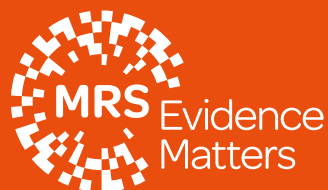


# Annual Review

**2014/15**



[mrs.org.uk/annualreview](http://mrs.org.uk/annualreview)

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# Contents

## INTRODUCTION



## PROTECTING RESEARCH



## ACTIVITIES AND HIGHLIGHTS



# A mission is more than mere words

*By Jane Frost CBE, Chief Executive*

Protect, promote, connect – these aren't just words that make up our mission statement. They are practical measures that must be put into action to respond to the challenges, opportunities and threats that this sector faces. Ensuring the success of self regulation, ensuring the value of market research is recognised, widening access to everyone involved in the business of evidence.

This past year, we have seen several real and significant threats which, left un-checked, would certainly lead to a weakening of the research sector.

First in the firing line was trust. The pact that brands make with consumers – trust – is a pillar on which commercial and social enterprises are built. When trust dissolves the effect on the brand can be catastrophic. When trust in an entire sector erodes, the fallout is just as far reaching.

Every sector – from finance to healthcare to government – has its time under the trust microscope. This year it was the turn of the research sector. There has been the knock on impact of polling around the general election (the BPC inquiry is due to report in March 2016).

Trust is a major concern and as research continues to change, so will what it means to be responsible. Participants trust researchers with their personal information, we have a duty to respect that, and treat people and their data with the highest consideration.

In November, a GRBN report which was supported by MRS revealed that over a third of adults are 'very concerned' over misuse of their personal data, and the survey found low levels of trust in market research industry.

We have had significant success in the raising the profile of the sector and seeking to address these issues head on.

In March 2015, the MRS Delphi Group published 'Private lives? Putting the consumer at the heart of the privacy debate' (see Publishing). The report demonstrated that we take trust seriously. It also debunked some myths along the way – notably, Mark Zuckerberg's assumption that young people don't worry about privacy (the reality is that, far from being careless with about their privacy, teenagers manage it carefully).

Media interest in our report was broad, including a piece in the Sunday Times.

Another trust issue was tackled in the MRS' campaign to highlight and tackle the practice of sugging – selling under the guise of research – a practice that undermines the value of true research.

MRS launched a sugging hotline and, on Data Privacy Day (28 January) we reported 19 companies, including a number of charities, to the Information Commissioner's Office. Fundraising under the guise of market research – or 'frugging'

– is part of the problem.

MRS welcomed the toughening of regulator's powers to tackle nuisance calls and we reminded political parties of their ethical responsibilities in conducting research and collecting personal data.

We achieved extensive coverage on this and other data issues on national radio and in the broadsheets. We can't be complacent, however, as despite the recognition we achieve from our participation in joint cross government initiatives, poor quality, lack of standards, and data gathering / fundraising that is poorly disguised as research all has a negative impact on public perceptions.

The Fair Data campaign remains important and topical – it's not surprising then that it picked up the Innovation Award at the Association Excellence Awards 2015 (see Company Partners).

The good news is that this is a sector worth protecting – it's a UK success story with a GVA of over £3.0bn. At the end of 2014 our industry survey revealed overall growth of 2.5% was achieved over the 12-month period. This level of growth shows that the research industry is getting stronger and is recovering from the impacts of the recession.

I would like to thank our members, individual and corporate; the many people sitting on a range of boards supporting various MRS functions like standards and professional development; the Delphi Group for leading our high impact thought leadership initiatives; our patrons including Edwina Dunn and Stan Stanunathan who joined this year; the professional staff that keep turning the wheels behind the scenes.

Every sector has its time  
under the trust microscope.  
This year it was the turn of the  
research sector.



*Jane Frost CBE,  
Chief Executive*

[mrs.org.uk/blog](http://mrs.org.uk/blog)

# MRS Policy Unit

*The Policy Unit continued to work on a wide number of issues during 2014/15 responding to key consultations and raising our profile and lobbying within Europe and internationally.*

## **Electronic communications**

The Sugging Hotline launched in June 2014 allowed us to gather intelligence on the scale of the problem with rogue callers selling under the guise of market research, and provided a contact number for members of the public to complain about misleading practices. MRS has so far reported 19 organisations to the ICO based on the intelligence gathered from the new hotline.

To supplement this activity, MRS contacted all political parties to ensure that MRS rules were understood and being adhered to; notably the use of political “surveys” for the purpose of political fundraising, following receipt of a number of complaints about the activities of some of the UK political parties.

We continued to work with other agencies and institutions on wider steps to address the more significant problems that cause the vast majority of nuisance calls such as rogue traders and callers from overseas. During this period MRS became a member of Operation LINDEN a multi-agency stakeholder group of regulators and industry and consumer groups working to capture and share intelligence effectively to improve enforcement and reduce consumer harm from nuisance calls and messages. In addition, MRS supported the Which? Taskforce which was addressing the same area.

MRS also contributed to the Department for Culture, Media and Sport consultation on changes to the Privacy and Electronic Communications (EC Directive) Regulations 2003 which led to the lowering of the legal threshold for ICO investigations into unsolicited nuisance calls (effective from April 2015). Although this was a beneficial change we will still continue to work to highlight misleading practices of sugging and frugging, and ensure these are properly differentiated from the use of the telephone for legitimate market and social research.

## **Research procurement**

MRS continued its campaign to improve research procurement. In July 2014 MRS issued its report, ‘Improving Market and Social Research Procurement and Commissioning within the Public Sector – Lessons Learnt from the Creation of the Pan-Government Framework for Research Services’, which reflected on the research procurement arrangements post the closure of COI (the government agency previously responsible for much of the government’s research procurement).

The MRS report acted as stimulus for engaging a wide range of public sector bodies in improving their research practices.

MRS continues to expand its procurement campaign and throughout the period MRS undertook to develop some best practice materials which will be of use by public and private sector organisations.

## **Data protection**

The Competition and Market Authority’s (CMA) call for information on the commercial use of consumer data was an interesting step by the new market regulator into an area formerly inhabited by privacy regulators. Our response underscored the importance of best practice standards and trust frameworks such as the MRS Code of Conduct and Fair Data scheme in building consumer trust in this environment in order to determine the right balance between disclosure, privacy and use of personal data.

MRS also continued to play an active role in the Advertising Association (AA) Data Protection Working Group, ensuring that the interests of research business were reflected in AA representations on behalf of the wider marketing and communications sector.

## **Trading and business environment**

We responded supportively to a Department for Business, Innovation and Skills (BIS) proposal to give powers to representative bodies to challenge grossly unfair contractual terms and practices on behalf of their members. Our advocacy and research on public procurement practices has previously underlined the importance of payment terms and conditions for researchers and this proposal could be another useful tool in alleviating problems.

Together with the MRS Census and Geodemographic Group (CGG) we submitted a response on the public consultation on changes to the ONS Approved Researcher scheme. We welcomed the extension to cover use for commercial purposes and made suggestions regarding the criteria and process used to grant ‘Approved Researcher’ status to individuals who wish to analyse ONS microdata.

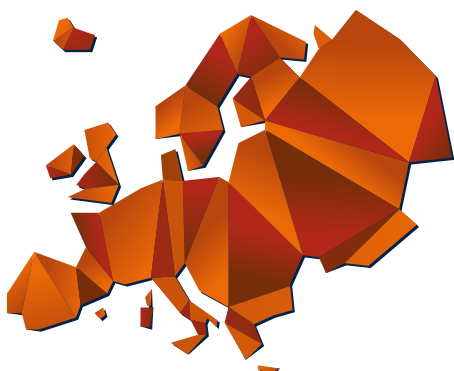
# International

## EFAMRO

EFAMRO, the European Research Federation, represents the interests of research businesses to the European Parliament, European Commission and Council of Europe. MRS has been a member since 2006, and since 2009 has undertaken all standards, policy and public affairs activities on behalf of the Federation.

EFAMRO continued to lead representations on the proposed General Data Protection Regulation (GDPR); working with ESOMAR, activities included:

- Developing position statements on the relevant Articles within the draft GDPR Regulation, which informed wider representations to relevant European institutions and contacts including the Head of Unit at DG Justice, the Chair of the Working Party on Information Exchange and Data Protection and the European Data Protection Supervisor.
- Drafting a communication, based upon these position statements, for use by all national associations within EFAMRO membership, to ensure consistent domestic and European representations.
- Issuing a briefing pack to all EFAMRO members including positioning statements, details of the appropriate national department and advice on how to undertake discussions with national representatives.
- Formulating, drafting and issuing a document to the Article 29 Group consultation on the use of existing datasets and the parameters of 'legitimate interest' (one of the conditions for collecting and processing data fairly and lawfully), setting out the case why research using datasets is in line with businesses legitimate interests and why research should be able to use such datasets without any additional restrictions.
- Liaising with the Chair of the Article 29 Group, to supplement representations made to the Article 29 Group on legitimate interest.
- Drafting and circulating regular Monitoring Reports keeping members apprised of the latest developments.



## Global Research Business Network

The Global Research Business Network (GRBN) of which MRS is a founding partner, went from strength to strength during the period. Activities included:

- The launch of the GRBN Trust & Personal Data Survey: a 24 country survey, conducted in partnership with Research Now, exploring attitudes towards personal data in Asia, the Americas and across Europe.
- Reaching an agreement with ESOMAR, that the two organisations would collaborate and produce joint global research guidelines to aid practitioners in understanding their global legal and ethical obligations. The first joint guidelines, the ESOMAR/GRBN Guideline for Online Sample quality, were issued in March 2015.
- Prior to the joint guidance agreement, GRBN issued mobile research guidelines, which were a drafting collaboration between MRS, the US association CASRO and the Australian association AMSRS, and were issued in July 2014.
- Securing a partnership with RP Translate to have GRBN guidelines translated into languages such as South American Spanish, Mandarin Chinese, Japanese and Korean.



# Membership

## Members' evenings

The regular programme of members' evenings, most of which were sell-outs, continued throughout the year at the MRS offices in London. Topics included 'Unlocking the secrets of why people give to charity', 'Let's talk about loneliness' and 'Watching the wealthy'.

## Around the UK

Successful programmes of events were run by networks in Scotland and the South West. Two mini-conferences were run in Northern England; a showcase of winners from the MRS Awards came to Leeds in April, and the sixth Best of MRS Annual Conference event returned to The Lowry in Salford in September.

## Advanced Analytics Network

ADAN, the new MRS Advanced Analytics Network, aims to help identify, develop and disseminate best practice throughout the sector in the general area of advanced analytics. The network launched a call for papers for its first symposium and was delighted by the response from the sector. The symposium took place in April 2015.

## R-Net

The MRS network for young and new researchers held five events, all supported by the group's annual sponsor Chime Insight & Engagement. Members of the network continued to work with the sponsor and ENI recruitment on how to encourage young talent to engage with the sector, including running a Careers Hub at the MRS Annual Conference.

## Social events

Members and their guests returned to the roof terrace of The Grange Hotel St Paul's in July for the Summer Party. The Charity Golf Day in aid of the MRBA and the annual 5-a-side football tournament at Hanwell Town FC also took place.

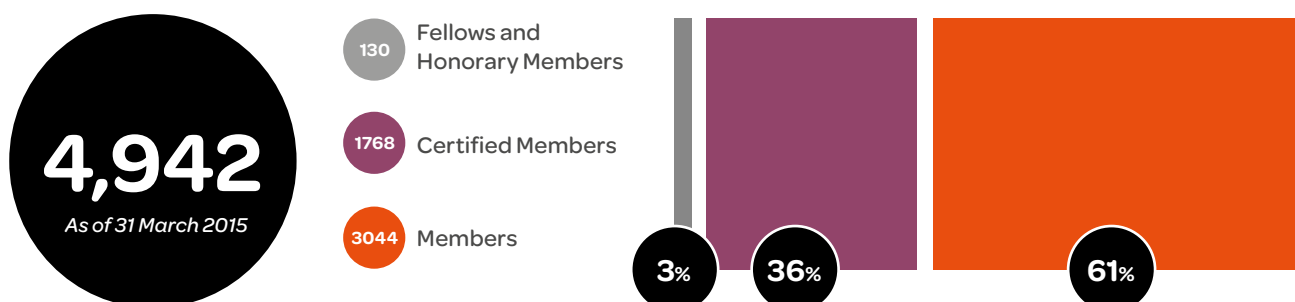
## IJMR lectures

Three acclaimed speakers presented throughout the year. In April Lawrence Bailey gave a history of qualitative research; in September Jon Krosnick flew in from the US to address the future of survey research; and in March Aiden Gregg presenting a version of his Silver Medal-winning paper on the Implicit Association Test.

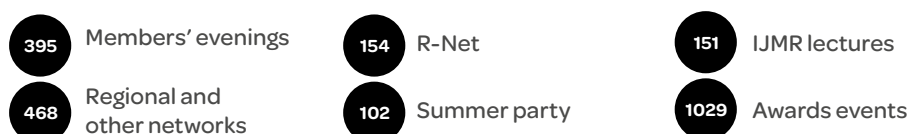
## Awards

In June the third Excellence Awards lunch, recognising the personal achievements of Annual Conference speakers, IJMR authors and the new MRS fellows, took place at Paternoster Chop House; the black-tie MRS Awards Dinner took place in December at the Park Plaza Westminster Bridge; and in October a new event was launched, the MRS Operations Awards (immediately nicknamed The Oppies) to celebrate the field, data and project staff that keep the sector running.

## Total members



## Members' events attendance



# Professional Development

## Training

- 2400+** Individuals received some form of training from MRS (up 10% from last year), including over 1,100 in MRS' fully equipped training suite, itself an increase of over 20%.
- 92** Training courses were delivered over 110 days, covering introductory topics through to masterclass workshops, catering for research and insight professionals and covering a range of methodologies and techniques, including training in the data analytics and marketing sciences disciplines.

Supporting the research skills training were courses in key business and leadership skills to give researchers the professional skills they need to thrive in business. New courses incorporated into the Learning & Development Programme included workshops on negotiation skills, research communities, games in research, sampling and facilitation.

- 700+** Individuals took advantage of MRS' flexible online training programmes (research skills as well as business and leadership modules).
- 150+** Candidates achieved an introductory-level Certificate through the MRS online exam.
- 40** MRS' bespoke design and delivery training service for in-company days of training to 25 different clients including blue chip companies as well as academia, government agencies, local government and research agencies. Over 500 individuals were reached in this way, which included delivering training overseas.

## Careers

MRS commitment to promoting a career in research has increased considerably with a dedicated brochure, increased presence on [mrs.org.uk](http://mrs.org.uk), attendance at career shows, graduate Roadshows and MRS presentations to schools, colleges and universities.

The Graduate Roadshow supported by MRS visited seven universities in 2014 to raise the profile of a career in research.

## Continuous Professional Development

In April 2014 the MRS Continuous Professional Development (CPD) programme was launched. The MRS CPD programme provides all MRS members a framework to demonstrate their achievements, gain recognition for their professionalism and take control planning their careers. MRS CPD provides an upgrade path to MRS Certified Membership grade. 5% of MRS members have enrolled onto the programme.

## Qualifications

### MRS Advanced Certificate in Market & Social Research Practice

- 412** Candidates participated in assessment for Advanced Certificate qualification in 2014/15.
- 64%** 265 candidates were awarded the qualification.
- 11+** Countries had candidate representation.

### MRS Diploma in Market and Social Research

- 57** Unit participations in the June 2014 and December 2015 MRS Diploma assessment rounds with 10 participants awarded the overall qualification having successfully completed all 4 units.

### MRS Certificate in Qualitative Research

In May 2014 six interviewers from Girlhub Rwanda were awarded the new portfolio based qualification, the 'MRS Certificate in Qualitative Research'. The qualification recognises the range of knowledge, skills and behaviours required by qualitative researchers to conduct effective interviews with respondents in market and/or social research projects.

“On my first visit to Britain, in 1957 on my first day in London I went straight after breakfast to the British Museum to see two things: Magna Carta and the Rosetta Stone. These, to me, represented the two icons of civilised society: the rule of law and communication between peoples of the world.”



*Sir Robert Worcester,*  
MRS Patron, contributor to 'From Baked Beans to the Ballot Box', an MRS Delphi Group report on democratic engagement.

# Publishing

## *Impact magazine*

Impact – the quarterly members magazine – was launched in 2013 and has a circulation of 10,000 including MRS members, CEOs and marketing and advertising directors. It continues to attract big brand case studies and interviews with the sectors most influential names, which this year included Heineken, Vodaphone, Cineworld and Asda.

## *Research Live*

New editor Jane Bainbridge has built on the website's well-earned reputation for delivering research news to a large international audience. A renewed focus on features and blogs makes this website the source of choice for research and insight professionals looking for inspiration and industry knowledge.

## *MRS Delphi Group*

The think tank to the research industry completed two major initiatives. The first was the publication of 'Private Lives?' a report into consumer privacy concerns and issues. The second was the creation of a web application 'The Insight Benchmarking Framework', a diagnostic tool that helps organisations benchmark their insight capability and create an action plan.

## *mrs.org.uk*

MRS continues to invest in the online home of MRS membership. The website provides a single point of access to all MRS services and content. This year saw the addition of the CPD website and the regular addition of premium video content, papers and webinars.

## *The Research Buyers Guide*

The print guide continues to be the core reference tool for anyone buying research with over 1500 copies sent to vetted client side research buyers. The accompanying website is upgraded every year to better showcase company listings; this year companies were able to create their own news hub within their pages, uploading awards, press releases and their own thought leadership.

## *Social media*

MRS has a network of influential Twitter handles, LinkedIn groups and Facebook pages which enable engagement with members, individuals and interest groups, and the sharing of important news and content. With a combined circa 40,000 followers across all MRS Twitter accounts, including @researchlive (24,000) MRS continues to be the most influential research news outlet on Twitter.

## *The International Journal of Market Research*

Complementing the bi-monthly print publication, the IJMR website [mrs.org.uk/ijmr](http://mrs.org.uk/ijmr) offers an archive of papers dating back more than 20 years as well as the latest issue, digital first papers and editor Peter Mouncey's topical blog.

**10,000** **Impact magazine** – Our flagship publication which keeps 10,000 senior marketing and insight professionals on top of their game.

**40,000** **Research-live.com** – The leading website for news, views and insight, with a huge UK – and even larger international – following. 40,000 unique visitors every month.

**13,500** **Researchjobfinder.com** – The No.1 research jobs board has been relaunched to serve over 13,500 registered jobseekers.

**80,000** **MRS websites** – 80,000 unique visitors every month across the MRS portfolio of websites.



# Company Partnership Accreditation

The number of Accredited Company Partners remained stable throughout 2014/15.

There was an 18% increase in client side organisations which became Company Partner Accredited. MRS developed bespoke packages and strengthened engagement with all areas of the Society, especially in the delivery of standards training.

The Operations Network grew with over 100 individuals attending evenings where topics included zero hour contracts and engaging participants. In October 2014 the first MRS Operations Awards was hosted with a number of organisations entering the four categories and over 200 people attending the evening.

Following extensive consultation with MRS stakeholders, including MRS accredited Company Partners a second report was produced outlining the 'Lessons Learnt from the Creation of the Pan-Government Framework for Market Research' which will be used for best practise recommendations for future procurement projects.

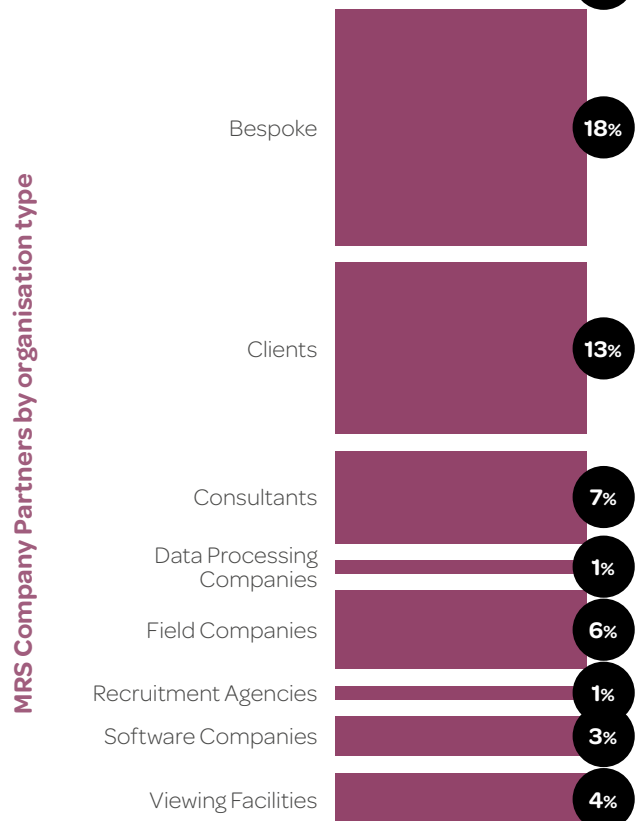
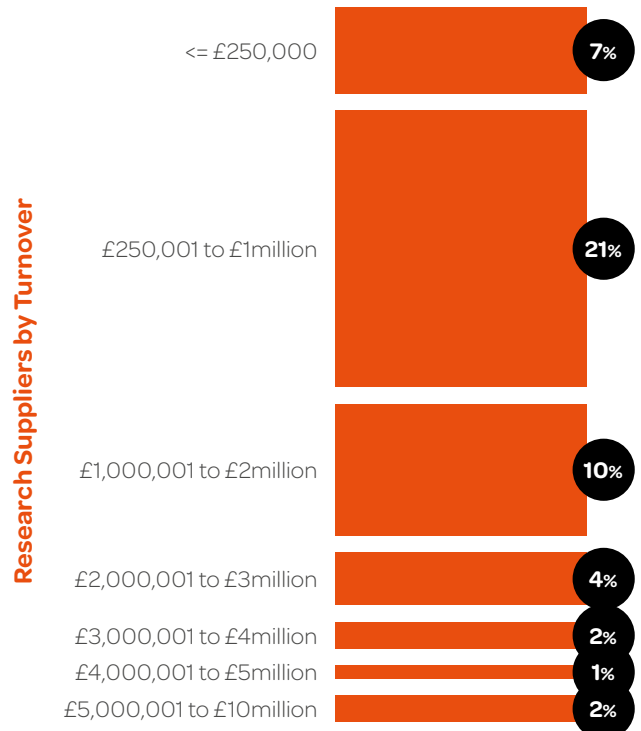
During 2014/15 MRS discussed qualitative recruitment with AQR: what steps the industry could take to improve the professional status of recruiters, and address the quality concerns that can arise from poor practices. Following these discussions a proposal was drafted and shared with MRS accredited Company Partners during a half-day consultation in January 2015. Next steps include the CPS Board engaging with other stakeholders including recruiters.



## Fair Data

This year has seen the Fair Data team present at various events to increase awareness and understanding of the scheme. A number of organisations undertook MRS Advisory Visits to help them take next steps to becoming accredited and the number of organisations being awarded the Fair Data accreditation increased by 25%.

## Breakdown of Company Partners



[mrs.org.uk/companypartner](http://mrs.org.uk/companypartner)

# Conferences

## *MRS Annual Conference – Impact 2015*

The MRS Annual Conference 2015 returned to the Grange Tower Hill Hotel in London, which still proved to be a popular venue with delegates and participants. Taking place on the 17 and 18 March the conference provided a multi-streamed event welcoming over 120 speakers and workshop hosts.

Keynote speakers included Paul Polman, CEO of Unilever, author Sebastian Faulks, artist and designer Brendan Dawes and the ex-Deputy Supreme Allied Commander for NATO General Sir Richard Shirreff.

The conference attracted over 650 participants from a diverse spread of practitioners across the spectrum of clients, suppliers, specialist, consultants, academics and the wider media. The number of delegates attending the conference for the first time saw an increase of 13% from previous years.

## *One-day conferences*

MRS continued to provide a series of one-day sector conferences Financial Services, Kids & Youth and Healthcare. The popular MRS Creativity Labs continued in 2014/15 with the Innovation Lab and the Persuasion Lab. The Labs offered a hands on approach using techniques from outside the research sector to influence delegates own work and expand their horizons.

In 2014/15 MRS launched two new one-day events. Connected World brought together a wide range of inspirational speakers from the world of social media, geo-technologies and new-wave interactivity along with a keynote from actor and writer David Schneider. Customers Exposed brought together 10 speakers identifying 10 key trends in modern commerce and customer understanding.

## *BIG/MRS Company Partner Service Conference*

In 2014 MRS continued the partnership with BIG Conference to deliver the second BIG/MRS CPS Conference collaboration. Returning to the Metropole Hotel in Brighton on 21 and 22 May, the conference theme was A Shot in The Dark. The conference included highly interactive sessions in order for delegates to find new ways of solving business problems.



92% of Apps are free and consumers know that they are free because their data is collected and used. It's a trade that is accepted but not always understood.



*Edwina Dunn,*  
MRS Patron, in her introduction to 'Private Lives?', an MRS Delphi Group report on consumer data and privacy.

[mrs.org.uk/events](https://mrs.org.uk/events)

# Standards and Self-Regulation

## The MRS Market Research Standards Board

The new MRS Code of Conduct was launched on 1 September 2014, following extensive consultation with members and other key stakeholders, celebrating 60 years of successful self-regulation. We continue to raise standards with bespoke standards briefings for Company Partners, sharing expertise through participation in MRS and external panel discussions and delivering training on ethical and legal obligations under the Code.

The MRS Market Research Standards Board (MRSB) also issued updated Guidelines for Research with Children and Young People, Employee Research, Mystery Shopping, Online Research, Qualitative Research, Questionnaire Design, Business to Business Research to reflect the new Code. A Guide on the Responsibilities of Interviewers based on the MRS Code of Conduct was also published.

### DISCIPLINARY CASES

#### Member

- 0** Complaint upheld
- 0** Complaint not upheld
- 1** Outstanding at 31 March

#### Company Partner

- 2** Complaint upheld
- 2** Complaint not upheld
- 3** Outstanding at 31 March

Total

**8**

### RESOLVED BY THE STANDARDS DEPARTMENT

- 7** Interviewer behaviour
- 17** Incentives
- 10** Employment dispute
- 9** Research design
- 2** Panels
- 2** Data protection
- 5** Misleading respondents
- 8** Handling refusals

Total

**60**

### TOTAL COMPLAINTS INVESTIGATED

**68**

### COMPLAINT TOPICS

#### Member

- 1** Research design

#### Company Partner

- 1** Research design
- 2** Panels
- 1** Incentives

Total

**5**

### CODELINE - TOTAL - 414

- 109** Data Protection

- 21** Re-contact

- 27** Participant confidentiality

- 9** Mystery shopping

- 23** Non-Research

- 20** Record retention

- 43** Children

- 82** Incentives

- 9** Product test

- 9** Observation

- 4** Misleading participants

- 2** Code changes

- 8** Databases

- 2** Unreasonable client requests

- 4** Client anonymity

- 2** Questionnaires

- 1** Unprofessional conduct

- 39** All other

# Media

Highlights of the MRS media campaign 2014/15 included:

- Proactive media relations commenting on key industry themes such as new guidelines for conducting research with children, the importance of trust and privacy in the face of new market research technologies and the new market research procurement framework after the closure of the Central Office of Information (COI).
- Commenting and creating opportunities on the economic contribution research makes to the UK economy; the value of research to SMEs, big businesses and the NHS; ethical data use and the importance of privacy in national and trade media.
- Promoting MRS' role as a sector regulator by securing profile in national and trade publications of MRS' criticism of the Conservative party's "What matters most to you" survey, as well as the reporting of 19 organisations suspected of 'sugging' to the Information Commissioner's Office (ICO) to mark Data Privacy Day.
- Launching the MRS campaign against 'sugging' and 'frugging' on BBC Radio 4's You and Yours, as well as profiling in national and trade media.
- Providing commercial updates to the research press on the promotion of Debrah Harding to Managing Director, and the appointments of Diane Thompson as MRS President, Edwina Dunn as a society patron and Dr Michelle Goddard as Director of Policy and Standards
- Promoting the #IPASocialWorks joint initiative in the research press.
- Publicising the work of women, Girl Hub Rwanda and the six young women, who were the first Rwandans to qualify as MRS accredited researchers, in the research and marketing press.
- Profiling activity in national and trade media on Chief Executive, Jane Frost's comment on the Sainsbury's' Christmas Truce advert, her advice to SMEs on commissioning research on a budget and her comment on eBay's data leak.

Throughout the period 149 positive pieces of media coverage were achieved in the following publications:

## National

- BBC Radio 4
- City AM
- Financial Times
- The Sunday Times
- The Economist
- The Independent
- The Daily Mail
- Metro

## International

- The Inquisitr
- wn.com
- 2dayfm.com.au

## Sector press

- Ethical Corporation
- Gorkana
- Gaming Intelligence
- Government Business
- Health Business
- IT Pro Portal
- Supply Management
- The Financial
- The Information Daily
- Third Sector
- Techie News

## Marketing and research press

- Brand Republic
- i-Com
- Marketing Week
- Research Live
- MR Web
- Market Research World
- Market Research Daily
- Marketing Means
- Newslite
- Professional Associations Research Network (PARN)
- Research
- RFL Communications
- Research Village
- Institute of Direct and Digital Marketing
- The Drum
- The Global Marketing Alliance
- WARC
- Noodles
- Real Business

“At face value most good practice just seems like common sense. But when an organisation comes to test itself against the details in the report, the guidelines are likely to prove much more challenging - and revealing - than expected.”



*Patrick Barwise,*  
MRS Patron, on  
the creation of the  
Insight Benchmarking  
Framework.

[mrs.org.uk/media](http://mrs.org.uk/media)

# Financials

MRS' property policy is to undertake a formal valuation every three years. The Society has, on occasion, undertaken re-valuations more frequently, when market circumstances have indicated that the valuation might have changed significantly.

For the 2014-15 period, no re-valuation was required, however a re-valuation was undertaken due to change in the market conditions, which showed a significant improvement to the valuation of the MRS' Northburgh Street property. This increase was partially due to improvements in London property prices, although largely it was a result of the cross-rail development, improving the attractiveness of Clerkenwell as a business location.

Upon consideration of the re-valuation, it was decided to increase the value of the property to £4.2mn. This is a conservative increase based upon the re-evaluation report.

## Summary Income and Expenditure Account (£'000)

INCOME	2014/15	2013/14
Individual membership subscriptions	652	620
Company Partner Service	359	359
Publications & information services	962	1,020
Training & qualifications	686	629
Conferences & seminars	389	424
Other services	350	347
<b>Total</b>	<b>3,398</b>	<b>3,399</b>
EXPENDITURE	2014/15	2013/14
Cost of activities	1,151	1,110
Employment	1,623	1,652
Other administration less sundry income	574	661
Net financing charges & taxation	9	9
<b>Total</b>	<b>3,357</b>	<b>3,432</b>
RECOGNISED GAINS AND LOSSES	2014/15	2013/14
Net surplus	41	(33)
Adjustment on property value	1,030	0
<b>Contribution to reserves</b>	<b>1,071</b>	<b>(33)</b>

The summary of key financial information (opposite) is extracted from the audited accounts for the year 2014-15.

A copy of the Statutory Report and Accounts which will be submitted to Companies House is available to MRS members on request.

## Summary Balance Sheet (£'000)

	2014/15	2013/14
Tangible assets	4,417	3,389
Net current liabilities	(795)	(734)
Long term liabilities	(128)	(232)
<b>Net Assets</b>	<b>3,494</b>	<b>2,423</b>
Property revaluation reserve	2,128	1,098
Income & expenditure account	1,366	1,325
<b>Reserves</b>	<b>3,494</b>	<b>2,423</b>

# MRS Main Board and Officers 2014/15



**Dame Dianne Thompson, DBE**  
President of MRS



**Phyllis Macfarlane**  
Immediate Past Chair  
of MRS



**Richard Silman**  
Chair of MRS



**Raz Khan**  
Honorary  
Secretary-Treasurer  
of MRS



**Jane Frost, CBE**  
Chief Executive



**David Alterman**



**Stephen Bairfelt**



**Dr Nick Baker**



**Crispin Beale**



**Ruth Betts**



**Richard Ellwood**



**Kirsty Fuller**



**Geoff Gosling**



**Liz Nelson, OBE**



**Richard Sheldrake**

# Company Information

## *The Market Research Society (MRS)*

With members in more than 50 countries, MRS is the world's leading authority for research and business intelligence. It's for everyone with professional equity in market, social and opinion research (whether you use it or provide it) and in market analysis, customer insight and consultancy.

## *Evidence matters*

Evidence helps build strategy and reduce risk; it's essential for good commercial and public policy decisions. If you need, use, generate or interpret evidence, MRS can help you. Our members have commissioned and provided evidence that has helped win elections, launch global brands and understand profound trends in society. We support, promote and aim to enrich the research and business world.

In consultation with its individual members and Company Partners, MRS supports best practice by setting and enforcing industry standards. The commitment to uphold the MRS Code of Conduct is supported by the Codeline service and a wide range of specialist guidelines.

**www.mrs.org.uk**

## **Research-Live**

[www.research-live.com](http://www.research-live.com)

## **IJMR**

[www.mrs.org.uk/ijmr](http://www.mrs.org.uk/ijmr)

## **Research Buyer's Guide**

[www.theresearchbuyersguide.com](http://www.theresearchbuyersguide.com)

## **Jane Frost Blog**

[www.mrs.org.uk/blog](http://www.mrs.org.uk/blog)

## **Impact Magazine**

[www.mrs.org.uk/intelligence/impact](http://www.mrs.org.uk/intelligence/impact)

## **Research Jobfinder**

[www.researchjobfinder.com](http://www.researchjobfinder.com)

## **Geodemographics Knowledge Base (GKB)**

[www.geodemographics.org.uk](http://www.geodemographics.org.uk)

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'A pound doesn't go very far these days,' said Alice.

'Well, it will for some,' said the Mad Hatter.  
'For a few people their pound will be worth £400 – maybe even more. For other people – most people, in fact – it won't be worth anything. It mainly depends on where they live.'

'That doesn't seem very fair,' said Alice.



**Jeremy Bullmore**, MRS Patron, contributor to 'From Baked Beans to the Ballot Box', an MRS Delphi Group report on democratic engagement.

**[mrs.org.uk/democracy](http://mrs.org.uk/democracy)**