



WORSHIPFUL  
COMPANY of  
MARKETORS

# MARKETOR

SPRING 2016 / ISSUE 71

THE LIVELY COMPANY MAGAZINE FOR MARKETING PROFESSIONALS



**NEW MASTER  
DRESSED FOR SUCCESS**

**HOW SPEEDBIRD BUILT BA'S BRAND**

**SOCIAL MEDIA -  
FOR AND AGAINST?**

**MARKETORS TOSS WINNING PANCAKES**



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## Contents

Ceremonial Court and Dinner .....	4
Intro to Freeman, Livery, Court Assistant and new Junior Warden .....	
British Airways Visit .....	8
First Topical Debate .....	12
Committee News – Aim 1 – Mayoralty & the City .....	13
Harvard Management Programme – Lesley Wilson and Tom Tuke-Hastings .....	19

## Regular Features

Master's Column .....	2
Photo gallery .....	3
Installation and other events .....	
Outreach .....	11
Members' News .....	15
Book Reviews & Members' Book .....	16
Wonders & Blunders in Marketing .....	17
Kay Baldwin-Evans .....	
Getting to know... The Master .....	18
Coming Soon & News .....	19
Preview of forthcoming events... City Lecture .....	
Calendar .....	20
Who's Who .....	20

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Ben Fisher



# The Master's Column

Every year each of the 110 Livery Companies of the City of London installs a new Master, just as we elect a new Lord Mayor. This tradition has been going on for at least 800 years. As a former Chairman and Chief Executive of listed public companies, **this at first seemed strange to me. No company leader would welcome the idea that his or her job will only last a year and no Chairman would appreciate the fact that all his predecessors will attend the board meetings he chairs. But then no public company has lasted 800 years, in fact few of them have lasted 100. In my opinion changing the leader is more, not less, likely to deliver good governance and management because no-one has the chance to do much harm. And to make my point do you know which country in the world changes its President every year? Switzerland, a country that does no harm to any other by remaining neutral and maintains a very high standard of living for its inhabitants.**

Talking of governance, one of my first pleasant tasks as Master was to admit two new Court Assistants Annie Brooks and John Farrell. Both will bring diversity to the Court, not just because of gender but also experience. Annie is a successful entrepreneur while John is one of this country's leading advertising and promotion executives. Many of our chairmen and officers are in new roles too thus adding new ideas and initiatives to go with the experience of those who have been in their roles a while. It's largely through the committees that the Company works to achieve its aims, so if you want to do more to help just contact the chairman of the committee that most interests you. Committee work is not

just about sitting in meetings; it's also about organising the work.

I have asked committee chairs how they can best interpret my theme: *Marketing for Good is*



Giles Long MBE - March 22  
at Brand Exchange



Chilean Wine Tasting at Vinters Hall -  
May 26

*Good Marketing.* In the case of Outreach it's pretty obvious and I am hoping for a step change in the engagement of Company members in our Outreach programme. I would prefer to see 100 members give just one day rather than ten members give ten days each. The volume output is the same but the engagement of members is clearly different. I suggested that, as this was a Leap Year, we all got that extra day on February 29. If you are salaried you weren't paid any more for working on that day so why not give it away? I hosted a meeting in my home where a number of members who live nearby gave a workshop to help the management of a charity I work with called Humanitas which believes that every child is entitled to healthcare, an education and a family. They strive to provide children across the globe with these three key rights.

There's much to look forward to in the next quarter. Our events include an evening with Giles Long MBE, the Paralympic gold medallist and TV presenter; a city walk below the Thames; our first pub quiz; the Spring Lunch featuring Liveryman Elizabeth Corley CBE as speaker; the Rededication Service followed by a revival of Beating the Bounds; the City Lecture at the Shard with Sir Ian Cheshire, the new Chairman of Debenhams; a dinner at Vintners' Hall featuring Chilean wine tasting in the presence of His Excellency Snr Rodolfo Drago, the Chilean Ambassador; and Common Hall at Brewers' Hall followed by a dinner for Liverymen only with Liveryman Roger Harrop as speaker.

I hope to see as many of you as possible at these events.

**David Pearson**  
Master ■





*All seated for dinner*



*Ceremonial court*



*Insignia and Peter Short*



*The audience at Speedbird House*



*Court Assistant Annie Brooks signs in*



*Exploring Speedbird House*



*Liverymen in waiting*



*Marketors gathering to cheer our team*



*Freeman Caroline Jarvis ready for the Ladies' Race*



*Master, Sir Chris Powell & Immediate Past Master share a joke*



*Anchors Aweigh as Freeman Chris Griffin leads the field only to be done on time penalties for lack of flipping!*



*Court Assistant Roz Morris and Malcolm Douglas at the Installation Dinner January 21*





# Shakespeare and a Bridal Fanfare

*The Court of the Worshipful Company of Marketors - January 21, 2016*

**One of the great joys of being a Marketor is the opportunity to visit so many splendid and historic livery halls in the City of London, and Stationers' Hall, where we had our 2016 Installation Dinner, is among the most historic.**

The Hall is a 17<sup>th</sup> century Grade I listed building in Ave Maria Lane, close to St. Paul's Cathedral, which manages to be both grand and welcoming. Our dinner was held in the livery hall, packed with over 200 people, all relishing the fine wines and food. Our newly installed Master chose delicious Chilean wines for the reception and the dinner, a foretaste (literally) of the Marketors' trip to Chile which he will lead in November this year.

The Worshipful Company of Stationers dates from 1403. At this time, stationers were either text writers, lymners (illuminators), bookbinders or booksellers who worked at a fixed location (stationarius) beside the walls of St Paul's Cathedral. Hence the name stationers and the term stationery. The Stationers received a royal charter in 1557 and the company held a monopoly over the publishing industry and was officially responsible for setting and enforcing regulations, including punishments, until the enactment of the Copyright Act 1709.

Members are now drawn from the fields



*Magnificent stained glass window at Stationers' Hall*

of printing, papermaking, packaging, office products, engineering, advertising, design, photography, film and video production, publishing of books, newspapers and periodicals and digital media. Recent honorary liverymen of the Stationers include Rupert Murdoch and David Starkey.

The Stationers are at number 47 on the great roll of livery companies and we Marketors are at number 90 of the current 110 livery companies in the City of London. We received our royal charter in 2010.

The site of the present Stationers' Hall was formerly Abergavenny House, purchased by the Stationers in 1606 for £3,500, and destroyed in the Great Fire of London in 1666. The current building and Hall date from around 1670 and the Hall was remodelled in 1800. It was one of the few livery halls that survived the London Blitz undamaged. However, in June 2010, some diners had a really exciting evening when they had to be evacuated during a banquet in the Hall when a fire broke out and damaged an ancient oak screen in a corner of the Panelled Room.

The Shakespeare window in the Hall where we dined is among the many Stationers' Hall stained glass windows that survived World War Two unharmed. During Shakespeare's time, the Stationers Hall regulated the practices and protected the interest of everyone connected with the book trade and the history of the publication of Shakespeare's work is recorded in the Stationer's Register.

This year, 2016 is the 400<sup>th</sup> anniversary of the great playwright's death in April 1616. And in case you were wondering, didn't we just celebrate his birth? Yes we did. How time flies when you're a legend as the bard himself might have put it. (Only probably better.) Anyway, 2014 was the 450<sup>th</sup> anniversary of Shakespeare's birth

in Stratford upon Avon in 1564 and we Marketors celebrated this with a weekend visit to Stratford. Remember all this. It could come in handy for our pub quiz.

I will finish this article with our pianist for the evening - Timothy End. (Pun definitely intended.) For those who attended the dinner, here is a helpful note. And if you are wondering what the stirring and, to most of us, unfamiliar piece of music was that our pianist played when our new Master and his wife, Carmen, entered the Hall, I can reveal that it's called 'Fanfare for A Bride' by Noel Rawsthorne and you can find it on YouTube if you'd like to hear it again.

**Roz Morris**

Court Assistant ■

## Ceremonial Court

The installation of our Master, David Pearson, took place at the Ceremonial Court on January 21 prior to the Installation Dinner. This was followed by the investiture of the Wardens – Sue Garland Worthington OBE as Senior Warden, Richard Christou as Middle Warden and Philip Andrew as Junior Warden. Liverymen Annie Brooks and John Farrell were installed as Court Assistants. Darren Bayley, Professor John Egan, Darren Mawhinney, Federica Sacchi and Diana Tombs were clothed as Liverymen.

The Company was also delighted to admit as Freeman: Philip Allen, Murray Chick, Jay Chinnadorai, Alexander Conabeare, Judith D'Albertson, Christine Hodder, Greig Holbrook, Joyce Kwong, Lucinda Muschialli and Graham Storey. ■

# Welcoming our guests

Senior Warden Sue Garland **Worthington OBE welcomed our official guests** for this very special event. We were joined by Sarah Fletcher, Head of the City of London School, with whom the Marketors have a long association, most recently through making an award as part of their sixth form Business Enterprise Competition.



*Past Master Sir Paul Judge shares loving cup with Sir Chris Powell*

The Marketors have been affiliated with 151 Regiment, The Royal Logistic Corps since 1997 and we welcomed Lieutenant Colonel Michael Taylor, Commanding Officer of the Regiment, accompanied by his wife, Amelia.

Richard Excell was our Master's very first boss when both worked together at Procter and Gamble 45 years ago. As also Immediate Past Master of the Woolmen's Company and we were delighted to welcome him.

Four Masters were also Company guests:

Michael Llewelyn-Jones is Master of the Worshipful Company of International Bankers. He was accompanied by his Clerk, Nicholas Westgarth. Michael Goodridge is Master of the Worshipful Company of Arbitrators. Michael was accompanied by his Clerk, Biagio Fraulo.



*Welcome to our new Liverymen*

Patricia Day is Master of the Worshipful Company of Chartered Secretaries and Administrators. Patricia was accompanied by her Clerk, Erica Lee. Andrew Morris is Master of the Musicians' Company and is an orchestral and choral conductor and keyboard player. And he was joined by his Clerk Hugh Lloyd. We were also delighted to welcome a personal guest of Liveryman Anthony Hodges, Richard Springford, Master of the Company of Watermen and Lightermen.



*Master and Wardens*

We were honoured to have two Aldermen as our guests: Matthew Richardson is Alderman for Billingsgate Ward and a JP and David Graves, Alderman for Cripplegate Ward, where our Master is a member. ■



*Welcome to our new Freeman*

## A view from newly-appointed Junior Warden, Phil Andrew

When I joined our Company, I had absolutely no sense that I would progress through its ranks of **enormously eminent figures in the marketing world** and every step has been an exciting surprise. I have been involved in the awards, chaired Outreach, become a Court Assistant and a Trustee of The Marketors' Trust.

My investment as Junior Warden was following the steps of hundreds of years of wider City tradition and protocol – my main worry was not to make any glaring errors. Many members of the Company are completely au fait with the process and their support helped me enjoy the Ceremonial Court. What struck me most was seeing the number of new Freeman coming into our Company; they are high quality new members and this reflects the health of our Company as a whole.

As Junior Warden, I handed over the Chair of Outreach and my prime roles are coordinating the activities that retain and grow our membership (with an eye to succession) and to look after the needs of members through the Almoners. One of our challenges is encouraging more people to move through to the Livery. Our Company has that friction point where a strong modern profession meets heritage and tradition and we do it well, so why not be part of it?

When you contribute to our Company – there is so much to enjoy. For me, it has been the outreach work I am doing with organisations like the children's charity Futureversity and the Breck Foundation. Our Master's theme, *Marketing for Good is Good Marketing* is important – especially for outreach and pro bono giving – but in my experience it is also the most rewarding part of being a Marketor.

If you are new to all of this, welcome and my top tip is to get involved! Almost like an apprenticeship, it is only by gradually learning the inner workings of the organisation that you will truly begin to understand the outstanding contribution that we make to the City and beyond. It is an exciting, interesting and rewarding Company to be in.

**Phil Andrew**  
Junior Warden ■





# Sir Chris Powell on *Marketing for Good is Good Marketing*

*Dining at Stationers' Hall*

**Our guest speaker at this great event was Sir Chris Powell, known to many in the marketing world as (former) CEO and Chair of advertising agency BMP DDB; those who know have said that he is the most respected practitioner of his trade.**

Sir Chris addressed the Master's theme for his year – *Marketing for Good is Good Marketing*, pointing out that the current mood in marketing is to place more emphasis on this truth. He suggested that marketing for good **can be** good but it depends on the skill of the marketer and the appropriateness of the brand but this is not an invariable truth. Adding that social and commercial good **can be** but **may not always be** the same thing. Quoting the examples of Enron and VW, marketing for good (dressed as corporate social responsibility) has turned out to be, at times, a bolt on. Corporate social responsibility can become a department rather than something embedded in what a company does.

Sir Chris said the emphasis is more on purposefulness of which sustainability is an example. He gave a number of



*Master & Sir Chris Powell*

convincing examples of social good and successful commercialisation being twins.

For instance, Unilever's commitment to sustainability under Paul Polman with successes like Lifebuoy's marketing campaign promoting hygiene in India; this has both saved lives and increased profits. Sir Chris also mentioned P & G and Unilever's work with Always and Dove that combine building female self-confidence with strengthening their brands. Ben & Jerry's is an example of a company that has grown entirely on their sustainability credentials.

Sir Chris warned that we should be careful not to believe that these successful brands are general prescriptions for marketers. Brand purposefulness is not a universal panacea; it is a powerful addition to the marketing armoury. He also said it was easy to oversell, leading to disappointment and a short life for a good idea - again urging caution in shoehorning brands into values that don't fit. He suggested that the outcome will reek of insincerity and won't work saying, 'It will become a fad and fads don't last'.

Sir Chris believes that the real power in purposefulness is to be had at the company level. He said most good people would rather work for a company that has a real purpose rather than one just looking to turn a profit. He told us how at his old company there was a mantra for its managers: that people come first, with good people you will produce good product and from that will come profit.

But as he reminded us this isn't done by slogans and value statements. Sir Chris illustrated this with a story about how

Lucy Kellaway of the Financial Times set a trap for senior managers of 24 FTSE 100 companies. Showing them a selection of corporate value statements, she asked them to select the one that was theirs. Only five succeeded in this, suggesting to Sir Chris how bland and meaningless these have become.

Sir Chris also cited the example of PwC in the UK (he is a member of their Corporate Finance Advisory Board) where they have set their values around 'doing the right thing' making it clear that straying from the path will be unwelcome in their partnership. With the result that year after year they top the league table of the place graduates would like to work; this means they can pick the best and thus allows the partnership to be both decent and grow.

BMP DDB, where Sir Chris spent most of his working life, had the belief that nothing was ever as important as producing the right work to deliver the brand. If it meant upsetting or even losing a client or a colleague or making a loss rather than a profit then so be it. He emphasised this by telling us 'a principle is not a principle until it has cost you something'.

Sir Chris finished his speech by reminding us that we as marketers are responsible for how a company and its brand are portrayed to the public and we can't do this convincingly if what we are portraying is not what we would wish. Corporate purposefulness is driven by us and not a gimmick – it is true that doing the right thing is right in itself. And happily, behaving in the right way will bring reward. ■





*Freeman Caroline Jarvis, Freeman Chris Griffin and Junior Warden Phil Andrew prepare for the Pancake Race*



*Junior Warden off to a speedy start*



*The Novelty Race line up - all dressed to reflect the Lord Mayor's charities for the year*

# Marketors toss winning pancakes

Marketors gathered by their banner to compete in and cheer on their team for the 12<sup>th</sup> Inter Livery Pancake Race in front of the Guildhall. This Shrove Tuesday event is organised by the Poulters as you might eggspect. Livery companies enter teams to run in four different races for Masters, Livery, Ladies and a novelty race where competitors dress up to reflect our Lord Mayor's theme for the year. There were lots of sailors and sea references – Lord Mountevans is a shipbroker and one of his charities of the year provides nautical adventures for young people across the UK. His other charity is JDRF which supports research into Type 1 diabetes.

Apart from the good causes element of this fun event, the livery companies competed with the zeal and the hope of seeing their company's name inscribed on a copper pan.

Our team comprised Junior Warden, Phil Andrew (representing our running-exempt Master), Freeman Caroline Jarvis and Freeman Chris Griffin. Phil won his heat and went on to win his final of the Masters' Race and yes, see Marketors inscribed as winners on one of the copper pans. Caroline did well to win her heat in the Ladies' Race, as did Anchors Aweigh Chris Griffin in the Novelty Race - but both were outrun in their finals.

Dressed in a suitably embroidered apron, white kid gloves (supplied by the Glovers - who else!) and a chef's hat, each contestant had to run up and down the Guildhall yard with a frying pan and a pancake. Sounds simple until you add the fact that they have to flip the pancake mid-run on the way up and down. The pan, pancake and gloves had to be returned to the starting table intact. Oh and yes, the Poulters had organised sustenance for us all as we stood in the cold - in the form of - pancakes!

**Ann Goodger**  
Freeman ■



*The Masters flipping their pancakes for our Lady Mayor*



*Master and Junior Warden sharing the victory of the copper pan!*





# Inside the British Airways Speedbird Heritage Centre

Thirty-one WCM Liverymen, Freeman and their seven guests joined a tour of the British Airways Speedbird Heritage Centre at the BA HQ Waterside – near Heathrow – including presentations from Chris Brown of the BA Brands Team and Senior Flight Captain Tim Byatt on February 4, 2016.

Waterside is a modern business complex with water features, shops, refreshment facilities and a cobbled main thoroughfare known as 'The Street'.

Some of the comments received from those who attended the day were:

*'What a great day it was to enjoy. Very interesting and educational. Easy to get to (for me) and really nice people. Please thank BA for me. Complete text book marketing for a premium British brand. How many Marketors does BA have on tis main board?'*

*'Many thanks for organising an excellent and interesting event today. Enjoyed by all.'*

*'A quick note to say thank you for setting up yesterday's really excellent day at BA – It was a really engaging, interesting and enjoyable session.'*

*'Thank you for organising an interesting and educational visit. Now we all know a little more about the world's favourite airline. Fly to serve.'*



Huge wheels of a Speedbird

*'A great, insightful, event at BA this afternoon.'*

*'Thank you for organising yesterday's visit to BA. It was fascinating to hear their story and how they are developing their brand.'*



Remember BOAC?

The day started with a coffee reception at 11.00 to be followed at 11.05 with a one hour presentation by Jim Davies, Speedbird Centre team member, covering the start of commercial flying in 1919, the creation of Imperial Airways in 1924 through to today's British Airways. Jim commented that the British Airways Heritage collection has existed since the formation of British Airways. It was formed to preserve the records and artefacts of British Airways predecessor companies BOAC, BEA, BSAA and the pre-war Imperial Airways and British Airways Ltd.

After the presentation, a tour of the collection followed which comprised an extensive document archive recording the formation, development and operations of British Airways and its predecessor companies as well as memorabilia and artefacts.

Over 400 uniforms from the 1930s to the present day are preserved as well

as a large collection of aircraft models and pictures. An historically important collection of thousands of photographs is also available as well as probably the most complete set of aviation posters in the UK.

A 30 minute presentation from Chris Brown of the BA Brands Team who gave a very stimulating talk on the last five years of BA Brand development and a view as to where the next five years may take the airline. A lively Q&A session followed which was carried on in an informal manner over Club Class sandwiches.

We had been joined by Senior 777 Flight Captain Tim Byatt for the whole four hours of the tour and he also joined the informal discussion over lunch.

We were then taken on a tour of the very impressive Waterside complex and further browsing of the Speedbird Heritage Centre displays. The building is special in many ways and this added to what was an excellent day - thanks to BA.

**Peter Short**  
Event Director ■



Master & Senior Flight Captain Tim Byatt





# Flying in exciting times



We were fortunate to be joined by Flight Captain Tim Byatt, a pilot with BA's Boeing 777 fleet. Tim has been with BA since 1992. He went straight from school to the Aerospace College in Prestwich, qualifying in 1991. At that time, with the collapse of Air Europe, there were no jobs for fresh young pilots and it was a year later when he was recalled by BA to start his career.

Tim talked about the excitement of civil aviation and how it has changed over the years and, how to this day, it is still an innovative business. Tim shared his amazing knowledge about jet airliner development from the Comet 4 to Concorde to the 777 fleet of today. Interestingly, while he flies with this fleet, he is keen to get back to flying Jumbos. He said that you really could fly this aircraft unlike the computer assisted flying of the 777s.



Seaplane harbour, Southampton



Welcoming our Queen

Looking to the future of airliner development and how it is still moving forward, Tim explained that it is NOT down to the Airbus A380 SuperJumbo as we might expect. While this aircraft is impressive, larger than any previous passenger airline and extremely quiet, giving it passenger appeal, it doesn't open any new markets.



Churchill in control



It is the smaller Boeing 787 Dreamliner that is creating a real buzz. This twin-engine airliner can fly profitably as far as any existing aircraft but with a far smaller passenger capacity (c.250/300 compared to c. 550 in a A380). With its lightweight composite fuselage and two super efficient and powerful engines, it can carry less fuel without compromising its range. This means it opens up a new world of long haul non-stop city pairings that can be flown profitably. No wonder it is called the Dreamliner! There are currently 14 Boeing 787s in BA fleet with 28 more to come over the next four years. And with that we can expect to fly to more new exciting destinations – and keep BA the successful business it has become today.

**Ann Goodger**  
Freeman ■



# BA's journey to number one superbrand



Delivering the Olympic flame in 2012

Chris Brown is a manager in the BA Brands Team and he talked to us about branding the 'world's favourite airline'. As we know British Airways spent most of the 20<sup>th</sup> century as a pioneer of commercial aviation, but this hasn't been without its challenges. In recent times, we can recall the difficulties with the opening of Terminal 5 in 2008, coupled with the impact of the credit crunch that led to a decline in global travel. This was followed in 2009 with industrial relations issues causing a disruption to services and, of course, the ash cloud over Northern Europe and the US bringing about a cessation to air travel for a couple of weeks in 2010.

Against all this, BA is working hard at putting its customers back in the heart of

its business. It focuses on the three things its customers told it that set BA apart from the rest: British style, thoughtful service and flying know how.

Specifically in 2010, BA set out to reignite passion and belief in its brand by making a new commitment to an old promise - To Fly. To Serve.

These words are part of the fabric of BA – they are not a slogan but a promise to its customers. With pride, they say 'It's who we are. It's what we do.' BA sets new standards in service, ensuring its customers enjoyed a relaxing and refreshing journey.

BA recognised where it can truly make a difference to its customers; it knows a warm welcome sets the tone and shows the customer the staff are approachable and can be asked anything at any time. BA saw that it could use its vast experience within the business for the benefit of its customers – the company actively looks for opportunities to make a difference to its passengers' journeys.

Over the past five years, this strategy has re-energised the brand and significantly boosted brand bonding scores from -6 in 2010 to +3 in 2015. Not only that but



Applying the livery

internally staff surveys indicate that 73% of BA staff are proud to work for the company and, just as importantly, 71% feel working for BA makes them want to do their best. This last point is what good marketing is all about.

And the commercial side has been good too, with IAG, BA's parent raising its profit forecast and paying out a dividend for the first time in 2015. ■

## Latest news from HMS St Albans: Royal Navy to the rescue

Whilst carrying out maritime security operations, the Frigate was contacted by an Omani Air Force surveillance aircraft and asked to respond to a stricken dhow in the Gulf of Oman.

The aircraft had spotted that the vessel's engine hatch was open and that something was clearly wrong.



A Royal Navy seaboard

St Albans changed course and headed straight towards the dhow, finding that it had suffered engine failure and was taking on a significant amount of water.

The ship immediately sent a team of marine engineers on board with portable pumps and tools to help the two Pakistani crew members stabilise the situation.

Unfortunately, after several hours of labour, it became apparent that the dhow's engine was beyond repair and that the holes in the hull were too severe to tow the vessel without it sinking.

Having rescued two Pakistani crew members it was decided to scuttle the dhow in order to prevent it from becoming a danger to other ships in the area.

Petty Officer Bethany Burton was part of the Marine Engineering team sent across to assist the stricken dhow. She said: 'Being the diesel section head on board, it was really good to use the diesel engine skills and knowledge that the RN taught me, and help out with the team and ensure a safe recovery of the two stranded sailors.'

Another member of the Marine Engineering team, Petty Officer Ryan Gooderham, added: 'As an engineer our job is usually to keep ships afloat, but in this case we were asked to sink it as it was a navigational danger.'

'This was hard work in cramped conditions and needed to be done quickly, and we were glad it was successful.'

Working closely with Pakistani led Combined Task Force 151 (CTF151) HMS St Albans transferred the two Pakistani sailors to Pakistan Maritime Security Authority (PMSA) who repatriated them back to their home nation. The 'Saint', as HMS St Albans is affectionately known, then returned to the seas close to Oman to take part in a multinational maritime exercise.

Commodore Zahid Ilyas, the Pakistani Commander of CTF151, added: 'We are very grateful to the Royal Navy for assisting the vessel and for rescuing two Pakistani crew members. Our thanks extend especially to the crew of HMS St Albans who responded in a quick and professional manner.'

Hugh West  
Court Assistant ■



# Marketors use February 29 to leap into good causes

On Leap Year Day, February 29, the Master, David Pearson, hosted a pro bono business and marketing workshop at his home in Harpenden, Hertfordshire, as part of his Leap Year Outreach Day initiative.

The aim was to provide marketing and business advice to help raise the performance and fundraising efforts of Humanitas, a children's charity based in Hertfordshire, which works to help poor children in both Europe and Africa with medical treatments for hydrocephalus, commonly known as water on the brain. <http://www.humanitascharity.org/>

The Master's Leap Year idea was to take advantage of the extra day in February this year to encourage members of the Company to work for free on Monday February 29 for a worthy charity. He points out that: 'February 29 is an 'extra' day so why not give it away in helping others with pro bono work? Our Outreach Day on 29 February is a unique initiative that really demonstrates our commitment to giving back. It is also in line with our Marketors' theme for 2016 — *Marketing for Good is Good Marketing.*'

As part of the Marketors' Outreach programme, the Master has been mentoring Sarah Wade, the CEO of

Humanitas, which she co-founded with Dr Ramiz Momeni in 2010. Sarah also runs Romanian Relief, a charity she founded in 2001 when she went to Romania as a schoolgirl and was so shocked by the plight of abandoned babies and children in orphanages that she built homes and set up a fostering programme in Romania.

At the workshop the Master was joined by myself, Past Master Peter Goudge, Liveryman Matthew Trowbridge, Chief Usher Mark Chapman and Freeman Richard Berg. We were all very impressed with the medical work that Humanitas carries out working with Roma people in one of the poorest parts of Romania, and also in Ghana, where it runs a junior school as well as providing medical treatments for hydrocephalus.

We had lively and thought-provoking discussions with Sarah and Ramiz and with Humanitas Events Manager, Genevieve Jones Hernandez, about the work of Humanitas and how its current marketing materials and website portray the organisation and its aims and values.

The charity has already proved that its medical programme to help children with hydrocephalus in Romania can be successfully used in Ghana and requires advice on planning expansion of its treatment programmes to other countries.

Dr Ramiz told us that hydrocephalus is caused by poverty leading to poor diet and lack of folic acid during pregnancy. The condition often leads to a miserable life of disability and painful death for children in poor countries, because families cannot afford the simple operation that can cure it and enable children to lead a normal life.

The driving force behind the work of Humanitas is its belief that every child is entitled to healthcare, an education and a family and it aims to provide children across the globe with these three key rights.

At the end of the session Sarah, Ramiz and Genevieve thanked us warmly for our advice and said the workshop had been very valuable for Humanitas in getting expert marketing and business views from outside their organisation. We all agreed that Humanitas and Marketors would meet again later this year to assess progress and further advice if required.

<http://www.humanitascharity.org/>

**Roz Morris**  
Court Assistant ■



Enjoying the winter sun in the Master's garden between brainstorming and advice sessions on Leap Year Day  
Front Row – Left to right: Dr Ramiz Momeni and Sarah Wade, Co-founders Humanitas, Master, David Pearson, Genevieve Jones Hernandez, Humanitas Events Manager, Court Assistant Roz Morris  
Back Row – Left to right: Chief Usher Mark Chapman, Freeman Richard Berg, Liveryman Matthew Trowbridge, and Past Master, Peter Goudge



WCM Debate February 25 2016

# Is social media a passing phase?

Chaired by former cabinet minister, Liveryman, the Rt. Hon. Cheryl Gillan MP, at the English Speaking Union in Mayfair, this was the first of our three debates this year. The initial show of hands revealed most of the audience were not convinced by the motion that this house believes social media is a passing phase.

- Undaunted by what looked like overwhelming odds, Liveryman Prof. John Egan, Head of the Department of Marketing & Strategy at Regent's University, Chair of the Academy of Marketing, and CIM Trustee, among other achievements, pointed out that although some might stereotype him as a grumpy old man, he was not decrying technology by arguing for the motion. As marketers we should embrace new technologies, but we should not assume that they would never be eclipsed. The history of social media is very short. 'In less than 15 years social media has developed from nothing to engrossing millions on 200 different social media sites.' Just because Facebook, Twitter and Instagram are huge now, that doesn't mean they have staying power. He recalled Second Life, the online virtual world that 'at its peak had more money swilling around in it than several third world countries'. It's gone now and so too have MySpace, and Friends Reunited, which closed at the beginning of this year. The warning signs were there now for Twitter; its share price plunged 50% last year and again in

February this year, by over 40%, because of analysts' doubts about its figures, especially those for user engagement. Facebook's biggest demographic is 25 to 30 year olds, but it has stopped growing users except in the silver surfer older age group 'which by definition is not a good long-term investment'. He concluded: 'I don't know what will come next – possibly Virtual Reality or Augmented Reality – but I can pretty much guarantee that something else will.'

- Opposing the motion, Liveryman Annmarie Hanlon, Managing Director of Evonomie Ltd, and an expert on digital marketing strategy and social media, which she argued had changed the relationship between businesses and customers. For the purposes of the debate she defined social media as 'systems enabling personal and business processes.' These systems enabled business growth through product development and marketing penetration. Marks & Spencer, Marmite and Walkers Crisps all use Facebook to engage with customers. Using social media 'companies can identify, anticipate and satisfy customer requirements profitably.' Another example illustrating market development and the creation of new markets was GoPro's head camera for sportspeople. Started 12 years ago by one surfer, it now had over 1,400 employees and built sale by using its customers to share their experiences on YouTube. Social media was currently



Dartmouth House, home of the English Speaking Union

being used to develop customer content and customer services. For advertising, it provided real measurement tools. It also provided a game-changing bigger platform for small and large businesses, enabling word of mouth promotions across a worldwide audience. Annmarie added: 'The next generation of customers are born social. They don't use Yellow Pages. They ask Siri. Social media is good marketing. It is not a passing phase but a game changing business growth system.'

- Following speeches from the audience, Freeman Nikos Kokkinos argued against the motion by pointing out that the success of the Internet is fundamentally built around people, not information. Social media was not a passing phase but a very old idea. He gave Cicero and Martin Luther as examples of people who used copying and sharing of their views to start debates. English coffee houses in the 17<sup>th</sup> century were centres of gossip and information and allowed people from different classes to meet in new ways. The collision of ideas led to scientific and business advances. Both Lloyds of London and the London Stock Exchange started in coffee houses. Isaac Newton wrote Principia Mathematica to resolve a coffee house argument. Nikos concluded: 'Social media is a sort of reversion to the way things used to be. It fills a universal human need for connectedness, for self-expression and for information sharing. It is here to stay.'



Liveryman Professor John Egan, Dr Kate Armstrong, Rt Hon Cheryl Gillan MP, Liveryman Annmarie Hanlon, Freeman Nikos Kokkinos



• Our final speaker, Dr Kate Armstrong, Senior Lecturer in Marketing Communications at Greenwich University, also explained the popularity of social media sites by citing research showing humans are social creatures; more socially connected than reptiles and primates. So it's not surprising that connections via followers, likes, retweets, lists and hashtags have led to exponential growth in the use of social media and the creation of a multibillion pound industry. 'But with every rise there must come a fall. How long can social media ride the tsunami of consumer engagement?' Facebook has lasted for 12 years, but research from Princeton University predicts it will lose 80% of its peak user base within the next three years. Newer sites, which have more ephemeral appeal, include Vine, Snapchat, Periscope, and Meerkat, now joined by even newer services such as Wanelo, Shots, Ello and Hyper, all catering for the short attention spans and thirst for the new of Digital Natives. The bad news was that trolling and narcissistic selfies with product endorsements were creating bad content. 'From a marketing perspective, social media should be about content rather than the commodification of culture and consumerism.' Social media will be surpassed by other novel ways of communication.



*Liveryman Annmarie Hanlon makes the case for social media*

After an excellent summary by our Chair, the vote was put again, revealing that four people had changed their minds. The supporters of the motion had doubled and there were a number of abstentions where previously there had been none. The motion was defeated by a large majority and we all carried on talking about the issues with our traditional (not virtual reality thank goodness) glasses of wine and canapés.

**Roz Morris**  
Court Assistant ■



## From Aim 1 Committee: Actively supporting the Mayoralty and the City of London Corporation

**As is the tradition, the committee that supports Aim 1 of our Company is headed up by our Immediate Past Master. With this in mind, Andrew Marsden assembled his team with a view to encouraging the Company to become even more involved in the City and all the truly great things there are on offer for those of us involved in the livery.**

The primary aim is to create a better understanding of the traditions of the civic City amongst our members. Once people have a better knowledge of what the City has to offer, the committee will be able to show members how they can actively engage in the many opportunities there are for them. There is a chance to become involved in the many educational, cultural, governance and voluntary aspects of City life.

Specifically we share news of City events, promote the participation of members in civic affairs, encouraging Freemen to attend City Briefings and Liverymen to vote in the elections of the Sheriffs and

Lord Mayor; increasing awareness of the Lord Mayor's annual Appeal events; and the taking of voluntary civic roles within the City. We actively seek ways in which the Company itself can add value to the City.

The committee liaises with the Financial Services Group, the 12 livery companies representing the financial and other business services, which support the Lord Mayor and Aldermen with briefings for overseas visits, receiving delegations, professional issues and in promoting the City brand, diversity, sustainability and corporate social responsibility.

Watch this space and keep an eye on our website for up to date news of opportunities to get involved.

**Champion:** Immediate Past Master Andrew Marsden

**Email:** andrewmarsden@andrewmarsdenconsulting.com

**Andrew Marsden**  
Immediate Past Master ■

## New initiatives from the Marketors' Trust

2015 was an extraordinary year for the Marketors' Trust. Inspired by the generous donation of £50,000 from Court Assistant Emeritus Professor Martyn Davis to fund a life-changing opportunity for a Liveryman to attend the Harvard Advanced Management Programme, the Trust matched this with a second bursary. So two Liverymen, Lesley Wilson and Tom Tuke-Hastings, went to Harvard. This was a bold decision by the Trustees, bringing the Trust's total giving in 2015 to a record £148,000, of which some £46,000 was funded from our reserves.

2016 will see another initiative. There is an outstanding career and self-development

opportunity for a Liveryman to attend the Oxford Said Business School Advanced Management and Leadership Programme.

Such initiatives do not come without cost. This is why the Trust appeals to those Members of the Company who do not yet assist our work with a regular donation to re-consider offering some support.

The Marketors' Trust. **Inspiring** excellence in marketing education; **Supporting** City charities and marketing affiliates; **Caring** for Marketors in need.

**John Hooper**  
Court Assistant, Chair Marketors' Trust Outreach for 2016 ■

## Back to the future

*'Whoever wishes to foresee the future must consult the past.'*

**Machiavelli**

Former Editor of *Marketor*, Jane Wharam, has taken over the Heritage Committee with the aim of helping the committee to complete the account of the Company's history by the end of next year and making it accessible to members in a digital format.

At the recent meeting of the committee, plans were laid to complete a digital, searchable archive of *Marketor*, photographs and, of course, the story of how the Company developed from a guild to the thriving modern livery company it is today. In addition, a full set of leather-bound *Marketor* going back to the first edition will be available for members to look at. She is hopeful that these will be housed in Guildhall Library but that is not yet agreed – watch this space.

As Jane points out, while we are a forward-looking Company, we need to see where we have come from to ensure that we continue to improve on our Aims. This year, since the Master's theme is *Marketing for Good is Good Marketing*, focuses on Aim

3, which is to give back financially and in kind and to make a contribution to the development of marketing.

To this end, as the digitisation moves on, the committee will be highlighting events from the past that support the actions and activities of the present and future, so look out for this on Twitter (@marketors) and in our LinkedIn group.

If you have any questions about the committee or would like to support the work it is doing, please contact Jane via [heritage@marketors.org](mailto:heritage@marketors.org)

**Jane Wharam  
Court Assistant** ■



The very first Marketor magazine



## There's always room for one more...

**I'm very pleased to say I'm in my second year as Chair of Membership and a few people have mentioned to me that they're not sure how to introduce new members.**

We're always interested in talking with professionals who are qualified to join and my job is to help make the 'match'. There's no better recommendation for a new member than through an existing member. Why? Because as a member you know how the Company works, our aims, the range of formal and social events we run and the expectations of being in a 'livery for life'. So you are best placed to assess if someone you know is a likely match.

How does it work? All new members need a proposer and a seconder. If you're introducing someone you are normally the proposer. Proposers can be Freemen or Liverymen but we'd need to find a suitable Liveryman to be the seconder if you haven't already identified someone. Often it's also a good idea to invite your

contact as your guest to an event. You can do this for any event where guest places are available. It gives a first-hand experience and insight that it's hard to gain from just a conversation with you, or a page on our website.

If you have someone who is keen to progress, make sure they have read our criteria for membership which is on the <membership> section at [www.marketors.org](http://www.marketors.org), as is the application process. If you feel I can help, please direct them to me at email: [membership@marketors.org](mailto:membership@marketors.org). I always offer prospective members a coffee or a phone chat to explain more about who we are and the joining process. Once someone has decided they'd like to join and they have completed and sent me their application form and CV, potential new members are invited to the next available interview date with the Membership Committee. If successful, the committee recommends the individual to the Court. Final admission decisions rest with the Court.

To help with recruitment, I will run two prospective members' evenings in 2016. The first is on the evening of May 4 and the next one is October 5. If your contact is interested, this is a great way to get to know us a little better. The Master and Wardens attend these informal drinks evenings so it's a brilliant way to mingle and learn about the Company. Potential members often decide to join after they've been and the event gives us a chance to nominate proposers and seconders from the introductions made.

For any help or queries about the membership process and criteria, or to obtain application forms for someone, please feel free to contact me via email: [membership@marketors.org](mailto:membership@marketors.org).

Look forward to receiving your nominations!

**Lesley Wilson  
Chair, Membership** ■



# Past Master John Flynn's memorial service

**It was rather fitting that John's memorial service was held at The Priory Church of St Bartholomew the Great, bearing in mind his love of all things theatrical and that some scenes from Richard Curtis's film, *Four Weddings and a Funeral*, were filmed here.**

The Marketors and Information Technologists joined John's widow, Brenda, and their sons Matthew and Ben for a celebration of John's life.

The Bidding from The Reverend Dr Martin Dudley, Honorary Chaplain of the Information Technologists, started the service and was complemented by a very welcome appearance from The Venerable David Meara, who came out of retirement to lead the prayers.

The first reading was delivered by the Master of the Information Technologists – Alderman Sir David Wootton – who also happened to be Lord Mayor during the best part of John's year as Master Marketor. Then our Master, David



*Past Master John Flynn enjoying a joke at our Spring Lunch 2015*

Pearson, gave his reading.

Past Master Jim Surguy delivered a wonderful eulogy to John who had succeeded him as Master in 2012. Quoting from William Shakespeare's 'As You Like It' he reminded us that 'All the world's a stage and one man in his time plays many parts'. This was a wonderfully apt analogy to John's life. First and foremost was John the family man, closely followed by a man of the theatre. Then there was John the businessman, the lover of the City of London and the Livery, and finally John - the great supporter of education. Jim left us with a great Hillaire Belloc quote who in a competitive world said, 'nothing is worth the winning save laughter and the love of friends'. This summed up John perfectly.

Jonathan Soar, Past Master of the Information Technologists was next to speak. He was Master during the same year as John and they were firm friends. Jonathan demonstrated to us the power of the 'leave behind'. He said that various coasters had been given to the guests at a dinner hosted by the Marketors when John was Master. He had kept his. It carries an advertisement for Vinolia soap with a young boy in the bath blaming his dog Fido for eating the soap. Jonathan uses it in the morning for his tea and in the evening for his glass of wine. It always reminds him of John. Not simply because it was his gift, but because its gentle humour and marketing message remind him of who John was and what he was about.

Court Assistant Hugh West also told of his friendship with John that has spanned 40 years – long before either of them joined the Marketors – and of course continued right up until John's death.



*Past Master John Flynn with his wife Brenda at the Mansion House on July 28 2015 on the occasion of Worshipful Company of Marketors' Banquet to the Lord Mayor*

Then John's eldest son and actor, Matthew, delivered *The Dash* by Linda Ellis. A thought-provoking poem about the dash in our life span. In John's case 25.3.1942-28.8.2015. It reminded us that it is what we do during 'The Dash' that brings meaning to ours and the lives of others.

The service was beautifully peppered with hymns from the six strong choir, ably directed by Rupert Gough and the congregation joined in when requested.

We left the church to Noel Coward's 'I'll see you again' a poignant reminder of John's first stage performance.

The attendees then retired to the Information Technologists' Hall for refreshments and fellowship.

**Annie Brooks**  
Court Assistant ■

## Peter Salter – Chevalier in the National Order of the Legion d'Honneur

**Liveryman Peter Salter FCIM has been appointed by the President of France to the rank of Chevalier in the National Order of the Legion d'Honneur.**

This is the highest decoration in France and was awarded in recognition of his military engagement and steadfast involvement in the liberation of France during the Second World War.

Peter was in the 2<sup>nd</sup> Derbyshire Yeomanry, the Armoured Car Reconnaissance Regiment for the 51<sup>st</sup> Highland Division. This was extremely hazardous as they operated in front of the main line defences, gathering and reporting on enemy movements. On June 7 1944 (D Day +1) he landed on Sword Beach in Normandy. The Derbyshire Yeomanry fought their way through France, relieving paratroops at Escoville and being involved

in the battle for Caen where they acted as infantry against the German 21<sup>st</sup> Panzer Division. They fought their way through France to Le Havre and then headed for Belgium and the Dutch frontier towards Eindhoven, guarding the famous bridge at Nijmegen. Christmas 1944 saw the Regiment involved in the Ardennes campaign supporting the 10<sup>th</sup> American Corp (known as the Battle of the Bulge). They crossed the Rhine and moved on through Germany to Cuxhaven at the mouth of the River Elbe and marched in triumph through Bremerhaven on May 12 1945, the Germans having surrendered on May 8.

The Legion d'Honneur was established by Napoleon in 1802. It cannot be applied for and is conferred only for gallantry in action or 20 years of service to the nation in a military or civilian capacity. Soldiers

who fought with the Allies in two world wars have been recent honourees.

The honour is represented by a red ribbon, an oak and laurel

wreath and five armed medal with the head of Marianne, the national symbol of France, on one side and two tricolour flags with the motto 'Honneur et Patrie' (Honour and Fatherland) on the other. ■



*Liveryman Peter Salter*

# Book Shelf

In each issue, we will be inviting members to review a new book they have read and a book that is always near to hand – that well thumbed, marked up book that we constantly refer to (dictionaries and thesauri are out of bounds!). Both books should be business and/or marketing related. To set the ball rolling, I have picked two marketing-related books.

## Marketing the professional services firm by Laurie Young

*Published in 2005 by Wiley and available in hardback at £35.99 (new)*

Many of you will have known Laurie Young, not only as a leading marketer, business thinker and author of 11 books but also as a Freeman of our Company. Sadly he passed away in 2013 but he left us a great legacy of work.

His book on professional services marketing was published in 2005 and I have bought three copies – having given the book to those whom I thought would benefit from having it on their desk. This book looks at applying the principles and the science of marketing to the professions and literally that is what it does. At the time of its publication, it captured every relevant marketing model anyone ever

needed to refer to get that marketing job done. More importantly for me, working in professional services at that time, Laurie's profound understanding of that world and its notable differences to consumer marketing really helped shape not only my thinking but that of many of my fellow journeymen in the world of professional services. His exceptional experience from his successful career in this sector has benefited many of us.

Of course, in the digital age many things have changed in our profession and I wonder what Laurie would have had to say about that. However, if I were to recommend a useful marketing book, this would be it. It takes you through the whole marketing cycle from strategy to making marketing and business development work for a professional services firm. There is an extraordinarily useful reference section at the back 'The Marketer's Tool Kit' giving almost all models and matrices you will ever need. I like this book mainly because it brings me back to first principles every time and that's really the best place to start.

## Behavioural Economics Saved My Dog by Dan Ariely

*Published in 2015 by One World and available in paperback at £8.99*

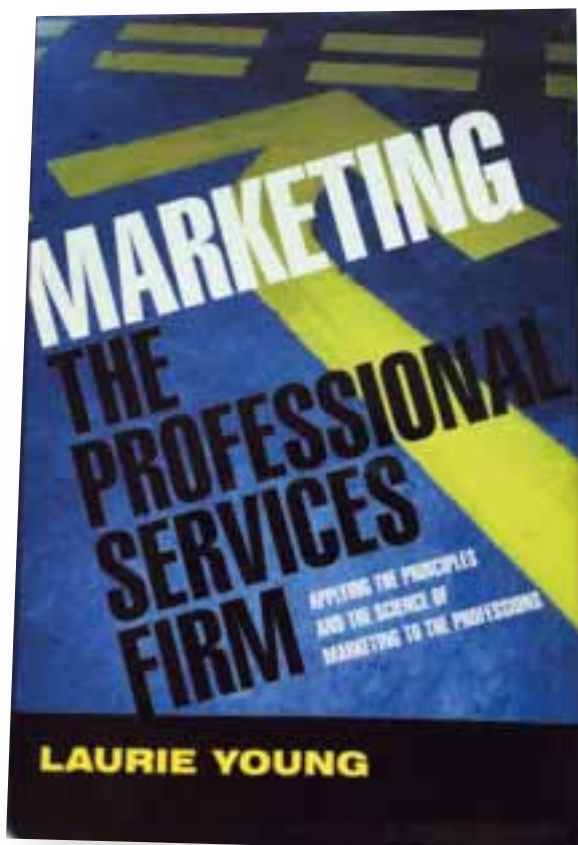


I will confess straight away that I am a huge fan of psychologist, Dan Ariely who is currently James B Duke Professor at Duke University in the US. He has written books on behavioural economics that are not only insightful but very amusing too. He is the founder of the Center for Advanced Hindsight in the US; well worth exploring if you are interested in how people think/don't

think. Dan Ariely is probably best known for three books he calls the Irrational Bundle – Predictably Irrational, The Upside of Irrationality and The Honest Truth About Dishonesty. He cites research and experiments that look at the vagaries of human behaviour – all useful for the marketer, as you no doubt can guess.

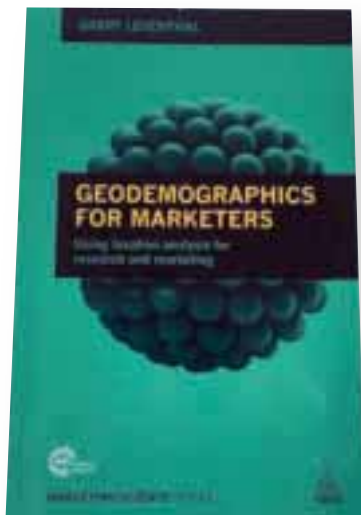
Now this book, which Prof Dan dedicates to the oddities, complexities and the beauties of human nature, is set out as a problem solver and is a compilation of his 'Ask Ariely' column in The Wall Street Journal. With the strapline, Life Advice for the Imperfect Human, Prof Dan consolidates his amazing abilities to observe and reflect on human nature in a very amusing and perceptive way. Each chapter begins with Dear Dan and a reader posts their problem/challenge/issue and with wit and insight Dan gives his advice. It's a series of short, quick reads provoking thought and providing amusement. Personally, I am always looking for an enjoyable, easily digestible business read to keep me company travelling on the bus and tube – it is the perfect way to pass the time with a degree of impunity.

**Ann Goodger**  
Freeman ■





## Members' Books



### **Geodemographics for Marketers, Using location analysis for research and marketing by Dr Barry Leventhal**

*Published in 2016 by Kogan Page and available in softback for £29.99*

This book is set out as a practical guide to applying geodemographics to any sector and brings together contributions from users and agencies working in this field. It provides the know-how to leverage geodemographics as an effective research tool to identify locatable segments for highly targeted marketing.

Dr Leventhal is a Freeman of our Company and an eminent UK authority on geodemographics. He chairs the Census and Geodemographics Group, which is an advisory board of the Market Research Society (MRS) and a leading voice in the UK information industry.

And finally, news about our Master's book – **The 20 Ps of Marketing, a complete guide to marketing strategy** - which is about to be published in Thai. Originally published in English in 2013, it has been translated into a number of languages including Spanish, which our Master speaks. He was pleased to see that in Spanish they found good translations for most of the Ps still beginning with P – but having no knowledge of Thai, he has no idea how the 20 Ps will come out!

This page gives an opportunity for our members to let us know about books they have published that are of interest and relevant to the Company and the marketing profession. Please email [editor@marketors.org](mailto:editor@marketors.org) if you would like your book to be considered for inclusion.

**Ann Goodger**  
Freeman ■



## Wonders and Blunders



A wry look at some of the best - and the worst - marketing campaigns, ideas or trends that have come to our attention recently. This issue's contributor is Kay Baldwin-Evans, Freeman of our Company and Group Marketing Director, Control Risks.

Calling the recent Australian Dolmio pasta sauce YouTube campaign a 'wonder' might be stretching the adjective too far. But, in the interconnected world in which we live, this campaign has racked up over nine million views (and counting) on YouTube. The premise is that meal times have been hijacked by technology - teenagers and children are so absorbed in their mobile devices that they fail to interact with their parents and siblings during this important daily activity. To fix this, Dolmio have invented a pepper mill that not only cracks pepper but wipes out WiFi and disables mobile devices - thus reclaiming the attention of those addicted to these forms of technology. What's interesting about this campaign, is not the nine million views per se, but that it has managed to appeal to both the traditional and non-traditional Dolmio audience. In making an amusing video about technology, and the impact that mobile devices have on family interaction,



Dolmio has taken its pasta sauce, a product that is highly commoditised, and given it a personality and a purpose. The reason the ad works is because it does so on a number of levels. Firstly, the authentic behaviour of the teenagers is genuinely amusing. This authenticity ensures the traditional Dolmio audience can identify with the challenges portrayed, whilst the Millennials grudgingly accept the reality of the behaviour. Secondly, the signal-zapping pepper mill has become the subject of much online debate about whether it's real or not - and if it is, where can I buy one? This is fuelling more views. And finally, the ad has a great soundtrack and a feel-good factor to it that Coca-Cola would be proud of.

In contrast, last year's poster campaign for Protein World slimming products was an exercise in how to alienate a whole section of the population. Posters featuring a bikini-clad model under the heading 'Are you beach body ready?' appeared in tube stations and bus stops across the UK. The Advertising Standards Authority (ASA) received nearly 400 complaints about the ads, a change.org petition received 70,000 signatures condemning the campaign and a mass protest was also held in Hyde Park. Numerous posters were defaced and the tag line was appropriated by a host of other brands (like Dove) which used the negative publicity to promote the positive messages of their brands. BUT, the nature of the campaign resulted in significant, global coverage and whilst the campaign was universally condemned by the media, the company was unapologetic and alleged it had increased its customer base. So, was it truly a blunder? Only time will tell.

**Kay Baldwin-Evans**  
Freeman ■



## Getting to know... The Master David Pearson

**This is the first in our new column where we find out just a little bit more about our members.**

**Where did you grow up?** I was born in Surrey but when I was just four years old my father was asked by his firm of quantity surveyors to open a new office in Manchester. We lived for the rest of my childhood in Heald Green, Cheshire, just across the border from Manchester and about a mile from Ringway, now Manchester Airport. So I grew up as a genuine Manchester United supporter.

**Have you had a life-altering event?** At least two. I won a place at Oxford when I was 16 and so was too young to take it. In what we would now call a gap year I went on an American Field Service Scholarship to live with a family in Minnesota and attend a private day school from which I graduated Summa Cum Laude and also helped win the State Championship at soccer. Then in 1980 Mars Inc., for which I was working as International Marketing Manager based in Los Angeles, asked me to open a marketing company in Chile, the first in South America. That is where I met and married my wife Carmen. In many ways joining the Marketors has proved life-altering as it provides such a unique sense of purpose.

**What brand do you most admire?** Sony, not because of what it means now, but because of what it meant in the 1990s when I ran it in the UK and it was one of the most admired brands in the world. It was a huge privilege to be effectively the Brand Manager for the UK and I think because of our team's efforts I got elected to the UK Marketing Hall of Fame in 1995.

**Who is your marketing hero?** Akio Morita, for the reasons I've just given. He was the architect of the Sony brand and it was an honour to meet and learn from him. He was the forerunner of Steve Jobs in the more recent past.

**What's the best piece of advice you have ever been given?** Soon after I joined Sony in 1988 my Managing Director, Nobu Watanabe invited me to spend a day with him at the company's flat in London to go through how he wanted me to work in Sony. Nobu taught me a particularly valuable lesson. He had drawn for me a diagram, quite complex in structure but essentially showing a circle which was divided into two equal parts. One half expressed the whole of the Sony Corporation with all its policies and procedures, its history and its reputation, its brands and its values and yes, its

personality. The other half represented David Pearson, with my skills and experience, my intelligence and values and yes, my personality. The two together would be the result of my career in Sony. I was to accept Sony as it was and follow its policies and procedures, respect its history and its reputation, respect also its brands and its values and its personality. But in return I should bring my skills and experience to Sony, use my intelligence and live up to my values and express my personality.

**What is your most trusted news source?** *The Economist*, *The Week* and *Private Eye*.

**Which book would you recommend people to read?** That's a hard one as I am a voracious reader. I have kept a list of books I have read ever since 1977 and it averages over 50 books a year. My first blog at the beginning of last year recommended the 12 best books I'd read in 2014. The best book I read in 2015 was *The Chimp Paradox* by Dr Steve Peters. He's the sports psychiatrist credited with the success of the British Olympic cycling team.

**What was the last film you enjoyed?** I recently saw *Bridge of Spies* with my daughter. We had intended to see *Steve Jobs* but the timings did not work out so we chose the Stephen Spielberg film instead, it's a wonderful piece of storytelling with two contrasting central roles played by Tom Hanks, one of America's best screen actors, and Mark Rylance, our best theatre actor.

**What is your first London memory?** My father took me to stay there for a weekend in 1965. Harold Wilson had been elected Prime Minister a few months before and a famous photograph of him as a youngster

in front of 10 Downing Street had been published by all the papers. So of course my father had to take one of me. These days you can't get near the place.

**What is your favourite London building?** St Paul's Cathedral. Every time I go there I find out something new. And in this year of the 350<sup>th</sup> anniversary of the destruction by the Great Fire of its predecessor I suspect we'll find out a lot more.

**What was the first record you bought with your own money?** *I'm a Gnu* by Michael Flanders & Donald Swann.

**If you were an animal, you would be ...** a lobster, which according to the Colin Farrell movie, is 'an excellent choice', but that's cheating. Most people say a dog because they're loveable, but I think dogs are too dependent. I admire the independent nature of a cat.

**Where is the best place you have been on holiday?** Probably Moorea, just opposite Tahiti. Tahiti is a little spoilt with the tourism although it's not really fair to say that, as we are the tourists. Nevertheless I loved the tranquillity of Moorea and could literally sit all day in the ocean and read.

**Do you have a saying that you refer to?** It's a quotation rather than a saying. Mark Twain wrote *'Twenty years from now you will be more disappointed by the things you didn't do, than by the ones you did do. So throw off the bow lines, sail away from the safe harbour. Catch the trade winds in your sails. Explore. Dream. Discover'*.

**What is your idea of perfect happiness?** Sitting in the sea on the beaches of Moorea reading a great book with Carmen at my side. ■



Master and his wife, Carmen Pearson





# Insights from Harvard



**Just as we were going to press, Tom Tuke-Hastings and Lesley Wilson shared some of the latest thinking from the Harvard Business School Advanced Management Programme at a WCM event at the Royal Automobile Club on March 2.**

Thanks to the generosity of Court Assistant Emeritus Professor Martyn Davis and the Marketors' Trust, two Liverymen, Lesley and Tom won Marketor-funded bursaries to attend the 189th AMP programme in Boston, from September to October last year.

This uniquely international programme provides new perspectives on the role of business and the leadership challenge in a dynamic and diverse global economy. Tom and Lesley's personal insights into



*John Harvard in bronze*

the impact the programme has made on their lives will be available in our next issue of Marketor in early Summer.

The Harvard Business School Advanced Management Programme (AMP) sets the global standard in executive education. The school's philosophy is to 'educate leaders who make a difference in the world'. The intensive residential design, carefully-orchestrated curriculum, world-class faculty using state-of-the-art facilities and

dynamic peer-to-peer interaction, create an unparalleled learning experience that offers the rarest of opportunities. Through its comprehensive format the AMP has, for almost 70 years, been helping delegates accelerate their careers, transforming proven executives into exceptional leaders. ■

## Pioneering City Lecture venue welcomes sustainable business pioneer

The iconic Shard – with its impressive view of the City – is the venue for the annual City Lecture and Sir Ian Cheshire as speaker.

The City Lecture has a proud history stretching back to the mid-1990s and counts the likes of the Right Honourable Lord Young, the Right Honourable Lord Heseltine, Baroness Hogg, Bran Baldock, Sir Michael Perry, Sir Mark Weinberg, Sir Brian Pitman, and Sir Martin Sorrell amongst its speakers.



*View from Warwick Business School in the Shard*

This year – aligning to our theme of *Marketing for Good is Good Marketing* – Sir Ian will be delivering the lecture. Sir Ian, the retired CEO of FTSE company Kingfisher, is a welcome addition to the event, particularly as he takes up his new position as chairman of Debenhams, one of the great British retail success stories. Described as a great role model for responsible business, Sir Ian spent 17 years at Kingfisher – seven at the helm – and won the Guardian Sustainable Business award for Leader of the Year in 2012. He is a non-executive member of the Cabinet Office Board and, underscoring his passion for sustainability, is also Chairman of the Prince of Wales Corporate Leaders Group on Climate Change and Chair of the advisory board of the Cambridge Institute for Sustainability Leadership.

The City Lecture is an excellent opportunity to listen to this pioneer in sustainable business, and network with your peers and other senior business and marketing leaders. The event will be held at Warwick Business School on the 17<sup>th</sup> floor of the Shard in London on May 17. Full details will soon be available on our website. ■

## St Bride's Corner: the ancient tradition of Beating the Bounds

Every year the priest of the parish, together with the church wardens, heads a crowd of boys armed with green boughs (usually birch or willow) to walk the parish boundaries, and formally beat them. This re-established the limits of each parish and established who within which area was liable for contributing to the repair of the church, and who had the right to be buried in the churchyard.



It's thought that this custom dates back to Anglo-Saxon times, although its origin may be even earlier, possibly from the Roman Terminalia celebration – a festival celebrated in February to honour the god Terminus (the god of landmarks). In Henry VIII's day the accompanying feasting and drinking got so out of hand that it drew the disapprobation of many a preacher.

The priests would pray for the protection of the parish in the year to come, and utter such words as 'cursed is he who transgresseth the bounds or doles of his neighbour'.

Today Beating of the Bounds has become an Ascension day tradition, and so it is that on May 5 you can join us at St Bride's for the annual Rededication service, followed by the Beating of the Bounds. ■

# Diary Planner 2016

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

Tuesday March 22	An evening with Giles Long MBE, Brand Exchange	September 3 – 4	Master's Weekend, Oxford
Saturday April 9	First City Walk, Greenwich	Saturday September 17	Third City Walk, Great Fire of London
Tuesday April 19	Spring Lunch, Grocers' Hall	Monday September 19	RPO 70th Anniversary Gala, Royal Albert Hall
Thursday May 5	Rededication Service, St Bride's & Beating the Bounds	Thursday September 22	<i>Business Court, Plaisterers' Hall</i>
Tuesday May 17	City Lecture, Sir Ian Cheshire, The Shard	Thursday September 29	<i>Election of Lord Mayor, Guildhall</i>
Wednesday May 18	Inter-Livery Clay Shoot, Northwood	October	Third Topical Debate
Thursday May 26	Chilean Wine-tasting Dinner, Vintners' Hall	Wednesday October 12	Museum of Packaging & Brands
Tuesday June 7	Common Hall & Livery Professional Dinner, Brewers' Hall	Tuesday October 18	Third Topical Debate
Thursday June 23	<i>Business Court, Plaisterers' Hall</i>	Thursday October 27	Bowden Charter Dinner,
Friday June 24	<i>Election of Sheriffs, Guildhall</i>	Friday November 11	<i>Installation of Lord Mayor, Guildhall</i>
Monday July 4	Marketors' Golf Day, Verulam Golf Club, St Albans	Saturday November 12	Lord Mayor's Show
Thursday July 7	Second Topical Debate	Sunday November 13	Remembrance Service
Monday July 25	Banquet to the Lord Mayor, Mansion House	November 21 – 28	Master's visit to Chile
Saturday August 6	Second City Walk, Hampstead Heath	Thursday December 15	<i>Business Court followed by Court Dinner, Dyers' Hall</i>
Sunday August 21	Thames River Trip, Lady Daphne		
Friday September 2	Conference, New College, Oxford		

## OTHER KEY DATES

Sunday April 24	London Marathon	June 27 – July 10	All England Tennis Championships (Wimbledon)
Saturday May 21	FA Cup Final	August 8 – 21	Olympic Games, Rio de Janeiro
May 24 – 28	RHS Chelsea Flower Show	August 28 – 29	Notting Hill Carnival
June 10 – July 10	UEFA EURO 2016	September 7 – 18	Paralympic Games
June 13 – August 21	Royal Academy of Arts Summer Exhibition		

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

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