



The Chartered
Institute of Marketing

2016 2017

ANNUAL REVIEW



Chair's Welcome

This year has been a profound year for CIM. The organisation faced some unprecedented situations that it is successfully navigating. When I was elected as Chair in October 2016, I knew that change needed to be deep, and it would not be quick.

First, may I thank you for giving us; the Board, the CEO and the Senior Management Team, time and your support. Through this tough year, progress in creating a sustainable and relevant CIM is being made.

The new Strategy and Finance Committee has been meticulously scrutinising the CIM accounts. During this time, debtors have decreased, there are more robust financial controls in place and forecasting and budgeting has improved. CIM has saved £1.2m in costs in the period.

The sales organisation has been overhauled with a new commercial director, driving up revenues across all business areas, with a focus on in-company training. A new PR agency and revised content strategy have ensured that the CIM is raising its voice in the market around key topics such as GDPR, big data and the skills gap. The core product portfolio continues to be refreshed with new offerings, including the Level 7 CIM Marketing Leadership Programme and the newly launched Level 6 Digital Diploma in Professional Marketing.

The Board and the Senior Management Team have worked incredibly well together to create a new three-year strategy aimed at making CIM more relevant to the marketing professional, and returning the organisation to profit.

The Constitution is now under full review. The purpose is to make sure it is relevant and effective in securing the longer-term future for CIM.

Moving forward into 2017/18, CIM continues to take steps to modernise and improve the operation. It is moving towards a more customer-focused organisation and, in listening to customers, the CIM will become more agile in its ability to adapt to the changing needs of its members, customers and business.

May I take this opportunity to thank CIM's CEO, Chris Daly, for his tireless commitment to improving the fortunes of CIM, to his team in understanding the need for change and adapting, and to the army of volunteers around the world that help deliver a brilliant experience for CIM members. Thank you.

Leigh Hopwood,
Chair

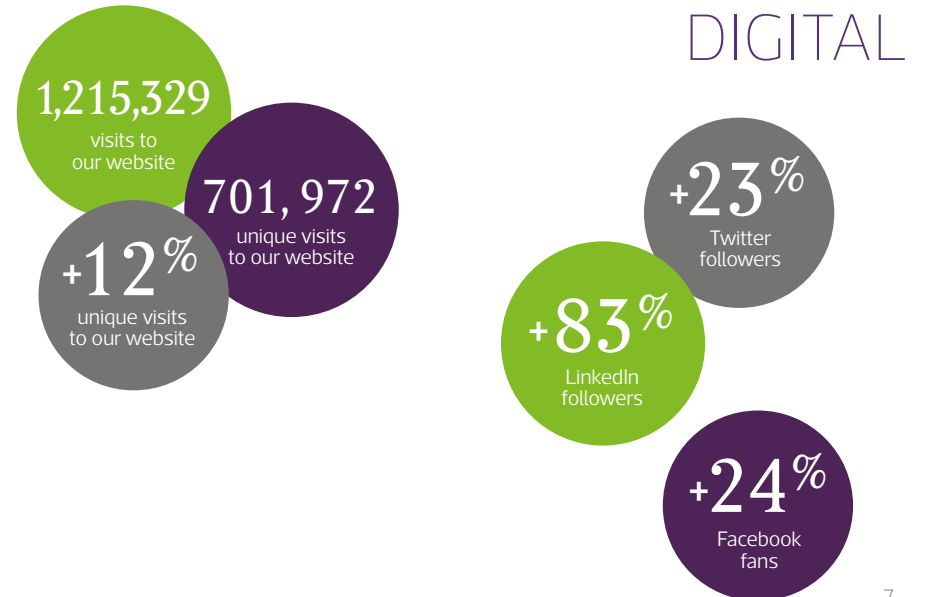
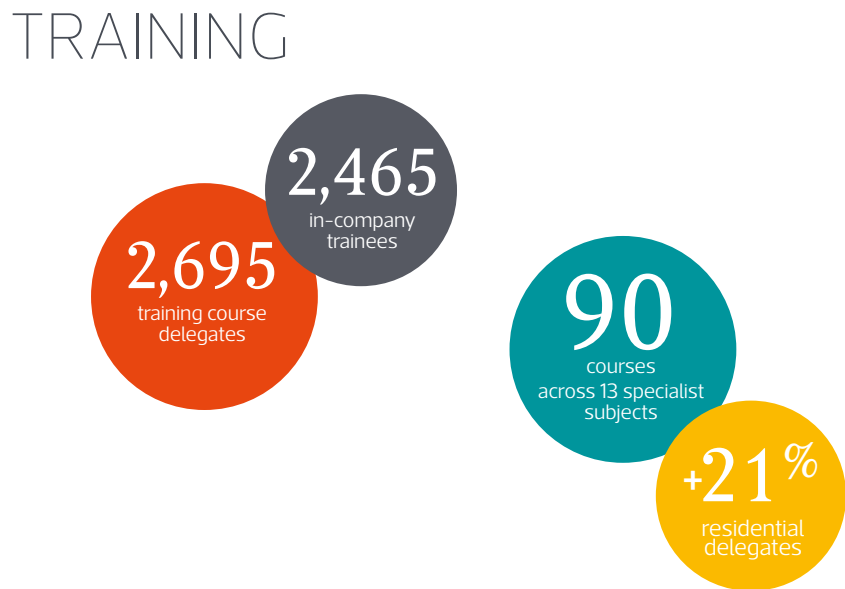
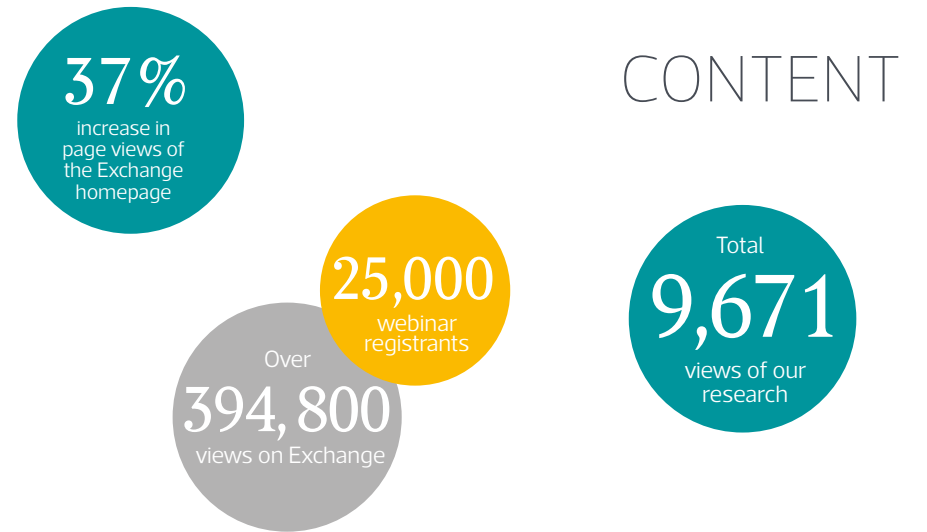
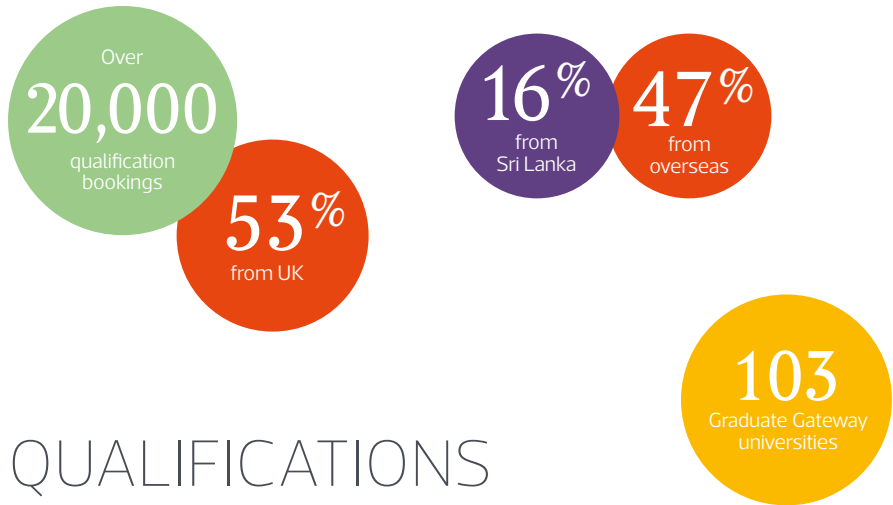


LOOK TO THE
YEAR AHEAD

2016 2017

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CEO Update

The financial year of 2016/17 has seen CIM go through some significant changes, going from survival to recovery to the beginnings of transformation. At the AGM in January 2017 covering the previous financial year, I announced the implementation of a two-year Recovery Plan, of which this year reflects year one of that two-year plan. This was the result of a significant decline in income requiring immediate short-term cash saving measures and cost reductions on a scale not seen before, together with a fundamental review of the strategy for CIM.

The strategy was confirmed by the Board in June 2017 and, together with a fresh Senior Management Team, CIM is focused on providing support to members and practising marketers. Our objective is to help keep them relevant, delivering a professional advantage to individuals and a business advantage to organisations.

The General Data Protection Regulation (GDPR) comes into effect in May 2018, so the need for professional capable marketing has never been greater. CIM launched its Data Right campaign in April and has positioned itself as a key provider of information in this area through courses, content and webinars.

This year has been one of significant cost reductions and cash maintenance while at the same time building foundations to implement and deliver the new strategy. The focus must now be on revenue generation, and the opportunity is ripe for the taking. Through ongoing research and conversations with marketing leaders we are seeing the emergence of a skills gap at both a strategic and broader general skills level in marketing. CIM is working hard to raise the profile of marketing at a strategic level, as well as drive the importance it brings to business and building business advantage. Our new Level 7 and Level 6 marketing qualifications have both been developed based on key research with employers and channel partners addressing the gaps we see today, and the initial signs of uptake are promising.

Change is the order of the day as these results are not sustainable. The Recovery Plan will establish the foundation and then make way for a transformation of CIM that will see it become stronger. The close working relationship between the Board and the Senior Management Team will ensure the delivery of the new strategy and the emergence of a more dynamic and relevant organisation.



Chris Daly,
Chief Executive





OUR VISION, MISSION & VALUES

At CIM we believe marketing is the critical factor in driving long term organisational performance. Our robust business strategy enables us to demonstrate the positive contribution professional marketing can bring to organisations, the economy and wider society.

Vision

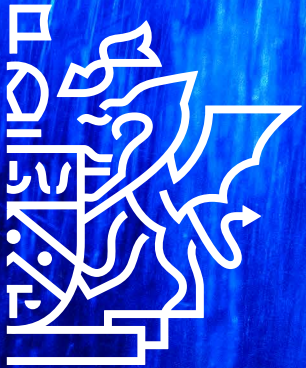
To be the global leader in enabling professional marketing and business advantage.

Mission

Creating marketing advantage for the benefit of professionals, business and society.

Values

- Collaborative – We work together to create a resilient, successful CIM through a united network.
- Passionate – We believe marketing is a key driver of business success and promote its value.
- Purposeful – We set clear goals for our internal and external landscape, ensuring key outcomes.
- Relevant – We adapt our offering to the changing needs of professional marketers with an agile approach.
- Responsible – We promote responsible practices to create an environment of integrity, empowerment and shared ownership.



MEMBERSHIP

CIM welcomes members from 126 countries, with a strong global outreach and forward-thinking membership offering. We continue to engage and develop marketers, keeping them relevant and ensuring they can drive meaningful business growth by understanding the critical role marketing plays in business.

We continue to adapt our membership benefits to meet the changing needs of marketers.

A recent CIM survey found that mentoring was one of the top factors when deciding to become a CIM member, and it has the biggest impact on career progression. With this in mind, we launched our new digital mentoring platform in April 2017. This is open to members who would like to be mentors and mentees. With improved functionality and an enhanced user experience, we have introduced new search features and the ability to log in directly from MyCIM.

As of October 2016, we have also introduced paperless professional member applications. With the establishment of online applications, working closely with LinkedIn, an easier process for on-boarding potential members has improved user experience. As a result we have seen, on average, a 25% increase in applications each month. As well as increasing interest for potential members, this will also result in a quicker turnaround for new members to start using CIM's products and services.

QUALIFICATIONS

With over 20,000 qualification bookings this year, we are continuing to reach students in the UK and internationally.

CIM qualifications are attracting an increasingly global audience. With 53% of our qualifications being delivered in the UK, our international reach is at an all-time high and we are continuing to build our reputation overseas. Of the 47% of qualifications delivered internationally, 16% were in Sri Lanka alone.

We are also focusing on improving the user experience for our studying members. The relaunched and fully mobile-optimised Study Centre Finder now allows students to search from over 65 UK Accredited Study Centres (ASCs) and 58 international ASCs.

With the launch of our new Level 6 Digital Diploma in Professional Marketing and Level 7 CIM Marketing Leadership Programme, we are adapting our qualifications to meet the ever-changing needs of marketers today.

Graduate Gateway

Our Graduate Gateway university partnership programme has continued to grow throughout the year. We now have over 100 universities delivering mapped degrees and masters, including 10 international universities. With the global expansion of this initiative, we have focussed on reaching a wide overseas audience.



Merlin's Apprentice

Throughout the year, we have worked with The Marketing Academy and The Prince's Trust to continue the Merlin's Apprentice initiative and support two students through their CIM Level 3 qualifications.



Level 7 CIM Marketing Leadership Programme (Jan 2017)

After extensive research with employers, ASCs and previous students, CIM developed the Marketing Leadership Programme for senior career stage marketers, particularly those who want to move into consultancy.

Level 6 Digital Diploma in Professional Marketing (June 2017)

Facilitating a move into knowledge-based qualifications, we created the Digital Diploma for those professional marketers wanting to progress in their careers and gain applied skills in digital areas.

Apprenticeships

CIM is part of an employer trailblazer group to develop apprenticeship standards for the marketing industry. We are currently working with employers, training providers and universities to set the precedent for delivering apprenticeships.



TRAINING

2,695
training course delegates

Open training courses

Throughout 2016/17, we have been reviewing and refining our courses in order to assess their effectiveness and engagement. Taking this into consideration, our portfolio now consists of 90 courses, covering 13 key topics across the industry at various levels of competency. Covering core areas of marketing all the way through to specialist subjects, our courses have attracted 2695 delegates this year.



In-company sales

This year, following the re-branding of our in-company sales to tailored training solutions, we have focused on developing our relationships with the FTSE 100 and 250 companies. As a result, we have identified a number of new opportunities to work with these organisations. We also strengthened our links with existing clients and explored areas where we could develop our relationships with them. CIM's in-company training has suffered a marked decline in delivered sales, but through improved client engagement, we have started the process of raising the profile of CIM's extensive product portfolio. We have also worked to gain a deeper understanding of our clients, particularly their existing and future requirements for training. This insight has then been used in the development of our offering.

2,465
in-company trainees



A selection of the brands we've worked with in 2016/2017:



Moor Hall Conference Centre

CIM Moor Hall has achieved an 11% growth in turnover year on year, the highest growth of the CIM business units. This growth has been achieved through proactive yield management of the meeting room and bedroom space, together with strong revenue management.

The client base has been further expanded and CIM Moor Hall's USP of being the 'Home of Marketing' has supported this. Customer feedback remains high with a constant 8.2 rating on Booking.com for bedrooms, which is one of the highest ratings in our competitor sector.

EVENTS



Marketing Excellence Awards

In April 2017, we hosted the eighth annual Marketing Excellence Awards (MEAs). These prestigious awards continue to attract the finest marketing minds, with a record-breaking number of entries. Rewarding marketing successes and talent across the industry, our event was hosted by comedian Jimmy Carr and recognised teams and individuals alike, with winners from the BBC, The National Lottery and Clearscore.



The Marketing Excellence Awards are the pinnacle of recognition —
The National Lottery



Digital Summit

Our fourth Digital Summit was held on 27 September 2016, at the British Museum, London. With 'Exploring the Power of Connectivity' as our theme, we hosted speakers from Twitter UK, Havas Media, Aquila Insight, The Brooklyn Brothers and IBM. This event continues to grow, with a record number of attendees this year.



325 attendees

Changing Face of Marketing Summit

Continuing our summit series, the Changing Face of Marketing Summit was held on 24 May 2017 at the British Museum, London. With a focus on the uncertain social and political backdrop of 2016 and how this will affect marketing, attendees gathered to hear speakers from ITV, UNILAD, iProspect, Act-On and Target Internet share insight.



Despite seeing 9 speeches in just one day, they were all snappy, entertaining and really insightful. I came back with 10 pages of notes – a record.



The Pitch

The Pitch 2017 continued to encourage students to become the future of marketing. This year, entrants faced a challenge set by Student Universe; to create a plan for transitioning from the American to UK market. The live final took place on 09 March 2017, with judges from UNILAD, Student Universe, Close Brothers, LinkedIn and Mintel.



THE PITCH

It (The Pitch) helped me climb the career ladder — Evie Johnson, The Pitch winner 2017, now working for BMW Group UK Limited





REGIONAL & SECTOR EVENTS

With a flourishing network of students and professional marketers, our regional and sector events attracted over 8,500 delegates to 254 events.

Mike Warne event 2017 – For the eleventh year, over 100 professional marketers, business owners and marketing students attended this sold-out event. Named in memory of CIM Regional Director Mike Warne, this year’s event explored technological developments in augmented and virtual reality, with one attendee describing the day as an “incredible experience.”

Leaders debate at the House of Lords – On 22 May, CIM’s Construction Industry Group (CIMCIG) organised a key debate

at the House of Lords, exploring how the industry can attract a new generation of professionals to resolve its current skills shortage. 58 delegates attended this event, hosted by Lord Best and the Joseph Rowntree Foundation, which will now become an annual occurrence.

Change, leadership and effectiveness in communication – In September, over 70 marketers gathered at Queen’s University, Belfast, to gain expertise from Alex Aiken, the UK government’s Director of Communications. As part of an ongoing collaboration with the Cabinet Office, this event shared key insights on how to build leadership, resilience and effectiveness in communication.

CONTENT



Catalyst, CIM’s member-only magazine, is now in its second year of success. With thought-provoking articles that explore the big issues facing marketers today, Catalyst continues to position CIM as the leading body for professional development and connects stakeholders across the industry. Topics covered over the last year include: connectivity, responsibility, globalisation and change.

As testimony to Catalyst’s continuing success, the magazine has received the ‘Editor of the Year’ award as part of the MemCom Membership Excellence Awards in May 2017. This is alongside the ‘Award of Excellence’ that Catalyst received for its use of design at the Institute of Internal Communications (IoIC) Awards in September 2016.

As we continue to evolve Catalyst, we are working towards an optimised digital experience for all our readers.

It is well-written and jam packed with interesting articles from a wide source range — Josephine Guckian, global brand and marketing communications director, HKA



Exchange

We are continuing to establish our content hub, 'Exchange', as the go-to place for marketing insights and professional advice. With a revised content plan and renewed relationship with our external agencies, our articles cover the important marketing subjects around GDPR, the skills gap and Brexit.

Some of the most popular articles from this year included:

- Four marketing trends to look out for in 2017
by Teresa Folkes, associate director, professional development, CIM
- Donald Trump and lessons in marketing
- Top five tips to prepare for GDPR
by Duncan Smith, CIM course director
- What Pokémon GO means
for marketing

2,612
views

2,942
views

2,294
views

2,198
views

37%
increase in
page views

Over
394k
views
289K last year



Total
9,671
views

PR

The appointment of a new award-winning PR agency, 'Good Relations', who have a wealth of experience working with market leaders, has increased the efficiency and visibility of our PR operations. We are also working to ensure there is increased consistency across our content and PR, by continually evolving the conversation across key themes.

Our research and insights in the last 12 months included: 'Whose Data is it Anyway?', a report identifying the key areas organisations and their marketers need to work on when it comes to capturing, storing and sharing consumers' personal data, and 'The Challenges and Opportunities Facing Marketers in 2017', investigating the need for marketers to start a new dialogue with their organisations, including leading change and communicating what the business needs to do in order to flourish in a mid—and post—Brexit economy.

- 'Whose Data Is It Anyway?'
(September 2016) – 2,455 views
- 'Challenges & Opportunities Facing Marketers'
(March 2017) – 7,216 views

Webinars

Our webinars continue to draw in a wide audience of marketers across the industry. In response to popular demand, we have increased the number of webinars to 23 and welcome on average over 1,000 registrants to each webinar. In the past 12 months, our most popular topics have included the future of marketing, customer experience and digital marketing.

DIGITAL



Web

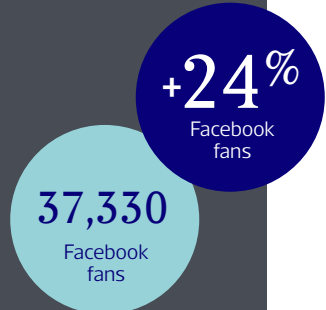
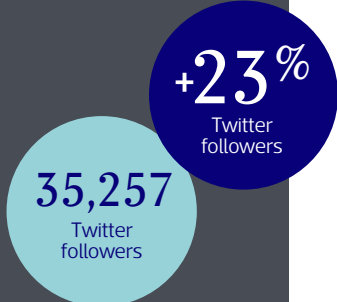
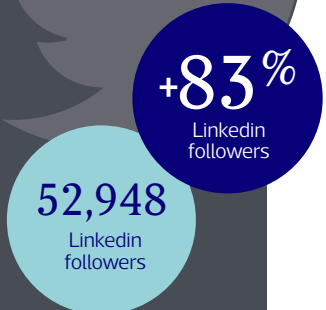
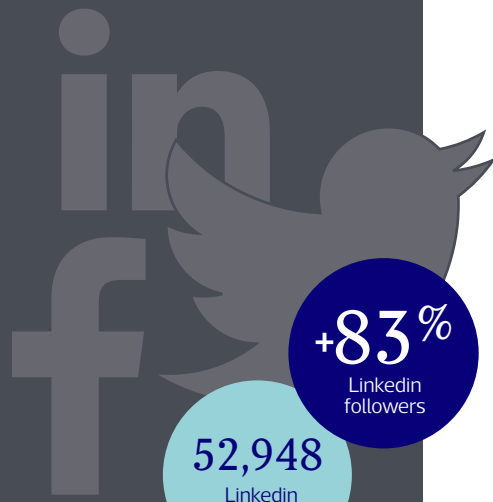
During 2016/17, our main digital focus was to improve the user experience for our current stakeholders and potential customers on our websites and affiliated sites. We are continuing to see the benefits of our projects from 15/16, as following the relaunch of MyCIM in early 2016, visitors to the site are up by 32%.

Our relaunched Study Centre Finder went live in August 2016, with a mobile-optimised interface and new search options for students, of which over 180,000 searches have already been made.

In November, we relaunched the CIM Academy website, which has since gained over 38,000 visits (+3.8%) and more than 500 direct applications and enquiries through the website.

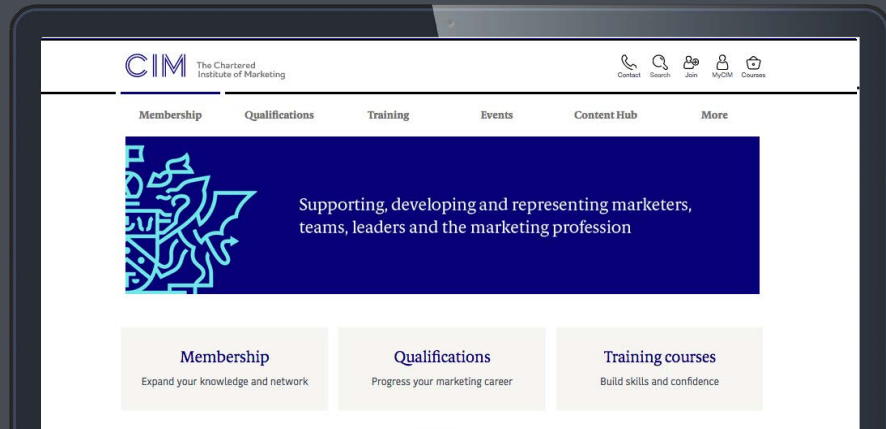
Our new TutorZone website was launched in March 2017, with reorganised content and optimised search functionality.

In May, the Marketing Expert website went live; a tool for marketing professionals and industry experts to gain marketing knowledge. Members can log in directly from MyCIM, and the website is fully mobile-optimised, with a glossary section for a seamless user experience.



Social media

Throughout the year we have continued to see significant expansion across all of our social media channels. In light of this, we are taking a new approach to our KPIs by focussing on building a quality community of followers, and engaging with our audience consistently across all forms of social media. This is reflected in our KloutScore, which is a measuring tool for social influence. CIM's score is 63, as compared to an average of 60 across our competitors.



FINANCIAL REPORT 2017

Overall results

The consolidated financial statements for 2017 include the two continuing subsidiaries of CIM: the Communication, Advertising and Marketing Foundation Limited (CAM), a charity limited by guarantee, and CIM Hong Kong Limited.

Income of £13.9 million is 4.4% lower than the revenue recorded last year. The decline in Membership revenue is slightly more than the decline in overall consolidated revenue. Growth was achieved in the Conference Centre and Education, whilst Learning & Development showed a slight decline. Direct cost of sales reduced by 4.5% reflecting a range of pricing and increased efficiency measures to maintain margins in the face of the reduced revenues.

Administrative expenses at £6.3m were slightly less than last year although with significant cost savings coming into effect in the second half of the year as the revenue decline became prominent.

CIM suffered a consolidated operating loss before exceptional costs of £486k (2016: £308k operating loss). After accounting for interest payable and exceptional items, the pre-tax deficit was £869k (2016: £132k deficit after benefiting from a property revaluation gain of £214k).

The defined benefit pension scheme showed a deficit of £26k at the year end. This compares to a surplus of £1,797k at the previous review date. The main reason for the change over

the period is the fall in corporate bond yields that has led to an increase in the value placed on the Scheme's liabilities. In addition, the difference between corporate bond yields and gilt yields has narrowed which means that the increase in the value of the Scheme's swaps holdings has not been equal to the increase in the value of the Scheme's liabilities. However, the increase in deficit has been slightly offset by better than expected growth asset returns, contributions paid by the Employer and a change in the mortality assumption to reflect the latest available projections. CIM continued to make contributions of £254k to reduce the Scheme's actuarial deficit, updated triennially, and that amount has therefore been charged against the other comprehensive income account.

Profit and loss account

Membership income was 16.2% lower than last year at £3.9m. Reduced income from regional network events, national conference forums and magazine advertising contributed to this, alongside the decline in revenue from professional and student membership subscriptions.

Training revenue decreased by £172k to £4.7m. Increased income from open training courses (workshop and residential) was offset by reductions in income from corporate training.

Conference Centre revenue of £2.0m increased by 11% in another successful year for that income stream.

Balance sheet

The total net worth of CIM at 30 June 2017 was £3.6m with the general fund accounting for £2.8m. The restricted fund of £740k relates to CAM and is required to be utilised for its charitable purposes.

Capital expenditure of £118k was lower than the prior year (2016: £611k) and relates to further expenditure to complete IT projects, a new e-commerce solution and some necessary spend on property improvements.

Net current liabilities now stand at £3.8m (2016: £2.9m). This includes the £1.5m Marketing Trust loan, £2.5m of deferred income which has grown from £2.3m last year due to process improvements enabling earlier invoicing and includes prepaid membership subscriptions, pre-booked courses and advance payments for examinations. Also, trade and other debtors have reduced from £1.7m to £1.4m reflecting increased focus on credit control and minimising Prepayments. The bank balance of £1.1m reflects an increase in cash resources of £1.4m due to Loans of £1.25m, working capital improvements of £0.9m, capital expenditure of £0.1m to offset the year's £1.1m deficit including the actuarial losses on the pension fund.

Developments since the year-end

To support the Recovery Plan as it extends into implementing the new Strategy with sufficient cash headroom through the coming year, CIM has extended the short-term investment from the

Trustees of the Chartered Institute of Marketing Charitable Trust (the "Marketing Trust"). The Trust's investment took the form of a £1.5m loan on 1 December 2016, secured on the freehold land and buildings at Moor Hall. This loan has been renewed and is now repayable by instalments from December 2018 to June 2020.

Summary and Outlook

CIM has suffered an operating loss before exceptional costs of £486k in 2016/17 and a pre-tax loss for the year of £869k. This was the result of a significant decline in income, particularly in membership. To address this, in 2016/17 CIM implemented a Recovery Plan incorporating short term cash saving measures and cost reductions together with a fundamental review of the strategy for CIM. The new strategy for CIM, signed off by the Board in June 2017, contains key changes and a unified focus of effort designed to build on the work undertaken so far, and to firmly establish CIM as a leading organisation representing Marketing for the benefit of businesses of all shapes and sizes and members alike.

In summary, the Board believes CIM has made progress in 2016/17 with the implementation of laying the right foundation to deliver growth going forwards. Moving forward into 2017-18, CIM continues to take steps to modernise and improve the operation. It is moving towards a more customer-focused organisation and in listening to customers, CIM will become more agile in its ability to adapt to the changing needs of its members, customers and business.

Consolidated profit and loss account and statement of retained earnings

For the year ended 30 June 2017

	2017 £'000	2016 £'000
Turnover	13,857	14,482
Cost of sales	(8,071)	(8,450)
Gross profit	5,786	6,032
Administrative expenses	(6,272)	(6,340)
Group operating loss before exceptional costs	(486)	(308)
Exceptional costs	(272)	
Group operating loss	(758)	(308)
Interest payable	(111)	(38)
Changes in fair value of investments	–	214
Loss on ordinary activities before taxation	(869)	(132)
Taxation	–	–
Loss for the financial year	(869)	(132)
Other comprehensive income for the year:		
Actual losses on defined benefit pension scheme	(280)	(250)
Total comprehensive income for year	(1,149)	(382)
Retained profits brought forward	4,707	5,089
Retained profits carried forward	3,558	4,707

Consolidated balance sheet

At 30 June 2017

	2017 £'000	2016 £'000
Fixed assets		
Tangible assets	6,852	7,212
Investments	550	550
	7,402	7,762
Current assets		
Stocks	28	35
Debtors - due within one year	1,369	1,717
Cash at bank and in hand	1,110	13
	2,507	1,765
Current liabilities		
Creditors - due within one year	(6,325)	(4,654)
	(6,325)	(4,654)
Net current liabilities	(3,818)	(2,889)
Total assets less current liabilities	3,584	4,873
Creditors		
Due after more than one year	–	(166)
Net assets excluding pension liability	3,584	4,707
Defined benefit pension liability	(26)	–
Net assets	3,558	4,707
Capital and reserves		
Profit and loss account – unrestricted	2,818	3,912
– restricted (CAM)	740	795
Total capital and reserves	3,558	4,707

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Legal and administration information

For the year ended 30 June 2017

The Board of Trustees

Leigh Hopwood

DipM FCIM Chartered Marketer
- Chair (from October 2016)

Professor Jonathan Deacon

DipM FCIM
- Vice Chair

Derek Milward

DipM MCIM
- Vice Chair

Dino Adriano

FCIM

Keith Arundale

FCIM Chartered Marketer
(until October 2016)

Michael Bedingfield

DipM FCIM
(until January 2017)

June Dennis

DipM FCIM Chartered Marketer
(from January 2017)

Nadi Dharmasiri

DipM FCIM Chartered Marketer
(from January 2017)

Professor John Egan

FCIM Chartered Marketer

Chitrangani Herat-Gunaratne

DipM FCIM Chartered Marketer
(until January 2017)

Kate Hamilton

FCIM Chartered Marketer
(from January 2017)

Freddie Hospedales

DipM FCIM

Christopher Masters

DipM FCIM Chartered Marketer
(until October 2016)

Chris Parker

FCIM

Fiona Spencer

FCIM Chartered Marketer
(from January 2017)

Peter Standing

DipM Hon FCIM
(from January 2017)

Michael West

FCIM
(January - March 2017)

President

Jenny Ashmore

Hon FCIM (until January 2017)

Vice Presidents

Andrew Cosslett

Hon FCIM

Fiona Dawson

Hon FCIM

Martin Glenn

Hon FCIM

Lord Michael Grade

Hon FCIM

Strategy and Finance Committee

Derek Milward

DipM MCIM – Chair

Michael Bedingfield

DipM FCIM (until January 2017)

Professor Jonathan Deacon

DipM FCIM

Leigh Hopwood

DipM FCIM Chartered Marketer

Christopher Masters

DipM FCIM Chartered Marketer
(until October 2016)

Michael West

FCIM (January – March 2017)

The Appointments and Remuneration Committee

Fiona Spencer

FCIM Chartered Marketer - Chair

Michael Bedingfield

DipM FCIM Chartered Marketer
(until January 2017)

Ann Brine

DipM FCIM Chartered Marketer
(until February 2017)

Leigh Hopwood

DipM FCIM Chartered Marketer

Christopher Masters

DipM FCIM Chartered Marketer
(until October 2016)

Derek Milward

DipM MCIM (from November 2016)

The Audit and Risk Committee

Dino Adriano

FCIM - Chair

Keith Arundale

FCIM Chartered Marketer

Matilda Crossman

DipM MCIM (from January 2017)

Scott Forsyth

FCIM Chartered Marketer
(until December 2016)

Elena Grammenou

DipM MCIM Chartered Marketer
(from January 2017)

Brian Selvanayagam

DipM FCIM Chartered Marketer

The Constitution and Ethics Committee

Derek Milward

DipM MCIM - Chair

Shiraz Latiff

DipM FCIM

Rachael Mabe

DipM MCIM

Dr Philippe Mouillot

MCIM (until June 2017)

Fiona Spencer

FCIM Chartered Marketer (from January 2017)

Norman Waite

DipM Hon FCIM (until January 2017)

The Learning Advisory Group

Professor John Egan

FCIM Chartered Marketer - Chair

Giovanna Battiston

DipM MCIM Chartered Marketer

Claire Blanchard

(from January 2017)

Joe Clegg

(from January 2017)

June Dennis

DipM FCIM Chartered Marketer

Yvonne Dixon-Todd

DipM FCIM

Brian Doidge

DipM MCIM Chartered Marketer
(from September 2016)

Monique Eisenberg

DipM MCIM

Dr Jafaar EL-Murad

FCIM (until July 2017)

Kelvin Golding

DipM FCIM Chartered Marketer
(until January 2017)

Tanya Hemphill

DipM MCIM Chartered Marketer
(from January 2017)

John Haynes

(until November 2016)

Legal and administration information

For the year ended 30 June 2017

Dominic John
DipM MCIM

Ewa Krolikowska
DipM MCIM Chartered Marketer
(from January 2017)

Matthew Lincoln
MCIM Chartered Marketer

Julius Lukwago
DipM MCIM
(until November 2016)

Professor Philip Megicks
DipM FCIM

Professor Nina Reynolds
MCIM Chartered Marketer
(until July 2016)

Bev Ridyard
DipM MCIM Chartered Marketer

Tatiana Schofield
DipM MCIM Chartered Marketer
(until August 2016)

Andrew Sherratt
DipM MCIM Chartered Marketer
(until November 2016)

The Membership and the Profession Advisory Group

Shobha Bentley – Chair

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DipM ACIM (from January 2017)

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DipM FCIM (until January 2017)

Ray Donnelly
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Mark Elderkin (from January 2017)

Kelvin Golding
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Alex Mswaka
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