



ANNUAL MEMBER REPORT 2024

APMP UK promotes the professional growth of its members by advancing the arts, sciences and technologies of winning business. APMP UK is the authority for professionals dedicated to the process of winning business through proposals, bids, tenders, and presentations.





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Contents

2024 CEO Foreword	1
About APMP UK	2
Revenue	4
Intentional Career Path	8
Apprenticeships	9
Rapport Mentoring Scheme	10
Events	11
TBO	13
Annual Awards	16
Membership	17
Marketing	18
Focus Groups	20
2025 CEO Message	23



CEO Foreword
Mel Bunston CP APMP
 2024 CEO

2024 has been an absolute whirlwind of a year. It only seems five minutes since I spoke on New Years' resolutions and the power of one. 2024 saw a two-fold focus on organisational structure and delivering for our members.

Organisational structure

A key focus at the start of 2024 was to bring business best practice into how we operate. Thinking and operating with a business mindset enables us to deliver maximum benefit for our members. This was cemented in the Common Operating Model, see page 2. To align our behaviours with this model, the Chapter Board collaborated on a Team Charter. We also revised the Board positions, introducing the Chief People Officer role dedicated to supporting our vital team of volunteers. This role supports the demand vs capacity of volunteers and rewards dedication with initiatives to support personal development. See page 3 .

Mid-year saw us review our strategy and simplify our objectives in line with the power of one to determine what elements are business as usual and what are fundamental needle shifters. See page 4.

Delivering for our members

Alongside our portfolio of BIDx® events, we increased our focus on member initiatives with the launch of a new podcast series (see page 12) and four new Focus Groups – recognising that there's no one size fits all for our industry. We listened to you and ensured we delivered on the hot topic of the Procurement Act 2023, including providing resources on our website, articles, panel discussions and our first ever hybrid event.

We've developed strategic relations with the Cabinet Office and Defence Procurement, providing a voice of the bidder into these communities. We also partnered with the National Sales Conference to bridge the gap between sales and bids.

Our reach has stretched internationally. We collaborated with other Chapters on the EMEA AI white paper. In November the Dutch Chapter presented at BIDx® The Big One (TBO), I presented at the DACH Conference and have been mentoring the Lone Star Chapter in the US.

This Report highlights the key achievements of the Chapter, and I'd like to personally thank everyone who has been involved in making 2024 fabulous.






About APMP UK

Mel Bunston CP APMP

2024 CEO

The Association of Proposal Management Professionals (APMP) is the worldwide authority for professionals dedicated to the art and process of winning business through proposals, bids, tenders and presentations. All APMP members benefit from the international body providing learning, networking and certification to elevate the career of its members. More about APMP internationally can be found here <https://www.apmp.org/about/>.

To provide localised benefits, APMP has geographical communities called Chapters. APMP UK is one such Chapter designed to service the needs of UK professionals. With nearly 3,000 affiliated members, APMP UK is the largest Chapter and offers specifically for the UK market:

- Monthly webinars on UK relevant topics
- Focus Groups dedicated to special interests
- In person events in different locations
- BIDx ® TBO, the flagship annual conference
- Newsletters and social media communications
- Podcasts

At the start of 2024, the APMP UK Chapter Board set out to review its processes and bring business best practice into how it operates. The result was the Common Operating Model which defines what we do, how we do it and sets the culture to deliver the best value to APMP UK members, wherever they reside.

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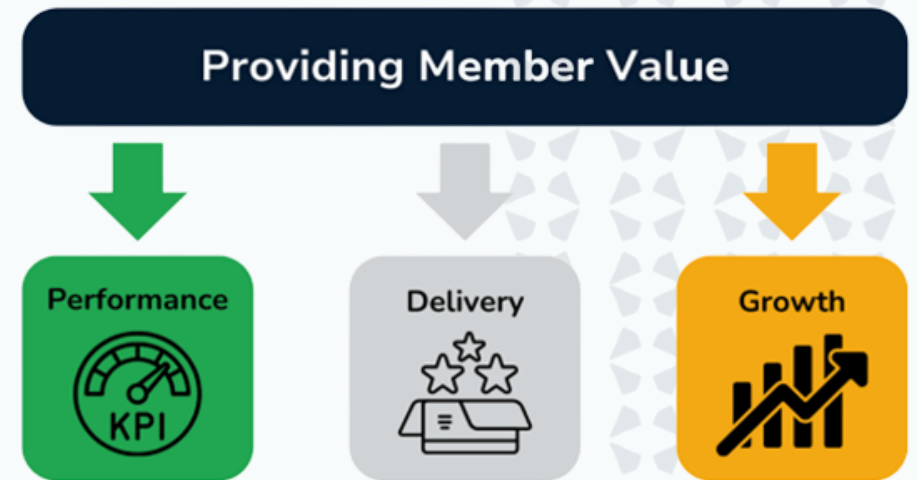


Figure 1: The right structure to deliver member value, with three main tracks

The Common Operating Model is designed to support APMP UK achieve its strategy. Our current three-year strategy set in 2023 sees our ambition to become the **go to arbiter of bid, proposal and capture best practice in the UK.**

But what does that mean?



About APMP UK
Mel Bunston CP APMP
2024 CEO

It means APMP UK:

- Is seen as the figure who guides and encourages the highest standards in bids, proposal and capture.
- Actively promotes best practice, conducts research, fosters strategic relationships to expand the network and adhere to ethical standards.
- Is the place bid, proposal and capture proposals turn to for honest, unbiased and modern approaches.
- Not only stays relevant, but also pushes the drive for continuous improvement, embracing the new.

Our strategy, depicted to the right, is sectioned into three layers: the bottom foundational layer that keeps APMP UK running, the mid-layer which enhances our offering to members, and the top layer, which drives APMP UK to achieve its North Star.

At the end of 2025 we will report back on our achievements over the last three years.

This report will evidence the positive impact of the structure and rigour of the Common Operating Model as APMP UK has continued to grow and extend value to more professionals in the capture, bidding and proposal profession.



Figure 2: APMP UKs current strategic intent will conclude at the end of 2025, enabling review and adjustment to guide the future of the Chapter.



Revenue
Lee Hurt CP APMP
 Chief Revenue Officer

As a not for profit organisation, a consistent revenue stream allows APMP UK to deliver events and initiatives to its members. The past few years have seen cost of living constraints, inflation and price rises, all whilst membership dues have remained the same. In order to maintain and grow our initiatives that offer member benefit, sponsorship provides a valuable revenue stream. In 2024, APMP UK proudly provided sponsorship to a number of companies, which not only provides revenue to support member initiatives, but also demonstrates the value of APMP UK in supporting their business case to invest.



In addition to the commercial arrangements of sponsors and exhibitors, APMP UK was able to increase its offering to members through reciprocal agreements. This included partnering with the National Sales Conference, Siren Brewery and The Village Hotel to provide novel content to TBO and competition prizes for the International Day of Bid and Proposals.

To ensure appropriate spend, the APMP UK Chapter Board is highly governed, reporting into a Board of Directors and aligning decision making to the below 4-question test:

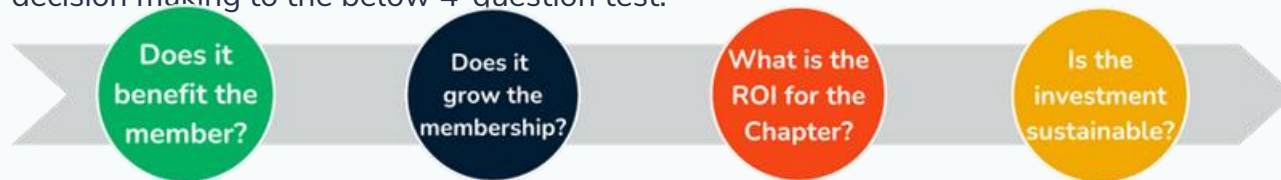


Figure 3: Four-question test in decision making

APMP UK reports that the 2024 operations were conducted on budget, with no over or under-spend.

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MEMBERS OF THE APMP UK CHAPTER BOARD AND BOARD OF DIRECTORS MET UP IN NOVEMBER TO REVIEW PROGRESS AND PLANNING, AHEAD OF TBO 2024.



Figure 4: From left to right: Neil Bacon (Chair of the Board of Directors), Ben Goodlad (Chief People Officer), Rebecca Myatt (Chief Mentoring Officer), Suzanne Shields (Chief Professional Progression Officer), Mel Bunston (CEO), Eve Upton (Board of Directors), Lucy Davis (Deputy CEO), Matt Light (Chief Membership Officer and Angela Fraser (Chief Marketing Officer).



Membership
Matt Light CL APMP
 Chief Membership Officer

The UK Chapter continues to be the largest of the 28 global APMP Chapters, actively offering UK dedicated content as a value-add to your membership investment.

Our members are well distributed across the UK, with the largest population in the South East and hot spots in the Midlands, West Country and Scotland. Our diverse membership spans several industries and sectors. In 2024, we welcomed over 800 new members to the Chapter, and celebrated 600 members being with us for 5 years, over 240 for 10 years, and 15 for 20 years.

We also continue to attract members around the world who choose to affiliate with our Chapter; c.19% of our membership represents over 40 countries, including Germany, Turkey, the UAE and USA.

Our corporate membership also continues to grow, with several new organisations from various sectors, with teams from 5 to 15+, joining our already invested members in 2024.

Understanding the demographic of our members helps inform our activities and ensure we deliver benefit to our members. We'll continue to increase our knowledge of our members throughout 2025.



Figure 5: The APMP UK Chapter enhances the offering provided by APMP Global membership, with the provision of UK specific content as a value-add to the membership fee.



By affiliating with the UK Chapter, our members receive additional value beyond the signature global benefits. This includes the latest bid and proposal trends and insights, monthly webinars, BIDx® roadshow events, UK-aligned focus groups, and careers support (including the Bid and Proposal apprenticeship and our career mentoring programme). We are proud to provide these benefits to our members, and continue to develop our offering based on feedback and member sentiment.

In 2024, we celebrated several successes within our membership. At the APMP Awards Gala, 11 members received a place on the '40 under 40' list, with two recipients of the 'Charlie Devine Scholarship'; in addition, Mel Bunston was awarded 'Chapter Leader of the Year', and Steve Coles received an APMP Fellowship.

- UK Chapter 40 under 40 Class of 2024: Sajia Ahmed; Zak Altay; Peter Blunden; Bethany Bromfield; Natalie Clark; Stefanie Faulkner; Olly Jones; Matt Light; Jenna Roberts; Tom Silence; Sarah Thomson.
- Charlie Devine Scholarship Class of 2024: Grace Chen; Lisa Ellis.

We also celebrated the top talent in our profession at our annual Awards Dinner as part of TBO, recognising our winners' success in 7 categories (see page 19).

Every APMP volunteer and award winner receives a digital badge, which can be displayed, for example, on their LinkedIn profile. We awarded over 50 digital badges in 2024, and are looking forward to awarding more in 2025.





Intentional Career Path
Suzanne Shields COO CAP MC ES APMP
 Chief Professional Progression Officer

This has been a busy twelve months. The Intentional Career Path (ICP) has launched its [ICP LinkedIn page](#).

We will be providing regular content starting with our monthly posts from members sharing their experience and journey into our profession.

The Chapter members are continuing their investment in their skills by taking the signature exams (Foundation, Practitioner, Professional and Capture Practitioner) and we are seeing an increase in micro certification take up; with the newest one Competitive Price to Win launched in 2024. To maintain certification standards, members are required to earn Continued Education Units (CEU) which are easily gained through activities like speaking at events and listening to webinars.

You can keep a record of CEUs in your personal tracker – see guide [here](#).

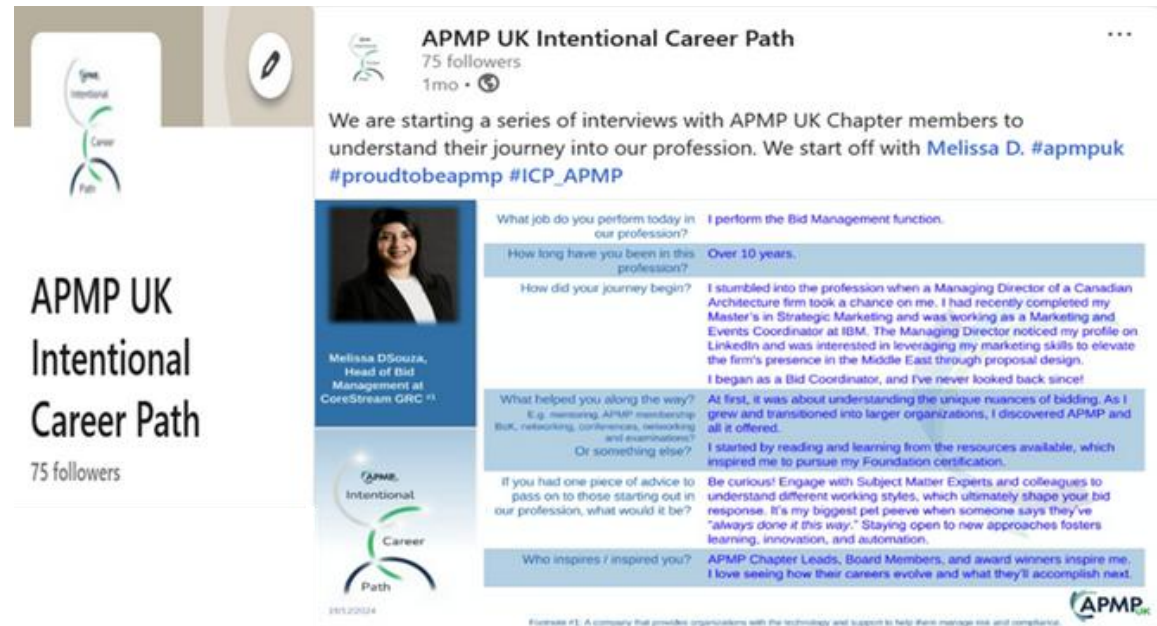


Figure 7: The Intentional Career Path, designed to make a career in bidding an active choice and not just something to fall into

Another first for 2024 was the launch of the APMP Leadership Academy by APMP HQ. The first cohort graduated in January 2025 which included five UK Chapter members. With seven more cohorts from 2024 graduating in early 2025, we are proud that the APMP UK Chapter is demonstrating its leadership in bids and proposals through this initiative.

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The Apprenticeship scheme is now in its fifth year and we currently have 64 active bid and proposal coordinator apprenticeships over the year.

In February, to celebrate National Apprenticeship Week, we launched a new Apprenticeship page on our website to highlight the benefits for apprentices and employers.

We also ran a webinar titled "The Journey of a Bid Apprentice" in which Tom Hood shared his experiences and insights and is available to watch again on APMP TV.

Following on from the success of TBO, in which Dr Nigel Hudson shared insights into the research he'd conducted in our profession, we closed 2024 with the seed of an initiative on how to support research.

This would enable greater insights into our profession, develop relationships with universities and promote bidding as a career to students.

This initiative will continue to be developed in 2025, and more will be revealed as the programme is launched.

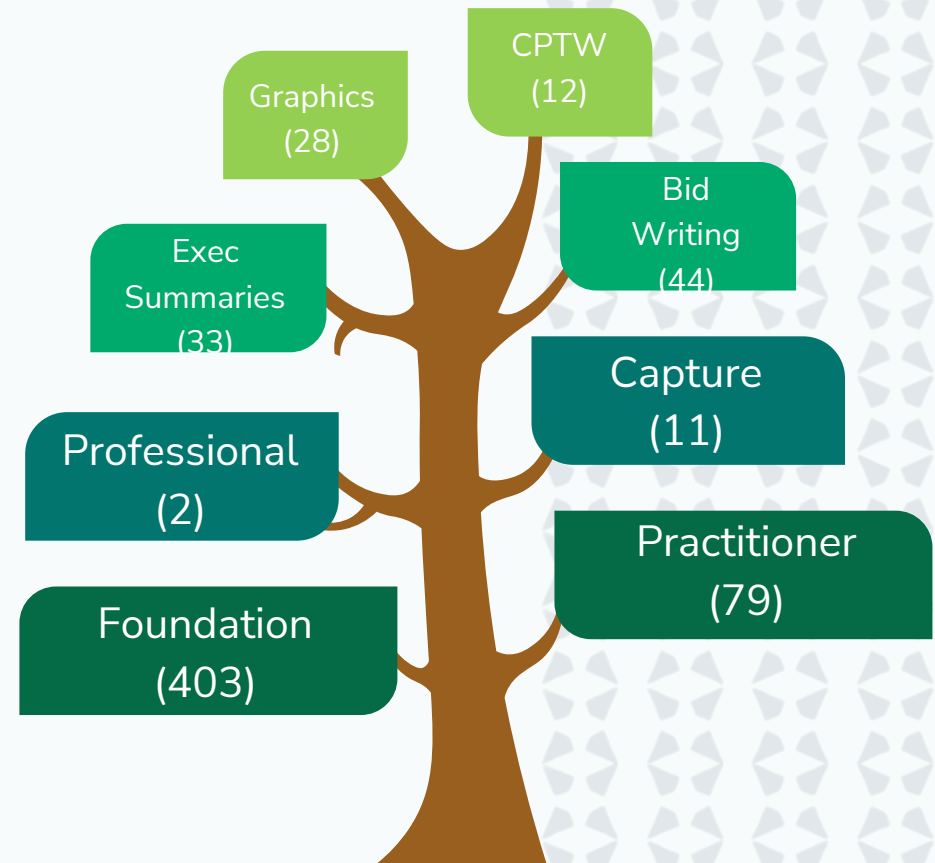


Figure 8: APMP UK members continue to demonstrate credibility in their capabilities through the Certification Programme



Mentoring
Rebecca Myatt CAP CPP APMP
 Chief Mentoring Officer

The Rapport Mentoring scheme is a UK Chapter initiated to support members at any stage of their career. Tailored to individual needs, it helps those on the scheme become their bidding best.

2024 was an exciting year for mentoring. We delivered:

- Mentor Training for 8 new Mentors
- 13 mentor best practice sessions
- 87 one-to-one mentoring sessions
- 30 new mentor/mentee relationships matched

This team enables us to continue providing the Rapport Mentoring Programme which supports members in their personal journeys towards professional development and advancement.

"The training was amazing. We are all genuinely proud to be APMP's latest mentor cohort and today's training has given us invaluable tools to undertake the role with confidence and to a high standard." - Cathie Moreira



Figure 9: APMP UK members continue to demonstrate credibility in their capabilities through the Certification Programme



Events

Ailsa Tuck CP CAP APMP
Chief Events Officer

Webinars

2024 saw delivery of a series of 17 engaging and informative webinars for our members. We covered a wide range of industry topics, such as AI trends in proposals, social value and procurement panel discussions.

With 551 joiners, and an average of 32 participants throughout the year, we saw great engagement and positive feedback from our members, who in the post-webinar survey rated the sessions either 'Excellent' or 'Good'.

Member quote: "The session was fascinating, particularly on how to use AI in a more strategic way."

Our most widely attended webinar, with 69 attendees, was our Social Value Measurement Platform and Tools Carousel. This half-day event gave industry insights into how best to measure, manage and report to improve bidders social value scores.

Across all sessions in 2024, we had an average attendance rate of over 62% against registrations, with many other attendees viewing in their own time after the event.



Figure 10: Webinars are run on a monthly basis and deliver UK specific content across a number of sectors and experience levels



Events

Ailsa Tuck CP CAP APMP
Chief Events Officer



Figure 11: APMP UK sharing insights on bidding best practice and the future of our industry at the National Sales Conference Birmingham in November 2024

Podcasts

We introduced a new way to engage our members in 2024 – the APMP UK BIDx® Podcast. With over 230 downloads across 4 episodes, the series covered a range of topics to educate, entertain and inspire. Interviewing a diverse number of industry professionals, members could hear about:

- **CEO in a pirate hat** – fireside chatting with a Pursuit Director on the importance of lifelong learning and continuous growth
- **AI won't steal your job** – discussing AI's potential to reshape our industry with a CTO and Strategic Advisor
- **Powering a business on empathy** – creating the perfect balance of people and process to uncover your winning strategy and achieve success
- **Exploring the metaverse** – discussing the business opportunities in alternative realities

Event Partnerships

2024 saw APMP UK partner with the National Sales Conference, with Mel and Suzanne hosting roundtable discussions at their London and Birmingham events, and NSC having a presence at TBO. This broadens our reach to a new market. We look forward to continuing this relationship in 2025.

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Events

Ailsa Tuck CP CAP APMP
Chief Events Officer

Roadshows

The APMP UK BIDx® Roadshows, held across London, Farnborough and Bristol, focused on interpersonal skills to arm members with practical techniques to deliver gravitas, presence and influence. Delivered by UK Body Talk, the Roadshows provide a more intimate setting, designed for 20-50 attendees. The sessions covered:

- ‘Deeper Conversations’ – how to understand your audience, lead the room and develop mutual trust
- ‘Business Storytelling’ – how to bring complex messages to life, make your ideas compelling and get your audience to take action.
- ‘Personal Impact, Gravitas & Influence’ – how to develop a persuasive communication style, tailor your communication and understand the psychology of influence.

Procurement Act Panel Discussions

Held in February and April, these panel discussions combined expertise from several fields to discuss what the Act entails, speculate on how it might work in operation, and what the role of AI is in public sector procurement. The second panel saw our first ever hybrid event, run in person at the AutogenAI London office and available through MS Teams.



Figure 12: The Procurement Act 2023 panel discussions saw expertise from across commercial, legal, Cabinet Office, Defence Procurement, bidding and AI share their thoughts on the legislation



BIDx TBO
Lucy Davis CP APMP
 Deputy CEO and Conference Director

APMP UK's annual two-day event BIDx® The Big One, TBO for short, has always intended to enable our profession to connect, learn and have fun, in a safe space. TBO 2024 remained true to that purpose and was the biggest annual conference in APMP UK history with 317 delegates on day one and some 500 people across the 2 days with exhibitors and sponsors.

“... the premier event in the calendar for Capture and Bidding Professionals - great place to meet like-minded people...”

Delegates arrived with curiosity, friendship and eagerness to participate and learn which they could do through 34 sessions across three tracks: people, process and tools. Across the two days, delegates had more choice than before, and it has been noted possibly too much choice! We had an inspiring keynote session with Professor Damian Hughes who brilliantly connected his experience of working with high performing sports teams to the bidding profession. Dr. Nigel Hudson gave us a personal insight into his years conducting research for the bidding profession and insights to the APMP Leadership Academy with Defy Expectations.



Figure 13: BIDx TBO had a record attendance of over 500 people in 2024.



BIDx TBO
Lucy Davis CP APMP
 Deputy CEO and Conference Director



Figure 14: Two days of energetic networking and award winning.

We held the first ever speed networking event with timed opportunities to meet with each other. The energetic and fast paced sessions were well received and will be returning at TBO 2025.

The exhibitor hall was once again abuzz with activity and another TBO first on the SMA exhibitor stand where they played the Product Lifecycle game, an original game designed by SMA for the APMP community. The winner one £750 with a runner up prize of £250. We hope they enjoyed their winnings!

When attendees tell us that at TBO we created a ‘warm’ atmosphere and that it, “...is a great way of helping bid professionals come together and network and learn, in a protected space.”, it reminds us why we do this event and that it brings value to our profession.

As we start to prepare for TBO 2025, we are focussing on how to make the event more inclusive and accessible to members and the wider profession, and designing an agenda that will provide even more insightful and inspiring content through different methods.

We're looking forward to TBO 2025 and look forward to seeing many people there!



Annual Awards
Mel Bunston CP.APMP
 2024 CEO

5th November saw the prestigious APMP UK Annual Awards Gala, celebrating the top talent within our industry. Our 2024 awards also saw us commemorate the life of Laura Farmer, with the Writing Excellence dedicated in her memory. We had a bumper set of nominations this year, making it a tough job for our esteemed judges. Congratulations to all finalists and our eventual winners.



Figure 15: 2024 APMP UK Award Winners

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Volunteers
Ben Goodlad
 Chief People Officer

APMP UK relies on its volunteer community to operate, and we are fortunate to have 59 volunteers supporting us.

2024 saw us expand the number of volunteers as we increased the size of the events team and created new focus groups to provide added value for our members. Whether through contributing to specialist focus areas such as design or Research and Development Interest Community (RADIC), or assisting with events, marketing and memberships, our volunteers have done a fantastic job.

We are continuing to look at ways we can help our volunteer community get the most out of working with us and were able to provide access to a new training and learning platform in 2024, which rewards their time and effort with the opportunity to develop their personal learning with a tool not every company can provide.

Another important aspect is succession planning and it was fantastic to see Kate Malcolmson and Matt Light moving from becoming lead volunteers to joining the Board.

Our ambition is to empower people on their volunteer journey, taking on responsibility within their various areas with the potential to become Board members in the future.

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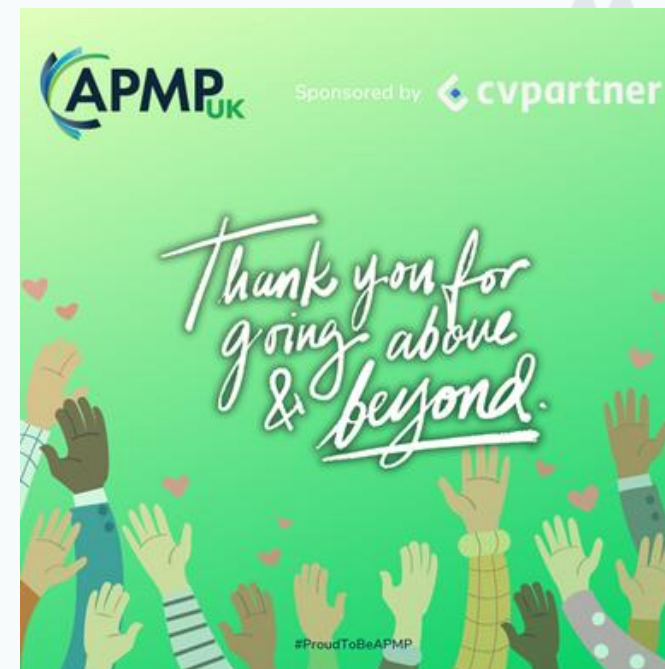


Figure 16: 2024 saw us run our first Volunteer Appreciation Event. An online evening of games and networking to enable volunteers to get to know each other and mark our appreciation of the time they give to APMP UK



Marketing Communications
Kate Malcolmson CAP CP APMP
 Chief Marketing Officer

Our marketing and communications continue to keep our members informed and promote engagement on key topics and discussions aligned with our Chapter strategy.

LinkedIn - we use LinkedIn for our social media presence. In 2024, our followers increased by 900 and we celebrated with 214,000 impressions and an excellent engagement rate of 6.3% (it is acknowledged that anything above 2% is considered “good”). LinkedIn is a key brand awareness, event promotion, and industry engagement platform for the Chapter and the Marketing team work very hard to create engaging and insightful communications including signature campaigns like **#Septender** and **#OurTwelveDays**. This small but incredibly busy team are focussed on creating and sharing content that is interesting, resonates with our members, and is worth engaging with.

Monthly newsletter - the team produce and circulate our monthly member newsletter at the start of each month. Packed full of news, updates, events – it's your go to source for everything that's going on in the Chapter. They team have brought a new look and feel for 2025 – we hope you like it!

Working closely with the Board and Focus Group leads, the team work hard to write, review and share the brilliant work our volunteers are doing – stories, events, blogs and leadership articles. There is never a dull moment in marketing and communications!

If you have an idea that you want to share, you can contact the Marketing team directly using the email below. Don't be shy – they're always looking for brilliant ways to engage and inspire our community – and that starts with **YOU #MemberValue**.





Marketing Communications
Kate Malcolmson CAP CP APMP
 Chief Marketing Officer

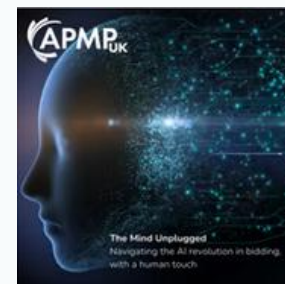


In #Septender, we held a month-long celebration for **International Day of Bids and Proposals**, culminating in a day 'just for us' on 29th September. We joined forces with friends across the industry to bring you some fun collaborations. Siren Craft Brew gave us **discounted craft beer**, our friends at National Sales Conference provided **free licences** for The Growth Hub and **guest passes** for NSC, and our attendees of the BIDx® Roadshow in Farnborough were able to enjoy **free day passes** at The Village – to relax and unwind after a fun filled day.

We had some fun along the way with competitions for the **'best typo'** and celebrated our **'unsung bidding heroes'**

Thank you to everyone for sharing in, these celebrations – together, we are all #ProudToBeAPMP #Septender

APMP UK led the authorship of the collaborative white paper on AI in our industry. To read 'The Unplugged Mind', access it here: [APMP EMEA AI Advisory Group - The Unplugged Mind](#). The paper received great reviews from both members and non-members saying, 'What a fantastic piece of writing, well done' and 'Great insights on the intersection of AI and human emotion in bidding'.



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Focus Groups
Sarah Hinchliffe
 APMP UK Social Value Group Chair

Social Value Focus Group

In our fourth year, the Social Value Group thrived, growing our LinkedIn group to 275 members and our page to 403 followers.

We provided practical guidance through six blogs and six online events presenting case studies, insights and social value measurement tools (accompanied by a new How-to Guide).

Our comprehensive survey provided valuable feedback for members and for the policymakers and buyers in the National Social Value Task Force, the Cabinet Office and the Social Value Network.



The value of content provided by the Group is demonstrated in the excellent feedback from our 'Social Value: Past, Present and Future' presented at this years' TBO.

TBO 2024 has energised us for a busy 2025 work programme.



Jim Carley
 APMP UK Procurement Group Chair

Procurement Focus Group

The APMP Procurement Group was formed in April 2024, with a diverse membership of volunteers across different sectors and organisation types. 2024 achievements include two in-person panel events, a new LinkedIn Group with 100+ members, and articles on AI and Procurement and the impact of the General Election on the Procurement Act (PA23). The group has authored a PA23 FAQ Sheet, serving as a quick guide to the regulations, and conducted a survey of member readiness for PA23, presenting findings at TBO in November. Both the FAQ Sheet and the survey report are now available on the APMP UK website.

With PA23 due to go live in February 2025, we are excited to develop initiatives and share experiences to help members navigate this legislative change.



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David Wright
RADIC Chair and Founder

RADIC was mobilised in the summer of 2024, formally launching in November at APMP UK's BIDx® The Big One. We've established the RADIC committee, guiding and increasing the development of APMP UK's support for R&D bid professionals, with five committee meetings undertaken so far.

Key activities to date include:



- Lively RADIC LinkedIn page, with 74 followers and growing.
- 1st RADIC webinar planned for April.
- R&D Funding Landscape infographic in the final stages of preparation.
- Development of a RADIC landing page on APMP UK's website.
- Exploration of how to attract new membership from the R&D sector (e.g. academia).



Cíara Gilsean
Design Focus Group Chair

The Design Focus Group (DFG) is proud to have presented on stage at BIDx® TBO 2024, hosted a live APMP webinar in January 2025 and increased our membership by 33%.

Our presentation 'Elevating your output with design' discussed the value that design can bring to bids, and presented statistics that demonstrate how improved design capabilities can lead to increased win rates. Feedback was overwhelmingly positive with an average rating of 9.7.

We followed with a our live webinar, 'A little goes a long way: hints, tips and basics for effective proposal design with MS Word', which had over 80 attendees. Both sessions had excellent audience engagement, with more questions than time allowed for.



Engagement on the DFG LinkedIn page increases weekly. Watch this space for more campaigns, hints and tips for proposal design, a 'Value of Bid Design' survey, and more educational webinars.



Lucy Davis CP APMP
Capture Focus Group

The Capture Focus Group is the newest of our focus groups borne out of an identified need to give this part of the bidding cycle the attention it requires and deserves; providing a home for professionals to share experience and cooperate to improve our understanding and approach to capture, exploring what works effectively and how to best introduce capture in the UK.

The Capture focus group is being led by Graeme Robson, Caroline Tallyn and Sharen Madge and championed at the Chapter Board level by Lucy Davis.

As we finalise the terms of reference for the group, we are looking for people who would be keen to join the management committee and volunteer their time, expertise and experience to the growth of this group in 2025.

Our initial focus will be to explore:

- Define Capture and how to gain experience
- Build a Capture professional community
- Promote Capture continuous professional development

Could this be you?

Throughout various engagements with members, we've received suggestions on a Wellbeing Focus Group and a Diversity Focus Group. If either of these groups, or any other topic, is something you feel passionate about, then please do contact ceo@apmpuk.co.uk.

We are open to suggestions for additional Focus Groups, and look to expand our groups in 2025.





2025 CEO Forward Look Lucy Davis CP APMP

A business mentor once asked me if I was going to be a DOG or a GOD! Not sure what she was talking about I thought GOD sounded a bit ambitious, so I opted for DOG! In this context, DOG means Delivery over Growth, and GOD is Growth over Delivery and depending on your business priorities, will define which approach is the more appropriate.

I applied this to APMP UK. Given that 2025 will be the end of our current 3-year strategy we have some planning to do, so I feel it is prudent to take a DOG approach.

Therefore, in 2025, the priority for the APMP UK Chapter Board is to ask members and those in the wider bid profession, how can we help? What can we do for you?

We will continue delivering roadshows, webinars, focus groups, mentoring, podcasts, and of course TBO. At the same time, we will be looking at our plans for the coming years to make sure we are delivering members what they need, as well as looking into the wider profession.

You can help us by participating in the member survey and continuing to engage with us online and through the events.

If you have any ideas or want to discuss any issues, then please do make contact on ceo@apmpuk.co.uk.



Figure 17: It's the Year of the DOG (Delivery over Growth)



Figure 18: Motivational sessions to inspire and deliver value

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