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# ANNUAL REVIEW

2011/2012

An abstract graphic composed of overlapping, semi-transparent geometric shapes in various colors including red, yellow, blue, pink, and green, arranged in a dynamic, upward-sloping pattern on the right side of the page.

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# PRESIDENT'S REPORT

We are now in the fifth year since the beginning of the collapse of the financial markets which has affected global economic activity and the development of CIM. However after a couple of difficult years financially we have now established a positive financial position. The environment nevertheless remains difficult for many of the organisations which employ our members and are the customers for our services.

As marketing people we know that we must not blame market conditions but seek to prosper within them. Our performance over the past year demonstrates our endeavours to move forward in these challenging times and gives us the platform to further develop our services.



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.

In our 101st year we continued to be the foremost body for marketing professionals. We achieved extensive media coverage and instigated new developments in the key areas of Education, Training and Membership which are described further in this Annual Review.

We have introduced several new initiatives over the year that provide new benefits for existing members. We are increasingly and consistently reaching out to non-member communities with our activities. In the regions and nationally the number, quality and diversity of events, and the high-level participants they attract, is an indicator of a dynamic organisation that is a relevant and important part of the business environment.

We have embarked on a policy of ensuring that CIM is embedded in the education and qualifications system from school-level onward with the aim of increasing the number and quality of professionally-qualified marketing practitioners who are the lifeblood of an organisation such as ours. Our objective remains to be at the heart of marketing not only in the UK but increasingly internationally. This is being achieved through our

guiding principles of customer centricity, continuing professional development and the building of lasting relationships.

**Our objective remains to be at the heart of marketing not only in the UK but increasingly internationally**

I believe 2011/12 will come to be viewed as a transitional year for CIM. We have worked our way through a difficult recession and have now come out of it with a surplus on our activities over the year. We have a new chief executive backed by a supportive board of trustees and we continue to have a strong and sustainable position in the marketplace. We can now look forward to capitalising on the consolidation of the last few years to provide our services in a more focussed way in order to attract more organisations to work with us and more senior marketing people to become our members.

**Sir Paul Judge** FCIIM  
President

# CHAIR'S REPORT

This Annual Review cannot shy from acknowledging the difficult trading environment we work in, but I do not want to make this the central focus of my message.

This was a year of change for CIM. Our chief executive Rod Wilkes left after almost five years at the helm. Rod became chief executive following a period when we went through four chief executives in as many years and he was tasked with bringing stability back to the organisation; a role he fulfilled. I want to thank him for his work.

Despite the difficult external conditions CIM has faced, we have continued to selectively invest to protect future growth, notably in new management information systems and in the re-development of the bedroom block at Moor Hall, which is now



Andrew Harvey was elected Chair in January 2012, having joined the Board in 2007, and is Marketing Director at the commercial law firm Dickinson Dees. He is the UK representative on the European Marketing Confederation board, a member of the Advisory Board of the World Marketing Summit and the Advisory Board of the North East Fund for the Arts.

underway. Both of these involve significant financial outlay but are essential if we are to remain competitive.

## Despite the difficult external conditions CIM has faced, we have continued to selectively invest to protect future growth

Alongside these investments a number of decisions were taken during the year which will have long-term implications for the development of CIM. The board approved a new international strategy to reflect the fact that 30% of the total CIM membership community is based outside the UK.

Members have often remarked that they would like to see CIM adopt a more prominent role in the media. This has been a key area of focus for us over the past twelve months. Being invited to comment depends on having something to say and

we have built our voice through developing strong intellectual capital and robust views that support this activity. This has led to our best year in a long time, for national and international media exposure and is something we will be seeking to build on as part of our engagement with the wider marketing and business communities.

Whilst falling short of the surplus we had planned to deliver this year, CIM has ended the year in a positive position and this is encouraging. Our investment for the future and the decisions taken during the year will contribute significantly to the growth of CIM as the wider economy exits recession.

Finally, one of those key decisions taken during the year was to appoint Anne Godfrey as our new chief executive; joining us a few months before this Annual Review went to press. Anne has extensive background in senior roles in membership organisations including the Law Society and the CBI. I would like to welcome her to CIM.

**Andrew Harvey** FRSA FCIM, Chartered Marketer  
Chair

# CEO'S REPORT

My first task as newly-appointed chief executive is to write a foreword to an annual review covering a period when I was not in office. This allows me to bring an 'outsider's' eye to the information in the report. I see much to be optimistic about, but I also clearly see where things need to improve – and quickly – and where we need to consider changes to the way in which we organise this business.



The current climate is a difficult one for those professional bodies where membership is a discretionary spend. This means that bodies such as CIM need constantly to remind members of its relevance in their professional lives. I see evidence that this is taking place in the number of

people signing up for continuing professional development (CPD) and in the fact that over 50% of our membership are working towards becoming Chartered Marketers, the ultimate badge of the professional marketer.

However, for an organisation like ours to build a sustainable future in challenging times it must engage with the wider marketing and business community as well as ensuring the continuing loyalty and commitment of its existing member base.

All of this is against a background of steady erosion in our member base. This has not been halted in the year just passed, but it has been slowed down to a point where, with a lot of focus and hard work, this situation can be reversed and we can begin to grow the membership again.

**I see much to be optimistic about, but I also clearly see where things need to improve**

Some of our problems are undoubtedly as a result of the economic situation and the re-entry into recession. Others, however, are well within our control and capable of being put right in the short to medium term and as such we are reviewing all aspects of our operations and costs. That is what I was appointed to do and that is where my focus will lie.

**Anne Godfrey FCM IFCIM**  
**Chief Executive**

# ACTIVITIES

**CIM's core activities as a professional body are focused around creating awareness and building credibility for the marketing profession, developing skills and abilities in marketing professionals and providing a voice for the profession.**

**These activities are undertaken by four parts of CIM – Education, Membership, Learning and Development, and Research and Information.**

## Education

**We deliver accredited, practice-based qualifications through our UK and international study centre network, which includes an increasing number of higher education institutions.**

Business has continued to be sluggish this year with overall assessments bookings down 7%. We have, however, engaged in a wide range of activities to improve the prospects for the education business. We have been targeting different audiences with a range of different qualifications from our portfolio. The Introductory Certificate has been piloted in the schools market running alongside the Young Enterprise Company Programme. This has been well received by students, staff, governors and parents and we are now working with Young Enterprise to roll this initiative out to other schools.

We launched our 'Multi Award Pathway' and started talking to universities about integrating CIM and/or CAM qualifications with their degree programmes. This initiative has gained momentum quickly as universities are keen to add value in order to differentiate

themselves; especially in the face of rising tuition fees and government pressure to improve the employment prospects of graduates. Twelve universities have already been accredited as 'MAP' centres, some of which started to deliver integrated programmes from September 2012, and more are awaiting accreditation.

The eventual aim of this is to increase the number of professionally qualified marketing practitioners. As a consequence of the initiative there is growing interest for similar integration at postgraduate level and we have already accredited two universities to deliver programmes that combine both stages of our Chartered Postgraduate Diploma with their Masters' degrees in marketing.

Ofqual has introduced a new approach to regulation, with the onus now falling on Awarding Bodies that have been recognised to carry out on-going self-assessment. The Education team worked with staff across the business to set up the self-assessment process, which involves being able to show how we are compliant with a wide range of recognition conditions.

As part of its pursuit of continuous improvement, the Awarding Body has identified and will secure considerable cost savings, by rationalising its exam centre provision and managing the logistics of assessments in-house.

We ran a tutor training event in March, entitled 'Partners in Education', at which we launched a new approach to managing the delivery network; we seek to work more closely with our third party providers to encourage and enable them to be CIM brand advocates to their stakeholders, most notably our students.

The Communications Advertising and Marketing (CAM) Foundation is a registered charity that offers qualifications in digital and offline marketing communications. Their qualifications are awarded by CIM and activities fall within the remit of our Education business and we have seen an increasing demand for digital units. With marketing being transformed by digital technologies, work is underway to update all units, both CIM and CAM, to ensure they reflect current practices.

# ACTIVITIES

## Membership

**Being a member demonstrates ambition and commitment to the marketing profession and the will to achieve the highest levels of knowledge and skill. Membership remains a core part of CIM's identity.**

In September 2011 engagement with both the professional and the studying member was united within the Membership and Communities team. By June 2012 there were some positive results. The overall rate of decline of all membership halved to -3% from -6%, and while the professional member volumes had declined by 4% (from 3% in 2011), the greatest improvement came from studying membership where the rate of decline had improved from -10 % in 2011 to -3% in 2012.

Overall recruitment was up by 1% (79 members), and overall retention had improved by 7% (983 members). Such green shoots are a definite step in the right direction to filling the gap left by the 60% (1,926 members) decline in studying members 'rolling over' into professional

membership on completion of the Professional Diploma or above, from the previous year.

Having been exposed to the over-reliance of Membership on rollovers, there has been a concerted effort to improve the quality of corporate engagement. This has been done by utilising existing assets and resources, and seeing how these can support CPD via the Chartered CPD Programme. This has generated significant success with an additional 515 members recorded as a result.

Some 335 events have taken place in the UK regions this year, including talks on CIM's research papers and the on-going Social Media Benchmark. Average attendance and events that were fully booked were both on the increase, and would seem to justify the focus on quality as opposed to quantity.

In addition, two new market interest groups (MIGs) representing Social Marketing and Technology sectors have both seen substantial growth over the past twelve months,

and we are now looking at establishing MIGs for sectors that are not currently represented amongst CIM's range of MIGs.

Over the past twelve months there has been a subtle shift in representation between members from the UK and internationally, so that as at the end of June 2012, 30% of the total CIM membership community is based internationally. Processes are being reviewed to help strengthen both engagement and support, with both Kenya and Sri Lanka posting some positive results.

Over 50% of the membership population are now registered on the Chartered CPD Programme as of the end of June 2012. Volume of Chartered Marketers currently stands at over 5,800 and 18,200 are on the CPD programme.

This year work has been carried out to build relationships with other marketing bodies, both in the UK and overseas, to align CPD schemes. This has already been launched through the New Zealand Marketing

Association whose members can gain Chartered Marketer status through the programme.

We have also launched a pilot for the CIM Mentoring Network which is a centralised mentoring service available to those on the CPD programme. This initiative enables experienced Chartered Marketers to provide advice and guidance to up-and-coming marketers and will be fully launched in 2012/13.

Ten per cent of members completed the Member Survey. Based on this feedback, which covers 91 countries, online services were improved with the introduction of 'Marketing Expert' to members irrespective of their geographical location. Additionally there has been a request to focus on improved career support; the team is currently working on this.

# ACTIVITIES

## Learning and Development

**CIM offers a wide range of training courses and programmes to the corporate community. In addition we are also a recognised CIM study centre, offering the full spectrum of CIM qualifications via classroom, online and blended delivery platforms.**

The Learning and Development business represents CIM's primary interface with the corporate world and our activities ebb and flow around the strength of the economy. In 2011/12 we were undoubtedly damaged by the continuing effects of what is now the longest-lasting recession in over a century.

We entered the year optimistically with all our performance indicators pointing upwards and anticipated a year where we built on the recovery we had started in 2010/11. Yet trading conditions proved unexpectedly difficult in the year to 30 June. Under normal circumstances the trajectory enjoyed at the conclusion of 2010/11 would have carried on into the next year but due to continuing economic uncertainty and the eventual dip into recession again towards the end of the year the large corporates who contribute the bulk of in-company training revenues proved reluctant to commit to high value training interventions. This effect was exacerbated in those cases where the companies in question operated on a pan-European basis. However, over the year we delivered a total of 852 events across our product streams.

Open course delegate numbers held up well with only slight declines in overall delegate numbers in both residential and one-day courses and we enjoyed strong performance from our suite of digital training courses, which we expanded over the year. This suite of courses benefited considerably from the intellectual property inputs we were able to make from the work undertaken in the Research and Information area on social media trends. We continued to invest in our online delivery capabilities to reflect the increasing importance of this delivery channel.

The volume of sales courses we delivered increased dramatically this year, as did courses on business, management and finance whereas core marketing areas, in particular strategy and planning, suffered a decline. Marketing communications courses remained consistent and our copywriting courses were the largest selling individual courses.

However, we end the year with some optimism as our forward order book is looking healthier than at the end of the previous year, and with a strong client list, and there are indications once more that the market is picking up. Furthermore, having installed an almost entirely new field sales team during 2011/12 we are now able to see the benefits of their growing experience in our market.

A significant initiative this year was the launch of the Sales Leadership Alliance aimed at senior sales professionals.



# ACTIVITIES

## Research and Information

**The Research and Information team is responsible for generating intellectual property and voice for CIM. It plays a pivotal role in CIM's engagement with non-member communities.**

CIM's Research and Information team has enjoyed a busy and successful year and is now generating substantial amounts of intellectual property. Significant projects during the year include the Social Media Benchmark project which achieved the greatest level of media interest CIM has yet enjoyed for a single project, with extensive coverage not only in the trade press but also in the national media, including a special insert in The Times and a live interview with the BBC. Building on the success of the Social Media Benchmark we launched our first Branded Customer Experience Benchmark and, as with the earlier benchmark, the calibre of contributors was exceptionally high.

As a direct result of our earlier work on marketing in central government, CIM was invited to Whitehall to speak to the Cabinet Office about the Government's plans for its own marketing activities. Whilst this in itself is invisible to the wider membership, it demonstrates that government is beginning to recognise we have an informed opinion and firm voice on key matters and this is something we are seeking to exploit further. This would not have been possible even two years ago.

A number of research papers were developed including *Ambush Marketing and the Law* (with particular attention paid to this year's Olympic Games), mobile marketing, *Marketing and Sales Fusion* and responsible marketing to children. This last paper and subsequent survey achieved a satisfying amount of media coverage (BBC, Sky, national and regional press). In this context too it is worth mentioning the renewed interest in the area of marketing and the Olympic Games. We carried out the original work on this six years ago but have remained

consistent in our concerns about the legislation and have been well placed to comment when public opinion finally recognised the issues. This too led to a wide sweep of media opportunities for CIM.

CIM has continued to build its social media community over the last year (Facebook 10,000+, Twitter 7,000+, YouTube channel 10,000+ views, Google+ and LinkedIn continue to grow).

We have streamlined our national and regional social media offering to improve

the customer experience. In addition to our national Twitter, Facebook, Google and YouTube accounts, we are working with all the regions to ensure that they have a Twitter account to communicate local updates. A brand identity system has been devised and implemented by our social media team across regional Twitter and LinkedIn pages. This will help differentiate CIM from non-official social media channels.

# ACTING RESPONSIBLY

**One of our key aims is to set high standards of integrity and good practice. It's 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, our local environment and local community.**

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 CIM 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.

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 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.

CIM aims to help and encourage each employee to fulfil his or her potential in terms of personal development and professional skills. Just as we connect 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.

## **The Chartered Institute of Marketing Benevolent Fund**

The CIM 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.

# FINANCIAL REPORT

The financial statements for 2012 include the four subsidiaries of The Chartered Institute of Marketing (CIM);

- CIM Holdings Limited, the commercial entity of CIM.
- The Communication, Advertising and Marketing Foundation Limited (CAM), a charity limited by guarantee.
- The international branches of Hong Kong and Sri Lanka.

Income of £14.9m, decreased marginally compared to the previous year (2011: £15.1m). The drop was primarily due to a decline in the commercial business (Learning and Development and Conference Centre) slightly offset by growth within our Education revenue stream. Expenditure fell for a third year running as a result of cost reduction initiatives.

CIM generated a surplus of £339k (2011: £238k). After taxation and an actuarial loss the resulting increase in funds was £28k.

## Statement of financial activities

Education and Membership revenue of £8.7m, derived from assessments, student and professional membership fees,

grew by 1.7%. This is due to a revised pricing structure which applied consistent pricing across each exam level.

Learning and Development revenue, which comprises marketing and sales training and CIM bookshop, decreased by 7% to £4.8m. However growth was seen within tailored training due to a higher level of engagement. This was aided by the introduction of a suite of online diagnostic tools used to define skill gaps and allow suitable training schemes to be designed in a structured way.

Conference Centre revenue of £1.3m decreased by 6%. This income is derived from hiring out the conference centre facilities and training rooms. In July 2012 at a Board of Trustees meeting a proposal to refurbish CIM's accommodation was approved with the project commencing in late 2012. This will enable us to compete in our local market and attract new customers to Moor Hall as well as improving the facilities for our existing customer base.

Costs of £14.6m decreased by 2% from activities such

as a reduction in headcount through an amalgamation of the marketing teams and a review of major contracts. Investment was made in business software which will enable automation of processes and greater insight into our customer relations and needs.

The Company intend that the value of free reserves should eventually represent a sum that would cover three months operating costs and additional funds set aside to enable the company to evolve and take advantage of strategic development along with long term reserves for investment in order to fund significant financial projects in line with the future strategies.

## Balance sheet

The total net worth of CIM increased marginally to £2.38m (2011: £2.35m). The pension scheme liability reduced primarily due to contributions into the scheme offset by actuarial movements. The restricted fund increased due to the inclusion this year of Hong Kong and CAM reserves, whereas only the Sri Lankan funds had been included in the previous year.

Capital expenditure of £275k reduced this year (2011: £492k) and related in the main to IT hardware and software infrastructure. The net current liabilities remained constant with the current assets increasing due to an increase in debtors as result of the timing difference of the September exam session and a higher level of sales at the end of the year and current liabilities increasing due to a higher level of deferred income.

## Summary and outlook

For a second year running CIM has returned a surplus. The surplus increased this year compared to the prior year, although performance continued to be hampered by difficult trading conditions in the commercial businesses.

The Board is working closely with the new chief executive, who was appointed in August 2012, to develop a three year strategy. The strategy will focus on CIM's role supporting members and representing the marketing profession in the UK and overseas.

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 30 JUNE 2012

	2012 Total Funds £'000s	2011 Total Funds £'000s
<b>Incoming Resources</b>		
Education Services	3,227	3,036
Membership Services	5,475	5,518
Learning and Development Services	4,773	5,130
Conference Centre Services	1,309	1,396
Other Financing Income	112	—
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<b>Total Incoming Resources</b>	<b>14,896</b>	<b>15,080</b>
<b>Expenditure</b>		
Education Services	2,877	2,724
Membership Services	5,570	5,559
Learning and Development Services	4,256	4,687
Conference Centre Services	1,757	1,763
Governance Costs	97	109
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<b>Total Expenditure</b>	<b>14,557</b>	<b>14,842</b>
<b>Net Incoming Resources Before Taxation</b>	<b>339</b>	<b>238</b>
Taxation	(72)	(78)
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<b>Net Incoming Resources for the year</b>	<b>267</b>	<b>160</b>
Actuarial gain on defined benefit scheme	(153)	1,194
Deferred tax credit in respect of Defined Benefit Scheme	(86)	(143)
Scheme liability due to change in corporation tax rate movement	—	(25)
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<b>Net Movement in Funds</b>	<b>28</b>	<b>1,186</b>
Total Funds Brought Forward	2,350	1,164
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<b>Total Funds Carried Forward</b>	<b>2,378</b>	<b>2,350</b>

## CONSOLIDATED BALANCE SHEET FOR THE YEAR ENDED 30 JUNE 2012

	2012 Group £'000s	2012 Institute £'000s	2011 Group £'000s	2011 Institute £'000s
<b>Fixed Assets</b>				
Tangible Assets	5,419	3,405	5,582	3,525
Investments	—	4	—	4
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	<b>5,419</b>	<b>3,409</b>	<b>5,582</b>	<b>3,529</b>
<b>Current Assets</b>				
Stocks	42	7	55	7
Debtors	1,553	1,752	1,245	1,788
Cash at Bank and in Hand	463	108	584	439
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	<b>2,058</b>	<b>1,867</b>	<b>1,884</b>	<b>2,234</b>
<b>Current Liabilities</b>				
Creditors: Amounts falling due within one Year	(1,710)	(1,008)	(1,804)	(1,102)
Deferred Income	(2,546)	(1,755)	(2,249)	(1,605)
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	<b>(4,256)</b>	<b>(2,763)</b>	<b>(4,053)</b>	<b>(2,707)</b>
<b>Net Current Liabilities</b>	<b>(2,198)</b>	<b>(896)</b>	<b>(2,169)</b>	<b>(473)</b>
<b>Total Assets less Current Liabilities</b>	<b>3,221</b>	<b>2,513</b>	<b>3,413</b>	<b>3,056</b>
<b>Creditors: Amounts falling due after more than one Year</b>				
Defined Benefit Pension Scheme	(6)	—	(7)	(7)
	(837)	—	(1,056)	—
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	<b>2,378</b>	<b>2,513</b>	<b>2,350</b>	<b>3,049</b>
<b>Funds</b>				
General Fund	2,861	2,513	3,206	2,849
Defined Benefit Reserve	(837)	—	(1,056)	—
Restricted Reserves	354	—	200	200
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	<b>2,378</b>	<b>2,513</b>	<b>2,350</b>	<b>3,049</b>

# TRUSTEES AND OFFICERS

## The Board of Trustees

Andrew Harvey  
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Chartered Marketer  
Chair Trustee

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Vice Dean

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Emma Leech DipM  
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DipM FCIM

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FCIM Chartered Marketer

Beth Rogers  
DipM FCIM  
Chartered Marketer

Professor John Saunders  
FCIM

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Chartered Marketer  
Chair

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DipM FCIM  
Chartered Marketer

Andrew Harvey  
DipM FCIM  
Chartered Marketer

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Chair

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FCIM

Keith Arundale  
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Shiraz Latiff  
FCIM Chartered Marketer

Peter Standing  
DipM FCIM  
Chartered Marketer

# TRUSTEES AND OFFICERS

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Chartered Marketer  
Chair

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DipM FCIM  
Chartered Marketer

Norman Waite  
DipM FCIM  
Chartered Marketer

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