

EXPLANATION OF SPECIAL RESOLUTIONS

Special Resolution 1

BACKGROUND

The Board of Trustees asked the Membership Group to review CIM's grades of membership and to bring forward proposals that address and improve progression between grades, reinforce CIM's professional standards and qualifications and improve the standing of Chartered Marketer.

The Membership Group appointed a working party which met over the past two years reporting back regularly and providing regular updates to the Membership Group, the Constitution and Ethics Committee and the Board of Trustees.

In August 2013 a random sample of 25% of CIM's Voting Members were consulted on planned changes to membership grades. The responses received were discussed by The Board of Trustees and the working party and proved to be invaluable in preparing these final proposals.

OBJECTIVES OF THE REVIEW

- To provide clarity within each grade of membership.
- To provide a clear progression pathway between grades of membership and position within a career in the profession.
- To provide clarity to reinforce the value and position of Chartered Marketer.
- To provide clarity of opportunity within membership grades, recognising entry through CIM's own qualifications, qualifications from other awarding bodies and an experience only route.
- To provide clarity for professional marketers and organisations not currently engaged with CIM at a membership level.
- To recognise that many roles do not specifically mention marketing in their title yet functionally contains marketing activity at a high level.
- To recognise and assess experience and not just length of service.

Appendix 1 shows the specific wording of the resolution being put to the AGM. Subject to approval this resolution will then be put before the Privy Council.

The following schematic is provided to illustrate progression between grades and the link with career path.

CAREER PATH	Leadership		Strategic	Operational	Tactical
MEMBERSHIP GRADE	Hon Fellow (Hon FCIM)	Fellow (FCIM)	Member (MCIM)	Associate (ACIM)	Affiliate
	Chartered Marketer				

Current Members

For current members, grades of membership will be retained. The new requirements will be applied only to requests for upgrading and new applications from the date of implementation.

Qualifications

Where CIM's qualifications are not provided as evidence, a panel of Assessors will be given guidance on acceptable qualifications and the level of marketing content required at each grade of membership.

Experience Route to Membership

A Senior Management Entry route (experience based) has been available for a number of years by agreement with the Privy Council. It is currently restricted to up to 15% of Voting Members and CIM is looking to increase this to up to 25% of Voting Members. It is recognised that, certainly in the UK, a significant body of professional marketers are currently not engaged with CIM and that current routes to membership can be a barrier to engagement. It is also recognised that engagement opportunities should be at all levels and not just 'senior management'. This proposal recognises the importance of engagement and the opportunities for membership growth at all levels.

Awarding of Grades

An assessment panel will be appointed to consider new membership applications and applications for upgrading. An appeals process will be established.

Retired Members

Concessionary rates will continue to be applied for those members who have retired. To qualify for these concessions members will need to confirm that they have not received income or fees from marketing consultancy, academic activity or employment. Those wishing to retain the use of 'Chartered Marketer' should maintain their Continuing Professional Development (CPD).

Career Breaks

Current provision for career breaks will be maintained.

CPD

All grades of membership are encouraged to participate in the CPD programme whether or not they wish to become a Chartered Marketer.

CIM Code of Professional Standards

Every grade of member must agree to abide by CIM's Code of Professional Standards.

MEMBERSHIP GRADES - CHANGES AND CLARIFICATIONS

Affiliate - revised provision

Affiliates are currently split into Studying Member and Affiliate Professional. It is felt that this is confusing and it is proposed to remove subdivisions within the grade.

Associate (ACIM) - voting grade of membership

It is proposed that entry will be by the following routes:

- Qualification - **clarification of current provision**
 - Satisfactory completion of CIM's Level 6 qualification.
 - Another professional or vocational or degree qualification at Level 6 acceptable to The Board.
- Experience only route - **this is a new provision**
 - Provide evidence to The Board's satisfaction of working in marketing at an operational level for over three years and influencing marketing management.
 - Members admitted would be within the allowance permitted by the Privy Council.

Member (MCIM) - voting grade of membership

Progression from ACIM:

- With CIM qualification - **clarification and new provision**
 - Satisfactory completion of CIM's Level 7 qualification (or equivalent qualification acceptable to The Board) plus five years' experience at management level.
 - Satisfactory completion of CIM's Level 6 qualification (or equivalent qualification acceptable to The Board) plus seven years' experience at management level. **This is a new provision.**
- Experience only route - **this is a new provision**
 - Provide evidence to The Board's satisfaction of working at a senior operational level influencing marketing strategy for ten years, seven years of which should be at a management level with

appropriate responsibility.

- Members admitted would be within the allowance permitted by the Privy Council.
- Marketing Education – **this is a new provision**
 - Satisfactory completion of CIM's Level 7 qualification (or equivalent qualification acceptable to The Board).
 - Evidence of two years' marketing teaching experience and three years' experience of practical marketing and/or consultancy.

Fellow (FCIM) – voting grade of membership

Progression from MCIM:

- Successful completion of CIM's Level 7 qualification plus
 - Evidence of at least ten years in a senior marketing management position to include at least five years at, or close to, board level **and**
 - A Chartered Marketer at the time of application, having held that status for five consecutive years.

OR

- Qualified at MCIM level plus evidence of 15 years of significant marketing responsibility and management experience of which five years should be at, or close to, board level.

OR

- Marketing Education – **this is a revised provision**
 - Successful completion of CIM's Level 7 qualification (or equivalent qualification satisfactory to The Board) **plus**
 - Evidence of five years' experience as a senior academic.

OR

- Marketing Consultancy – **this is a revised provision**
 - Qualified at MCIM level plus evidence of 15 years' experience, of which 5 years should be as a senior consultant working with clients at a strategic level.

If not a current MCIM Member:

- Qualified to become MCIM, plus evidence of 15 years of significant marketing responsibility and management experience of which five years should be at, or close to, board level.

OR

- Marketing Education – **this is a revised provision**
 - Successful completion of CIM's Level 7 qualification (or equivalent qualification satisfactory to The Board) **plus**
 - Evidence of five years' experience as a senior academic.

OR

- Experience route only – **this is a new provision**
 - Should be able to provide evidence of 15 years' experience at a sustained senior level dealing with strategic marketing issues, of which ten years should be spent at or close to board level or as a senior consultant working with clients at a strategic level.
 - Members admitted would be within the allowance permitted by the Privy Council.

Honorary Fellow (Hon FCIM) – voting grade of membership - this expands on the current provision.

This grade of membership is awarded by the Board of Trustees and previous membership of the Institute is not required. In appointing to Honorary Fellowship, the following areas will be considered by The Board:

- Contribution to the marketing profession.
- Professional leadership and advocacy.
- Innovation and excellence.

Chartered Marketer

To protect the reputation of Chartered Marketer status it is proposed to harmonise this criteria across the world.

- Professional Development – **this is a change to the current provision**
 - Two years consecutive evidence of CPD required following the applicant being admitted as MCIM, FCIM or Hon FCIM in order to be considered for appointment as a Chartered Marketer.

Special Resolution 2

It is proposed that Bye-Law 42 be amended to provide for a more effective and equitable way of dealing with casual vacancies and the effect of a person being appointed to fill such a vacancy on that person's eligibility for re-election.

APPENDIX 1 Special Resolution 1:

In accordance with Article 10 of the Charter of the Institute, it is hereby resolved by the Voting Members that, subject to such modifications as the Privy Council may require, the Bye-laws of the Institute shall be altered as of 1 July 2014 as follows:

- 1 In Bye-law 1 in the meaning of "Affiliates" delete "The members of the grade of Affiliated Professional and Studying Member" and substitute "Those in the grade of Affiliate"
- 2 In Bye-law 2 delete the wording after "Honorary Fellows, Fellows, Members and Associate Members" and insert the following "There will be one further grade of Affiliate which is non-voting".
- 3 In Bye-law 3 delete the wording after "force and effect" and replace with the following "are members in the grade of "Honorary Fellow", "Fellow", "Member", or "Associate Member" shall continue at their current grade of "Honorary Fellows", "Fellows", "Members" and "Associate Members" of the Institute."
- 4 At Bye-law 4a
 - a) After the words "A person may be admitted as a Fellow by The Board if" insert "he or she"
 - b) Delete Bye-laws 4ai), 4a ii) and 4a iii) and replace with the following wording:
 - "i is a Member and has successfully completed the Institute's Level 7 qualification and provides evidence of at least ten years in a senior marketing management position including five years at, or close to, Board level. Evidence must be provided of sustained autonomy and responsibility in dealing with complex and unpredictable strategic marketing issues (general or specialist) that transform organisations, processes and plans. In addition, he/she needs to demonstrate authority, innovation, scholarly and professional integrity, leading and inspiring others to apply the latest marketing skills and techniques, including synthesis and evaluation to solve complex problems which redefine existing professional practice and its interface with different functional areas. Chartered Marketer status must be held for a period of no less than five consecutive years at the time of application; or
 - ii is a Member or possesses the qualifications for admission as a Member under Bye-laws 4bi or 4bii and provides evidence of at least 15 years of significant marketing responsibility and management experience, of which five years should be at, or close to, Board level. Evidence must be provided of sustained autonomy and responsibility in dealing with complex and unpredictable strategic marketing issues (general or specialist) that transform organisations; processes and plans. In addition, he/she needs to demonstrate authority, innovation, scholarly and professional integrity, leading and inspiring others to apply the latest marketing skills and techniques, including synthesis and evaluation to solve complex problems which redefine existing professional practice and its interface with different functional areas; or
 - iii is a Member and provides evidence of at least 15 years of marketing experience in a marketing consultancy of which five years should be as a senior consultant working with

clients at a strategic level at, or close to, Board level; or

- iv has completed the Institute's Level 7 qualification or an equivalent professional, vocational or academic qualification acceptable to The Board and provides evidence of attaining and holding the position of Professor or Reader, or an equivalent position acceptable to The Board for a period of at least five years; or
- v provides evidence of 15 years' experience at a sustained senior level dealing with strategic marketing issues (general or specialist) including ten years at, or close to, Board level influencing organisational direction and decision making. He/she must demonstrate authority, innovation and professional integrity, applying advanced and specialist marketing skills and techniques, including synthesis and evaluation to solve complex problems which help to redefine existing professional practice and its interface with other functional areas, which implies knowledge at the most advanced frontiers of marketing; or
- vi provides evidence of at least 15 years of marketing experience in a marketing consultancy of which ten years should be as a senior consultant working with clients at a strategic level at, or close to, Board level."

5 At Bye-law 4b

a) At Bye-law 4b after the wording "A person may be admitted as a Member by The Board" delete the current wording and replace with the following:

- "i if he or she has completed the Institute's Level 7 qualification or an equivalent professional, vocational or academic qualification acceptable to The Board and additionally can evidence his/her ability to deal with operational and strategic marketing issues (general or specialist). In addition, he/she needs to demonstrate autonomy and responsibility for managing complex marketing activities or projects and taking responsibility and/or decision making in unpredictable marketing and/or organisational environments including accountability for marketing budgets over a period of five years; or
- ii upon the successful completion of the Institute's Level 6 qualification or an equivalent professional, vocational or academic qualification acceptable to The Board and is able to evidence his or her ability to deal with operational and strategic marketing issues (general or specialist), can demonstrate autonomy and responsibility for managing complex marketing activities or projects and taking responsibility and/or decision making in unpredictable marketing and/or organisational environments including accountability for marketing budgets over a period of seven years; or
- iii if he/she is able to provide evidence of sustained expertise through dealing with strategic marketing issues (general or specialist) that have influenced marketing and/or organisational direction and decision making over a period of ten years overall marketing experience of which seven years should be at marketing management and/or senior consultant level including accountability for marketing budgets. In addition, he/she needs to demonstrate authority, innovation and professional integrity, applying advanced and specialised marketing skills and techniques, including synthesis and evaluation to solve complex problems which help to redefine existing professional practice and its interface with other functional areas; or
- iv if he/she has satisfactorily completed the Institute's Level 7 qualification or an equivalent professional, vocational or academic qualification acceptable to The Board and can evidence at least two years in a marketing teaching post plus three years practical marketing or consultancy experience."

6 At Bye-law 4c. after the wording "a person may be admitted as an Associate Member by The Board" delete the remainder of the clause and insert the following wording:

- "i upon the successful completion of the Institute's Level 6 qualification or an equivalent professional, vocational or academic qualification acceptable to The Board; or
- ii if he/she is able to evidence his/her ability to deal with marketing issues (general or specialist) at an operational level and influence marketing management or organisational decision making

over a period of three years. In addition, he/she must demonstrate accountability for the management and utilisation of marketing resources by internal and/or external stakeholders.”

- 7** Delete Bye-law 4d and replace with the following wording:
“A person may be admitted as an Affiliate provided that he or she is actively engaged in or considering a career in a marketing and/or related role, or is studying for a marketing qualification or intending to take up studying for a marketing qualification.”
- 8** Delete Bye-law 4e.
- 9** Delete Bye-law 4f and replace with the following wording:
“Persons may be admitted to membership under Bye-laws 4av, 4avi, 4biii and 4cii provided that members admitted in this way shall not exceed 25% of the total number of Voting Members at any time.”
- 10** Renumber the new Bye-law 4f as bye-law 4e.
- 11** Delete Bye-law 4g
- 12** Renumber the current by-law 4h as bye-law 4f
- 13** In the new Bye-law 4f after the wording “The Board shall have the power permanently to suspend the provisions of” delete the current wording and replace with “Bye-laws 4av, 4avi, 4biii and 4cii.”
- 14** Renumber Bye-law 4i as Bye-law 4g, delete the current wording and insert the following wording:
“g. To be recognised as a Chartered Marketer, applicants must be a current Voting Member in the grade of MCIM, FCIM or Hon FCIM and
i have been admitted to the grade of Member, Fellow or Honorary Fellow for at least a two year period; and
ii have completed and provided evidence that they have satisfied the requirements of the Institute’s Continuing Professional Development programme for two consecutive years; and
iii be employed in a marketing position (general or specialist) at the time of their first application for Chartered status.”
- 15** Insert a new bye-law 4h as follows:
“i Those awarded Chartered Marketer status are required to maintain evidence of their undertaking of Continuing Professional Development and will provide such evidence if called upon to do so.
ii Matters relating to the retention of Chartered Marketer status and the criteria to be met for Continuing Professional Development shall be determined by Board Regulation.”
- 16** At Bye-law 5 delete “the following shall be Honorary Fellows of the Institute” and insert “A person may be admitted as an Honorary Fellow of the Institute solely by resolution of The Board. When considering admission, The Board will look for one or more of the following to be clearly demonstrated:”
- 17** Delete the current Bye-law 5a and 5b and replace with the following:
“a. Contribution to the marketing profession - Success in marketing in a national or international context that has been recognised by the national/international media, marketing or academic press;
Significant or sustained impact or organisational success/social change within marketing or related disciplines.
b. Professional leadership and advocacy - Acknowledgement by peers/third parties of his/her contribution that has positively influenced professional marketing practice;
Evidence of how his/her contribution has led and/or inspired others to develop professionally in the field of marketing or related disciplines.

c. Innovation and excellence - Demonstrates significant evidence of contribution to the advancement of professional/academic marketing;
Extends and/or redefines existing knowledge or professional practice within marketing or related disciplines.”

- 18 In Bye-law 6b after the words “Associate Member” delete “, Studying Member or Affiliated Professional” and replace with “or Affiliate”.
- 19 In Bye-law 6d delete “Postgraduate Diploma or Professional Postgraduate Diploma or Chartered Postgraduate Diploma” and replace with the wording “Level 7 qualification”.
- 20 At the end of the Bye-law 6d insert the following wording “The persons who at the date these Bye-laws come into force have been awarded the designatory letters “DipM” may continue to use them.”

APPENDIX 2

Special Resolution 2:

In accordance with Article 10 of the Charter of the Institute, it is hereby resolved by the Voting Members that, subject to such modifications as the Privy Council may require, the Bye-laws of the Institute shall be altered as follows:

- 1 At Bye-law 42e. after the wording “Elected Trustees shall be eligible for re-election for further terms of office as a Trustee, but,” insert “subject to Bye-law 42fii,“
- 2 At by-law 42f after the wording “ before the date on which that term of office would otherwise have come to an end,” delete the current wording and replace with “the casual vacancy shall be filled in the following way:”
- 3 Insert new clauses 42fi and 42fii as follows:
- “i if the remainder of the term is greater than one year, at the next scheduled election to The Board of Trustees, there shall also be an election to fill this casual vacancy. A period of office served as a Trustee filling a casual vacancy in this way shall count towards calculating that person’s eligibility for re-election as a Trustee.
 - ii if the remainder of the term is less than one year The Board shall elect some other person to be an Elected Trustee. A period of office served as a Trustee to fill a casual vacancy in this way shall be disregarded in calculating that person’s eligibility for re-election as a Trustee.”



The Chartered
Institute of Marketing

The Chartered Institute of Marketing
Moor Hall
Cookham
Maidenhead
Berkshire, SL6 9QH
United Kingdom

CONTACT US

Call: **+44 (0)1628 427500**
Visit: **www.cim.co.uk**
E-mail: **info@cim.co.uk**

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