



WORSHIPFUL
COMPANY *of*
MARKETORS

MARKETOR

SUMMER 2015 / ISSUE 68

THE LIVELY COMPANY MAGAZINE FOR MARKETING PROFESSIONALS



ANNIVERSARY EDITION



WORSHIPFUL
COMPANY of
MARKETORS

MARKETOR

THE LIVERY COMPANY MAGAZINE
FOR MARKETING PROFESSIONALS

SUMMER 2015 / ISSUE 68

Contents

Master's Column	3
Annual Service of Thanksgiving and Re-Dedication Spring Luncheon	4
Lanson Champagne Dinner	10
Visit to Lincoln	11
Book Club	15
Sponsorship	15
Marketing the Election	16
Obituary Liveryman Sue Ash	17
Outreach: Inaugural Brigantes Breakfast	18
Members' News	19
Communication	21
Waterloo Walk	22
Diary Planner	24

Regular Features

Sponsorship & Book Club	15
Outreach	18
Members' News	19
Diary Planner	24

Most photography courtesy of
Ben Fisher

Editorial

As you know, 2015 is a very important year for the Marketors, being our 40th anniversary, and Freeman Ann Goodger has penned an excellent account of our celebration of this, starting on page 4, but the year also marks some other important anniversaries that resonate with us, namely the 800th anniversary of Magna Carta and the 200th anniversary of the Battle of Waterloo. We have therefore decided to produce this special anniversaries' edition.

However, so that we don't let you miss out on any news, we have also included our regular features, such as Outreach, Book Club and Members' News. Sadly, amongst this is an obituary for Liveryman Sue Ash, former Chairman of the St Bride's Committee, who was taken from us far too early.

We marked the anniversary of Magna Carta with a few days away in Lincoln over the first May Bank Holiday and what a special long weekend it was. From dinner the first evening to breakfast on the Monday, a huge

amount of fellowship was enjoyed by the 40 plus crowd, with new friendships forged and older ones reinforced. Oh, and we got to see one of only four extant copies of the Magna Carta itself, which unfortunately for us, but fortunately for it, we cannot reproduce it photographically here, as it is kept in semi-darkness with no flash allowed. This means that, amazingly, it is still legible, although the ink has faded to the colour of dried blood – quite apt, when we learned how much turmoil and bloodletting was going on at the time, through the excellent video presentation we watched before going in.

The anniversary of the Battle of Waterloo was celebrated in a different but no less interesting way when we had a guided walk around the City, led by City Guide John Kay Steel, aka Tour de Force. Find out more on pages 22 and 23.

So, a lot to catch up on but don't forget that you can keep up-to-date whenever you want through the website – www.marketors.org - where Liverymen Alan Dodds and David Doughty post news, pictures and tweets brought to us by Whiteoaks PR consultancy, of whom more on page 21. ■

Master Marketor:

Andrew Marsden
E: master@marketors.org

Senior Warden:

David Pearson
E: seniorwarden@marketors.org

Middle Warden:

Sue Garland-Worthington OBE
E: middlearden@marketors.org

Junior Warden:

Richard Christou
E: juniorwarden@marketors.org

Clerk:

John Hammond
E: clerk@marketors.org

Assistant Clerk:

Doreen Blythe
E: clerk@marketors.org

Editor:

Jane Wharam
E: editor@marketors.org

Worshipful Company of Marketors

Plasterers' Hall
One London Wall
London EC2Y 5JU

T: 020 7796 2045

E: info@marketors.org

www.marketors.org

Marketor is published on behalf of the
Worshipful Company of Marketors by
the Communications Committee.

Chairman:

Liveryman Andrew Cross
E: communications@marketors.org

Design & Print:

Ruddocks

T: 01522 529591

E: sales@ruddocks.co.uk

www.ruddocks.co.uk



Marketor is printed on Magno Satin – an FSC certified, mixed sources paper.



The Master's Column

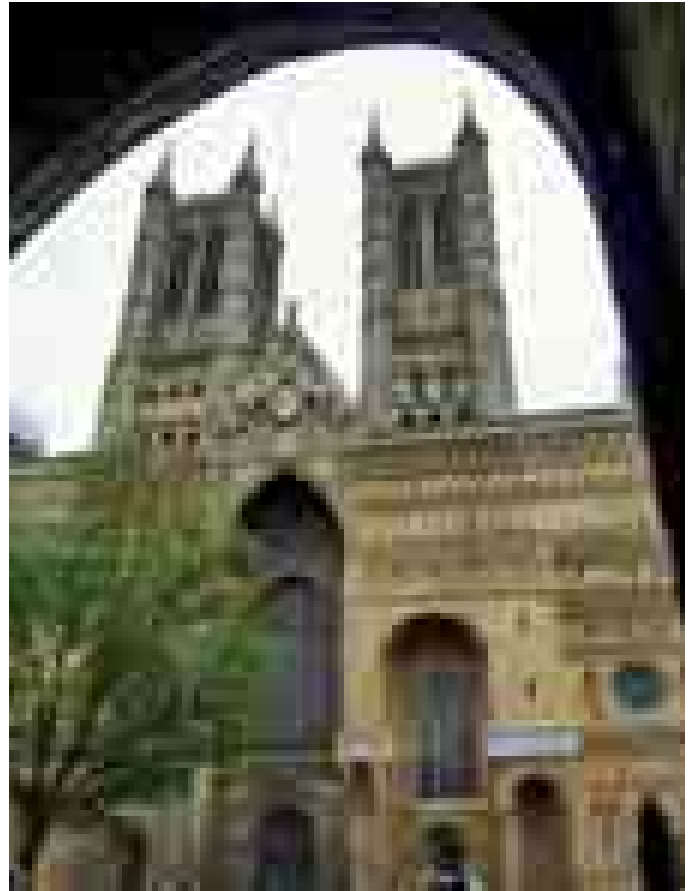
This last quarter has been a time to both celebrate several anniversaries and reflect upon what was achieved, often by a few outstanding individuals. At the Spring Luncheon, we celebrated the establishment of our modern and thriving livery company; in Lincoln, the Magna Carta and the establishment of the fundamental freedoms of all individuals under the law, together with the rights of the City of London; and with the Waterloo Walk we celebrated the continued freedom of Europe.

The quarter was a time of change in the Company. We saw the retirement of three Court Assistants - Peter Rees, Mike Jones and Michael Bedingfield, all having served for six years. We thank them for their wise council and especially for what they have done for Outreach, Awards and Fellowship respectively. We saw the election of five new Court Assistants - Brian Sweeney, Roz Morris, Hugh West, Ian Ryder and Andrew Cross, all of whom are enthusiastic and capable individuals who I know will make a great contribution. We also saw the change in command of HMS St Albans and 151 Royal Logistic Corps with the arrival of Commander Richard Hutchins and Lt Colonel Mike Taylor with positive early contacts already established. I am pleased to see that

over the next few months we have a large number of new members joining the Company.

The quarter witnessed a significant improvement in our communications both internally and externally. Great progress has been made with our web presence, which is looking much better and is up to date and I thank Alan Dodds, David Doughty and Ann Goodger for their great efforts. Whiteoaks, our newly appointed PR team, have done really well too achieving a step change improvement in both the quantity and quality of our coverage. A great result!

It has also been a busy quarter for external liaison and as I go around the City the high regard in which the Marketors are held is very evident. What we do is genuinely valued. Be that our Outreach work with Ironbridge along with the Information Technologists and Management



Consultants, The Samuel Wilson Trust, the Monmouth Project with the Drapers, the Big Curry Lunch with the ABF, the work with St Paul's or our active involvement with our Affiliates and the various City Committees we sit on. Long may this continue.

Looking ahead there is much to look forward to: the Mansion House Banquet, the City Lecture on marketing in China, the Sky Walk, the Master's Weekend to Edinburgh with dinner aboard HMY Britannia, two business seminars on different elements of brand building, our gin trip and the Lord Mayor's Parade to name but a few of the upcoming opportunities for development, education and fun!

Do try and attend as many of these as you feel able. All are organised with you and your guests in mind.

So I think I can report on a Company in fine form with much yet to do and celebrate. My thanks for all you do for the Company as individuals and for taking part. This is what the livery is all about. ■



A Day of Thanksgiving, Rededication and Celebration



Forty years on from our founding as a Guild in 1975, the Worshipful Company of Marketors gathered together on April 23 2015 for a day of celebrations. We also admitted one of our country's leading figures in enterprise and politics, The Rt Hon The Lord Heseltine CH PC, as an Honorary Liveryman of the Company.

The day's events started with a Ceremonial Court in Stationers' Hall, at which three new Court Assistants were welcomed into the Court – Ian Ryder, Dr Brian Sweeney and Hugh West. Having installed them with due ceremony, in an unusual move, the Master adjourned the Court and Master, Wardens, Past Masters, Court Assistants and Clerk all made their way

to the elegant and historic St Bride's Church on Fleet Street, where we held our annual service of rededication. This group processed into the body of the church behind our banner, held aloft by Liveryman Annie Brooks.

Following the Introit, composed especially by Matthew Morley, organist of St Bride's for the 10th anniversary of the induction as Rector of the Venerable David Meara, former Chaplain and Honorary Liveryman of the Marketors, the Master led the Company members present through the Act of Affirmation and avowal to uphold the Royal Charter, By-laws and Ordances.

This was followed by hymns and readings by Senior Warden David Pearson and Middle Warden Sue Garland-Worthington OBE and then our new Chaplain, The Revd Canon Dr Alison Joyce, Rector of St Bride's gave

her address. In this, she shared the story of a businessman who, having been betrayed by one of his young employees, found the compassion to look after and support him when he fell on hard times. The young man had no idea that such compassion was possible; how at the time of his greatest possible need, the man he had wronged was there for him. Dr Joyce talked about how we respond when things crash down around our ears and how God is still there for us even if we don't think we deserve it. She reminded us that a large part of the Christian faith is giving something back and how closely this is aligned to the roles and responsibilities of a Livery Company.

Following this thought-provoking story, the Master asked us to remember in silence those Marketors who died in the past year. Our service closed



with the great hymn Jerusalem; we were triumphantly led throughout by the magnificent Choir of St Bride's and everyone was in full voice as we celebrated our Company and, of course, St George's Day.

It was then a walk back up to Stationers' Hall, the spiritual home of the Marketors, for our second – and very special Ceremonial Court – followed by the Spring Luncheon where we met up with those who unable to make the church service and our guests.

Dating back to 1403, The Worshipful Company of Stationers and Newspaper Makers draws the majority of its members from today's communications and content industries descended from the Company's original trades. Although a modern Livery Company like us, it is fortunate enough to occupy a Grade 1 listed building just yards away from St Paul's. Completed in 1673 after the Great Fire, this Hall has a hidden gem, a secluded courtyard garden, where we were lucky enough to be able to enjoy champagne and canapés in the sunshine.

Summoned by our Beadle, James Hasler, we took our places in the Hall with its gleaming oak floors and carved panelling. The sun streamed through its huge stained glass windows, each featuring figures important to the Stationers – William Caxton, St Cecelia, William Tynedale, Archbishop Cranmer - and, of course, William Shakespeare, whose birthday is reputed to be the 23rd of April.

The Master then reconvened the Court, very appropriately in front of the Caxton Window and there, surrounded by Master, Wardens and the rest of the Court, The Rt Hon The Lord Heseltine CH PC became an Honorary Liveryman of our Company.



Marketors and their guests enjoying the Spring sunshine – and the champagne

Lord Heseltine is well known not only for his political and business achievements but also for his practice in and contribution to the profession of marketing, having been President of the Chartered Institute of Marketing for a number of years. As a founder of Haymarket in 1957, Lord Heseltine created one of the largest independent magazine companies in the UK today, publishing, amongst others, *Campaign*, *Marketing*, *PR Week* and *Management Today*. Lord Heseltine also served as an MP for 36 years, representing Tavistock (1966-1974) and then Henley (1974-2001); he was a Cabinet Minister and his final role was as Deputy Prime Minister between 1997 and 2001.

Having taken our places for lunch, our Chaplain, Dr Joyce gave a poetic and witty Grace reminding us that life begins at 40! Our Master then read a message from Her Majesty The Queen, sent from Buckingham Palace that morning, conveying her best wishes

to all for a successful and enjoyable gathering.

As ever at Stationers' Hall, lunch was delicious and, as befitted the celebratory nature of the day, came from various parts of England – Dorset, Hereford and the Isle of Wight.

Toasts were made to our Honorary Freeman, The Prince Philip, Duke of Edinburgh, The Prince of Wales, The Duchess of Cornwall and the other members of the Royal Family by Junior Warden Richard Christou. Middle Warden Sue Garland Worthington OBE led the toast to The Lord Mayor and the City of London Corporation.

Our Senior Warden, David Pearson welcomed our guests on this great occasion. As he said, we were honoured to have the Master Stationer, Ian Locks and his Clerk, William Alden at lunch, as we celebrated the foundation of the Guild of Marketors in their Hall, and also as it draws many of its members



Past Master Austin Nunn inspecting our treasures and memorabilia



Masters Past and Present L-R: PM John Fisher, PM Sally Muggerridge, IPM Michael Harrison, PM John Flynn, PM Peter Goudge, PM Dr Roger Hood, PM Austin Nunn, Master Marketor Andrew Marsden, PM Harry Druce, PM Tom Corrigan, PM Jim Surguy, PM John Petersen, PM Brian Scanlon, PM Venetia Howes, PM Steve Kennet, PM David Hanger.

from the communications and content industries, which are closely aligned to the marketing profession.

Our other guests from Livery Companies were the Master Carman, Lt Col Paul Holder and his Clerk, Walter Gill; Master Information Technologist, Nicholas Birtles and his Clerk, Mike Jenkins; Master Management Consultant, Patrick Chapman and his Clerk, Julie Fox; and Master Tax Adviser, Michael Godbee and his Clerk Paul Herbage.

The Senior Warden then paid tribute to the people who founded the Company – Reginald Bowden, Bill Geffers, Tony Bellm, Ronald Edwards, Roy Randolf, Jack Rook and Austin Nunn. As he pointed out, the story of how the Worshipful Company of

Marketors came into being owes a great deal to many people. The Senior Warden recalled how Lord Mais, on becoming Lord Mayor of the City of London in 1972, chose the theme 'The World is Our Market' for his mayoral year. Lord Mais co-opted both the Secretary of the then Institute of Marketing, Bill Hinder, and Director General, Peter Blood, on to a working party to support this theme. So many others also played a part at that time, such as Jos Bellm, Becky Rook, Lady (Lorna) Mais, Elsie McPhie and Honorary Liveryman Jean Bowden Rose.

The Senior Warden said he was especially delighted to welcome Austin and Marion Nunn and Harry and Valerie Druce, along with 16 Past Masters and their partners on this very special day.

David then introduced us to our special guest and newest Honorary Liveryman, Lord Heseltine, who apparently while at Oxford University plotted his future on the back of an envelope, achieving most of what he set out to do and much more. He reminded us that Lord Heseltine has spoken to the Marketors on two previous occasions, notably in 2005 when he delivered the 12th Annual Marketing Lecture where he urged us to 'Be Better'. And with that our Senior Warden proposed a toast to all our guests on this 40th anniversary celebration.

Lord Heseltine responded, reflecting how humbled he felt by this experience of becoming only the seventh honorary Liveryman – something he hadn't put on his list of planned achievements. On congratulating the Worshipful Company of Marketors on its 40th Anniversary, Lord Heseltine recalled 1975 when the Tories were defeated, oil prices were through the roof and the Stock Exchange was on the floor. He recalled there was one bright spark - a glow of hope in the dark – which was a plan to float Haymarket on the Stock Exchange, which was pulled at the last minute, so thus the company remained 100 per cent owned by the founders.

Lord Heseltine said he was immensely impressed with the Master's theme of Building Valuable Brands. He felt it was the theme of the very privileged life he had enjoyed – working to improve the product, build quality, create value and doing the best he could. He recalled how Haymarket had worked hard to lift the standards



of trade publishing and move it to something more than a composite of press handouts. He told the story about how *World's Press News* became *Campaign*, now the global leading advertising weekly. Ever innovative and working with Lindsay Masters and a very young Maurice Saatchi, they produced an actual facsimile of a 48-page magazine to win the pitch.

Lord Heseltine talked about the importance of vision and having faith in that vision – he recalled the derelict acres of the East End of London and how now the area houses the great financial centre of Canary Wharf, an airport and also hosted the Olympics. He reminded us that luck is there for all of us and offered a toast to the great glory of life.

The Master responded on behalf of the Company and he too recalled Lord Heseltine urging us to be better and assured him we were still working hard at getting it right.

He reminded us of our values – integrity, excellence, treating others as ourselves and, especially today, honouring our past, celebrating the present and cultivating the future.

The Master asked us to honour the people whose efforts made all of this possible; the individual commitment to the many committees and the legacy we have come from thousands of hours of work, not for self-aggrandisement by 38 Past Masters. This is all done for the name and fame of our Company, which they are privileged to lead. The Master mentioned that there were 16 Past Masters at Stationers' Hall that day and suggested that a collective noun for Past Master might be a 'Prayer of Past Masters' but added that the Worshipful Company of Marketors was a 'blessing'.

The Master encouraged us to celebrate our present – the Company is seen to be a force for good with almost 400 members. And going forward, we will see that life does indeed begin at 40 – we will have a Lord Mayor of the City of London in the near future. We also have our Trust and a Bursary from Court Assistant Emeritus Professor Martyn Davies, which enables us to send a member to the Advanced Business Programme at Harvard University.

In this, its inaugural year, Andrew explained that there were very high calibre candidates for the bursary, so much so that when the Leader of Harvard's Programme flew over for the interviews, she offered not one but two places on this oversubscribed course. The Master was therefore delighted to say that the Trust had generously offered to mark our 40th Anniversary with an additional bursary to Liveryman Tom Tuke-Hastings and



announced that the Marketors' Harvard Business School Bursary had been awarded to Court Assistant, Lesley Wilson, who collected her award to much applause.

The Master finally thanked those who had made this wonderful event happen – the Master Stationer, Ian Locks for the use of his Hall, the harp music from Anneka Hodnett and the catering by Chester Boyd. The Master also thanked our Learned Clerk, John Hammond and his Assistant Clerk, Doreen Blythe, both of whom worked tirelessly to make the occasion what it was.

Our Spring Luncheon ended with the Clerk's Toast where he asked the oldest Past Master, Austin Nunn, the Master, the youngest Liveryman Karl

Weaver and the youngest Freeman, Kate Holden to stand up, as we have seen on the previous page, as he proposed the toast to "*The past, present and future of the worshipful Company of Marketors*". *What a day!*

The whole day was so uplifting and really and truly brought to life the depth and power of our Company, together with the warmest and strongest feeling of fellowship. The Master quoted the great coach, Vince Lombardi and it seems appropriate to end with it:

Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilisation work. ■

Freeman Ann Goodger



New Court Assistants

As mentioned in the account of the day, the first Ceremonial Court was unusual, inasmuch as it was adjourned after the three new Court Assistants were welcomed by the Master, Wardens and the rest of the Court. Normally, there would be new Freeman admitted and Freeman clothed in the Livery but the day was too finely timed for this. However, we cannot allow our three newest Court Assistants to go unnoticed, so here is a little about them. To find out more about becoming a Court Assistant, please look out for a piece on this in the next edition, penned by the Chair of the Court Nominations Committee, Past Master Peter Goudge.



Dr Brian Sweeney

A Non Executive Director at Miller International Limited – a manufacturer of construction equipment and Braintree Healthcare Ltd – A company that looks after people with learning difficulties - Brian has been an excellent Chief Usher for the past couple of years and is known for his calm and dignified approach.

Brian is also a Partner in Fastnet Energy Consultants, who consult in carbon reduction technologies for electricity generation, cement manufacture, shipping and transport.

He has also worked with a number of international corporations, such as Shell and Rolls-Royce, commercialising new technology to reduce carbon footprint of power and transport. He has worked extensively at the government interface with industry at home and overseas and led international business development in the US, China, Russia, South Asia and Africa.



Hugh West

Hugh is currently a part-time lecturer at the Universities of Bedfordshire, Oman, Lincoln and Belgrade

He previously worked with a number of governments immediately post crisis, including Namibia, Uganda, Rwanda, Serbia, Kosovo and the Maldives defining external image, inward investment and/or tourism policy and implementation.

Meanwhile, in between missions, he was Chief Executive or Head of Marketing, Inward Investment and Tourism with the Corporation of London, North London, Berkshire, Hertfordshire, Croydon, Torino & Piemonte, Helsinki & Uusima and Peterborough.

Prior to this he was CEO of the London Science Park and Head of Technology Transfer at MOD (Army). Hugh is also a Fellow and Past International Vice Chairman of the Chartered Institute of Marketing and Special advisor to the Minister of Trade.

Ian Ryder

Ian is Non-Executive Chairman at DatacentreDynamics, a full service B2B information provider. He is also Board adviser to Pennies and FiretechCamp and a member of the Advisory Board of Cranfield University Management School MSc Marketing programme.

Previously, he was Deputy Chief Executive at the British Computer Society and the Chartered Institute of Information Technology

Other roles include CEO at Uffindell, a brand consultancy in strategy, communications & design; Senior Corporate Vice-President for Unisys Corporation; Director, Global Brand Management for Hewlett Packard in Palo Alto, USA.

Ian is a graduate of IMD in Lausanne, a visiting Professor for Stockholm School of Economics in Russia and a guest lecturer at Cranfield, Manchester & Reading Business schools



Court Assistant Roz Morris interviewed Lord Heseltine to mark the occasion of his becoming an Honorary Liveryman of the Company. The interview in full can be found on the website; here is an edited version.

Roz Morris So, what's the importance of the marketing discipline in today's society. Do you think it's even more important now than when it was when you started in business?

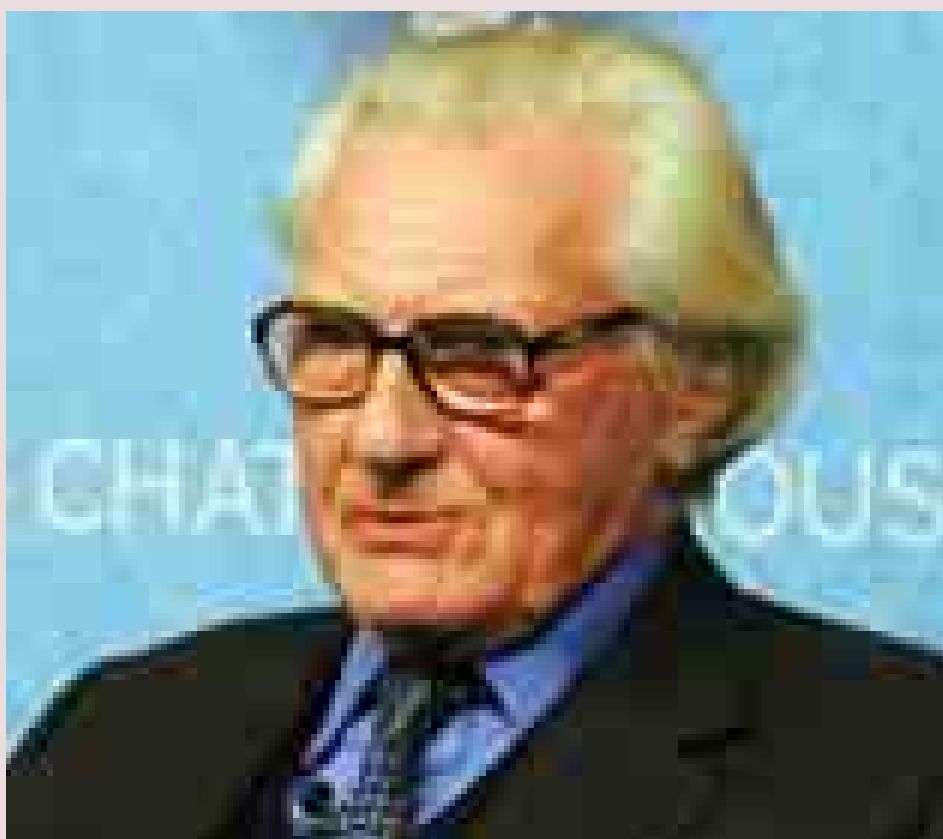
Lord Heseltine The fact is, it's important and it always was important and it always will be important. Of course the absolutely essential thing is to realise that it's not the selling it's the quality of the product. If you've got the right product then the selling of it follows from that.

Roz Morris And do you think that people in marketing actually need different skills from when you started in the 60s or do you think it's really the same skills in a different context?

Lord Heseltine I think it's the same skills but adjusted to the markets of today. People say to me about politics what's new? I say there's nothing new. Just read Shakespeare. He explained the political challenges that are today as real as they were when he did it and the same is true of all these skills like salesmanship and marketing. You know you either have the capacity to put forward your case, which you believe in, or you don't and that was true with much less sophisticated circumstances. The need for it the urgency for it may be bigger, but the skills underline people's capability are unchanged.

Roz Morris You pioneered the development of trade magazines such as Marketing, PR Week, Campaign, Management Today, which are still going now and Haymarket Group now one of the largest privately owned media companies in the UK with extensive interests global interests. You're the chairman. How do you see the future of marketing in terms of trade magazines?

Lord Heseltine The whole industry, which I've spent my life in, is changing at a very bewildering speed. First of all the recession has had a dramatic effect on the industry, but secondly the shift from print to the web is unstoppable. Now you can take a pessimistic view about that. I don't. I take a very optimistic view. The opportunities are today bigger than they have ever been and it falls to any company to see these opportunities



and go at them, fight for them and hopefully win a proportion of them. That requires an obsession with the quality of the product and then a very determined attempt to put forward the best case for selling it that you can. It's more demanding, faster moving, but the markets are much bigger today.

Roz Morris The Marketors - which you're joining - as a group of expert marketing professionals believes that marketing should have a more senior strategic input at boardroom level. In other words more people with marketing expertise on boards?

Lord Heseltine I think about our own board (Haymarket) where the people who run the business who are involved, the people with great responsibilities and with the sales experience and expertise are there on the boards. How could you not have them on the boards? We don't have a marketing function because our whole company is designed to be a marketing operation, and the people who do the promotion of the product, the design of the product, the marketing of the product; they are all on the board, but they're not actually a discrete marketing unit.

Roz Morris And do you feel that the City of London is now too dominant in the UK's economy as some people argue?

Lord Heseltine Well without any doubt at all. Let's not confuse the City and London. Whitehall London is much too dominant and unlike any other

capitalist economy on earth. Now that's changing and more and more and more power is being moved back to where the wealth is being made in the provinces. The vital thing is not to damage the reputation of London as a great world centre whilst you're doing that.

Roz Morris And so do you feel that there isn't enough education about business and basic marketing?

Lord Heseltine I think that there is a serious opportunity for businesses to be much more involved in schools as governors of the boards. That's obviously one way. Giving careers advice, giving awayday experience for young people to show them what jobs at work feel like. But the whole thrust of devolving power to the local economies is about creating opportunities and if your gonna create opportunities the most important thing you can do is give people the education to grasp the opportunities.

Roz Morris And finally what's your message on the future of marketing?

Lord Heseltine Well you can't run the sophisticated economy with choice, in other words a free enterprise economy, without having the skills to sell products and to argue your case. And so marketing has always been an important part of the human dynamic and always will be.

Roz Morris Lord Heseltine thank you very much indeed.

Lord Heseltine Thank you. ■

Lanson Champagne Dinner

There was something of a heavenly feel to the Lanson champagne evening that took place in the magnificent Main Hall of the Honourable Society of the Inner Temple on May 13.

Firstly, having gone in to check on the layout and help the lovely Tara Vincent of Lanson, without whom the evening would not have gone as smoothly, I found myself unaccountably surrounded by clergymen – and very senior clergymen at that. It turned out that they were having an event in the room next to us and were being given a guided tour. They were very impressed with how gorgeous our set-up was and asked for details of the evening. They then offered us a free Grace in exchange for a seat at the table but I was unable to accept, as we were full to bursting. However, as the Master arrived at that point, we were able to strike a deal on some outreach for them, so watch this space for an account of how the Marketors market Coventry Cathedral!

The next heavenly sign was the fact that the sun shone on us while we enjoyed our glass of champagne on the terrace. This was amazing, as we had had cold winds and rains in the preceding two days – surely the gods were smiling on us.

They continued to smile, as the next part of the event was unprecedented – a tutored tasting of *vins clairs* facilitated by Lanson's Chef de Cave, Hervé Dantan. Hervé's explanation of what *vins clairs* are and how they are used to make the champagne we all know and love was educational, comprehensive and full of evident passion for his subject.

He explained that *vins clairs* are the clear wines left after the first fermentation has finished, when all the yeast and sediments have fallen to the bottom. They are used to make up the finished product and are very different from other still wines made from the same grape varieties – in the case of champagne, these being chardonnay, pinot noir and pinot meunier – as some reserve wine will be added to them to make the final base wine which will

be bottled and undergo the second fermentation.

We tried five such wines and were amazed at the difference in the tastes and depths, depending on the grape varieties used and the *terroir* on which they were grown.

Hervé gave a clear explanation of vintages, areas he particularly loves for grapes, such as the Montagne de Reims (where I bought my very first champagne!) and explained that he had never conducted such a tasting outside France – or in English! That notwithstanding, everyone in the room was rapt by what they were tasting and the occasion and the hour we had allocated to that part of the evening absolutely flew.

Then it was time for dinner and what a dinner it was! As they had done in the run-up to the event, Lanson pulled out all the stops and had paired either champagne or red wine to each course. The conversation, as well as the wine, flowed and all the guests appeared to have a wonderful time.

We were also very fortunate to have an august company assembled who clearly knew a thing or two about champagne. Two such were our very own Past Masters, Tom Corrigan and John Fisher. Tom is a Chamberlain of l'Ordre des Coteaux de Champagne and a Commandeur of Le Confrerie du Sabre d'Or, while John is an Officier of the Ordre de Coteaux de Champagne. As a mere Dame Chevalier of the Ordre des Coteaux de Champagne, I knew my place!

However, the evening was not quite over, even after the coffee cups had been cleared away, as we were then joined by two representatives from La Confrérie du Sabre d'Or – namely Commandeur Ken Chaproniere, Maitre-Sabreur and Commandeur Gerard O'Shea, Maitre-Sabreur, who gave five lucky diners the chance to perform the noble art of *sabrage*.

This is something I have always wanted to try, having been to many an exhibition of *sabrage* – or the art of swiping a sabre along the neck of a champagne bottle until the glass breaks cleanly and the cork pops out still surrounded by the neck.

Gerard gave us tuition one by one, starting with the Master, then Lanson's MD, Paul Beavis, followed by our Learned Clerk, John Hammond, then Liveryman Debra Marmor's husband, Herb Danner and then me. We all succeeded, to much applause, and then proceeded to drink the contents of our 'de-corked' bottles, with a little help from our friends.

This really was a special event and was enjoyed by all who attended. However, it could not have been achieved without the help and co-operation of a number of key people on site, namely Stefani Goodrem, Marketing Manager at Inner Temple and Jack Breeden, our Event Manager.

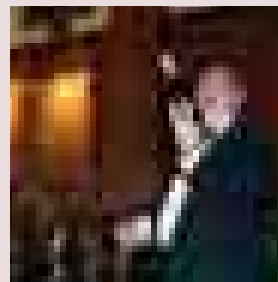
Of course, the evening couldn't have happened at all had it not been for the magnificent generosity of La Maison Lanson, who not

only applied for the special licence they needed from the French Government to export the *vins clairs* but also supplied the champagne and red wine at a fraction of the commercial cost.

I have already mentioned Tara and Paul but there was a whole team of people from the champagne house working behind the scenes to make the evening go without a hitch. Meanwhile, I was ably assisted by Past Master John Fisher in the organisation of the event and our Assistant Clerk, Doreen Blythe, did much of the back room work; Ken and Gerard were the icing on the cake.

However, my final thank you is to the Master, as without his passion for Champagne Lanson, such an evening wouldn't even have been suggested and I wouldn't have got to have so much fun. ■

Court Assistant Jane Wharam



800 Years In One Weekend

The Ancient City of Lincoln

The first May Bank Holiday found a collection of Marketors (what should we call them - a 'mastery' or a 'medley?') in the medieval city of Lincoln, where we ate, drank and soaked up its heritage, including a visit to see Magna Carta, visited the Cathedral and Castle and explored the modern city.

The City

Lincoln sits on top of a lime escarpment overlooking the Witham Valley and is reached from the modern city via the aptly named 'Steep Hill'. However, sitting smugly in the old city, once on the site of the original Roman settlement, nothing was more than 200 yards from our hotel, the White Hart, on Bailgate, also home to the oldest Roman arch still in use in Europe, which cars pass through as they follow the Ermine Road, which leads to London.

Most of us had come straight from the other City to be in time for dinner at the hotel but the traffic was horrible and there were several breakdowns (even the Bentley!), so we were ready for a drink by the time we arrived and

the welcome reception was just that. We all then enjoyed a delicious dinner and were entertained (on our table anyway) by Liveryman Peter Rees's magic tricks, which would not have been out of place at any top event anywhere.

However, as we had a relatively early start the next day, most retired to their rooms after dinner ready for the culture to come. And we were not disappointed.

Saturday

Saturday began with a tour around the Cathedral, or to give it its full title, The Cathedral Church of the Blessed Virgin Mary of Lincoln, which is literally around the corner from the hotel. Never having been to Lincoln before, I had no idea what to expect but was fascinated by what I saw and heard and by the enthusiasm and dry wit of our guide, Margaret Wilson.

As Margaret pointed out, Lincoln Cathedral is very old and very big – in fact, it's the third largest in Europe. Building started around 20 years after the Conqueror arrived in this part of the world and was finished in 1092 and

consecrated by Bishop Rimigius but was rebuilt after a serious earthquake in 1185. This building work was begun by Hugh, who favoured the gothic style of architecture, where pointed, rather than rounded, arches, ribbed vaults and flying buttresses made it possible to have larger windows and larger roof spans. However, these were to cause problems later...

Rimigius therefore became the first Norman Bishop of the largest diocese in medieval England, extending from the Humber to the Thames. Formerly, the cathedral of this diocese had been located in Dorchester, near Oxford, but King William ordered it to be moved to Lincoln in 1072, where he had already established a castle in the south-west corner of the old Roman upper city.

It was then added to and extended, partly to build a new tower after the collapse of the central tower in 1237, which was caused by mistakes made by builders unused to the gothic style, and partly in order to house the remains of Hugh of Avalon, later Saint Hugh. Hugh had been Bishop of the Cathedral since 1186 but was in



London when he died in 1200, so his body had to be brought back home with great pomp and accompanied by anyone who was anyone at the time, from King John to the King of France.

In 1255 the Dean and Chapter petitioned Henry II to allow them to take down part of the extended town wall to enlarge the Cathedral. They replaced Hugh's rounded chapels with a larger and loftier square east end to provide more space for pilgrims. This Angel Choir was consecrated in 1280 and is where Hugh was finally laid to rest.

As we walked through the magnificent building with its stained glass windows, some dating back almost 800 years, I was struck by how it must have looked before Cromwell got his hands on it. There are literally yards of what would have been brasses covering the floors but Cromwell had his men rip it up, preferring the metal to be used for cannonballs than to cover tombs. I can see his point, in a way, but from an aesthetic point of view, what a tragedy.

Anyway, back to Hugh, arguably the best known English Saint after Thomas Beckett, who began a massive programme of rebuilding and expansion in 1192, beginning with the choir, now known as St Hugh's Choir, although he only lived to see the Choir well dug.

When his body was finally taken to be buried, 80 years after his death, his head came off. As Margaret pointed out, if you've ever tried to carry a skeleton (and who hasn't?), this is bound to happen. However, rather than viewing this as an ill omen or a calamity, the enterprising powers-that-be decided to build a separate shrine for it, so that they could double their money from zealous pilgrims who wanted to touch a Saint's remains – great marketing at work even then. And those pilgrims surely were zealous. Margaret pointed to the groove in the flagstones in front of the head shrine, which was made by millions of toes as worshippers knelt before it.

Unfortunately, Henry VIII's soldiers were equally zealous in removing the jewels that encrusted the shrine when the monasteries were dissolved, so all we could see was the bare stone and the plinth where the head had once been on display. No doubt, if the Internet had been around at the time, pieces of the 'genuine skull' could have made enterprising entrepreneurs a fortune!

The Cathedral is famous for many things, we discovered, including being the burial place of Eleanor of Castile's viscera – let's draw a veil over them – and for reputedly being the tallest building in the known world between 1307 and 1311 and certainly the tallest in Europe until 1549, but the most famous 'inhabitant' is another marketer's dream – the Lincoln Imp.

Legend has it that the imp, along with an equally devilish mate, was sent by Satan to fly in and cause mayhem during the building work, so the Angel of the Lord was sent to get them to stop. Our Imp declined to comply, so the angel turned him to stone. And there we saw him, up on an arch in the Choir, leering down at Hugh's shrine. However, as Margaret pointed out, there are many grotesque carvings both within and without the Cathedral, so this is unlikely to be true. However, what makes this particular imp famous is no less interesting, if more mortal than heavenly.

Apparently, an enterprising Lincoln jeweller, James Ward Usher, obtained the sole rights to use the Lincoln Imp and immediately made him into a silver or gold figure to be placed on pins, spoons and cuff-links. In the late 19th Century he sent the Prince of Wales, a keen racing fan, a tiepin with the Imp on it. The Prince was wearing the tiepin when his horse won the Derby and he credited the imp with his good luck. Naturally, sales of imps rocketed after that and James made a fortune. He also became incredibly famous, to the extent that letters addressed to 'the silversmith who makes and sells the Lincoln Imp' would get to him. When he died at the age of 76 in 1921, he bequeathed his collection of watches, porcelain, miniatures and jewellery to the city of Lincoln, along with enough money to found the Usher Gallery in which to house it.

However, we're straying from the Cathedral, so back to the next stop on our tour – the Chantry chapel, which was built along with two others during the 15th and 16th Centuries. Chantries were where priests were paid to say masses for the souls of worshippers. Ironically, one of the priests who practised this, Bishop Longland

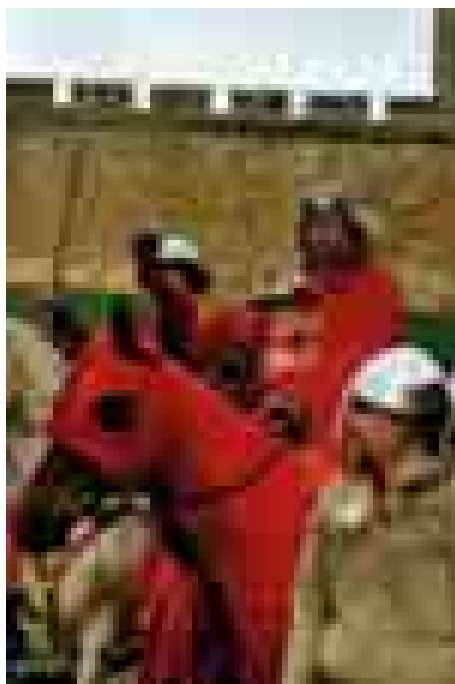
used to take Henry VIII's confession, although this relationship didn't prevent Henry's agents from destroying the shrines during the dissolution of the monasteries. However, Bishop Longland's chantry was never actually used as such, as Edward VI abolished them before in 1547.

By now we were back in the body of the Angel Choir, where Margaret told us about Katherine Swynford, John of Gaunt's mistress, later to become his third wife, with whom he had four children and a love affair that lasted a quarter of a century. Although the offspring were born before the wedding, which took place in the Choir, the Pope legitimised them, with the proviso that neither they nor their offspring could ever claim the throne of England. However, Edward IV later revoked this provision, placing Katherine's descendants, including himself, back within the legitimate line of inheritance; the Tudor dynasty was directly descended from John and Katherine's eldest son, John Beaufort. One of her other sons, Henry Beaufort, became Bishop of Lincoln shortly after his legitimisation. Both Katherine and her daughter, Joan Beaufort, have tombs in the Cathedral in the Katherine Swynford Chantry, which is close to the high altar.

Katherine is significant in both English and Scottish history, being the stepmother of Henry IV and the great, great grandmother of Henry VII. The Scottish House of Stuart is also descended from them, as is our own Queen. Given her remarkable rise and position in society, an annual study day has been set up in her name and there is a Katherine Swynford Society.

All this and we were only halfway through, so we were given a break, which turned out to be a good thing, as we also had the opportunity to sample the Cathedral café, which was very good indeed. Thus fortified, we then reassembled outside the 10-sided Chapter House, which looks equally impressive from the outside and from within. Built as a meeting room to transact the business of the canons, the Dean's throne is thought to date from the 1300s. Edward I travelled a lot with a retinue and the Chapter House was perfect for protection as well as an important location, so three Parliaments were actually held here in a bid to pacify 'outlying' subjects.

The room gives on to the cloisters, which immediately invoke images of Harry Potter. However, as Margaret informed us, Lincoln lost out to Gloucester in the bid for that film but they did get the Da Vinci Code, which brought them a huge amount of visitors from all over the world. That is no bad thing, as the Cathedral needs £1.5m every year to keep going. We were very glad to be doing our bit!



Our last port of call within the Cathedral was the library, which houses a collection of rare medieval books and – the most looked at, apparently – the first mention in literature of Robin Hood! It is actually two libraries within one space – the medieval library, built in 1422, which house a 10th Century copy of Bede's Homilies, older than the cathedral itself and the Wren Gallery, built around 1670.

The Medieval Library consisted of a timber-framed building with a magnificent oak roof decorated with caved bosses and feathered angels. The feathers have gone but one angel remains and is said to bring luck to those who touch her – we all did. We were also permitted to sit at the oak reading desks, to which the books would once have been securely chained. Those that remain are securely under glass.

Rebuilt by Wren on the site of the ruined north cloister, the Gallery is a book lover's dream, being lined floor to ceiling with works collected by Michael Honywood, Dean of Lincoln between 1660 and 1681. A passionate bibliophile, he bequeathed his personal collection to the Cathedral and the room has been justly described as the most beautiful in England by Sir Roy Strong.

Having raved about the interior, it must be said that the exterior is equally impressive. Apart from its sheer size – it towers above the surrounding buildings and dominates the landscape for miles around – it is quite beautiful and looks stunning in any light.

Outside the Chapter House stands a statue to one of Lincolnshire's favourite sons, poet Alfred Tennyson and adjacent to that is Priory Gate. In 1285 a pair of gateways were erected at the east end of the cathedral precinct. This gate, erected in 1816, was a replacement for the medieval ones.

Before we parted company, Margaret took us on a walk through one of the extant Norman walls – and I mean 'through'! Interestingly, the circuit of the walls never enclosed all the city's residences and in medieval times many of the markets and homes were without the walls. However, there was some extension of the Roman wall in the medieval period. The one we walked through gave onto a wonderful view across the valley and highlighted what a superb position the various occupying forces chose to build their important edifices.

Halfway...

I could go on but am in danger of taking up all the pages – and we're only halfway through, so, for now, goodbye Cathedral and hello Castle.



Following a light lunch and a good poke around the shops at the top of Steep Hill, we all met up for a tour of the Castle, which is just across the main square from the Cathedral.

Although a very different building in both style and feel, the Castle was no less interesting, having been constructed in medieval times, again by William the Conqueror on the site of a pre-existing Roman fortress. It came into its own in later years as a prison and is unusual in that it has two mottes.

Led around the Castle by our guide, we were struck by the interplay between ancient and modern, from the original site of the living areas within the inner walls to the prison within the Castle, where actors played the parts of the poor creatures kept there, often until their death by hanging. The prison accommodated the 'separate system', a barbaric process whereby prisoners were kept isolated to encourage them to reflect, repent and reform. This can be seen by the single cells and the unique separate system chapel - the only original of its kind left in the world.

We wandered at our leisure over the three floors of restored prison cells, housing a male and female wing, which offered an opportunity to learn about the justice system of Victorian England. Living history prisoners & guards and interactive touch-screen tables showed videos and information about the historic people that spent their lives there.

We also learned a lot about hanging... Did you know, for example, where the term 'hangers on' comes from? Or 'money for old rope'? If not, look them up, as they are far too ghoulish to recount here. However, on a point of hanging fact, I can tell you that the long drop, which is a much more humane way to dispatch a person than

the previously used short drop, was invented at Lincoln Castle by a man called William Marwood.

In fact, his execution of one William Frederick Horry without a hitch on April 1 1872, was instrumental in his being appointed hangman by the Sheriffs of London and Middlesex in 1879 on a retainer of £20 a year, plus £10 an execution. During his tenure, Marwood hanged 176 people and became famous for being one of only two executioners to give their name to the character of the hangman in the Punch & Judy puppet show.

Magna Carta

The main reason for our visit there, however, is that it also houses the famous copy of Magna Carta. This is installed in a specially built, high security underground vault, complete with surround-sound cinema, where the origins of this beginning of the justice system are played out in a very original and informative film.

The vault houses not only Lincoln's copy of Magna Carta, one of only four extant copies of the famous document from 1215, but also one of only two surviving copies of the Charter of the Forest, which was issued in 1217 to amplify the original document.

Having watched the film – and it's probably best to do it in that order – we then went past the 'wall of words', which includes each word of the document translated into modern English. There we saw the Clause 13, which talks of the 'ancient liberties' of the City of London and perhaps the most famous of all, Clause 39, which speaks of the right to due process. As it says:

"No free man shall be arrested, or imprisoned, or deprived of his property, or outlawed, or exiled, or in any way destroyed, nor shall we go against him or send against him, unless by legal judgement of his peers, or by the law of the land."

Reading these words and seeing the documents in their original form, I felt part of the fabric of history, as I do whenever I go to Guildhall or the Museum of London. This is living history and it was so wonderful to be part of it during its 800th anniversary.

The party I was in ended their tour with a walk around the medieval walls, where we saw every side of Lincoln and had a stunning view of the Cathedral, as you can see.

However, the highlight had to be the fly-past – presumably organised for our visit – of a Spitfire and a Lancaster, which almost literally buzzed the Castle several times as we walked around. It was an absolutely memorable day.



An evening to remember

Tired but full of information and buzzing from 'the buzz', we then went back to the hotel to freshen up and get ready for the evening's event, which was a formal dinner in Lincoln's Assembly Rooms, again, a matter of yards from the hotel.

This was a splendid affair, where we again had time to mingle over drinks and compare notes on our various guides, and then sat down to a three-course meal.

After dinner, the Master's friend, Henry Ruddock, whose firm, one of Lincoln's oldest family businesses, has designed and printed this very magazine, regaled us with his own version of Lincoln's and his own family's history.

At about the time when William Marwood was experimenting with rope, Henry's great grandfather entered into business, although the firm itself had already been running since 1820. Eight years later, in 1880 he started his own business in printing, which has been carried on to this day as Ruddock's Design and Print. Henry took over the firm in 1997 after a career in the NHS and has been there ever since, with, he says, no thought of retirement yet.

Henry is a natural wit, raconteur and an Honorary Freeman of the City of Lincoln, so his address was factual, entertaining and amusing and a fine end to a day of sightseeing. This was followed by a presentation of the second Marketors' Harvard Business School Bursary award to Tom Tuke-Hastings, who could not be at the original presentation at our Spring Luncheon. However, given that Lesley Wilson, who was presented in April, was also at this dinner, there was an opportunity for a double ceremony and photographs, as you can see.

We then repaired back to the hotel bar for a nightcap and to look forward to the next day, when Henry was taking us down to the main town and the site of the original Saxon settlement by the river.

Sunday

Sunday morning came and under the original itinerary we would have been visiting the Castle, however because of the King John Pageant taking place there, we had been moved to the Saturday.

This was fortuitous, as the heavens opened in the morning and we breakfasted to the steady drumbeat of rain on the windows and gale force winds sweeping past the hotel! Had we been visiting the Castle on the Sunday, we would all have been soaked.

As it was, by late morning the sun had come out and we could walk down to the Barge at Brayford for lunch in glorious sunshine. Yet another splendid meal and a very entertaining crew to serve us.

There was only one more event for the weekend and that was a trip on the Brayford Belle up the canal that leads out of Brayford Harbour. The rain came again to briefly spoil the journey but then went away again.

Now for the walk up the

steepest hill in England to get back to the White Hart! Some members of the Marketors avoided this by bringing transport – obviously used to be Scouts or Guides...

The evening was at leisure and the party broke up into groups and visited a number of restaurants in the old part of the City, with many coming back together for (another) nightcap at the hotel, before retiring after a wonderful weekend.

Fellowship

We make much of fellowship in the Marketors and a weekend such as this brings home how important and how fulfilling it is to be with friends and make new ones within the fabric of the Livery.

I would therefore urge any Marketor who has not been on a trip, or a City Walk or even to any of the social events, to start doing so. You never know what you're going to find and who you're going to meet. ■

Court Assistant
Jane Wharam



Sponsorship

Our current sponsors and supporters are listed here.

We thank them for their generosity and look forward to a long and mutually beneficial association. We are always looking for more sponsors, supporters and advertisers.

Recent opportunities have included the float in the Lord Mayor's Show and other business lectures including those organised by the Thought Leadership Group and advertising here in Marketor which not only goes to our 380 members but also to the other 109 Livery Companies.

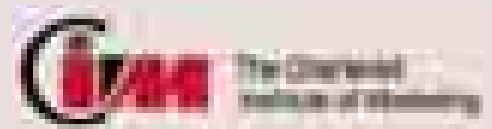
There are other opportunities such as sponsoring the Directory, providing cases for Company treasure or supporting other events. Bring your ideas and we can develop a solution to suit our joint needs.



St Dunstan's College has provided an escort for and helped sponsor the WCM float in the Lord Mayor's Show in 2013 and did so again this year.

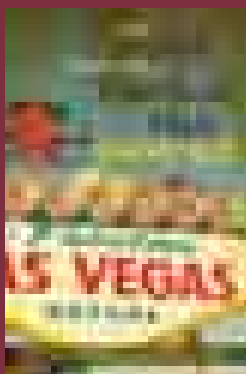


Fujitsu – one of the world's largest IT companies and the largest Japanese employer in the UK - is proud to have sponsored the annual dinner where subalterns of 151 Regiment The Royal Logistics Corps join with Freemen to discuss the issues facing the modern army for each of the last five years.



CIM The Chartered Institute of Marketing Our oldest supporters who have continued to provide sponsorship for events such as the City Business Lecture, Thought Leadership seminars and the WCM float in the Lord Mayor's Show.

Book Club



One of our regular features, the Book Club is where Marketors can demonstrate their literary skills. However, as a first, (it is an anniversary edition after all!), we have decided to include books that are not about marketing. One such is by Liveryman Cathy Ace

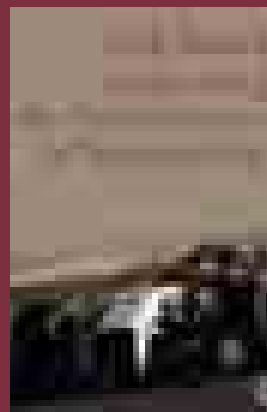
Cathy has had three distinct parts to her career – UK marketer, Canadian marketer and latterly author. Since moving from the UK to deliver marketing elements on the MBA course at the University of British

Columbia in 2000, Cathy "retired" for the second time, and is now a full time author of mystery novels.

Earlier this year, she had one of her books shortlisted for the only national Canadian prize for the 'light mysteries' genre, which means, rather like Agatha Christie, there is no gore, overt violence or sex on the page.

The Corpse With The Platinum Hair is the fourth in her Cait Morgan mystery series and has been nominated for the Bony Blithe Award, which is similar to the Agatha Award in the US.

We wish Cathy the best of luck with her nomination.



Back on more familiar ground – and hopefully with fewer murders, although with sponsorship, who knows? – we have the latest book by Liveryman Ardi Kolah, *Improving the Performance of Sponsorship*, published by Routledge last month.

Without a doubt, sponsorship is one of the most powerful promotional tools we have in the business of brand creation, brand recognition, and ultimately increasing sales. Moreover, brokering sponsors is a significant business in and of itself, something we often overlook.

Considering sponsorship is a \$50 billion a year market – and growing – marketers and students of business ignore its potential at the risk of missing hugely lucrative opportunities. To fail to understand sponsorship is to fail to understand marketing.

This is a guide that examines all types of sponsorship, clearly explaining and defining its mechanics, advising on how to select the right properties, how to sell sponsorship, ethical issues, measurement and key legal principles.

Marketing the Election – Business Event

Liveryman Roz Morris

Political marketing is very different from business marketing and most MPs, party leaders and their political advisers are not all that good at it. Plus they need to learn a lot more about social media. These were some of the conclusions presented to us by three experts on marketing and politics at our Business Lecture in June at the London Capital Club.

This was a fascinating evening covering a wide range of political topics including the now infamous 'Edstone', the website MyDavidCameron.com, Twitter, Facebook, Russell Brand, Lynton Crosby, opinion polls, leaflets, posters, inaccurate pre-election polls, betting odds in favour of Labour, and the merits of negative and positive campaigning.

Freeman Professor Paul Baines, Professor of Political Marketing at Cranfield School of Management, started by pointing out that unlike in the United States, there is no political campaign management school for would-be politicians and party advisers, in Europe. He thinks there should be.

Marketing has always been about building customer relationships. "But currently," Paul told us "British politicians are less trusted than journalists; with only 1 in 6 people trusting politicians to tell the truth, compared to 1 in 5 journalists. (Ipsos MORI survey January 2015.) This is staggering bad."

"After the expenses scandal, one would have thought that more effort would have been made by politicians to get on the side of the people. This lack of trust in politicians in general is what I believe has allowed Nigel Farage and UKIP to sneak through the middle and glean nearly 13 per cent of the vote. Political Marketing is particularly about political positioning."

This was also vitally important for the Conservatives who ran a "ruthlessly negative" - and very successful - campaign targeting LibDem constituencies.

Our second speaker, Roger Mortimer, Professor of Public Opinion and Political Analysis at King's College London and Director of Political Analysis at Ipsos MORI, told us the General Election had left him with two main impressions.

Firstly, he said, this election was, far less than usual, a clash between Labour and Conservative and this meant in political marketing terms that some votes were much more important than others.

Secondly, there were three separate target markets for different voters approached in different ways. These were: Conservative – Labour marginal seats in England and Wales, LibDem seats, and seats in Scotland.

All this meant that just looking at voters' views on political issues was and is extremely misleading. There was very little movement between the two main parties on issues. For example only 4 per cent of voters thought that Labour was good on some things and the Tories were good on others. Most voters were on one side or the other. They did not like negative campaigns and they thought that the party they supported was less negative than the others.

"Negative political campaigning works when the people who are telling you it are telling you something you believe. So, if the Conservatives say 'Vote for us to avoid a Labour/SNP government',

to a Conservative voter this is common sense", Roger added.

"We (Ipsos MORI) estimate that just 1.1 per cent of the electorate switched from voting Labour in 2010 to voting Conservative in 2015, and 0.6 per cent switched from Conservative to Labour. This means an overall swing of just 0.5 per cent between the two main parties."

Instead of a Con/Lab swing, what changed things were SNP gains from Labour and the LibDem vote collapsing and going mostly to the Conservatives. Although UKIP took votes from both Labour and Conservatives, they only gained one seat.

Politicians have a lot to learn about voters and social media, according to former academic, Dr Rachel Lawes, Partner of Lawes Gadsby Semiotics LLP, and one of the world's best known commercial semioticians. Semiotics has two components: linguistics and anthropology, and is used in market research to investigate consumer culture worldwide.

Traditionally, Rachel pointed out, election advertising has taken the form of outdoor poster campaigns. "The defending party says everything's fine – don't let the other party ruin it - and the main challenger goes on the offensive about the current government. " However posters took second place to online activity in the 2015 general election with the huge numbers of comments on Twitter, Facebook and YouTube leading some commentators to describe it as the UK's first social media election.



She believes the political parties underestimated the intelligence of the YouTube audience, (evidently not just interested in funny videos about cats and babies) and this was illustrated by the critical reaction to the Green Party's YouTube video. A typical online comment was: "Yeah let's make a video about the reasons not to vote for the other parties rather than one about why to vote Green."

"An outstandingly noticeable feature of digital culture is that audiences are not passive. The internet is not a sit-back medium. It's a sit-forward medium." She pointed out that very few people went to the real Conservative website, but they did visit MyDavidCameron.com where they could see humorous photos and picture captions such as 'I love the NHS so much that I want to cut it up into little pieces and give it to all my friends'.

This website was not affiliated to any party and all the material was created by the public using technology and humour in the way that they already do online. The scientific term for this, which, Dr Lawes told us, she regularly introduces to her market research clients, is 'ecological validity'. "The next round of online election campaigning needs to address young and digital audiences in a way that is much closer to the way they are already using the internet."

"In general I take the view that traditional sit-back political advertising that tells people what to think, would be better off concentrating on hope messages and leave the fear messages to the public to create. British elections are at least partly about a sense of being British, so be careful with techniques that look imports of American negative campaigning."

This was a meeting packed with insights and we were definitely left with the feeling that political marketing is a very inexact science. Perhaps both politicians and pollsters still sore from predicting the wrong election result, can draw some comfort from a comment during the question and answer session from Liveryman Angela White Horan, who told us: "I have spent a lifetime canvassing on doorsteps and I have come to the conclusion that nobody tells you the truth." ■



It is with deep sadness and sorrow that we report the passing of our beloved CEO Sue Ash. Sue has been our guiding light, our inspiration, our motivation and our dear, dear friend for the past 23 years. Her generosity of spirit, her immense kindness to others, her selfless approach, her empathy and counsel, and her abundant intellect will be greatly missed by all her business associates and friends. Rest peacefully dearest Sue.

Lynda Heath, MD, Ash Communications

Sue Ash 1962-2015

Many of you, like me, will have known Sue personally and already be aware of the desperately sad news that she lost her determined and tenacious fight against liver cancer in May. Sue had been a Marketor since 2002, first as a Freeman, then rapidly rising to the ranks of the Livery in 2003 – she was a fixture at the Company's Great Events with her husband Peter and took on the Chairmanship of the St Bride's Committee, which she later had to relinquish because of illness. I always looked forward eagerly to Sue's company either at the Marketors or at St. Bride's and will miss enormously her energy, zest for life and deep-rooted humanity and decency. Peter delivered a very moving eulogy at her recent funeral and I have reproduced and edited below, with his permission, the words he spoke that day.

'Mom Margarett and Dad Victor adopted Sue just a few months after she was born on 17th December 1962. She attended Leighswood infant school (a little Angel in a Nativity play) and then the Junior school, where she was a member of the cup winning Netball team and elocution champion. From Aldridge Grammar, she went on to Manchester to read English Literature and American Studies and then stayed on after graduating to run the student magazine *Mancunian* - in 1986 Sue won the Guardian/NUS Student Journalist Award for her work on that publication.

However, Sue chose not to enter Fleet Street but instead came to London as an EMAP graduate trainee working on the production of several of their computer titles.

By 1991 Sue had decided that PR would best suit her communication skills and she joined Heather Tilbury Associates, who very much specialised in the 'Fashion' end of the market. She

managed the European PR campaign, which made Tactel into a leading fashion and sportswear textile brand for ICI. Sue founded her own company in 1994, together with her old colleague Lynda Heath, who for the past ten years has been Managing Director of Ash Communications. Her first office was above the Agency Private Members' Club that I started with my business partner, Malcolm Beskin in 1993. After buying our present Bloomsbury flat in 1999 Sue decided we had room for a dog and so arrived our first cream Golden Retriever, Kir, who was our 'third Bridesmaid' when David Meara married us in St Brides on the 28th June 2003.

Sue was also the initiator, founder and chair of AIPP (the Association of International Property Professionals).

Sue Ash - dog-lover, businesswoman, Liveryman of the Worshipful Company of Marketors, an associate of the London Academy of Dramatic Art, a member of the Institute of Public Relations, the Institute of Directors, the London Chamber of Commerce, several other professional associations and on the electoral roll of the magnificent church of St Bride that she loved.

A beautiful woman with great intelligence, integrity and kindness who had a fabulous ability to have fun, together with a sense of humour that endeared her to the many she met over her 52 years who went on to become her friends.

All those friends and colleagues will miss her greatly; as will our two families, her sister Nikki and very much loved mother, Margarett, and of course, me.' ■

Liveryman Jerry Wright

OUTREACH A BRAND IDENTITY FOR BRIGANTES

As has been pointed out, the Outreach work of the Marketors is certainly varied. Here is a good example of the sort of brief we are given and the work that goes into this important pro bono work.

In this case, Liveryman Andrew Cross picked up the baton, given that his skills are perfectly suited to the work that was required. As ever, the client was up against a deadline, which meant they had to have an identity developed in a matter of weeks. The short timescale was a reflection of the success of the concept of an event, which caters for the needs of Liverymen of all Liveries who live in the North of the country (or at least out of the immediate orbit of the City of London).

As the client pointed out, it is quite probable that the event will continue to get this level of support and so they needed to develop a distinctive identity. Here is the brief Andrew was given:

Background: The Brigantes area is defined by the ancient Celtic tribe of the same name, which occupied a large area in the north of England, stretching from Liverpool to Hull, taking in much of what we now know of Manchester and Leeds - it was centred in Yorkshire. There are over 1,200 Liverymen with a connection to this area from the current City Liveries and, to date, the enthusiasm

for the event has been excellent, with an expectation that we will have between 225-250 attending the inaugural event, 'The Brigantes Breakfast'.

It has also received wide support from others in the Livery movement, with several Liveries attracting new Liverymen as a result. The support from the City has also been strong; former Lord Mayor, Alderman Dame Fiona Woolf will be speaking, former Sheriff Adrian Waddingham is part of the organising team and Lord Mayor Alan Yarrow has given his full support going forward. It is seen very much as the City cannot function efficiently without the support of the North, politically of course it is timely with the "Northern Powerhouse" government initiatives.

Objective: To create a distinct identity for the 'Brigantes Group of Liverymen'; a group of Liverymen defined geographically by those living outside London and its immediate environs, who find it harder to attend functions in the City on a regular basis but wish to be more active in the Livery movement and make connections with other Liverymen living close to them.

Characteristics: The brand needs to clearly be related to the Livery ethos and culture. The feel of a member organisation, which has history, integrity, ceremony, and high quality. It will be well connected, plugged into the City

of London and defined by all members being Liverymen of City based Liveries. It also needs to have a distinct Northern feel; colour in the north has historically been defined by the Red and White of the competing houses of York and Lancaster, events may well reflect this theme. It is likely as well that the processing at events will be done to the tune of *On Ilkla Moor Baht'at*

Application: The identity will appear at Brigantes functions; as such it must translate effectively onto event media. This would include, in no particular order; communication media to include: letterhead, email footers, comp slips etc; hard copy Invitations; *Pour Memoire* cards; menus; guest lists; room displays (pop up roller displays); seating plans; table gifts, name badges and longer term website pages. The scope remains quite wide therefore.

Andrew not only did all the above but on time, meaning that the inaugural Brigantes Breakfast, which is reported by Liveryman Annmarie Hanlon on page ?? featured his work.

If you have been inspired by this account and would like to help with Outreach, please contact Court Assistant Phil Andrew, Chairman of the Outreach Committee, who would be delighted to add you to the team, whatever contribution you can offer. ■

Successful Launch of the London Liveries Brigantes Breakfast

The Late Sheriff, Past Master Actuary and staunch Lancastrian Adrian Waddingham CBE was in the chair at the inaugural Brigantes Breakfast, the northern luncheon for City of London Liverymen, which was held at The Midland Hotel in Manchester on Friday 29 May. Two hundred and thirty Liverymen and guests attended, from over 70 Companies, including many current Masters and Past Masters.

The response from Liverymen to this first northern function was so great that it had to be moved to a larger venue from the one originally booked. Among the official guests were Mrs Amanda Parker JP, the High Sheriff of Lancashire, Mr Richard Clowes, Trustee of the Ironbridge Gorge Museum, and the Venerable Cherry Vann, Archdeacon of Rochdale and Chaplain for the Day, who said Grace.

Around 1,200 City of London Liverymen are resident in the North of England, which, for this purpose, runs from Leicestershire/Staffordshire to the Scottish border. 41 Companies have 10 or more Liverymen in the area. In 2015, the North of England is home to seven Livery Masters, up from four in 2014.

From discussions with a number of

Masters and Clerks last year there is a recognition that some northern Liverymen, whether working or retired, find it difficult to attend City-based Livery events regularly and can become less engaged from the Livery. In a move to redress that situation, and with the full support of our Lord Mayor Alan Yarrow and his predecessor Dame Fiona Woolf CBE, the Brigantes Breakfast was born.

Following a light-hearted operatic interlude, and while proposing the toast to the guests, the Late Sheriff explained that a name was required for the northern luncheon, embracing the main elements of who, what and where. After some head-scratching, the geographical area under consideration was found, fortuitously, to coincide with that occupied in pre-Roman times by the fearsome Brigantes tribe – so they had a name.

The Principal Speaker was Alderman Sir David Wootton, Lord Mayor in 2011/12.

Sir David made no secret of the pride in which he holds his Bradford roots and Yorkshire generally. In emphasising the ever-closer bonds between the City of London and the North of England, Sir David highlighted the prominence given to the North in the Queen's

Speech two days earlier and the vision of the Chancellor of the Exchequer for a Northern Powerhouse for economic growth based around the cities of Liverpool, Manchester, Leeds, Sheffield and Hull.

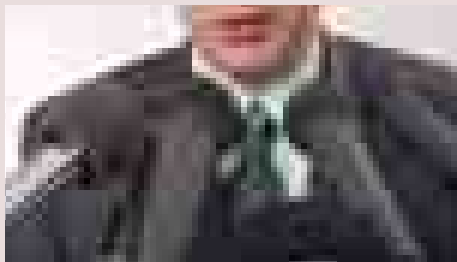
The other speakers were Nicholas Woolf, Past Master Tax Advisor, deputising for the Late Lord Mayor, Dame Fiona Woolf,

who was abroad on business, and David Bentley, Immediate Past Master Baker, who presented Sir David with a donation to the Lord Mayor's Charity Appeal on behalf of those attending and announced that the 2016 Brigantes Breakfast would be on Friday 20 May at Cutlers' Hall in Sheffield. ■

The Brigantes new branding

Marketors in the News

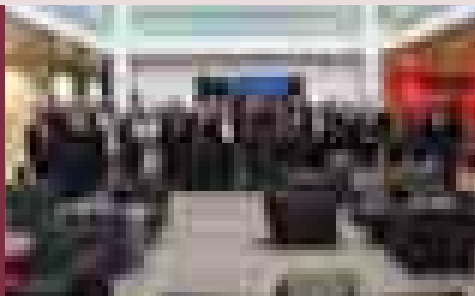
Given the high profile of a number of our members, it is not surprising that many are often in the news. Prominent over the past few months has been Liveryman David Haigh, CEO of Brand Finance, who was interviewed extensively on TV here and abroad in the aftermath of the breaking of the FIFA bribery story. David spoke of the implications for brands from this and other scandals and how brand owners can guard against being tarnished when such events occur.



Another member often seen in the business press is Freeman Ann Francke, CEO of the Chartered Management Institute. Ann has given her thoughts on many important issues in business, from gender pay gap legislation to bringing equality to the workplace and cutting out the 'accidental manager'.

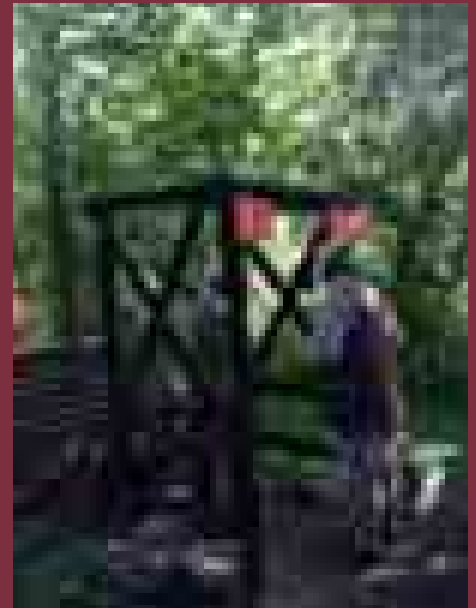
Meanwhile, Court Assistant and Chair of Membership, Lesley Wilson was featured in Marketing Week where she took part in a Q&A discussing the Harvard Bursary scheme and its benefits.

Of course, our own Master is no stranger to the various media either, having been featured in *Marketing*, *Campaign*, *Media Week* and *Brand Republic* looking at the key issues that marketers should focus on this year. The Master also provided his thoughts to *Global Alliance Magazine* on why brand building critical to shareholder value. ■



Attendees at what was the last dinner for Freeman, young offices from 151 Regiment RLC and senior Fujitsu executives in April.

Inter Livery Companies Annual Clay Pigeon Shoot



The company fielded a good team again this year and despite strong competition managed to finish around middle in the team rankings. As ever, the event was held at the superb Holland & Holland Shooting grounds in West London, starting with a good breakfast to get the day underway and concluding with a mass luncheon of all entrants and prize giving. The team this year was made up of Anne Curtis, Andrew J Cross, Graham Doctor and Roger Howes (captain) ■

Celebrating female achievement in the civic City

In 2015 the 100th woman was appointed as Master of a Livery Company. The first ever was in 1983 and in the 32 years since then there will have been just under 3,500 men as Masters. If you attend Common Hall to vote for the Sheriffs and Lord Mayor you cannot help noticing how the numbers of women in the Masters' procession have increased in recent years - there are now about a dozen annually.

The Lady Masters Association has recently been set up formally with the Marketors strongly represented. The first Chairman is Adèle Thorpe (Honorary Liveryman, Marketors, and Past Master Chartered Secretary). The two Vice-Chairmen are Venetia Howes (PM Marketor) and Valerie Boakes (Liveryman, Marketors, and Past President, City Livery Club) and there is a committee of a further six people of which Sally Muggerridge (PM Marketor)

is one. HRH The Princess Royal has agreed to be the Patron; Alderman Dame Fiona Woolf (Past Lord Mayor) and Sheriff Fiona Adler, who are both members, attended the association's inaugural event.

Like most Past Masters' year-group associations, the aim of the Lady Masters is the maintenance and promotion of fellowship and the support of charity among a specific group of people, namely women who are or have been Masters of their Livery Companies (or of two other civic City organisations). One of its first events on 12th November will be to organise a reception for women who are currently Wardens, to offer them the opportunity to meet those who have gone before them, to answer questions and offer advice and encouragement. 'Onwards and Upwards' as the saying goes. ■

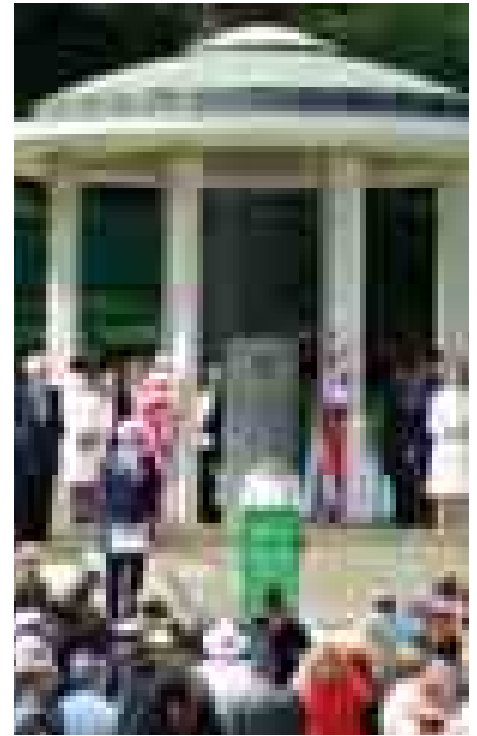


Marketors at Magna Carta Celebrations

The Master represented the Marketors at Runnymede on 15 June 2015 to watch a recreation of the ceremony when, 800 years before, King John was forced "at the point of the sword" to agree to Magna Carta.

Led by the Queen, a gathering of

politicians, religious leaders, military personnel, senior members of the royal family and, of course, all the other Masters of the Livery Companies, watched the royal barge *Gloriana* lead a flotilla carrying a facsimile of the 'Great Charter' that was first sealed so many years before. ■



Phil Takes a Walk

We were all delighted that Court Assistant Phil Andrew enjoys a walk, as his most recent one raised over £2,000 for the Marketors' Trust!

To be fair, it wasn't just a leisurely stroll; this was an 'ultra event' - the walk from London to Brighton - a physically and emotionally demanding 62 miles (100k) up hill and down dale, where walkers have to combat physical fatigue, blisters and, on this occasion, blistering heat!

However, he made it and also achieved his fundraising target. As he said: "walking 103km in 21½ hours with only two 10 minute stops was right at the edge of my physical capability and it did take a few days to get over. However, being able to donate such a great amount of money to the Marketors' Trust was definitely worth it".

If you would like to do anything to raise money for the Marketors' Trust, please have a chat with Chair of the Trust, John Hooper, who would be more than happy to discuss your ideas. ■

The Power of PR

Promoting the Name and Fame of the Company

It's time for another Worshipful Company of Marketors' PR and communications update. In this landmark year for the Marketors, our 40th anniversary, our theme has been 'building valuable brands.' In that sense we've also been doing fine work in building up the Marketors brand itself.

Our greatest achievement this year is without a doubt the new website, which has had a complete re-vamp, both front-end and back-end. We're already seeing a huge increase in traffic as a result. Throughout the whole of 2014, the Marketors' website received just under 20,000 visits. By the end of June of this year, that number was already 15,000, so huge congratulations to all involved with the new website but particularly Alan Dodds, David Doughty and Ann Goodger.

Earlier this year, the Marketors appointed PR agency, Whiteoaks, to undertake a dedicated PR programme with some clear objectives: To promote the name and fame of the company; promote the benefits of the marketing profession to those in the City, the Livery and beyond and to raise the profile of the Marketors within the marketing sector. Based in Farnham, Surrey, Whiteoaks are one of the UK's top technology PR agencies and specialise in PR, digital, and social media. They work with a great many technology firms and marketing specialists such as the Marketors, and for the past several months, have been aiding us in achieving our communications objectives.

Our social media efforts have been also been overhauled and have been a key method of communication for the Marketors in 2015. Thanks to some busy activity from Whiteoaks, our Twitter followers have risen from 924 to 2,780, an increase of 186 per cent. Regular posts updating all of our followers on the latest marketing news and topics in the City are being posted and you can join in by following us on @marketors.

our theme has been 'building valuable brands'

As well as on social media, we have achieved regular coverage in other mainstream media sources. In total, 26 pieces of coverage has appeared this year. Our recent news included the Marketors' 40th anniversary and the appointment of the Rt Hon the Lord Heseltine and the awarding of the Marketors' Harvard Business School bursary to Court Assistant and Chair of Membership, Lesley Wilson and Liveryman Tom Tuke-Hastings. Lesley

was also featured in *Marketing Week* where she took part in a Q&A discussing the Harvard Bursary scheme and its benefits. Lesley will be busy blogging for the Marketors while at Harvard in September and October, and both she and Tom will speak at a Marketors' lecture early next year about their time at Harvard.

The Master has also featured in the media, including a

thought leadership article published in *Global Media Magazine*, looking at the critical importance of brand building and further thought leadership articles have been published with the *Global Marketing Alliance*, *Marketing Magazine* and *Digital Marketing Magazine*.

Be sure to look out for the promotion of upcoming Marketors' news and events, including the next Great Event – Banquet to The Lord Mayor - and the next Business Lecture 'Marketing in Modern China' with Freeman Brendan Tansey, CEO of Havas Digital China, who is flying in from Shanghai specially for the occasion.

Keep an eye out for an exciting new mentoring initiative due to be piloted in September. The Marketors will be nurturing and promoting the next generation of marketing talent in the City by giving young marketing professionals the chance to shadow and work alongside experienced members. The initiative will help to promote marketing in the City, increase knowledge and understanding of livery life, and create lasting positive feelings about the Marketors.

2015 has been a hugely positive year thus far in terms of PR and communications. Social media and coverage targets are being met and exceeded, helping enormously to raise the profile of our company, and we will be working closely with Whiteoaks to ensure that this trend continues for the rest of 2015 and beyond. ■





The Iron and Bronze Duke

Liveryman Annie Brooks

Just nine days after the 200th anniversary of The Battle of Waterloo, 20 Marketors and their guests met outside Bank Station - under Sir Francis Leggatt Chantrey's statue of the Duke of Wellington astride his famous war horse, Copenhagen. This was the start of the first Fellowship Walk of the year, where we were to discover more about 'The Iron Duke' and his City connections.

Our City Guide, John Steel, aka Tour de Force, informed us that the statue, erected on the 29th anniversary of the battle in 1844, was paid for by the Livery Companies in return for the Duke helping with the building of King William Street. We then learned that Nathan Rothschild of banking fame was the first to find out about the victory at Waterloo from his messengers who rode back with the news. It has been suggested that he profited from hearing the good news when, the next morning, he started

to sell his stocks and shares and once they hit rock bottom at the end of the day, he bought them back again, making a handsome profit. True or false? Who really knows?

Onwards to Guildhall, where Wellington received the Freedom of the City of London. We discover another statue has been erected to him here and he finds himself in august company alongside the likes of Sir Winston Churchill, Lord Nelson and William Pitt the Younger. However, a victory banquet held at Guildhall we now discover was a little premature. Upon hearing of Napoleon's downfall and exile to Elba in 1814 the great and the good of Europe were invited to the banquet, held on 18 June (rather spookily exactly one year to the day before the Battle of Waterloo - how did they know?). Unfortunately, as we now know, Napoleon was soon back on form following his escape and the Napoleonic Wars marched on.

John then regaled us with a few interesting 'Napoleonisms'. His 'small

man syndrome' is a myth. He wasn't small. He was 5' 7", which was considered average height at the time. He had buttons put on all his men's uniforms, not just the officers, because he couldn't stand the lower ranks wiping their noses on their sleeves! And he had a cat phobia (oh dear - Ed).

Some believe that the Prussians were key to winning the Battle of Waterloo when Marshall von Blucher arrived to help the outnumbered British and lifted his hat to start the charge that won the battle. However, as patriotic Brits we know better!

Throughout his military career Wellington fought 60 battles and won every one that he led. Unfortunately his professional life meant that he didn't get to spend much time with his wife and children. However he did find time to take many a mistress - one being the courtesan Henrietta Wilson. When approached by the publisher of her memoirs who asked Wellington for money to exclude him from the book,



the Duke's response was: "publish and be damned!" Which just goes to show that 'kiss and tell' is not a 21st century phenomenon.

The discovery of why Wellington is known as 'The Iron Duke' came as somewhat of a surprise. It has nothing to do with his iron will or strength of character. Apparently when he was Prime Minister the Catholic Emancipation Act was passed and some of the more radical Protestants in England objected to it. They began to go to his home at Apsley House and throw stones at it. So he had iron shutters installed to protect his windows. From then on he was known as 'The Iron Duke'.

It was time to move on to Wren's masterpiece, St Paul's Cathedral (did you know this was only the third building he designed?), where there are fitting tributes to both the Duke and the Battle of Waterloo. 13,000 people crammed into the church to attend his funeral on 18 November 1852. This also marked the only year to date when there was no Lord Mayor's Show because the nation was in mourning for one of their greatest battle heroes, who also served as Prime Minister.

Following the Duke's death it was decided that a fitting monument to an extraordinary man should be created to reside in St Paul's.



The sculptor, Alfred Stevens, who won the commission to produce this masterpiece sadly died before he could finish it, so John Tweed completed the work. It is dominated by an arched structure. On top of the arch is a large block in the shape of a chest acting as a plinth for an equestrian statue. Under the arch lies a bronze effigy of the Duke upon a massive sarcophagus also made of bronze. This rests on a densely carved pile, made up of the spoils of war including cannons, shields and the standards of fallen enemies. On one side of the plinth are Valour crushing Cowardice and on the other Truth, seated on a throne, thrusting Falsehood down and away.

Passing by the war-torn and age-ravaged flags of a selection of Battle of Waterloo regiments fluttering from the ceiling, we wend our way down the steps to the crypt, where we discovered Wellington's massive sarcophagus adorned with gilt lettering, guarded by four sleeping (because he didn't die in battle) lions with four candlesticks at each corner. There is a surrounding mosaic floor, which was laid by the women of Woking Jail. A revered hush came over us all as we stood to admire the great man's final resting place.

On leaving the Cathedral it was only a short stroll to enjoy lunch and fellowship at the French brasserie, Côte, just to show there are no hard feelings! ■



Diary Planner 2015

Here is the calendar for the rest of this year but, in the spirit of 'firsts', we are also including potential dates for next year so that you don't miss out on any of our Great and other City events. The Great Events are in **bold**. Events in *italics* are restricted or by invitation only.

28 July	Banquet to the Lord Mayor Mansion House	14 October	City Briefing Livery Hall Basinghall Street
14 September	Joint Digital Event	15 October	Bowden Charter Dinner Mercers' Hall
18 - 20 September	Royal Edinburgh Weekend	4 November	Fellowship (Introduction to the Livery) Event for New Freemen
<i>24 September</i>	<i>Business Court</i>	8 November	Remembrance Sunday Service St Bride's
<i>28 September</i>	<i>Installation of Sheriffs</i>	<i>13 November</i>	<i>Admission of Lord Mayor, Guildhall</i>
29 September	Election of the Lord Mayor Guildhall	14 November	Lord Mayor's Show Lunch Strada St Paul's
30 September	Annual City Lecture : How China discovered Marketing Unilever	23 November	City Briefing Livery Hall Basinghall Street
7 October	Prospective New Members' Evening Venue TBA	<i>26 November</i>	<i>Business Court & Common Hall</i>
13 October	151 Regiment Curry Evening London	<i>2 December</i>	<i>Court Dinner</i>

Diary Planner 2016

The Great Events are in **bold**. Events in *italics* are restricted or by invitation only.

21 January	Installation Banquet Stationers' Hall	<i>23 June</i>	<i>Business Court Plaisterers' Hall</i>
26 January	Reception for 2016 Committee Chairs Plaisterers' Hall	24 June	Election of Sheriffs Guildhall
<i>3 February</i>	<i>F&GP, Master & Wardens Committee Plaisterers' Hall</i>	<i>6 July</i>	<i>F&GP, Master & Wardens Committee Plaisterers' Hall</i>
9 February	Inter-Livery Pancake Races Guildhall Yard	July	Banquet to the Lord Mayor Mansion House
29 February	Leap Day	<i>3 August</i>	<i>F&GP Plaisterers' Hall</i>
<i>2 March</i>	<i>F&GP, Master & Wardens Committee Plaisterers' Hall</i>	<i>7 September</i>	<i>F&GP, Master & Wardens Committee Plaisterers' Hall</i>
11 March	United Guilds' Service St Paul's	<i>22 September</i>	<i>Business Court Plaisterers' Hall</i>
<i>17 March</i>	<i>Business Court Plaisterers' Hall</i>	28 September	Admission of Sheriffs Guildhall
27 March	Easter Sunday	29 September	Election of The Lord Mayor Guildhall
<i>6 April</i>	<i>F&GP, Master & Wardens Committee Plaisterers' Hall</i>	<i>5 October</i>	<i>F&GP, Master & Wardens Committee Plaisterers' Hall</i>
19 April	Spring Luncheon Grocers' Hall	13 October	Bowden Charter Dinner
4 May	<i>F&GP, Master & Wardens Committee Plaisterers' Hall</i>	2 November	<i>F&GP, Master & Wardens Committee Plaisterers' Hall</i>
5 May	Rededication Service & Beating the Bounds St Bride's	11 November	<i>Silent Ceremony – Admission of The Lord Mayor Guildhall</i>
<i>1 June</i>	<i>F&GP, Master & Wardens Committee Plaisterers' Hall</i>	12 November	Lord Mayor's Show City of London
June	<i>Common Hall & Professional Livery Dinner Brewers' Hall</i>	13 November	Remembrance Service St Bride's
		<i>15 December</i>	<i>Business Court & Court Dinner Dyers' Hall</i>

Diary Planner 2017

We even have some key dates for 2017. The Great Events are in **bold**. Events in *italics* are restricted or by invitation only.

4 January *F&GP, Master & Wardens Committee Plaisterers' Hall*

OTHER KEY DATES

10.6.16 – 1.7.16	UEFA EURO 2016
5.8.16- 21.8.16	Olympic Games
7.9.16 – 18.9.16	Paralympic Games
TBC	WCM Annual City Lecture

Please follow us on Twitter (@marketors) and keep an eye on the website for changes or other information