


# CHANGE



**33,955**  
**MEMBERS**

 **21,693**  
PROFESSIONAL

**12,262**   
STUDYING  
as of June 30 2013


  
**12 MONTH**  
**AVERAGE**  
**36,471**  
**MEMBERS**

**5,029**  
 **NEW**  
**MEMBERS**

1,171 new professional  
members and 3,858  
new studying members

**440**  
 **NEW**  
CHARTERED  
MARKETERS

 **5,553**  
**WORLDWIDE**  
CHARTERED  
MARKETERS

**26,165**  
ASSESSMENTS  
 SAT BY OUR  
STUDENTS

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## CHAIR'S WELCOME

I am pleased to introduce our Annual Review for the 2012/13 financial year. It's true to say that this has been a significant year for a number of reasons.

As I approach the end of my term as Chair I look back on a time which has largely been focused on transition. Some of the changes we have made have been very visible, some haven't, but all have been carried out with the future of our professional body at their heart. We need to ensure that CIM has a sustainable future and part of that has been making essential changes to create a professional body fit for the 21st century.

One of the most obvious changes has been our leadership team. The Board appointed Anne Godfrey as Chief Executive and, since she joined us in August last year, she has led an essential change programme. This began with a move away from our previous product focused structure which, in turn, led to the creation of a new Senior Management Team. This new team is now in place and is focused on delivering on [CIM's strategic plan](#).

During my time as Chair I have also been determined to improve transparency of the Board and our decision making processes. We understand that our members are passionate about CIM and, in the past, we have been guilty

**Andrew Q Harvey**  
Chair



## CHAIR'S WELCOME

of not keeping them up-to-date about our performance and activities. Over the past year or so we have introduced a number of activities which are aimed at changing that; first by introducing a regular update from me following Board meetings which I hope you have seen throughout the year. Alongside this, Anne, the officers and I, visited each Regional Board in the early part of 2013 (and have recently repeated that programme). This has allowed us to communicate the three-year strategy face-to-face throughout the volunteer network. Finally, we have focused on ensuring that this document is a clear and transparent as possible. I hope you agree that it is.

In terms of performance 2012/13 was a difficult year, further impacted by the costs of change. Of course, the economic climate plays a part in our business performance, but we need to improve our propositions, our products need review and our understanding of our customers' needs must be updated. That is the reason that the changes I describe have been made. It is a crucial time for CIM but one which I am confident will establish it in a strong position moving forward.

Presenting this Annual Review is one of my final formal duties as a member of the Board of CIM. I want to take the opportunity to thank a number of

**5,029**  
 **NEW**  
**MEMBERS**

1,171 new professional  
members and 3,858  
new studying members



## CHAIR'S WELCOME

people that have made this exciting, but challenging, role much easier for me. I'd like to thank my vice-chairs, Matthew Neilson and Claire Dunning, for their support along with the Board members that I have the pleasure of working with over the past seven years. I'd also like to thank Anne

Godfrey, our former interim CEO James Sutton and all of the CIM team for their hard work and dedication, particularly during our period of change. Finally I'd like to thank the many members that I have met, across our international network, for reminding me why we do what we do.

**7,208**  
TRAINING  
  
DELEGATES

“We need to ensure that CIM has a sustainable future and part of that has been making essential changes to create a professional body fit for the 21st century.”

## CEO UPDATE

The introduction to the 2011/12 Annual Report was one of my first tasks as Chief Executive back in August last year; needless to say that much has happened since then.

When the Board appointed me last year it was with a very clear remit; change. There was a sense that CIM was losing touch with today's marketers and our organisational design was not fit for purpose. Our members and customers had moved on and we were in danger of being left behind.

At our AGM in January 2013, we announced a new three-year strategy

and the real work began. What followed was by no means easy, but it was necessary. We implemented a new organisational design focusing on markets rather than products. We dismantled our silos, put in place a new Senior Management Team and began to build teams who will work together to make the best use of our resources. Internally it has been a very challenging period. However we know that what is emerging is a professional body that is ready and able to support, represent and develop the marketing community.

Our intention throughout this period was to ensure that our customers were not affected by these changes as we endeavoured to maintain the

**Anne Godfrey**  
Chief Executive



## CEO UPDATE

level of service that they have become accustomed to; I hope we achieved that.

The hard work hasn't stopped, however. The reorganisation of CIM was just one of the corporate goals outlined in our strategy. In this financial year the team will begin to implement [key strategic programmes that aim to deliver on our customer facing goals](#).

We haven't made change for the sake of it. It has been clear over the past few years that our core products were in need of review. We've seen declining numbers for both professional and studying members, our training business has experienced peaks and troughs as uncertainty remains around the economic climate and our conference

centre business has struggled in the face of increased competition. It is fair to say that the recession was a contributing factor to some of this decline but it would be remiss of us to blame it totally. The world around has changed, we now need to ensure that what we offer to market is relevant.

Relevance is one of the key words for any professional body. CIM needs to have a clear understanding of the needs of individual marketers and the profession as a whole. We must use research, and the subsequent customer insights, to deliver a new proposition to support our community. We have begun this process but in the meantime we will be looking at our current offering and

**440**  
▲ NEW  
CHARTERED  
MARKETERS

🌐 **5,553**  
WORLDWIDE



## CEO UPDATE

making short-term, quick wins whilst we develop our long-term thinking. This parallel approach was central to our three-year plan.


Finally I would like to take this opportunity to thank those of you that have been in touch throughout the

year to offer your support. I have been delighted with the passion and patience of our members, the commitment of our staff and the support of my Board. If we can harness this enthusiasm and passion I think CIM can overcome its challenges and have an incredibly bright future.

“I have been delighted with the passion and patience of our members, the commitment of our staff and the support of my Board.”

**33,955**  
**MEMBERS**

 **21,693**  
PROFESSIONAL

**12,262**   
STUDYING  
as of June 30 2013

## OUR MISSION

To develop the profession and those who work within it for the benefit of the economy and society

Our mission, derived from the objects of our Charter, clearly articulates our purpose. Within this are three core audiences; marketing professionals, the business community and wider society. As a whole this is how we represent the profession.

How we engage with each of these audiences will vary.

- We regularly interact with marketing professionals through our research and thought leadership programme, events, products and services.

- We work with a wide variety of organisations to help them benchmark, improve and professionalise their marketing function.
- We engage with the public as consumers to better understand their concerns so that we can ensure that our profession is operating in the most responsible manner possible.

One thing which runs through all of this activity is the importance of responsible marketing. That is what defines a professional marketer; not just someone who can carry out marketing tasks but one who does so in an ethical, responsible and sustainable manner.

“ Our mission, derived from the objects of our Charter, clearly articulates our purpose.”



## CHALLENGES FACING THE PROFESSION ...AND HOW WE'VE RESPONDED

Marketers have faced a number of challenges over the last few years as the business landscape undergoes dramatic change.

A global recession has changed how consumers consider value and how they spend their money. Social media has changed the way in which consumers interact with brands and demand for brand values to match personal ones has never been so high.

Meanwhile, internally, marketing teams have had to cope with a demand to 'do more with less' and to make sense of the fragmentation of their communication channels. We've never been able to measure so much although knowing what to measure has become the new challenge. All in all, it's been a difficult period of time.

However, our research throughout the year has shown us that confidence is improving as we head out of the deepest recession in living memory.

“Our research throughout the year has shown us that confidence is improving as we head out of the deepest recession in living memory.”



## OUR VOICE

CIM's Marketing Confidence Monitor, launched in October 2012, has fast become a recognised business barometer.

Each quarter we ask marketers to rate their confidence on careers and development, business performance, budgets and investment and the macroeconomic climate. The results of this survey have been covered by *BBC News*, *The Financial Times*, *The Daily Telegraph*, *The Evening Standard*, *The Independent*, *City AM* and *Marketing Week*.

This research programme has grown significantly throughout 2012/13 and in the early part of 2013/14 we have been

able to publish our first full set of year-on-year results. These were launched at Bloomberg HQ at our inaugural Growth Summit which was broadcast live via an online platform which allowed marketers from all over the world to take part.

In the past we have focused on the views of marketers on key issues affecting the profession, we intend to expand this work to take in the views of the general public in our future thought-leadership. As well as representing and developing the profession, a key part of our role is to ensure that the profession is acting responsibly and to do this we need to have an on-going dialogue with the general public who are on the other side of the various campaigns that marketers promote to the world.

**26**   
PIECES  
NATIONAL  
NEWS  
COVERAGE

**7,859**  
BOOKS  
  
**SOLD**

## THE DIGITAL LANDSCAPE

Social media has been a major challenge for organisations and marketers alike.

CIM's Social Media Benchmark found that whilst organisations believe that this new way of interacting with our audiences is going to be vital moving forward, they admitted that they are low on the skills needed to take advantage of this great opportunity.

Our Digital Summit, in June 2013, highlighted this with many delegates on the day taking advantage of the key note speakers' experience, both in the presentations and the question sessions that followed.

This need to improve digital capability is reflected in the performance of a number of our products this year.

The CAM digital diplomas continue to be popular with an increase of 15% in terms of revenue compared to last year. CIM's Digital Marketing open courses remain our most popular with over 700 marketers taking part in a range of courses this year and we have also launched an online learning platform focused on helping organisations with digital marketing which was released into the market in the latter stages of the financial year.

Technology has also played a vital part in how we deliver our products and services with a greater emphasis on e-learning, virtual classrooms and online diagnostic tools in keeping with existing trends in the market.

**99,799**  
**DOWNLOADS**  
of our online  
**RESOURCES**



**1.2m**  
**VISITS**  
TO OUR  
WEBSITE  
from over 600,000  
unique visitors



## CELEBRATING SUCCESS

Whilst marketers have been enduring trying times there has still been the opportunity to celebrate success.

CIM's annual awards, held at Grosvenor House in February, brought together 800 marketers who were vying for one of 23 industry awards. Hosted by Hugh Dennis, the awards showcased winning campaigns from Lloyds TSB, M&S, The Times, British Red Cross and Samsung.

Our graduation ceremony returned to London having previously been hosted in Birmingham's Symphony Hall. With

over 200 graduating marketers in the room we celebrated the hard work and achievement that comes with studying our professional qualifications.

“The Marketing Excellence Awards showcased winning campaigns from Lloyds TSB, M&S, The Times, British Red Cross and Samsung.”

**530**   
CELEBRATED  
AT OUR  
GRADUATION  
219 graduates plus 311 guests

 **800**  
MARKETERS  
AT OUR  
MARKETING  
EXCELLENCE  
AWARDS

## A THRIVING NETWORK

CIM has always had a committed network of volunteers that help take our work across the globe.

Both in the UK, and in our overseas branches, we have seen a packed calendar of events on a range of different marketing topics which are all aimed at helping you develop and network.

Without the committed work of those volunteers these events would not happen; we would like thank all of those that have given up their time throughout the year.

There has also been an increase in the network of study centres with the inclusion of approximately 50 universities who now deliver CIM qualifications alongside their degrees as part of the Multi-Award Pathway (MAP) programme. This has been hugely popular with institutions as they aim to arm their students with the practical skills, as well as academic knowledge, to give them the best chance of gaining employment after their studies; they recognise CIM qualifications as being able to help them achieve that.

**375** 

UK NETWORK  
**EVENTS**

**11,472** DELEGATES  
ATTENDED THESE

 **192**

**GLOBAL**  
STUDY CENTRES

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## A NEED TO IMPROVE

Whilst we have seen the introduction of new revenue streams and strong performance around some of our training products and thought-leadership programme, there is still a need for us to do more.

Whilst our business as usual performance has been stable year-on-year it does not hide that our core revenue streams are struggling. Membership has been on a downward trend for a number of years and the qualification market has suffered significantly, showing a steep decline.

These products and services have been as they are for a number of years so need an overhaul. This work has already begun with our Membership Advisory Group tasking a Member Grade Sub-Committee to look at the criteria for membership and how the membership grades work together. Members have now been consulted on a detailed proposal which will be presented at our next AGM for approval.

We have also launched a [strategic programme](#) to look specifically at our entire learning offer. This will be a long-term project given the timescales that are involved with introducing new qualifications. This will run in parallel

with a number of other programmes all aimed at ensuring that CIM has a sustainable future and can continue to represent and develop the profession.



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## OUR STRATEGY MOVING FORWARDS

In January 2013, at our AGM, we announced our three-year strategy. Outlining five corporate goals, the objective of this strategy is to ensure that CIM is seen as relevant by its three audiences; marketers, the business community and wider society.

### Our corporate goals

- Significantly increasing the number and variety of marketing professionals supported by, and engaging with, CIM.
- Becoming the 'first point of call' for businesses who seek improved performance through an enhanced marketing capability and embedded best practice.
- Championing responsible marketing practice and becoming the trusted voice for the public as customers and consumers.
- Representing the marketing profession, as a whole, through better thought leadership, professional development and being an authoritative voice.
- To reshape CIM's structure, systems, intellectual and financial capital to enable the organisation to deliver a customer led strategy.

## OUR STRATEGY MOVING FORWARDS

During the financial year which this document covers, we have completed the latter of these goals. We had to ensure that CIM had the correct structure, and the right skills, to take us forward as we strive towards the other four, externally focused, goals.

With change like this there are associated costs. It is these costs that reduced the surplus that we had achieved this year. These, along with other investments, were vital to support the long-term future of the organisation.

Whilst it is clear that there is much needed work in the long term, we are mindful that we need to balance this with short-term fixes. The first year of this strategy is focused on ensuring that CIM has all the material required to

begin its new future. Alongside this, we will optimise and improve our existing offer as we aim to gain some 'quick wins'. How we communicate with our existing and potential customers needs to be improved, our proposition to corporates needs refining and we need to better disseminate the work we do across our communities.

These are all things that we can fix in the 2013/14 financial year, and the team is committed to doing so, but we have to balance this against the requirement to start building for our future.

“How we communicate with our existing and potential customers needs to be improved.”



## OUR STRATEGIC PROGRAMMES

As part of our strategic plan we have identified five programmes that will begin in 2013/14.

Programme	Description
<b>Research and insight</b>	Create an integrated research and insight agenda that puts the customer/market into our decision making, and aligns stakeholders behind a common set of drivers.
<b>Brand strategy</b>	Create and deliver a brand strategy for CIM – from positioning, spanning brand architecture and naming, visual and verbal identity and on-going management.
<b>Learning strategy</b>	Following a rigorous strategic review of all key aspects of the current learning offer, develop and launch a high quality, market-attractive offer to grow market position and share in the education, learning and development space.
<b>Proposition development</b>	Develop product/service value propositions for all key markets and segments (as defined through research and insight programme) and a proposition development model to ensure on going relevancy and market advantage.
<b>Technology and digital strategy</b>	Create and implement a technology and digital content plan that provides the business with the required technology tools and skills that support the rest of the business in delivering on its strategic objectives.



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## OUR STRATEGIC PROGRAMMES

We have planned investment in these programmes; an investment in our future. The changes required are neither small nor tactical. What these strategic programmes represent is the foundation of CIM's future. When we move into the second year of our strategy, 2014/15, we will build on this foundation as we look to grow.

Over the course of the year we will continue to communicate with our stakeholders on the progress of these programmes and they will also be included in our regular Chair's updates to the membership.

“These strategic programmes represent the foundation of CIM's future.”

## OUR PEOPLE, OUR ORGANISATION

Our staff have been a central part of the change programme. They have had to settle into new teams, with redefined remits, in a new organisational structure.

The second phase of our re-organisation is to develop the skills of our people through an organisation-wide development programme. Whether it be professional qualifications, training or other, informal, development opportunities, we must ensure that our people have the support that they need to achieve their potential.

As a professional body we champion the role of professionalism throughout business, and we place equal importance of these standards within

our own organisation. We expect all of our staff to act with the professionalism, both internally and externally, that we urge businesses to adopt.

Equally, social responsible practice sits at the core of our operation. This goes beyond the recycled paper that we print our material on, but extends to the local programmes we support through our main office in Berkshire and the work conducted by our volunteers in their local area and our overseas regions and branches. We must ensure that we are a responsible citizen; whether it's supporting education programmes, raising money for various charities or the work carried out by our Benevolent Fund; we aim to ensure that we are making a positive contribution to society.

“We must ensure that our people have the support that they need to achieve their potential.”



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# FINANCIAL REPORT 2013

For the year ended 30 June 2013



## OVERALL RESULTS

The financial statements for 2013 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; and the international branches of Sri Lanka and Hong Kong.

Income of £14.9m is equal to the revenue achieved last year (2012: £14.9m); growth was achieved within Learning and Development which has offset the decline within Education, Membership and the Conference Centre.

Expenditure was also equal to the prior year and included costs associated with restructuring the whole business.

CIM generated a surplus of £347k (2012: £339k) and after taxation and an actuarial loss the resulting decrease in funds is £397k.



## STATEMENT OF FINANCIAL ACTIVITIES

Education and Membership revenue of £8.4m has declined by 2.9%; this is due to a reduction in the overall membership base and assessment bookings for CIM qualifications. The revenue is derived from assessment, student and professional membership fees; CAM's proportion of the income equates to 19% and it experienced year-on-year growth of 15%.

Learning and Development revenue increased by 8% to £5.2m. Growth was seen within tailored training, workshops and the CIM Academy. There was a 9% increase in the number of delegates attending our open training courses plus a 15% increase in revenue on tailored training was achieved by redistribution of staff resources. Conference Centre

revenue of £1.1m decreased by 14.1%. This income is derived from hiring the conference centre facilities and training rooms along with bed and breakfast; weddings, social events; repeat business accounted for 72% of the revenue (2012: 78%).

Costs of £14.6m remain in line with 2012. Significant expenditure was incurred during the year in relation to the companywide restructuring programme to align the organisational structure to be more adaptable to the opportunities and challenges the company faces going forward. Non staffing costs reduced by 8% overall as a result of initiatives to reduce the fixed cost base to allow for future investment and to increase reserves. During the

year investment continued in the CRM system which was fully implemented by April 2013; whilst initially creating many challenges for CIM, the system will eventually increase efficiency and improve automation of processes; the greatest benefit coming from the insight into our customers.

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 the future strategies.





## BALANCE SHEET

Total net worth of CIM decreased to £1.98m (2012: £2.38m) with the general fund accounting for £2.5m – a decline of 13%, offset by the FRS17 deficit on the pension scheme which increased primarily due to the actuarial loss on liabilities. The restricted fund of £545k relates to CAM (£344k) and Sri Lanka (£201k).

Capital expenditure of £268k reduced marginally compared to the prior year (2012: £275k) and relates to IT hardware and software infrastructure and the refurbishment of the bedroom stock. The net current liabilities increased by 1.6% due primarily to a 32% increase in trade debtors resulting from a higher volume of sales offset by an increase in trade creditors.



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## SUMMARY AND OUTLOOK

Whilst CIM has returned a modest surplus for the third year running, which increased by 2% compared to the prior year, this is against a backdrop of CIM's core offering of membership and education declining.

The underlying trends of the decline are being addressed by the strategy which received Board approval in January 2013. The change programme which began throughout the second half of the financial year focussed internally and lays the foundations to enable delivery of the remaining corporate goals and priorities.

# CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 30 June 2013

	2013 Total Funds £'000s	2012 Total Funds £'000s
<b>Incoming Resources</b>		
Education Services	3,188	3,227
Membership Services	5,262	5,475
Learning and Development Services	5,155	4,773
Conference Centre Services	1,125	1,309
Other Financing Income	190	112
<b>Total Incoming Resources</b>	<b>14,920</b>	<b>14,896</b>
<b>Expenditure</b>		
Education Services	2,895	2,877
Membership Services	5,501	5,570
Learning and Development Services	4,393	4,256
Conference Centre Services	1,679	1,757
Governance Costs	105	97
<b>Total Expenditure</b>	<b>14,573</b>	<b>14,557</b>
<b>Net Incoming Resources Before Taxation</b>	<b>347</b>	<b>339</b>
Taxation	(52)	(72)
<b>Net Incoming Resources for the year</b>	<b>295</b>	<b>267</b>
Actuarial gain on defined benefit scheme	(692)	(153)
Deferred tax credit in respect of Defined Benefit Scheme		(86)
<b>Net Movement in Funds</b>	<b>(397)</b>	<b>28</b>
Total Funds Brought Forward	2,378	2,350
<b>Total Funds Carried Forward</b>	<b>1,981</b>	<b>2,378</b>

# BALANCE SHEET

For the year ended 30 June 2013

	2013 Group £'000s	2013 Institute £'000s	2012 Group £'000s	2012 Institute £'000s
<b>Fixed Assets</b>				
Tangible Assets	5,272	3,305	5,419	3,405
Investments	—	4	—	4
	<b>5,272</b>	<b>3,309</b>	<b>5,419</b>	<b>3,409</b>
<b>Current Assets</b>				
Stocks	45	3	42	7
Debtors	1,735	1,842	1,553	1,752
Cash at Bank and in Hand	527	111	463	108
	<b>2,307</b>	<b>1,956</b>	<b>2,058</b>	<b>1,867</b>
<b>Current Liabilities</b>				
Creditors: Amounts falling due within one Year	(2,092)	(1,314)	(1,710)	(1,008)
Deferred Income	(2,449)	(1,738)	(2,546)	(1,755)
	<b>(4,541)</b>	<b>(3,052)</b>	<b>(4,256)</b>	<b>(2,763)</b>
<b>Net Current Liabilities</b>	<b>(2,234)</b>	<b>(1,096)</b>	<b>(2,198)</b>	<b>(896)</b>
<b>Total Assets less Current Liabilities</b>	<b>3,038</b>	<b>2,213</b>	<b>3,221</b>	<b>2,513</b>
<b>Creditors: Amounts falling due after more than one Year</b>	(8)	—	(6)	—
Defined Benefit Pension Scheme	(1,049)	—	(837)	—
	<b>1,981</b>	<b>2,213</b>	<b>2,378</b>	<b>2,513</b>
<b>Funds</b>				
General Fund	2,485	2,213	2,861	2,513
Defined Benefit Reserve	(1,049)	—	(837)	—
Restricted Reserves	545	—	354	—
	<b>1,981</b>	<b>2,213</b>	<b>2,378</b>	<b>2,513</b>

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# LEGAL AND ADMINISTRATION INFORMATION

For the year ending 30 June 2013

## LEGAL AND ADMINISTRATION INFORMATION

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

### The Board of Trustees

#### Andrew Harvey

DipM FCIM  
Chartered Marketer  
Chair

#### Professor Michael Baker

DipM Hon FCIM  
Chartered Marketer

#### Keith Arundale

FCIM Chartered Marketer  
(from January 2013)

#### Ann Brine

DipM FCIM  
Chartered Marketer

#### Philip Comer

DipM FCIM  
Chartered Marketer

#### Dr Jonathan Deacon

DipM FCIM  
Chartered Marketer  
(from January 2013)

#### Chris Diaz

DipM FCIM  
Chartered Marketer

#### Claire Dunning

DipM FCIM  
Chartered Marketer  
Vice Chair

#### Professor Susan Hart

FCIM

#### Shiraz Latiff

FCIM Chartered Marketer

#### Emma Leech

DipM FCIM  
Chartered Marketer  
(from January 2013)

#### Christopher Lenton

DipM Hon FCIM  
Chartered Marketer  
(until January 2013)

#### Christopher Masters

DipM FCIM  
Chartered Marketer

#### Matthew Neilson

FCIM Chartered Marketer  
Vice Chair

#### Chris Parker

FCIM Chartered Marketer

#### Nick Porter

FCIM Chartered Marketer

### President

#### Sir Paul Judge

FCIM

### Vice Presidents

#### Andrew Cosslett

Hon FCIM

#### Sally Cowdry

DipM Hon FCIM

#### Fiona Dawson

Hon FCIM

#### Martin Glenn

Hon FCIM

#### Lord Michael Grade

Hon FCIM



## LEGAL AND ADMINISTRATION INFORMATION

### The Learning and Development Group

#### Matthew Neilson

FCIM Chartered Marketer  
Chair

#### Christopher Adams

DipM Hon FCIM  
Chartered Marketer

#### Farah Azirar

MCIM Chartered Marketer

#### Nigel Howlett

#### Chris Sanders

FCIM

#### Professor John Saunders

FCIM

#### Peter Standing

DipM FCIM  
Chartered Marketer

#### Errol Taylor

MCIM

### The Membership Group

#### Philip Comer

DipM FCIM  
Chartered Marketer  
Chair

#### Solomon Adu Atefoe

DipM MCIM  
Chartered Marketer

#### Giovanna Battiston

DipM MCIM  
Chartered Marketer

#### Andrew Chalk

DipM FCIM  
Chartered Marketer

#### Mary Choy

FCIM Chartered Marketer

#### Andrew Davison

DipM MCIM  
Chartered Marketer

#### Davide De Maestri

FCIM Chartered Marketer

#### Nadi Dharmasiri

DipM MCIM  
Chartered Marketer

#### John Edmund

Hon FCIM  
Chartered Marketer

#### Garry Heath

MCIM

#### Leigh Hopwood

DipM MCIM  
Chartered Marketer

#### Mokbul Khan

DipM FCIM  
Chartered Marketer

#### Goh Ing King

DipM FCIM  
Chartered Marketer

#### Abigail Mosley

DipM MCIM  
Chartered Marketer

#### Charlie Nettle

MCIM Chartered Marketer

#### Joe Pacitti

MCIM

#### Roger Pride

FCIM

#### John Taylorson

DipM FCIM  
Chartered Marketer



## LEGAL AND ADMINISTRATION INFORMATION

### The Research and Information Group

#### Professor Michael Baker

DipM Hon FCIM  
Chartered Marketer  
Chair

#### Steve Charlton

MCIM

#### Andrew Davison

DipM MCIM  
Chartered Marketer

#### Nina Reynolds

MCIM Chartered Marketer

#### Veronica Sharp

MCIM

#### Paul Sutherland

DipM FCIM  
Chartered Marketer

#### Nick Turner

FCIM

### The Senate

#### Professor Susan Hart

FCIM  
Dean

#### Professor Malcolm McDonald

FCIM Chartered Marketer  
Vice Dean

#### Professor Amanda Broderick

DipM FCIM  
Vice Dean

#### Professor Michael Baker

DipM Hon FCIM  
Chartered Marketer  
Senator Emeritus

#### Professor Ruth Ashford

DipM FCIM  
Chartered Marketer

#### Davide De Maestri

FCIM Chartered Marketer

#### Professor Anne-Marie Doherty

#### Dr John Egan

MCIM Chartered Marketer

#### Dr Jafaar El-Murad

FCIM

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