



The Chartered Institute of Marketing

Annual Review 2014/2015





Catalyst of collective intelligence

Contents

8	Chair's welcome			
10	CEO	update		
14	Authoritative			
16	Open and optimistic			
18	Catalyst			
20	Intelligent			
22	Financial report 2015			
	24	Consolidated statement of financial activities		
	26	Balance sheet		
28	Legal and administration information			









5,357 worldwide Chartered Marketers







576 new Chartered Marketers



















163 study centres in 39 countries







79 countries with exam centres







536 celebrated at our graduation 196 graduates and 340 guests

Chair's welcome

" No other body can draw its insights and authority from such a fantastically diverse global community."

It is always tempting when preparing an annual report to only look backwards. As a chair about to finish their 2 year term, the potential for reflection is even stronger. But what really excites me is the future. And what a future CIM has ahead of it.

Commentators often talk of the volatile, uncertain, complex and ambiguous (VUCA) world we now live in. Marketing is no different. If anything, marketing thrives on it.

- Digital has transformed business models and is making the world everyone's marketplace.
- Social media has challenged our very idea of what a channel is and who owns it.
- Sustainability is demanding we embrace values built on social and environmental equality.

We thrive because marketers have always been at the forefront of business growth. It is our foresight that unlocks the need and sees the potential. It is our ability to innovate, excite and inspire that cultivates this potential in the people, communities and organisations we serve.

Marketing makes the future real. We are no longer just dream makers.

For marketers to play such a pivotal role in business and society we need to ensure they have access to the highest levels of professional development and support. CIM offers that and we now have the foundations in place to deliver against our true potential. There are many to speak of, but key for me:

- Our brand is revitalised.
- Our qualifications are more accessible.
- Our global reach is increasing.

I have been committed to ensuring that a strong customer focus should guide everything we do. So the voice our members and the wider profession now have in informing our future gives me enormous satisfaction and brings us closer to the marketing community we aim to serve.



Fundamental to that relationship is our international network of marketers – the worlds largest and our greatest asset. No other body can draw its insights and authority from such a fantastically diverse global community. I encourage all our members to continue to engage with us, work with us and challenge us to become even better.

The Trustees would also like to thank Anne Godfrey, our CEO and her staff as well as the volunteer members in the UK and around the world for the excellent work they continue to do to make CIM not just the largest community and only chartered body for marketers, but one of the very best professional bodies of any kind.

So as I prepare to leave I am excited by the new opportunities, new possibilities and new horizons the future offers. I am excited by the new tools and new ways of supporting the profession that are being designed by our staff and volunteers. But most of all I am excited knowing that CIM will continue to be at the heart of marketing.

Matthew Neilson Chair

CEO update

" The new brand has drawn positive feedback from across the marketing and design community. Now we're busy delivering the real substance the promise that underpins it."

In last year's update I set out how much CIM had achieved – an impressive record showing real improvements. But I also said there was a great deal still to be done. No organisation should ever stand still. No one can afford to take a break from renewal and change. Nowadays that's just part of business as usual. Perhaps what I said was simply a truism? Well, maybe it was. But that made it no less accurate as an assessment of CIM's position. And just as potent a reminder that we must maintain the pace.

Well, I'm very glad to be able to say that we have maintained the pace. The whole CIM team has pulled together – members, volunteers, trustees and staff – and I'm delighted to be able deliver a CEO update introducing an annual review which sets out an impressive range of achievements for CIM during 2014/15. CIM is a not-for-profit organisation. All the money we make is reinvested to deliver the objects in our Charter and help achieve our corporate goals – to speak up for, support and develop marketers and the marketing profession. But that means we have to make money and retain a commercial imperative. So it's great that our income has risen by nearly 5% to £15.6 million. This means we have been able to invest for the future in areas such as digital, technology and brand and in updating facilities at Moor Hall Conference Centre.

Beyond the numbers, CIM launched its first major rebranding in over 25 years. The new brand has drawn positive feedback from across the marketing and design community. I am delighted how much people love the new look and we have been busy delivering the real substance – the promise that underpins it.



One of the major components of that delivery has been this year's full roll out of the new qualifications framework, underpinned by CIM's employer-led Professional Marketing Standards[®]. The qualifications have proved hugely popular with study centres and students, further strengthening our contribution to developing the profession and bringing in welcome additional income.

The Professional Marketing Standards[©] now form the foundation for all our learning products. Their basis in practical application has attracted increasing numbers of companies to seek CIM's help to enhance their marketing capabilities.

Our improved support for marketers hasn't been confined to qualifications and learning. During the year we completely revamped CIM's website as part of our ongoing drive to improve the experience for members and customers. And we now practice what we preach in our use of social media to engage in conversations with marketers not just broadcast news.

All these achievements and more are set out in the following pages, and I hope that as you read them you will feel proud at what we have all achieved. But, returning to my opening theme, it doesn't stop here. CIM will continue to invest in the future, look at further ways to improve and look forward to the next three years of growth.

Anne Godfrey Chief Executive

Our vision and values



Catalyst of collective intelligence

Brand vision

Our vision is for marketing to be recognised as playing a pivotal role in business, constantly harnessing, integrating and acting on collective intelligence.

Intelligent

Catalyst

Brand

values

Open and optimistic

Authoritative



Authoritative

CIM is the world's largest professional marketing body and the only one with a Royal Charter. The charter is a measure of our credibility and the stamp of our authority. Our diverse community brings together practical knowledge, experience, insight and academic rigour. These things make us unique. What's more, the charter gives us a clear leadership role in these changing times – to develop and speak up for marketing as a profession, and to champion how responsible marketing drives business success and prosperity. No other organisation has been awarded that role. We take it seriously and we work with the profession to ensure we do it well.

Brand

Until recently we hid these incredible assets behind a 25 year-old brand which had lost its spark and relevance in a rapidly evolving world. That needed to change. Last years' Annual Review told how we paused, took stock and listened to the views of over 3,000 marketers and business owners in order to revitalise our brand.

Collaboration is fundamental for success in business. CIM's strength lies in the collective intelligence of our community and networks which link into the wider marketing profession. Our brand vision and role builds on that fundamental truth and that strength. We see marketing playing a pivotal role in business, harnessing, integrating and acting on collective intelligence, and we see our role as the catalyst. Bringing together people and ideas – convening, collaborating and being an agent for change.

So, while our new brand gives us a fantastic, coherent and distinct visual

presence for the first time in many years, it is so much more than that. It is nothing less than a complete re-statement of what we stand for, a reinvention of what we do and how we will do it.

Rolling out such a fundamental new brand position required a lot more than a fanfare as the curtains pulled back. We started in October with a series of seven roadshows and webinars to brief our volunteer communities around the world. At the end of October we launched our new visual identity, including the new-look website and facilities at our Moor Hall headquarters and conference centre.

But that was just the beginning. Over the rest of the year we have worked to carry the promise of our brand vision into a tangible reality. This started with a series of collaborative 'future focus' events to launch the Marketing2025 initiative, followed by a move to a more interactive social media presence and preparations for a radical new publishing and content strategy. That strategy will roll out in late 2015 as we continue to improve and grow while delivering the proofs of our new brand.

Business

A key feature of CIM's authoritative voice is the direct part we play in business growth – by helping organisations and individuals improve their performance. This work draws on our global delivery framework of marketing experts, which gives us flexibility and diversity, ensuring we are at the cutting edge of real practice and not limited by a single view. An important element of this is the work we do with clients to develop and deliver in-company training solutions tailored to achieve their own business objectives. Sales of in-company training solutions in 2014/15 experienced a fifth successive year of growth as more and more organisations recognise not only the value of investment in their marketing teams and professional development, but also the breadth and depth of practical expertise CIM can bring. And this is an international trend – overseas customers now account for 15% of in-company business.





 $A \vee \cap N$

Top brands we have helped

0000000



Open and optimistic

Engaging

One of the great things about CIM is its position at the centre of the largest international network of marketers. We aim to be an approachable organisation, welcoming anyone looking to find or share marketing intelligence. In 2014/15 we built on our existing presence on Twitter, Facebook and LinkedIn and made a major move to engage rather than broadcast.

We streamlined our LinkedIn presence and relaxed moderator guidelines to create a more open forum to help members get further involved and to make discussion more interactive. As a result, membership of our primary group rose by 60% and 65% more people chose to follow CIM's company page.

We continued this interactive approach across all platforms, ensuring social media was fully integrated into our campaigns, responding quickly to comments and gueries, regularly sharing content and above all presenting an open, friendly and approachable persona. This led to more activity across all platforms and created some great new ideas. For example, we tried out the suggestion for live O&A sessions on social media and these are fast becoming a feature alongside our regular webinars. We now have 30% more followers on Twitter and 23% more fans on Facebook.

Alongside our social media usage, our website has also undergone radical change and attracts a steadily increasing number of visitors and visits. As well as changing the look and feel to reflect the new brand, CIM's main online presence has become cleaner and clearer with fewer separate microsites, more images and a simple grid layout. It is also more mobilefriendly, with full mobile optimisation across all sections coming soon. And the content is undergoing a major change. A new opinion section for 2014/15 saw CIM find its voice online with richer content featuring blogs from top industry figures and CIM experts plus Key Insights webinars with leading influencers. And we won't rest there – much more follows in 2015/16...

Networking

At CIM we encourage marketers around the world to join us. We help our members to network, learn, share and enhance their careers. With a network of members across 130 countries we continue to grow our international presence. Yet again we have seen the impact of our activities with overall membership decline slowing further to just 1%, with several of our regions seeing growth.

Learners in particular see the value CIM adds. 2014/15 saw a 5% increase in the number of studying members, reflecting an increasing number of CIM partnerships with universities through the Graduate Gateway initiative as well as a growth in members undertaking our new qualifications.

Signposts to on-going change can be found throughout this Review. All are designed to improve support for marketers, including CIM members, but two things in particular have a specific member focus. Towards the end of the year we began an in-depth review of professional member needs. This continues into 2015/16 and will deliver change to enhance the way CIM membership promotes relevance and employability. In addition, CIM's Membership and the Profession Advisory Group has established two working groups to review and improve our networks. We want to be sure they deliver what members need from a professional body in the 21st Century. We are confident that these initiatives will help put us on the road to renewed growth.



33,079 total members



19,678 professional





19,126 LinkedIn Members in LinkedIn Group



20,554 LinkedIn followers to the CIM company page



25,100 Twitter followers



26,560 Facebook



visits to our website, from over 740,619 unique visitors



5,357 worldwide Chartered Marketers



576 new Chartered Marketers

Catalyst

This year has seen CIM step forward as an active participant in the conversation around the hot topics for marketers and marketing. As part of our revitalised role we see it as our responsibility to convene the debate and to report on progress – bringing together the best and the brightest to ensure marketing delivers at the centre of business growth.

Convening

And we have wasted no time in showing what we mean by that. Hot on the heels of our brand launch we embarked on a series of interactive live events around the UK and in key overseas markets. We invited marketers to reflect on the changing world we live and work in and consider the challenges marketing will face over the next 10 years. During November and December 2014, 272 marketers convened at 9 venues. Then in January a CIM sponsored event in the House of Commons brought together leading marketers, media professionals and parliamentarians to debate the future.

The collected thinking from those events helped drive our discussion with marketing leaders and influencers, resulting in Marketing2025 – an industry-wide online conversation about the future of marketing. Curated around six key themes, the Marketing2025 ideation platform enabled marketers worldwide to share their ideas and solutions openly with some of the biggest names in the business.

The level of engagement was impressive with thousands of marketers taking part in order to help shape the future for the profession, most of them new to CIM. But more impressive than the numbers taking part was the depth of that engagement, with hundreds of ideas put forward and discussed. And those discussions really will make a difference. During 2015/16 we will be living up to our promise that participants will help shape the future. They already have, of course, by sharing their ideas with thousands of their colleagues on the Marketing2025 platform. But we will also be working with the team of six marketing leaders and influencers to showcase and share the very best online with the marketing community. Importantly, they are already feeding into our work to ensure CIM continues to give marketers the support they need to deal with the challenges of the future.



8,303 registered for

287 UK events

Getting together

When marketers get together great ideas and insights emerge. CIM acts as the catalyst by putting on great events, attracting everyone from new graduates to seasoned professionals to meet, debate, share and celebrate. With the new brand spotlighting the value of quality engagement we were delighted that this year 8,303 marketers signed up for 287 events across the UK to exchange insights and develop their careers.

CIM graduation ceremonies, spread across the globe from Colombo to London, help to forge the world community of marketers and establish links that can last a lifetime. In London, 536 people got together in November 2014 to celebrate a key point in their marketing career.

As well as meeting to celebrate, there's nothing like a competitive edge to get marketers excited about the great things they do – as shown by the amazing standard of entries to the 2015 Marketing Excellence Awards. On a night of triumph at London's Grosvenor House Hotel, the UK's top marketing talent gathered to see Russell Kane present awards in 22 categories. The awards showcased inspiring work in big companies like Diageo / Smarts Communicate, Holland and Barrett / RKCR/Y&R and Post Office Ltd, as well as SMEs including Alnwick castle / guerrilla communications and Arts University Bournemouth / Bond & Coyne.

Our thought leadership work can also prove a great platform for stimulating debate and this year was no exception. The insights from our research into SME attitudes to marketing and marketing advice were shared and discussed with more than 500 marketers in 10 events around the UK.



536 celebrated at our graduation 196 graduates and 340 guests



500 marketers attended UK SME roadshow

Marketing Excellence Awards

attendees

Intelligent

Unrivalled qualifications

At CIM we continue to share our wealth of unmatched ideas, insights and resources. And we make sure we tailor what we do in response to constant change. A significant part of the way we share is through our unrivalled framework of professional qualifications. And last year that framework responded to the changing world of business. It was rewritten from scratch following extensive research into employer and marketer needs and the creation of CIM's new Professional Marketing Standards[®] which lie at its core.

The first students began studying towards those new qualifications in September, with the first assessments sat in December. And the feedback from our network of study centres has been overwhelmingly positive. A 5% rise in the number of studying members and an increase in the number of people attending assessments at examination centres across 79 countries emphasises the relevance and popularity of our gualifications. But, as with other areas of our business, we will not stand still. The end of the year saw us laying plans to review the coverage of our post graduate qualifications and do further research with a view to expanding our portfolio.

Smart partnerships

The network of 163 CIM approved study centres across 39 countries is a vital part of our unmatched contribution to education and to raising the standard of marketing worldwide. This year we have added to that list of established partners with the launch of the new Graduate Gateway scheme. An increasing number of leading universities are asking to join and have their undergraduate and postgraduate degree courses mapped against our qualifications. 73 are already part of the scheme and within the next year students will begin leaving university with a CIM award alongside their degree.

Structured development

Although important, gualifications are only part of the mix for building and developing capability and careers. CIM was the first professional body to offer a continuing professional development programme. And we're still innovating. 2014/15 saw us start work on an exciting new online CPD portal for launch in 2016. CIM will be the first professional body to enable members to use one straightforward online portal to benchmark their knowledge and skills against employer-led professional standards; identify areas for further development and training; find ways to meet those needs; and maintain and submit their CPD records. A 20th century paper-based system will be completely

transformed into a 21st century digital offering with the individual member at its centre.

Insight and voice

CIM has access to unmatched ideas. insights and resources to help marketers navigate from problem diagnosis to practical solutions. But we are never complacent and a particular feature of our new brand position is that we have been developing new ways to engage with marketers in order to assimilate and share information and insight. During the year our website began to feature blogs and opinion from experts at CIM and our wider networks, including industry leaders and subject specialists. And the Marketing2025 initiative used an innovative crowdsourcing approach to bring together opinion and new ideas. On top of this, our core research and thought leadership activity has continued. With input from some 2000 SMEs, we examined the way small husinesses think about and access marketing support.

CIM's intelligent and authoritative voice continues to be in demand, with our expert speakers sharing insights at major industry events such as Marketing Week Live at London Olympia, and on national television and radio.



Graduate Gateway universities



10,622 students sat our assessments



countries with exam centres

Financial report 2015

Overall results

The financial statements for 2015 include the three subsidiaries of CIM: CIM Holdings Ltd, the commercial entity of CIM; the Communication, Advertising and Marketing Foundation Limited (CAM), a charity limited by guarantee; and the international operations in Hong Kong. CIM continues its support of CIM Holdings Ltd which has accumulated losses due to past trading and pension provisions.

Income of £15.6 million is 4.6% higher than the revenue achieved last year. Growth was achieved within qualifications, training and the Conference Centre which offset the decline in membership income. Expenditure was correspondingly 5.4% higher than the prior year, reflecting increased direct costs and support requirements associated with the growth in revenue, increased customer focus and the delivery of a new technology platform.

CIM produced a consolidated pre-tax surplus of £535k (2014: £626k). The closed defined benefit pension scheme was in surplus at 30 June 2015 due to outperformance of investments above the growth in scheme liabilities, however this surplus cannot be reflected in the financial statements, being an asset of the fund. A gain of £971k to eradicate CIM's liability has therefore been reflected in the accounts which has contributed to a total increase in funds of £1,506k. Free reserves in the General Fund plus deferred income remain in deficit at £1,322k (2014: £376k). It is intended that the value of free reserves should eventually represent a sum that would cover three months' operating costs with additional funds set aside in order to fund significant financial projects in line with future strategies.

Statement of financial activities

Qualification revenue of £3.9m increased by 29% overall due to the change in the syllabus and examination structure for CIM's awards. This was caused by a positive response to the new exams coupled with a sunset effect of students taking the old papers before being timebarred in September 2015.

Membership income was 11% lower than last year at £4.5m due to the decline in professional membership and reduced income from the increased numbers of studying members on the Graduate Gateway scheme who subscribed at lower rates.

Training revenue increased by £253k to £5.6m. There was growth in the provision of in-company training courses, up by £459k or 23% and increased income from the CIM Academy which offers a mix of virtual and blended residential courses. However, this was partially offset by reductions in income from residential training courses and workshops. Conference Centre revenue of £1.7m increased by 18%. This income is derived from hiring the conference centre facilities for the delivery of training and corporate events.

Costs of £15.1m included £137k to complete the delivery of the five agreed strategic programmes, involving the development of the new qualifications and the successful rebranding of CIM. This expenditure was in accordance with the strategic plan to fulfil CIM's corporate objectives.

Balance sheet

The total net worth of CIM increased to £5.1m (2014: £3.6m) with the general fund accounting for £4.4m after the eradication of the pension fund liability following its return to surplus. The restricted fund of £711k relates to CAM.

Capital expenditure of £883k increased substantially compared to the prior year (2014: £542k) and relates to significant IT spend as well as necessary improvements to the buildings and facilities at Moor Hall.

Net current liabilities of £2.1m include £1.7m of deferred income due to timing of membership renewals and pre-booked courses. Bank balances of £530k (2014: £1,077) declined due to the effect of higher capital expenditure, loan repayments, pension fund payments and creditor movements, offset by a reduction in debtors.

Summary and outlook

CIM has once again returned a substantial operating surplus for the year at £535k although lower than in 2014 due to planned investment in products, brand and delivery. The decline in professional membership income remains to be addressed but all other income streams have shown growth in the year and increased expenditure has been incurred in a focussed way to improve customer experience and provide a better service level.

Financial report 2015

Consolidated statement of financial activities

For the year ending 30 June 2015

Incoming resources						
Education services						
Membership services						
Learning and development services						
Conference centre services						
Other financing income						
Total incoming resources						
Expenditure						
Education services						
Membership services						
Learning and development services						
Conference centre services						
Governance costs						
De-consolidation of CIM Sri Lanka Branch						
Total expenditure						
Net incoming resources before taxation						
Taxation						
Net incoming resources for the year						
Actuarial loss on defined benefit pension scheme						
Surplus on revaluation of land and buildings						
Net movement in funds						
Total funds brought forward						
Total funds carried forward						

2014 Total Funds £'000	2015 Total Funds £'000
3,863	2,993
4,504	5,049
5,590	5,337
1,666	1,407
_	149
15,623	14,935
2,474	2,235
5,399	5,116
5,190	4,554
1,937	2,119
88	84
_	201
15,088	14,309
535	626
-	-
535	626
971	(676)
-	1,652
1,506	1,602
3,583	1,981
5,089	3,583

Financial report 2015

Balance sheet

On 30 June 2015

Fixed assets

Tangible assets Investments

Current assets

Stocks

Debtors

Cash at bank and in hand

Current liabilities

Creditors – Amounts falling due within one year

Deferred income

Net current liabilities

Total assets less current liabilities

Creditors

Amounts falling due after more than one year Defined benefit pension scheme

Funds

General fund Defined benefit pension reserve Restricted reserves

A full copy of the financial report and accounts is available at cim.co.uk/our-story/more-about-cim/annual-reports/

2015 Group £'000	2015 CIM £'000	2014 Group £'000	2014 CIM £'000
7,435	5,940	7,011	6,000
-	4	-	4
7,435	5,944	7,011	6,004
57	14	33	8
1,501	1,567	1,575	1,315
530	459	1,077	759
2,088	2,040	2,685	2,082
(2,456)	(1,965)	(2,175)	(1,804)
(1,735)	(1,410)	(2,347)	(1,721)
(4,191)	(3,375)	(4,522)	(3,525)
(2,103)	(1,335)	(1,837)	(1,443)
5,332	4,609	5,174	4,561
(243)	(243)	(314)	(313)
_	_	(1,277)	_
5,089	4,366	3,583	4,248
4,378	4,366	4,288	4,248
_	_	(1,277)	_
711	_	572	_
5,089	4,366	3,583	4,248

Legal and administration information

For the year ending 30 June 2015

Those trustees who have served during the year are set out below

The Board of Trustees

Matthew Neilson FCIM Chartered Marketer – Chair

Keith Arundale FCIM Chartered Marketer

Michael Bedingfield DipM FCIM Chartered Marketer

Professor Colin Bradshaw DipM FCIM Chartered Marketer (from January 2015)

Ann Brine DipM FCIM Chartered Marketer

Dr Jonathan Deacon DipM FCIM Chartered Marketer – Vice Chair

Claire Dunning DipM FCIM Chartered Marketer (until July 2014)

Professor John Egan FCIM Chartered Marketer (from July 2014)

Leigh Hopwood DipM FCIM Chartered Marketer (from January 2015)

Shiraz Latiff DipM FCIM Chartered Marketer **Emma Leech** DipM FCIM Chartered Marketer (until July 2014)

Christopher Masters DipM FCIM Chartered Marketer – Vice Chair

Derek Milward DipM MCIM Chartered Marketer

Chris Parker FCIM Chartered Marketer

President

Jenny Ashmore FCIM

Vice Presidents

Andrew Cosslett FCIM

Sally Cowdry DipM FCIM

Fiona Dawson FCIM

Martin Glenn FCIM

Lord Michael Grade FCIM

The Appointments and Remuneration Committee

Christopher Masters FCIM Chartered Marketer – Chair

Ann Brine DipM FCIM Chartered Marketer

Matthew Neilson FCIM Chartered Marketer

Fiona Spencer FCIM Chartered Marketer

The Audit and Risk Committee

Dino Adriano FCIM – Chair

Keith Arundale FCIM Chartered Marketer

Scott Forsyth FCIM Chartered Marketer

Helen Frances DipM MCIM

Brian Selvanayagam DipM MCIM Chartered Marketer

The Constitution and Ethics Committee

Derek Milward DipM MCIM Chartered Marketer – Chair

Shiraz Latiff DipM FCIM Chartered Marketer

Matthew Neilson FCIM Chartered Marketer

Norman Waite DipM FCIM Chartered Marketer

The Learning Advisory Group

Professor John Egan MCIM Chartered Marketer - Chair

Giovanna Battiston DipM MCIM Chartered Marketer

Joanna Berry FCIM

Dr Jafaar El-Murad FCIM

Kelvin Golding DipM FCIM Chartered Marketer

John Haynes

Dominic John DipM MCIM

Julius Lukwago DipM MCIM

Professor Philip Megicks DipM FCIM

Professor Nina Reynolds MCIM Chartered Marketer

Bev Ridyard DipM MCIM Chartered Marketer

Dr Beth Rogers DipM FCIM Chartered Marketer

Andrew Sherratt DipM MCIM Chartered Marketer

Legal and administration information

For the year ending 30 June 2015

The Membership and the Profession Advisory Group

Claire Carter - Chair

Shobha Bentley

Paul Connor MCIM Chartered Marketer

Dr Jonathan Deacon DipM FCIM Chartered Marketer

Ray Donnelly DipM FCIM

Shantha Katipearachchi DipM MCIM Chartered Marketer

Francesca Monaco MCIM Chartered Marketer

Alex Mswaka MCIM Chartered Marketer

Charlie Nettle MCIM Chartered Marketer

Keith Rowland MCIM Chartered Marketer

Jade Tambini

Catherine Tarasiuk MCIM Chartered Marketer

John Taylerson DipM FCIM Chartered Marketer

Vikki Whittemore DipM MCIM Chartered Marketer

Michael Woo DipM FCIM

Regional Chairs

Kelvin Golding DipM FCIM Chartered Marketer East of England

Tatiana Schofield DipM MCIM Chartered Marketer Greater London

Wilson Shao FCIM Chartered Marketer Hong Kong

Nicholas Read DipM MCIM Chartered Marketer Ireland

Goh Ing King DipM FCIM Chartered Marketer Malaysia

Keith Rowland DipM FCIM Chartered Marketer Market Interest Groups

Charlie Nettle MCIM Chartered Marketer North East

Davide De Maestri FCIM Chartered Marketer North West

Joe Pacitti MCIM Scotland Diana Tucker MCIM Chartered Marketer South East

John Taylerson DipM FCIM Chartered Marketer South West

Sanjika Perera

DipM FCIM Sri Lanka

Roger Pride

FCIM Wales

Paul Connor

MCIM Chartered Marketer West Midlands

Sally Steadman

DipM MCIM Chartered Marketer Yorkshire





MIX Paper from responsible sources FSC^e C007817



Moor Hall Cookham Maidenhead Berkshire, SL6 9QH United Kingdom

- T +44 (0)1628 427500
- E info@cim.co.uk
- W cim.co.uk
- ✓ @CIMinfof www.facein The Charte
 - f www.facebook.com/TheCIM
 - The Chartered Institute of Marketing (CIM)