

Writing Winning Business Proposals

This book teaches students how to write with clarity, credibility, and precision to create public relations plans designed to win approval and be successful. Includes: Public relations planning, writing, and applications ; Introductory public relations planning and campaigns.

The text covers the three key phases of a business proposal--preparation, writing, and presentation--and includes examples of different types and styles of business proposals, such as sales proposals to clients, letters and memos as business proposals, proposals to government entities, internal proposals to top management, and business plans as a special type of business proposal.

Over the past decade, A/E/C firms have seen a spike in the number of competitors vying for the same work. The crowded field makes it difficult to get noticed, remembered, and selected by decision-makers. *Win More Work: How to Write Winning A/E/C Proposals* offers an experienced look at how to write memorable proposals. Being memorable is the key to success. This book will help architects, engineers, construction executives, and their marketing professionals understand how to write proposals that can double their win rate -thereby freeing them up to provide better service to customers, reduce marketing costs from bad pursuits, or simply spend more time with family and fewer Saturdays at the office. This book has something to say to both the novice proposal writer and those with decades of experience.

Acquire the necessary skills to win business through proposals, bids, tenders, and presentations—this hands-on guide is your partner for success You have in your hands the collected knowledge and skills of the professional proposal writer. Proposal writing is a profession — a growing and increasingly important one and an essential part of a broader group of business development professionals who plan and execute strategies for businesses who want to obtain new customers. Proposal writers have a professional organization — the Association of Proposal Management Professionals (APMP) — and their best practices are the foundation for this book. Proposal writing is a skill you can learn, practice, and master; you can even go through a professional certification process to prove your mastery. *Writing Business Bids & Proposals For Dummies* is your no-nonsense guide to finding out what professional proposal writers know and for applying it to your own business. If you're a small- to medium-size business owner, a first-time proposal writer in a medium-size company, or a sales representative, you know that a written proposal (printed or electronic) is still a common, personal, and effective way to win business. Written in plain English, *Writing Business Bids & Proposals For Dummies* will help you to: Know the difference between reactive proposals (the RFP or request for proposal) and proactive proposals Focus on the customer by going beyond their requirements to address their true needs Know your competition through research and analysis Write persuasively to develop a winning business proposal Plan and use a repeatable proposal process Incorporate a lessons learned aspect to your proposal process Use tools and templates to accelerate your proposals Motivate and lead your proposal team to ensure they're on the same page Use graphics to enhance your proposals Learn ways to automate your proposal development process And a whole lot more Additionally, you'll gain access to ten templates for building a proposal, find out ten common misconceptions about bids and proposals, and add a compiled list of online resources to your toolset. Grab a copy of *Writing Business Bids & Proposals For Dummies* to start sharpening your proposal writing skillset.

Whether it's writing a proposal, motivating employees, or reaching out to customers, the Perfect Phrases series has the tools you need for precise, effective communication. Distilling complex ideas into specific phrases that diplomatically and honestly depict the concepts at hand, this invaluable series provides: The best techniques to communicate messages and goals in business letters and proposals Tips for bringing out the best in every employee in every business Dialogues and scripts to practice interactions with customers or employees— tailorable to any industry or company culture Phrases for each step of the sales process

Grant Writing For Dummies, 3rd Edition serves as a one-stop reference for readers who are new to the grant writing process or who have applied for grants in the past but had difficulties. It offers 25 percent new and revised material covering the latest changes to the grant writing process as well as a listing of where to apply for grants. Grant writers will find: The latest language, terms, and phrases to use on the job or in proposals. Ways to target the best websites to upload and download the latest and user-friendly application forms and writing guidelines. Major expansion on the peer review process and how it helps improve one's grant writing skills and successes. One-stop funding websites, and state agencies that publish grant funding opportunity announcements for seekers who struggle to find opportunities. New to third edition.

With an in-depth focus on writing with substance, clarity, and conviction, this comprehensive resource takes the reader step-by-step through the entire process of writing and submitting a successful proposal. Written by preeminent authors and educators with extensive experience in teaching proposal and grant writing to nurses and other health care professionals, the book covers the creation of proposals for dissertations, capstone projects, research funding, fellowships and career development awards, as well as for education, translation, evidence-based practice, and demonstration projects. Using a clear, commonsense approach, it delineates the foundations and underlying structure of a well-written proposal and then focuses on the specific elements required for each different type of proposal.

The Right Phrase for Every Situation...Every Time These days, it's not enough to work for a good cause or worthy organization. If you want to receive funding from a corporation, community, foundation, or government institution, it all comes down to one thing: your proposal. With hundreds of ready-to-use "Perfect Phrases," you'll quickly know the right words to use for the three major sections of every successful grant proposal: How to introduce yourself, your program, and your achievements How to describe your goals-and what funding will accomplish What you should include as your supporting documents With this comprehensive, user-friendly approach to grant writing, you'll be able to tackle the various proposal formats, create a professional purpose statement, and back up your plan with solid data. Plus, you'll discover some insider secrets that will really get the attention you want-and the funding you need.

The definitive career guide for grad students, adjuncts, post-docs and anyone else eager to get tenure or turn their Ph.D. into their ideal job Each year tens of thousands of students will, after years of hard work and enormous amounts of money, earn their Ph.D. And each year only a small percentage of them will land a job that justifies and rewards their investment. For every

comfortably tenured professor or well-paid former academic, there are countless underpaid and overworked adjuncts, and many more who simply give up in frustration. Those who do make it share an important asset that separates them from the pack: they have a plan. They understand exactly what they need to do to set themselves up for success. They know what really moves the needle in academic job searches, how to avoid the all-too-common mistakes that sink so many of their peers, and how to decide when to point their Ph.D. toward other, non-academic options. Karen Kelsky has made it her mission to help readers join the select few who get the most out of their Ph.D. As a former tenured professor and department head who oversaw numerous academic job searches, she knows from experience exactly what gets an academic applicant a job. And as the creator of the popular and widely respected advice site *The Professor is In*, she has helped countless Ph.D.'s turn themselves into stronger applicants and land their dream careers. Now, for the first time ever, Karen has poured all her best advice into a single handy guide that addresses the most important issues facing any Ph.D., including: -When, where, and what to publish -Writing a foolproof grant application -Cultivating references and crafting the perfect CV -Acing the job talk and campus interview -Avoiding the adjunct trap -Making the leap to nonacademic work, when the time is right *The Professor Is In* addresses all of these issues, and many more.

Winning proposals that turn prospects into clients Based on the proposal-writing system used at A.T. Kearney and KPMG Peat Marwick, *Writing Winning Business Proposals* features proven strategies, along with worksheets and other tools that clearly show clients what they want and will easily seal the deal. Thoroughly updated, the third edition offers general guidelines that apply to all business proposals making this the must-have proposal-writing book to have on hand. *Writing Winning Business Proposals* features: Winning formula from top consultants proven to work for any proposal Complete step-by-step process, walking you through all the difficulties Up-to-date, user-friendly redesign with new worksheets and charts Updates on fees and collaboration If you're seeking approval for projects, or want a client to buy, invest or do something, *Writing Winning Business Proposals* is the reference you need to get you to get them to do what you want. In this valuable handbook, writers learn how to market the potential of a book idea and effectively communicate that potential in a proposal that publishers will read.

How to Write Reports and Proposals is essential reading for achieving effective writing techniques. Getting a message across on paper and presenting a proposal in a clear and persuasive form are vital skills for anyone in business, and this book provides practical advice on how to impress, convince and persuade your colleagues or clients. Fully updated for 2019, this 5th edition now features even more practical exercises, useful templates, and top tips that will help you to write succinctly and with impact across different media. *How to Write Reports and Proposals* will give you the tools to put over a good case with style. The *Creating Success* series of books... Unlock vital skills, power up your performance and get ahead with the bestselling *Creating Success* series. Written by experts for new and aspiring managers and leaders, this million-selling collection of accessible and empowering guides will get you up to speed in no time. Packed with clever thinking, smart advice and the kind of winning techniques that really get results, you'll make fast progress, quickly reach your goals and create lasting success in your career.

Put yourself in the customer's shoes, with dozens of bids, proposals or tender responses to assess. It's a daunting and difficult job. Despite the hours you have spent writing your proposal, it's just one among many. What does it take to be successful in this hyper-competitive environment? What will make your proposal rise to the top of the pile? In this concise and easy to read book, proposal writing expert Robyn Haydon explains why most proposals end up on the reject pile – and how to make sure yours is a winner. Whether you write proposals for a living – or just need help to finish a proposal today – you will find practical advice here on proposal structure, readability, writing techniques, selling your capability, making a compelling offer, and avoiding elimination traps. Ideal for entrepreneurs, professional service providers and small business owners, as well as sales and marketing specialist, grant writers and proposal professionals who work in commercial and not for profit environments. “A quick way to learn a great deal about proposal writing...excellent value...highly recommended.”- Australian Marketing Institute “What's your strike rate when it comes to successful submissions? If it's less than 100%, you could learn something from *The Shredder Test*. The chapter summaries are excellent...a concise, useful read.” - *The Age Newspaper* “Straightforward and easy to read, this book is applicable worldwide for companies bidding in open business-to-business environments.” - Association of Proposal Management Professionals (USA) “Strategies, tactics, how-to's and tips that any business can use.” - *Herald Sun Newspaper*

Based on the proposal-writing system used at A. T. Kearney and KPMG Peat Marwick, this book features work sheets and other tools for moving "buyers" from concept to acceptance. Thoroughly updated, the second edition includes many new examples and scenarios, chapters on fees and collaboration, and new sections on "voice" and presentation.

Writing Winning Business Proposals, Third Edition McGraw Hill Professional

Covering all aspects of the proposal process, from the most basic questions about form and style to the task of seeking funding, this Sixth Edition has been completely updated and revised to offer clear advice backed up with excellent examples.

A practical guide to developing and writing winning business and marketing proposals, this book covers all the basics, from picking the right projects to bid on, to doing initial research to producing the document to following up.

Use the latest technology and techniques to craft winning proposals.

The manager of bibliographic services at the Foundation Center assembles actual grant proposals that have garnered money for nonprofit organizations, as a guide for newcomers to grant writing, presenting them in sections on special single-year and multi-year projects, endowment, building or renovation, general and operating support, seed money, and planning grant, and also providing examples of letters of inquiry, cover letters, and budgets.

Providing clear-cut steps for producing each section of a competitive grant proposal, this hands-on book is filled with examples from actual RFPs and proposals, practical tools, and writing tips. Prominent educator and successful proposal writer Anne L. Rothstein shares a systematic process created over decades of experience in the field. She details how to: achieve group consensus around a project; identify likely funding sources; establish need; develop objectives; assemble a Master Project Table and other needed tables, figures, and charts; create an effective logic model; prepare an evaluation; put together a budget; tailor the proposal to meet the requirements of funders; and avoid common errors. Purchasers get access to a Web page where they can download and print the book's 14 reproducible templates in a convenient 8 1/2" x 11" size.

Is this blue book more valuable than a business degree? Most people enter their professional careers not understanding how to grow a business. At times, this makes them feel lost, or worse, like a fraud pretending to know what they're doing. It's hard to be successful without a clear understanding of how business works. These 60 daily readings are crucial for any professional or business owner who wants to take their career to the next level. New York Times and Wall Street Journal bestselling author, Donald Miller knows that business is more than just a good idea made profitable – it's a system of unspoken rules, rarely taught by MBA schools. If you are attempting to profitably grow your business or career, you need elite business knowledge—knowledge that creates tangible value. Even if you had the time, access, or money to attend a Top 20 business school, you would still be missing the practical knowledge that propels the best and brightest forward. However, there is another way to achieve this insider skill development, which can both drastically improve your career earnings and the satisfaction of achieving your goals. Donald Miller learned how to rise to the top using the principles he shares in this book. He wrote *Business Made Simple* to teach others what it takes to grow your career and create a company that is healthy and profitable. These short, daily entries and accompanying videos will add enormous value to your business and the organization you work for. In this sixty-day guide, readers will be introduced to the nine areas where truly successful leaders and their businesses excel: Character: What kind of person succeeds in business? Leadership: How do you unite a team around a mission? Personal Productivity: How can you get more done in less time? Messaging: Why aren't customers paying more attention? Marketing: How do I build a sales funnel? Business Strategy: How does a business really work? Execution: How can we get things done? Sales: How do I close more sales? Management: What does a good manager do? *Business Made Simple* is the must-have guide for anyone who feels lost or overwhelmed by the modern business climate, even if they attended business school. Learn what the most successful business leaders have known for years through the simple but effective secrets shared in these pages. Take things further: If you want to be worth more as a business professional, read each daily entry and follow along with the free videos that will be sent to you after you buy the book.

Proven techniques and invaluable advice for writing winning business proposals—revised and updated! What makes a winning business proposal? It highlights your skills and services, meets your client's needs, and clearly sets you apart from the competition. Since 1995, *Handbook for Writing Proposals* has helped thousands of professionals develop winning proposals. This exceptional handbook guides you through the unique nine-step proposal-writing process from the initial RFP to the client presentation. In this revised and updated version, the authors show you how to: Choose the RFPs that give you the best chance of success Showcase your company's skills and services Set realistic time/cost schedules and budgets Avoid the mistakes that sink most proposals Build client relationships that bring you repeat business Tailor your writing for an international business audience The second edition also offers you a wealth of downloadable forms and checklists that you can adapt for your own proposal-writing process. Whether you own your own business, need to train your corporate staff, or simply want to improve your skills, *Handbook for Writing Proposals*, second edition will show you how to profit from every proposal you write. Praise This book guides you through the process of creating the best impression of your sweat equity to your customer. Whether you need to polish up and improve every aspect of the proposal or just certain elements, this book will fill the need.

Remember, the economics of gain only occur when a customer feels you've fulfilled a need and created value. Paul V. Baron, President, In-Store Bakery Division, The Quarter Oats Company *Handbook for Writing Proposals* offers a wealth of down-to-earth, practical guidance on all phases of proposal writing. The book is well organized and full of concrete ideas that are easy to include in real-life situations. The sample letters, checklists, budgets, and proposals are extremely valuable. This book is a great resource for anyone whose success depends on convincing others through the proposal process. Richard M. Sawdey, Former Vice President and Secretary, R. R. Donnelley & Sons Company

How does a company constantly win more business than its rivals? A key factor is the ability to create proposals that outshine those from even the strongest competitors. *Powerful Proposals* helps businesses maximize the selling power of their proposals, with proven strategies for going beyond "this is what we do" documents in favor of customer-centered offers that highlight the tangible benefits your company offers. This powerful process offers tools and techniques that will let any firm: * assess their "winner or loser" proposal status and take proactive steps to become a winner * address the "Big Four" questions that a proposal must answer to be successful * create "A+" proposals in less time with less wasted effort via a simple, repeatable process * neutralize the issue of price when the firm is not the low-price provider *Powerful Proposals* takes readers step by step through designing executive summaries, writing themes, and generating the text. There is also valuable information on strategy, graphics, callouts, and other visual elements.

Writing Grant Proposals That Win, Fourth Edition offers step-by-step instructions and clear examples of how to write winning grant proposals. It offers practical guidance on how to: ? Express the need for the project. ? Describe objectives and activities. ? Outline an evaluation plan. ? Create a workable project budget. The Fourth Edition is a thorough update with all new charts, graphs, tables, and figures; as well as new examples and coverage of current topics. Students will come away with a clear understanding of how reviewers function and what they are looking for in proposal sections, in addition to what is needed to maximize every aspect of the proposal. The text is loaded with useful tips that will enable your students to hit the ground running, including how to assess a program announcement and ensure each requirement is addressed; condense your entire proposal into a brief but compelling abstract; determine what appendices to include (and in what form) for maximum impact; adequately describe project dissemination and continuation plans; use technology -- including desktop publishing, graphics, color, and spreadsheets for budget development -- to enhance your proposals; and structure your proposal to increase your chance of winning.

This bestseller keeps getting better! The author gives you step-by-step instructions and clear examples of how to write winning grant proposals.

"Suppliers, consultants, contractors, service providers"--Cover.

Among these outstanding writers/presenters are: Don Kracke, an advertising and marketing executive whose private sector proposals have resulted in millions of dollars of business from more than 30 major U.S. corporations Carol Geisbauer, who runs a tiny, community-based local organization and gets more than 20 out of every 25 public grants funded each year simply by following her "technical/political" format in approaching RFPs Jay Abraham, one of the few proposal writers who specializes in cold calling and selling with "proposal/letters" In this book, these three proposal writers and 16 others show you that writing a proposal is more than just answering a request. It is obtaining insight into what the prospective client/company/government agency really wants. You'll learn: The advantage of the "laundry list" approach in private sector proposals How to get decision makers on your side before the decision The inside approach to the two most common proposals submitted to government agencies--RFPs (Request for Proposal) and RFQs (Request for Quotation) How to plan and prepare the graphics, format, style, and language of a written proposal The ideal length and content for a verbal proposal and when you

should make one The psychology, format, and language for internal/external proposals

From top experts in the field, the definitive guide to grant-writing Written by two expert authors who have won millions of dollars in government and foundation grants, this is the essential book on securing grants. It provides comprehensive, step-by-step guide for grant writers, including vital up-to-the minute interviews with grant-makers, policy makers, and nonprofit leaders. This book is a must-read for anyone seeking grants in today's difficult economic climate. The Only Grant-Writing Book You'll Ever Need includes: Concrete suggestions for developing each section of a proposal Hands-on exercises that let you practice what you learn A glossary of terms Conversations with grant-makers on why they award grants...and why they don't Insights into how grant-awarding is affected by shifts in the economy

If you have just assumed responsibility for writing a response to one or more Requests for Information or Requests for Prices, then you know that have a great deal of responsibility to shoulder. This book in around 40 pages provides you with the insights you need to write a winning proposal not just an excellent one. Writing a winning proposal can transform a company and the life and career of its author. Win a major deal and you establish a solid base for a whole new source of growth for your company and, as an employee, establish yourself beyond all doubt as someone who personally made the business more successful. In an uncomplicated, jargon-free, brief and entertaining way, this book will show you how to position your business to win, whilst avoiding common mistakes. It will help you give you the best possible chance of winning and it will show you that keeping things simple is the best route to success. Written by a highly successful business leader and based on many years of leading, developing and presenting winning proposals, this book is an easy to read, authoritative guide that embodies all of the principles that the book highlights. This book will: * Make it easier for you to write winning proposals* Help you to protect your company through the process* Help you to think about and clarify the reasons why someone would buy from you* Help you to decide pricing strategies* Prove to be a fast and entertaining read * Provide a series of checklists so that you can be sure that you have addressed all the advice given.

Fixing American Politics: Solutions for the Media Age brings together original chapters from 34 noted scholars from two disciplines – political science and communication – asked to identify the most pressing problems facing the American people and how they can be solved. Authors address the questions succinctly and directly, with their favored solutions featured in chapter titles that exhort and inspire. The book gives the reader much to think about and debate. Should news outlets be funded with public money rather than by private enterprise? Are the new social media a boon or a bane to political elections? Is the American past dead, or is it living once again? Do churchgoers and environmentalists have anything to discuss? Is the FCC doing its job? Can political ads be made less toxic? Should Fox News be "cancelled?" Should cancel cultures be cancelled? Can we become more civil to one another and, if so, how? Fixing American Politics poses all the best questions ... and offers some concrete answers as well. This book is perfect for students, citizens, the media, and anyone concerned with contemporary challenges to civic life and discourse today.

As more and more clients shift to a formal Request For Proposal process, is your firm winning all the business it could-and should? The key to winning proposals isn't really magic. But as RFP requirements become increasingly complex, and competition stronger, putting together a successful proposal does require a more strategic approach and a game-changing shift in thinking. The Magic of Winning Proposals will not only help you improve your RFP win rates. This essential book will help you win new clients and realize better margins. Some of the most successful consulting firms in the world use this process, achieving win rates of more than 80 percent. Now author Laura Ricci shares her process with you. The Magic of Winning Proposals provides an easy, step-by-step guide (complete with forms) on how to sync with your client, analyze the RFP, avoid pitfalls, and thoroughly prepare the final proposal and oral presentation. This book delivers-so you can, too.

Bestselling author of Million Dollar Consulting sharesthe secrets of writing winning proposals Intended for consultants, speakers, and other professionalservices providers, Million Dollar Consulting@Proposals ends forever the time-consuming and often frustratingprocess of writing a consulting proposal. It begins with thebasics—defining these proposals and why they arenecessary—and coaches you through the entire proposalprocess. In this book, you'll learn how to establish outcome-basedbusiness objectives and maximize your success and commensuratefees. From bestselling author Alan Weiss, Million Dollar ConsultingProposals delivers step-by-step guidance on the essentialelement in creating a million dollar consultancy. Outlines the nine key components to a Million Dollar Consultingproposal structure Presents a dozen Golden Rules for presenting proposals Offers online samples, forms, and templates to maximize theeffectiveness of these tools The New York Post calls bestselling author Alan Weiss"one of the most highly regarded independent consultants inAmerica." Alan Weiss's expert guidance can lead your consulting businessto unprecedented success, and it all starts with a million dollarproposal.

A step-by-step guide to crafting a compelling scholarly book proposal—and seeing your book through to successful publication The scholarly book proposal may be academia's most mysterious genre. You have to write one to get published, but most scholars receive no training on how to do so—and you may have never even seen a proposal before you're expected to produce your own. The Book Proposal Book cuts through the mystery and guides prospective authors step by step through the process of crafting a compelling proposal and pitching it to university presses and other academic publishers. Laura Portwood-Stacer, an experienced developmental editor and publishing consultant for academic authors, shows how to select the right presses to target, identify audiences and competing titles, and write a project description that will grab the attention of editors—breaking the entire process into discrete, manageable tasks. The book features over fifty time-tested tips to make your proposal stand out; sample prospectuses, a letter of inquiry, and a response to reader reports from real authors; optional worksheets and checklists; answers to dozens of the most common questions about the scholarly publishing process; and much, much more. Whether you're hoping to publish your first book or you're a seasoned author with an unfinished proposal languishing on your hard drive, The Book Proposal Book provides honest, empathetic, and invaluable advice on how to overcome common sticking points and get your book published. It also shows why, far from being merely a hurdle to clear, a well-conceived proposal can help lead to an outstanding book.

A practical guide to winning contracts and funding through competitive bids, tenders, and proposals, this updated edition includes taking action during pre-proposal stages and market intelligence with additional advice to help manage the process of proposal writing.

Writing Winning Proposals: Public Relations Cases teaches students, as well as practitioners, how to conceptualize and write public relations plans and proposals from the perspective of the plan reviewer -- typically non-public relations practitioners. The process illustrated within the book is designed to win approval from the plan reviewers and to foster a path for award-winning plan writing. The book thoroughly describes components of the plan, and then provides many actual cases to further demonstrate the strategy and thought process behind plan construction. The cases have multiple suggested writing assignments, role plays, and case problems. These help students and practitioners explore progression of plan construction in various avenues where public relations may be required and practiced. Cases highlighting community relations and engagement, media relations, employee relations and empowerment, government relations, crisis management and prevention, risk communication, corporate communication, social media implementation, arts and entertainment, corporate communication, social responsibility, promotional endeavors, and event planning are all included. Writing Winning Proposals is ideal for introductory public relations courses, as well as courses in public relations writing, plans, and campaigns. It can also be used as an academic text supplement, a campaigns workbook, or for strategic planning.

In this booklet you will learn: * How to prepare your nonprofit organization to prepare for grant seeking * Laying groundwork for grant seeking and outreach steps to take with funders * Step by step

instructions leading you through the grant application process * The nuts and bolts of drafting a grant proposal * How to draft a proposed budget * What to do if you are accepted and if you are declined So, let's get started!

DON'T LET YOUR WRITING HOLD YOU BACK. When you're fumbling for words and pressed for time, you might be tempted to dismiss good business writing as a luxury. But it's a skill you must cultivate to succeed: You'll lose time, money, and influence if your e-mails, proposals, and other important documents fail to win people over. The HBR Guide to Better Business Writing, by writing expert Bryan A. Garner, gives you the tools you need to express your ideas clearly and persuasively so clients, colleagues, stakeholders, and partners will get behind them. This book will help you:

- Push past writer's block
- Grab—and keep—readers' attention
- Earn credibility with tough audiences
- Trim the fat from your writing
- Strike the right tone
- Brush up on grammar, punctuation, and usage

The difference between a winning proposal & one that comes in second is only two to five points on a 100-point scale. Designed to narrow that gap, this book supplies all the tools needed to generate consistently successful proposals that elicit new clients & contracts & win over peers & senior management on a new project. The secret is in the authors' systematic, easy-to-understand method currently used to train hundreds of consultants at A.T. Kearney & KPMG Peat Marwick. It shows how to crystallize & develop key proposal messages & themes. And it uses an extensive selection of worksheets to help organize & sequence the key psychological decisions necessary to move the buyer-of the proposed service, product, or idea-from the current situation to the desired outcome.

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