



Building the Future: APMP UK's Reach–Elevate– Nurture Strategic Framework

A strategic direction for 2026–2028

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APMP UK | Strengthening the bidding profession for 25 years

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CEO Foreword

Dear Members,

APMP UK exists to support, develop and champion the bidding and proposal profession across the UK. As we reach the end of our current strategy, and are about to celebrate the chapter's 25th anniversary, it is essential that we take time to reflect on where we are, what our members need most, and how we position the chapter for the future.

This strategy sets out a clear and focused direction for APMP UK over the coming years. It has been shaped by evidence, insight and consultation from member feedback, volunteer experience, and wider developments across the professional and association landscape. It reflects not only our ambitions, but our responsibility to steward the chapter in a way that is sustainable, inclusive and aligned to our purpose.

At its heart, this strategy reinforces our commitment to delivering tangible value for members at every stage of their career. It prioritises professional recognition, access to high-quality learning and events, stronger partnerships, and a more connected and engaged community across the UK. It also recognises the vital role played by our volunteers and partners, whose time, expertise and commitment underpin everything we do.

As CEO, I am confident that this strategy provides a strong framework for decision-making and delivery, while remaining flexible enough to adapt as our profession and environment continue to evolve. The Board is fully committed to overseeing its implementation with transparency, accountability and a focus on impact.

I would like to thank our members, volunteers, partners and staff for their continued support and for the insight that has helped shape this work. Together, we are building a chapter that not only responds to the needs of today's professionals, but actively helps to shape the future of bidding and proposal management in the UK.

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Our members experiences – a summary of the Member Survey 2025

APMP UK is proud to represent a vibrant community of professionals working across the UK's bidding, capture, and proposal landscape. In the early part of 2025, we conducted a survey to understand the latest view of member satisfaction, identify priorities for improvement, and explore perceptions of APMP UK's current offerings, communications, and overall value.

We ran the survey with support from a linguistics and data expert to ensure we asked the right questions, and the results would be analysed effectively. The results therefore we feel are credible, defensible, and reflective of participant views, therefore supporting confident decision-making.

Summary of the results that have informed our plans

The results from the survey have informed APMP UK's strategy for the next three years from 2026 to 2028.

We received responses from 10% of members. Whilst this response rate is lower than we had hoped, the results have still provided a rich dataset that reflects a broad cross-section of the APMP UK membership. The survey combined quantitative and qualitative questions, enabling the capture of both measurable trends and deeper insights into members' experiences and perspectives.

Figure 1 provides an infographic of the key demographic data.

Most of our members are based in the Southeast, London, and the Northwest, with others contributing from across Europe, Asia, and the Middle East. Whether you are a Bid Manager, Bid Writer, or Senior Bid Manager, you are part of a strong mid-to-senior-level network where nearly six in ten members have more than ten years of experience, and almost nine in ten have over four.

Our members work across a broad range of sectors from consulting and technology to construction, government, and finance. While many are part of large private-sector organisations, a growing number of freelancers, SMEs, and non-profits bring fresh perspectives and agility to our community. Most of our members are mid-career professionals aged 35–64, with women making up a clear majority. We recognise that we have more to do to improve ethnic diversity and ensure every professional feels represented and included.



Figure 1: Latest demographic data on our APMP UK members

Key themes that emerged from your responses

You told us what matters most: maintaining certification, accessing expert resources, developing professionally, and connecting with peers who understand the unique challenges of bid and proposal work. Certification remains a cornerstone of APMP UK membership, giving you recognised credibility and confidence to progress in your career. Our events, resources, and community activities are designed to help you learn, grow, and stay connected.

We also heard where we can do better. Some members feel that benefits are not always visible or relevant to their level or region, or that costs and workload pressures make participation difficult. Others have asked for clearer communication, more UK-centric content, and additional opportunities for freelancers, SMEs, and early-career professionals.

Themes that emerged from the quantitative responses were:

Different views on AI. Members have strong and varied opinions on the use of artificial intelligence in bidding. Some see it as an exciting opportunity, while others would prefer less focus on it. This diversity of views challenges us to support you wherever you stand, helping everyone navigate technology confidently and ethically.

Clarifying UK identity. Some members find it difficult to distinguish between APMP UK and global communications, which can cause uncertainty about which events and opportunities apply. We will make it clearer that APMP UK communications and events are UK-focused and tailored to our members here.

Location of events. Many members would like to see more events outside London, while recognising that London events attract strong attendance. We want to work with members and regional volunteers who can help bring high-quality, local events to life across the UK.

Access to resources. Members told us that while some find it hard to locate relevant materials, others feel overwhelmed by the volume of resources. We will streamline access and improve signposting so you can find what you need quickly and easily.

Time pressures and format preferences. We know members are time-poor and value learning in short, focused bursts. We plan to offer more bite-sized, on-demand content that fits around busy professional lives.

Quality and relevance of events. There's a shared desire for fewer, more targeted events of exceptional quality and relevance. We'll balance our event mix to ensure that every session feels worthwhile for our diverse community.

Certification alignment. Members highlighted the need to translate APMP certifications into familiar UK Continuing Professional Development (CPD) standards such as NVQ or degree levels. We will continue to advocate for recognition and alignment within the UK professional landscape.

Website improvements. Members rely heavily on our website as a key hub for information and resources. The recent website upgrade directly addresses this, making it easier to navigate, search, and engage.

Membership value. Many members told us that while their organisations often fund their membership, they do not always see it as a personal benefit or a professional investment in their growth. Others see APMP UK as a valuable steppingstone, particularly when they are working toward the next stage in their career. We want every member, whatever their level or motivation, to feel that their membership actively supports them and adds value throughout their professional journey.

Hidden profession. We also heard that many bidding professionals feel their role is often “hidden” or misunderstood within their organisations. Members want APMP UK to continue raising the visibility and recognition of our profession, championing the expertise, impact, and strategic importance of what bid and proposal professionals do every day.

Our goal is to make membership meaningful at every career stage and to help every member feel seen, supported, and proud of the work they do.

We are listening and in the next part we will lay out our plans for the next three years with a focus on:

- Making benefits easier to access and understand, ensuring every member sees tangible value.
- Offering more UK-focused and regional events, both online and in person, to help you connect wherever you are.
- Enhancing inclusivity, so all members regardless of background, sector, or experience level feel part of our community.
- Simplifying communications, focusing on clarity, relevance, and the channels you prefer.
- Strengthening our partnerships, so that membership provides greater career and business advantage.

Together, we are building a more connected, inclusive, and member-driven APMP UK that continues to evolve with your needs and reflects the professionalism, diversity, and ambition of our growing community.

Taking APMP UK forward into the next three years

Given the insights from the survey results and our experiences of talking to members, the APMP UK Chapter Board has been working on a bold and ambitious strategy for the next three years that will address, as much as possible, the feedback and concerns provided by you, our members.

Our vision for APMP UK over the next three years is:

To be nationally recognised as the leading authority and professional community for bidding excellence - advancing our members, our profession, and the UK's growth through the power of effective capture, bids and proposals.

As we work towards this vision, we continue to stand by the principles that have been borne out of BIDx® The Big One (TBO), that we should always ensure we promote connection, learning and fun.

A new strategic framework:

REACH, ELEVATE and NURTURE

To achieve this vision we have defined a new strategic framework that will provide the foundation for how we prioritise our work. It will act as a decision-making lens against which we test new initiatives, partnerships and investments. This will apply to long-term strategic decisions as well as shorter term operational ones.

REACH, ELEVATE and NURTURE will position APMP UK for a strong longer-term future so that it can champion, support and contribute to the development of our profession, and help us towards our vision.

REACH a broader community of bidding, capture and proposal professionals across all sectors of the UK.

ELEVATE the association and the profession by promoting high standards, recognised certification, and advocating for the value of bidding as a driver of business growth.

NURTURE our members and volunteers through meaningful connections, relevant content, recognition, and opportunities for personal and professional development.

The big 3...strategic objectives for the next three years

As part of our work on defining the strategic framework, we identified three significant areas for focus that could help specifically to ELEVATE APMP UK and in turn REACH more people. From these areas of focus, we have defined three strategic objectives for the next three years that will contribute to clearer, more tangible benefits for members, expand our UK-focus, and strengthen the chapter to support your career and business growth and provide a more resilient, credible and recognised association for the bidding profession.

Strategic Objective 1:

ELEVATE the credibility and perceived value of UK bidding and proposal professionals by strengthening formal recognition of APMP UK professional standards and development.

Strategic Objective 2:

ELEVATE our reputation and operational efficiency by exploring a resourcing model supported by dedicated paid roles to ensure sustainable delivery.

Strategic Objective 3:

NURTURE and support our members and **REACH** out to non-member professionals by increasing the provision of UK relevant content and bidding materials (guides, templates, courses) on the APMP UK website that offer practical application to UK bidding practices and align with the APMP Body of Knowledge.

We will be developing plans over the coming months to deliver these objectives, and will keep you updated on the plans and progress through the half year and end of year reports, as well as the monthly newsletter.

Adapting to deliver our strategic plans

APMP UK will continue to anchor everything we do in our common operating model; our principles, processes and behaviours that ensure consistency, transparency and value for our members. As our community and the profession evolve, so must we. To remain relevant, sustainable and impactful, we need to look outward as well as inward: learning from our members and the wider association landscape, strengthening partnerships, and embracing innovation and change. By doing so, we honour what makes APMP UK strong today while building the agility and reach we need for the future.

Member personas to better target offerings and benefits

To enhance our offering and to connect better with our members, we have analysed the types of members we have (e.g. employment status, professional standing) to understand better their world, what they want, what they want to avoid or fix and how they go about accomplishing their goals.

Figure 2, Figure 3 and Figure 4 present the three persona groups that we have identified showing value propositions for each persona that focus the value of APMP UK to them and help us REACH those who may find an affinity with us.

Our first persona is an APMP member in a team leadership role or looking to progress into one, probably in a corporate environment, where APMP supports their own and their team’s personal development.

Value Proposition: Equipping professionals and leaders to build high-performing careers and teams that deliver results and are recognised for their value

<p>Success and Well-being</p> <ul style="list-style-type: none"> • Creating motivated, engaged teams that work effectively in high pressure environments • Accessing and building environments where individuals feel valued and supported. <p>Professional Recognition</p> <ul style="list-style-type: none"> • Positioning as a professional, strategic individual / function • Celebrating achievements with credibility. 	<p>Leadership Growth</p> <ul style="list-style-type: none"> • Accessing resources to strengthen skills and support career progression • Learning how to recruit, develop and retain the right people. <p>Confidence and Clarity</p> <ul style="list-style-type: none"> • Cutting through noise with meaningful tools, processes and learning • Gaining confidence in managing own / team performance and results. 	
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Figure 2: Leaders of teams focused on professional development and championing our profession

Our second persona is an APMP member who at times feel isolated because they mostly work from home, maybe the only bidder in the organisation or are freelance. They value building a network of like-minded people, who understand the everyday challenges of the profession.

Value Proposition: Building meaningful connections, recognition and support for professionals who value a supportive network

<p>Recognition and Contribution</p> <ul style="list-style-type: none"> • Being valued by their peers with recognition and award opportunities • Giving back to their professional through mentoring and collaboration. <p>Community and Belonging</p> <ul style="list-style-type: none"> • Joining a network who understand their challenges and experiences • Attending virtual and in-person events to combat isolation. 	<p>Support and Well-being</p> <ul style="list-style-type: none"> • Accessing a safe space to share challenges, like stress and burnout • Learning strategies from peers to help mitigate challenges. <p>Professional Growth</p> <ul style="list-style-type: none"> • Expanding their network, finding collaboration opportunities, and increasing visibility • Engaging in activities that give meaning and purpose to career growth.
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Figure 3: Those who value connection and community

Our third persona is an APMP member who sees value in a professional body that supports their growth and reflects their own values. They may be earlier on in their career or have recently transitioned to the profession. They want to absorb knowledge to grow skills and confidence, investing in their career in a safe space within an industry and world constantly in flux.

Value Proposition: Empowering early-career professionals to grow with confidence, connect authentically, and shape a career that reflects their values

<p>Confidence and Growth</p> <ul style="list-style-type: none"> • Accessing structured, low-cost learning and resources to build skills at their own pace • Getting practical tools to mitigate imposter syndrome and grow into leadership roles. <p>Community and Belonging</p> <ul style="list-style-type: none"> • Joining a safe, welcoming network of peers • Learning, sharing and growing without pressure. 	<p>Clarity and Career Progression</p> <ul style="list-style-type: none"> • Mapping their career path with meaningful opportunities to support progression • Getting tailored feedback and insights to help reflect and plan. <p>Alignment and Impact</p> <ul style="list-style-type: none"> • Making decisions that reflect their values and create real impact • Being part of a sustainable and future-focused professional body.
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Figure 4: Those for whom professional growth and personal values are aligned

In helping to NURTURE our members, this speaks to feedback that asks us to make benefits easier to understand and more tangible. By looking at our offerings through the lens of the personas, we will better target what we deliver, make our messaging clearer, and therefore APMP UK benefits more obvious and relatable – defining value propositions that speak to different members. Going forward, we will assess all initiatives against the personas to ensure that what we do will benefit at least one of them.

We also see this helping us to REACH new members by speaking to them about how APMP UK can support them and introduce them up to a community of like-minded people who they can connect and learn with.

We have drafted a LinkedIn campaign that we will deploy next year to create awareness and credibility of APMP UK and demonstrate APMP UK in action.

The Intentional Career Path guiding us through the profession

Whilst we test everything through our strategic framework and ensure it speaks to our members through the personas, we will also align everything we do for our members to the Intentional Career Path (ICP) so that we can target our events, resources and other initiatives at people on various stages of their career journeys and make sure we are providing something for everyone.

Therefore BIDx® webinar, roadshow and TBO topics, focus groups, the student intern programme and other initiatives that we identify, will benefit members at different stages of their bidding careers, so that we are NURTURING all our members and REACHING those in the profession who are looking for support.

New volunteering opportunities

To ensure that as a chapter we are structured to deliver the strategy defined in section 2, we need to make sure that, within our current volunteer-led operating model, we have the right capabilities and the right levels of capacity. We have therefore reviewed the chapter's organisational structure and identified a number of portfolios where there are opportunities to support the chapter:

- TBO
- Revenue and Finance
- Membership
- People
- Marcomms
- ICP and
- Relationships and Partnerships

Maybe you are already a volunteer but fancy a change? Or maybe you want to join the chapter organisation? If you are interested in supporting us in any of these areas and can spare 1 to 2 hours a week, please contact us at volunteer@apmpuk.co.uk.

2026 initiatives to Elevate, Reach and Nurture our community

In terms of our short-term plans, we have identified a series of initiatives that are quick wins to address some of your feedback.

APMP UK turns 25!

APMP UK will celebrate a major milestone in 2026 as it reaches its 25th anniversary, marking a quarter-century of advancing the bidding and proposal profession across the UK.



Since its formation in 2001, the chapter has grown into a vibrant, respected community of professionals, volunteers, and organisations committed to raising standards, developing talent, ELEVATING the profile of our profession and in turn REACHING out to our fellow colleagues and peers in the profession.

Through a year-long campaign of communications, competitions and initiatives, this anniversary offers an opportunity to celebrate the people who shaped the chapter, recognise how far the profession has come, and look ahead to an exciting future – one where APMP UK continues to innovate, advocate, and lead the way for the next generation of bid and proposal professionals.

We encourage you all to find ways to mark the occasion, and APMP UK will support and promote all initiatives in 2026 under the banner #APMPUKis25.

Launch of the APMP UK Member Support Fund

Whether you are employed, self-employed or retired, we have heard how costs associated with your APMP membership are sometimes a challenge to bear.

Therefore in 2026 we will establish a new Member Support Fund to NURTURE our members and enable you to apply for funding to support your membership experience, for example help with the membership fee, cost of certifications, event attendance.

In the new year we will launch the application process. The basic rules will be, you must be a member to apply for support, and each application will be assessed on its individual merits to ensure that the fund is used correctly and supports as many members as possible.

We will be releasing details of the application windows and how to apply shortly.

New APMP UK annual events calendar

To NURTURE our members events experience and REACH those in the wider profession, in January we will launch a new annual events calendar that will lay out BIDx® activity (Roadshows, Webinars, The Big One, Online and Podcasts) each month to help you plan better and hopefully enable you to attend more. Details will be available through our new APMP UK website under the Engage section where you can now access the [BIDx Events Hub](#).

New focus groups to support our members

To NURTURE our freelancers and senior leaders and REACH more of you in the profession, we will be launching two new focus groups in 2026.

Our first group is speaking to our professional leaders in more senior positions in their ICPs, who have significant influence on bidding within their companies as well as the wider profession. Nigel Thacker has launched the Senior Leadership Focus Group, aimed at those who are in senior roles on their ICPs looking to provide this cohort of members with access to content and events that will support them beyond the bid process and certification programme. This group will look to address the aims, challenges and opportunities that senior leaders face in developing the bidding profession at this later stage in our careers. If you are interested in working with Nigel on this new initiative, please send him your expression of interest to nigel@rebidding.co.uk

Our second group will be launched by Lucy Davis for freelancers and the self-employed, in response to people who have expressed an interest in wanting to move into self-employment, as well as those already self-employed who are looking for support, advice connection and community to help them further their businesses. If you are interested in working with Lucy on this new initiative, please send her your expression of interest to lucy.davis@apmpuk.co.uk.

New APMP UK student internship programme

Aligned with the very start of the ICP, since June we on the chapter board have been working with a student from Bilborough College, providing her with work experience and coaching, to support her through her business, finance and economics studies. This is proving to be valuable so we will be working together to design an intern programme to REACH those curious to learn more about our profession and gain some hands-on experience to the world of business. If you have any experience in running internships and working with 18 year old+ students and would like to support this programme, then please do get in touch with lucy.davis@apmpuk.co.uk.

Doubtless as we continue to hear from you and learn from other associations like ours, there will be other initiatives in 2026. Our commitment is that we will always assess them against REACH, ELEVATE and NURTURE, to ensure that they support our vision for APMP UK and align them to our member personas and the ICP for context and appeal.

Conclusion

APMP UK is evolving with purpose by strengthening our operating model, embracing innovation and sharpening our focus on member value.

By using clear personas, aligning all activity to the Intentional Career Path, and adapting our Board structure, we will ensure every initiative is targeted, relevant and impactful. These changes help us REACH new audiences, ELEVATE the profession and NURTURE every member, creating a more connected, confident and future-ready community.

Now is the moment to step forward — as individuals and as a profession. APMP UK calls on its members, volunteers, partners and supporters to engage, contribute and lead alongside us.

Whether you are building your career, leading teams, or shaping the future of bids and proposals, this is an invitation to REACH further, to ELEVATE standards and recognition, and to NURTURE a confident, connected and future-ready community.

Together, we will turn ambition into action, strengthen the credibility of our profession, and secure APMP UK's place as the nationally recognised authority for bidding excellence in the UK.



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