

# CAM Diploma in Digital Marketing

The essential knowledge and skills you need to plan, implement and monitor effective digital marketing campaigns and contribute to operational marketing plans.



## SYLLABUS UNIT 1 (20 CREDITS)

# MARKETING AND CONSUMER BEHAVIOUR

This unit aims to provide candidates with the skills and knowledge necessary in managing marketing communications and brand support activities within organisations. The unit explains the links between communications and marketing and provides knowledge of fundamental theories and techniques of research and consumer behaviour, and their application to marketing communications.

### Overarching learning outcomes

On successful completion of this unit, candidates will be able to:

- Explain the role of the marketing plan and communications plan within the context of the organisation's strategy and culture.
- Outline the principles of marketing research, how data can be obtained through both primary and secondary methods and the strengths and weaknesses of qualitative and quantitative approaches.
- Describe the marketing planning process and the links between each stage of the process.
- Explain the role of marketing communications and how the tools of the communications mix can be coordinated effectively.
- Develop marketing communication plans and brand support activities based on an understanding of the salient characteristics of the target audience.
- Explain the importance of developing long term relationships with customers, channel members, agencies and other stakeholders and transfer such knowledge to the development of marketing communication activities.
- Assess various methods of evaluating, measuring and controlling tools in the marketing communications mix.
- Recommend suitable methods to influence the relationships an organisation has with its customers, any marketing channel partners and other stakeholders, using marketing communications.

## KNOWLEDGE AND SKILL REQUIREMENTS

### Element 1: Marketing principles (weighting 20%)

- 1.1 Explain the development of marketing as an exchange process, a philosophy of business, and a managerial function, recognising the contribution of marketing as a means of creating customer value and as a form of competition:
  - An exchange process.
  - A philosophy of business.
  - A managerial function.
  - Creating customer value.
  - A form of competition.

## SYLLABUS UNIT 1

# MARKETING AND CONSUMER BEHAVIOUR

- 1.2 Explain the importance of the marketing planning process and where it fits into the corporate or organisational planning framework:
- Developing basic marketing strategies to achieve SMART marketing objectives.
  - Understanding how budgets are determined.
  - Implementation of tactics.
  - Monitoring of timeline progress against schedule.
  - Measurement of successful implementation.
- 1.3 Describe the structure of an outline marketing plan and identify its various components:
- Mission statement and business plan.
  - Marketing audit/situational analysis.
  - Opportunities/issue analysis.
  - Objectives.
  - Strategy, tactics and action plan.
  - Financial implications.
  - Controls.
- 1.4 Undertake a basic external and internal marketing audit:
- Macro-environmental factors (PESTEL).
  - Micro-environmental factors (Mendelow Matrix).
  - Internal factors (5Ms – Money, Men, Machines, Materials, Minutes).
  - SWOT analysis.
- 1.5 Explain the importance of objectives and the influences on, and processes for, setting objectives:
- Corporate missions.
  - Business objectives.
  - Marketing objectives.
  - Communications objectives.
  - Creative objectives.
- 1.6 Explain the concept of market segmentation in both consumer and business-to-business markets:
- Segmentation, targeting and positioning.
  - Segmentation bases.
  - Requisites (must be accessible, identifiable, etc).
- 1.7 Describe the wide range of tools and techniques available to marketers to satisfy customer requirements and compete effectively:
- Extended marketing mix (Product, Price, Promotion, Place, People, Process and Physical Evidence).
  - Product (goods and/or services) quality.
  - Branding.
  - Communication through all the Ps of the extended marketing mix.
  - Value propositions.

1.8 Develop an extended marketing mix to include additional components in appropriate contextual settings:

- Service sector.
- Private sector.
- Public sector.
- Business to consumer (B2C).
- Business to business (B2B).
- Not-for-profit (ie, charities).
- Internet only.

1.9 Explain the concept and importance of branding to customers in relation to the following:

- For identification.
- For differentiation.
- As an experience.
- As a symbol (or reflection) of lifestyle.

1.10 Explain the concept and importance of branding to organisations in relation to the following:

- Building a brand.
- Maintaining a brand.
- Building customer loyalty.
- Ethics and corporate social responsibility.

1.11 Demonstrate an appreciation of the need to monitor and control marketing activities:

- Marketing research and information.
- Primary data collection.

- The importance of key performance indicators (KPIs) and marketing metrics.

- Reports, presentations and dashboards.

## Element 2: Basic research principles (weighting 10%)

---

2.1 Explain the elements of the research planning process:

- The stages of research using the 'marketing research mix' (purpose, population, procedure, publication).
- Research briefings (request for proposal).
- Research proposals.

2.2 Describe the uses, sources, benefits and limitations of secondary data:

- The nature of secondary data.
- Planning desk research.
- Evaluation.
- Recording and reporting sources.

2.3 Explain the different methods by which primary data can be obtained and its uses, benefits and limitations:

- Research instruments.
- Methods of capturing data.
- Interviewing (face to face, telephone).
- Self-completion methods (digital, postal).
- Observation (human and mechanical).

## SYLLABUS UNIT 1

# MARKETING AND CONSUMER BEHAVIOUR

2.4 Outline the strengths and weaknesses of various qualitative research methods including:

- Depths interviews.
- Focus groups.
- The Delphi technique.
- Observation research.
- Grounded theory.

2.5 Outline the strengths and weaknesses of various quantitative research methods including:

- The omnibus and panel.
- Experimentation (hall tests, placement).
- Databases.
- Spread sheets and survey software.
- Econometrics.
- Test versus control.

### Element 3: Communication, advertising and media – the relationship with marketing (weighting 30%)

---

3.1 Define and explain the purpose of marketing communications in the following situations:

- To acquire new customers.
- To engage customers and stakeholders.
- Launch new products.
- Support brands.
- Maintain (or increase) market share.
- Develop retention levels.

- Encourage customer loyalty.
- Support internal marketing within the organisation.
- To differentiate, remind or reassure, inform and persuade – DRIP.

3.2 Explain the advantages and disadvantages of the different promotional tools and media available:

- Advertising (TV, press, radio, out-of-home, cinema, digital).
- Public relations (media relations, events, web, social media, e-mail).
- Sales promotions (coupons, sampling, special offers, collective buying groups).
- Personal selling (face-to-face, KAM, extranet, click to call back).
- Sponsorship (eg, sports, arts, entertainment, causes).
- Direct/digital marketing (search engine, e-mail, mobile, web, social media, affiliate).

3.3 Explain how the elements of a marketing communications plan link together using an appropriate framework:

- Contents of a plan (APIC, SOSTAC, Marketing Communications Planning Framework).
- The importance of research data.
- How creative objectives are derived from communications objectives.
- Choosing appropriate tools – cost, credibility, communications effectiveness and control.

- Resource needs (human, financial, time, materials and other).
  - How plans are developed.
  - How success is measured, including web analytics and social media monitoring.
- 3.4 Explain the tasks of each of the promotional tools within a coordinated marketing communications mix:
- To differentiate.
  - To remind or reassure.
  - To inform.
  - To persuade.
- 3.5 Review how the effectiveness of promotional tools can be evaluated using marketing research and appropriate criteria:
- Cost, reach, audience.
  - Questioning and observation/physiological tests.
  - Quantitative and qualitative methods.
  - Usability testing.
- 3.6 Outline the key characteristics associated with the 3Ps of promotional strategy (push, pull and profile):
- Push strategies (via distribution channel, trade promotions).
  - Pull strategies (direct to customer, POS).
  - Profile strategies (build interest of stakeholders, PR).
- 3.7 Develop a marketing communications plan using the communications mix to:
- Engage customers and stakeholders.
  - Launch new products.
  - Support brands.
  - Maintain market share.
  - Acquire new customers.
  - Develop retention levels.
  - Encourage customer loyalty.
  - Support internal marketing within the organisation.
  - Differentiate, remind or reassure, inform and persuade a specific audience – DRIP.
- 3.8 Explain the main methods used to determine a marketing communications budget:
- Marginal analysis.
  - Arbitrary.
  - Affordable.
  - Objective and task.
  - Percentage of sales.
  - Competitive parity.
- 3.9 Discuss the main issues concerning the use of marketing communications in an international and global context:
- Media availability.
  - Media consumption.
  - Culture.
  - Religion.
  - Education.
  - Literacy.

## SYLLABUS UNIT 1

# MARKETING AND CONSUMER BEHAVIOUR

3.10 Explain how marketing communications activities, media and campaigns can be evaluated:

- Questioning and observation/physiological tests.
- Quantitative and qualitative methods.
- Pre-testing and post-testing.
- Tracking studies.
- Audience research (NRS, RAJAR, BARB, Route).

3.11 Explain how marketing communications can be used to support brands in the following situations:

- Awareness building.
- Interest building.
- Loyalty building.

3.12 Identify the different classifications of brands and explain how brand strategy can be developed:

- Line extension.
- Brand stretching.
- Corporate branding.
- Generic.
- Own-label.
- Multi-branding.

## Element 4: Consumer behaviour (weighting 30%)

---

4.1 Demonstrate the fundamental importance of 'customers' to all forms of organisations:

- Services.
- Not-for-profit (ie, charities).
- Third sector.
- Public sector.
- Business-to-business.
- Consumer goods.

4.2 Explain the difference between consumer buyer behaviour and organisational buyer behaviour:

- Emotional versus rational factors.
- Size of purchase.
- Relationships.
- Complexity.
- Involvement.
- Perceived risks.

4.3 Explain the importance of various concepts in helping to understand purchase, usage and disposal of products and services, and how this knowledge helps develop communications strategies:

- Attitudes.
- Perception.



- Motivation.
- Learning.
- Personality.
- Class.
- Culture.
- Sub-culture.

- 4.4 Explain the importance of communication models in helping to understand how individuals can influence the effectiveness of marketing communications:
- General model (Shannon/Weaver, Schramm).
  - Learning hierarchy model (Gagne).
  - Dissonance-attribution hierarchy model.
  - Low-involvement hierarchy model (Krugman).
  - Model of campaign objectives and effects (Rogers and Storey).
  - Hierarchy of effects model (McGuire).
  - Group development (Tuckman and Jensen).
  - Word of mouth (WOM), opinion leaders and opinion formers.
- 4.5 Describe the following concepts in decision-making and how they influence marketing communications:
- Source credibility.
  - Involvement.
  - Perceived risk.

- 4.6 Explain the Decision Making Unit (DMU) in relation to both consumers and organisations:
- Members.
  - Similarities.
  - Differences.

- 4.7 Explain the Decision Making Process (DMP) for consumers and organisations:
- Consumer (Engel, Blackwell and Miniard).
  - Organisations (Robinson et al.).

- 4.8 Explain the need for effective internal communications to achieve the following:
- Creating good internal relationships.
  - Establishing good customer relationships.
  - Maintaining good customer relationships.

### Element 5: Channel behaviour (weighting 10%)

---

- 5.1 Identify and explain how the communications mix (including digital media) can be applied to different marketing channels and situations in order to achieve marketing objectives:
- Primary, secondary and tertiary industry situations.
  - B2C: fast and slow-moving consumer goods.

## SYLLABUS UNIT 1

# MARKETING AND CONSUMER BEHAVIOUR

- B2B: fast and slow-moving industrial goods.
  - Direct versus indirect sales.
- 5.2 Explain the role of marketing communication activities for use in the marketing channel in order to:
- Attract partners.
  - Motivate.
  - Maintain trust.
  - Resolve conflict.
  - Reinforce commitment and build satisfaction.
- 5.3 Appraise the use of digital channels for distribution and their impact on existing/traditional channels:
- Multi-channel.
  - E-commerce.
  - M-commerce.
  - Dangers of disintermediation.
- 5.4 Demonstrate an appreciation of the need to monitor and control marketing channel behaviour using the following tools:
- Financial indicators.
  - Non-financial indicators.
  - Shelf space and facings.

## SYLLABUS UNIT 2 (10 CREDITS)

# DIGITAL MARKETING ESSENTIALS

This unit aims to provide candidates with the skills and knowledge necessary in planning digital marketing campaigns within organisations. The three sections of the unit cover campaign tools and their application, as well as monitoring digital marketing.

The unit covers search engine optimisation (SEO), pay-per-click (PPC), new and emerging advertising media, e-mail marketing, viral marketing, online PR, affiliate marketing, e-commerce and social media. It also looks at digital metrics in the form of voice of the customer (VOC), A/B tests and usability studies. Legislation, regulations and codes of practice are examined.

### Overarching learning outcomes

On successful completion of this unit, candidates will be able to:

- Explain the importance of digital media channels, planning, implementing and monitoring digital marketing.
- Explain the role of the essential elements of digital campaigns and describe the links between each technique.
- Explain how digital media channels can be coordinated to make them more effective than when used individually.
- Discuss how digital communications campaigns can be evaluated.
- Recommend improvements to a range of digital communications campaigns.
- Explain how digital marketing campaigns can be measured and monitored effectively.

### KNOWLEDGE AND SKILL REQUIREMENTS

#### Element 1: Campaign planning (weighting 30%)

- 1.1 Explain the role of digital marketing within the marketing mix:
  - Product.
  - Price.
  - Place.
  - Promotion.
  - People.
  - Process.
  - Physical evidence.
- 1.2 Explain the principles of digital marketing campaigns:
  - Customer and market insights.
  - Goal setting and tracking.
  - Reaching and acquiring prospects and customers.
  - Selecting digital media channels and budgeting.
  - Content and lead generation.
  - Conversion and e-commerce.
  - Engagement and retention.
- 1.3 Describe hardware platforms available and the implications of technological advancements:
  - Mobile devices.
  - Gaming platforms.
  - Indoor and outdoor kiosk.
  - Interactive signage.
  - Other fixed connected platforms (ie Smart TV).

## SYLLABUS UNIT 2

# DIGITAL MARKETING ESSENTIALS

- 1.4 Evaluate digital media channels and techniques:
- Search marketing.
  - E-mail marketing.
  - Online PR.
  - Social media and viral marketing.
  - Online and display advertising.
  - Partnerships and affiliates.
- 1.5 Discuss the impact of legislation, regulations and codes of practice on digital marketing campaigns:
- Data protection and privacy law.
  - Disability and discrimination law.
  - Brand and trademark protection.
  - Intellectual property rights.
  - Contract law.
  - Online advertising law.

### Element 2: Using digital media channels (weighting 40%)

---

- 2.1 Define and explain the digital marketing communications mix:
- Advertising.
  - Public relations.
  - Sales force.
  - Sales promotion.
  - Direct mail.
  - Other specific tools (sponsorship and others).
- 2.2 Demonstrate an understanding of the application of search marketing:
- Search engine optimisation (SEO).
  - Paid placements or sponsored links using pay-per-click (PPC).
- 2.3 Demonstrate an understanding of the application of different display advertisement types available:
- Banner ads.
  - Social media ads and targeting options.
  - Ad/content networks and re-marketing.
  - Mobile ads.
  - Ad format and creative.
- 2.4 Demonstrate an understanding of the application of different online PR activities available, distinguishing between pro-active and reactive:
- Communicating with media owners.
  - Online press release and distribution.
  - Blog, podcasting, RSS feeds and widgets.
  - Reputation management.
  - Supporting other digital media channels, ie search marketing.
- 2.5 Demonstrate an understanding of the application of e-mail marketing:
- Opt-in e-mail marketing.
  - Measuring e-mail marketing.
  - Creative, relevance, targeting and timing.
  - E-mail service providers.
- 2.6 Explain the importance of setting up online partnerships to reach new audiences:
- Affiliate sites and networks.
  - Price comparison and review sites.
  - Online sponsorship.
  - Co-branding.
- 2.7 Demonstrate an understanding of the application social media and viral marketing activities available:
- Social networks.
  - Social blogging.

- Social streaming.
  - Social bookmarking.
  - Social customer service.
  - Social search.
  - Social commerce.
- 2.8 Explain the role of marketing automation:
- Attract visitors.
  - Capture leads.
  - Nurture prospects.
  - Convert sales and e-commerce.
  - Deliver and satisfy.
  - Upsell customers.
  - Build affiliates and referrals.

### Element 3: Monitoring and measuring digital marketing campaigns (weighting 30%)

---

- 3.1 Explain how the role of marketing research applies to digital marketing and how metrics must match business, marketing and communications objectives:
- Purpose.
  - Population.
  - Procedure.
  - Publication.
- 3.2 Explain the purposes of measurement for digital campaigns:
- To measure marketing productivity.
  - To examine product, promotion, place, price decisions.
  - To examine return on marketing investment (ROMI).
  - To evaluate customer satisfaction and involvement.
- 3.3 Explain the populations measured in digital campaigns:
- Affiliate networks.
  - Social networks.
  - Customers and non-customers.
  - Visitors.
  - Others.
- 3.4 Demonstrate an understanding of the application of the procedures used for measuring digital campaigns:
- Primary and secondary data.
  - Onsite (log files and tagging).
  - Offsite (panels, VOC).
  - Experimentation (A/B tests, usability studies).
  - Tracking studies.
  - Conversion funnels.
  - Monitoring comments on social media.
- 3.5 Explain publication aspects of digital campaigns measurement:
- Reports, presentations and dashboards.
  - Key performance indicators (KPIs).
  - Web analytics tools.
  - Best performing channels.
  - Visitor and content interaction.
  - Importance of correct dissemination of data.
  - Conversion rate optimisation.
- To access market insight tools to measure market share and forecast demand.
  - To examine visitor trends, context, loyalty, patterns.
  - To measure digital influence.

## SYLLABUS UNIT 3 (10 CREDITS)

# DIGITAL MARKETING PLANNING

This unit aims to provide candidates with the skills and knowledge to understand the fundamental digital marketing planning concepts for an organisation, together with key factors involved with the implementation, measurement and evaluation of successful campaigns. Digital marketing has evolved from a peripheral element of organisational marketing to one that is at the hub of customer-centric communications in an increasingly multi-channel environment (eg mobile, tablets and social media).

The unit will consider a range of environmental factors both internal and external (eg legal) that will shape and influence the digital marketing planning process. Various digital models will be explored. In addition, similarities and differences covering the mix elements in traditional and digital marketing will be addressed, along with issues such as relationship marketing, permission and consumer concerns around privacy, trust and security with the emphasis on the digital environment.

### Overarching learning outcomes

---

On successful completion of this unit, candidates will be able to:

- Appraise different digital planning approaches and marketing environmental factors that influence online marketing activity.
- Review the similarities and differences between digital and traditional marketing concepts and applications.
- Discuss key stages in online development using relevant business models.
- Analyse the ways in which the internet has affected the marketing mix elements and how organisations employ them creatively in the digital environment.
- Review the importance of target marketing and emerging digital buyer behaviour characteristics and how organisations can respond to meet changing behaviour and expectations.
- Apply relevant tools and concepts to design, measure and monitor an online digital marketing plan.

### KNOWLEDGE AND SKILL REQUIREMENTS

---

#### Element 1: Digital and traditional marketing concepts and applications (weighting 10%)

---

- 1.1 Review the importance of customer focus for effective digital marketing planning:
  - The importance of acquisition, retention and loyalty.
  - Importance of 'word of mouth' in the world of social networks.
  - Identify target market(s).
  - Research customer needs online.
  - Develop a digital 'mix' for target audiences.
  - Select strategies and tactics for the chosen market.
- 1.2 Evaluate the reasons for the shift in digital consumer power:
  - Reduced search costs and effort.

- Product and price comparisons.
  - Power of social media for product review and customer dialogue.
  - Online consumer choice and convenience.
  - Availability of product (logistics).
- 1.3 Appraise the key elements that contribute to the digital customer experience:
- Added value.
  - Interaction.
  - Convenience.
  - Customisation.
- 1.4 Analyse how digital and traditional marketing compare in terms of:
- Cost and measurability using appropriate digital metrics.
  - Real-time marketing.
  - Market reach and 24/7 operations.
- 1.5 Discuss how digital campaigns can offer marketers more creative, flexible and responsive opportunities:
- The application of integrated campaigns using multiple channels.
  - E-mail marketing campaigns embedding online video that drive website traffic.
  - Viral/advergaming/social media campaigns.
  - Tracking of digital customer behaviour.

## Element 2: Digital business models (weighting 10%)

---

- 2.1 Appraise the internet as a vehicle for revenue generation using different revenue streams, such as:
- Digital sales revenue.
  - Affiliate marketing and other forms of commission.
  - Subscriptions and other membership models.
  - Revenue from advertising and pay-per-click.
  - Campaign partnerships.
  - Lead generation.
  - Network marketing.
- 2.2 Evaluate the stages in digital adoption from e-mail/static sites to the transformed organisation and how it can focus the online plan:
- Minimal web presence, eg static pages and basic information.
  - Website with fundamental interactions, eg e-mail but no sales.
  - Website developed for online transactions and self service capabilities.
  - Fully interactive with transformed business and integrated with customers and business partners.
- 2.3 Appraise different types of digital transactions and relationships and their impact on planning:
- Business to business (B2B).
  - Business to consumer (B2C).

## SYLLABUS UNIT 3

# DIGITAL MARKETING PLANNING

- Consumer to consumer (C2C).
- Public administration to consumer (PA2C).
- Consumer to business (C2B).
- Government to government (G2G).
- Government to business (G2B).
- Government to consumer (G2C).
- Business to government (B2G).
- Consumer to government (C2G).

### 2.4 Evaluate the effectiveness of digital revenue models for online operations:

- Affiliate.
- Advertising.
- Subscription.
- Merchant.
- Infomediaries.
- Value-chain providers.
- 'Freemium'.

### 2.5 Assess current website design in respect of its suitability for purpose and audience:

- Navigation – site complexity.
- Usability.
- Credibility.
- Brand image.
- Customer expectations.
- Levels of digital interaction.
- Site content.
- Web accessibility, eg DDA Act.

### Element 3: Environmental factors impacting on digital activity and plans (weighting 30%)

---

#### 3.1 Analyse the scope, innovation and opportunities associated with digital marketing offered by 'new technologies':

- Blogs.
- Micro-blogs.
- Video-sharing.
- Social networks:
  - Business to consumer (B2C).
  - Business to business (B2B).
  - Consumer to consumer (C2C).
- Social bookmarking.
- Wikis.
- Podcasts.
- Groups.
- Chat.
- Forums.
- RSS.
- Widgets.
- Photo sites.
- Mobile devices.
- Digital sales promotion.

#### 3.2 Review the benefits of digital marketing and the online vision:

- Geographic coverage.
- Customer reach.
- Comparative cost.
- 24/7 availability.



- Flexibility.
- Speed of customisation, change of content and message.
- Interactivity.
- Personalisation.
- Measurability.
- Ease of two-way communication.

### 3.3 Carry out a digital marketing audit:

- Website and online activity.
- Competitor analysis.
- Customer analysis.
- Digital buyer and search behaviour.
- Profiling and segmentation for the development of effective contact strategies.
- Digital survey methods to capture data and enrich customer insights.
- Privacy, personalisation, permission, trust and security.
- Loyalty and lifetime value (LTV) concepts.
- SWOT/PESTEL in digital context.

## Element 4: The digital marketing mix (weighting 25%)

---

### 4.1 Select appropriate product attributes and consider their implications for online marketing:

- Tangible goods.
- Digital goods.
- Services.
- Branding.

### 4.2 Select appropriate pricing applications in an online context:

- Price skimming.
- Price penetration.
- Promotional pricing.
- Dynamic pricing.
- Bundle pricing.

### 4.3 Select appropriate place applications to achieve digital customer satisfaction:

- Changing role of intermediaries.
- Alliances including third party logistics (3PL).
- Offline fulfillment supporting online business.
- Disintermediation.
- Infomediaries.

### 4.4 Select and employ appropriate promotional tools (on and offline) for website success:

- Digital advertising.
- Search engine marketing (SEM).
- E-mail.
- SMS marketing.
- Mobile marketing.
- Online PR.
- Social media.
- Grehan's 4Ps online promotional model.

## SYLLABUS UNIT 3

# DIGITAL MARKETING PLANNING

4.5 Select other appropriate marketing 'mix' elements to enhance the online experience:

- People.
- Process.
- Physical evidence.

4.6 Consider the influence of major digital players and their influence in digital planning:

- Google.
- Apple.
- Facebook.
- Twitter.

### Element 5: Develop a digital marketing plan (weighting 25%)

5.1 Develop a digital marketing plan to build successful customer relationships and contribute to the organisation's objectives:

- Digital objectives to complement corporate and marketing objectives.
- Digital marketing options:
  - Acquisition.
  - Retention.
  - Brand building to enhance customer relationships (CRM).

• Action plan (in the context of an integrated multi-channel plan):

- Digital resources to set the campaign budget.
- Digital promotional tools.
- Campaign schedules.

• Control mechanisms for incorporation in the plan:

- Digital campaign testing.
- Measuring performance with web metrics against objectives (ROI/LTV, response rates).
- Campaign reviews using industry applications, eg Google Analytics/Alexa.
- Key performance indicators for continuous improvement including relationships with other functions in the value chain.





CIM  
Moor Hall  
Cookham  
Maidenhead  
Berkshire, SL6 9QH,  
United Kingdom

#### JOIN US TODAY

Call: **+44 (0)1628 427120**  
Visit: **[cim.co.uk](http://cim.co.uk)**  
E-mail: **[info@cim.co.uk](mailto:info@cim.co.uk)**

For a snapshot of your member  
benefits, visit:  
**[cim.co.uk/benefits](http://cim.co.uk/benefits)**

To find out more about continuous  
professional development (CPD) visit:  
**[cim.co.uk/charteredcpd](http://cim.co.uk/charteredcpd)**