

CIM

The Chartered
Institute of Marketing

2015 2016

ANNUAL REVIEW



Chair's Welcome

I have always been extremely close to CIM and had a strong connection and understanding of our members and customers. In January 2015, I officially joined CIM's Board. A year later I became Vice Chair and my commitment and dedication to CIM has strengthened even further, as I have formally taken the mantle from Christopher Masters and accepted the position of Chair in October 2016.

Like many organisations, the CIM had a challenging year. It prompted us to invest in a refresh of our core training and business support products, alongside our continuing work to ensure CIM qualifications remain up to date and relevant. Together with our capital programme, we believe this will further enhance our revenue-generating potential.

This year we also made a longer-term strategic decision to undertake a programme of capital investment to strengthen our position for the future. This included upgrading key parts of our estate, improving business systems and replacing outdated IT.

Furthermore, we have worked closely with CIM's new Chief Executive and Senior Management Team to refresh and refocus our business strategy. As part of this, we will be stepping up our marketing activity, focusing on key markets and segments in order to maximise the returns from our capital investments and enhanced products.



Leigh Hopwood,
Chair



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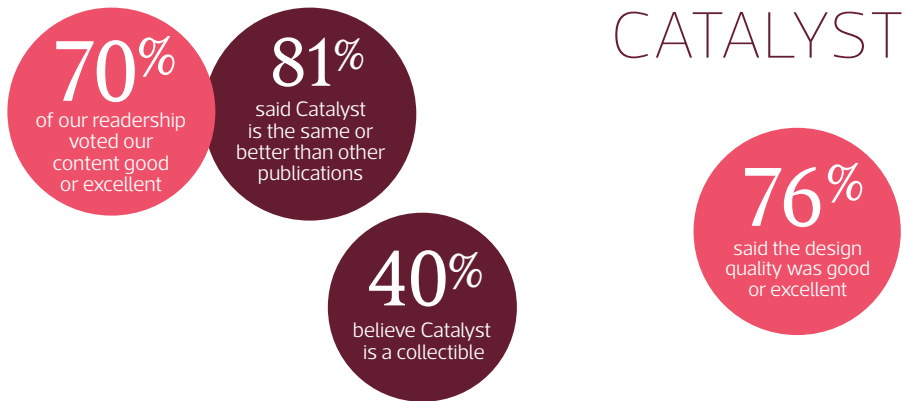
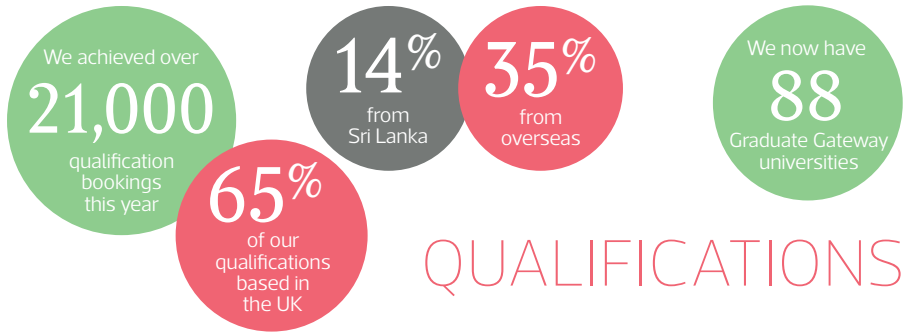
CIM
SUMMIT
SERIES 7/6
brand health
#CIMBrandHealth

2015
2016



CIM
Marketing
Excellence
Awards 2016

WINNER
Chair's Awards



8,134

people took part in our research

Brexit: marketing's role is clear

2,540

views

A total reach of

9,182,349

people

Seven deadly sins of brand

2,490

views

Getting personal – six steps to 'Brand Me'

1,226

views

The metric system – which are valuable?

1,683

views

26,000

Webinar registrants

CONTENT

1,245,735

visits to our website

8,360,000

Twitter total reach

+18%

Twitter followers

LinkedIn company page

+48%

1,080,083

Facebook total reach

DIGITAL

628,934

unique visits to our website

+19%

Facebook fans

CEO Update

I first joined CIM in June 2001 as Operations Manager in our Training Division. I was promoted to Director of Membership in July 2007, taking over responsibility for the UK regional and branch network and CIM's international operation, including the various Sector Interest Groups (SIGs). In March 2013, I became Director of Customer Experience where I was responsible for every CIM customer touchpoint.

In December 2015, I was appointed as Acting Chief Executive and in February this year I was delighted to be officially appointed as CIM's new Chief Executive, where I am proud to lead a dynamic and dedicated team.

The financial year 2015/16 has brought its challenges, but we have also established firm roots which are already beginning to grow.

There has been a steady rise in student membership; our Graduate Gateway has continued to grow; we have had a record level of students for CIM Academy; our in-company pipeline has an estimated sales value 43% greater than at the same time last year, and we have seen growing success with our marketing campaigns, PR and Public Affairs activity and content generation.

No business can afford to stand still. As part of the refresh and refocus of our business strategy, we have developed a new set of brand values which clearly demonstrate our vision and purpose. The most successful organisations understand 'why' they do what they do – what their purpose and role in the world is – and this clarity will enable us to chart our course to a defined destination, so that we all know where we are heading and what we want to achieve.

Our new vision, mission and values will support the organisation, both externally to tell people what we stand for and recognise the feedback from members and marketers alike, and internally for us to guide our behaviours and the way we operate.

The Board, the Senior Management Team and I remain committed to investing for growth and believe we have spent this year laying the right foundations to address existing challenges and secure an excellent future for CIM.

A handwritten signature in black ink, appearing to read "Chris Daly". The signature is fluid and cursive, with a period at the end.

Chris Daly,
Chief Executive





OUR NEW VISION, MISSION AND VALUES

CIM has long been the 'go to' place for marketing and for enabling professional development and our new business strategy is centred around accelerating this.



Vision

For professional marketing to be recognised as a vital driver of business growth.

Mission

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

Values

- **Knowledge with know how** – We understand marketing's ever changing remit and use our knowledge and expertise to guide, advise and equip marketers for success.
- **Open and optimistic** – We are accessible to all, a receptive and adaptive community. Sharing our knowledge and insights, we are proactive in our approach and aim to enable and inspire success.
- **Connected** – We strive to build and maintain strong and positive connections to our customers, our partners and each other.



MEMBERSHIP

With members in 144 countries, our global outreach has never been stronger. This is particularly true in the areas of learning and development, where we have seen an increase in the number of studying members, despite a slight fall in the number of professional members.



At CIM, we are responding to the needs of our members and embracing digital delivery.

With this in mind, this year we have worked on changing the CPD programme and the way that members document their commitment to Continuing Professional Development.

The launch of the new “MyCPD” platform allows members to manage their CPD online, access learning opportunities, record activity and submit their records to CIM from a single location.

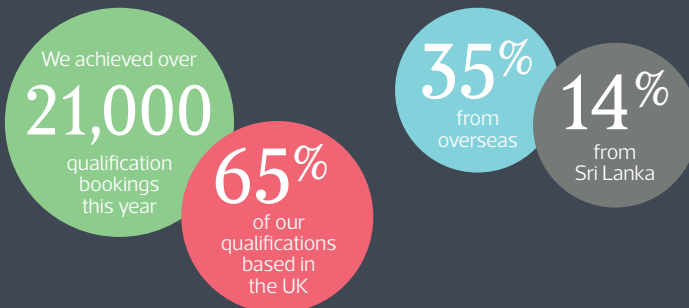
It also offers an app for both Apple and Android to record activity on the go. We hope that this will help our members to keep an ongoing record that responds to the increasingly digital world in which they operate.

QUALIFICATIONS

We achieved over 21,000 qualification bookings this year which shows we continue to reach a wide audience of students.

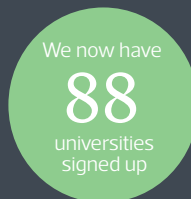
As our qualifications continue to appeal to an international market, CIM is becoming increasingly global. This year, 65% of our qualifications were delivered in the UK and 35% overseas, of which 14% were in Sri Lanka alone.

With this in mind, we have reviewed our relationship with the Accredited Study Centres (ASC's) that deliver our qualifications, increasing our international centres to 67 and focusing on 69 larger centres in the UK. This approach enables us to focus our efforts on improving the quality of experience for students across our key ASC's.



Graduate Gateway

Our Graduate Gateway relationships have steadily increased and we now have 88 universities signed up to the initiative, 4 of which are international. This is proving to be a great route into emerging markets.



As a result of the expansion of Graduate Gateway, our number of mapped degrees and masters have also increased. Moving forward, our main focus is to increase the number of students we engage with and to ensure we leave a positive lasting impression.



'Bite-size' marketing campaign, May-June 2016 – driven by customer insight, promoting a modular-based method of studying to suit busy lifestyles

Merlin's Apprentice

In an initiative pioneered by The Marketing Academy and in cooperation with The Prince's Trust, Merlin's apprentice is a 12 month fully paid marketing apprenticeship for 18-24 year olds who are not currently in employment, education or training. In support of the programme, CIM offered to put Reece Ramsaroup through the CIM Foundation Certificate, which he studied at The Marketing Forum. He has since gone on to join Harrow Green as a Marketing Assistant.

I'm hugely proud to have completed The CIM Foundation Certificate in Marketing. Completing the certificate has been immeasurably useful in my current role. I would certainly recommend this to anyone coming into the industry and I'm grateful to CIM for giving me the opportunity to take it" — Reece Ramsaroup, Merlin's Apprentice with The Prince's Trust



THE MARKETING
ACADEMY



TRAINING

2,368

Training course
delegates



Open training courses

This year we further refined our suite of training courses and now offer 92 industry-leading courses across 17 key marketing topics. Covering everything from the fundamentals to the latest trends, our range of courses cover the full breadth and depth of marketing, available at Introductory, Advanced and Masterclass levels.

In-company sales

Throughout 15/16 we continued to establish our B2B credentials, building on relationships with existing clients and re-engaging lapsed customers in order to reinforce the value of CIM to their business. Additionally, we are in the process of developing a DNA diagnostic tool which will help organisations assess their marketing capabilities, before developing ongoing skills development programmes with us.



2,561
In-company trainees

A selection of the brands we've worked with in 2015/2016:



EVENTS



Marketing Excellence Awards

In our seventh year of recognising and rewarding talent, we surpassed all expectations. The Marketing Excellence Awards was the most highly attended in years; we had a record number of 784 attendees for the night and the event was hosted by comedian Andy Parsons. These awards continue to be a fantastic way to raise awareness of the creativity and originality delivered by marketers

The CIM Marketing Excellence Awards ceremony was a fantastic event and a memorable night — VisitBritain

Digital Summit

In September 2015, we held the third annual Digital Summit at the British Museum, London. Every year, a new topic is explored and this time we focused on Digital Disruption. With speakers from Sky, Direct Line, Visa, Post Office, JC Decaux and Metropolitan Police, the event was a sell-out success with 294 attendees.



294
attendees
251 last year

Brand Summit

This was the first year for our major new brand event, expanding the summit series. The Brand Health Summit was held at the British Museum, London on 2 March 2016 focusing on, as the title suggests, Brand Health. We had speakers from Interbrand, BMW, Cambridge Satchel Company, Made.com, Regus, RSM and Sales Force.



**SUMMIT
SERIES** /16
brand health



The Pitch

The Pitch is a nationwide marketing competition for students, designed to recognise and reward the marketing talent of the future. This year, students had to tackle a marketing challenge set by convenience food company, Rustlers, and pitch it to real industry leaders. This included judges from IBM, LinkedIn, Aviva, Mintel, Rustlers and SEGRO. The live final took place at Moor Hall on 03 March 2016 and the top three finalists were taken through to our Marketing Excellence Awards.

THE PITCH

I have achieved something amazing that will be with me for the rest of my life
— Simon Heptonstall, The Pitch Winner 2016

REGIONAL EVENTS

It wasn't only our national events that were a great success this year, our regional events also exceeded all expectations.

Here are a few of the highlights

- **Small Business Marketing Conference 2016** – In May over 140 owners, managers and marketers from a wide range of small businesses attended the fourth annual Small Business Marketing Conference. The feedback from attendees was extremely positive, summed up by one returning delegate who said it was an “**excellent day – stimulating and a good use of my time, as it was in 2014**”.
- **The Northern Conference** – At the sixth annual Northern Conference, we welcomed over 200 delegates to this sold out event. With a focus on the themes of growth and innovation, our speakers included key figures from ITV, The Marketing Directors, Ignite Creative and SQUAD.
- **Professional Marketers Series** – In London we ran a very popular series of eight events based around the CIM Professional Marketing Competencies. From September 2015 to June 2016, two speakers at each event focussed on a technical marketing skill and a management behaviour from the Competencies.

CONTENT

70%
of our readership
voted our
content good
or excellent

40%
believe Catalyst
is a collectible



CIM's member-only magazine, Catalyst, has now been running for a year. It focuses on the big questions and issues facing the marketing industry worldwide. Designed to provoke debate and stimulate questions, Catalyst hosts a mixture of features and in-depth articles, interviews and infographics.

In recognition of our hard work in establishing Catalyst as a leading marketing magazine, it received an Award of Excellence for the 'Best Use of Design' in the national awards of the Institute of Internal Communications.

What our reader's had to say about Catalyst:

81%
said Catalyst
is the same or
better than other
publications

76%
said the design
quality was good
or excellent

Exchange

Our content hub 'Exchange' is the new home for all of the great content created and curated by CIM. This includes long-form articles to case studies, blogs and short, punchy 'how-to' guides.

Some of the most popular articles from 2015/2016 included:

- Brexit: marketing's role is clear
by **Chris Daly, Chief Executive of CIM**

2,540
views

- Seven deadly sins of brand

2,490
views

- Getting personal – six steps to 'Brand Me'

1,226
views

- The metric system –
which are valuable?

1,683
views



Thought leadership and PR

CIM achieved 124 pieces of pro-actively generated and quality coverage across national, marketing trade, business and regional media. This provided a total reach of 9,182,349 people.

The thought leadership activity included the Salary Survey, a report looking at the pay differences across the sector; the Brand Experience Report looking at how organisations live the values of a brand, and an updated Keep Social Honest Report, looking at responsible marketing across social media platforms.

The press office activity included regular CIM comments on the topical news agenda in marketing media such as Marketing, Campaign and Marketing Week. These topics ranged from irresponsible food marketing and business scandals impacting reputation, to supermarket promotions and data protection issues. National comment was also secured for broader consumer marketing topics including Christmas Adverts and Black Friday.

8,134

people took part in our research

A total reach of
9,182,349
people

Webinars

Our webinars have becoming increasingly popular over the past 12 months, with 26,000 people signing up. The most successful topics included – brand reputation, content marketing and the latest trends and tools in digital.

CIM

How to manage
your brand's reputation

—
Paul Hitchens, CIM Course Director

26,000
registrants



DIGITAL

As technology progresses, so does CIM. Our website keeps evolving and the past year has been no different.

My CIM

MyCIM launched in 2016 to improve the experience for both our Professional and Studying Members. Since then we've had over 550k pages viewed, with users remaining on the site for over 5 minutes per average visit. The member facing portal has been fully integrated with our CRM system, so users are now able to book assessments, receive their results and update their personal records.

Fully mobile-optimised website

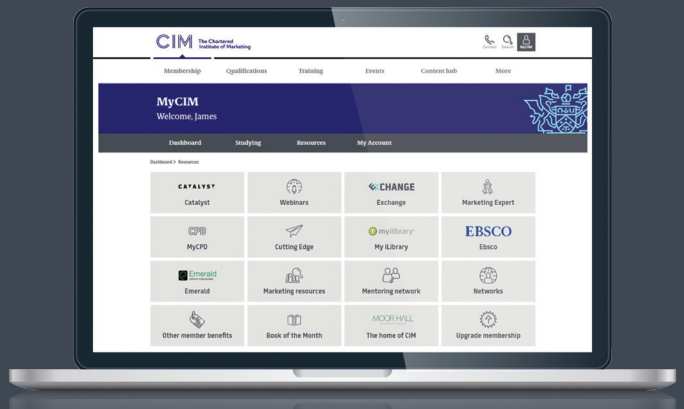
In the autumn of 2015, the website was upgraded to ensure it was optimised for mobile, which has greatly improved the experience for our growing number of mobile visitors (24% of total web traffic) to the CIM main site.

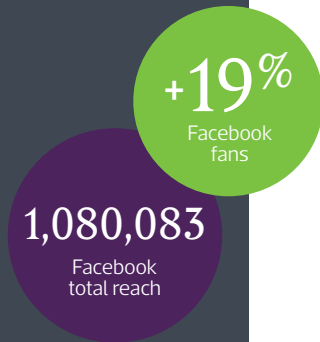
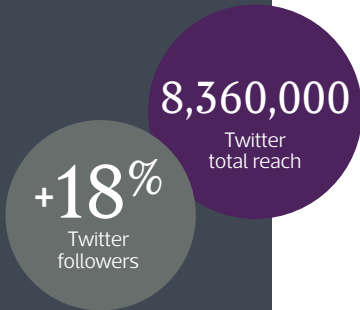
1,245,735

visits to
our website

628,934

unique visits to
our website





Social media

Our digital presence is continuing to grow, with LinkedIn expanding significantly alongside our other social media platforms. We are focussed on staying connected and engaged with our online audience and continue to invest in digital expansion.

- LinkedIn official Company page **+48%**
- Recognised by LinkedIn for bringing in 'outstanding' followers (managerial level or above)
- LinkedIn is our biggest growth - our average engagement per post is **0.86%** compared to an industry average of **0.42%**
- Twitter followers **+18%**
- On Twitter our total reach is **8,360,000** (**582%** increase from last year, which was **1,225,390**)
- Facebook fans **+19%**
- On Facebook our total reach is **1,080,083**
- **30,963** Facebook followers

FINANCIAL REPORT 2016

Overall results

The consolidated financial statements for 2016 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. CIM Holdings Ltd was previously the commercial entity of CIM and its activities, assets and liabilities were transferred to CIM with effect on 1 July 2015, leaving CIM Holdings Ltd as a dormant company.

Income of £14.5 million is 7.3% lower than the revenue recorded last year. Although growth was achieved within the Conference Centre, all other major revenue activities suffered a decline. Direct costs of sales only reduced by 3.3% due to increased customer service support expenditure. Administrative expenses at £6.3m were similar to last year with cost savings in overhead areas offsetting additional payroll costs.

CIM suffered a consolidated operating loss of £308k (2015: £575k surplus). After accounting for interest payable and a gain on investments the pre-tax deficit was £132k (2015: £535k surplus). The closed defined benefit pension scheme was again in surplus at 30 June 2016 of £1.8m due to outperformance of investments above the growth in scheme liabilities, however this surplus cannot be reflected in the financial statements, being an asset of the fund rather than of CIM. CIM continues to make contributions of £250k each year 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

Education revenue from examinations of £3.2m reduced by 17% overall due to the change in the syllabus and examination dates for CIM's awards. The final September sitting was held with a small volume of remaining candidates taking that examination at the last opportunity. The sittings in December, March and June had a lower number of candidates booking and also reduced revenues due to a higher uptake from emerging economies where reduced fees apply. The March and June sittings are now separated into two parts: assignment submissions at the usual times and exam sittings the following month. As a result the income from the June sitting was reduced since July 2016 exams will now be reflected in the following financial year.

Membership income was 2.7% higher than last year at £4.6m. Additional income from regional network events, national conference forums and magazine advertising revenue plus turnover from the increased numbers of studying members enabled CIM to offset the ongoing decline in revenue from professional membership subscriptions.

Training revenue decreased by £764k to £4.8m. Increased income from the CIM Academy was completely offset by reductions in income from corporate training, residential courses and workshops. Conference Centre revenue of £1.8m increased by 9% in another successful year for that income stream.

Balance sheet

The total net worth of CIM at 30 June 2016 was £4.7m with the general fund accounting for £3.9m. The restricted fund of £795k relates to CAM and is required to be utilised for its charitable purposes.

Capital expenditure of £611k was lower than the prior year (2015: £883k) and relates to IT spend on a new database system, web-based CPD management, HR and payroll software as well as necessary improvements to the buildings and facilities at Moor Hall.

An investment property has now been recognised for the first time in the balance sheet. The Lodge was rented out to third party tenants throughout 2015/16 and has been valued at £550k, generating a £214k surplus on book value which is shown in the profit and loss account this year.

Net current liabilities now stand at £2.9m (2015: £2.1m). This includes £2.3m of deferred income which has grown from £1.7m last year and includes prepaid membership subscriptions, pre-booked courses and advance payments for examinations. Income from the July 2016 exam sittings is reflected in deferred income this year, and accounts for a large proportion of the growth in the deferred income balance. The bank overdraft at a net £318k reflects a decline in cash resources due to the effects of losses sustained, capital expenditure, loan repayments and pension fund payments.

Developments since the year-end

To support the programmes outlined above, to develop and market core products and propositions, and to implement increased efficiencies through improved business processes with sufficient cash headroom through the coming year, CIM has received a short-term investment from the Trustees of the Chartered Institute of Marketing Charitable Trust (the "Marketing Trust"). The Trust's investment takes the form of a £1.5m loan entered into on 1 December 2016, secured on the freehold land and buildings at Moor Hall and repayable after 12 months.

Summary and Outlook

CIM has suffered an operating loss of £308k in 2015/16 and a pre-tax loss for the year of £132k. This was the result of a significant decline in income, particularly in learning and development training, reflecting a difficult trading environment. To address this, we have invested in a refresh of our core training and business support products, alongside our continuing work to ensure CIM qualifications remain up to date and relevant. These areas are now being actively marketed in order to return to income levels achieved in previous years. We are also working to increase the student membership and develop marketing and retention programmes that offer attractive benefits to existing and future members, once qualified.

In summary, the Board believes CIM is embracing the changes that need to be made and laying the right foundations to secure a profitable future.

Consolidated profit and loss account and statement of retained earnings

For the year ended 30 June 2016

Turnover

Cost of sales

Gross profit

Administrative expenses

Group operating (loss) / profit

Interest receivable

Interest payable

Changes in fair value of investments

(Loss) / profit for the financial year

Taxation

(Loss) / profit for the financial year

Other comprehensive income for the year:

Actuarial gains / (losses) on defined benefit pension scheme

Total comprehensive income for year

Retained profits brought forward

Retained profits carried forward

2015 2016

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	2016 £'000	2015 £'000
	14,482	15,623
	(8,450)	(8,735)
	6,032	6,888
	(6,340)	(6,313)
	(308)	575
	-	2
	(38)	(42)
	214	-
	(132)	535
	-	-
	(132)	535
	(250)	971
	(382)	1,506
	5,089	3,583
	4,707	5,089

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 2016

Fixed assets

Tangible assets

Investments

Current assets

Stocks

Debtors - due within one year

Cash at bank and in hand

Current liabilities

Creditors - due within one year

Net current liabilities**Total assets less current liabilities**

Creditors**Due after more than one year**

Net assets

Capital and reserves

Profit and loss account - unrestricted

- restricted (CAM)

Total capital and reserves

2015 2016

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	2016 £'000	2015 £'000
	7,212	7,435
	550	-
	7,762	7,435
	35	57
	1,717	1,501
	13	530
	1,765	2,088
	(4,654)	(4,191)
	(4,654)	(4,191)
	(2,889)	(2,103)
	4,873	5,332
	(166)	(243)
	4,707	5,089
	3,912	4,378
	795	711
	4,707	5,089

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Legal and administration information

For the year ended 30 June 2016

The Board of Trustees

Leigh Hopwood

DipM MCIM Chartered Marketer
- Chair (from October 2016)

Christopher Masters

DipM FCIM Chartered Marketer
(past Chair, until October 2016)

Dino Adriano FCIM

(from December 2015)

Keith Arundale

FCIM Chartered Marketer
(until October 2016)

Michael Bedingfield

DipM FCIM Chartered Marketer

Professor Colin Bradshaw

DipM MCIM Chartered Marketer

Ann Brine

DipM FCIM Chartered Marketer
(until December 2015)

Professor Jonathan Deacon

DipM FCIM Chartered Marketer
- Vice Chair

Professor John Egan

FCIM Chartered Marketer

Chitrangani Herat-Gunaratne

DipM FCIM Chartered Marketer
(from December 2015)

Freddie Hospedales

DipM FCIM Chartered Marketer
(from December 2015)

Shiraz Latiff

DipM FCIM Chartered Marketer
(until December 2015)

Derek Milward

DipM MCIM Chartered Marketer
- Vice Chair

Matthew Neilson

FCIM Chartered Marketer
(past Chair, until December 2015)

Charles Nixon

FCIM Chartered Marketer
(from December 2015 until June 2016)

Chris Parker

FCIM Chartered Marketer

President

Jenny Ashmore FCIM

Vice Presidents

Andrew Cosslett FCIM

Sally Cowdry DipM FCIM

Fiona Dawson FCIM

Martin Glenn FCIM

Lord Michael Grade FCIM

2015
2016

ANNUAL REVIEW

The Appointments and Remuneration Committee

Fiona Spencer

FCIM Chartered Marketer - Chair

Michael Bedingfield

DipM FCIM Chartered Marketer

Ann Brine

DipM FCIM Chartered Marketer

Leigh Hopwood

DipM MCIM Chartered Marketer

Christopher Masters

DipM FCIM Chartered Marketer

The Audit and Risk Committee

Dino Adriano FCIM - Chair

Keith Arundale

FCIM Chartered Marketer

Scott Forsyth

FCIM Chartered Marketer

Helen Frances

DipM MCIM

Brian Selvanayagam

DipM MCIM Chartered Marketer

The Constitution and Ethics Committee

Derek Milward

DipM MCIM Chartered Marketer - Chair

Shiraz Latiff

DipM FCIM Chartered Marketer

Rachael Mabe DipM MCIM

Dr Philippe Mouillot

MCIM Chartered Marketer

Norman Waite

DipM FCIM Chartered Marketer

Legal and administration information

For the year ended 30 June 2016

The Learning Advisory Group

Professor John Egan
FCIM Chartered Marketer - Chair

Giovanna Battiston
DipM MCIM Chartered Marketer

June Dennis
DipM FCIM Chartered Marketer

Yvonne Dixon
DipM FCIM Chartered Marketer

Monique Eisenberg
DipM MCIM

Dr Jafaar El-Murad FCIM

Kelvin Golding
DipM FCIM Chartered Marketer

John Haynes

Dominic John DipM MCIM

Matthew Lincoln
MCIM Chartered Marketer

Julius Lukwago
DipM MCIM Chartered Marketer

Professor Philip Megicks
DipM FCIM

Professor Nina Reynolds
MCIM Chartered Marketer

Bev Ridyard
DipM MCIM Chartered Marketer

Tatiana Schofield
DipM MCIM Chartered Marketer

Andrew Sherratt
DipM MCIM Chartered Marketer

The Membership and the Profession Advisory Group

Shobha Bentley – Chair

Paul Connor
MCIM Chartered Marketer

Professor Jonathan Deacon
DipM FCIM Chartered Marketer

Ray Donnelly DipM FCIM

Shantha Katipearachchi
DipM MCIM Chartered Marketer

Francesca Monaco
MCIM Chartered Marketer

Alex Mswaka
MCIM Chartered Marketer

Charlie Nettle
MCIM Chartered Marketer

Kate Rider
MCIM Chartered Marketer

Keith Rowland
DipM FCIM Chartered Marketer

Sally Steadman
DipM MCIM Chartered Marketer

Jade Tambini

2015 2016

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Catherine Tarasiuk

MCIM Chartered Marketer

Vikki Whittemore

DipM MCIM Chartered Marketer

Michael Woo DipM FCIM

Regional Chairs

Kelvin Golding

DipM FCIM Chartered Marketer
East of England

Tatiana Schofield

DipM MCIM Chartered Marketer
Greater London

Max Lau DipM FCIM

Hong Kong

Nicholas Read

DipM MCIM Chartered Marketer
Ireland

Goh Ing King

DipM FCIM Chartered Marketer
Malaysia

Keith Rowland

DipM FCIM Chartered Marketer
Sector Interest Groups

Charlie Nettle

MCIM Chartered Marketer
North East

Davide De Maestri

FCIM Chartered Marketer
North West

Joe Pacitti MCIM

Scotland

Diana Tucker MCIM Chartered Marketer

South East

Brian Doidge

DipM MCIM Chartered Marketer
South West

Sanjika Perera DipM FCIM

Sri Lanka

Jade Tambini

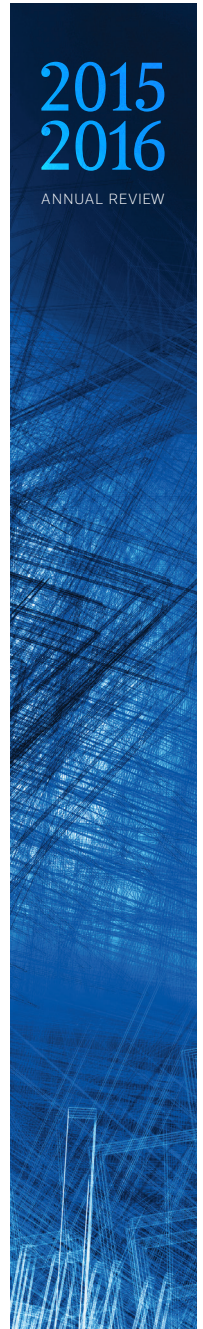
Wales

Paul Connor MCIM Chartered Marketer

West Midlands

Sally Steadman

DipM MCIM Chartered Marketer
Yorkshire



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