Proposals

Proposals

COMMUNICATION AT WORK

In this scenario, small business owner Mary Whittier writes proposals to market her company.

Mary Whittier is the owner of Business Communicators, Inc. "I'm also the receptionist, the accountant, the marketing department, and the janitor. I'm a one-person company, so I do it all. The title 'Owner' or 'President' sounds pretentious under the circumstances. Anyway, the most important thing I do is help clients accomplish the goals they have for their print and electronic materials. I'm not sure what the title is for that."

Whatever her title, Mary creates a variety of materials for her clients including requirements documentation, user manuals, training materials, job aids, newsletter articles, marketing copy, proposals, presentations, and more. Her clients are just as varied as the materials.

On any project, the client's goal is Mary's primary focus. Before getting started, she encourages clients to be very clear about who their audience is and what the objectives of the finished materials are. Then she uses her training and experience to create written documents that address the audience and meet the goals.

During her work day, if Mary is not in her home office writing or doing research, she is on the phone or in a client's office attending project meetings or interviewing subject matter experts. She also spends a good deal of time reading existing documentation in order to fully understand the subject matter of a project. Although tackling new topics can be a challenge at times, "It's what I love best," she says. "I'm always learning something new."

According to Mary, no matter what the project is, clear, two-way communication is critical at every step. "Obviously, clients hire me to share my expertise with them, but if I don't listen to my clients carefully in return, I run the risk of creating materials that fail to get the job done. In that case, nobody is happy."

Her company has a small budget for advertising, so Mary cannot rely only on satisfied customers and word of mouth for new projects. She writes proposals to generate new business. Mary responds to RFPs (requests for proposals) and researches expanding companies in her region to see where growth opportunities might exist. Then, based on her research, she writes unsolicited proposals explaining how her company could help with corporate communication challenges. Mary's proposals have assured her a steady stream of revenue and a very successful business.

Why Write a Proposal?

When you write a proposal, your goal is to sell an idea persuasively. Consider this scenario: Your company is growing rapidly. As business increases, several changes must occur to accommodate this growth. For example, the company needs a larger facility. This new building could be located in your city's vibrant new downtown expansion corridor, in a suburban setting, or entail the expansion of your current site. A new building or expansion should include amenities to improve recruitment of new employees, such as workout facilities, daycare, and restaurant options. Finally, as part of new employee recruitment, the company must increase its diversity hiring practices.

Internal Proposals

How will you convey these ideas to upper-level management? The topic is large and will require extensive financial obligations, time for planning, and a commitment to new staffing. A short, informal report will not suffice. In contrast, you will have to write a type of longer, formal report—an *internal proposal* for your company's management.

Additional examples of internal proposals include the following:

- Your company needs to improve its mobile communication abilities for employees who work at diverse locations. To accomplish this goal, you write an internal proposal requesting the purchase of WiFi-compatible laptops, smartphones, and MiFi routers to give smartphones mobile WiFi capabilities.
- Your company's insurance coverage is skyrocketing. As a member of the human resources staff, you have researched insurance carriers and now will propose insurance options or opt-out options to upper-level management.
- Your company is migrating to a new software platform. Employees will need training to use the software. You propose consulting companies that can offer training, optional schedules, funding sources, and post-training certification.

External Proposals

Whereas *internal proposals* are written to management within your company, *external proposals* are written to sell a new service or product to an audience outside your company. Your biotechnology company, for example, has developed new software for running virtual cell cultures. The software simulates cell runs and displays synchronous strip charts for sterile monitoring. Data from the runs are graphed for comparison purposes. Not only will your company sell the software, but also the company provides consulting services to train clients in the software use. Your responsibility is to write an *external proposal* selling the benefits of this new corporate offering to a prospective client.

Requests for Proposals

Many external proposals are written in response to *requests for proposals* (RFPs). Often, companies, city councils, and state or federal agencies need to procure services from other corporations. A city, for example, might need extensive road repairs. A governmental agency needs Internet security systems for its offices. A hospital asks engineering companies to submit proposals about facility improvements. An insurance company needs to buy a fleet of cars for its adjusters. To receive bids and analyses of services, the city will write an RFP, specifying the scope of its needs. Competing companies will respond to this RFP with an external proposal.

In each of these instances, you ask your readers to make significant commitments regarding employees, schedules, equipment, training, facilities, and finances. Only a proposal, complete with research, will convey your content sufficiently and successfully.

FAQs: Typical Proposal Terms

Q: When I read about proposals, I see terms like *RFP, T&C, SOW, boilerplate,* and *solicited* and *unsolicited.* What do these words mean?

A: Here's a table defining these common proposal terms:

Proposal Terms	Definitions
Boilerplate	Any content (text or graphics) that can be used in many proposals
RFP	Request for Proposals—means by which external companies and agencies ask for proposals
Solicited Proposal	A proposal written in response to a request
SOW	Scope of Work *or* Statement of Work—a summary of the costs, dates, deliverables, personnel certifications, and/or company history
T&C	Terms and Conditions—the exact parameters of the request and expected responses
Unsolicited Proposal	A proposal written on your own initiative

Criteria for Proposals

To guide your readers through a proposal, provide the following:

- Title page
- Cover letter (or cover e-mail message for electronic submission of proposals)
- Table of contents
- List of illustrations
- Abstract
- Introduction
- Discussion (the body of the proposal)
- Conclusion/recommendation
- Glossary
- Works cited (or references) page
- Appendix

Each of these components, typical of long, formal reports, is thoroughly covered in that chapter. Following is information specifically related to your proposal's abstract, introduction, and conclusion/recommendation.

Abstract

Your audience for the proposal will be diverse. Accountants might read your information about costs and pricing, technicians might read your technical descriptions and process analyses, human resources personnel might read your employee biographies, and shipping/delivery might read your text devoted to deadlines. One group of readers will be management—supervisors, managers, and highly placed executives. How do these readers' needs differ from others? Because these readers are busy with management concerns and might have little technical knowledge, they need your help in two ways: They need information quickly, and they need it presented in low-tech terminology. You can achieve both of these objectives through an abstract or executive summary.

The abstract, limited to approximately three to ten sentences, presents the *problems* leading to your proposal, the suggested *solutions,* and the *benefits* your audience will derive. The following is an example of a brief, low-tech abstract for an internal proposal.

An effective abstract highlights the problem, possible solutions, and benefits in the proposal.

Abstract

Due to deregulation and the recent economic recession, we must reduce our workforce by 12%.

Our plan for doing so involves

- Freezing new hires
- Promoting early retirement
- Reassigning second-shift supervisors to our Desoto plant
- Temporarily laying off third-shift line technicians

Achieving the above will allow us to maintain production during the current economic difficulties.

Introduction

Your introduction should include two primary sections: (1) purpose and (2) problem.

Purpose.   In one to three sentences, tell your readers the purpose of your proposal. Your purpose statement clarifies the proposal's context. The following is an effective purpose statement.

Purpose Statement

The purpose of this report is to propose the immediate installation of the 102473 Numerical Control Optical Scanner. This installation will ensure continued quality checks and allow us to meet agency specifications.

Problem (Needs Analysis).   To clarify for the audience why this proposal is important, explain the problems leading to your suggestions. For example, computer viruses are attacking your company's work stations. This is leading to a decline in productivity, compromised security, and corrupted documents. Your proposal highlights these problems to explain why new computer security measures are needed. One way to help your readers understand the problem is through the use of highlighting techniques, especially headings and subheadings. See Figure 1 for a sample introduction.

Discussion

When writing the text for your proposal, sell your ideas persuasively, develop your ideas thoroughly through research, observe ethical technical communication standards, organize your content so the audience can follow your thoughts easily, and use graphics.

Communicating Persuasively.   A successful proposal will make your audience act. Writing persuasively is especially important in an *unsolicited* proposal since your audience has not asked for your report. A *solicited* proposal, perhaps in response to an RFP, is written to meet an audience's specific request. Your audience wants you to help them meet a need or solve a problem. In contrast, when you write an unsolicited proposal, your audience has not asked for your assistance. Therefore, in this type of proposal, you must convincingly persuade the audience that a need exists and that your proposed recommendations will benefit the reader.

FIGURE 1 Introduction with Purpose Statement and Needs Analysis

Introduction

Purpose Statement

This is a proposal for a storm sewer survey for Yakima, Washington. First, the survey will identify storm sewers needing repair and renovation. Then it will recommend public works projects that would control residential basement flooding in Yakima.

Needs Analysis

Increased Flooding

Residential basement flooding in Yakima has been increasing. Fourteen basements were reported flooded in 2011, whereas 83 residents reported flooded basements in 2014.

Property Damage

Basement flooding in Yakima results in thousands of dollars in property damage. The following are commonly reported as damaged property:

- Washers
- Dryers
- Freezers
- Furniture
- Furnaces

Major appliances cannot be repaired after water damage. Flooding also can result in expensive foundation repairs.

Indirect Costs

Flooding in Yakima is receiving increased publicity. Flood areas, including Yakima, have been identified in newspapers and on local newscasts. Until flooding problems have been corrected, potential residents and businesses may be reluctant to locate in Yakima.

Special-Interest Groups

Citizens over 55 years old represent 40 percent of the Yakima population. In city council meetings, senior citizens with limited incomes expressed their distress over property damage. Residents are unable to obtain federal flood insurance and must bear the financial burden of replacing flood-damaged personal and real property. Senior citizens (and other Yakima residents) look to city officials to resolve this financial dilemma.

> Provide specific details to explain the problem. Doing so shows that you understand the reader's needs and highlights the proposal's importance.

To write persuasively, accomplish the following:

- Arouse audience involvement—focus on your audience's needs that generated this proposal.
- Refute opposing points of view in the body of your proposal.
- Give proof to develop your content, through research and proper documentation.
- Urge action—motivate your audience to act upon your proposal by either buying the product or service or adopting your suggestions or solutions.

Researching Content for Proposals.   As in any long, formal report, consider developing your content through research. This can include primary and secondary sources such as the following:

- Interviewing customers, clients, vendors, and staff members
- Creating a survey and distributing it electronically or as hard-copy text
- Visiting job sites to determine your audience's needs
- Using the Internet to locate sources of documentation, such as articles
- Reading journals, books, newspapers, and other hard-copy text

Communicating Ethically in Proposals.   When you write a proposal, your audience will make decisions based on your content. They will decide what amounts of money to budget, how to allocate time, what personnel will be needed to complete a task, and if additional equipment or facilities will be required. Therefore, your proposal must be accurate and honest. You cannot provide information in the proposal that dishonestly affects your decision makers. To write an ethical proposal, provide accurate information about credentials, pricing, competitors, needs assessment, and sources of information and research. When using research, for example, cite sources accurately to avoid plagiarism.

Organizing Your Content.   Your proposal will be long and complex. To help your audience understand the content, use modes of organization. These can include the following:

- **Comparison/contrast.** Rely on this mode when offering options for vendors, software, equipment, facilities, and more.
- **Cause/effect.** Use this method to show what created a problem or caused the need for your proposed solution.
- **Chronology.** Show the timeline for implementation of your proposal, reporting deadlines to meet, steps to follow, and payment schedules.
- **Analysis.** Subdivide the topic into smaller parts to aid understanding.

See Table 1 for organization and key components of a proposal's discussion section.

TABLE 1   Key Components of the Proposal's Discussion Section

Analysis of the existing situation, your suggested solutions, and the benefits your audience will derive	Spatial descriptions of mechanisms, tools, facilities, or products	Process analysis explaining how the product or service works	Chronological instructions explaining how to complete a task
Comparative approaches to solving a problem	Comparing and contrasting purchase options	Managerial chains of command	Chronological schedules for implementation, reporting, maintenance, delivery, payment, or completion
Corporate and employee credentials	Years in business	Testimonials from satisfied clients	Certifications
Analysis of previous accomplishments	Biographical sketches of personnel	Chronological listing of projected milestones (forecasts)	Comparative cost charts

Using Graphics. Graphics, including tables and figures, can help you emphasize and clarify key points. For example, note how the following graphics can be used in your proposal's discussion section:

- **Tables.** Your analysis of costs lends itself to tables.
- **Figures.** The proposal's main text sections could profit from the following figures:
  - **Line charts**—excellent for showing upward and downward movement over a period of time. A line chart could be used to show how a company's profits have decreased, for example.
  - **Bar charts**—effective for comparisons. Through a bar or grouped bar chart, you could reveal visually how one product, service, or approach is superior to another.
  - **Pie charts**—excellent for showing percentages. A pie chart could help you show either the amount of time spent or amount of money allocated for an activity.
  - **Line drawings**—effective for technical descriptions and process analyses.
  - **Photographs**—effective for technical descriptions and process analyses.
  - **Flowcharts**—a successful way to help readers understand procedures.
  - **Organizational charts**—excellent for giving an overview of managerial chains of command.

Conclusion/Recommendations

Sum up your proposal, providing your readers closure. The conclusion can restate the problem, your solutions, and the benefits to be derived. Your recommendation will suggest the next course of action. Specify when this action will or should occur and why that date is important. The following example is a conclusion/recommendation from an internal proposal.

◄ **EXAMPLE**

Solutions for Problem

Our line capability between San Marcos and LaGrange is insufficient. Presently, we are 23 percent under our desired goal. Using the vacated fiber cables will not solve this problem because the current configuration does not meet our standards. Upgrading the current configuration will improve our capacity by only 9 percent and still present us the risk of service outages.

Summarize the key elements of the proposal.

Recommended Actions

We suggest laying new fiber cables for the following reasons. They will

- Provide 63 percent more capacity than the current system
- Reduce the risk of service outages
- Allow for forecasted demands when current capacity is exceeded
- Meet standard configurations

Recommend follow-up action and show the benefits derived.

If these new cables are laid by September 1, 2014, we will predate state tariff plans to be implemented by the new fiscal year.

PROPOSAL CHECKLIST

Have you included the following in your proposal?

_____ **1.** Title page (listing title, audience, author or authors, and date)

_____ **2.** Cover letter or e-mail cover message (stating why you're writing and what you're writing about; what exactly you're providing the readers; what's next—follow-up action)

_____ **3.** Table of contents (listing all major headings, subheadings, and page numbers)

_____ **4.** List of illustrations (listing all figures and tables, including their numbers and titles, and page numbers)

_____ **5.** Abstract (stating in low-tech terms the problem, solution, and benefits)

_____ **6.** Introduction (providing a statement of purpose and a lengthy analysis of the problem)

_____ **7.** Discussion (solving the readers' problem by discussing topics such as procedures, specifications, timetables, materials/equipment, personnel, credentials, facilities, options, and costs)

_____ **8.** Conclusion (restating the benefits and recommendation for action)

_____ **9.** Glossary (defining terminology)

_____ **10.** Appendix (optional additional information)

SPOTLIGHT

How to Write an Effective Proposal

In an interview, **Mary Woltkamp,** President of Effective Communications, Inc., made the following comments about the importance of proposals in her job.

Q: Tell me about proposals.

A: All of the proposals that I write are for an external audience: potential clients. Thus, the tone is very formal and businesslike. One thing I always keep in mind when I'm writing is word choice. It's very easy to slip into the jargon of our industry, but more often than not, those terms are foreign to our clients. When I have to use industry-specific words, I define them. I'm also very conscious of the length of my words, sentences, and paragraphs. In general, the people who read my proposals are very busy. They don't have time to wade through a lot of unnecessary verbiage. I'm a big fan of headings, subheadings, and bulleted lists, and I always use lots of white space.

Q: What are some components in your proposals?

A: I include the following headings in a project proposal:

- Contact Information—for both the client and my company—Always the first page of the document.
- Situation—What is the client's need? This assures the client that we understand their dilemma.
- Business Objectives—How will this project positively affect the client's business and return on investment?
- Project Objectives—What behaviors will be changed as a result of the project or training?
- Scope—A very detailed list of all the tasks that we think will need to be done in order to complete the project.
- Deliverables—What the client gets when we're all done, such as paper materials, electronic files, etc.

- Project Timeline—The milestones that have been identified at this point in the process.
- Time and Cost Estimates—A table that outlines our time and cost estimates for each task listed in the Scope.
    - Project Team and Company Background—A short biography on all team members, plus our expertise and references (tailored to the prospective client's industry).

Q: Who constitutes the audience for your proposals?

A: It varies. Sometimes the proposal is addressed to someone pretty high up, such as the company's president and CEO. Other times, we're dealing with a department manager or project manager who is responsible for the project.

Q: Do you use boilerplate content?

A: Absolutely. I will cut and paste from multiple documents if it saves me time and makes the proposal stronger. I always have to make changes to whatever I paste into the proposal, but at least I don't have to start from scratch on every paragraph. I'm a firm believer in NOT reinventing the wheel—or retyping content when it can be avoided.

Q: Do you follow a writing process (routing, approvals, team-written, etc.), and if so, what might it be?

A: I follow a process every time I write. As for proposals, once I have completed a rough draft, I pass it off to our sales and marketing manager for input. After I make any changes my colleagues suggest, the document goes to our editor/business manager, who reviews it—both for grammar and for detail. Bottom line: A proposal never leaves this office without at least two pairs of eyes looking at it very closely. Our proposal is the first sample of our work that most clients see. Therefore, we make sure that it is as clean, concise, and user-friendly as we can possibly make it. It's our first opportunity to impress the client, and I'm happy to say that we often do.

The Writing Process at Work

Proposals include descriptions, instructions, cost analyses, scheduling assessments, and personnel considerations. Therefore, writing according to a process approach will help you write an effective proposal. For your proposal, to persuade your audience to act, you will gather data, organize information, and revise text. To help you accomplish these tasks, prewrite, write, and rewrite.

Prewriting

You first have to prewrite by considering the goals of your proposal. Mary Woltkamp had to write a proposal to show how she was going to solve a potential client's problem. For her prewriting, she created a questionnaire. In the questionnaire, she interviewed employees about challenges they faced when using a manual to complete a job-related task. With this primary research, she was able to gather information from the client. See Figure 2 for Mary's questionnaire.

FIGURE 2 Questionnaire for Planning a Proposal

About the Manual
- Are instructions for completing tasks set off clearly from the other text and written in a numbered, step-by-step format?
- Are graphics and screenshots used when appropriate to enhance the instructions?
- Does the material have a table of contents and/or index to help readers find the information they need?
- Are terms and acronyms clearly defined?

From Interviews with Employees
- What tasks do you perform without making mistakes? How often do you perform those tasks?
- What tasks do you struggle with? How often do you perform those tasks?
- Do you refer to the training manual when you are having trouble?
- If you do, can you find the information you need easily? Or at all?

From Interview with Manager
- What mistakes are causing the most problems?
- How often are these mistakes made?

Writing

After you gather information, you can then write a draft of a proposal. Below is Mary's draft of part of the Discussion section of her proposal (Figure 3).

FIGURE 3 Partial Draft of Discussion Section with Colleague Suggestions

Findings:

Employees perform 80 percent of the tasks in Application X with 100 percent accuracy. Each of these tasks is performed at least once a week if not daily. Employees also consistently identified five tasks that they have trouble completing. Three of these tasks are complicated, multi-step tasks with costly consequences when errors are made. Two of the tasks are performed only once a quarter.

Next, the instructions in the existing training manual are well-written. Graphics and screenshots are used often to enhance the clarity of the instructions. Because of this, employees found the manual to be very thorough and helpful in the classroom training sessions.

However, the manual does not have an index, and the table of contents is skeletal. Employees do not use the manual as a reference when they are having trouble with a task because the manual is cumbersome to handle and instructions are hard to find.

Mary, you need to include more details about goals and recommendations. That way we can clarify what we hope to achieve in the proposal.

Try using bullets and subheadings to break the information into smaller chunks for easy access.

The content is good, but we need to make this more persuasive. Let's highlight the errors that employees were making. Doing so will remind the readers exactly what prompted this proposal and how important our solutions are.

Rewriting

After drafting the document, Mary revised the proposal excerpt based on input from her colleague. Figure 4 is Mary's revised proposal excerpt.

FIGURE 4   Proposal Excerpt—Four Sections of the Total Proposal

Client Request

TechnoLand (Client) has asked Effective Communication, Inc. (EC) to submit a proposal for the redesign of an existing training manual. The manual is used to train new finance department employees on Application X, the company's expense reporting application.

Employees are currently making costly mistakes, and the Client believes that the manual is failing to communicate what employees need to know or do. The Client's request for proposal (RFP) does not indicate what information the Client relied on when deciding to have the manual revised.

Project Goal

The goal of the project is to eliminate the mistakes employees make when using Application X.

Findings

In response to TechnoLand, EC asked for and received permission to conduct a front-end analysis to confirm the cause of the mistakes being made in the application.

The findings include the following:

- Employees perform 80 percent of the tasks in Application X with 100 percent accuracy. Each of these tasks is performed at least once a week if not daily.
- Employees consistently identified five tasks that they have trouble completing. Three of these tasks are complicated, multi-step tasks with costly consequences when errors are made. Two of the tasks are performed only once a quarter.
- The instructions in the existing training manual are well-written. Graphics and screenshots are used often to enhance the clarity of the instructions.
- Employees found the manual to be very thorough and helpful in the classroom training sessions.
- The manual does not have an index, and the table of contents is skeletal.
- Employees do not use the manual as a reference when they are having trouble with a task because the manual is cumbersome to handle and instructions are hard to find.

Recommendation

Although the manual would benefit from the addition of an index and a more complete table of contents, a complete revision of the manual is unnecessary. Instead, EC recommends the creation of job aids for those tasks that are complicated, multi-step processes or for those tasks that are performed infrequently.

Sample Internal Proposal

Figure 5 shows a sample internal proposal.

FIGURE 5   Sample Internal Proposal for a New Mobile App

<div style="border:1px solid">

YourU
A Proposed Mobile Application Suite for College Students

For
Anderson Stolper, CEO
NanoTech Software Development, Inc.

By
Adriana Niemhoff, Manager
NanoTech Software Development Department

March 21, 2014

</div>

Include a proposal title, audience, author, and date of submission on your title page.

FIGURE 5   Sample Internal Proposal for a New Mobile App (Continued)

Date: March 21, 2014
To: Anderson Stolper
From: Adriana Niemhoff
Subject: Proposal for New Mobile Application Suite

According to Kristen Purcell of Pew Internet Research, mobile technology has led to the development of an "apps culture." People with handheld devices are downloading billions of apps daily, and over half of the U.S. population owns mobile devices with app downloadable capabilities.

This represents huge potential and a growing market for our company. The software development department is proposing a new application suite, suitable for the largest audience of application users—college students. Our proposed app suite, entitled YourU, consists of the following *customizable* features:

- ConnectU—an app that provides students an all-in-one site for their friends and family's contact information (e-mail address, phone numbers, Facebook sites, Twitter links, and more)
- MoneyU—an app that helps students manage their finances
- FunU—an app that lets students buy concert and athletic event tickets, organize parties, make restaurant reservations, download music, and more
- PlanU—an app that allows students to organize their lives for test dates, work scheduling, and other calendar events

We believe that this application suite will add value to our company's product line. Once you have reviewed the proposal, please contact me by e-mail or phone so that our team can answer your questions. Thank you for your consideration.

Itemizing the customizable features emphasizes the benefits and usefulness of this new app.

To persuade the reader of the proposal's value, the writer uses numerous pronouns and positive phrases, such as "huge potential," "growing market," and "add value."

FIGURE 5 (Continued)

Table of Contents

List of Illustrations

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Headings, subheadings, and page numbers help the audience find information and navigate the text.

Figure and table numbers plus titles allow the readers to find the visuals quickly.

FIGURE 5   Sample Internal Proposal for a New Mobile App (Continued)

Abstract

Problem

Our company has been searching for a new product idea with the potential for sales growth in a targeted audience. Currently, our mobile application products have been generic with broad but unfocused appeal. In addition, our mobile applications have been limited to static, off-the-shelf products with limited growth potential. Therefore, sales have been steady, but return on investments has diminished.

Solution

A key to any product's success is targeting an audience and meeting their needs. Mobile apps represent a growing market. The largest client base for mobile apps is young adults ages 18 to 30, many of whom are college students. Therefore, the YourU app suite, geared toward college student needs, is an ideal product for our company to develop.

Benefits

Our proposed YourU app suite addresses the above problems as follows:

- Meets the needs of a niche market versus a generic market
- Provides end-users creative options to customize their purchase
- Organizes many capabilities into one app

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Stating the problem, solution, and benefits gives focus to the proposal. Emphasize problems generating the proposal. Show how the proposal can solve the problems. Highlight the benefits derived by implementing the proposal's suggestions.

FIGURE 5 (Continued)

Introduction

Purpose

This report proposes the development of a new mobile application suite, geared toward a niche market of college students.

Needs Assessment

Marketing Generic Products Does Not Meet the Needs
of a Targeted Audience:

Our current product line is broad but without focused appeal. We sell mobile apps that offer our end-users games, weathercasts, GPS mapping capabilities, sports news updates, online dictionaries, and financial updates (among other choices). These apps are successful options for a mass audience. However, our company's research and development department (R&D) has found that marketing such diverse product lines is challenging.

For example, the demographic market for games (boys and men ages 14 to 24) is not the same as the demographic for financial updates (men and women ages 45 to 65). The demographic market for sports news (men ages 20 to 30) is not the same as the demographic for weathercasts (men and women ages 35 to 55).

With such diverse demographic ranges, we cannot effectively target our advertising. For men and women ages 45 to 65, we have found that our preferred marketing options are radio, television, and newspapers. However, online venues such as Facebook, Twitter, YouTube, and blogs appeal to youth, men, and women ages 14 to 35. See Figure 1 for a breakdown of advertising channels we currently use for various markets.

Figure 1 Percent of Market Based on Advertising Channel

42
58
■ TV, Radio, Newspaper   ■ Facebook, Twitter, YouTube, and Blog
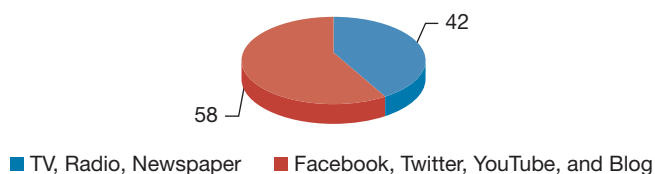
To more successfully target our advertising, we need a product that appeals to a niche audience so we can saturate a precise consumer base. The YourU app suite accomplishes this goal by allowing us to market primarily in social media.

1

To highlight the importance of this proposal, the writer assesses how the app will meet marketing needs. These include targeted audiences, frequency of app usage, and profitability.

(Continued)

FIGURE 5   Sample Internal Proposal for a New Mobile App (Continued)

Off-the-Shelf Products Create Problems with Revisitation and Profit Loss:

Our mobile app software consists of commercially available off-the-shelf (COTS) products. These have been cost effective to produce, but they present our company with two challenges:

- Static product abilities without customization lead to user disinterest. Clients always look for new experiences online, new reasons to return to an app. Figure 2 presents the results of an R&D survey regarding software revisitation patterns.

Figure 2 Software Revisitation Patterns
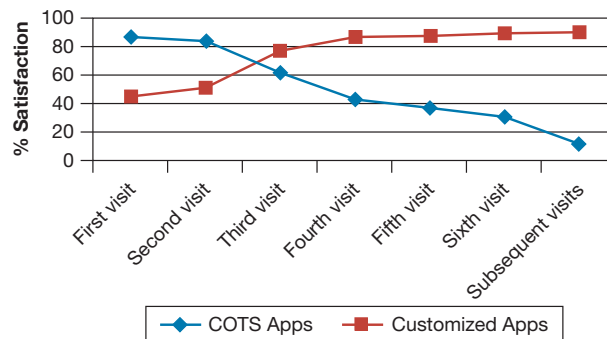
The figure adds visual appeal and makes content readily accessible to the readers.

Customized apps with enhancements and upgrades maintain user interest and lead to higher visitation rates.

- Steady COTS app sales have not equaled profit. Our return on investment (ROI) actually has diminished when we consider increases in business expenses (marketing, taxes, salaries, etc.). As seen in Figure 3, R&D compares sales with profit decreases due to business expenditures.

Figure 3 COTS Sales versus Decreased Profits

2
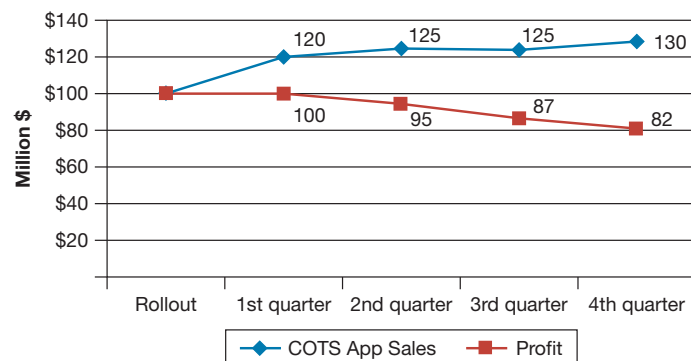
FIGURE 5 (Continued)

Discussion

Research Proving Financial Value of Mobile Apps

R&D has found the following regarding the growing audience of app users:

- Half of all Americans own a smartphone that can support software applications. Even more potential clients own PDAs, cell phones, and handheld computers with app capabilities.
- More than 10 billion apps are downloaded each month.
- Approximately 500,000 apps are available for mobile devices (Weisser).

Figure 4 shows the operating systems on which our current and future apps can run and the revenue generated.

Figure 4 Mobile App Revenue

3
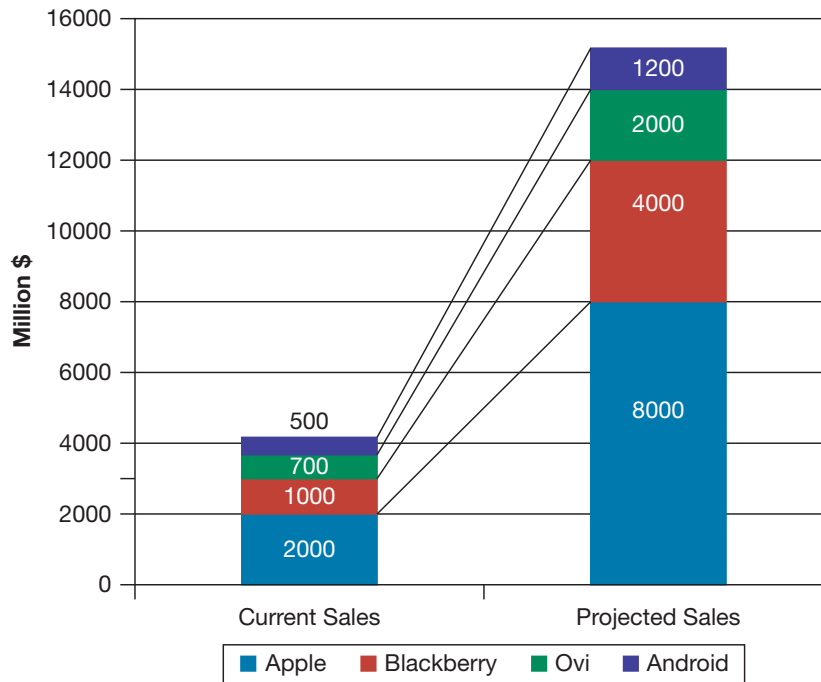
The writer adds depth to the content and persuades the audience through primary and secondary research.

The writer uses graphics to add visual interest to the text. The graphics also persuasively emphasize important information, including projected revenue. Where the text tells, the graphics show.

(*Continued*)

FIGURE 5 Sample Internal Proposal for a New Mobile App (Continued)

Product Description

Features:
Our proposed YourU app suite will initially consist of the following four bundled apps.

- ConnectU—This app will provide students an all-in-one site for friend, family, and professor contact information. This will include, but not be limited to, e-mail addresses, phone numbers, street addresses, city/state/zip information, Facebook sites, Twitter links, and blog links.
- MoneyU—MoneyU will help students balance their checkbooks, keep track of their charges, and remind them when rent is due.
- FunU—This app lets students buy concert and athletic event tickets, organize parties, make restaurant reservations, and download music.
- PlanU—This app allows students to organize their lives for test dates, work scheduling, and other calendar events.

Customization:
Our proposed YourU app suite is programmed to allow end-users a new level of personal ownership. The YourU app suite lets clients do the following:

- Add photos.
- Add their own data for phone numbers, important dates, and contacts.
- Choose background images.
- Customize the app with their college colors, as shown in Figure 5.
- Access their apps and input customized data in their language of choice, including English, French, Italian, German, Spanish, Arabic, and Chinese.

Figure 5 College Color Customization
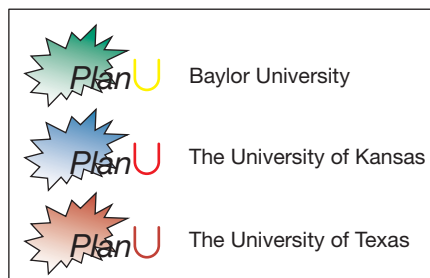
4

640

FIGURE 5 (Continued)

Specifications:
Table 1 provides an overview of YourU app suite specifications.

Table 1 YourU App Suite Specifications	
Features	**Specifications**
Supporting mobile devices	iPhones, iPad, IPod, Android, Nokia, Samsung, Sony Ericsson, Palm, Blackberry, and Windows Smartphone
Approximate file size per app	286 K
Graphics format	.jpg approximately 2,000 bytes 70×90 pixels per graphic

Software Development Costs

Based on prior app development benchmarks, we anticipate that each member of our software development team will spend a month on this project. Our team consists of five staff members. With each member devoting an eight-hour day to the project, five days a week, times four weeks, this will equal 800 work hours. Therefore, at $25 per hour for 800 hours, the upfront development costs will equal $20,000.

Return on Investment

Currently, our product line of apps ranges in price from as low as free downloads to as high as $39.99. A cost-effective price for the YourU app suite is $9.99. Figure 6 shows you the projected ROI based on this pricing structure.

Figure 6 Projected ROI
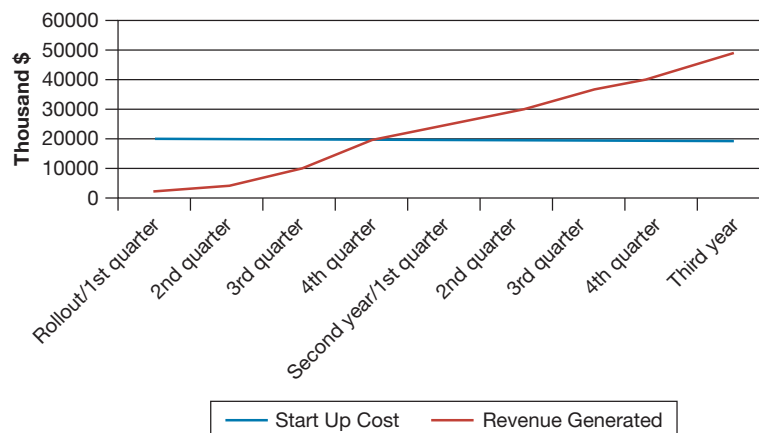
An analytical breakdown of the ROI shows the reader not only that the writer of the proposal has thoroughly researched the topic but also how soon the company will turn a profit.

5

(*Continued*)

FIGURE 5   Sample Internal Proposal for a New Mobile App (Continued)

Credentials

Our software development team consists of specialists ready to answer your questions.

- *Randy Draper, Team Lead*
  Randy (BS, Information Technology, South Central Texas University, 2009) has worked for NanoTech for five years. He was promoted to software development team lead after two years as an IT specialist. Randy has worked on over 60 software development projects, including 10 app creations.

- *Ruth Bressette*
  Ruth (BS, Computer Information Systems, Northwest New Mexico State University, 2011) has worked for NanoTech for three years. Ruth is our company's social media manager. This gives her unique insights into college student habits related to the development of our PlanU and FunU apps.

- *Doug Loeb*
  Doug (double degree: BS, Computer Information Systems; BS, Accounting, Idaho Tech University, 2010) has worked for NanoTech for two years. He is our expert in financial calculations.

- *Dana Anders*
  Dana (AS, Information Technology, Landview Community College, 2013) has worked for NanoTech for a year. Dana will be responsible for most of the coding.

Though Randy will be in charge of this project, as manager of the software development department, I will oversee all stages of app development.

Conclusion/Recommendation

Conclusion

Our current app line has led to limited sales and decreasing revenues for three reasons:

- Because the audience for our off-the-shelf software is very diverse in terms of age and interest, we have had difficulty targeting a market demographic.
- Our off-the-shelf software does not allow for customization.
- Without a customizable app, revisitation has been limited.

Recommendation

The NanoTech software development team recommends the creation of an app suite, YourU. This bundle of applications will target the largest audience of app users, college students. In addition, we propose a customizable suite that will empower users, personalize their apps, and lead to increased visitation.

6

FIGURE 5 (Continued)

Glossary

Term	Definition
Application Suite	Multiple applications bundled together with related functions and features that can interact with other apps within the suite.
Commercially available Off-the-Shelf (COTS) Software	A Federal Acquisition Regulation (FAR) term to define software that is commercially available to both the public and government. COTS are not in-house developed products and, therefore, serve a more generic purpose than customizable software.
Demographics	The characteristics of a human population. This can include gender, race, age, income, education, interests, employment, or location.
Mobile Apps	Application software developed for small handheld devices, such as PDAs, handheld computers, and smartphones.
Niche Market	A subset of a larger market. In a niche market, product features strive to satisfy a specific market's needs, price range, and demographics.
PDAs	Personal digital assistants.
Revisitation	The number of times a client visits a software application.
ROI	Return on investment (a calculation that compares initial cost versus revenue generated).

The alphabetized glossary defining jargon and technical terms helps both a low-tech and a lay audience understand the text.

7

(*Continued*)

FIGURE 5   Sample Internal Proposal for a New Mobile App (Continued)

Works Cited

"App Store." *Wikipedia*. 27 Mar. 2011. Web. 27 Mar. 2011.

Purcell, Kristen, et al. "The Rise of Apps Culture." *Pew Internet*. 14 Sep. 2010. Web. 22 Mar. 2011.

Weisser, Christian R. "Mobile Apps and the Tech Writing Curriculum." *DigitalInk*. 2011. Web. 25 Feb.2011.

8

CHAPTER HIGHLIGHTS

1. You might have multiple readers for a proposal, including internal and external audiences. Consider your audience's needs. To communicate with different levels of readers, include abstracts, glossaries, and definitions.

2. A proposal could include the following:
   - Title page
   - Cover letter or cover e-mail message
   - List of illustrations
   - Abstract
   - Introduction
   - Discussion
   - Conclusion
   - Recommendation
   - Glossary
   - Works cited (or references)
   - Appendix

3. Subheadings and visual aids will make your proposal more accessible.

4. Use primary and secondary research to develop your content.

5. Write persuasively to convince your audience to act. To accomplish this goal, arouse reader interest, refute opposing points of view, gather details to support your argument, and urge action.

6. Write ethically by documenting sources and making sure your content (prices, timelines, credentials, etc.) is accurate.

7. Write effective internal proposals to persuade corporate decision makers to address issues and provide resource.

8. Write effective external proposals to sell a new service or product to a potential customer.

9. Distinguish among common proposal terms including RFP, T&C, SOW, boilerplate, solicited proposals, and unsolicited proposals.

APPLY YOUR KNOWLEDGE

CASE STUDIES

1. The technical communication department at Bellaire Educational Supplies/ Technologies (BEST) needs new computer equipment. Currently, the department has outdated hardware, outdated word processing software, an outdated printer, and limited graphics capabilities. Specifically, the department is using computers with 15-inch monitors, hard drives with only 256 KB of memory, and one, 10-MB hard disk drive. The word processing package used is WordPro 3.0, a version created in 2000. Since then, WordPro has been updated four times; the latest version is 9.8. The department printer is a black-and-white Amniprint. To create art, the department must go off-site to a part-time graphic artist who charges $75 an hour, so the department uses very few graphics.

   Because of these problems, the company's user manuals, reports, and sales brochures are being poorly reviewed by customers. The bottom line: BEST is falling behind the curve, and profits are off 27 percent from last year. As department manager, you have consulted with staff members (Jade Nguyen, Mario Lozano, Mike Thurmand, and Maya Liu) to correct these problems. As a team, you have decided the company needs to purchase new equipment:

   • Six new personal computers
   • Two laser printers
   • Up-to-date word processing software
   • Graphics software
   • Scanner

Assignment

Using the criteria provided in this chapter, write an internal proposal to BEST's CEO, Jade McWard. In this proposal, explain the problem, discuss the solution to this problem, and then highlight the benefits derived once the solution has been implemented. These benefits will include increased productivity, better public relations, increased profits, and less employee stress. Develop these points thoroughly, and provide Mr. McWard the names of vendors for the required hardware and software. To find these vendors and technology specifications, search the Internet.

2. You own Buzz Electronics Co., 4256 Blue Mountain Blvd., Raleigh, North Carolina 65221. Mr. and Mrs. Allan Thibodeux, 3876 Spanish Moss Drive, Bayside, North Carolina 65223, have asked you to give them a bid on electrical work for a new family room they are adding to their home.

   You and Mr. and Mrs. Thibodeux have gone over the couple's electrical needs, including the following. The room, which will measure 18 feet (east to west) by 15 feet (north to south), should have four 110-V outlets for three lamps, a clock, a radio, an iPod and MP3 player, and a high-definition, flat-screen, 46-inch television. The family wants the four 110-V outlets to be placed equidistant throughout the room.

   The client wants two 220-V outlets. One 220-V outlet will go by the southwest window on the west wall where the family plans to put a window air conditioning unit. The window will be located 3 feet in from the south wall. There will be another window on the west wall, located 3 feet in from the north wall. A third picture window, measuring 6 feet wide by 4 feet high, will be centered on the south wall. The other 220-V outlet must be placed on the east wall, where the family plans to put home office equipment (computer, printer, scanner, and fax machine). Their office desk will sit 5 feet from the door leading into the room. The door will be built on the east wall where it comes to a corner meeting the south wall.

Centered in the ceiling, the family wants electrical wiring for a fan with a light package. In addition to this light, the family also wants a light mounted on the east wall above the desk area, so wiring is needed there, approximately 5 to 6 feet up from the floor.

The family wants two light switches in the room: one by the door and one on the north wall, approximately 6 feet in from where the north and west walls meet. The Thibodeux family plans to have a couch and lamp in that area for reading. They want both to be double switches, one to control the fan and ceiling lights; the other to control additional floor and ceiling lights in the room. All light switches need rheostats for dimming. Finally, Mr. and Mrs. Thibodeux plan to have a whole-house vacuum system installed in the walls, and they have asked you if you can provide this service.

Buzz Electronics has been in business since 1995. The company has worked with thousands of satisfied customers, including both residential and business owners. Buzz has long-standing contracts for service with Acme Construction, J&L Builders, Food-to-Go Groceries, the City of Piedmont, North Carolina, and Ross and Reed Auto Showroom.

As owner of Buzz Electronics, you have an associate's degree in electronics from Sandy Shoal Community College, Sandy Shoal, North Carolina. You are ETA-I (Electronics Technicians Association International) certified; NAST (National Appliance Service Technician) certified; and a certified industrial journeyman. You have eight employees, all of whom also are certified industrial journeymen.

Assignment

Write an external proposal—bid for contract. To do so, study the Thibodeux family's electrical needs, list the parts you will need to complete the job, estimate the time for your labor—including setup, work performed, and cleanup. Then, provide a price quote. Follow the guidelines provided in this chapter.

INDIVIDUAL AND TEAM PROJECTS

1. Write an external proposal. To do so, create a product or a service and sell it through a proposal. Your product can be an improved radon detection unit, a new MP3 player, safety glasses for construction work, bar codes for pricing or inventory control, a piece of biotechnology equipment for monitoring blood work, computer graphics for an advertising agency, and so on. Your service may involve dog grooming, automobile servicing, computer maintenance, home construction (refinishing basements, building decks, completing room additions, and so on), freelance technical writing, at-home occupational therapy, or home theater installation and maintenance. The topic is your choice. Draw from your job experience, college coursework, or hobbies. To write this proposal, follow the process provided in this chapter.

2. Write an internal proposal. You can select a topic from either work or school. For example, your company or department is considering a new venture. Research the project by reading relevant information. Interview involved participants or survey a large group of people. Once you have gathered your data, document your findings and propose to management the next course of action. If you choose a topic from school, you could propose a day-care center, on-campus bus service, improved computer facilities, tutoring services, co-ed dormitories, pass/fail options, and so on. Write an internal proposal to improve your company's Web site; expand or improve the security of your company's parking lot; improve policies for overtime work; improve policies for hiring diversity; or improve your company's policies for promotion. Research your topic by reading relevant information or by interviewing or surveying students, faculty, staff, and administration. Once you have gathered your data, document your findings and recommend a course of action.

PROBLEM-SOLVING THINK PIECES

1. Stinson, Heinlein, and Brown Accounting, LLC, employs over 2,000 workers, including accountants, computer information specialists, a legal staff, paralegals, and office managers. The company requires a great deal of written and oral communication with customers, vendors, governmental agencies, and coworkers. For example, a sample of their technical communication includes the following:

   - Written reports to judges and lawyers
   - Letters and reports to customers
   - E-mail and memos to coworkers
   - Oral communication in face-to-face meetings, videoconferences, and sales presentations
   - Maintaining the company's Facebook and blog sites

   Unfortunately, not all employees communicate effectively. The writing companywide is uneven. Discrepancies in style, grammar, content, and format hurt the company's professionalism. The same problems occur with oral communication.

   George Hunt, a mid-level manager, plans to write an internal, unsolicited proposal to the company's principal owners, highlighting the problems and suggesting solutions. What must Mr. Hunt include in his proposal—beyond the obvious proposal components (a title page, table of contents, abstract, introduction, and so forth)—to persuade the owners to accept his suggestions? Suggest ways in which the problem can be solved.

2. Toby Hebert is Sales Manager at Crab Bayou Industries (CBI) in Crab Bayou, Louisiana. In his position, Toby manages a sales staff of 12 employees who travel throughout Louisiana, Texas, Arkansas, and Mississippi. Currently, the sales staff members use their own cars to make sales calls, and CBI pays them 31 cents per mile for travel expenses. Each staff member currently travels approximately 2,000 miles a month, with cars getting 20 miles per gallon.

   Gasoline prices, at the moment, are over $4.00 a gallon. With gasoline and car maintenance costs higher than ever, the current rate of 31 cents per mile means that CBI's sales employees are losing money. Something must be done to solve this problem. Toby has met with his staff, and they have decided to write a proposal to Andre Boussaint, CBI's CEO.

   What must Toby and his staff include in the proposal—beyond the obvious proposal components (a title page, table of contents, abstract, introduction, and so forth)—to persuade the CEO to accept the suggestions? Suggest ways in which the problem can be solved.

WEB WORKSHOP

By typing "RFP," "proposal," "online proposal," or "online RFP" in an Internet search engine, you can find tips for writing proposals and RFPs, software products offered to automatically generate e-proposals and winning RFPs, articles on how to write proposals, samples of RFPs and proposals, and online RFP and proposal forms.

To perform a more limited search, type in phrases like "automotive service RFP," "computer maintenance RFP," "Web design RFP," and many more topics. You will find examples of both proposals and RFPs from businesses, school systems, city governments, and various industries. To enhance your understanding of business and industry's focus on proposal writing, search the Web for information on RFPs and proposals. Using the criteria in this chapter and your knowledge of effective technical communication techniques, analyze your findings. What are some of the industries that are requesting proposals, and what types of products or services are they interested in?

a. Report your findings, either in an oral presentation or in an e-mail message.
b. Respond to an online RFP by writing a proposal. To complete this assignment, go online to research any information you need for your content.

To document research correctly, you must provide parenthetical source citations following the quote or paraphrase within the text. At the end of your document, supply a references page (American Psychological Association and Council of Science Editors) or a works cited page (Modern Language Association).

Parenthetical Source Citations

The American Psychological Association (APA), the Council of Science Editors (CSE), and the Modern Language Association (MLA) use a parenthetical form of source citations. If your boss or instructor requests footnotes or endnotes, you should still use these forms. However, the most modern approach to source citations according to MLA and APA requires only that you cite the source of your information parenthetically after the quotation or paraphrase. The CSE style manual uses a number after the quote or paraphrase to reference the source to the references page at the end of the document. CSE also uses an author-year sequence similar to APA.

APA Format

One Author.   If you do not state the author's name or the year of the publication in the lead-in to the quotation, include the author's name, year of publication, and page number in parentheses, after the quotation.

> "Social media has helped companies quickly answer customer complaints" (Cottrell, 2011, p. 118).

(Page numbers are included for quoted material. The writer determines whether page numbers are included for source citations of summaries and paraphrases.)

Two Authors.   When you cite a source with two authors, always use both last names with an ampersand (&).

> "Line charts reveal relationships between sets of figures" (Gerson & Gerson, 2011, p. 158).

Three or More Authors.   When your citation has more than two authors but fewer than six, use all the last names in the first parenthetical source citation. For subsequent citations, list the first author's last name followed by *et al.* (Latin for "and others"), the year of publication, and for a quotation, the page number.

> "Employees require instantaneous access to crisis communication in the workplace" (Conners et al., 2011, p. 2).

Anonymous Works.   When no author's name is listed, include in the source citation the title or part of a long title and the year. Book titles are underlined or italicized, and periodical titles are placed in quotation marks.

> Flash drives have revolutionized data storage (*Electronic Databases,* 2011).

> Effective e-mail messages can be organized in three paragraphs ("Using Templates," 2011).

CSE Format

In-text citations for quoted or paraphrased material are in the form of superscript numbers. Sometimes, editors prefer that numbers are placed in parentheses or in brackets. The number refers to the numbered source citations on the references list at the end of the document. Many editors and publishers believe that a numbered form of citation is less intrusive to the reader than the method used by APA or MLA.

> "Social media has helped companies quickly answer customer complaints."1

> "Line charts reveal relationships between sets of figures" (2).

> "Employees require instantaneous access to crisis communication in the workplace" [3].

MLA Format

One Author.   After the quotation or paraphrase, parenthetically cite the author's last name and the page number of the information.

> "Viewing the molecular activity required state-of-the-art electron microscopes" (Heinlein 193).

Note that the period follows the parenthesis, not the quotation. Also note that no comma separates the name from the page number and that no lowercase *p* precedes the number.

Two Authors.   After the quotation or paraphrase, parenthetically cite the authors' last names and the page number of the information.

> "Twitter has dramatically changed the way we write on the job" (Crider and Berry 292).

Three or More Authors.   Writing a series of names can be cumbersome. To avoid this, if you have a source of information written by three or more authors, parenthetically cite one author's name, followed by *et al.* and the page number.

> "The development of gaming software is a growing industry" (Norwood et al. 93).

Anonymous Works.   If your source has no author, parenthetically cite the shortened title and page number.

> "Robots are more accurate and less prone to errors caused by long hours of operation than humans" ("Useful Robots" 81).

Documentation of Sources

Parenthetical source citations are an abbreviated form of documentation. In parentheses, you tell your readers only the names of your authors and the page numbers on which the information can be found, or you provide a number that parallels the numbered source at the end of the document. Such documentation alone would be insufficient. Your readers would not know the names of the authors (in CSE numerical-sequence format), the titles of the books, the names of the periodicals, or the dates, volumes, or publishing companies. This more thorough information is found on the references page (APA) or works cited page (MLA), a listing of research sources alphabetized either by author's name or title (if anonymous). On the references page (CSE), you organize the citations numerically by the order in which the quote or paraphrase appeared in the text. This is the last page[s] of your research report.

Your entries should follow APA, CSE, and MLA standards. (Additional style manuals are available for many professions.) MLA no longer requires the use of URLs in source citations. Because Web addresses can change and documents sometimes appear in several different databases, MLA says that most readers can find electronic sources using title or author searches in Internet search engines. If you do include a URL, MLA says to put the URL in angle brackets after the date of access. Use slash marks to break a URL.

APA References

The APA style is commonly used in both engineering and scientific fields. The following are sample entries for the reference page, which is placed at the end of the document. Include on the reference page only sources from which you cited in the document. For a comprehensive illustration of reference page entries, use the *Publication Manual of the American Psychological Association* (2009) and the *APA Style Guide to Electronic References* (2009).

A book with one author

Cottrell, R. C. (2006). *Smoke jumpers of the civilian public service in World War II*. London: McFarland and Co., Inc.

A book with two authors

Heath, C. & Heath, D. (2007). *Made to stick: why some ideas survive and others die*. New York: Random House.

A book with three or more authors

Nadell, J., McNeniman, L., & Langan, J. (1997). *The Macmillan writer*. Boston: Allyn & Bacon.

A book with a corporate authorship

Corporate Credit Union Network. (2007). *A review of the credit union financial system: History, structure, and status and financial trends*. Kansas City, MO: U.S. Central.

A translated book

Phelps, R. (Ed.). (1983). *The collected stories of Colette* (M. Ward, Trans.). New York: Farrar, Straus & Giroux.

An entry in a collection or anthology

Hamilton, K. (2005). What's in a Name? In R. Atwan (Ed.), *America now: short readings from recent periodicals* (pp. 12–20). NewYork: Bedford/St. Martin's.

A signed article in a journal

Davis, R. (2007, April). Getting—and keeping good clients. *Intercom,* 8–12.

A signed article in a magazine

Rawe, J. (2007, May 28). A question of honor. *Time,* 59–60.

A signed article in a newspaper

Gertzen, J. (2007, March 29). University to go wireless. *The Kansas City Star,* p. C3.

An unsigned article

Effective communication with clients. (2009, September 23). *Technical Communication,* 22.

Encyclopedias and almanacs

Internet. (2000). *The world book encyclopedia*. Chicago: World Book.

Computer software

Drivers and Utilities [Computer software]. (2002–2004). Dell, Inc.

An article from an online database (or other electronic subscription service)

Pascal, J. (2005). Top ten qualities/skills employers want. *Job Outlook 2006 Student Version*. National Association of Colleges and Employers, 5 (12–16). Retrieved from ProQuest database.

E-mail

According to APA, do not include e-mail messages in the list of references. You should cite the message parenthetically in your text. (J. Millard, personal communication, April 2, 2011).

Blog

McWard, J. (2011, May 31). Graphics on-line. Message posted to http://www.jmcward.net.

Personal Web site

Mohr, E. (2011, Dec. 29). Home page of Ellen Mohr's Web site. Retrieved from http://emohr.edu.

Professional Web site

Johnson County Community College Writing Center. (2011, Jan. 5). Johnson County Community College. Retrieved from http://jccc.edu.

Posting to a discussion listserv

Tsui, P. (2011, Sep. 15). Questionnaire [Msg.16]. Message posted to http://groups.stc.com./ html.

APA References Page

Place the references page at the end of the document or in an appendix. The entries on the reference page are alphabetized by author's last name or title.

<div style="border:1px solid">

References

Corporate Credit Union Network. (2007). *A review of the credit union financial system: History, structure, and status and financial trends.* Kansas City, MO: U.S. Central.

Effective communication with clients. (2009, September 23). *Technical Communication,* 22.

Gertzen, J. (2007, March 29). University to go wireless. *The Kansas City Star,* p. C3.

Pascal, J. (2005). Top ten qualities/skills employers want. *Job Outlook 2006 Student Version.* National Association of Colleges and Employers, 5 (12–16). Retrieved from ProQuest database.

Tsui, P. (2011, Sep. 15). Questionnaire [Msg.16]. Message posted to http:// groups.stc.com./html.

</div>

CSE References

The CSE style guide shows two systems for organizing references at the end of the document. First, you can use the citation-sequence system that lists the numbered references in the order cited within the text (illustrated below). Second, you can follow the name-year system that lists references in alphabetical order by author's last name.

Personal e-mail messages, blog entries, personal Web sites, and entries to listservs should not automatically be included on a references list. According to the CSE style manual, the decision to include such references is left to publishers and editors.

The CSE style of documentation is used in the fields of biology and medicine. Following are sample entries using the numerical system for the references list. For a comprehensive

illustration of entries on the references list, use the *Scientific Style and Format: The CSE Manual for Authors, Editors, and Publishers* (2006).

A book with one author

Cottrell RC. Smoke jumpers of the civilian public service in World War II. London: McFarland and Co., Inc.; 2006. p 27–28.

A book with two authors

Heath C., Heath D. Made to stick: why some ideas survive and others die. New York: Random House; 2007. p 217–24.

A book with three or more authors

Nadell J., McNeniman L., Langan J. The Macmillan writer. Boston: Allyn and Bacon; 1997. p 224.

A book with a corporate authorship

Corporate Credit Union Network. A review of the credit union financial system: History, structure, and status and financial trends. Kansas City, MO: U.S. Central; 2007.

A translated book

Patel J. Technical communication and globalization. McWard J., translator. New York: Bedford/St. Martin's; 2006. p 15.

An entry in a collection or anthology

Hamilton K. What's in a name? R. Atwan, editor. America now: short readings from recent periodicals. NewYork: Bedford/St. Martin's; 2005. p 12–20.

A signed article in a journal

Davis R. Getting—and keeping good clients. Intercom 2007 April: 8–12.

A signed article in a magazine

Rawe J. A question of honor. Time 2007 May 28: 59–60.

A signed article in a newspaper

Gertzen J. University to go wireless. The Kansas City Star 2007 Mar 16; Sect C: 3.

An unsigned article

Effective communication with clients. Technical Communication 2009 Sep 23; 22.

An article from an online database (or other electronic subscription service)

Pascal J. Re: top ten qualities/skills employers want. In: Job outlook 2006 student version. 2005. National Association of Colleges and Employers; 2006 May 5 [cited 2006 Apr 14]. Available from: ProQuest database.

Professional Web site

Johnson County Community College Writing Center. Johnson County Community College. [cited 2011 Jan 5]. Available from: http://jccc.edu.

CSE References Page

The references page in CSE style is placed either at the end of the document or in an appendix. List the sources in the order in which they appeared in the document.

References

1. Davis R. Getting—and keeping good clients. Intercom 2007; April: 8–12.
2. Heath C., Heath D. Made to stick: why some ideas survive and others die. New York: Random House; 2007. p 217–24.
3. Patel J. Technical communication and globalization. McWard J., translator. New York: Bedford/St. Martin's; 2006. p 15.
4. Pascal J. Re: top ten qualities/skills employers want. In: Job outlook 2006 student version. 2005. National Association of Colleges and Employers; 2006 May 5 [cited 2006 Apr 14]. Available from: ProQuest database.
5. Gertzen J. University to go wireless. The Kansas City Star 2007 Mar 16; Sect C:3.

MLA Works Cited

MLA documentation format is used in the arts and humanities fields. Following are examples of entries on the works cited page. For a comprehensive illustration of MLA format for the works cited page, refer to the *MLA Style Manual and Guide to Scholarly Publishing* (2008). MLA also recently provided an abbreviated, updated style guide, *A Guide to MLA Style 2009 Update*.

A book with one author

Cottrell, Robert C. *Smoke Jumpers of the Civilian Public Service in World War II*. London: McFarland and Co., Inc., 2006. Print.

A book with two or three authors

Heath, Chip, and Dan Heath. *Made to Stick: Why Some Ideas Survive and Others Die*. New York: Random House, 2007. Print.

A book with four or more authors

Nadell, Judith, et al. *The Macmillan Writer*. Boston: Allyn and Bacon, 1997. Print.

A book with a corporate authorship

Corporate Credit Union Network. *A Review of the Credit Union Financial System: History, Structure, and Status and Financial Trends*. Kansas City: U.S. Central, 2007. Print.

A translated book

Phelps, Robert, ed. *The Collected Stories of Colette*. Trans. Matthew Ward. New York: Farrar, Straus Giroux, 1983. Print.

An entry in a collection or anthology

Hamilton, Kendra. "What's in a Name?" *America Now: Short Readings from Recent Periodicals*. Ed. Robert Atwan. New York: Bedford/St. Martin's, 2005. 12–20. Print.

A signed article in a journal

Davis, Rachel. "Getting—and Keeping Good Clients." *Intercom* (April 2007): 8–12. Print.

A signed article in a magazine

Rawe, Julie. "A Question of Honor." *Time* 28 May 2007: 59–60. Print.

A signed article in a newspaper

Gertzen, Jason. "University to go wireless." *The Kansas City Star* 29 Mar. 2007: C3. Print.

An unsigned article

"Effective Communication with Clients." *Technical Communication* 23 Sep. 2009: 22. Print.

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