

职业成功必读书架  
Career Success

# 成功应标与介绍 产品之方略

Persuasive Proposals and Presentations

(美) 海瑟·皮尔斯 (Heather Pierce) 著  
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Professor Zhao Chunjun  
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英汉对照 附送 CD

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图书在版编目 (CIP) 数据

成功应标与介绍产品之方略/ (美) 皮尔斯 (Pierce, H) 著; 陈瑜清译. —北京: 清华大学出版社, 2006. 6

(职业成功必读书架)

书名原文: Persuasive Proposals and Presentations

ISBN 7-302-12823-5

I. 成… II. ①皮… ②陈… III. 企业管理: 经营决策—英、汉 IV. F272.3

中国版本图书馆CIP数据核字 (2006) 第033229号

北京市版权局著作权合同登记号 图字: 01-2005-5688

Heather Pierce

**Persuasive Proposals and Presentations**

EISBN: 007-145089-0

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出 版 者: 清华大学出版社 地 址: 北京清华大学学研大厦

<http://www.tup.com.cn> 邮 编: 100084

社 总 机: 010-62770175 客户服务: 010-62776969

封面设计: 北京行走出版咨询有限公司

版式设计: 北京行走出版咨询有限公司

印 刷 者: 清华大学印刷厂

装 订 者: 三河市春园印刷有限公司

发 行 者: 新华书店总店北京发行所

开 本: 148 × 210 印张: 5.75 字数: 74 千字

版 次: 2006 年 6 月第 1 版 2006 年 6 月第 1 次印刷

书 号: ISBN 7-302-12823-5/H · 750

定 价: 24.00 元 (附赠送 CD 光盘 2 张)

# CONTENTS 目录

出版说明 .....	1
前言 .....	
Preface .....	2
第1篇 开发制胜的策略 .....	
Part 1 Develop a winning strategy .....	8
1 事先取得共识 .....	
Get agreement up front .....	10
2 让专家参与 .....	
Involve the experts .....	16
3 体会言外之意 .....	
Read between the lines .....	24
4 针对客户量身定做 .....	
Write for your audience .....	30
5 专注一个主题 .....	
Focus on a theme .....	36
6 利用客户的问题确定你的优势 .....	
Use their questions to frame your benefits .....	42
7 详细说明你的资历 .....	
Detail your qualifications .....	50
8 利用产业经验 .....	
Draw on industry experience .....	56
9 证实大胆的宣言 .....	
Substantiate bold claims .....	62
10 利用客户的认可佐证 .....	
Use endorsements to make your case .....	70
11 向客户表明他们如何受益 .....	
Show them how they benefit .....	78
12 出类拔萃 .....	
Stand out as uniquely qualified .....	86

13 从过去的成功经验汲取精髓	
Pull the best from old winners	92
第2篇 清楚、简要并条理分明	
Part 2 Be clear, concise and organized	100
14 确定按照客户的方式组织资料	
Organize material exactly as they do	102
15 充分利用标题与小标题	
Use plenty of heads and subheads	110
16 单独处理所有的附属问题	
Address all subquestions individually	116
17 每问必答	
Answer it each time it comes up	124
18 放入附录	
Put it in the appendix	130
19 语气像见多识广的朋友	
Sound like a well-informed friend	136
20 紧扣重点	
Stick to the point	142
21 避免行话	
Get rid of jargon	148
22 使用并放宽页边空白	
Use lots of white space and wide margins	156
23 坚持完美的文法、拼写和标点符号	
Insist on perfect grammar, spelling and punctuation	164
24 竭尽全力遵照指示	
Go to extraordinary lengths to follow instructions	170
词汇表	
Glossary	176

# 出版说明

在这个瞬息万变、竞争激烈的商业环境中，各行各业的人士若想要跟上时代的步伐，不断吸收新知识当属首要任务。面对当前形势，更惟有能够精通中英文，熟悉职场文化的人才，才能抢得先机，领先群伦。

有鉴于此，清华大学出版社精心策划引进了世界知名出版公司麦格劳-希尔（亚洲）教育出版公司全力打造的“职业成功必读书架”系列丛书，旨在为广大学志在职业生涯中取得成功的人士量身打造一套内容精要易懂、中英文对照的管理好书，让读者能以最短的时间、最快的速度，吸收当今有效的管理新知，并通过中英文对照、难词注释及配套的英文朗读，彻底掌握相关知识的地道英文表达，使您双倍受益，信心百倍地走入成功之道。

本套书在编排上独具特色。每章末尾都附有名言警句，读者除了可以吸收管理新知，更能从中领略到智慧与哲学的思考。同时，本套书在开本大小、中英文对照、生词醒目标记、中心思想重点提取等方面精心设计，以方便商务人士的携带，也方便他们利用运动休息之时、茶余饭后和会议休息之际，或者出差旅途之中花上不多的时间轻松阅读。

本系列丛书呈开放式，使得不同领域和职位的人士各取所需，找到最适合自己的或自己最迫切需要的内容，使之成为准备或已经进入商务圈的人士必备的进修工具书和赢在起跑线上不可或缺的成功利器。

清华大学出版社外语分社

2006年初·北京

# Preface

**representation**

/ˌreprɪzənˈteɪʃən/ n. 代表

**expectation**

/ˌekspekˈteɪʃən/ n. 预期;  
期望

**differentiation**

/ˌdɪfərənʃiˈeɪʃən/ n. 差异;  
区别

**vendor** /ˈvenda/ n. 卖方

**superiority**

/sjuː(ɪ)piəriˈɒrɪti/ n. 优越;  
优胜

**perspective** /pə(ɪ)ˈspektɪv/

n. 观点

Proposals and presentations can make or break a deal. Often they're the first (and sometimes only) tangible **representation** of your experience and qualifications. Winning proposals and presentations embody a successful sales strategy that shows an understanding of the client's needs and an ability to exceed their **expectations** when given the opportunity. Some contracts are awarded on the strength of the proposal alone.

Proposals that fail to win the deal often lack a consistent theme and don't demonstrate a clear **differentiation** between the **vendor** and its competition. They aren't persuasive in conveying qualities that convince the client of the vendor's **superiority**, and they're usually written more from the vendor's **perspective**

## 前 言

应标书与产品介绍可以决定生意成败。通常，它们是你经验与资格最初的（有时候也是惟一的）实质表现。高效的应标书与产品介绍可以体现一个成功的销售策略，能让你在机会来临时，充分展现你了解客户需求的程度，甚至具有超越客户预期的能力。有些合约有时只凭应标书的效力就能取得。

无法赢得交易的应标书往往缺乏一致的主题思想，无法显示出你与竞争对手之间的明确差异。这类应标书所传达的特色不具说服力，无法让客户相信你的过人之处，而且它们通常是从卖家的观点而非客户的观点来撰写的。

一份写得不好的应标书或产品介绍会让

无法赢得交易的应标书往往缺乏一致的主题思想。



than the client's.

A poorly written **proposal** or **presentation** makes you appear to be unorganized, disinterested, and unqualified. Clients will assume they can expect more of the same if they award you the business. A well-written proposal or presentation vaults you to the next step in the buying process and solidifies your client's confidence in a successful future partnership.

Whether you're presenting to your client for the first time, responding to a formal Request for Proposal (RFP), or submitting an informal proposal on your own initiative, it's worthwhile to make sure that every proposal and presentation represents your absolute best work.

For clients, the process of choosing a vendor often involves deciding between several companies with similar qualifications. They all appear to have the ability to satisfy the client's needs and deliver an acceptable product or service. Your proposal or presentation can either portray you as equal to the **competition** or elevate your status above the others. When a client is faced with a decision between

**proposal** /prə'pəʊzəl/ *n.* 提案; 建议

**presentation** /ˌprezent'eɪʃən/ *n.* 介绍; 简报

**competition** /ˌkəmpi'tiʃən/ *n.* 竞争 (者)

你显得没有条理、无趣甚至失去竞争资格，客户会认为，如果给你这笔生意，那么各种各样类似的糟糕状况也会接踵而至。一份写得好的应标书或产品介绍能帮助你跃升到交易过程的下一个阶段，并让你的客户对于未来合作关系的成功更具信心。

无论你是初次向客户做产品介绍、回应正式的招标书（Request for Proposal, RFP），或是主动提出非正式的企划方案，总之要确保每份应标书与产品介绍都是你投入心血的绝佳代表作。

对客户而言，挑选合作者的过程往往涉及到在若干拥有类似条件的公司之间做出抉择，这些候选人似乎都有能力满足客户的需求，也都能提供令人可以接受的产品或服务。你的应标书或产品介绍要么将你描述成与竞争对手的地位相同，要么提升你的地位超越对手。当一名客户面临“尚可接受”和“杰出”之间的选择时，你认为他会选择哪一个？

真正卓越的应标书与产品介绍始于制胜的策略。了解你的读者群，并直接与他们对话，

你的应标书或产品介绍要么将你描述成与竞争对手的地位相同，要么提升你的地位超越对手。

“acceptable” and “exceptional,” which do you think he or she will choose?

Proposals and presentations that are truly exceptional start with a winning strategy. Understand your audience and speak directly to them to build **rapport** and facilitate a partnership. Establish a theme for your proposal to convey key points. **Decipher** your clients’ hidden messages and anticipate exactly the right way to showcase your strengths. Take every opportunity to highlight your experience and qualifications in the context of how it benefits the client.

Be persuasive, but stick to the point with content that’s clear, concise, and organized. Validate your commitment to quality by giving your clients a document that’s amazingly easy to read and grammatically flawless. Follow directions as if the deal depends on it—and often it does!

With these lessons as your guide, your proposals and presentations will play a major role in a successful sales strategy and you’ll have all the elements you need to write winners.

**rapport** /ræ'pɔ:/ n. 融洽和谐的关系

**decipher** /di'saɪfə/ v. 解释

以增进和谐并促进伙伴关系。为你的应标书建立一个主题思想，以传达关键点；要能够解读出客户隐藏的信息，并确实预估正确的方式去展现你的优点。在说明客户利益的同时，利用每一次机会强调你的经验与资格。

具有说服力的同时要坚持重点，内容要清楚、简洁而有条理。证明你对品质的承诺，给你的客户一份非常容易阅读且无语法错误的应标书。遵守客户的指示，犹如交易取决于客户的指示而且事实通常的确如此！

有了这几堂课作为指导，你的应标书与产品介绍将在成功的销售策略方面起着极为重要的作用，而且你也将拥有写作制胜的所有要素。

具有说服力的同时要坚持重点，内容要清楚、简洁而有条理。

## Part 1

### ☒ Develop a winning strategy

*Of the modes of persuasion furnished by the spoken word there are three kinds. The first kind depends on the personal character of the speaker; the second on putting the audience into a certain frame of mind; the third on the proof, provided by the words of the speech itself.*

—Aristotle

# 第1篇

## ☑ 开发制胜的策略

口语所提供的说服模式有三种：第一种取决于说话者的个人特质；第二种在于让受众进入某种心理状态；第三种在于语句本身的措辞。

——亚里士多德

# 1

☐ Ignore controversial issues

☒ **Get agreement up front**

Like good politicians, we're taught to avoid **controversy**, especially in the **workplace**. While this strategy may work well for winning elections, it's definitely not the best way to write winning proposals.

Sometimes we meet with clients, listen carefully, take **copious** notes, and yet still have questions that arise later. It's especially important, when **drafting** a proposal or presentation, that you have all the answers, or almost all the answers, up front. Otherwise, you could violate the most basic proposal rule and give clients something that isn't what they want.

**controversy** /'kɒntɹəvɜːsi/  
n. 争论

**workplace** /'wɜːkpleɪs/ n.  
工作场所

**copious** /'kəʊpiəs/ adj. 丰  
富的；大量的

**draft** /draːft/ v. 起草

## ☐ 忽略有争议的议题

## ☒ 事先取得共识

如同优秀的政治家一般，我们被教导得要避免争论，特别是在工作场合中。然而，这个策略对于赢得选举可能很有用，但是对于撰写制胜的应标书而言，却绝对不是最佳方式。

有时候，即使我们在与客户会面、仔细倾听、做大量笔记之后，还是会有问题产生。在撰写一份应标书或产品介绍时，预先拥有所有的答案，或是几乎所有的答案都尤为重要。否则，你可能会违反最基本的应标书撰写原则，给予客户的却是他们并不想要的东西。

对招标书（简称为RFP）来说，尽快处

如同优秀的政治家一般，我们被教导要避免争论，特别是在工作场合中。



With a Request for Proposal (RFP), it's even more important to address issues as soon as possible. Don't **gloss over** things and assume your clients will see your side of it in the proposal. Immediately clear up questions and address areas where you may not meet clients' **requirements** *before* you spend hours on a proposal that won't be considered.

Clarifying the following issues will help you create a proposal that offers no **unpleasant** surprises and gives the client what they want:

*RFP questions that you don't understand.*

Read the RFP thoroughly and make a list of outstanding questions. Set aside time with your clients to go through your questions and get agreement on what they're asking and what they're looking for in response. As a nice reward for being **proactive**, the things you learn will often help make your proposal **stand out** from the competition.

*Requirements that you may not be able to accommodate.* Suppose an RFP states that you must be **in compliance with** a certain government regulation in order to be

**gloss over** /glɒs 'əʊvə/ 掩饰, 掩盖

**requirement** /ri'kwaɪəmənt/ *n.* 需求

**unpleasant** /ʌn'pleznt/ *adj.* 使人不愉快的

**proactive** /prə'æktɪv/ *adj.* 积极主动的

**stand out** /stænd aʊt/ 突出, 显眼

**accommodate** /ə'kɒmədeɪt/ *v.* 适应

**in compliance with** /ɪn kəm'plaɪəns wið/ 遵从, 服从