

ANNUAL REVIEW



Celebrating our centenary and looking to the future

2010-11

“Developing the marketing and sales profession and its people.”

As the world's largest organisation for professional marketers and sales people we play a key role in training, developing and representing the professions.

Wherever you are in your career, we can help. The latest skills, the most industry-relevant qualifications and the best information are all available from The Chartered Institute of Marketing. We can also connect you to a vast network of both professional marketers and sales people with practical business experience and contacts across all sectors.

CONTENTS

2	President's report
4	Chairman's report
7	Learn
10	Develop
13	Belong
16	Get ahead
18	Stay ahead
20	Acting responsibly
22	Financial report
24	Financial statements
26	Committees

The developed world continues to show little sign of growth but this means that marketing becomes even more important for the success of an organisation. In a booming economy many organisations can do well as a rising tide will lift all boats. However without the benefit of an expanding market the only way to increase volume is by raising market share. This requires professional marketing skills such as identifying new customer needs or wants, ensuring attractive design and capability, communicating the benefits to the target audience and delivering the product at the right price and in the right place.



Sir Paul Judge FCIM
President

Sir Paul Judge was appointed President in January 2008. Sir Paul is a well-known advocate of professional standards within the marketing profession and has extensive experience of senior business leadership in both the private and public sector. He is a director of a number of public companies in the UK, US and South Africa. He is the key benefactor of the Judge Business School at the University of Cambridge and has honorary degrees from Cambridge, Westminster and City universities.

Many organisations have now adjusted to the changed economic circumstances and have restored their training budgets which were too often cut in response to the recession. Our Learning and Development Division has consequently begun to show a strong recovery which has been helped by the work done to reinvigorate the business model and to increase efficiencies.

Our membership remains the core of the Institute. Despite a slight decline in membership, due largely to a fall in studying members converting into professional members, this now appears to be stabilising. Membership growth will remain a key priority over the next few years.

Globalisation provides the Institute with many opportunities. We can expand in the many overseas countries where UK educational qualifications remain hugely respected as providing a passport to success. In addition we can seek to substantially increase the number of overseas members.

Technical developments such as the blossoming of the digital marketplace provide further

expansion options. Our revised training portfolio, particularly with the success of our newly introduced CAM qualification, reflects the fast-paced advances in this technology. Our new Technology Market Interest Group has been launched and aims to serve the needs and interests of this vital sector. Similarly our research papers have addressed the burgeoning of mobile technology and its impact on marketers worldwide.

The Continuing Professional Development (CPD) Programme continues to show growth with some 47% of the professional membership now enrolled on the aspirational path towards the status of Chartered Marketer. We work with the Professional Management Council in its task of representing all of the leading management and leadership professional bodies and I continue to support its work as a major advocate of good practice.

I congratulate the Board of Trustees, the executive and our staff for remaining true to the Objects of the Royal Charter and for continuing to provide the membership and the industry with an organisation that supports, encourages and inspires marketers globally.

REPORT

In our Centenary year, we have witnessed the hesitant return to growth of the UK economy and I am pleased to see how the Institute is building towards future improvements.

Our goal this year has been to stabilise our financial position and we are achieving this with realistic cost controls and an increased focus on sales.



Chris Lenton DipM, FCIM, FCCA, FCIS, Chartered Marketer
Chairman

Chris Lenton was elected as Chairman in January 2008. He is the senior partner in a business consultancy practice, which he formed in 1988 and was a former Director and CEO of the Institute.

Whilst we have made a surplus, the number of students taking our qualifications has fallen again this year, in both studying members and assessment bookings. We have a great deal to do before this position is stabilised and the Board has been focusing on the strategies necessary to achieve this. We have identified the causes of the decline, and we will be using this work to attract more students to the Institute. In addition we shall be seeking to improve the customer experience throughout our study centre network and provide studying members with the support they require to develop as professional marketing practitioners.

Our training business is starting to grow again after being hit very badly by the recession. As confidence returns, companies are starting to invest in their people again to enable them to respond to the upturn. Although this is in itself slow, many companies are pursuing growth strategies despite the economic environment.

We have achieved some good results in certain areas of the Institute's activities. Research and Information

has produced an impressive portfolio of research papers and reports over the past year, which are consistently well received by industry and practitioners, are relevant to working marketers' needs, and, together with increased content and features on *The Marketer* web site, represent member benefits that we can be proud to support and promote.

Facilities and Events has also been responsible in the past year for some superb showpiece events that highlight our Cookham headquarters and continue to build the profitable conference business. Our Marketing Excellence Awards were a great success this year, demonstrating that despite difficult times, the marketing industry continues to show innovation, creativity and prove the value of marketing. The Annual National Conference reflected the themes of returning to growth, with speakers from the Centre for Economic and Business Research, Warwick Business School, BDO LLP and Don Peppers of the Peppers & Rogers Group.

I have spent a lot of time this year undertaking speaking engagements

Chairman's

REPORT

and promoting the Institute to the profession and the wider community. In addition I have attended a number of membership events, but more importantly I recently initiated a membership strategic survey which has produced over 1,000 responses. The key findings of this will be published in the New Year together with results of research undertaken with Chief Executives from 30 of the top UK professional bodies, investigating a variety of subjects but principally looking at the next decade. This useful insight will, I am sure, help our own strategic thinking and that of other institutes as I intend making the reports freely available to all professional bodies.

The past few years have been difficult for both the Institute and the wider economy. I shall be standing down as Chairman at the Annual General Meeting and leaving the Institute in better shape than I found it thanks to the fine efforts of the Board, advisory groups, committees, executive and staff. The Board is now working on the future strategic plan and as we enter our 101st year I am confident that we will continue to grow in influence, professionally and commercially.

LEARN

We deliver accredited, practice-based qualifications through our UK and international study centre network. We also offer industry-proven marketing and sales training courses.

Qualifications

We launched four new digital qualifications at the beginning of the financial year and these have proved highly successful. Student numbers for CAM have exceeded targets and CAM now has 1,900 students, of which 1,000 have studied units associated with the new digital qualifications. There has been some growth in student numbers for the Introductory Certificate and Professional Certificate numbers are steady. However, Professional Diploma and Chartered Postgraduate Diploma numbers are disappointing, largely due to the economic recession and increasing competition from a wide variety of marketing courses offered by the Higher Education sector.

All Accredited Study Centres have migrated over to deliver the new syllabi; students who have studied the new qualifications and completed the associated assessments have provided positive feedback as to their value and relevance to marketing today. Assessment pass rates are improving, most notably in the UK.



Whilst 2010/11 has been a period of consolidation for the Awarding Body, it has recently been awarded Supplementary Recognition by Ofqual with regard to the new Qualification and Credit Framework (QCF). It has also upgraded the software used for online examinations and the diagnostic entry tests, which has improved the 'look and feel' of these tests and should make them more intuitive for candidates.

Marketing activity for both CIM and CAM qualifications has increasingly used social media to reach and engage with new contacts, lapsed students and current students; the students' Learning Zone averages 11,000 hits per month. Some 6,500 undergraduates or new graduates have registered with the Getin2marketing campaign.

Partnerships with UK Higher Education have continued to grow and 32 universities now have Dual Award status; students from these institutions, taking marketing qualifications that have

been given Dual Award status can potentially graduate with both a university degree and the Institute's Professional Diploma by completing two of the four units.

International

International visits to study centres in key countries were made early in 2011 and have helped to nurture growth, particularly in Zambia and Malawi. The Board is keen to grow our international presence in East Africa and Sri Lanka, and we will continue to focus our efforts on these areas over the coming year, whilst opportunities in other potential markets will be considered.

During the period of membership growth to the end of January 2011, the actual number of international studying members grew at an average of 6%.

Direct Learning

Learning and Development activities have been low on the list of priorities for most organisations since the world tipped into recession in late 2008. This year, in line with our expectations, the training market has

begun to recover and our Learning and Development strategic business unit has been perfectly placed to take advantage of this.

When recession hit we took two decisions: firstly that we would review the way we operated and the range of courses we offered and secondly that we would not embark on any drastic measures to drive revenues at the expense of profitability. Over the past three years we have held our prices firm, innovated in terms of the range of courses we offer, invested in learning technologies to enable us to move into new market areas and reorganised our internal structure in order to drive profitability.

No magical rabbits have been pulled from the metaphorical hat; instead, good solid management around all the key challenges facing our business has resulted in increased revenues and reduced costs. Revenues are up by £520,000 for the year, contributing a surplus that has improved by £683,000 on the previous year.

Over the coming year we will continue to invest in the

development of our online delivery capacity and will also promote heavily our extensive range of digital marketing offerings. We will also be introducing a range of diagnostic tools across a number of areas that will give us a wider range of services to offer to our company-specific clients. Management effort will be directed to controlling costs in order to deliver margin and ensure that Learning and Development meets its contribution targets.

Continuing Professional Development (CPD)

Over 46% of the membership population is now registered on the Chartered CPD Programme as of the end of June 2011. The volume of Chartered Marketers remained above 5,500 for the year and 17,900 members are on the CPD Programme.

We are now offering an improved professional development zone with simpler processes for Chartered Marketers and registered CPD participants, and new professional development programmes designed for teams and whole functions, from small businesses to major corporations.

DEVELOP

Increasingly recognised as the voice of marketing, we set standards within the industry and are the first port of call for both marketing and sales information, knowledge and insight. We provide the only route for marketers to achieve Chartered Marketer status.

Thought leadership

This year has seen the publication of several original pieces of research, all of which have been well received by the membership and gained some positive media exposure for the Institute. Papers on mobile marketing, ambush marketing and marketing in central government have been discussed by the national media and led to television and radio interviews with key Institute staff.

Our membership benefit offerings have also been expanded with the International Marketing Development Survey, conducted across three continents with over 7,500 marketers contributing from a rich mix of roles, backgrounds, industries and company contexts. This was our most comprehensive interrogation of marketers' needs, challenges, behaviours and aspirations to date and has formed a solid foundation of evidence for future plans.

A series of webcasts developed in association with *The Marketer* has been highly successful, with impressive registration numbers. For the year ahead, initiatives include a new company accreditation scheme, "Investors in Professional Marketing", to support and recognise businesses that invest in structured professional development and standards.

Communication channels

Our social media offering goes from strength to strength with newly developed presences on Twitter, Facebook and LinkedIn. These have proved popular and come with an increasing number of registrants. We've increased our blog offering this year, both on the Institute's website and the Facebook page, and now publish regular articles from experts both within and outside the Institute. The information and library service continues to be an invaluable resource for members, with a range of approximately 3,000 journals in full text that members have access

ANNUAL REVIEW

to, along with UK, US and world newspapers, over 10,000 company reports and over 1,400 country reports. The Institute's 'Cutting Edge' alert service is e-mailed to nearly 9,000 members. Our Marketing Rewards Survey, completed for the Institute by Croner Rewards, is an invaluable barometer of the salary expectations of marketers. This year we achieved 2,776 completed surveys; an impressive achievement and approximately 400 more than in 2009-10.

The Marketer continues to enhance the reputation of the Institute and offers an excellent member benefit, this year expanding its online presence. The total average net ABC circulation figure is now 34,768, which is higher than that of *Marketing* (20,081) or *Marketing Week* (30,431). Some 41,240 non-members subscribe to *The Marketer* e-newsletters as well as 29,407 members, giving a total e-news readership of 70,677.

NEW

More than 94% of readers say they enjoy reading *The Marketer* and 90% find the magazine useful in their job. Of those readers who are members, 87% say that reading the magazine adds to their enjoyment of membership, while 83% say *The Marketer* enhances their opinion of the Institute; 36% have recommended the Institute to someone else as a result of reading the magazine.

For the forthcoming year we are increasing the number of articles available online and introducing weekly e-alerts.

BELONG

Being a member means being part of something bigger: an internationally recognised community of professional marketers who exchange ideas and experience. We help our members to continuously improve their skills and knowledge.

Increasing figures

The number of professional members continued to grow steadily up to the end of January 2011. Moving annual average growth was one per cent up; minimal, but good considering the economic climate. A revised retention process has had a strong impact in the UK with retention improving by 9% (380 members) compared to last year; a similar revised process is now being extended internationally with greater utilisation of the Institute's assets. At the end of the year, 288 members joined via corporate engagement of our Chartered CPD Programme. Less impressively, a substantial drop in volume of studying members completing their awards and taking up professional membership has had a negative impact on member volumes from February to date.

Over 10% of the membership base completed the annual member survey, with the overriding response being the desire for help in two of the Institute's key areas, namely developing their knowledge and developing their career.



Regional

Many successful events have taken place in the regions this year including talks on the Institute's research papers: *It's not a phone - a future of mobile marketing*; *Ambush marketing and the law*; and *Don't stop me now - marketing in central government*. A number of events have also taken place around the theme of the Institute's Centenary.

Usage of social media has expanded considerably this year. Regions and branches worldwide are now engaging and establishing links more closely than ever before with professional marketers working in specific sectors that exist within their regions. Additionally, the branches are expanding their sharing of knowledge, either through mentoring schemes or via face-to-face networking events such as 'Meet with Drinks'.

Events and Moor Hall

Moor Hall's external conference client business has grown by 14% year on year, from a mix of new and existing clients. We have introduced new packages to the wedding market including arrival and toast drinks, a wedding breakfast with wine and evening buffet ensuring ease of budgeting and booking for wedding couples. Moor Hall held two wedding showcases during the year which resulted in five new wedding bookings worth in excess of £30,000.

The introduction of an accommodation booking facility on the Moor Hall website has contributed in the increase of bedrooms sales of 4% this year together with Moor Hall being listed on Lastminute.com. Also introduced this year was a new à la carte dinner menu in the Edinburgh Restaurant.

The Centenary Banquet at Windsor Castle in the presence of our Patron His Royal Highness The Prince Philip, Duke of Edinburgh, K.G., K.T., was the highlight of the year, attended by some 300 guests. The Marketing Excellence Awards were attended by over 800 senior marketers, finalists, sponsors and judges, celebrating winners from both large and small companies. We also exhibited for the first time at Marketing Week Live!, a large-scale event giving opportunities to reach many potential members and students.

CIM Direct exceeded its revenue target against the budgeted forecast and, to mark our centenary, we commissioned and published *The Marketing Century* in February, with sales so far topping 2,600 copies.

GET AHEAD

In an increasingly competitive environment, employers are looking for marketers and sales people who can show they have the business knowledge and practical experience to deliver. We help marketers and sales people across the world to develop, demonstrate and deliver their skills.

Setting the standards

As the leading professional marketing body, we define the marketing standards for the UK. What's more, we are the global champion of best marketing and sales practice directly mapped to the government's National Occupational Standards for Marketing and Sales.

From theory into practice

We talk to employers every day about the skills, knowledge and competencies they require; then we use their feedback to shape the syllabi for our globally-recognised qualifications. Similarly, our highly respected training courses combine real world experience with cutting-edge theory to give marketing and sales professionals the practical skills needed for success.

Getting connected

Networking is vital to any business – and we provide an infrastructure that will enable members to make professional and personal contacts on a local, regional, national and international level. Plus, a direct line to all the supporting marketing information, tools and resources they need.

Working together

We work with organisations of all sizes in all industries, albeit in the public or private sectors, to help develop their marketing and sales teams. By identifying skills gaps, developing a competency framework, setting up an in-house marketing or sales academy or building a bespoke training solution or accredited programme, we can help organisations to enhance their team's performance.

ANNUAL REVIEW

“How much faith would you have in an unqualified accountant, solicitor or architect? The same applies to marketing.”

STAY AHEAD

Why are we so strongly committed to continuing marketing and sales professional development?

Because we firmly believe that both marketers and sales people should have the most relevant, up-to-date skills for the job – and a clear way of demonstrating them.

Each time members take part in an activity – whether it's training, networking or research – our CPD Programme means that they will receive tangible proof of their commitment to on-going development; proof that will be recognised by current and potential employers.

Some CPD activities they may already be doing, like studying, reading business articles and attending external events. All these can be provided by, and recorded by, The Chartered Institute of Marketing giving individuals a record of personal development.

Further active participation in the CPD Programme could then lead to members achieving Chartered Marketer status: the mark of an up-to-date, experienced and qualified professional – and the ultimate accolade for marketers.

www.cim.co.uk/charteredcpd

Moor Hall Conference Centre

Moor Hall in Berkshire is the home of The Chartered Institute of Marketing. As well as being a base for our staff and operations, it is also the location of our direct study centre, CIM Academy. As a former manor house with extensive gardens, state-of-the-art facilities and 80 bedrooms, it is a popular venue for corporate and private hire.

RESPONSIBLY

One of our key aims is to set high standards of integrity and good practice. It is important that these values also extend to the way we conduct our business; not only with members and the industry, but internally with staff, suppliers and our local environment and community.

Keeping up to speed

We believe that a business's responsibilities do not just extend to its financial growth; environmental and social commitments are important too. No organisation exists in a vacuum, and the Institute adopts the principles of the triple bottom line, arguing that sustainably supporting the social and environmental bottom lines without compromising the economic bottom line, are key elements in future business success.

Reducing print

We frequently audit the amount of printed material we produce each year and reduce consumption by using lighter alternatives, reducing quantity and moving to electronic communications where possible and where agreed with our customers. As well as using Forestry Stewardship Council (FSC) certified paper for our literature, we also now use sustainable inks. All paper used in-house for copying and letterheads is also FSC-certified. We aim to ensure

that local sourcing is optimised for the delegate and staff restaurants, using seasonal and fresh produce from local suppliers wherever possible.

Supporting local communities

The Institute is keen to commit to its social as well as its environmental responsibilities and many of its initiatives are staff-driven, including the Jeans for Genes project and hosting a dinner for Cancer UK. Our local community work includes contributing to the cost of the Cookham Christmas lights and design of the Cookham Festival logo, assisting with design of the Worshipful Company of Marketors/ CIM/St Dunstan's float for the Lord Mayor's Show, sponsoring the Holy Trinity School Summer Fete, and sponsoring a dinner at Moor Hall for the Cookham Street Lights Appeal.

The Institute's Benevolent Fund was set up to help those members who are suffering from financial hardship, often driven by poor health. The contributions it makes are strictly confidential but we can report that it has continued this year to

help members of the profession in hardship.

Our people

The Institute aims to help and encourage each individual to fulfil his or her potential in terms of personal development and professional skills. Just as the Institute connects with a variety of people, places and cultures around the world, so it is our policy to treat all job applicants and staff members without bias or favour, regardless of age, sex, ethnic origin, physical ability, race or sexual orientation.

A hundred years of innovation – and counting

Since it was founded in 1911, The Chartered Institute of Marketing has continually broken new ground. Not only were we the world's first marketing organisation, we were also the first to offer professional marketing qualifications and the first to be granted a Royal Charter. Now, our industry-leading training, qualifications and CPD Programme continue to set standards within the industry.

Overall results

The financial statements for 2011 include the two subsidiaries of The Chartered Institute of Marketing (CIM); CIM Holdings Limited and The Communication, Advertising and Marketing Foundation Limited (CAM) and the material financial results for Hong Kong and Sri Lanka.

Income of £15.1m, increased marginally compared to the previous year (2010: £14.9m), with the growth in Learning and Development (L&D) and the Conference Centre offsetting the decline in Education and Membership. Overall expenditure fell for the second year running as a result of streamlining the business and lower cost of sales within Education.

CIM generated a surplus of £238k (2010: deficit £832k) and after taxation and an actuarial gain the resulting increase in funds was £1,186k.

Statement of Financial Activities

Education and Membership revenue of £8.5m, which is derived from assessment fees

and student and professional membership fees, declined by 5.5%. This is primarily due to a decline in student registration and the corresponding number of assessments taken within the higher levels of the CIM qualifications; the impact of this resulting in a fall in professional membership, mainly in the International markets. However, mitigating this, the CAM qualifications experienced revenue growth of 68% with the introduction of the new suite of diplomas focusing on the digital market.

Learning and Development revenue, which comprises marketing and sales training either tailored to companies' needs or open courses and the bookshop increased by 11.7% to £5.1m. This growth was achieved by responding to market needs in the prior year and developing virtual classrooms and focusing on digital courses, along with the introduction of the CAM qualifications; delegate numbers increased by 22% with the growth experienced primarily due to these revenue streams.

Sally Mahoney FCCA, Director of Finance, The Chartered Institute of Marketing

Conference Centre revenue of £1.4m, increased by 10.8%, and is derived from hiring of the conference centre facilities and training rooms along with bed and breakfast, social events and weddings. During the year the implementation of the online booking system increased sales of bedroom stock by 13.5%. Many clients return to the site at Moor Hall accounting for 67% of the revenue stream.

Costs of £14.8m decreased by 5.7% due to: a reduction in headcount as a result of organisational restructuring; the new structured syllabi in Education; and reduced investment in the UK and International Branches and Regions whilst increasing the level of activity. Investment was made in outsourcing PR, the publication of four white papers and the launch of a global benchmarking survey. Corporate events continued their momentum with the successful Marketing Excellence Awards held at the Grosvenor House Hotel, the Annual National Conference, and the centenary celebrations began with a dinner, hosted by His Royal Highness The Prince Philip, Duke of Edinburgh, K.G., K.T., at Windsor Castle.

Balance Sheet

Total net worth of CIM increased significantly this year to £2.35m (2010: £1.16m); this is primarily due to the reduction in the Defined Benefit Scheme Reserve as a result of the increase in the return on Scheme assets; the current annual repayment of the deficit is £367k per year. Capital expenditure increased due to the new CRM system, which will have a phased implementation over the following year, continued enhancement of the IT infrastructure and site refurbishment.

Whilst there was a net cash inflow from operating activities this year of £144k, the cash reserves were reduced due to an increase in capital investment, hence the main reason for the increase in net current liabilities.

Summary and outlook

Following two years of losses, the Institute achieved a surplus which surpassed the budget. The Board has agreed a one year operational plan identifying three main corporate goals; to stabilise the business; understand our market and refine our offer, in order for the Institute to experience continued growth.

STATEMENT

Consolidated statement of financial activities
For the year ended 30 June 2011

	2011 Total Funds £'000s	2010 Total Funds £'000s
Incoming Resources		
Education Services	3,036	3,371
Membership Services	5,518	5,684
Learning and Development Services	5,130	4,592
Conference Centre Services	1,396	1,260
Total Incoming Resources	15,080	14,907
Expenditure		
Education Services	2,724	3,110
Membership Services	5,559	5,871
Learning and Development Service	4,687	4,829
Conference Centre Services	1,763	1,816
Governance Costs	109	113
Total Expenditure	14,842	15,739
Net Incoming/(Outgoing) Resources Before Taxation	238	(832)
Taxation	(78)	(9)
Net Incoming/(Outgoing) Resources for the year	160	(841)
Actuarial gain on defined benefit scheme	1,194	514
Deferred tax credit in respect of Defined Benefit Scheme Liability	(168)	(66)
Net Movement in Funds	1,186	(393)
Total Funds Brought Forward	1,164	1,557
Total Funds Carried Forward	2,350	1,164

Consolidated balance sheet
For the year ended 30 June 2011

	2011 Group £'000s	2011 Institute £'000s	2010 Group £'000s	2010 Institute £'000s
Fixed Assets				
Tangible Assets	5,582	3,525	5,562	3,638
Investments	—	4	—	4
	5,582	3,529	5,562	3,642
Current Assets				
Stocks	55	7	59	11
Debtors	1,245	1,788	1,446	1,859
Cash at Bank and in Hand	584	439	1,053	510
	1,884	2,234	2,558	2,380
Current Liabilities				
Creditors: Amounts falling due within one Year	(1,804)	(1,102)	(1,959)	(1,128)
Deferred Income	(2,249)	(1,605)	(2,457)	(1,651)
	(4,053)	(2,707)	(4,416)	(2,779)
Net Current Liabilities	(2,169)	(473)	(1,858)	(399)
Total Assets less Current Liabilities	3,413	3,056	3,704	3,243
Creditors: Amounts falling due after more than one Year	(7)	(7)	(105)	(105)
Provisions: Defined Benefit Pension Scheme	(1,056)	—	(2,435)	—
	2,350	3,049	1,164	3,138
Funds				
General Fund	3,206	2,849	3,420	2,959
Defined Benefit Reserve	(1,056)	—	(2,435)	—
Restricted Reserves	200	200	179	179
	2,350	3,049	1,164	3,138

Chris Lenton DipM FCIM FCCA FCIS Chartered Marketer Trustee and Chairman
Sally Mahoney FCCA Director of Finance

Committees

TRUSTEES AND

OFFICERS

As at 30 June 2011

The Board of Trustees

Chris Lenton

DipM FCIM Chartered Marketer – Chairman

Professor Michael Baker

DipM Hon FCIM Chartered Marketer

Ann Brine

DipM FCIM Chartered Marketer

Philip Comer

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Matthew Neilson

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Dr Jonathan Deacon

DipM FCIM Chartered Marketer

Chris Sanders

FCIM

Professor John Saunders

FCIM

Peter Standing

DipM FCIM Chartered Marketer

David Steel

FCIM

Errol Taylor

MCIM

The Membership Group

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Giovanna Battiston

DipM MCIM Chartered Marketer

Dr Joanna Berry

FCIM Chartered Marketer

Andrew Chalk

DipM FCIM Chartered Marketer

Andrew Davison

DipM MCIM Chartered Marketer

Davide De Maestri

MCIM Chartered Marketer

Dr Jonathan Deacon

DipM FCIM Chartered Marketer

Chris Diaz

DipM FCIM Chartered Marketer

Peter Eales

FCIM Chartered Marketer

Charles Fulton

MCIM Chartered Marketer

Chitrangani Herat Gunaratne

DipM MCIM Chartered Marketer

Garry Heath

MCIM

Mokbul Khan

DipM FCIM Chartered Marketer

Goh Ing King

DipM FCIM Chartered Marketer

David Lee

MCIM

Tracy Morshead

FCIM Chartered Marketer

Abigail Mosley

DipM MCIM Chartered Marketer

Alistair Murray

DipM FCIM Chartered Marketer

The Research and Information Group

Professor Michael Baker

DipM Hon FCIM Chartered Marketer - Chairman

Steve Charlton

MCIM

Andrew Davison

DipM MCIM Chartered Marketer

Roger Haywood

FCIM

Nina Reynolds

MCIM Chartered Marketer

Paul Sutherland

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Professor Susan Hart

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Professor Malcolm McDonald

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Professor Michael Baker

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Professor Amanda Broderick

DipM FCIM

Davide De Maestri

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Professor Anne-Marie Doherty

FCIM

Stephen Ford

DipM ACIM

Monica Gibson-Sweet

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Professor Andrew Lock

FCIM

Professor Philip Megicks

DipM FCIM

Sally Muggeridge

FCIM

Beth Rogers

DipM FCIM Chartered Marketer

Professor John Saunders

FCIM

Professor Veronica Wong

FCIM

The Audit and Risk Committee

Lasantha Wickremesooriya

DipM FCIM Chartered Marketer - Chairman

Dino Adriano

FCIM

Keith Arundale

FCIM Chartered Marketer

Peter Standing

DipM FCIM Chartered Marketer

Norman Waite

DipM FCIM Chartered Marketer

The Constitution and Standards Committee

Andrew Harvey

DipM FCIM Chartered Marketer – Chairman

Philip Comer

DipM FCIM Chartered Marketer

Norman Waite

DipM FCIM Chartered Marketer

Regional Chairmen

Andrew Chalk

DipM FCIM Chartered Marketer **East of England**

Abigail Mosley

DipM MCIM Chartered Marketer **East Midlands**

Mokbul Khan

DipM FCIM Chartered Marketer **Greater London**

Charles Fulton

MCIM Chartered Marketer **Ireland**

Goh Ing King

DipM FCIM Chartered Marketer **Malaysia**

Dr Joanna Berry

FCIM Chartered Marketer **North East**

Davide De Maestri

MCIM Chartered Marketer **North West**

Alistair Murray

DipM FCIM Chartered Marketer **Scotland**

David Lee

MCIM **Singapore**

Peter Eales

FCIM Chartered Marketer **South East**

Tracy Morshead

FCIM Chartered Marketer **South West**

Chitrangani Heart Gunaratne

DipM MCIM Chartered Marketer **Sri Lanka**

Dr Jonathan Deacon

DipM FCIM Chartered Marketer **Wales**

Ian Jones

DipM MCIM Chartered Marketer **West Midlands**

Giovanna Battiston

DipM MCIM Chartered Marketer **Yorkshire**

Market Interest Groups

Garry Heath

MCIM - Chair of MIG Steering Committee



The Chartered Institute of
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When circumstances change, we're here to help our members. **But we need your support now.**

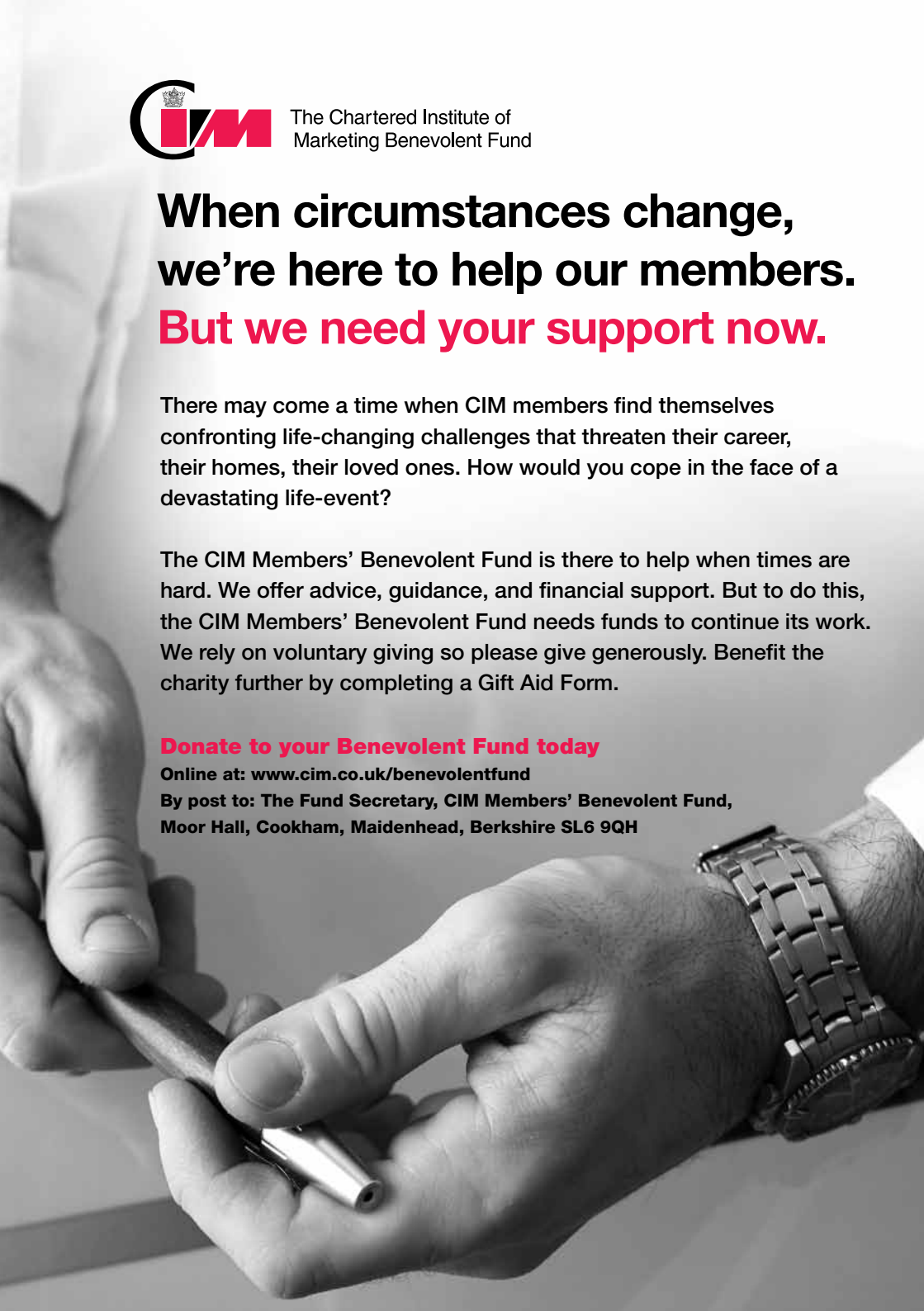
There may come a time when CIM members find themselves confronting life-changing challenges that threaten their career, their homes, their loved ones. How would you cope in the face of a devastating life-event?

The CIM Members' Benevolent Fund is there to help when times are hard. We offer advice, guidance, and financial support. But to do this, the CIM Members' Benevolent Fund needs funds to continue its work. We rely on voluntary giving so please give generously. Benefit the charity further by completing a Gift Aid Form.

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