

The background of the cover is a dark blue gradient with intricate, glowing blue line art that resembles a complex network or a stylized map. The lines are thin and vary in brightness, creating a sense of depth and movement.

CIM

The Chartered
Institute of Marketing

2018 2019

ANNUAL REVIEW



WELCOME

From the Chair

During the past 12 months, CIM has been delivering on year two of a three-year strategy. The organisation has gone through significant changes structurally, financially and, more importantly, has strengthened its relationship with members by being more relevant and customer-centric.

I am pleased to report that the transformation agenda is delivering returns and the business has reinforced its platform for growth. CIM has become a stronger, more efficient and effective organisation with a sustainable future enabling year three to be a year of investment.

There has been increased collaboration with regional and Sector Interest Group volunteers giving them a clear voice both within CIM and in the media. Events like 'marketing on trial', CIM's debate in the House of Commons on 'the skills crisis facing marketing', and interviews with a range of broadcasters including the BBC and Sky News on issues such as data, fake online reviews and child safety online have raised CIM's profile with senior marketers and the industry. CIM has seen a 2% increase in members at Fellow grade and a number of high-profile senior marketers from brands, such as Marks and Spencer and Microsoft, who have spoken on CIM's behalf.

As the business heads into the final year of its current strategy, the Board is working closely with the CEO and Senior Management Team (SMT) to develop its strategy for 2020+ that will continue to deliver sustainable growth.

CIM relies heavily on the support of its volunteers and members around the world. I therefore extend enormous gratitude for the support you give and thank you wholeheartedly.

I must also thank our CEO, Chris Daly, and his SMT for their continued commitment to CIM and extend thanks to the people that work tirelessly to deliver CIM's services.

Looking forward, there will be a number of announcements over the coming months. Watch this space.



Leigh Hopwood,
Chair



2018 2019

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UPDATE

From the CEO

This year has seen the organisation further embed the principles from the recovery stage of the three-year strategy and deliver another solid financial operating profit. We shifted our strategy to focus on transformation, changing the way we operate, enabling us to deliver additional value to our members and broader customer community.

This change process has seen the SMT review, update and adjust how certain departments are structured within the business. There has been a complete overhaul of our sales process within the training and business development landscape. We are also beginning to invest in innovative operational changes such as on-line marking for our assessments.

Other areas of the business continue to deliver; CIM Moor Hall won a key award for service excellence, the Customer Experience team came 7th in the Top 50 Companies for Customer Service competing against John Lewis, Amazon and Sky, and the marketing team continued to drive a significant improvement in our share of voice. The introduction of a regional PR agency helped us to integrate and coordinate our CIM messaging more effectively.

We have used our voice to promote the importance of marketing as a truly professional discipline for organisations of all sizes, tackling key business topics such as sustainability, obesity, GDPR, ethics and the value marketing brings to industry in Britain and around the world.

These changes, successes and everyone's hard work has meant that our financial position continues to improve, but there is still plenty of work to be done.

In the coming year, we will continue to build our brand and to demonstrate that effective marketing is critical to the future success of almost all businesses.

A handwritten signature in black ink, appearing to read "Chris Daly".

Chris Daly,
Chief Executive



A close-up, artistic photograph of a woman's eye. The eye is looking slightly to the left. The image is heavily stylized with glowing blue light trails that swirl around the eye, creating a sense of motion and digital connectivity. The background is a soft, out-of-focus grey and blue. The overall mood is futuristic and high-tech.

OUR VISION,
MISSION AND
VALUES



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.

HIGHLIGHTS

Development of new

digital

qualifications at every level

Launch of

Marketing Analysis Portal

an online skills
assessment tool

Moor Hall wins

Best Hospitality Venue

in the Maidenhead and
Windsor business awards

96%

Customer
Satisfaction
Score (CSAT)

53.2

NPS on
Open Training Courses



Operating profit before exceptional costs of **£880k**

Supported more of our employees

through CIM qualifications than ever before

7th place in the **top 50** companies for customer service

WORKPLACE CULTURE

Our people strategy continued to play a vital role in upholding CIM's workplace culture, ensuring the ongoing development of a progressive, supportive working environment. Our values and behaviours remained at the centre of both how we do things and what we do.

We focused on growth, support and development of capability through continued progression of our agile performance management programme. Whilst feedback from our engagement survey shaped the ongoing development of our reward and recognition strategy.

The year also saw continued focus on development of management capability with the Management Fundamentals programme and a new accredited leadership programme. This year CIM has supported more of its employees through our CIM professional qualifications than ever before.

The establishment of a number of employee groups has helped improve CIM's sustainability impact with environmental, social and governance criteria all being taken into consideration. Their impact has resulted in all of CIM's energy requirements now being sourced from renewable sources, and changes being made to reduce CIM's use of plastic.

We will continue to develop a working environment based on trust and empowerment, one which supports high performance and aims to make our people feel engaged, supported and valued.



most d
in the
"we've always

CHALLENGES AND OPPORTUNITIES – MEMBERSHIP

CHALLENGE

Less people investing in membership, resulting in an overall decline of 7% year on year, with the exception of Fellows which increased 2%



OPPORTUNITIES / ACTIONS

Increasing number of members contributing to CIM content and roundtable discussions

Continued growth in engagement with CIM through social platforms, online and content

Increased retention of existing members year on year

CHALLENGE

Multiple communication channels led to unclear objectives and inconsistent messaging - resulting in a need for more efficient, centralised and streamlined processes



OPPORTUNITIES / ACTIONS

On-going collaboration with regions and Sector Interest Groups (SIGs) has shaped more effective two-way communication through use of online and quarterly chair meetings

Evolution of PR support through CIM's central PR team and regional PR agency, saw coverage increase significantly across regions and within SIGs, giving a stronger share of voice

CHALLENGES AND OPPORTUNITIES – EDUCATION

CHALLENGE

Increasingly competitive UK market.
Political unrest / rising inflation in international countries



OPPORTUNITIES / ACTIONS

Launch of the revised Postgraduate Diploma in Marketing into international markets

Positive response across international markets with a significant shift to the revised syllabus during the 2018 transition phase

Full revision of all other qualifications from foundation Level 3 through to management Level 6

Development of a full suite of digital qualifications giving two qualification routes per level

CHALLENGE

Organisations seeking to utilise Levy funds in apprenticeship standards in preference to CIM qualifications



OPPORTUNITIES / ACTIONS

Apprenticeship Standards for Level 3 through to Level 6 approved and delivery began in the market by registered apprenticeship providers

Development of Level 7 Apprenticeship route

CIM approved as an Apprenticeship End Point Assessor (EPAO)

Apprenticeship standards providing new revenue stream and opportunity to oversee assessment of the standards for the profession are robust

CHALLENGE

CIM Recognition Programme in areas other than universities is a slow burn proposition



OPPORTUNITIES / ACTIONS

More UK universities integrating CIM qualifications and content into both undergraduate and postgraduate degrees

Engagement with other providers of marketing training

Opportunity for CIM to start exploring new markets

CHALLENGES AND OPPORTUNITIES – TRAINING

CHALLENGE

A year of review and re-focusing for Learning and Development in an increasingly competitive market



OPPORTUNITIES / ACTIONS

Held revenues, matching prior year

Focused on stabilising internal team operation, improved lead generation and sales conversion

Re-focused on longer term corporate relationships and e-learning subscription offerings

Reviewed the online customer purchase journey improving search, categorisation of courses and e-commerce functionality

Started a wholesale training portfolio review

CHALLENGE

Improvements and evolution to CIM's In-company and CIM Academy offerings



OPPORTUNITIES / ACTIONS

New skills gap online assessment tool MAP (Marketing Analysis Portal) launched February 2019. Supporting 'capability discovery' phase of the company solutions offering

Redevelopment of online content used to deliver both virtual and blended qualification delivery offerings through CIM Academy. Improving both customer experience and market position

WHO WE WORK WITH

Throughout 2018/19 CIM continued to grow the number of organisations and individuals we work with.

Following tender processes, we saw the appointment and introduction of our new publishing agency **LID Business Media** and our new regional PR agency **Pelican Communications**.

CIM continued to look at the challenges around marketing skills debating the topic, "Is the marketing industry heading for a skills crisis" at the **House of Commons Debating Group**. We worked in association with **Target Internet** with the Digital Marketing Skills Benchmark, the first study of its type and scale that looks at skills across such a wide range of industries and levels of seniority.

Other research focused in on trust. Working with **BBC 5 Live** we looked into the extent of **fake online reviews** in the UK and the ongoing issue of **fake news**.

Six months into the implementation of GDPR we conducted research to better understand how consumers felt about their data protection. Staying with data, CIM also joined **Qlik** and other leading organisations launching The Data Literacy project, raising the importance of data literacy skills.

CIM continued to work with a wide range of organisations such as **Macmillan Cancer Support**, **KP Snacks**, **The Royal Mint** and the **Body Shop** through its company training solutions.





OUR
ENGAGEMENT



★ 32

💬 5

👤 18

✉️ 11

@ 9

❤️ 25

OUR VOICE ACROSS THE MEDIA

Where we're being covered:

- **Reach:** Since the last Annual Review our announcements or opinions in the press has reached over **191.7 million** people
- **Relevancy:** Our spokespeople have been positioned as experts across the BBC, Sky News, Times, Guardian and in Parliament
- **Quality:** Broadcast and national press coverage has risen from **4%** to **87%** in just over 18 months
- **Regional and Sector Interest Groups:** We now receive balanced or positive coverage in regional and trade press. Coverage has increased from **50** to **300 pieces** a quarter

Creating news with:

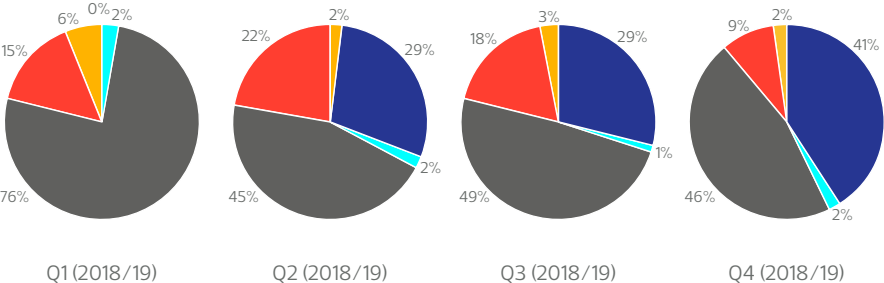
- The Times, The Telegraph, BBC – Export Ready
- Marketing Week – Marketing Analysis Portal, apprenticeships
- Independent, The Scotsman, BBC – Purchasing habits

Driving our international voice:

- We received positive coverage across **21** countries

Who covers our news?

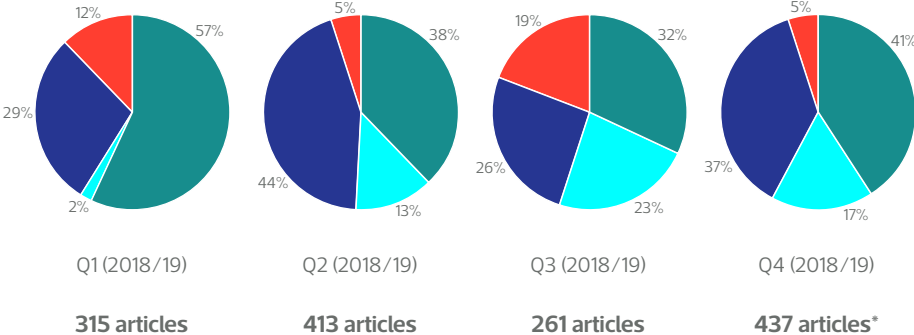
- Broadcast
- Consumer
- National
- Regional
- Trade press



Q4: 87% broadcast and national press coverage

Our share of voice on key issues:

- ASA
- AA
- CIM
- CIPR



*Reported by Gorkana: only key titles included, tier 2 online coverage not included

ENGAGING THROUGH CONTENT

With the introduction of a new agency in January, we embarked on a new direction for our content hub - Exchange. In this time of transformation, we attracted over 95,000 new users through a combination of exciting news-based content and new formats to drive engagement. This included raising the profile of CIM's voice in articles by conducting weekly interviews with members of the marketing team on topical news stories. We have also focused on creating content that drives products and campaigns, including a series of interviews with Marketing Excellence Awards winners such as NatWest, the RAF and FOX Networks Group, and a 'Back to Basics' series to drive awareness of the knowledge and resources members can access when they sign up.

Gained over

150,000
sessions

EXCHANGE



Campaigns that changed the marketing world

👁️ 4,203 sessions



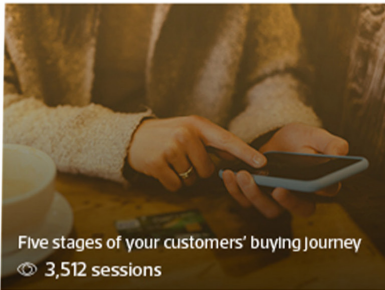
Marketing campaigns of the future

👁️ 3,087 sessions



What is cause related marketing today?

👁️ 3,063 sessions



Five stages of your customers' buying journey

👁️ 3,512 sessions



Today's top five marketing challenges

👁️ 2,738 sessions

SOCIAL AND ONLINE

This is the year we tested and optimised all our channels in the recommended ways as suggested by our data. Social and digital engagement continued to increase, with our following exceeding **210,000** across our social platforms with more people clicking through, liking, sharing and responding to our posts. Through polls and starting conversations, we were able to gain deeper insights into our audience and deliver content on what people wanted to read about and discuss. We humanised our Instagram feed and started using Facebook stories.

As well as social engagement, we also looked closely at visitors to **cim.co.uk** enabling CIM to have a clearer view on our customers and make more informed and proactive decisions. This led us to recategorising our training pages and simplifying our e-commerce journey to give a better customer experience.



In excess of
210,000
followers



CIM @CIM_Exchange · Mar 28
 Do you think businesses are doing enough to reduce the use of plastic?

Find out more about what leading organisations are doing to combat our plastic pollution problem: goo.gl/xv3bc1

23% Yes
 77% No

295 votes · Final results

You Tube - optimisation of CIM channel as of January 2019

CIM @CIM_Exchange

Boost your earning potential with a CIM professional marketing qualification: bit.ly/2GEKVEI

CIM | Qualifications

Instagram - 87% growth year on year

Rose Brooke @rosebiscuit

I'm on a @CIM_Exchange digital marketing course this week and I am getting so much out of it. Never thought it would be this relevant to a digital editor.
 #contentmarketing #digitalcontent #CIM

4:24 PM · Mar 26, 2019 · Twitter for iPhone

2 Retweets 6 Likes

CIM @CIM_Exchange · Mar 26
 Replying to @rosebiscuit
 It's fantastic to hear you're gaining so much from your training!

1 1

100,000 + strong following on LinkedIn

Hayley Ward (MCIM) @HWardy · Mar 22
 Delighted to be part of the Chartered Marketing community for another year! #cpd #Marketing @CIMInfo_North @CIM_Exchange

Your member benefits
 To really enjoy the benefits of CIM membership, please visit my.cim.co.uk/mi

Membership number: [redacted]
 Email address: [redacted]

Once activated, you'll receive the latest trends and news from CIM. We're committed to ensuring your contact details are kept up to date. You can continue to update your details at any time.

VALID UNTIL: Mar-20

THE YEAR AHEAD





Focus on Chartered Marketer



Growing CIM's
partnership network



Continued collaboration with
regions and Sector Interest Groups



Improved products and services
across membership and learning



Develop clear training pathways
or marketing specialisms



Further evolution of content with
the introduction of CIM Podcasts
and more targeted content across
Exchange

FINANCIAL REPORT 2019

Overall results

The consolidated financial statements for 2019 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 £14.0 million is 1.5% lower than the revenue recorded last year. Learning & Development achieved similar income to last year, the Conference Centre was 2.3% lower, Membership was 2.4% lower and Education was 2.6% lower. Direct cost of sales at £7.4m were reduced by 2.6% and Administrative expenses at £5.7m were reduced by 1.1% compared with last year.

As a result, CIM saw an improvement with a consolidated operating profit before exceptional costs of £880k (2018: £839k). After accounting for interest payable and exceptional items and taxation, there was a Profit before Tax of £533k (2018: £470k).

The defined benefit pension scheme showed an accounting surplus of £1,096k at the year end. This compares to a surplus of £1,515k at the previous review date. The main reason for the decrease in the surplus over the period is the fall in corporate bond yields and increase in market implied inflation which have both led to a decrease in the value placed on the scheme's liabilities.

This has been partially offset by the returns on the Scheme's matching assets. CIM continued to make contributions of £117k 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 subscription income showed modest growth however with the inclusion of reduced event revenues, the total from Membership was relatively static.

Education also showed modest growth although, on consolidation, this appears as a slight decline due to reduced CAM revenues now that their previous qualifications have ended.

Training revenue remained static at £5.0m with growth in Open courses and corporate training offset by reduced revenues from the CIM Academy.

Conference Centre revenue remained at nearly £2.1m despite impact of a more difficult trading environment for the hotel and conference sector.

The profit and Loss account has been managed carefully in line with revenue and benefited from improvement of processes and better supplier management to deliver another year of respectable profitability.

Balance sheet

The total net worth of CIM as at 30 June 2019 was £4.4m with the general fund accounting for £3.8m. The restricted fund of £611k relates to CAM and is required to be utilised for its charitable purposes. As its previous qualifications have ended, CAM is working on its new proposition and its future strategy.

Capital expenditure of £381k was up on the prior year (2018: £111k) and includes the balance of the spend on the kitchen to comply with legal requirements and IT spend on improved systems including CPD and e-commerce.

Net current liabilities now stand at £1.9m (2018: £2.4m). This includes the first £200k of the £1.0m Santander loan which is repayable over 5 years, £2.6m of deferred income which is similar to last year. Also, Trade and Other Debtors have remained similar at £1.1m including a further reduction in overdue debt reflecting continued focus on credit control. The bank balance of £1.6m reflects a reduction in cash resources of £0.6m in a year where £0.5m of Loans have been repaid, higher levels of capital expenditure have taken place and the pension top up has continued. Creditors and Accruals have reduced by £541k as payment processes have become more efficient and the Balance sheet has been tidied up thereby necessitating lower provisions.

The financial resources of CIM have been stabilised and improved such that the Trustees were able to approve a change of banking to Santander which was implemented in May and provides increased loan and overdraft facilities on substantially better terms than were available before the switch.

Summary and Outlook

For the second year running CIM has achieved a considerable consolidated operating profit before exceptional costs of £880k (2018: £839k operating profit). This was despite a reduction in revenue identified early in the financial year, with remedial action being taken that is now starting to have an impact towards the end of this financial year and that will continue into the next. As part of the organisation's transformation there is now an established business analysis monitoring framework that helps to maintain a constant overwatch on the performance of the organisation, and this will inevitably help in making CIM more agile in responding to the ever-increasing pace of change within the marketing profession.

In summary, the Board is pleased with the progress CIM has made in 2018/19 in furthering financial stability and in terms of continuing to implement the strategy. It also recognises that certain changes have taken longer than anticipated to implement, but know that the leadership of the organisation and the appetite for change continues to be strong, and that they have confidence that with the level of investment being made in the next financial year, that a strong foundation to enable growth will be well established. It wishes to thank the CEO, the Senior Management Team and all CIM staff and the wider stakeholder community for their commitment and dedication in supporting a strong professional body.

Consolidated profit and loss account and statement of retained earnings.

For the year ended 30 June 2019

Turnover

Cost of sales

Gross profit

Administrative expenses

Group operating profit before exceptional costs

Exceptional costs

Group operating profit

Interest payable

Profit on ordinary activities before taxation

Taxation

Profit for the financial year

Other comprehensive income for the year:

Actuarial losses on defined benefit pension scheme

Total comprehensive income for year

Retained profits brought forward

Retained profits carried forward

2018 2019

	2019 £'000	2018 £'000
	13,965	14,183
	(7,357)	(7,553)
	6,608	6,630
	(5,728)	(5,791)
	880	839
	(222)	(213)
	658	626
	(125)	(156)
	533	470
	22	91
	555	561
	(117)	(141)
	438	420
	3,978	3,558
	4,416	3,978

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

Consolidated balance sheet

At 30 June 2019

Fixed assets

Tangible assets

Investments

Current assets

Stocks

Debtors - due within one year

Cash at bank and in hand

Current liabilities

Creditors - amounts falling due within one year

Net current liabilities

Total assets less current liabilities

Creditors

Amounts falling after more than one year

Net assets excluding pension liability

Defined benefit pension liability

Net assets

Capital and reserves

Profit and loss account – unrestricted

Profit and loss account – restricted (CAM)

Total capital and reserves

2018 2019

	2019 £'000	2018 £'000
	6,543	6,551
	550	550
	7,093	7,101
	16	21
	1,094	1,125
	1,611	2,238
	2,721	3,384
	(4,598)	(5,757)
	(4,598)	(5,757)
	(1,877)	(2,373)
	5,216	4,728
	800	750
	4,416	3,978
	-	-
	4,416	3,978
	3,805	3,382
	611	596
	4,416	3,978

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

Legal and administration information

For the year ended 30 June 2019

The Board of Trustees

Leigh Hopwood

DipM FCIM Chartered Marketer
– Chair

Professor Jonathan Deacon

DipM FCIM
– Vice Chair

Derek Milward

DipM MCIM
– Vice Chair

Kate Hamilton

FCIM Chartered Marketer
– Vice Chair

Taffy Alahakoon

DipM MCIM

John Bernard

DipM FCIM Chartered Marketer
(until December 2019)

Matilda Crossman

DipM MCIM

June Dennis

DipM FCIM Chartered Marketer

Nadi Dharmasiri

DipM FCIM Chartered Marketer

Dr Geraint Evans

FCIM
(December 2018 – February 2019)

Dawn Holmes

FCIM Chartered Marketer

Freddie Hospedales

DipM FCIM
(until December 2018)

Gus MacIver

ACIM

Julian Rawel

DipM FCIM Chartered Marketer
(from December 2018)

Fiona Spencer

FCIM Chartered Marketer

Allyson Stewart-Allen

FCIM Chartered Marketer

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

Professor Jonathan Deacon

DipM FCIM
(until April 2019)

June Dennis

DipM FCIM Chartered Marketer
(from April 2019)

Kate Hamilton

FCIM Chartered Marketer

Leigh Hopwood

DipM FCIM Chartered Marketer

Gus MacIver

ACIM

The Appointments and Remuneration Committee

Fiona Spencer
FCIM Chartered Marketer – Chair

Victoria Baker
DipM MCIM

Kate Hamilton
FCIM Chartered Marketer
(from April 2019)

Joanne Heath
FCIM

Leigh Hopwood
DipM FCIM Chartered Marketer

Derek Milward
DipM MCIM
(until April 2019)

The Audit and Risk Committee

Matilda Crossman
DipM MCIM – Chair

Elena Grammenou
DipM MCIM Chartered Marketer

Swadeck Taher
MCIM Chartered Marketer

Chris Wood
MCIM Chartered Marketer

The Constitution and Ethics Committee

Derek Milward
DipM MCIM – Chair

Andrew Chalk
DipM FCIM

Kate Cullen
MCIM

Dawn Holmes
FCIM Chartered Marketer

Shiraz Latiff
DipM FCIM

Rachael Mabe
DipM MCIM
(until January 2019)

Legal and administration information – Continued

For the year ended 30 June 2019

Regional Chairs

Marie Lake

DipM MCIM
(East of England)

Mocky Khan

DipM FCIM Chartered Marketer
(Greater London)

Johnson Lo

FCIM
(Hong Kong)

Eileen Curry

DipM MCIM Chartered Marketer
(Ireland)

Goh Ing King

DipM FCIM Chartered Marketer
(Malaysia)

Paul Connor

MCIM
(Midlands)

Charlie Nettle

FCIM Chartered Marketer
(North East)

Richard Kenyon

FCIM
(North West)

Joe Pacitti

FCIM
(Scotland)

Diana Tucker

FCIM Chartered Marketer
(South East)

Brian Doidge

DipM MCIM Chartered Marketer
(South West)

Sameer Rahman

DipM FCIM Chartered Marketer
(Wales)

Sally Steadman

DipM FCIM Chartered Marketer
(Yorkshire)

Chief Executive

Chris Daly
FCIM

Secretary

Joanne Saintclair-Abbott

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Solicitors

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