

Taking up the challenge

Annual Review 2007–2008



Chairman's overview	2
HIGHLIGHTS: KEY FACTS AND FIGURES FOR 2007-2008	
Membership and MRS Company Partner Service	4
Professional development	4
Standards and self-regulation	5
Policy and public affairs representation	7
Media coverage	8
Research publications and conferences	8
Finance	9
About us	11
FIGURES	
1 MRS membership	4
2 MRS Company Partners	5
3 Codeline queries	5
4 Complaints by topic and process	6
5 Complaints year on year	6
6 Summary income and expenditure account	9
7 Principal membership and Company Partner benefits	10

SIMON LIDINGTON CHAIRMAN'S OVERVIEW

Taking up the challenge

These are interesting and challenging times. The world economy faces a period of pressure and uncertainty. The research sector itself is changing shape through both consolidation and innovation on techniques and technologies. In previous economic downturns, research has proved to be a relatively robust and resilient sector. However, each economic cycle has different characteristics and an element of uncharted territory, so research will be tested again as a sector in which to work and invest.

MRS is changing too in many ways. This *Review* is published online for the first time. On one hand, we take seriously our obligation to be accountable to our members and Company Partners. On the other hand, we recognise that relatively few have the time (or inclination) to read the very detailed account which we have traditionally published in our *Annual Review*. This overview summarises the key themes and issues of the past year, as well as anticipating some of the challenges ahead.

A stronger clearer voice

MRS has become one integrated organisation following the successful absorption of the services of the trade association. The unique MRS Company Partner Service created in 2005 already serves over 300 organisations. Plans are being prepared to extend the service much further into engagement with client-side businesses, whose needs are markedly different from those of agencies. Insight management within client companies also raises questions of ethics and good practice and other implications of a 'broader footprint' beyond traditional research, some of which might be seen as part of a wider Corporate Social Responsibility.

The integrated organisation is an excellent platform for undertaking campaigns for better professional and quality standards, as well as championing the business impact and benefits which can be derived from effective research. It is also hugely advantageous in our public affairs efforts.

Promoting and protecting research

Our public affairs representation both in the UK and at European level continues to be an indispensable activity in the context of promoting and protecting research. It is a vital part of our value-for-money proposition for both Company Partners and individual research professionals.

Topics covered have been very broad in scope. It is certainly anticipated that there will be a continuing need for vigilance and activity in years to come. Although research is seldom under direct attack by governments and regulators, it can be adversely affected by a very wide range of measures which have the potential for unintended consequences.

Freedom of information, data protection, privacy, the Census, national statistics, human rights, unfair commercial practices, service standardisation, silent call regulations, trans-border data flows, and

a wide range of employment measures were addressed by MRS, and quarterly updates provided to members and Company Partners. It was particularly pleasing to note recognition of MRS policy contributions within several parliamentary debates.

International role

Whether they work in market, social or opinion research, supply or client-side, researchers in the UK have a reputation as thought leaders and innovators.

As a publisher, MRS is already very influential internationally, with significant and increasing worldwide circulation for *Research Magazine* and the *International Journal of Market Research (IJMR)*, both of which are market leaders. *IJMR* celebrates its 50th year of publication in 2008, and reaches a huge audience internationally via WARC.com. Likewise, our conferences, training courses, and qualifications attract participants from many countries and our accredited qualifications are being taken up in emerging markets by our global Company Partners.

We hope to contribute more effort internationally in the next few years, networking with other large associations. MRS expects to be a key player in shaping the development of international standards and self-regulation. We will push for progress internationally and work with all those who are committed to a more consistent and practical regulation for our industry globally.

MRS is a significant contributor to the development of the international quality standards for research, and in the forthcoming year the standard for access panels will be issued and updating of the research standard (ISO 20252) will begin. MRS will continue to ensure that these standards complement the MRS *Code of Conduct*, guidelines and MRS Company Partner Quality Commitment.

The UK is the world's second-largest market for research, and a significant proportion of global research capacity is UK-owned. MRS should therefore be a highly visible player in the international field, in addition to our primary focus on domestic national issues.

Industry standards and self-regulation

The credibility of self-regulation depends not only on the existence of a viable MRS *Code of Conduct*, but also on the ability to demonstrate deployment of procedures to enforce compliance, followed up by disciplinary measures when the MRS *Code of Conduct* is breached. MRS is a leader in this field.

Complex (and sometimes high-profile) complaints continue to be received by the Market Research Standards Board (MRSB) in significant numbers. The fact that this role is undertaken so competently by MRS greatly reduces the likelihood of direct statutory or regulatory intervention in our sector. Statutory enforcement would involve a compulsory levy on the industry. However, the absence of adequate compliance mechanisms at international level remains a concern.

MRS has a highly experienced MRSB which has already been very successful in updating the MRS *Code of Conduct* in the light of respondent, business, and regulatory expectations. The accelerating pace of change in methodology, technique, and

technology is likely to create further and more frequent demand for revision, updating and extension of the MRS *Code of Conduct* itself, as well as the range of best practice advisory guidelines.

Data security

Recent high profile cases of serious lapses in data security have demonstrated the likely sensitivity of the general public/ respondents to revealing personal data even when it is intended exclusively for research purposes. Many consumer-facing businesses risk significant reputational damage if they cannot assure the public of ethical data management being at the heart of their policies on Corporate Social Responsibility.

The volume and depth of information held by organisations about their customers continue to grow, driven by sophisticated marketing demand for understanding of customers and insight into their likely behaviour.

The widespread perception that security is mainly an information technology issue is misleading. In our own field of work there is fusion of data from many (including non-research) sources, third party management of data separate from ownership, information-sharing within the public sector, trans-border data flows, and the problems of inconsistency of data security in various parts of the world. The data protection issue is quickly becoming a much wider privacy debate, and spilling over into concerns about identity theft. These issues will undoubtedly be focused upon in the review and potential revision of the Data Protection Directive which begins in 2009.

These issues will certainly challenge our own *Code of Conduct*, to address the 'broader footprint' of activity, as will the collection of personal data from social networking sites, and also the international outsourcing and offshoring of some of the operations work underpinning research. Challenging times indeed.

Monitoring market trends

Our statistical reports on the UK research market have been completely overhauled this year. This has led to higher participation rates and earlier reporting on the MRS Quarterly Market Trends Survey and the Annual Industry Survey. The Field Pay Rates Survey has been reinstated.

A major development has been the compilation for the first time of a much more comprehensive League Table of the Top 100 players in the UK research industry. This has led to a substantial upward revision of the estimated size of the UK market to £1.8bn in 2006.

The 'broader footprint' of research will continue to have an impact in future years. Clients are spending their research budgets on a more diverse range of suppliers contributing towards their effort to generate insight. Our Annual Conference in March 2008 had a strong emphasis on the needs of clients, and reflected their focus not only on the business impact and effectiveness of research, but also on 'multi-sourcing' of information. This trend is as evident for international clients as it is for those in the UK.

Many 'traditional' research organisations are extending their services outwards from general custom quantitative and qualitative

research, syndicated research, proprietary services, and managed access panels towards analytics, modelling, strategic consulting and advisory services. At the same time, new players are appearing on the industry radar screen as businesses from different disciplines migrate into the research space.

Challenges and opportunities undoubtedly arise from the broader market information and insight industry emerging both in the UK and internationally.

MRS financial position

Last, but not least, it is pleasing to record that in 2007–2008 MRS turnover exceeded £4m for the first time, and that a post-tax surplus of £105,000 was generated. Council's medium-term strategy continues to require that funds for re-investment are internally generated to limit the need for external borrowing and that adequate cash surpluses are added to reserves to protect liquidity.

MRS finances are in good order, but demands for expenditure continue apace, often rather faster than our ability to fund them. The UK research sector is a relatively mature one, which means that growth of membership subscriptions and other fees may at times struggle to match inflation. Growth of discretionary spending capability will therefore increasingly depend on the success of MRS commercial activities. These are in robust health, but of course face the same cyclical economic pressures being encountered elsewhere.

Which takes me back to the beginning of this review: we are entering a fascinating time of challenges and opportunities. We should be excited by these, and positive about the future.

HIGHLIGHTS

KEY FACTS AND FIGURES FOR 2007–2008

Membership and MRS Company Partner Service

- Although total membership fell to 7,120 during the year, there were signs of a recovery in the last three months.
- The number of new applications for and upgrades to Full Membership more than doubled compared with the previous year.
- Work commenced on phasing out the grade of Field Membership and upgrading Field Members to Affiliate Members.
- The number of MRS Company Partners increased by over 40% to 308 comprising a good spread of organisations including five clients (British Chambers of Commerce, British Telecommunications, Institute of Chartered Accountants in England & Wales, Royal Mail Group and Tesco Quality Team).

Networking and communications

- The average number of visits to the MRS website was over 3,000 per day. Over 2,300 people are registered to receive *MRS e-News* each month.
- A second annual programme of Members' Evenings was held in London. Many of the events were standing room only. Plans are in hand to extend the programme regionally during 2008–2009.
- MRS Scotland and R-Net (the young researchers' network) continued to organise their popular annual programmes of professional development and social events.
- The new NortherN network, supported by MRS, organised a half-day conference aiming to forge strategic alliances and partnerships between providers across the north. It held a joint

event with NE UKES on the public sector. Both events attracted over 100 delegates.

- MRS continued to co-operate with the Association for Survey Computing in organising quarterly evening events providing a forum for those interested in technology issues.
- The Census and Geodemographics Group organised a highly successful conference on the *Future of Geodemographics*.

Promoting excellence

- The *International Journal of Market Research (IJMR)* entered its Golden Jubilee year in 2008 stronger than ever in terms of the volume of high-quality papers submitted for publication.
- *IJMR*, now published six times a year, has an impressive global circulation and readership, reinforced by record levels of electronic usage via WARC.com.
- As part of the Golden Jubilee celebrations, an archive of all the MRS Gold and Silver Medal-winning papers was placed on the *IJMR* website; this valuable resource is now freely available to members. An *IJMR* methodological conference is planned to close the year.
- Entries for the new portfolio of MRS and *Research Magazine* awards doubled compared with 2006, reflecting the professional and commercial prestige brought by these strongly contested awards to both individuals and businesses.

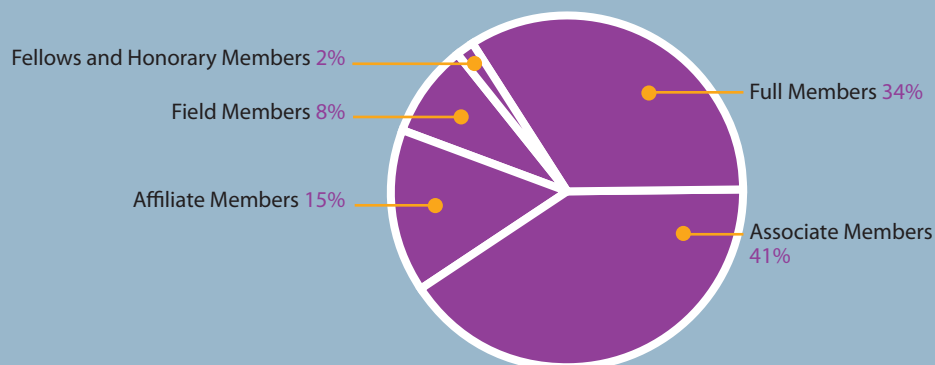
Professional development

- 819 delegates from 392 organisations attended 61 MRS open training courses. This represented a 14% increase in delegates, a 19% increase in range of employers and a 15% increase in course provision. 67 delegates, 8% of the total, were from outside the UK.
- There were 118 registrations for online training.

Fig. 1

MRS membership

By grade at 31 March 2008 ($n = 7120$)



- 28 days of in-company training were delivered to 322 delegates. This represented a 47% increase in in-company training days and a 35% increase in delegate numbers. Two days of in-company training were held outside the UK.

- For MRS qualifications, the numbers of candidates registered (% pass rate in brackets) were:

MRS/City & Guilds Level 2 Certificate:
15 (100%)

MRS Advanced Certificate for Market & Social Research Practice: **433** (69%)

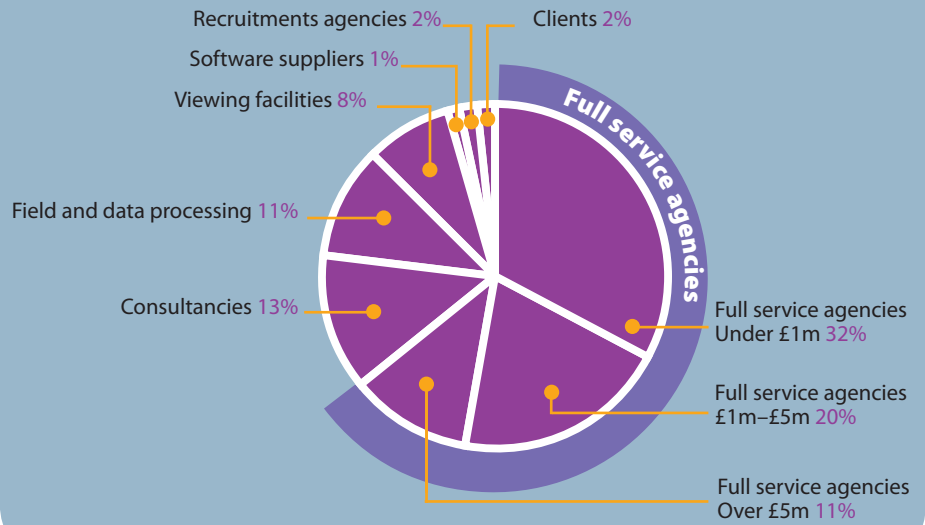
MRS Diploma:
24 (88% for individual Units)

- A briefing pack was prepared to help line managers to understand more fully what is involved in working towards the Advanced Certificate qualification, and the benefit offered to both individual candidates and employers.

Fig. 2

MRS Company Partners

By company type at 31 March 2008 (n = 308)



Standards and self-regulation

MRS continued to protect the reputation of research through its extensive professional standards activities during 2007-2008:

- The Codeline Service responded to 413 calls from researchers, plus a further 150 calls from members of the public seeking reassurance about research.
- A further 14,501 calls were handled by the UK Freephone service and 315 by the International Freephone service.
- 72 complaints were investigated.
- The Market Research Standards Board (MRSB), the MRS Standards Department and the MRS Disciplinary Authority continued to protect and promote standards and self-regulation on behalf of the sector.

Self-regulation

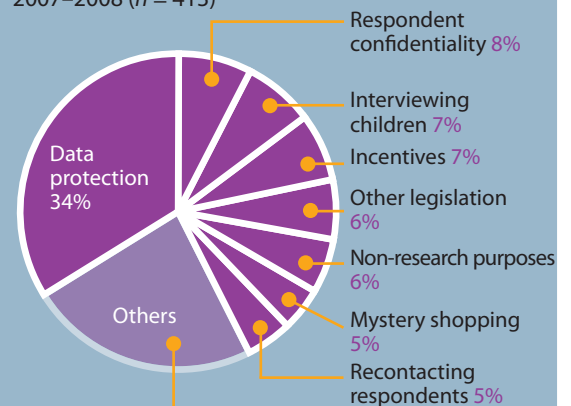
The following activities were undertaken to support self-regulation:

- The Standards Department resolved 45 complaints.
- MRSB investigated 27 complaints of which 15 related to Company Partners.
- MRSB found that there were cases to be pursued against two members for breaches of the MRS Code of Conduct.
- The MRS Disciplinary Authority held one tribunal at the request

Fig. 3

Codeline queries

2007-2008 (n = 413)



Others

- Record retention 4%
- Questionnaire design 3%
- Internet 3%
- Product testing 2%
- Databases 2%
- Fieldwork 2%
- Observation 2%
- Employment 1%
- Client anon 1%
- Reporting results <1%
- PECR/TPS <1%
- Client requests <1%
- Client dispute <1%

of one member who refused to consent to MRSB's findings. The tribunal, on considering the case put forward by MRSB and the member's defence, found the member guilty of unprofessional conduct.

- MRSB reviewed the advice given by the Standards Department to 413 Codeline queries.
- MRSB expanded the MRSB disciplinary publications policy.
- MRSB explored possible amendments to the sanction requirements as detailed in the disciplinary procedure.
- MRSB investigated alternative approaches for handling discipline for resigning/lapsing members.

Best practice guidance

New guidance was issued to strengthen understanding of the MRS *Code of Conduct* and its requirements for specific research activities.

- Reviewed the consent rules for interviewing children particularly in-street.
- Devised rules regarding interviewing vulnerable respondents for inclusion in the forthcoming MRS *Code of Conduct* update.
- Issued draft guidelines on public opinion research.
- Produced regulations on using research techniques for non-research purposes.
- Amended the mystery shopping guidelines.
- Produced new draft wording for the MRS *Thank You* leaflet.
- Agreed to contribute to the B2B Best Practice Alliance alongside seven other associations across the marketing communications sector.
- Discussed emerging ethical issues surrounding deliberative research and ethnographic research in electronic communities.

Fig. 5

Complaints year on year

	2007–2008			2006–2007			Change
	Member	CPS	Total	Member	CPS	Total	
Disciplinary cases							
Upheld	2	0	2	2	2	4	–50%
Not upheld	7	12	19	16	22	38	–50%
Ongoing	3	3	6	3	5	8	–25%
Total disciplinary cases			27			50	–46%
Resolved by Standards Dept			45			73	–38%
Total complaints handled			72			123	–41%

Fig. 4

Complaints by topic and process 2007–2008

Total 64

Standards Department Total 45

Do not contact	9
Incentives	8
Interviewer behaviour	7
Questionnaire design	5
Panel management	4
Misleading respondents	3
Withdrawal from research	3
Sugging	2
Employment	1
Interviewing children	1
Data protection	1
Respondent confidentiality	1

Disciplinary Regulations Total 9

Questionnaire design	3
Member behaviour	2
Reporting of results	2
Incentives	1
Recontact	1

CPS Complaints Procedure Total 10

Interviewer behaviour	5
Questionnaire design	3
Reporting of results	1
Interviewing children	1

- Expanded the website FAQs to cover the new areas of advice.

Legal advice

New guidance and regulations were issued during the period to strengthen understanding of new and emerging legal issues.

- Produced revised Freedom of Information guidelines.
- Issued revised regulations on administering incentives and free prize draws following changes to UK gambling laws.
- Discussed the Telephone Preference Service rules and reviewed research supporting continued exemption for research activities.
- Responded to the Institute of Fundraising's consultation on its Direct Mail Code, stressing the need to include rules prohibiting frugging and the recent legal developments which may restrict such activities.
- Prepared MRS response to Ofcom's proposed revisions to the statement of policy relating to silent calls.
- Reviewed the Justice Committee Report on the protection of private data.
- Reviewed the Federal Trade Commission principles for online behavioural advertising.

International activities

MRSB ensured that international developments were supportive of the UK industry and most particularly for MRS Company Partners and members.

- Reviewed and commented on the draft ISO for access panels, ISO 26362.
- Contributed to an EFAMRO (European Federation of Associations of Market Research Organisations) summit to detail the UK's experience of implementing the research standard, ISO 20252.
- Commented on the draft EFAMRO (Directive on Interviewing Physicians).
- Reviewed and commented on the revised draft ICC/ESOMAR Code of Conduct.
- Held meetings with many other associations including the Japanese Market Research Association, the Australian Market & Social Research Society and the Council of American Survey Research Organizations.

Field/data collection

- The Annual Field Conference continued to be the key event for data collection practitioners, and attracted over 100 delegates to the 2007 event.
- Work continued on changes to the Interviewer Identity (IID) Card scheme which will result in only MRS Company Partners, as regulated organisations, being eligible to purchase the cards from 2009 onwards. During 2007–2008 59,937 IID cards were taken up by 123 companies, a slight increase on the previous period.
- Half-day Field Legal Briefings were held on topics such as Employee, Worker, or Self-Employed?; Discrimination Legislation; No Cold-Callers Zones; On-Street Restrictions; etc.

Policy and public affairs representation

2007-2008 was a busy public affairs year and MRS made direct representations on a wide variety of issues:

- The Ministry of Justice issued a consultation on the widening of the scope of the Freedom of Information Act 2001 (FOIA). Bodies which have a public role but do not receive public funding (which could cover the regulatory role of MRS) are being considered for inclusion within the scope of the FOIA. MRS opposed this.
- The Department for Business Enterprise and Regulatory Reform (BERR) launched a consultation on implementing the EU Services Directive. The MRS response concentrated on the proposed responsibilities on Code-holders and professional bodies.

- BERR also directly approached MRS to take part in research regarding its proposed website to be launched when the Unfair Commercial Practices Directive is implemented into UK legislation. MRS responded to the proposals for the Points of Single Contact approach of the website which may be relevant for market research-related complaints.
- Following a number of data losses by the government, the Information Commissioner issued a consultation on the use and sharing of personal information in the public and private sectors. MRS highlighted the breadth of activity undertaken to ensure that researchers understood their data protection responsibilities.
- Ofcom issued a consultation on the revisions to the silent call regulations. The response from MRS challenged some of the proposed changes, particularly where they might increase rather than decrease silent calls.
- During the year MRS submissions from the previous year continued to be referenced during government discussions and parliamentary debates, e.g. the House of Commons consideration of the amendments to the Statistics and Registration Service Bill continually referenced the MRS contribution.
- The Office for National Statistics, HM Treasury and its various committees held a number of consultations on the 2011 Census and related statistics issues. Topics included: the pre-release of official government statistics; an inquiry into Counting the Population; and question topics for the 2011 Census including the income question, ethnic groups, national identity, religion and language. MRS and the MRS Census and Geodemographics Group (CGG) made direct submissions in relation to all these consultations.
- Separate submissions were made as necessary to the Scottish Parliament such as consultation by the General Register Office for Scotland on the 2011 Census.

In addition to written submissions MRS had meetings with a variety of regulators, civil servants and government officials to put forward the research case, emphasising the difference between research and other data collection activities, and the self-regulatory measures that MRS has in place to protect the rights of respondents.

- Throughout the year CGG met with officials from ONS to discuss the 2011 Census and most particularly to explore issues regarding the labour market and the inclusion of an income question.
- MRS attended a number of stakeholder meetings to discuss the implementation into UK legislation of the Services Directive and the Unfair Commercial Practices Directive.
- MRS was invited to and attended a number of data protection events by the Information Commissioner's Office. These opportunities were used to discuss with officials the measures put in place by MRS to ensure that its members and Company Partners adhere to the Data Protection Act 1998.
- The European Commission is financing a new standardisation initiative – the CEN Horizontal European Services Standardisation Strategy (CHESSS) – to assess the feasibility of taking a generic

approach to service standardisation. This 18-month project is being undertaken in the context of the Services Directive. MRS was invited to participate in early meetings on this topic through recognition of its expertise on issues such as customer satisfaction and its participation in ISO development.

- MRS was invited to participate in the BERR-funded sustainability initiative for the marketing communications sector. The aim of the initiative is to determine practical initiatives that can be rolled out across the marketing communications sector.
- MRS sponsored a debate at the House of Commons as part of its membership of the Debating Group, the parliamentary forum for media and marketing debate. Lord McNally chaired the debate and the line-up of speakers included Danny Alexander MP and Justine Greening MP.
- MRS was invited to discuss with the government's Social Research Unit its guidance on the procurement of government social research and the Office of Government Commerce's advice on public sector procurement. Neither document makes any reference to MRS members, MRS Company Partners or the MRS Code of Conduct. The aim of the on-going discussions is to ensure that reference to these criteria is included in future in the government's research procurement process.

During 2007-2008 MRS Company Partners and members were updated on all relevant public affairs and standards developments which MRS monitored in addition to those above. These included:

- Claims Management Regulations
- FSA fines for information security lapses
- Corporate Manslaughter Bill
- guidance for people working with potentially violent members of the public
- vetting and barring schemes for vulnerable groups
- The Equality Act (Sexual Orientation) Regulations 2007
- Employment Simplification Act
- modified PAYE for interviewers withdrawn
- increase in holiday entitlements
- Pensions Bill
- dyslexia in the work place
- Agency Worker Directive
- review of business health and safety laws
- EU stopping banks sending data to US
- Statistical Reform Bill
- EU moves to co-ordinate statistics
- the first consultation on the Distance Selling Directive

Media coverage

Approximately 80 items appeared in the national press and TV, the marketing trade press and online services, and in specialist titles. These included:

Financial Times
The Times
 Channel 4

Admap

Brand Strategy
Business-to-Business Marketing Campaign
Market Leader
Marketing
Marketing Direct
Marketing Week
PR Week
Research Magazine
Research World
 Accountancy Age Online
 Market Research Portal
 MRWeb
 Research-Live

Catalyst (Clydesbank Bank's customer magazine)
Councillor Magazine
Education Business
Government Business
Health Business
HR Director
idFX Magazine (for interior designers)
Personnel Today
Prospects Finalist Magazine

Research publications and conferences

- The principal products and services produced by the Business Division of MRS all benefitted considerably from the strategy of extending the brand profitability and internationally in terms of content, advertising, electronic reach, circulation, readership and delegate attendance.
- Significantly increased prominence and priority have been given to online development and web optimisation which are now challenging the business models of even the most established media groups. The media mix is becoming increasingly interactive.
- Already nearly 40% of visitors to research-live.com are from outside the UK. At nearly 40,000 unique visitors per month, volume is up 80% from the previous twelve months.
- The circulation of the 2008 edition of the *Research Buyer's Guide* was extended by inclusion of a further 600 senior client-side buyers, all of whom had a spend of between £0.5m and £5m. The *Guide* also facilitated access to targeted pools of respondents, by inclusion of a new section of specialities.
- The Annual Conference, Research 2008, entitled *Changing Business Through Better Understanding*, placed greater emphasis on the needs of clients, end-users and consumer insight managers. Competition to present papers was as strong as ever with well over 100 submissions for the programme. The event attracted an attendance of over 800.
- A series of one-day conferences on a diverse range of topics was held throughout the year, attracting many new delegates and sponsors.

Finance

This summary of key financial information is extracted from the audited accounts for the year 2007–2008.

A copy of the Annual Report and Accounts submitted to Companies House is available to members on the MRS website.

Fig. 6

£'000
2007–2008

£'000
2006–2007

Summary Income and Expenditure Account

Income		
Individual membership subscriptions	693	704
Company Partner Service	215	111
Publications & information services	1,825	1,809
Training & qualifications	583	520
Conferences & seminars	429	535
Other services	279	247
Total	4,024	3,926

Expenditure		
Cost of activities	1,329	1,345
Employment	1,742	1,785
Other administration	763	672
Net financing charges & taxation	85	77
Total	3,919	3,879

Net surplus / (deficit)	105	47
Adjustment on property value	0	193
Contribution to reserves	105	240

Summary Balance Sheet

Tangible assets	2,943	2,891
Net current assets/(liabilities)	(110)	(79)
Long term liabilities	(869)	(953)
Net Assets	1,964	1,859
Property revaluation reserve	439	439
Income & expenditure account	1,525	1,420
Reserves	1,964	1,859

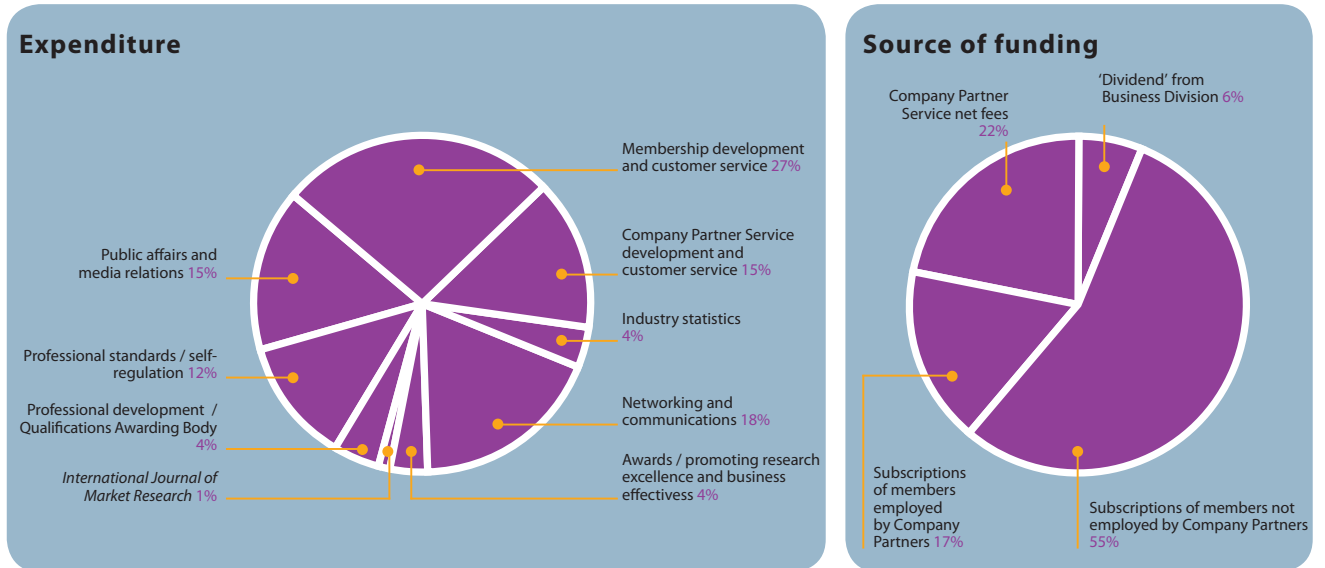
More figures on the next page

Fig. 7

Principal membership and Company Partner benefits

Expenditure / Source of funding 2007–2008

(n = £967,400)



About us

- With members in more than 70 countries, MRS is the world's largest association serving all those with professional equity in provision or use of market, social and opinion research, and in business intelligence, market analysis, customer insight and consultancy.
- MRS has a diverse membership of individuals at all levels of experience and seniority within agencies, consultancies, support services, client-side organisations, the public sector and the academic community.
- It also serves MRS Company Partners – agencies, suppliers of support services, buyers and end-users – of all types and scale who are committed throughout their organisations to supporting the core MRS values of professionalism, research excellence and business effectiveness.
- 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.
- MRS contributes significantly to the enhancement of skills and knowledge by offering various qualifications and membership grades, as well as training and professional development resources.
- MRS enables its members and Company Partners to be very well-informed through the provision of a wide range of publications, information services and conferences.
- MRS offers many opportunities for meeting, communicating and networking across sectors and disciplines, as well as within specialisms.
- As 'the voice of market research', MRS defends and promotes research in its advocacy and representational efforts.
- Through its media relations and public affairs activities, MRS aims to create the widest possible understanding of the process and value of market, social and opinion research, and to achieve the most favourable climate of opinion and legislative environment for research.

Officers 2007–2008

President Jeremy Bullmore

Vice President Eamonn Santry

Council Chairman Simon Lidington

Honorary Secretary–Treasurer Raz Khan

Members

Crispin Beale | Nikki Bell | Susan Blackall
Ian Brace | Geoff Gosling | Carole Lehman
Rowland Lloyd | Tara Lyons | Richard Sheldrake
Leslie Sopp | Alan Wilson

Lists of those serving on MRS Committees, Advisory Boards and Task Forces are available on the MRS website (www.mrs.org.uk).

The Market Research Society

(Limited by Guarantee) Company Number 518685

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