

APMP UK

2014 Annual Report



APMP UK
Association of Bid &
Proposal Management
Professionals

Realise Your True
Skills Development
London Heathrow, 21-23

APMP UK
Association of Bid &
Proposal Management
Professionals



Ken Erskine
CEO, 2014

Introduction

I am delighted to address you in this first APMP UK Annual Report which outlines the chapter's activities and achievements over the previous year. It has been produced specifically for the UK's APMP membership. I am further delighted that this is the result of my personal commitment to you made in October 2013 at the conference at the Cotswold Water Park.

The purpose of this report is to provide visibility across all the activities within the chapter, to outline what has been achieved, and to celebrate successes. We also share a financial overview, giving you an insight into how the members' funds are reinvested into member benefits.

We recognise that enhancing openness is a journey, and over the following months you will see further examples of our work on this with more information made available. To further engage with members, the functionality within our website is due to be enhanced. This will enable us to share more information about the chapter's governance – including finance, structure, board appointments, roles and responsibilities, and a who's who.

This is a members' association and its success is down to the active participation of its members, whether that is through being part of a committee running a programme, or by attending and supporting the events, your participation is important. We are always looking for new volunteers who are prepared to 'roll up their sleeves' and get involved. Working on a committee is the first step for those who ultimately want to become involved in running the chapter.

My tenure as CEO has ended, however I continue to support the current CEO, Richard Bannon, in his role. Through the recognition of the world leading success of the UK chapter, it is with immense pride that I accepted a role on the APMP international board for 2015/2016 to help to share our successes and learnings with other chapters across the globe.

A handwritten signature in black ink that reads 'Ken Erskine'.

Strategic Performance Review

In January 2012 a three year strategy was developed by the board. This is shared below together with a commentary of our performance against these targets.

1 Our Target

Create and maintain a professional image across the profession and within the corporate marketplace.

The Outcome

- ✓ APMP UK is being approached directly by major corporates to ensure their bid teams have enhanced structured career paths to help them retain and develop staff.
- ✓ New enhanced brand rolled out.
- ✓ A slowly increasing recognition of the professional body across a broad spectrum of industries.
- ✓ A growing coverage of geographies and industries within our membership.

2 Our Target

Increase chapter membership to over 1000 active members, and become number one globally.

The Outcome

- ✓ Became largest chapter globally by late 2013.
- ✓ Broke through the 1000 member milestone by mid 2013, and now represent in the region of 1400 members as of April 2015.
- ✓ Have signed numerous additional corporate memberships with blue chip organisations.

3 Our Target

Build a sustainable organisation through sound governance structure, fiscal policy and systems.

The Outcome

- ✓ Governance procedures have been developed and these will be published on the website when the designated members' area becomes operational.
- ✓ Fiscal governance structure and transparency has been enhanced and a financial summary statement produced.

- ✓ The board structure has been enhanced through the creation of sub-committees providing more robust structures.
- ✓ Succession planning has been achieved through an enlarged board with new programmes such as apprenticeships. This has increased the number of opportunities for members to get involved on a committee before stepping up to the board, and ultimately into strategic association leadership roles. This approach ensures that every board member will have had to prove themselves in a delivery capacity before being entrusted with a strategic role.

The 2015 Three Year Strategy

The 2015 board has identified the following key areas as part of its three year forward planning strategy workshop:

1. Be the UK recognised authority in all areas of bid, proposal and business development.
2. Improve value of APMP UK chapter to its membership.
3. Build an open and sustainable chapter organisation.

Future reports will detail our progress against these objectives.

Planned Targets

The following strategies have been targeted but remain work in progress to achieve the high standards our members expect:

1. Enhanced communication to members through the website, bulletins and social media.
2. Increased quantity and geographical coverage and quality of face-to-face seminars.
3. Formal published governance, transparency, resilience and succession planning.

The 2015 board will put further measures in place to continue the journey of improvement in these areas.

Association of Proposal Management Professionals

APMP is your professional association and an international community of bid and proposal professionals who participate in all aspects of the bid development cycle. Created in 1989, the APMP is a not-for-profit professional association, originally founded in the USA. It represents over 6000 members in 27 chapters around the globe.



Our Vision and Mission

APMP is the worldwide authority for professionals dedicated to the process of winning business through proposals, bids, tenders and presentations.

APMP promotes the professional growth of its members by advancing the arts, sciences and technologies of winning business.

Our Membership

APMP members are proposal, bid, capture, business development, sales, marketing and graphics professionals who lead their companies in winning new business. APMP members create jobs throughout the world and relentlessly pursue excellence in all aspects of capture, sales, proposal development and proposal management.

APMP UK

The UK was the first non US-chapter, chartered on 16th March 2001. It is currently the single largest chapter in the world with over 1400 members and has consistently proved to be a real thought leader within the association, with key achievements that include the creation, development and implementation of the APMP certification programme.



The association is non profit making, and owned and managed by the APMP membership. Our aim is to bring to the attention of our members examples of best practice from a wide variety of industries and organisations, and to share learning. This enhances the bid function and helps to establish it as a career of choice. It does not provide, nor recommend, any service offerings beyond the formal certification programmes provided by the Approved Training Organisations (ATOs).

International Key Facts

6000+
Members
Worldwide

27
Chapters

24%
Membership
Growth
(2012-2014)

1113
Certified Members
(Jan 2012 to Dec 2014)

UK Chapter Achievements

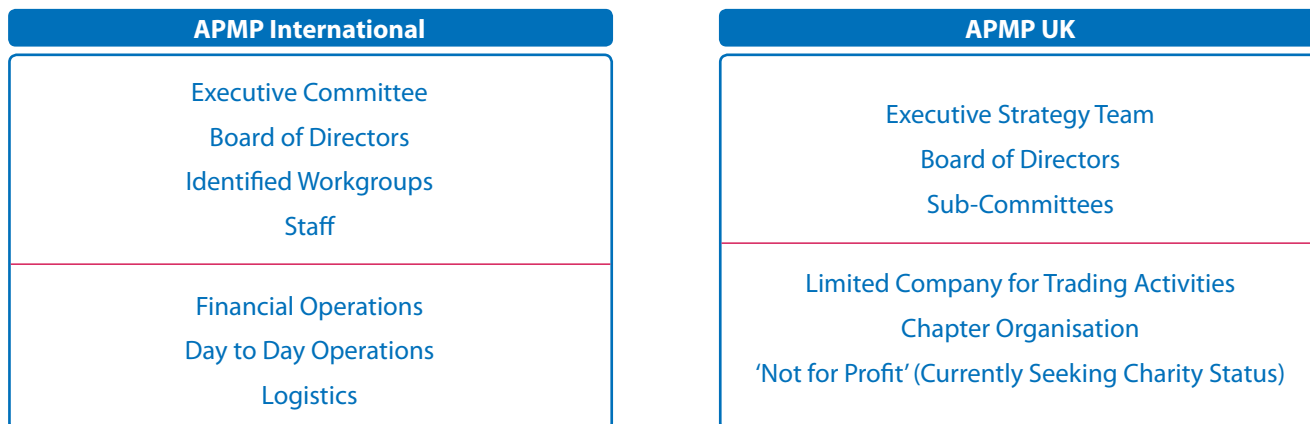
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International awards between 2012 and 2014 in relation to:

- Chapter of the Year
-
- Membership Growth
-
- Corporate Membership
-
- Best Events Programme
-

APMP Governance Structure

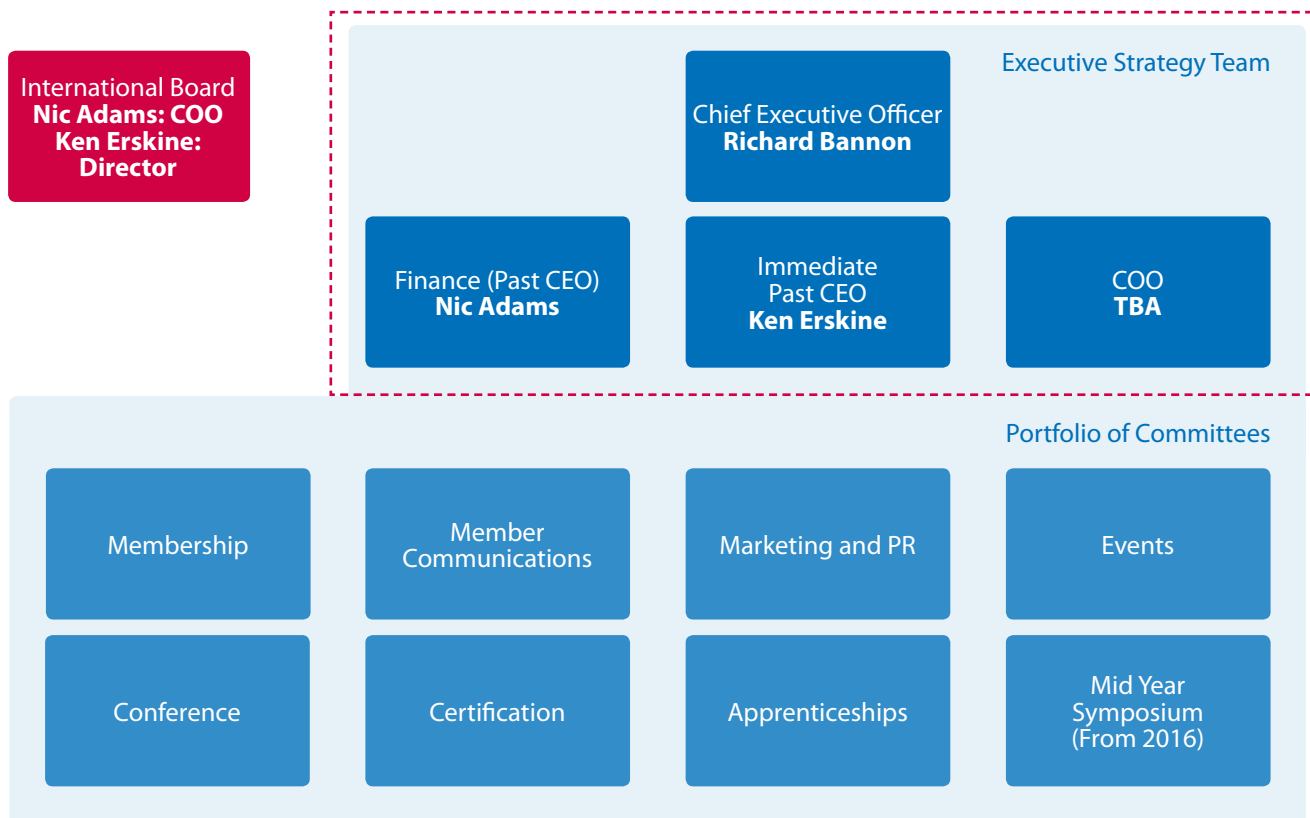
During 2015, the governance strategy and structure will be published and made available to our affiliated membership on the APMP UK website. This will provide details of the process for making board appointments, together with key roles and responsibilities.



APMP UK Structure - 2015

The UK chapter operates a tiered structure for governance and to help ensure strategic continuity. At strategic level, there is an executive strategy team comprising the current CEO, finance director, immediate past CEO and the COO. This team ensures the long term goals of the chapter remain consistent and robust governance is applied.

At operational level, board members each have a portfolio they have responsibility for. This board will reflect the particular aims and objectives of the incumbent CEO. Each portfolio lead will often have sub-committee teams to deliver the services to the members. Members benefit greatly from the sterling work undertaken by the various board and committee members.



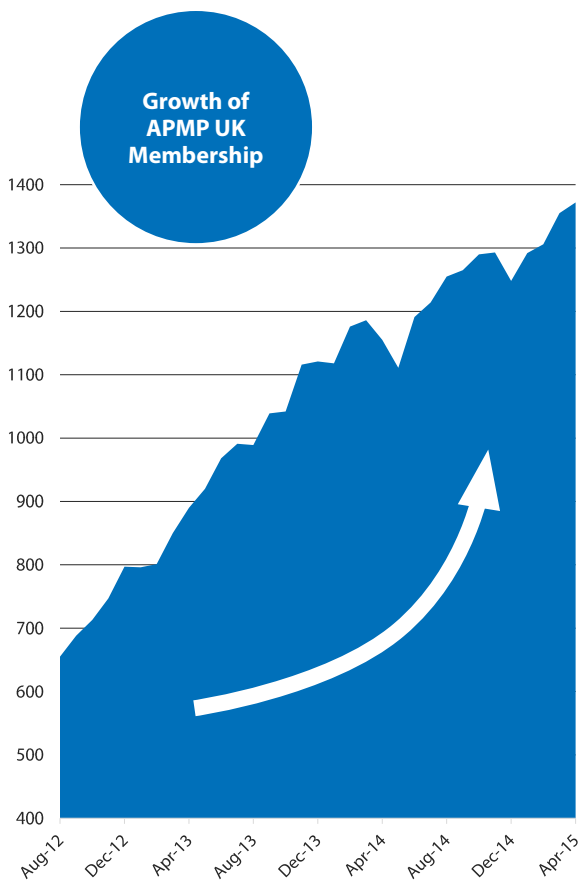
APMP UK Programme Workstreams

During 2014 there were five main programme streams:

- Membership
- Events
- PR and Marketing
- Certification and Development
- Annual Conference / Skills Development Summit

At the end of 2014 / commencement of 2015 a sixth stream was added in the form of apprenticeships.

These programmes are supplemented by board portfolios in respect of communication, finance and special projects. On the following pages, a summary outlining what has been achieved within each programme stream has been provided, together with items that remain work in progress.



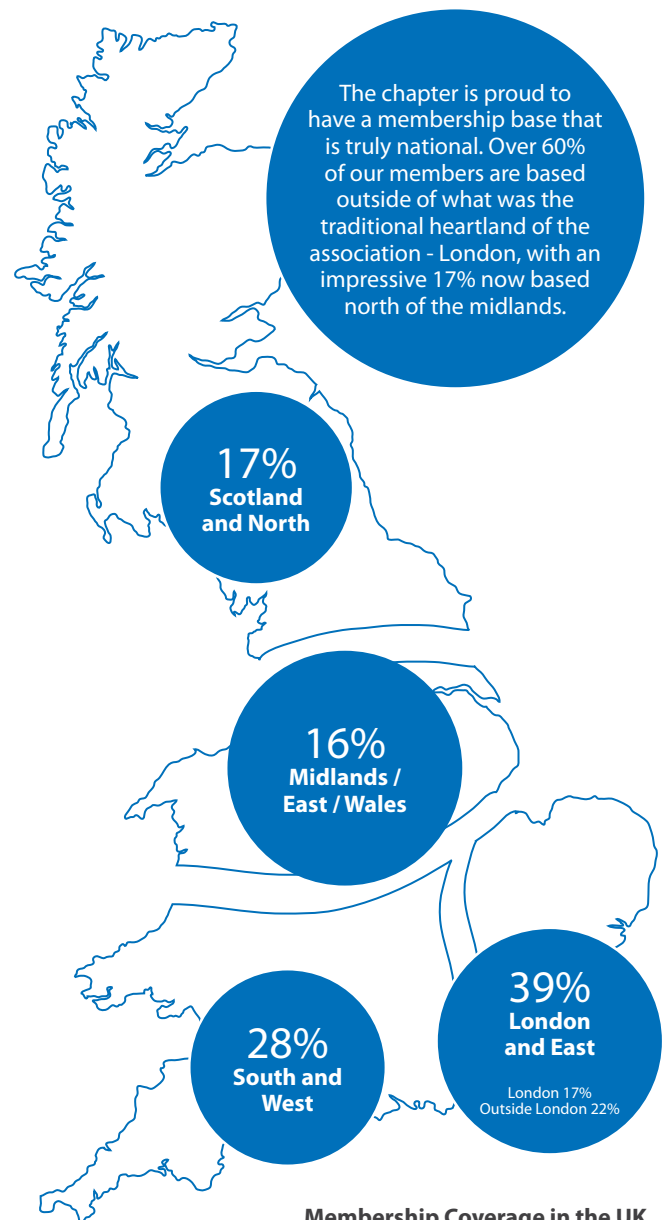
APMP UK Membership

More and more people are recognising the benefits of APMP membership, reflected in the upward trend in affiliation over the last 32 months.

Membership

Membership is our lifeblood and is, without doubt, the most tangible KPI we have in terms of determining the success of the association. 2014 was a fantastic year in this regard through significant continued growth of around 30%, with the UK chapter now representing in the region of 1400 members.

We have again had to revise our long term targets upwards, and are now targeting 2000 UK members by 2017. We are the largest chapter in the world, and picked up two international awards at the Chicago 2014 conference in this regard – Biggest Chapter Growth and Most New Corporate Memberships.



Events

The record books need to be re-written as a result of our most active year yet in running face to face events. These events are often perceived as one of the most valued member benefits, structured to provide learning, networking and socialising opportunities. In 2014 over 1600 delegate places were taken at 18 events across the country in locations as geographically diverse as Edinburgh, London, Reading, York, Manchester and Milton Keynes. Early events in 2015 has seen this geographical growth expand further to the west.

Another indicator of our success is that for the third year running, the UK chapter has collected the international award for the best events programme. There is still however massive potential to significantly increase the number of events by creating additional localised event teams in every geographical area who will proactively organise events, seminars and breakfast meetings on a regular basis. This will help to ensure that all our members have the opportunity to learn and network, regardless of where they live.

2014 Events

1. **Milton Keynes** – Executive Summary Masterclass
2. **Glasgow** – Are the People from Procurement Getting in Your Way?
3. **York** – Exploiting Public Sector Rules for Competitive Gain
4. **Bracknell** – Writing for Transition
5. **London** – Helping Subject Matter Experts to ‘Write Proper’
6. **Guildford** – The Art of Qualification
7. **Reading** – Technology – How it Changes the Way Bid Teams Work
8. **London** – Courageous Insights – Winning Bids
9. **York** – A Picture Paints a Thousand Words
10. **Ascot** – Practitioner Certification
11. **Ascot** – Bid Room 101
12. **Manchester** – A Picture Paints a Thousand Words
13. **Wokingham** – Influence of Leadership and Management
14. **Guildford** – Getting the Most from Bid Reviews
15. **Heathrow** – Summit and Associated Events
16. **Edinburgh** – Getting Off on the Right Foot
17. **London** - New 2014 Procurement Rules
18. **Reading** – Christmas Social

The UK chapter won four of the eight awards presented at the APMP's bid and proposal conference in Chicago, IL, 2014, including Best Events Programme

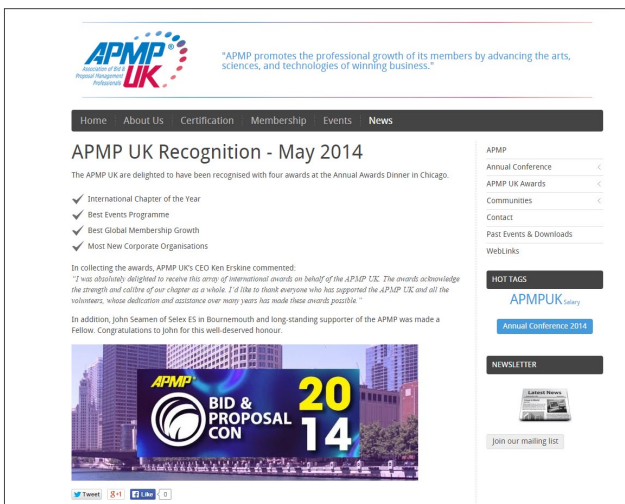


Ken Erskine (former CEO) and Richard Bannon (CEO) collect the Stephen P Shipley Award for Chapter of the Year 2013

PR and Marketing

The PR and Marketing programme made discernible progress during 2014 in the following key areas:

- **Website:** Early steps have been taken to ensure that the website will be able to incorporate members' area functionality. This step is crucial in allowing us to deliver on my commitment to publish your chapter governance documentation, thus enabling us to fulfil our promises on transparency.
- **Apps:** The APMP UK app was developed principally for the annual conference, but with additional functionality for the full events programme. This is a key area for further development in respect of monitoring your CEUs (Continuing Education Units) to ensure continued validity of members' certification.
- **Branding:** The logo has been rolled out and our brand recognition enhanced. Delegates at the conference will have received a range of branded products which are aimed at raising the profile of the association within their workplaces.



Check out our website
for the latest news and
information:
www.apmpuk.co.uk

Apprenticeships, Certification and Mentoring

Education and personal development is central to enhancing the perception of professionalism within a bidding and proposals orientated career.

In 2015, the 'education' portfolio was split into two distinct areas to reflect the amount of development work required. Certification and mentoring will focus on the formal qualification process. A new portfolio has been created for apprenticeships to reflect the growing need to develop a formal education programme for those entering the profession.



Body of Knowledge

The APMP has spent over a year and around 4200 hours surveying, writing and testing its new Body of Knowledge (BoK). UK affiliated members were key to this significant piece of work to ensure it has global relevance.

The APMP BoK serves as the industry's primary resource for best practice. It is the single reference point endorsed by the association for its members. 90 writers and editors worked together to create the most robust reference material in the association's 25 year history.

The BoK can be found at www.apmp.org. It is a member-only accessible library.

Annual Conference / Skills Development Summit

The annual conference was branded in 2014 as a skills development summit. The event is the centrepiece of our annual calendar and has become a must attend event. It was an honour to have several APMP international board members in attendance, including Executive Director Rick Harris, APMP CEO Colleen Jolly and international board member Janneke Orriens.

Pre-conference certification and formal competence training programmes attracted over 150 delegates. The inaugural Practitioner competency training proved hugely successful and we hope, with the support of the ATOs, that these become a regular fixture. Certification events were also fully booked, ensuring an ever increasing proportion of our membership have professional qualifications.

The quality of keynote speakers at the conference was truly inspirational – Professor Lord Winston opened the summit with a scientific perspective on how we can all reach our true potential. Michelle Mone, the entrepreneur behind the award winning Ultimo bra, brought the conference to a close by demonstrating through a very personal story that with guts, passion and determination there are no barriers to achieving success.

Around thirty other speakers provided a great insight into every aspect of winning new business, covering specialisms as diverse as public sector procurement rule changes, through to how to infuse creativity into bid teams. The biggest challenge delegates faced over the two days was choosing which of the sessions to attend!



Michelle Mone



Lord Winston



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Guest
Speakers

The conference is the centrepiece of our annual calendar and has become a must attend event

APMP UK Annual Awards

Each year, the association recognises organisations, teams and individuals who have shone over the past twelve months, and 2014 raised the bar even higher with stiff competition in each category. Congratulations to the winners, as well as all those who were shortlisted.

Award Winners

Best Newcomer

To recognise a new recruit to the profession within the past 18 months who has made a significant contribution or impact to their organisation.

Winner

Jane Brownsord (Vodafone Global Enterprise)

Shortlisted

Daniel Boulton (Harmonic Limited)
Joshua Whelan (Cushman and Wakefield)



Bid Excellence

To recognise outstanding achievement(s).

Winner

Laura Shepherd (Cushman and Wakefield)

Shortlisted

Ros Pollio (Verizon Strategic Services)



Innovation

To recognise a new way of making a positive impact to successful bid and proposal management.

Winner

IMF Bid Team (Mitie Facilities Service)

Shortlisted

Ros Pollio (Verizon Strategic Services)
Victoria Johnson (Rullion Engineering Limited)



People Development

To recognise an organisation that has furthered the capability and/or impact of their bid teams to the success of the business.

Winner

Capita Property and Infrastructure Limited

Shortlisted

Harmonic Limited
Lloyds Bank



Fiona Flower Knowledge Management

To recognise the implementation of knowledge management that has resulted in more efficient and effective proposal submissions. Fiona Flower was a staunch supporter of the APMP UK until her untimely death in 2012. We have instigated this award in her memory and to recognise her own pioneering work in the field of knowledge management.

Winner

Knowledge Team, Amey

Shortlisted

Lloyds Bank
Verizon Strategic Services



Writing

To recognise excellent use of the English language – clarity, brevity and impact.

Winner

Louise Rance (Mitie Facilities Service)

Shortlisted

Adam Brown (Cushman & Wakefield)
Kirsty Hayes (Mitie Facilities Service)



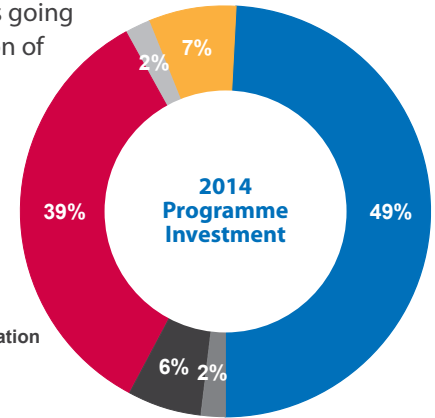
Financial Review

In financial terms it has been another good year with a surplus of £39,859 being achieved and with reserves standing at £190,218. This performance reflects the very positive contribution made by APMP UK's very able unremunerated volunteers.

The APMP UK chapter grew its annual income in 2014 by 18.8% from £124,542 to £147,980. The overall result was net incoming resources of £55,939. Income derived from individual and corporate membership, through chapter rebates, grew some 20.7%, from £18,010 to £21,747. Annual conference, certification, education and event activities income increased 37.2% from £24,917 to £34,192, largely due to the implementation of additional APMP certification training, including APMP Practitioner workshops. Direct expenditure on member benefits increased from £13,904 in the previous year to £17,717, a 27.4% increase.

The chapter has continued to adopt a staffing model of volunteers augmented by paid external consultants, retained for specific projects and / or specific domain expertise. Significant increase in chapter membership and the number of activities being offered to members across all geographic regions, has and will require increased expenditure on consultants and support systems going forward. The inclusion of apprenticeships as a chapter programme will further increase investment in member benefits.

- Events
- Web / Internet
- Certification and Education
- Member Services
- Marketing
- Communications



Consolidated Income and Expenditure

	Association		Company	
	2014	2013	2014	2013
Income				
Membership	21,747	18,012	-	-
From Company	18,412	6,700	-	-
Conference	-	-	98,162	105,973
Chapter Events	-	-	476	557
Certification and Education	-	-	27,595	-
	40,159	24,712	126,233	106,530
Direct Costs				
Conference Costs	-	-	67,489	62,062
Speakers	-	-	21,381	16,870
Chapter Events	-	-	3,171	2,681
			92,041	81,613
Governance Costs				
IT Support	-	-	4,829	6,449
Administration and Travel	-	-	5,336	5,944
Accountancy	300	300	1,925	2,550
Bank Charges	-	-	3,614	3,203
Sundries	-	-	76	48
To Association	-	-	18,412	6,700
	300	300	34,192	24,894
Surplus	39,859	24,412	0	23

This financial review is based on the annual financial statements prepared by our accountants and available to download from our website, www.apmpuk.co.uk.

Consolidated Balance Sheet

	Association		Company	
	2014	2013	2014	2013
Current Assets				
Debtors	-	1	-	-
Funds held by company/association	78,575	-	-	622
Cash at bank and in hand	111,943	151,230	83,459	1,522
	190,518	151,231	83,459	2,144
Current Liabilities				
Due to Company / Association	-	622	78,575	-
Value Added Tax	-	-	2,585	145
Accruals	300	250	2,300	2,000
Total assets less current liabilities	190,218	150,359	-1	-1
Members' funds				
Brought Forward	150,359	125,947	-1	-24
Surplus for Year	39,859	24,412	-	23
	190,218	150,359	-1	-1

Notes

Note 1: Description of Organisation

The Association of Proposal Management Professionals (APMP) is a non-profit professional membership association organised in 1989 to serve as the worldwide authority for professionals dedicated to the process of winning business through bids, proposals, tenders and presentations. Their stated mission is to promote the professional growth of its members, which it does through offering education, certification and networking.

APMP UK is the local chapter of APMP in the United Kingdom chartered in 2001, whose mission is to promote the professional growth of its affiliated members through APMP's objectives, mission and programmes. APMP UK provides regular speaker and networking events, education workshops with the largest activity being the annual APMP UK conference.

Note 2: Membership

Individual and corporate memberships are fully managed by APMP internationally. Membership reported at the chapter level reflects those individuals who actively choose to affiliate with the UK chapter. The chapter receives a quarterly rebate of member fees commensurate with the number of affiliated members.

Note 3: Governance and Commercial

The APMP UK chapter is governed by a board of directors, comprising volunteers. Serving on the chapter board of directors or any of its sub-committees is open to any paid-up member, affiliated to the UK chapter who volunteers their services. All members of the board and its sub-committees are required to subscribe to APMP UK's 'Confidentiality of Information' and 'Conflict of Interest' policies.

Due to the non-tax status of member funds, the chapter has continued to process all revenue activities through its trading company UKAPMP Limited, which submits statutory annual returns. To further formalise this separation, in 2014 the board of directors approved the formation of a CIO (Charitable Incorporated Organisation) supported by a trading company. This process is now underway and on target to complete during the course of the current fiscal year.

All commercial activity of the chapter is undertaken through UKAPMP Limited, a company limited by guarantee and registered in England (company registration number: 05602189).

Note 4: Value Added Tax

UKAPMP Limited is registered for VAT in the United Kingdom (VAT registration number: 909 7678 69).

