic.	Each benefit is supported with one graphic that is clear to understand.
Supports understanding	The graphics provide a good understanding of our proposition and its strength, even if the reader only scans the document. Through reading and looking at the graphics, the reader will fully understand the reasons why to select us.	The graphics provide a good understanding of our proposition and its strength. Through reading and looking at the graphics, the reader will fully understand the reasons why to select us.	The graphics provide a good understanding of our proposition and its strength.	The graphics provide some understanding of our proposition and its strength.	The graphics act well as methods to break up the text but add little to customer understanding.
Quantity	There are graphical elements on each page of the document. The number of graphics reflects the customer's internal documents. There is a good use of callouts and colour to make the task of reading more enticing.	There are graphical elements on most pages of the document. The number of graphics reflects the customer's internal documents. There is a good use of callouts and colour to make the task of reading more enticing.	There are graphical elements on most pages of the document. There is a good use of callouts and colour to make the task of reading more enticing.	There are graphical elements, but some pages are purely text. Efforts have been made to break up text with colour and callouts but not consistently	There are a graphical element, but some pages are purely text.

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Elements	Excellent	Very Good	Good	Poor	Very Poor
Easy to understand	All graphics are of a consistent style that is easy to understand without the need to read the associated text. A quick glance at the graphic will provide the reader with a good understanding. There is no need to have a specific expertise in order to understand the graphic.	All graphics are of a consistent style that is easy to understand without the need to read the associated text. A quick glance at the graphic will provide the reader with an understanding of what the graphic is trying to depict. There is no need to have a specific expertise in order to understand the graphic.	All graphics are of a consistent style that is easy to understand without the need to read the associated text. There is no need to have a specific expertise in order to understand the graphic.	Most graphics are of a consistent style that support the associated text.	Graphics are of varying quality and not all are easy to understand.
Minimal Text	There is no text beyond naming within the graphics.	There is little text within the graphics. What is provided is only to aid understanding.	There is little text within most graphics. What is provided is only to aid understanding.	Graphics tend to contain text to aid understanding.	Graphics contain a significant amount of text.
Orientation and size	All graphics are orientated to make it easy for the customer to interpret without need to rotate the document. They are sized so that all elements are clear and visible. Techniques, such as breaking a graphic into a group and having foldouts within physical documents are deployed to ensure that all element of the graphics are visible.	All graphics are orientated to make it easy for the customer to interpret without need to rotate the document. They are sized so that all elements are clear and visible.	All graphics are orientated to make it easy for the customer to interpret without need to rotate the document. They are generally sized so that all elements are clear and visible.	Some graphics are poorly orientated so that they can be of the right size. They are generally sized so that all elements are clear and visible.	Some graphics are not easy to interpret because of their size or orientation.

6.2. Action Captions

Elements	Excellent	Very Good	Good	Poor	Very Poor
One per key graphic	Each key graphic has an action caption that is consistently formatted to be attractive and eye catching.	Each key graphic has an action caption that is consistently formatted.	Each key graphic has an action caption	Most key graphics have action captions.	Some key graphics have action captions.
Short	Each is less than eight words and no longer than the graphic.	Each is less than ten words and no longer than the graphic.	Each is less than one line and no longer than the graphic.	Most are less than a line.	They are no longer than a sentence.
Clear	All can be easily understood by someone with a 14-year-old reading capability.	All can be easily understood by someone with a college education reading capability.	Most can be easily understood by someone with a college education reading capability.	Some are complex to understand.	They are generally complex to understand.
Hook to read	All hook the reader to want to find out more by reading the supporting text.	Generally, they hook the reader to want to find out more.	They generally provide a link to the supporting text.	They generally describe what can be seen in the graphic.	They describe what can be seen in the graphic.
Positive	All are written in positive and exciting text.	All are written in positive text. Generally exciting.	All are written in positive text.	They tend to be written in neutral text.	All are written in neutral text.
Relevant	All are relevant to the message we want the reader to walk away with.	Most are relevant to the message we want the customer to walk away with.	Some are only relevant to describing the graphic.	Most only describe the graphic.	All only describe the graphic.

6.3. Lists and Tables

Elements	Excellent	Very Good	Good	Poor	Very Poor
Similar style	They have a consistent format and style.	Generally, have a consistent format and style.	Within a section all have a consistent format and style.	Some inconsistencies that make us look clumsy.	Generally inconsistent.
Colourful bullets	All use colour and symbol to attract and relate to the reader.	All use colour to attract the reader.	Fairly standard but colour consistent with proposal style.	Some use a standard black bullet.	Standard black bullets.
Professional	They have a professional look and are attractive to a reader to study. They use techniques to make them stand out from the text.	They have a consistent look that aligns to the proposal style. They are somewhat attractive.	They have a consistent attractive look but seem to be standard and not tailored to the proposal style.	The reader may perceive that little effort has been made to make them attractive.	They look clumsy or rushed, giving a poor perception of our professionalism.
Sensible page breaks	They do not break over a page. Column techniques have been used to make this possible.	A few have page breaks, but they need to be longer than one page. The amount on any page is more than 1/3 rd of a page. Column techniques have been used to reduce this.	A few have page breaks, but they need to be longer than one page. The amount on any page is more than 1/3 rd of a page.	Some break over a page when it could have been resolved with column techniques.	Some break over the page and do not need to. Sometimes they start in the bottom 1/3 rd of the page.
Graphical tables	Lists have been converted to tables. Tables have been made into graphics to increase attractiveness and clarity of message.	Lists have been converted to tables. Tables have generally been made into graphics to increase attractiveness and clarity of message.	Lists have been converted to tables. There is a good mix of tables and tables that have generally been made into graphics to increase attractiveness and clarity of message.	There are lists that could have been converted into tables. Most tables have not been made into graphics.	Generally, lists remain lists and tables have not been converted to graphics.

6.4. Callouts

Elements	Excellent	Very Good	Good	Poor	Very Poor
Support benefits	For each benefit there are multiple callouts that provide additional evidence.	For each benefit there are at least one callout that provide additional evidence.	For each benefit there is one callout that provide additional evidence.	Some benefits are not supported by callouts.	There is a lack of callouts to support the benefits.
Provide Evidence.	These provide a good mix of independent research, awards, customer quotes and supporting graphics.	These provide independent research, awards, customer quotes.	These tend to provide, awards and customer quotes.	Tend to be just customer quotes.	Tend not to add to the evidence already provided.
Similar style	All have a similar professional style that aligns to the proposal style. They reflect the customers branding and their business or the requirement. They are visually attractive and eye-catching	All have a similar professional style that aligns to the proposal style. They reflect the customers branding. They are visually attractive and eye-catching	All have a similar professional style that aligns to the proposal style. They are visually attractive and eye-catching	All have a similar professional style that aligns to the proposal style.	All have a similar style that aligns to the proposal style.
Readable	All can be read easily; any text is in 10-point font or higher. The messages are 10 words or less. Graphical elements are easy to understand.	All can be read easily; any text is in 10-point font or higher. Graphical elements are easy to understand.	All can be read. Graphical elements are understandable	Some are hard to read because of font size and the amount of text.	Generally hard to read.
Quantity	They are apparent on every other page of the document. In key areas there is more than one to the page. There are not more than three on any one page	They are apparent on every three to four pages of the document. In key areas there is more than one to the page. There are not more than three on any one page	They are apparent within every section. In key areas there is more than one to the page. There are not more than three on any one page	They are a good number in the introduction and executive summary sections but sparse throughout the document. There are not more than three on any one page	There are so few that they look like orphans.

6.5. General Rules

Elements	Excellent	Very Good	Good	Poor	Very Poor
Stock graphics styled	Specific graphics have been attained for this tender. They are all designed to a similar style.	Where stock graphics have been used, they have been edited into the proposal style.	Where stock graphics have been used, they have been attained from a single source with a common style.	They have multiple styles but do not clash.	They are good graphics but do not sit together well.
Professional	All graphics have been designed to the level of a professional designer or photographer. They would sit comfortable in a journal.	Most graphics have been designed to the level of a professional designer or photographer. They would sit comfortable in a journal. All stock graphics have been attained with the correct licence.	Most graphics have been designed to near the level of a professional designer or photographer. All stock graphics have been attained with the correct licence.	Some graphics are very professional, but this is showing the delta to the poor ones.	Most graphics are of a poor quality.
High Resolution	All graphics are produced to a high resolution. They do not blur when shrunk or blown up.	Most graphics are designed for a physical document level of resolution. They do not blur when shrunk or blown up.	The resolution is fine for the graphics within this document, providing they are not blown up or shrunk.	Most graphics are at a website level of resolution and Some can seem a little blurred	The content of the graphics is affected by the low resolution.

7. Design

7.1. Cover Art

Elements	Excellent	Very Good	Good	Poor	Very Poor
Professional	The quality of the artwork and designing of the document casing is akin to a journal or book.	The quality of the artwork and designing of the document casing is akin high-quality document.	The quality of the artwork and designing of the document casing is akin to other good proposals they have seen.	The quality of the artwork and designing of the document casing looks like a standard in-house proposal template.	The quality of the artwork and designing of the document casing looks like a standard template.
Attention Grabbing	The look and feel of the artwork are enticing. The reader will want to open our proposals before others because it is intriguing.	The look and feel of the artwork are enticing. The reader is likely to open our proposals before others because it is interesting.	The look and feel of the artwork are attractive. The reader may want to open our proposals before of the look.	The look and feel of the artwork are pleasant, but it is not likely to grab the reader's attention.	The artwork resonates with the customer, but it does not entice them to read it before other proposals.
Relevant to the customer	It resonates with the customer because, it feels like their brand, it relates to their business, the specific requirement and it gives a vision or image of the future state.	It resonates with the customer because, it feels like their brand, it relates to their business, the specific requirement and it gives a vision or image of the proposition.	It resonates with the customer because, it feels like their brand, it relates to their business, the specific requirement and it gives a vision or image of the proposition.	There is relevance to their business and the requirement. There is some alignment with customer branding.	It is relevant to their business and requirement.
Strap line	It is thought provoking, memorable and relevant to the requirement, proposition and their business.	It is memorable and relevant to the requirement, proposition and their business.	It is memorable and relevant to the requirement and proposition.	It is not particularly memorable but is relevant to the requirement and proposition.	It reads like a stock statement that could be applied to many proposals.
Title and reference	The title is a hook that entices the reader to pick our proposal first. The reference information is correctly depicted in a smaller but easy to read font size.	The title is a hook that entices the reader to study our proposal. The reference information is correctly depicted in a smaller but easy to read font size.	The title is shows value and is specific but not necessarily enticing. The reference information is correctly depicted in a smaller but easy to read font size.	The title is factual but not enticing. The reference information is correctly depicted in a smaller but easy to read font size.	The title is factual but not enticing. The reference information is correctly depicted in a too large or small font size.

7.2. Page Layout

Elements	Excellent	Very Good	Good	Poor	Very Poor
Paper size	The correct paper size is used throughout the document. This is the size that the customer deploys. The orientation remains the same or is different for the executive summary to provide a more enticing document.	The correct paper size is used. This is the size that the customer deploys. There is some use of parts that are orientated differently to cope with large graphics and similar.	The correct paper size is used. This is the size that the customer deploys. There is some use of different paper sizes and orientation to cope with large graphics and similar.	The correct paper size is used. This is the size that the customer deploys. There is some use of different paper sizes and orientation, it is confusing as to why this is done.	The paper size varies without an obvious reason. There is some use of different paper sizes and orientation to cope with large graphics and similar.
Page breaks	Page breaks are used so that headings, tables, lists and long paragraphs do not begin in the bottom third and continue onto the next page. There are no orphan sentences at the start of a page. There are no unrequired blank pages.	Page breaks are used so that headings, tables, lists and long paragraphs generally, do not begin in the bottom third and continue onto the next page. There are no orphan sentences at the start of a page. There are no unrequired blank pages.	Page breaks are used so that headings, tables, lists and long paragraphs generally, do not begin in the bottom third and continue onto the next page. There are generally no orphan sentences at the start of a page. There are no unrequired blank pages.	There are instances of important text and graphics being over two pages that may reduce understanding.	Generally, pages breaks do not seem to have been used to make this document easier to understand.
Headers and footers	These are clear, readable, positioned where the reader would expect them. Headers are enticing and deploy graphical techniques. There is the use of ours and the customer's logo (if appropriate). It is obvious here they start and finish.	These are clear, readable, positioned where the reader would expect them. Headers are enticing. There is the use of ours and the customer's logo (if appropriate). It is obvious here they start and finish.	These are clear, readable, positioned where the reader would expect them. Headers are informative. There is the use of ours and the customer's logo (if appropriate). It is obvious here they start and finish.	These are clear, generally readable, positioned where the reader would expect them. There is the use of ours and the customer's logo (if appropriate). It is obvious here they start and finish.	These are clear, generally readable, positioned where the reader would expect them. There is the use of ours and the customer's logo (if appropriate).

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Elements	Excellent	Very Good	Good	Poor	Very Poor
Ragged edge	Ragged edge is used consistently across the document. For tables and column text, these have been formatted so that there are not orphan words.	Ragged edge is generally used consistently across the document. For tables and column text, these have been formatted so that there are not orphan words.	Ragged edge is generally used consistently across the document. For tables and column text, these have been formatted so that there are not many orphan words.	Ragged edge is generally used consistently across the document.	Document jumps between ragged edge and justification.
Numbering convention	There is a consistent numbering convention throughout the document. Numbered lists all use the same convention. The numbers are obvious and attractive. Font size and colour has been considered to increase their visibility. They reflect the conventions used by the customer.	There is a consistent numbering convention throughout the document. Numbered lists all use the same convention. The numbers are obvious and attractive. They reflect the conventions used by the customer.	There is a consistent numbering convention throughout the document. Numbered lists all use the same convention. They reflect the conventions used by the customer.	There is generally, a consistent numbering convention throughout the document. Numbered lists all generally, use the same convention. They reflect the conventions used by the customer.	There is generally, a consistent numbering convention throughout the document. Numbered lists all generally, use the same convention.

7.3. Other Page Layout

Elements	Excellent	Very Good	Good	Poor	Very Poor
Pages numbered	Clear and consistent. Section page numbering is used if this is the customer convention. Number of pages is used if this is the customer convention.		Consistent and clear.		Not consistent or font size too small.
Copyright statement	Correct, consistent and clear.		Correct and consistent		Correct
Commercial statement	Correct, consistent and clear.		Correct and consistent		Correct
Common font set	Correct fonts used to depend on whether the proposal is being read on-line on in paper format. Fonts generally available on common builds. All text is in the same font. Writing is clear and easy on the eye.	Correct fonts used to depend on whether the proposal is being read on-line on in paper format. Fonts generally available on common builds. All text is generally in the same font. Writing is clear and easy on the eye.	Corporate font set (or customers deployed). Fonts generally available on common builds. All text is generally in the same font. Writing is clear and easy on the eye.	Fonts generally available on common builds. All text is in the generally same font. Writing is clear and easy on the eye.	Fonts generally available on common builds. All text is in the same font.
Font Size	All text is in 11 and 12-point text. Tables and graphics are in 10-point text or higher. Font sizes do not vary across document.	All text is in 11 and 12-point text. Tables and graphics are generally in 10-point text or higher. Font sizes do not vary across document.	All text is legible. Tables and graphics are generally in 10-point text or higher. Font sizes do not vary across document.	All text is legible. Tables and graphics are generally in 10-point text or higher. Font sizes generally do not vary across document.	All text is legible. Tables and graphics are generally in 10-point text or higher.

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Elements	Excellent	Very Good	Good	Poor	Very Poor
Contents page	It is easy to understand and enticing to look at. Different levels of heading and sub-headings are obvious. All sections and chapters are included. Graphics, tables and appendices content pages are included, as appropriate. Appears after any commercial statements but before the first section.	It is fairly easy to understand and enticing to look at. Different levels of heading and sub-headings are obvious. All sections and chapters are included. Graphics, tables and appendices content pages are included, as appropriate. Appears after any commercial statements but before the first section.	Has a standard look. Different levels of heading and sub-headings are obvious. All sections and chapters are included. Graphics, tables and appendices content pages are included, as appropriate. Appears after any commercial statements but before the first section.	Has a standard look. Graphics, tables and appendices content pages are included, as appropriate. Appears after any commercial statements but before the first section.	Has a standard look.

7.4. White Space

Elements	Excellent	Very Good	Good	Poor	Very Poor
1/3 rd white space	At least 1/3 rd of each page is white space. No pages have more than 2/3 rd white space.	Generally, at least 1/3 rd of each page is white space. Generally, pages have more than 2/3 rd white space.	Generally, at least 1/3 rd of each page is white space.	Less than 1/3 rd white space on many pages.	Pages are unenticing to read due to lack of white space.
Margin size	The inner margin is wide enough so that all text can be seen in a bound document. Outer margin leaves space for the reader to annotate. Headers and footers are large enough so that they do not trail off the page or into the main document.	The inner margin is wide enough so that all text can be seen in a bound document. Outer margin leaves space for the reader to annotate.	The inner margin is wide enough so that all text can be seen in a bound document. Outer margin is wider than inner margin.	Margins are standard but acceptable.	Margins may cause issues with readability.
Paragraph spacing	There is a clear line between paragraphs.		There is more space between paragraphs than sentence breaks.		Paragraphs are difficult to distinguish from sentence breaks.
Graphic spacing	There is white space between graphics and text. There is room for the customer to add annotation. Spacing is consistent across graphics.	There is generally white space between graphics and text. There is room for the customer to add annotation. Spacing is generally consistent across graphics.	There is generally white space between graphics and text. Spacing is generally consistent across graphics.	There is little white space between text and graphics, but it is not a major problem.	There is a lack of consistency and space around graphics.

7.5. Customer Branding

Elements	Excellent	Very Good	Good	Poor	Very Poor
Connects to customer	The reader feels familiarity as their elements of the document that seem familiar. It reflects their business and industry. It is apparent that specific thought about them and their challenge has been taken.	The reader feels a level of familiarity as their elements of the document that seem familiar. It reflects their business and industry. It is apparent that we have made efforts to think from their position.	The reader feels a level of familiarity as their elements of the document that seem familiar. It is apparent that we have made efforts to think from their position.	It is apparent that we have made efforts to think from their position.	No connection felt by the customer beyond our response to their requirements.
Combined Branding	We have reflected both the customer's branding and ours within the document. This includes use of a combined palate, styles of graphics, fonts and imagery. We have not used customer graphics or logos without their expressed permission.	We have reflected both the customer's branding and ours within the document. This includes use of a combined palate, styles of graphics, fonts and imagery.	We have reflected both the customer's branding and ours within the document. This includes use of a combined palate, styles of graphics, fonts and imagery. However, there is an overuse of their branding.	Both brandings have been used, but not combined.	Generally our branding, perhaps with their logo and use of colour in some graphics.

7.6. Headings

Elements	Excellent	Very Good	Good	Poor	Very Poor
Consistent	There is a consistent approach to headings, whether they are statements, informative or questions. They flow from each other and if listed provide a full understanding of the content the reader will see.	There is generally a consistent approach to headings, whether they are statements, informative or questions. They flow from each other and if listed provide a full understanding of the content the reader will see.	There is generally a consistent approach to headings, whether they are statements, informative or questions. They flow from each other and if listed provide some understanding of the content the reader will see.	There is a lack of consistency in the heading style, but this does not cause a significant issue. They flow from each other and if listed provide some understanding of the content the reader will see.	There is a lack of consistency in the heading style.
Thought provoking	They make you think about the subject before reading it. They raise questions in your mind that are subsequently responded to in the text. They raise the right emotion for the reader to be receptive to the text.	They make you think about the subject before reading it. They raise questions in your mind that are subsequently responded to in the text.	They generally make you think about the subject before reading it. They raise questions in your mind that are subsequently responded to in the text.	They are informative and some may make you think about the subject.	They tend to be just informative.
Hooks to read	The reader is eager to read the text after reading the heading.	The reader is interested in the text after reading the heading.	The reader is generally interested in the text after reading the heading.	The reader is informed about what they will read and if they are interested in the subject will want to read on.	The reader is informed about what they will read.

8. Business Case

8.1. Value Proposition 1

Elements	Excellent	Very Good	Good	Poor	Very Poor
Clear	Completely. All readers will gain the same understanding.	All readers will gain a similar understanding.	All readers with a college level of English will get a similar understanding.	If a reader wishes to, they can read it to mean something we did not intend.	Some readers may get different interpretations.
Convincing	Completely. All readers will be convinced that it drives the right value.	All readers will be convinced that it drives value.	Most readers will be convinced that it drives the right value.	If a reader wishes, they can remain unconvinced.	It will convince only some readers, depending on their needs.
Rational	Completely. All readers will be able to follow the logical steps that drive value.	Generally, readers will be able to follow the logical steps that drive value.	Whilst some reader may need to think about it, they will see the logic in our case.	If a reader wishes, they could find rational gaps.	Not all readers will find this rational.
Shows value	Fully responses to the customer's business case. The value is more than they require within their business case. The value is stated in financial terms.	Generally, responses to the customer's business case. The value is more than they require within their business case. The value is stated in financial terms.	Generally, responses to the customer's business case. The value is more than they require within their business case. The value generally stated in financial terms.	Responses somewhat to the customer's business case. The value meets their business case. The value generally stated in financial terms.	Value is not in financial metrics and does not fully respond to the business case.
Believable	All readers believe everything we state within the value proposition. It may caste doubts in their minds about the believability of some competitors' value propositions.	All readers believe all the pertinent information within the value proposition. It may caste doubts in their minds about the believability of some competitors' value propositions.	All readers believe all the pertinent information within the value proposition.	If a reader wishes they may be able to cast doubt on some of what we say.	Only some readers will believe it.
Customer's language	Uses customer's language throughout. There are no words from our language. It reads as if they could have written it.	Uses customer's language throughout. There are no words from our language. It reads somewhat like they could have written it.	Uses customer's language throughout. There are no words from our language, but it is not what they would have written.	Generally, customer's language but some of our words are included.	Generally, uses our language, with some customer words.

8.2. Value Proposition 2

Elements	Excellent	Very Good	Good	Poor	Very Poor
Appealing	It is appealing to all readers as it has something that matters to them. It provides the answer to the queries within their heads. After reading they want the results.	It is generally appealing to all readers as it has something that matters to them. After reading they want the results.	It is generally appealing to most readers as it has something that matters to them. It is not unappealing to any. After reading they want the results.	If a reader wishes to, they can find it unappealing.	It is not appealing to some readers as they cannot see anything in it that matters to them.
Competitive	No competitor will be able to write a value proposition as strong as this or be able to provide the value that we do.	No competitor will be able to write a value proposition as strong as this or be able to provide more value that we do.	Whilst some competitors may be able to write something similar, they cannot provide more value.	One competitor may be able to match us and perhaps be higher, if they have better relationships.	One competitor will be able to beat our value proposition.
Graphical	Graphical techniques have been used to make the value proposition stand out and to support the message.	Graphical techniques have been used to support the message.	Graphical techniques have been used to make the value proposition stand out.	Some use of colour but little else.	Only use of colour.
Elements of benefits	All the benefits we state combine to make the value proposition. This is evident to all readers and has benefit for each of them, individually.	All the benefits we state combine to make the value proposition. This is evident to all readers and has benefit for each of them, individually or as a total case.	All the benefits we state combine to make the value proposition. All readers can see benefit in it.	Most of the benefits have been combined and all readers can see benefit.	Most of the benefits have been combined.
Memorable	All readers will be able to repeat it, almost word for word, after one read.	All readers will be able to repeat it, almost word for word after a few reads.	All readers will be able to summarise it after a few reads.	Most readers will be able to summarise it after a few reads.	Readers will only be able to quote the value.

8.3. Worries and Concerns

Elements	Excellent	Very Good	Good	Poor	Very Poor
Mitigation	We state all the worries and concerns of the readers, both documented and those we understand from other means. We use a rational approach to allay these fears with no suggestion that the reader is wrong. The reader will be convinced that their worries are unfounded.	We state all the worries and concerns of the readers, both documented and those we understand from other means. We use a rational approach to allay these fears with no suggestion that the reader is wrong. Whilst the reader may still hold them, they are confident that we will manage and resolve them.	We state the worries and concerns of the readers. We use a rational approach to allay these fears with no suggestion that the reader is wrong. Whilst the reader may still hold them, they are confident that we will manage and resolve them.	We respond to the worries and concerns without stating them. Our rational approach will allay their fears somewhat. They should have some confidence that we will manage and resolve them.	We respond to the worries and concerns without stating them. Our approach will not necessarily allay their fears somewhat.
Realistic	We provide a practical and pragmatic method to resolve each worry and concern that the reader can visualise and feel confident will work.	We generally provide a practical and pragmatic method to resolve each worry and concern that the reader can visualise and feel confident will work.	We generally provide a practical and pragmatic method to resolve each worry and concern that the reader can visualise and feel confident should work.	We generally provide a practical and pragmatic method to resolve each worry and concern.	Whilst the reader believes that our approach is realistic, they are not convinced that it will work for them.
Gives confidence	Through the provision of evidence, case material and a step-by-step approach, all readers are convinced that all worries and concerns are resolved.	Through the provision of evidence, case material and a step-by-step approach, all readers are convinced that all worries and concerns will be managed competently.	Through the provision of evidence, case material and a step-by-step approach, all readers are convinced that most worries and concerns will be managed competently.	Through the provision of evidence, case material and a step-by-step approach, most readers are convinced that most worries and concerns will be managed competently.	Not all readers will be confident that our approach will remove all their worries and concerns.

8.4. Why Us

Elements	Excellent	Very Good	Good	Poor	Very Poor
Strong evidence	We provide strong and undisputable evidence to support all our claims. We make clear the evidence that the benefits the customer will derive from selecting us goes beyond their business case. This evidence convinces all readers that they want to select us.	We provide strong and undisputable evidence to support all our claims. We make clear the evidence that the benefits the customer will derive from selecting us goes beyond their business case. This evidence convinces all readers that we will successfully deliver.	We provide strong and undisputable evidence to support all our claims. We make clear the evidence that the benefits the customer will derive from selecting us meets their business case. This evidence convinces all readers that we will successfully deliver.	We provide strong and undisputable evidence to support all our claims. This evidence convinces all readers that we will successfully deliver.	We generally provide strong and undisputable evidence to support all our claims. This evidence convinces all readers that we will successfully deliver.
Case studies	We provide convincing case material throughout the document. Case studies are relevant to the customer by industry, requirement and business need. They have respect and a relationship with the case study organisations. Case material specifies the benefits and value we delivered.	We provide convincing case material throughout the document. Case studies are relevant to the customer by industry, requirement and business need. They have respect for the case study organisations. Case material specifies the benefits and value we delivered.	We provide convincing case material throughout the document. Case studies are somewhat relevant to the customer by industry, requirement and business need. They are aware of the case study organisations. Case material specifies the benefits and value we delivered.	We provide convincing case material throughout the document. Case material specifies the benefits and value we delivered.	We provide convincing case material throughout the document. Case material specifies generally the benefits and value we delivered.
Testimonials	We provide quotes and testimonials from relevant customers that support the claims we make. These cover all benefits and to allay worries and concerns.	We provide quotes and testimonials from relevant customers that support the claims we make. These cover all benefits and to allay some of the worries and concerns.	We provide quotes and testimonials from relevant customers that support the claims we make. This covers most of the benefit we quote.	We provide some but not enough quotes and testimonials from relevant customers that support the claims we make. This covers most of the benefit we quote.	There is only a few quotes and testimonials.

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Elements	Excellent	Very Good	Good	Poor	Very Poor
Independent research	We cite independent research from organisations the reader will respect to prove our leading position. There is independent research to support all our claims. In all cases we quote the researcher and date of publication. We explain the value of this research to this business case.	We cite independent research from organisations the reader will respect to prove our leading position. There is independent research to support many of our claims. In all cases we quote the researcher and date of publication. We explain the value of this research to this business case.	We cite independent research from organisations the reader will respect to prove our leading position. There is independent research to support our key claims. In all cases we quote the researcher and date of publication. We explain the value of this research to this business case.	We cite independent research from organisations the reader will respect to prove our leading position. In all cases we quote the researcher and date of publication. We explain the value of this research to this business case.	We cite independent research from organisations the reader will respect to prove our leading position. There is independent research to support many of our claims.
Awards	We present awards that support our proposition. These are supported with graphics of the award certificate and the award ceremony, where applicable. The awards are from organisations that the reader respects.	We present awards that support our proposition. These are supported with graphics. The awards are from organisations that the reader respects.	We present awards that support our proposition. Some of these are supported with graphics. The awards are from organisations that the reader respects.	We present awards that support our proposition. Some of these are supported with graphics. The awards are from organisations that the reader show know.	We present awards that support our proposition.

9. Competitive Case

9.1. Benefit Statements 1

Elements	Excellent	Very Good	Good	Poor	Very Poor
Clear	Completely. All readers will gain the same understanding from all the benefits.	All readers will gain a similar understanding from all the benefits.	All readers with a college level of English will get a similar understanding of all the benefits.	If a reader wishes to, they can read a benefit mean something we did not intend.	Some readers may get different interpretations of some of the benefits.
Convincing	Completely. All readers will be convinced that all benefits drive the right value.	All readers will be convinced that all benefits drive the right value.	Most readers will be convinced that all benefits drive the right value.	If a reader wishes, they can remain unconvinced about one or more benefit.	They will convince only some readers, depending on their needs.
Rational	For all benefits, readers will be able to follow the logical steps that drive value.	Generally, readers will be able to follow the logical steps of benefits that drive value.	Whilst some reader may need to think about it, they will see the logic in our case for each benefit. .	If a reader wishes, they could find rational gaps in one or more of the benefits	Not all readers will find the benefit to be rational.
Shows value	Each benefit contains value. The value will be greater than what the competition can achieve. The value is stated in financial terms.	Each benefit contains value. The value will be greater or the same as what the competition can achieve. The value is stated in financial terms.	Each benefit contains value. The value will be greater than what the competition can achieve. The value is stated in financial terms.	Most benefits contain value. The value will be greater than what the competition can achieve. The value is stated in financial terms.	A few benefits contain value. The value will be greater than what the competition can achieve. The value is stated in financial terms.
Believable	All readers believe all benefits. It may caste doubts in their minds about the believability of some competitors' value propositions.	All readers believe all the pertinent information within all the benefits. It may caste doubts in their minds about the believability of some competitors' value propositions.	All readers believe all the pertinent information within most of the benefits.	If a reader wishes they may be able to cast doubt on some of what we say in one or more benefits.	Only some readers will believe some of the benefits.
Customer's language	Uses customer's language throughout. There are no words from our language. It reads as if they could have written it.	Uses customer's language throughout. There are no words from our language. It reads somewhat like they could have written it.	Uses customer's language throughout. There are no words from our language, but it is not what they would have written.	Generally, customer's language but some of our words are included.	Generally, uses our language, with some customer words.

9.2. Value Proposition 2

Elements	Excellent	Very Good	Good	Poor	Very Poor
Relevant	All readers will see all benefits as relevant to their requirement.	Generally, all readers will see all benefits as relevant to their requirements.	All readers will see most of the benefits as relevant to their requirement and the others providing addition value that they may be able to exploit.	Generally, most readers will see most benefits as relevant to their requirements.	Some readers will doubt the relevance of some of the benefits.
Appealing	All benefits are appealing to all readers as it has something that matters to them. It provides the answer to the queries within their heads. After reading they want the results.	All benefits are generally appealing to all readers as it has something that matters to them. After reading they want the results.	All benefits generally appealing to most readers as it has something that matters to them. It is not unappealing to any. After reading they want the results.	If a reader wishes to, they can find one or more benefit unappealing.	Some of the benefits are not appealing to some readers as they cannot see anything in it that matters to them.
Competitive	No competitor will be able to provide each benefit as strong as this or be able to provide the value that we do.	No competitor will be able to provide each benefit as strong as this or be able to provide more value that we do.	Whilst some competitors may be able to provide one or two stronger benefits, they cannot provide more value.	One competitor may be able to match one or more benefit and perhaps be higher, if they have better relationships.	One competitor will be able to provide benefit statements that are as strong and stronger than ours.
Graphical	Graphical techniques have been used to make each benefit stand out and to support the message.	Graphical techniques have been used on each benefit to support the message.	Graphical techniques have been used on each benefit to make the value proposition stand out.	Graphical techniques have been used on some benefits to make the value proposition stand out.	Only use of colour.
Relevantly Repeated	All benefit statements are depicted in multiple places, appropriately, throughout the proposal. Benefit statements have been rewritten to reinforce understanding.	All benefit statements are depicted in multiple places, appropriately, throughout the proposal.	Most benefit statements are depicted in multiple places, appropriately, throughout the proposal.	A few benefit statements are depicted in multiple places, appropriately, throughout the proposal.	Benefit statements are generally only provided once in the main document and once in the Executive Summary.
Memorable	For all benefits, all readers will be able to repeat it, almost word for word, after one read.	For all benefits, all readers will be able to repeat is, almost word for word after a few reads.	For most benefits all readers will be able to summarise it after a few reads.	For most benefits, most readers will be able to summarise it after a few reads.	For most benefits, readers will only be able to quote the value.

9.3. Discriminators

Elements	Excellent	Very Good	Good	Poor	Very Poor
Depicted throughout the proposal	There are discriminators within each section of the proposal. There are discriminators to support all benefit statements.	There are discriminators within each section of the proposal. There are discriminators to support some benefit statements.	There are discriminators within most sections of the proposal. There are discriminators to support most benefit statements.	There are only a few discriminators within the document.	There are only one or two discriminators evident.
Powerful	All discriminators can be measured as very strong.	All discriminators can be measured as strong or very strong.	Most discriminators can be measured as strong or very strong.	Most discriminators are strong.	Some discriminators are weak.
Supported with evidence	All have evidence that will convince the customer they are believable.	Most have evidence that will convince the customer they are believable.	Some have evidence that will convince the customer. Others do not require it.	Many do not have evidence; some do not require it.	Many do not have evidence.
Specific	All can be linked to a benefit that the customer will derive from them. It is clear for all readers.	All can be linked to a benefit that the customer will derive from them. It is clear for most readers.	All can be linked to a benefit that the customer will derive from them.	Most can be linked to a benefit that the customer will derive from them. It is clear for most readers.	Few can be linked to a benefit that the customer will derive from them. It is clear for most readers.
Relevant	All are relevant to the requirements and to all the readers.	All are relevant to the requirements. At least each will be relevant to one or more readers.	All are relevant to the requirements and to some will be relevant to some readers.	Most are relevant to the requirements and to some will be relevant to some readers.	Some are relevant to the requirements and to some will be relevant to some readers.
Add value	All will add value that the customer will attain through selecting us.	Most will add value that the customer will attain through selecting us.	Most will add value that the customer could attain through selecting us.	Some do not seem to add value.	Many do not seem to add value.

9.4. Competitive Strengths

Elements	Excellent	Very Good	Good	Poor	Very Poor
Mitigated.	Where a competitor has a strength, we have acknowledged and mitigated it.	Where a competitor has a strength, we have generally acknowledged and mitigated it.	Where a competitor has a strength, we generally have acknowledged and usually mitigated it.	We have not acknowledged competitive strength, in general.	We do not acknowledge most competitive strengths.
Shown we are just as capable	We have shown that we are just as strong or that our alternative approaches are better. We have provided additional evidence or have provided thought leadership.	We have generally shown that we are just as strong or that our alternative approaches are better. We have provided additional evidence or have provided thought leadership.	We have generally shown that we are just as strong or that our alternative approaches are better.	In many cases we have not shown that we are just as capable.	We have generally failed to tackle competitive strengths.
Used to concern customer	Where appropriate we have shown that the strength is not relevant or could be a weakness. We have created believable scenarios where the strength could cause them issues. We have created worries and concerns in the customer's mind.	Where appropriate we have shown that the strength is not relevant or could be a weakness. We have created believable scenarios where the strength could cause them issues.	Where appropriate we have shown that the strength is not relevant or could be a weakness.	We have generally not convinced the reader that the strength may be a weakness.	We have generally failed to tackle the competitive strengths.