



WORSHIPFUL
COMPANY *of*
MARKETORS

MARKETOR

WINTER 2016 / ISSUE 74

THE LIVELY COMPANY MAGAZINE FOR MARKETING PROFESSIONALS

CHILEAN ADVENTURE FOR MARKETORS

A MUSICAL LORD MAYOR'S SHOW

CHRISTMAS ADS...
THE GOOD, BAD & UGLY

MARKETORS' TRUST
– OUR LEGACY



WORSHIPFUL
COMPANY of
MARKETORS



The Master's Column

MARKETOR

THE LIVERY COMPANY MAGAZINE
FOR MARKETING PROFESSIONALS

WINTER 2016 / ISSUE 74

Contents

Bowden Charter Dinner	4
Martin Riley: What is Good Marketing?	6
New Freemen of 2016	7
An Evening with Dr. Vint Cerf	8
Great Fire...great walk	9
Bells ring out for musical Lord Mayor	10
The Master's trip to Chile	12
Our Growing City	16
Christmas Ads... the good, bad & ugly	18
Member Spotlight: Norman Waite	19

Regular Features

Master's Column	2
Outreach: Fine Cell Work	11
News & Members' News	14
Book Review	20
Getting to know	20
Wonders & Blunders in Marketing	21
Diary Planner 2017	24
Who's Who	24

One of the highlights of the Master's year was the visit to Chile - the front cover of this Marketor shows Lake Pehoe in Chile's Torres Del Paine National Park.

Bowden Charter Dinner and other Great Event photographs are by Ben Fisher www.benfisherphotography.com

Other photographs courtesy of our members.

This is my last column as Master and, as I come to the end of my year, I wish to say what an honour and privilege it has been to serve as the Master of the Worshipful Company of Marketors. I have had over 200 engagements in the year, both internal and external. Some of these have been of extraordinary interest. The most important lesson I have learnt is the high quality of work achieved by all of the livery companies, without exception. During one's year, as the dates of installation vary widely, it is possible that one could meet 218 other Masters, two from each company. I have not met them all, but I've met a great many and developed strong personal friendships with quite a few which I know will endure.

The principal characteristic of a Master's responsibility is that of stewardship, i.e. you must endeavour to hand the Company over to your successor in at least as good shape as you found it. It's for others to judge but I believe I will have achieved that. Membership is stable and a great many are active in one way or another. Finances are healthy with record levels of reserves. We have had a lively programme of events with excellent attendance and several events fully subscribed. There have been several revivals and/or innovations such as debates, Outreach days, a pub quiz, a wine tasting dinner, a very successful conference, a career change workshop and, of course, the Company's first trip to South America!

I believe we have made good progress against all our Aims.

Aim One: Actively supporting the Mayoralty and the City of London. Our efforts have been widely recognised and some individuals have strongly contributed to this, such as Past Master Venetia Howes' service on the City Values Forum and Andrew Marsden's election in June to the Livery Committee. Court Assistant and Junior Warden-Elect Andrew Cross has helped the Corporation with design.

Aim Two: Promoting marketing education and the benefits of the profession of marketing to those in the City, the Livery and beyond. The formation of the Education Committee this year has been an important step forward in furthering this Aim. Our pro bono PR Agency Whiteoaks has also opened up several new channels of communication, both traditional and digital, for us to spread the word of our thought leadership.

Aim Three: Giving back both financially and in-kind, and making a contribution to the development of marketing. Our Trust now manages funds over £1,000,000 and has donated over £250,000 over the past five years, this year introducing the new Oxford Advanced Management Programme for Liveryman Karl Weaver. I called for an increase in the number of volunteers for Outreach and that has indeed happened. My theme *Marketing for Good is Good Marketing* has been well treated at our Great Events and our conference, with widespread coverage.

Aim Four: Bringing in and retaining Members, fostering fellowship and planning and arranging succession. We have strengthened our culture of care with wonderful support from the Almoners. We have introduced the new status of Companion for widows and widowers of former members and already several have accepted this. I was delighted to see two Companions, Joan Crighton and Neil Fullbrook, at our recent Bowden Charter Dinner.

There is not room to name all the people who have made these achievements possible but I thank them all. I would like to single out one person for special praise and that is Liveryman Alan Dodds who over the past two years as Webmaster has taken our website to a new level. I particularly thank the Clerk and Assistant Clerk for their immense efforts. As Master I go into the office frequently and I have seen for myself the quality of their work and the good humour with which they do it.

Lastly I want to thank my wife Carmen who has also worked very hard for the Company this year, not only accompanying me, but also representing the Company in her own right as the Master's Lady at several events. She has contributed a piece on this at the back of this issue. We both thank all our members for their support and encouragement.

David Pearson
Master ■





Henry Chung, Master, Middle Warden & Junior Warden at the Lord Mayor's Show



Supporting 151 (London) Transport Regiment



The Lord Mayor sets off in his carriage



Marketors at Viña Undurraga, Chile



Marketors at Concha Y Toro Winery



Lunch outside a winery



Street Art in Valpariso



James Ellis (son of Alison Wright), new Liveryman Alison Wright, Liveryman Debra Marmor, Court Assistant Diane Morris at the Bowden Charter Dinner



Neil Fullbrook and Joan Crighton, Companions of the Company with Liveryman Kathy Fisher and Ryan Barker at the Bowden Charter Dinner



Liveryman Angela White Horan with Liveryman Norman Waite at the Bowden Charter Dinner



Court Assistant Ian Ryder and Court Assitant Hugh West at the Ceremonial Court



Past Master Michael Harrison 6'6 finds something even taller than him - the Chile palm tree native to Chile and appropriately tall and thin like its country



A magical evening celebrating our Founding Master

The Bowden Charter Dinner commemorates the foundation of the Marketors' Guild in 1975 under Master Reginald Bowden and the granting of a Royal Charter in 2010.

For this final Great Event of 2016 we were in the beautiful banqueting hall of the Worshipful Company of Ironmongers. The Company is one of the Great Twelve and can trace its origins back to the 13th century. They purchased their first hall in



Master Distiller, Liveryman Martin Riley, Master Marketor

1457. Rebuilt in 1587, it survived the Great Fire but their third hall of 1745 was one of the few buildings to be bombed in the First World War. Its Waterford chandeliers from 1803 survived and were incorporated into the present hall, built in a Tudor style in 1925. The Hall features in the film *Harry Potter and the Goblet of Fire*, and it looked magical that evening.

An enthusiastic musical introduction by the Foyle-Stsura Duo was curtailed by the Beadle's firm "Pray silence for the Reverend Sally Muggeridge", who in her Grace paid tribute to "Reggie and Masters past". The Founding Master's memory was further invoked by the presence of Reggie's daughter, Honorary Liveryman Jean Bowden-Rose, as well as the most valuable item of the Marketors' treasure: the bronze bust of Reginald

Bowden presented in 1980 by the then Junior Warden John McPhie, having been sculpted by his wife Elsie.

Excellent food was accompanied by quality Chilean wines, as we have come to expect this year. During dinner the Master and Wardens took wine with the new Freemen and Liverymen admitted at the preceding Ceremonial Court. The Master later welcomed two of the first Companions of the Company, Joan Crichton and Neil Fullbrook. The widows and widowers of deceased members will be invited to become Companions of the Company and invited to events in their own right.

The passing of the rose water dish was followed by the Ceremony of the Loving Cup, but this did not start well. On two sprigs Loving Cups set off towards each



Commander Richard Hutchings is presented with a Miniature Royal Naval Sword by the Master

other on the same side. Clearly a clash of Loving Cup cultures, between that of our Company and our host Hall. Disaster was averted by the intervention of an alert Beadle, who quickly restored order with great humour.

The Senior Warden then welcomed the Company's official guests:

Alderman Tim Hailes and the Masters and Clerks of the Drapers, Haberdashers Distillers, Lightmongers and World Traders were welcomed.

The Honourable Richard Mais, Past Master of the Cutlers' Company, is the son of the late Lord Mais of Walbrook. Lord Mais played a pivotal role in the successful establishment of the Marketors as a guild, then a livery company. His generous bequest to establish the Mais Award has, over the years, enabled Liverymen to undertake marketing-related research projects. With the fund now exhausted, his name will be perpetuated by the Past Master serving on the Master and Wardens' Committee being known as the "Mais Past Master".

Commander Richard Hutchings, Captain of our affiliated ship, HMS St Albans, is shortly to take up a new shore-based appointment within the Navy. In recognition of his outstanding service in furthering the liaison between us and the ship, the Master had earlier presented him with a Miniature Royal Naval Sword.

The Bowden Charter Dinner is customarily an opportunity to have a guest speaker from the top of the marketing profession. In his speech addressing the question "What good is Marketing?", our speaker Liveryman Martin Riley drew on his extensive and successful career in the drinks industry, as well as his experience last year in standing for Parliament as a Conservative in the safe Labour seat of Stalybridge.

In thanking Martin, the Master presented him with a bottle of double distilled premium Chilean Pisco to prompt the Distillers' Company to include the South American spirit in its Annual Spirits Tasting.



Natalie Haverstock, Alan Bannister and Liveryman Carole Seawert



New Liverymen Alison Wright, Christopher Skinner, Simone Cunningham, The Master, Natasha Bartlett-Twivey, Chris Griffin, Nikkos Kokkinos



Douglas Martin Master Distiller, William Charnley Master Draper, The Master, Richard Glover Master Haberdasher, John Rowse Master Lightmonger, Robert Woodthorpe Browne MBE Master World Trader

In his address, the Master observed that these are turbulent times, with the unexpected developments in the political landscape on both sides of the Atlantic. He gave several examples of the need for change, supporting his opinion that 2016 will go down in history as one of those watershed moments when everything changed, dogmas are cut through and a new economics rises to take its place.

He concluded that Marketing can take the lead in addressing the key questions of our age. "Marketing for Good is Good Marketing" and that can be applied in every sector of the economy, in every stratum of society.

Robert Blackham wrote in 1932 in his book "The Soul of the City, London's Livery Companies" that there are Five Great Points of Fellowship in the livery: Charity, Citizenship, Commerce, Comradeship and Conviviality. The Master added a sixth – Craft – to represent the work of the modern Livery Companies and closed formal proceedings with a Drinking Song dedicated to these six 'Cs'. He then invited all present to join him in a stirrup cup before our departure into the Autumnal night.

Liveryman Matthew Trowbridge
Marketor Diarist for the Bowden Charter Dinner ■



Lynette Blake & Liveryman Professor Helen Woodruffe-Burton in Ironmongers' Hall



Freeman Jonathan Williams enjoying the Loving Cup with Carole Stone CBE

What is good marketing?

We were delighted to have Liveryman Martin Riley make the keynote speech at the Bowden Charter Dinner this year. Martin is also a Warden of the Distillers Company and the Master and Clerk of the Worshipful Company of Distillers were guests of our Company that evening. Here is Martin's speech where he addressed the Master's theme with a twist:

Now the theme of this year's Master is 'Marketing for Good is Good Marketing'.

I was very pleased to attend the conference in New College, Oxford in September where this theme was debated and discussed. I am 100% in agreement with the premise.

As President of the World Federation of Advertisers, I was involved in Project Re-Connect which brought together some of the world's leading companies and marketing professionals to seek to ensure that marketing and business remains understood and valued by people in all types of communities.

At Pernod Ricard we devoted one day per year to working with local communities on a variety of projects to improve people's lives – in the 85 countries in which we operated. Chivas Regal devotes \$1 m a year to support social enterprises.

But I asked the Master if I could provide a *twist* to this theme. Being in the drinks industry, you will understand that we often take our drinks – and our subjects – with a twist.

My twist on the theme is 'What Good is Marketing?' Is the role marketing plays in business today fully understood? How has it evolved over the last 20 years? Does the public understand it, and do people in other disciplines in business, even CEOs, understand its potential contribution today?

Do the fundamentals still apply? Our Master has written on the subject of marketing, notably 'The 20 Ps of

Marketing'. Philip Kotler, now in his 15th edition of Marketing Management, is still a key reference for many. More recently Byron Sharp has made impact in some major companies with 'How Brands Grow'.

So I set out to find how marketing and business people regard the fundamentals today. Are the key principles of brand positioning, differentiation and targeting promoted by Kotler still relevant? Or is the Byron Sharp proposal of owning space – whether physical space on shelf or mental space for your brand – one that is gaining momentum?

I went to Paris to ask two leading French experts for their view.

Jean-Marie Dru, worldwide chairman of TBWA and champion of disruption, reassured me that in his view marketing remains the driver of business, bringing innovation and creativity and always representing the consumer in the boardroom.

Jean Noël Kapferer, the Marketing Professor of Paris Business School HEC, was strong in his belief that marketing is the only defence against commoditisation and, although financial measures and data have come to influence marketing, what matters is using data to assist consumer insight and understanding. The goal is about making brands relevant, and becoming a 'high involvement brand', in the lives of people (who are more than just consumers).

I had the chance to put my ideas and all their thoughts into practice when selected as Conservative candidate in the 2015 General Election.

Although I had no previous involvement in politics at any level, I had the opportunity to experience the thrills and spills of a general election close up and to play a front line role.

It was four months to election day. The constituency, east of Manchester and held

by Labour since 1945, had a declining majority. It was where I had grown up – but I had been living away from there for many years.

So how should I begin to shape my campaign? What could I bring? What did I know? Well, this is where marketing fundamentals really do help.

As a general election candidate you are squeezed between the perception of the national party and the effectiveness of local party politicians on the council. You have to create your own space and distinctive positioning and appeal within that context.

Positioning of yourself as a brand is required. So what are the tools needed?

- 1) Brand positioning, which requires differentiation, targeting and establishing your own brand values and vision.
- 2) Answering the question: "What do you believe and why?"
- 3) Identify your target. You want to influence those whose votes can make a difference – not those who are already committed to you, or somebody else, but those who are 'potentials', 'floating voters' – a little bit like brand switching.
- 4) What tone of voice will you adopt? What is your brand personality and how distinctive is that compared to your party leadership?
- 5) What is your brand promise? What is the answer to the question: 'What will you do for me, the voter?'
- 6) Can you summarise it in a slogan? As David Ogilvy said 'on average five times as many people read the headline as read the body copy'. I adopted the slogan 'you deserve better'.

For election campaigning is a form of direct marketing, possibly the most direct marketing there is. On the doorstep, or face to face with your voters in hustings alongside the competition, or being interviewed by the media. And, of course, social media has a key role to play.

Byron Sharp recommends that you occupy mind space as well as physical space. So creating a website with video blogs, a Twitter account, Facebook page and email correspondence is essential. All of which must maintain and project a consistent tone of voice.

So in conclusion, I would say to the question 'What Good is Marketing?', that marketing provides now what it always has done – insight and a framework, structure and toolkit where all brands can be promoted, and made relevant and desirable – even if that brand is yourself!

Martin closed his thoughtful and insightful speech with a toast to our Company.



Welcome to our Freemanen of 2016



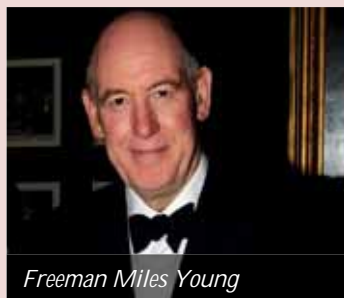
Freeman Simeon Lando

Simeon is Marketing Director at Thomson Reuters.



Freeman Lucinda Muschialli

Lucinda is Marketing Director for Newton Waterproofing Systems, a family business.



Freeman Miles Young

Miles recently became Warden of New College and formerly Chairman and CEO of Ogilvy & Mather.



Freeman Mark Magnacca

Mark has over 30 years of marketing experience in multinationals and start-ups across the globe.



Freeman Phillip Allen

Phillip is head of client development at Stephenson Harwood, an international law firm.



Freeman Joyce Kwong

Joyce is a seasoned professional in Sales and Marketing for international consumer businesses.



Freeman Iain Sanderson

Iain has spent over 30 years in marketing and is still as excited about it as he was on day one.



Freeman Alexander Conebeare

Alex has worked in marketing for over 15 years, primarily within financial services for the UK and EMEA.



Freeman Susan Beard

Susan is a strategic marketing professional, specialising in change and issue management communications.



Freeman Murray Chick

Murray has spent over 40 years in market research, advertising and related academic research.



Freeman Graham Storey

One of Graham's current roles is delivering marketing results for entrepreneurs running smaller businesses in competitive markets.



Freeman Judith D'Albertson

Judy uses her expertise to work with organisations in need of re-focusing/rebuilding their marketing strategies for maximum effectiveness.



Freeman Jenny Ashmore

Jenny manages a portfolio career with NED roles across financial services, sport, and charity and is President of the Chartered Institute of Marketing.



Freeman George Gloyn

George works in Mediacom's Business Science Department proving the effectiveness of advertising for clients such as Sky, Sony and Mars.



Freeman Jay Chinnadorai

Jay's marketing experience is working for multinational companies such as Sony and Thomson and he now runs his own strategy consultancy.



Freeman Martin Ashton

Martin works at Ashurst LLP, a global 'silver circle' law firm, where he has client relationship responsibility for the firm's largest global banking clients.



Freeman Helen Gammons

Helen has set up her own successful companies, the latest of which is Rotolight.com, a multi award-winning SME in advanced LED lighting.



Freeman Christine Hodder

Christine's experience is in the hospitality industry worldwide, holding key positions in marketing and operations for companies as Mandarin Oriental, Four Seasons and Hyatt.



Freeman Cindy-Michelle Waterfield

Cindy-Michelle is Sales & Marketing Director at iwantaspeaker.com, bringing speakers and clients together into one online community.



Freeman Greig Holbrook

International digital marketing and the importance of cultural intelligence are at the core of Oban Digital, the specialist agency which Greig founded in 2002.

An evening with Dr. Vint Cerf at Stationers' Hall

Many people might wonder who Vint Cerf is. Why is this person so important in the world of digital development? Why do most people in the IT and digital world consider him a demigod? Without doubt, he is one of the internet's founding fathers and some say the expression 'surfing the web' derives from his surname.

A few facts about Vint Cerf: he sent his first e-mail back in 1971, he worked on the Apollo program and co-created the TCP-IP protocol (the basic language of the internet) back in the 70s. Vint has also worked for Google as a Vice President and Chief Internet Evangelist and was chairman of Internet Corporation for Assigned Names and Numbers (ICANN). Currently, he is working on a new kind of internet, a type of 'parallel internet' aiming to achieve communication between the Mars Rover and Earth. He calls this the 'interplanetary internet' – it's a new kind of digital network.



Liveryman Nikkos Kokkinos and Dr Vint Cerf

Additionally, Vint has received numerous awards for his work on the internet and holds 25 honorary degrees. These include the Queen Elizabeth Prize for Engineering, the US Presidential Medal of Freedom and the Legion d'Honneur. Dr Vint Cerf is also an Honorary Liveryman of the Stationers' Company.

His lecture at Stationers' Hall on 5 September was about static and dynamic media and how they can be captured and archived, practically and comprehensively. The aim is to enable our great-grandchildren to have access to e-mails, blogs and all content of the world wide web of the 21st century. How will this information will be accessible in the future, or will it be lost in a digital dark age? As Vint said: 'We do not have an answer to that, and we have to worry about it'.

Vint reminded us that the media of the past has limited longevity. This is especially true today when we have a choice of different types of media for saving files and preserving our knowledge – and we have to think seriously about how we keep this safe for prosperity.

Here is one significant challenge Vint highlighted: 'What happens if the software that I need to interpret these files is not available to me because the company that made that software goes bankrupt and the bankruptcy court says that is an asset and you cannot have a copy of it. Or the company says that we cannot support the software

any more, it is not economically sensible to do that; I am sunsetting the product. And you are sitting on many, many files of content which you used that software to create and suddenly it does not run any more in the next operating system available to you. You are stuck with a pile of files that you cannot interpret.'

To solve the preservation problem we face three challenges we must overcome:

The first is the technical problem mentioned above (software, digital files, etc.)

The second is the business model that will sustain the storage of all that bits that will emulate previously created data and programs over an extended period.

Finally, the third problem is the legal frameworks that will permit this preservation to take place.

An interesting solution comes out from a medium that is more and more infused into our daily lives: the world wide web. Currently it is not being archived, however, if it could archive itself then it would be an interesting outcome/solution. The internet encourages a willingness to collaborate as it brings millions of people together. That openness could provide a new business model that might solve the preservation problem and create the subsequent support necessary.

Maybe we do not have to preserve everything, or we must accept that we cannot. As Vint Cerf said at the Q&A session: 'If you have something you think deserves preservation, you should have the means to do that. I want that technology to be in our hands.'

Liveryman Nikkos Kokkinos
Digital and social media expert ■

Great Fire...Great Walk

On September 7, 1666 the Great Fire of London was finally extinguished but, over the five days that it raged, some 13, 200 house, 87 churches and 52 liveryhalls were destroyed.

The closely-packed wooden houses were razed to the ground. The intensity of the fire was so great that pigeons fell from the sky and a river of molten lead from St Paul's Cathedral ran down Ludgate Hill. Eighty per cent of the City of London and a quarter of London as a whole was destroyed. Can you begin to imagine the devastation and human suffering caused by this inferno?

Marketors and their guests followed in the footsteps of John Steel as he guided our 27-strong group on our Great Fire of London walk. From the bakery of Thomas Farriner in Pudding Lane where the fire started, to the Golden Boy on Pye Corner where the fire was finally extinguished, John regaled us with facts and quotes from Samuel Pepys about the fire and its consequences. As Canadian-born Freeman Mark Magnacca said, 'I just love the City of London and I have had a new insight every step of the way.'

With the Shard on the South Bank looking down on us as we meandered our way through today's streets with modern and glass plated buildings, it was hard to believe that 350 years ago we would have been walking on 430 acres of scorched earth! Ten months of drought preceded the fire and, with dry timbers, strong winds and Thames warehouses full of combustibles, the City was a true tinderbox. Three hundred houses burned to the ground over the first six hours. People scrambled from their houses and fled, others tried to contain the fire with picks and equipment supplied by the City livery companies: the rich salvaged their prize possessions and hired Lightermen and Watermen who, not shy for business, raised their prices as they ferried their new clients to safety across the Thames.

Through all of this only six lives were recorded to have been lost, unlike the 100,000 which the plague had claimed the previous year. Samuel Pepys (buried at St Olave's church – one of our stops) was not only a great diarist but, as a government official, was instrumental in having King Charles II command the navy to use some of the gunpowder stored in the Tower of London to create fire breaks, bringing to an end this raging fire.

Christopher Wren was more than a great architect and project manager. He was a visionary. Within days of the fire having been extinguished he submitted to the



Marketors retracing the steps of the Great Fire 1666 – but happily near a refreshment location!

King a plan for the City – one with wider streets and boulevards. Kings Charles was a pragmatist. Being aware that the displaced needed to be housed and resettled quickly, he rejected Wren's plan and opted to rebuild the City as it was before.

On reflection of our tour, the fascination that remains with me was that, with upward of 100,000 people displaced, how was law and order maintained and how was the City able to be reborn? If Wren's vision had been accepted, then what would the City look like today?

If you are reading this by an open fire then make sure the embers are out before you go to bed!

Thanks must go to the Event Director Angela White Horan, for organising the event which culminated with a delicious lunch afterwards at the Fox & Anchor in Smithfield, and our guide John Steel for an enjoyable, informative and stimulating walk.

Freeman Chris Green

Marketors' diarist for the day ■

Outreach at Westminster Kingsway College

Earlier this year, the Master set a challenge for marketing students at Westminster Kingsway College. Having been briefed on the Master's theme, Marketing for Good is Good Marketing, the students had to come up with ways of tackling food wastage and obesity amongst society and retailers.

On November 16 the first round judging of this challenge was hosted by Freeman Richard Smart at the college and it was a very lively affair. Eight groups of students and interns pitched their ideas in Dragon's Den format. Judging was preceded by an inspiring speech by Levi Roots (of Dragon's Den and Reggae Reggae Sauce fame). Levi with Court Assistant Andrew Cross and Liverymen Clive Mishon and Omaid Hiwaizi and a bevy of entrepreneurs gave the students a robust grilling as they judged their three minute pitches. Watch this space for the winner to be selected in the final round on December 14.



Court Assistant Andrew Cross with sauce entrepreneur Levi Roots



Bells ring out for musical Lord Mayor

This was the first time I had been to see the Lord Mayor's show and, since becoming a Freeman of Marketors, I was very excited to be part of our lunch event at the Coppa Club – a new restaurant that has opened just opposite St Paul's Cathedral. It's an absolutely ideal place to watch the parade, either inside or watching on the steps just outside.

I was warned some days before that it always rains on the Lord Mayor's Show – the 801st show was no exception but it did little to dampen our spirits. Liveryman Carole Seawert was at the door to greet everyone and hand out route maps. As people arrived and took their vantage points, it was time to watch the procession. The bells rang out over the City as the band of the Coldstream Guards and the King's Troop Royal Horse Artillery opened the show.

The first Livery Company in the parade was the Worshipful Company of Musicians representing the home

Livery Company of the new Lord Mayor, Dr Andrew Parmley, followed swiftly afterwards by the ancient guardians of the City, Gog and Magog. Floats then continued to arrive of all colours, from horse drawn carriages, to vintage fire engines to open top buses. One could not keep up with the photographs as each float and parade was so unique and those taking part in the parade wanted to involve the spectators in hand slapping or giving out souvenirs.

However, all cameras were at the ready when we knew that the group of 21 Modern Livery Companies were due to come into our view. Despite the increasing wet conditions, we saw The Master, Middle Warden, Junior Warden and Liveryman Henry Chung march proudly by, waving at the somewhat drier group of Marketors at the Coppa Club who were all smiling, furiously waving back at them.

After an hour and half of the most enjoyable colourful parade, the gold State Coach of the new Lord Mayor went

past to much cheering and waving. In the past I've only ever seen this on TV or in photographs but seeing it in person was really an awesome sight.

Once the parade was over, some 50 of us enjoyed a delicious two course lunch in a private area at the Coppa Club. At around 3pm, some of us ventured across the road to St Paul's Cathedral – entrance is free on this particular day of the year. It was fascinating to walk around this cradle of the City of London and see such exquisite beauty inside.

Finally we made it down to Waterloo Bridge to enjoy a spectacular fireworks show. My friend's seven year old son was so enthralled by it all he didn't want to go home afterwards.

As a newcomer to the Marketors and to the Lord Mayor's Show, I can honestly say what a wonderful day it was for my guests and myself and we are already looking forward to next year's show.

Freeman Martin Ashton ■

Boxes of delight...

The Museum of Brands certainly lived up to its name and our visit was full of surprises, the greatest of which was with no doubt Robert Opie, the enigmatic founder of the museum. His decades of dedicated collecting have singlehandedly made the museum possible. We were treated to a magnificent session where he talked off the cuff for over an hour with great humour and deep knowledge.

There is so much more to the museum than a collection of packaging. It holds up a mirror to the human condition and shows how we have developed and what matters to us as consumers. From the excitement a 'colour' TV as a prize and tie-ins that show the flavour of the moment, from a young Bruce Forsythe through The Rolling Stones and Thunderbirds to One Direction, packaging tells us a lot about the world we live in.



The new museum is a wonderful home to this unique collection. But while you enjoy looking at the development of much-loved household brands and all sorts of exciting and fascinating exhibits, take a moment to think of the rest of the collection. The thousands of yoghurt pots, the mountains of cereal boxes and the rooms full of exhibits that may never see the light of day. The museum is just the tip of the iceberg, the culmination of one man's mission to collate and preserve the history of packaging. To keep and treasure that which is normally thrown away. A collection that has been formed for a real reason, to document part of our history. A collection that by its very nature can never be complete.

While he tracks 500 current brands, there is always the search for new brands to include and the skill to decide which will be important and still with us in ten years, as it is very difficult to get the first example in retrospect. So much so that he is still looking for an original tin of Heinz baked beans. So when you are clearing out the kitchen and throwing away the out of date packages, bear a thought for Robert and if those beans are really old, give him a call.

**Liveryman Tom Tuke-Hastings
Event Director ■**

The Museum of Brands, Packaging & Advertising is at 111-117 Lancaster Road, Notting Hill, London W11 1QT – details of opening times can be found here www.museumofbrands.com

Fine Cell Work: how to instil customer-centricity into a charity



Established as a charity in 1997, Fine Cell Work was a vision of Lady Anne Tree, who dedicated most of her life to the improvement of prisoners' lives by providing them with working skills. It is a social enterprise, raising financial resources through funding and commercial revenues.

Fine Cell Work focuses on building and growing the professional skills of prisoners in the UK. It aims to provide prisoners with new skills that will help them grow their sense of discipline and self-esteem and eventually find a rewarding job when back in society. The volunteers at Fine Cell Work *'train prisoners in paid, skilled, creative needlework'*. The key product line is high-quality hand-made cushions, but the range is expanding to include many other soft-furnishing items. It also takes commissions from clients for items such as quilts.

The charity's clear objective is to double its commercial revenues by 2020, while maintaining the current funding levels. To achieve this ambitious goal, Fine Cell Work asked the Marketors to support it with advice on how to grow its commercial revenues.

Fine Cell Work typically realises most of its revenues through events, commissions and a growing e-commerce operation. However, it has found it harder to be equally successful in other channels like retail. Clearly a more diversified market coverage is critical to its ambitious commercial objectives.

After the initial meetings and analysis, it was clear that Fine Cell Work is a very proud and successful charity but there are opportunities in improving its go-to-market plans. A key component of any successful go-to-market strategy is a strong brand. Fine Cell Work is a well-defined 'charity' brand, but needs to

be equally well-defined and strong to consumers, especially consumers in retail and other channels where the attention span is limited to few seconds.

Managing Director
Victoria Gillies
and Events
Manager Katie

Steingold led the project at Fine Cell Work and were an invaluable source of inspiration, storytelling and encouragement. We set out a strong branding process with the full engagement of the team at Fine Cell Work. The process is a discipline, but the content of the brand must come out of the team; they must feel the ownership of the brand and be proud of it.

A key milestone was a branding workshop in St James's Park, one sunny afternoon at the end of August. Everyone was enthused by this and we worked hard and open-mindedly. The ideas and directions that came out of the workshop were instrumental in the repositioning of the Fine Cell Work brand. It is important for the brand to work equally well as a charitable brand and as a commercial brand. The new brand architecture addresses the duality of being a charity and a commercial enterprise while focusing on the key differentiators that make Fine Cell Work unique in the market. Key elements of the new branding are: Brand purpose: 'Make a house your home through the best socially-conscious British style'.

Brand personality attributes:

Inspired

- All our products are inspired by the passion for high quality and timeless style at home. We aim to inspire our customers to personalise their home and work space.
- We are inspired by the opportunity to improve the lives of the prisoners, the dedication of our volunteers, the commitment of our staff and the generosity of our trustees and all funders.

Surprisingly British

- Our design and designers are the best of timeless British style, but not afraid to explore innovation. All our products are made in prisons in Britain.
- We and our customers give back by allowing individuals, who have been less fortunate, to be part of a more inclusive British society.

Caring

- We care about the quality of our products. Each product is the result of precise craftsmanship, liberty from production anxiety, love for hand-stitching.
- We care about our community of stitchers. We firmly believe that by teaching hand-stitching skills they will improve their chances in life and contribute positively to the society.

Expert

- Hand-stitching is craftsmanship and art. We take great care to ensure you enjoy the best products for your home and work space.
- Our teachers and production experts are second to no one and thrive by passing their skills and passion to the prisoners.

Fine Cell Work is more than a charity: it is, and wants to grow as, a successful social enterprise in the marketplace. But achieving success in the marketplace may prove harder for an organisation with a dominant charitable history and culture.

Applying the best practice and marketing discipline is something we Marketors should, and can, contribute to organisations like Fine Cell Work. I believe that, no matter what kind of organisation you are, it all starts with a strong and purposeful brand based on credible and sustainable differentiation with the customers and the other stakeholders at the core of the value proposition.

Building a brand requires a collaborative process and full engagement with the organisation: they will own the brand and nurture it in the future. A well-defined brand is also the necessary precondition to developing a message that resonates with consumers and that can also be consistently executed through multiple touchpoints.

Freeman Vincenzo Brugaletta ■



Inspirational brand workshop in the park: Vincenzo Brugaletta with Fine Cell Work team at St James's Park in August 2016



The Master's trip to Chile

Thirty-four Marketors and friends arrived in Santiago from all points north, south, east and west for the Master's week of fellowship and discovery in South America. Our Master spent some of his early career in Chile; it is where he met and married his wife Carmen so it was fitting that he should include this trip as part of his year as Master. I travelled to Chile with my husband Chris and Liveryman Gill Whitelegg and her husband Gordon Rankin. We arrived from Mendoza in Argentina into Santiago by coach travelling over the spectacular Andes (highly recommended).

Day 1 Monday 21 November

Arriving at the charming Hotel Le Reve in Santiago we hear about the earthquake tremor on Sunday evening; this had almost shaken Court Assistant John Hooper out of his bed! But it was all forgotten as we headed up to the tallest building in South



Court Assistant Annie Brooks and Rita Cabera who helped with the admin of our Chilean tour with the Master

America – the Sky Costanera. Just slightly shorter than The Shard – the 360-degree views of the city were stunning.

On our way to lunch we enjoyed Santiago's architecture; from the oldest buildings with their European influences to the latest skyscrapers in 'Sanhattan' – it is varied and beautiful.

We could barely move after a gastronomic feast at the Restaurant Donde Augusto in the Mercado Central. The highlight was machas parmesana – a relative of the razor clam cooked au gratin in its shell. A new and utterly delicious experience. Of course, it was perfect with an aromatic Chilean Sauvignon Blanc and a Pisco Sour.

A delightful surprise addition to our schedule was tea with the British Ambassador to the Republic of Chile, HE Mrs Fiona Clouder at her residence in Santiago. Greg Holland, CEO of the British Chamber of Commerce in Chile talked to us about doing business in Chile. We were not allowed to take any photographs so you'll have to take my word for how completely charming the Ambassador, the residence and the large garden were.

#chilefact Both Chile and Peru claim the Pisco Sour as their national drink, which has sparked an ongoing dispute as to who is the rightful owner. The confusion comes because during Spanish rule of 1535-1821 they belonged to the same region – the viceroyalty of New Spain.

Day 2 Tuesday 22 November

Our first Chilean winery visit was to Undurruga in the Maipo Valley. Many of us will be familiar with their sparkling wine, but they produce an amazing array of red and white wines too.

That evening, we headed to a reception and dinner at the Club de Golf Sport Frances, where the Master swung a club when he lived in Santiago. We were joined by HE Rafael Moreno, former Ambassador to the Court of St James's.

#chilefact Carmenere grapes were thought to be extinct following the phylloxera plague, the 'Great French Wine Blight' of the mid 19th century. In 1994 a French wine expert came to Chile and discovered that the Merlot vines were being grown alongside the Carmenere (brought to Chile pre-phylloxera plague). The Chilean winemakers thought they were all Merlot cuttings. And, since then, both Merlot and Carmenere wines are of excellent quality.

Day 3 Wednesday 23 November

The next day we visited the World Heritage site of El Teniente, the world's largest underground copper mine and Sewell, a preserved mining village.



Marketors enjoying lunch at the fish market in Santiago



The Master's Lady, Carmen Pearson exploring a winery

We climbed to 2,300 metres and were all surprised at the vastness of the mine and its surrounding community. Unfortunately, the altitude brought with it inclement weather so our visit was cut short. But we managed a tour of the mining village and the social club.

#chilefact Copper is Chile's largest export. Production at El Teniente is threatened by a declining output – every 100 tonnes of rock yields only one tonne of copper. Falling global copper prices and low yield has put the industry under a great deal of pressure.

Day 4 Thursday 24 November

Visits to two wineries set our itinerary for the day. Firstly, Concha y Toro which is my favourite Chilean brand. There is a fascinating story around its sub brand of Casillero del Diablo. Apparently, in the 1800s, Don Melchior Concha y Toro produced some high quality wines which he stored in his cellars. His tenants helped themselves to them, so he spread the story that the devil appeared there. His workers believed this tale so he managed to keep his best wines to drink and to sell at the best prices!

Next up, Viñas Santa Rita, one of the most prestigious and traditional wineries in the Maipo Valley. We enjoyed drinks overlooking the beautiful gardens before a 'Thanksgiving' lunch including turkey in the delightfully traditional bodega. Some of us made the wine tour afterwards... others enjoyed more hospitality and fellowship outside in the shade.

That evening we had dinner and enjoyed a folklore show at Bali Hai in Santiago. The dancers amazed us with their synchronicity and fitness levels. Court Assistant Brian Sweeney and his wife, Jenny, took to the dance floor and demonstrated theirs too.

#chilefact Concha y Toro is the world's second largest wine producer. Who is the first? Are they French? Spanish? Italian? No American. It's Gallo in California.

Day 5 Friday 25 November

We said 'adios' to Santiago and moved on to Viña del Mar on the Pacific coast, visiting two wineries en route. The Viña Indomita and Casas del Bosque are in the Casablanca Valley between Santiago and Valparaiso. Lunch was in the stunning setting of Casas del Bosque. This boutique winery specialises in Sauvignon Blanc although they also produce excellent Pinot Noir and Syrah wines. The winery is modern with clean, fresh lines and of course, the food and wine complemented the surroundings perfectly.

#chilefact The leaves of the vines are different shapes depending on the grape variety. The main characteristics that distinguish grape leaves include their lobes, the empty space surrounding the stem and 'teeth'. It's also important to look at the colour and texture of the leaves. A grape leaf expert is known as an ampelographer.

Day 6 Saturday 26 November

First stop today was the Villa Victoria Museum. We were met by owners Kenneth Pugh and his wife Victoria, both dressed in Victorian costume. Their passion about the history of Valparaiso and their story telling talents brought the past alive for us all. This was a museum with a difference. Even the Master was put to work to demonstrate how coopers made barrels back in the early 1900s.

Next was a ride on the funicular up to the historical quarter of Valparaiso. With 52 hills, Valparaiso needs its 15 funiculars! The street art was spectacular as were the buildings, with a variety of architecture illustrating the diversity of Chile's population over the years.

We had lunch at the Naval Club, arranged by Carmen's brother, Rear Admiral Sidney Chellew Daydi of the Chilean Navy. After a delicious lunch we visited the Naval & Maritime Museum to discover more of Chile's naval history.



View from the top of one of Valparaiso's 52 funiculars



Court Assistant John Hooper trying his hand at being a cooper

That evening we enjoyed a reception and dinner at the Naval Country Club on the outskirts of Viña del Mar with Carmen's family. We also celebrated Jenny Sweeney's birthday.

Earlier in the week the Master had set us a task: he felt from a marketing perspective that Chilean sparkling wine suffers from a lack of a generic name – such as Champagne, Prosecco or Cava. So we took up the challenge and the winner was Liveryman Norman Gibbs with Chilesco. No prizes for guessing what his prize was!

#chilefact Bernardo O'Higgins Riquelme was a Chilean independence leader who, together with José de San Martín, freed Chile from Spanish rule in the Chilean War of Independence. He was a wealthy landowner of Spanish and Irish ancestry. Although he was the second Supreme Director of Chile (1817–1823), he is considered one of Chile's founding fathers, as he was the first holder of this title to head a fully independent Chilean state.

Day 7 Sunday 27 November

Our grand finale; it's difficult to choose a favourite day as they were all remarkable – this was one of my personal favourites. We travelled north from Viña del Mar along the Pacific coastline with its breathtaking views to the home of Carmen Gloria Dominguez at Zapallar, a friend of Carmen Pearson.

Carmen Gloria's home is spectacular and she is the most charming hostess. We were completely spoilt. We dined on the most delicious food and wine in this breathtaking location. It really was a memorable and magnificent end to our week in Chile.

Finally, I would like to thank our Master, Carmen and Rita Cabera (our Master's former secretary in Chile) for all their hard work in organising such a memorable, once in a lifetime trip to Chile. We learned and laughed, tasted and sampled, and experienced so many new things, but above all were completely captivated by Chile and its charms.

Court Assistant Annie Brooks ■

Membership: how it works

The Marketors have a modern take on membership, recruiting new members on their professional background and a passion for marketing. I often describe the role of chairing our Membership Committee as a little like running a dating agency. It's essentially about securing a great match between potential recruits on the one hand and our Company on the other, hopefully leading to a lifelong marriage! As with all successful marriages, livery membership is based on shared values, aspirations and alignment to common goals, and it's that shared sense of purpose and commitment makes both marriage and the livery work.

Leaving the marriage metaphor momentarily, recruitment also takes a lot of hard work from many people and, in truth, begins way before a potential recruit pops up in front of the Membership Committee. There are crucial elements that form the first steps in the journey of a new recruit: our brand and what we stand for, our communications and PR, articulating who we are and what we do and, of course, the first-hand experience of meeting current members at one of our many and varied events.

Every year we hold two key gatherings – our prospective members' evenings – creating a chance for prospective members to meet and greet others from our Company. The Master and Wardens are always at these events. Everyone can then decide if we are right for

each other and start to form bonds. Usually these are held in the City during spring and autumn. The 2017 dates are on the back page. These evenings are a great opportunity to invite those you know who may be interested to visit us behind closed doors for a peek at livery life and to hear the inside track.

The joining process is worth a mention here. As you will know, we are essentially a 'member get member' organisation. Any Freeman or Liveryman can propose a new member, and we encourage you to do so. New members require proposers and seconders from the Company so it is really helpful that potential recruits are already known contacts of existing members. Newbies are then directed to me for further information, an informal chat and are then invited to an interview on completion of our application form. If needed, I can also introduce prospective members to proposers and seconders.

I'm very pleased to say that over the last year we have recruited 20 new members. You can see who has joined our Company this year on page 7 of this magazine. Freeman are admitted at a Ceremonial Court. Quite often we find that we have interviewed more people, (and whom the Court has approved) but circumstances sometimes dictate that an individual is not available for the next Ceremonial Court. We only hold four a year, so there can be a time lag between Court approval and formal admittance. In that sense

(returning to my marriage metaphor), it's like being engaged but not yet married...but a date is usually set in the very near future!

Membership Committee members who have given their time to the interview process this year are Sue Garland-Worthington, Phil Andrew, Annie Brooks, Jane Wharam, Raoul Pinnell, Jenny Moseley, Annmarie Hanlon, David Doughty and Brian Sweeney. I would like to thank them and many others for proposing new members and supporting their applications. Our Communications and PR Committee have worked hard to make our website better and very many new members this year have come to us solely on the strength of our online and social media presence. You can always direct prospects to marketors.org for further information about us.

Of course, as many of you will know, joining the livery is just the first step. Our focus on fellowship led by the Junior Warden and the Fellowship and Livery Committee actively helps new members settle in and progress. Or, returning to my metaphor, helping the newlyweds become accustomed to married life!

And finally, if you would like to join the Membership Committee in 2017 – new interviewees are always welcome – just please get in touch: membership@marketors.org

Court Assistant Lesley Wilson
Chairman Membership Committee ■

Livery for Life: what it means

Our role in the Fellowship Committee is to look after Aim Four – bringing in and retaining members, fostering fellowship and planning and arranging succession. And, for our newer members, here is a guide on how we do that.

Given the often-used expression of 'Livery for Life', I am often asked by prospective members what being a Marketor means in the long term. Personally, I would describe it as an extremely diverse life-long journey. But some common themes prevail and these are:

- A passion for marketing
- Interest in the City as a community
- A long-term view of livery being for life
- An interest in service to society and giving something back
- An interest in developing as a whole person rather than just professionally
- A values match with those of the livery

My role as Junior Warden encompasses this life-long journey and like everyone else's, my journey started with the Membership Committee. Currently chaired by Court Assistant Lesley Wilson, its rigorous process makes sure that individuals fully understand the commitments and benefits of membership.

Once you become a member, our Fellowship Committee look after you settling in, encouraging your progression to the Freedom of the City and giving you guidance on becoming active in the Company. Court Assistant Diane Morris chairs this committee and together we plan Fellowship evenings and ensure everyone is supported as they find their place within our Company.

We see 'full membership' as becoming a Liveryman; this allows you to take a bigger part in the activities of the City of London. This includes voting for the Lord Mayor – a stunning occasion which I would recommend to everyone. Progression to Liveryman requires a demonstration of commitment to the activities of the Company such as Outreach, assisting with events or participation in committees, and is managed through the Livery Committee chaired by Court Assistant Ian Ryder.

If you would like to make a contribution to the more strategic management of the Company then you may wish to consider progressing to being a member of Court, known as a Court Assistant. There are usually a few vacancies a year on Court and this process is managed by the Court Nominations Committee under the chairmanship of Past Master Peter Goudge. To be appointed to Court you would normally have evidence of

significant dedication to the Company such as Chair of one or more committees.

If being a Court Assistant has whetted your appetite, you may wish to be considered for the Junior Warden role. An individual is chosen by the Court each year to be Junior Warden which is, in effect, the first level of senior management within the Company. From here you may progress to Middle and then Senior Warden, taking on different responsibilities at each level. It is usual that the Senior Warden becomes Master of the Company in the following year.

Whatever your membership status, one constant is that the Almoners are always there for you. The Almoners are led by Past Master Venetia Howes and are a dedicated and very hardworking team who reach out to members in any kind of need. To my mind, this is one of the greatest resources we have as members of the Company. The Almoners also act as a liaison point for the Marketors' Trust in the event of financial hardship.

Being a Marketor means many things to many people but whichever path you choose within the Company you can always be assured of a warm welcome, a fascinating group of peers and a lot of fun!

Junior Warden Phil Andrew
Fellowship Committee ■

Good Marketors are Marketors for Good



Past Master Venetia Howes

My heart sank when I was first asked to lead the Almoners' team. Putting it bluntly, I never thought I cared enough about people to do the job well. What I discovered was that you only have to care enough to lift a finger. To pick up the phone and make a call or an occasional visit. Because that's what Almoners do – they listen and talk to members who are facing illness, bereavement, unemployment, divorce or any prolonged distress.

These are not rare situations. Over the past nearly three years we've touched the lives of 65 people, ranging from the elderly to members of working age. Some of them are the carers – the people looking after the people in difficulty – and they also receive our help.

We are mainly a confidential befriending service. But we also offer the support of our chaplain, who says prayers for individual members, publicly or privately. Many take up this offer: Christians, members of other faiths and of none.

When a member of the Company dies, the Marketors' Trust makes a donation to a charity of the family's choice. We attend funerals and the families always seem pleased that someone has come to pay their respects to a person who was proud to be a Freeman or Liveryman. We have recently implemented a Court decision to keep in touch with spouses and partners of members who have died, by inviting them to become Companions of the Company. This means they receive Marketor and can buy tickets for Company events.

We work closely with the Marketors' Trust, requesting small amounts of

financial support to help members across financial gaps. For some members who are out of work, we work with Outreach, looking for a relevant voluntary project which we hope helps them to remain current and adds to their employability.

One of our team sends birthday cards to Marketors over the age of 80. In this issue of Marketor is a trial special members' corner, intended to help members who can't attend events to keep in touch with their friends. (Spotlight on Norman Waite – page 19.)

I hope you're proud that your Company does something rather special to help its members through difficult times. This is one of the things that distinguishes us from ordinary networking organisations. Livery is for life, not just the good times and not just the professional years. If you, or another Marketor that you know, needs help from the Almoners, just pick up the phone or email any one of us – details in the Directory.

In January 2017 I shall hand over the role of Lead Almoner to the warm and wonderful Past Master Keith Arundale. He will be supported by his wife Kathy; they are both experienced in this sort of service to others. I shall happily remain an Almoner and would like to thank the team for all their wonderful service and friendship over the past three years. Without titles, they are: David Cowell, Harry Druce, John Fisher, John Reid, Ian Ryder, Alan Wellan and Angela White-Horan. My heartfelt thanks too to John Hooper, Chairman of the Trust, Dr Alison Joyce, Chaplain, the Master, Wardens, Clerks and my husband, Roger.

Past Master Venetia Howes
Lead Almoner ■

What are friends for?

If you want to help someone, try being specific.

DON'T say "Let me know if there's anything I can do".

DO say "Would it help if I... e.g. did the shopping for you; sat with your relative while you go to the hairdresser/the gym; took your dog for a walk; baked and delivered a cake; put out your bins; lent you my latest DVD; trimmed the hedge; gave you a lift to your next medical appointment or to church etc."

Keeping up with a traditional curry night!

The 151 Regiment Curry Night is a very popular evening and on 24 October this year, it took place at the spectacular Wellington Barracks Officers' Mess next to Buckingham Palace. This is home to the Foot Guards, the Regular Infantry regiments of the Household Division of the British Army.

We were on the first floor with its large balcony overlooking Birdcage Walk and enjoyed the spectacular views of the illuminated Shard, London Eye and Big Ben.



View from Wellington Barracks' Officers' Mess

The Band of the Queen's Division entertained some 46 Marketors and their guests as we gathered. The Commanding Officer of 151 Regiment RLC, Lt Col Michael Taylor OBE RLC warmly welcomed everyone and we were pleased to see Cdr Rich Hutchings RN, from our other affiliate, HMS St Albans.

We were delighted to be served three different curry dishes and all the trimmings. Many used the balcony as an impromptu table, enjoying the cool evening and the remarkable view. Following dinner, and while we were still on the balcony, out of the darkness came the sound of a military band with bagpipes of the Band and Corps of Drums of the Royal Gibraltar Regiment.

We had planned to present the Worshipful Company of Marketors' Citation Certificate, financial prize and miniature infantry sword to Second Lieutenant Chlöe Alexandra Kirkham-Smith of 210 Squadron, 151 Regiment, Royal Logistic Corps. Unfortunately, she was away on a course so our Master, David Pearson, took the initiative to present the Marketors' Award to the Regiment's Commanding Officer who accepted it on Chlöe's behalf.

All in all, a very enjoyable evening and our thanks go to the Regiment's Adjutant, Captain Gavin Randell RLC, who organised the event.

Court Assistant Hugh West
Chairman Armed Forces & Cadets Committee ■

Inside City planning

When looking around the City of London, do you ever wonder how all the amazing buildings come to be there? This small Square Mile with its huge world-wide influence has grown and developed under the careful eye of our City planners. In January 2015, the City of London Corporation's Department of the Built Environment obtained agreement to a Local Plan providing the strategy and policies for shaping the City until 2026 and beyond; now they are already hard at work on a new plan to provide guidance through to 2036. Public consultations on this 'City Plan 2036' closed on 2 December 2016. While the factors influencing planning decisions in the City are many, in this article, we'll focus on just tall buildings here – a topic that typically draws strong reactions.

The policy context

Imagine needing to satisfy both national planning policy and guidance, as well as Greater London and other Mayoral strategies; having to cooperate with neighbouring boroughs (there are at least six) and potentially competing neighbourhoods and cities (eg, Canary Wharf, Frankfurt, Paris, etc.), as well as with European directives (maybe), the UNESCO World Heritage Committee, Historic England and the Civil Aviation Authority, not to mention complying with the needs of the City Corporation. It can quickly lead to a morass of conflicting demands as the City works toward preserving the past whilst building for a sustainable future predicated on long-term growth projections.

The built context

As we all know, London has been around for almost as long as there have been Christians, having been settled by the Romans around 43 AD. Remnants of their structures are still visibly with us (viz. Roman Wall, Roman Amphitheatre, etc.) and archaeological excavations during new builds continue to turn up more. Each era has brought both destruction and construction, such that the built environment of the City today is a

hodgepodge of many of the past 21 centuries. One of the best places to see this is in Guildhall Yard, where you see examples from five or more centuries as you do a 360° turn around the Yard. The City has over 600 listed buildings, 26 conservation areas, 48 scheduled monuments and four historic parks/gardens.

Today it is 'home' to almost 80,000 businesses (90+% of them SMEs, 70% with four or fewer employees), a workforce of almost 500,000 projected to grow +10% by 2025 and only 7,400 people claiming the City as their primary residence (another 1,300 or so claim a second residence there). Resident population growth is directly linked to delivery of additional housing stock. There are also universities, hospitals, churches and transport hubs, not to mention visitor worthy monuments and landmarks.

The Corporation has also worked hard to preserve green spaces. It manages at least 22 city parks, gardens or green spaces within the Square Mile, many of them former churchyards.

Strategic objectives and drivers for change

The City needs to be fit for the future. Ever-changing technology, legislation and competition from other global financial and business centres mean the City needs to maintain and increase its competitiveness on all fronts. It wants to retain its unique character, promote high quality architecture, remain at the forefront of meeting sustainability challenges and ensure it continues to deliver on high standards for quality of life in the City. A tall order, considering the constraints.

The plan

So you're saying enough already with the background information. Get on with telling us about the tall ugly buildings we're getting! I hear you. But there are two more issues we

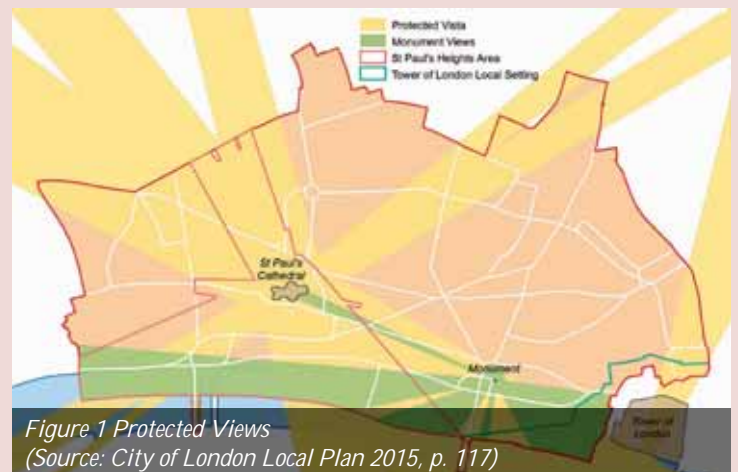


Figure 1 Protected Views
(Source: City of London Local Plan 2015, p. 117)

need to mention before we can get to that – protected views and conservation areas.

Views of St Paul's Cathedral are protected from as far away as Richmond Park, Primrose Hill and Blackheath – ie, nothing can be built that might obstruct these views. To a lesser extent, the same applies to the Monument and the Tower of London. Figure 1 shows (in yellow) how these protected views radiate out from the focal point(s), meaning no tall buildings there. These views are protected by an integrated range of national, regional and local policies.

Conservation Areas place significant restrictions on height, footprint, style, scale and character of any new build (as well as demolition of existing structures, many of them listed). Figure 2 shows the location of the Conservation areas in the Square Mile in the darker shaded areas. From these two maps, it becomes readily apparent that tall buildings can go in only a very few places – to the north (ie, Barbican) and to the east (just north of Aldgate). And tall buildings are deemed necessary to accommodate ever growing demand for commercial space (+1.15m² by 2026 vs 2011). After all, when you are restricted laterally (it is only a square mile), the only way to grow is up.

In addition, they are required to maintain and enhance the provision of public open space around the building, avoid the creation of building canyons and maintain pedestrian permeability.

All of these requirements and restrictions have led to numerous breakthroughs and innovations in design and engineering. 'The Cheesegrater' at 122 Leadenhall Street is just one example. One of the engineering innovations here was the first ever use of 'active alignment' where the steel structural frame could be adjusted as construction progressed and the building shifted and settled in unplanned directions. This frame also allowed most of the building to be raised 30m above the ground, thus opening more public space to pedestrian access.

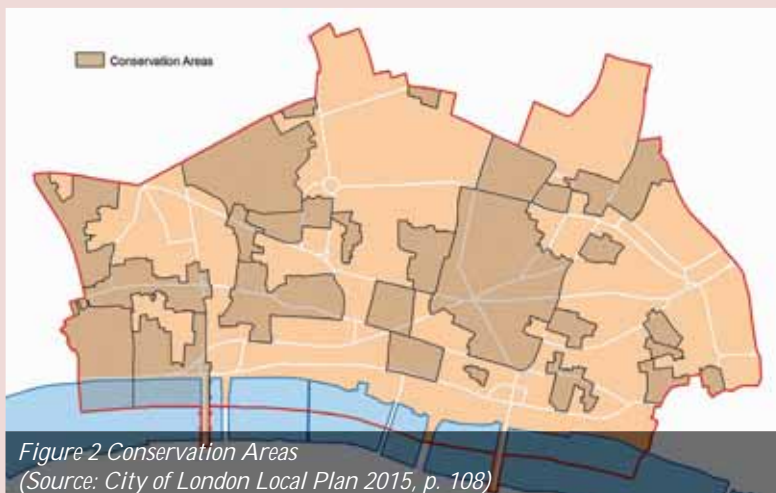


Figure 2 Conservation Areas
(Source: City of London Local Plan 2015, p. 108)

Where there's a will there's a way...

Most of the building was constructed offsite and pieces part delivered 'just in time' to be stacked or hung on top of each other – an approach made necessary by the extremely small (relatively speaking) footprint for a construction project of this size. The building's wedge shape is to accommodate the St Paul's protected views from Fleet Street and the west.

The much maligned Walkie Talkie is another example. Here the accepted belief that a building has to taper as it rises was turned on its head. The top-heavy design is partly intended to maximise floor space towards the top of the building (where rent is also typically higher). A nod to the public realm requirement is the Sky Garden which is the 'public park' on the top three floors of the building. Expect to see more rooftop public spaces like this and atop One New Change.

Sometimes designs are forced to take into account a single protected tree or teensy tiny 'park'. The Foster & Partners-designed building at 100 Wood Street is a terrific example of the former. From the Wood Street side it looks like your average office building with a barrel-shaped roof and Gherkin-reminiscent, diamond-shaped panels. However, the rear of the building, facing Pewterers' Hall, is completely different. It edges around the tiny former churchyard of St Mary Staining – complete with tree and Roman ruins – in a curve of reflective glass leaning away from the ground to ensure said tree gets plenty of light. Unfortunately, the Pewterers have to keep their shades permanently drawn at this end of the Hall to avoid the glare.

The Walbrook Building, opposite Cannon Street Station, is another example (and another Foster & Partners design) of working around a tiny green space. From the Cannon Street and Walbrook sides, it looks like yet another predominantly glass and steel structure, rectilinear in shape. Yet, when you duck down Salterers' Hall Court off Cannon Street just to the east of Walbrook you come into a 'courtyard' with the little gated St Swithin's Churchyard and realise that the Walbrook Building is in fact 'L' shaped as it sweeps around and away from you in a dizzying wave.

There are many more oddities in the built environment around the City as, among other things, the Corporation also strives to maintain the City's characteristic network of streets and alleyways. For each, there was a rhyme or reason at some point. In any event, planning in this Square Mile is an extremely complicated issue that is unlikely to satisfy everyone and where the likeability of architectural design is just one of many considerations. I would encourage you to read more on the Corporation's website at: <http://www.cityoflondon.gov.uk/services/environment-and-planning/planning>.

Liveryman Debra Marmor
Mayoralty & City Committee ■

Legacies are the lifeblood of many charities. Every year some £2 billion is bequeathed to good causes up and down the land. Not surprisingly, it is the major charitable players who benefit most, with health-based charities featuring strongly. Cancer Research UK takes pole position, but British Heart Foundation, Macmillan, RNIB and Guide Dogs for the Blind also make the top ten. In the non-health sector, RNLI, National Trust, Salvation Army and animal charities RSPCA and PDSA have strong support. Together these top ten receive one third of the money bequeathed annually.

But it not just the big beasts who benefit. Many smaller charities receive bequests from testators who, during their lifetime, have supported a particular cause or who just want to say 'thank-you' to an organisation with which they have been associated. What is perhaps disappointing is that legacy income is generated from only a small proportion of the population. In all, just 7% of people die with a gift to charity in their will. Encouragingly though, nearly one-fifth of UK adults would now positively consider leaving a charitable gift in their will. A further 22% are in the process of including a charity in their will or have actually done so.

So, where does this leave our own charity, the Marketors' Trust? Our Founding Father, Reginald Bowden, not content with being the Trust's first major donor with a £1,000 gift back in 1976, left the Trust £6,000 in his will. Past Master Delwyn Dennis, Chairman of the Trust for eight years, left us £10,000 in 2006. But, in the last 10 years our legacy income has been a resounding £NIL.

The Trustees have decided it is high time we did something about this, following the old adage 'if you don't ask, you don't get'. In this we have been inspired by the

extraordinary generosity of Court Assistant Emeritus Professor Martyn Davis. Nearly four years ago, Martyn intimated that he was considering leaving the Trust a very considerable bequest, the future earnings from which he wished to be used to fund a bursary allowing a Liveryman to attend the Harvard Business School Advance Management Programme. This was something Martyn himself had experienced and which had literally changed his life. After extended discussions, Martyn agreed to a trial run of this bursary during his lifetime and last year Lesley Wilson and Tom Tuke-Hastings were the first Liverymen to attend the AMP thanks to his generosity. The plan is now that this bursary should be offered every five years and to that end Martyn's own Charitable Trust with a current value of £275K is now managed by the Trustees of the Marketors' Trust. Prompted by this, the Master, Wardens, Trustees and many members of Court have all agreed to amend their wills to include a bequest to the Marketors' Trust.

Sadly, many people feel that amending a will is both difficult and costly. In fact, it's very easy to do using a simple codicil. The Trust has prepared some appropriate wording and it is hoped that many Liverymen and Freemen will now consider implementing a will change. Of course, the Trustees appreciate that most people will wish to remember their family and loved ones as their main beneficiaries, but this does not preclude a bequest to a charity such as the Marketors' Trust. After all, most of us have benefitted from marketing during our working lives, so a small thank-you gift, helping the future funding of marketing education, does not seem an unreasonable request. Please give it some careful thought.

Court Assistant John Hooper CBE
Chairman of the Marketors' Trust ■

New Freemen of the City



Stephen Christou (right) with Ernest Brocklehurst, Beadle to the Chamberlain's Court having received the Freedom of the City



Jenny Ashmore (right) with her husband Chris at the Chamberlain's Court

The good, bad and ugly of the 2016 Christmas ads

Not sure when John Lewis's Christmas adverts took on the eager anticipation aura of Budweiser's US Clydesdale commercials, but Aldi's 'Kevin the Carrot watches John Lewis' spot spoofs this phenomenon beautifully.

This year's John Lewis advert dropped a week later than expected. 'Buster the Boxer' features bouncing foxes, badgers, hedgehogs, squirrels and, of course, Buster on a trampoline intended for a very cute little girl, ending with the tagline, 'Gifts that everyone will love'. A full 360° surround sound campaign (in store, online, social media) goes with it, including behind the scenes explanations, and a percentage of related plush toy sales will go to The Wildlife Trust.

Perhaps I'm just a Grinch, but this year's Christmas adverts are, for the most part, far from impressive with respect to their primary purpose – driving purchase. Most seem to have lost track of trying to drive business for the sake of brand image building or entertainment. Many are jumping on the 'buy our featured character' plush toy bandwagon, with little regard for whether the ad will drive further purchase from their broader assortment.

So for better or for worse, here is a rundown of 'the Good, the Bad and the Ugly' to date.

The Good

NotontheHighStreet with its 'Magic is Real' focuses on selling the contribution its 5,000 partners elves can make to anyone's gift giving. Featuring a number of partners elves and their products in the making, it has subtle humour in all the right places (look for the delivery van's registration plate, the reindeer out the window, and some of the ears). Beautifully shot, it is a joy to watch (repeatedly) and very likely to drive custom. Well done!

Currys/PCWorld's 'Get it Right' picks up from last year's 'Spare the Act' campaign with Jeff Goldblum (though sadly no Goldblum this year). It focuses on the insight that we all drop some very unobvious hints about what we want, but these films take that to the extreme with their vignettes. The result is highly amusing. And bonus for the advertiser – they're also focus on the products they sell!

Vodafone's 'Bigger and Better' is outstanding. It punches all the buttons – clear branding, product relevance, terrific product performance in a torture test situation and potential to tug at heart strings when a mate travelling to join up with friends for the holidays gets stuck in some snow-bound forsaken place when his bus breaks down. But, his phone works – with an audio visual link, he (and many

of the passengers on the bus) joins in a game of charades, miming out his clues in the aisle of the packed bus. Amusing, entertaining and bound to drive business.

M&S's 'Christmas with love from Mrs Claus' is terrific. In a major departure from the strutting models of yesteryear (adopted by House of Fraser this year), the ad uses subtle humour (check out the chopper's tail number), discrete product placement (bet the glittery red trainers and red coat dress sell out in a flash), sibling rivalry and wives 'managing' husbands to insightfully remind us that Christmas and gifting are about thoughtfulness and sharing with the ones we love this time of year. Lovely to watch again and again, and very likely to drive business.

The Bad

Burberry's 'holiday' ad celebrates its 160th anniversary with an all-star cast laden 'bio pic' short – The Tale of Thomas Burberry: 160 years in the making. With a variety of historical references (Ernest Shackleton's expeditions, Betty Kirby Green's record breaking flight from London to Cape Town and, of course, the currently de rigueur reference to World War I – 'trench' coat, get it?) and gratuitous kissing scenes, this beautifully shot film celebrates Burberry's invention and uses of gabardine, despite its somewhat brooding title character not helped by the score. Though a very brief mandatory Christmas shot is included somewhat randomly, it is not clear why this film would necessarily be a Christmas ad, nor why it should drive traffic to their stores or website this time of year (that is the role of advertising, yes?).

Harrods' animation short, A Very British Bear, on the other hand, is all Christmas with a cute bear (Hugh), Santa Claus, elves, Rudolf and the sleigh. After a nasty elf casts a freezing spell on Harrods, Hugh climbs to the rooftop so he can call on Santa at the North Pole to save them. The film is a cute, complete story and likely to appeal to children. Of course a Hugh the Bear plush toy will be available for sale and there is to be a Very British Bear Tale storybook as well. Perhaps Harrods is hoping to replicate John Lewis's sell out of Monty the Penguin within hours of its 2014 Christmas ad launch. It is questionable whether this advert appeals to Harrods' normal target audience and whether it will drive footfall, despite its entertainment value.

Is House of Fraser's 'Christmas is Coming [for You]' Halloween meets Christmas? A modernised 'Thriller'? Indistinguishable from M&S type ads of the past.

Perhaps considered traitorous, but this year's John Lewis advert could be classed among the Bad, from a driving sales perspective. It is cute to watch, but is the trampoline an example of 'gifts that everyone will love' (i.e., buy)? On the entertainment front, A-level student Nick Jablonka's 'The Snow Globe' 'fake' JL Christmas advert is far better, in terms of repeat watchability, and its 'appreciate the moments' sentiment is so much more in tune with the season.

Waitrose's 'Home for Christmas' uses a robin's challenge-filled flight home to convince us we'd go to any length for one of their mince pies. Beautifully shot, but hardly convincing. And, they neglect to make a connection to the Wildlife Trust's support parent John Lewis is pushing – now that would have been a pay-off!

The Ugly

TK Maxx's 'The Sing-Song' is puzzling. With a tag line of 'surprising gifts at surprising prices', it is not clear what they are advertising. The clothes? The fairy lights? If I wasn't familiar with TK Maxx, I wouldn't know why to shop there.

Harvey Nicks' 'Britalia' or 'The Italians Aren't Happy with Christmas'. The almost parody-like focus on high-end luxury brands is certainly consistent with Harvey Nicks' brand, but the advert has the potential to be so annoying after watching it once, it is more likely to draw the disingenuous reaction 'that's for the posh people' than 'I want one, too'.

Argos's 'Get More out of Giving'. I don't get it. Colourful Yetis skating through town. About speed of delivery? I'm sure they could do a brisk business of rainbow-coloured Yeti plush toys, but anything else is doubtful.

Sainsbury's departs from prior years' popular 'Mog', to bring us a tedious, repetitive 3D printing enamoured spot in 'The Greatest Gift' which tries to tell us 'the greatest gift I can give is me' – okay, then, not shopping at Sainsbury's for gifts or food.

Conclusion

For the most part, the winners this year are the production houses. But regardless of whether Christmas adverts are loved or hated, whether they drive sales or merely attempt to build the brand, what they do accomplish is getting us talking about them. And we will be talking about them, beyond this week and even again next year when the next batch drops and start our analysis all over again.

Liveryman Debra Marmor
Mayorality & City Committee ■

This comment piece first appeared online at www.sales-initiative.com November 2016

Member Spotlight

Our members come from all sorts of backgrounds and, of course, have had full and varied careers. In this article we have captured the work life of Liveryman Norman Waite MSc, DMS, PGCE, DipM, FCIM, FISMM, Chartered Marketer. Recently Norman was appointed an Honorary Fellow of the Chartered Institute of Marketing (CIM) in recognition of his long service.

It all began after national service in the RAF in the mid-1950s. Norman started his career in industry and commerce in both the private and public sectors (British Gas) and held management positions, firstly in production and then in marketing. After 15 years, Norman accepted a full time senior lecturer's post teaching up to postgraduate level in Marketing Management at Cheltenham (part of Gloucestershire University).

In March 1980, after seven years' lecturing, Norman was appointed Director of Education at the (subsequently Chartered) Institute of Marketing (CIM), a post he held until retirement in 1997. This new job turned out to be his most challenging role. Firstly, he found that a high proportion of students at the time were based in Nigeria and in 1980 their currency, the naira, became non-convertible which prevented them from remaining. Secondly, Norman discovered that a recent management consultants' report had forecast a bleak future for the Institute's qualifications as, at that time the universities and colleges were beginning to introduce marketing into their curricula. This meant that a year into the job, he had almost to start again.



Liveryman Norman Waite with HRH Prince of Wales on a visit to the Chartered Institute Of Marketing

Over the next 18 years, working with his team, he built up the registered student numbers from 7,000 (in 1980) to 38,000 students (UK and overseas combined) in 1995. When the Diploma was upgraded to a postgraduate award in 1994, Norman oversaw the implementation of a formal graduation ceremony complete with the CIM's own distinctive academic hood and gown.

The standing of the Institute's academic qualification, plus passing the rigorous visit of the HM Inspector for Education, played a large part in achieving Chartered status for the Institute in 1989.

Norman also edited the academic journal, the Quarterly Review of Marketing for 10 years, and was Chair of the National Marketing Education Board and Chair of the Publication Board.

Externally, Norman served on many national bodies including the Marketing Standards Board, the Sales Standards Board, SCOTVEC and a number of regional HE/FE advisory committees. Norman was appointed External Examiner in Marketing for Graduate and Postgraduate courses at no fewer than 11 UK universities. In addition, he served on the Courts of both Lancaster and Stirling Universities.

Internationally, he forged links

with many overseas national marketing institutes, benchmarking the CIM Diploma against their own awards, as the recognised international professional marketing qualification.

Norman's years as Director of Education at the Institute of Marketing were the most enjoyable of his working life; in particular, he remembers events such as meeting Prince Philip and Prince Charles on two separate occasions at Moor Hall. His education role brought him into contact with many of the founder members of our livery company.

In 1998 the UK Academy of Marketing (*Marketing Lecturers' Association*) presented him with their Honorary Life Member Achievement Award for 17 years' Executive Committee service.

In retirement he accepted the Institute of Sales & Marketing Management's offer to become Director of Education (part time) and worked there for five years; he was subsequently invited to become one of their Honorary Vice Presidents.

Norman also still serves as a member of their Constitution & Ethics Committee of the CIM.

In 1990 Norman was proposed by Founding Master Reggie Bowden and seconded by Past Master Geoff Darby as a Freeman of our Company. When Norman became a Liveryman, he was immediately recruited onto the WCM Education & Awards Committee where he spent 11 years as member and secretary. He was also a member of the WCM Membership Committee.

In 1997 Norman was awarded the WCM Gold Medal and Certificate of Merit for Services to Marketing and in 2013 he received a Pioneer Award for exceptional service during the early years of the Company. Norman is still active in our Company and in October attended the Bowden Charter Dinner at Ironmongers' Hall.



Receiving Honorary Fellowship of the Chartered Institute of Marketing in November 2016

Book Shelf

Liveryman Tom Tuke-Hastings talks about a book he always has on his book shelf and reviews a new marketing book.



Liveryman Tom Tuke-Hastings

Business Model generation
by Alexander Osterwalder and Yves Pigneur

This is a very useful and easy to read book. It is full of illustrations and content. There is no waffle, each page lays out an idea in a concise and visual way. It has many corners turned down, but here are a few of my favourites: customer segmentation, value proposition and what stands in your way.

The book looks at some of the different business models used by famous companies and why they succeed. It gives ideas on how to create new and reimagine your own business model.

Innovation is such a key part of today's business, with disruption everywhere and more start-ups than ever before. Your business model has never been more important.

People need to constantly look at what they are doing and why in order to beat the market and the book is full of helpful tips around this. It was co-created by 470 practitioners from 45 countries and this has given it a really great wide view that is more globally relevant with people imparting on their specialist subjects and offering up their best nuggets of information.

The Customer Experience Book by Alan Pennington

Like many good products, this does what it says on the tin. If you want to know more about customer experience, how it works and what it can do for you or your clients, this is an excellent place to start.

Seth Godin has been pushing permission-based marketing, with customer experience and interaction at its heart, for a long time; and now, big companies are finally waking up to how this needs to be at the heart of a company's strategy, especially in service and B2C companies. Customer experience is part of general business, but is an essential part of the modern day marketing mix.

Customer experience is often the differentiator for disruptive brands' business models and big companies are racing to catch up, to try and secure their market share and to drive it forward.

The book shows how customer experience is not short term, a project or a passing phase; it needs to be a central pillar every day. Wow moments make a difference, but they are rare, whereas great service is consistency over the long term. This is harder to achieve, but is truly profitable.

Remembering that people might forget what you do or say, but they will remember how you make them feel.

One particularly useful tool in the book is a four box matrix. With feasibility on one axis and impact on the other, it breaks the boxes into: do next, do now, do later and fit in. I can see this being useful for

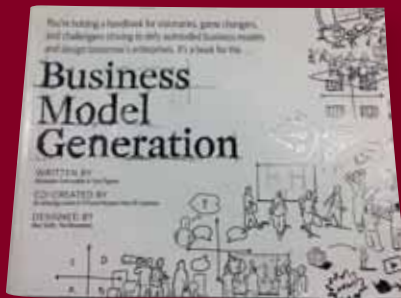
all sorts of other projects and a good way to make the right things happen fast.

Mapping the customer journey takes you through the different interactions along the path. Some are better than others and the customer takes a view of the total which is normally calibrated to the lowest point, not the average. This makes improving your pain points all the more important.

Another interesting area of the book also shows how customer journey relates to employees. They are, of course, an essential part of this and should not be forgotten.

Alan is a Freeman of our Company; he is also available for consultancy, but if you can't afford him, the book is the next best thing to kick off your customer experience journey.

Liveryman Tom Tuke-Hastings co-founded and runs All about the Idea, a marketing consultancy specialising in big ideas. In his spare time, he loves cooking, travel and playing elephant polo in Nepal. Tom's new book: *It's All about the Idea* is available now from Amazon in paperback and Kindle priced £9.99.



Getting to know...

Court Assistant JOHN HOOPER CBE Chairman of the Marketers' Trust

Where did you grow up? In Sanderstead, Surrey, having been born in Wiltshire, where my mother had been evacuated to avoid Hitler's bombs.

Who would play you in the film of your life? Richard Gere.

If you were an animal, you would be a... Thoroughbred stallion: a strong, beautiful and noble beast with a great job!

What was the first record you bought with your own money? Humphrey Lyttelton at the Royal Festival Hall 1953.

What is your favourite London building? The Royal Opera House.

Which London shop are we likely to find you in? Pass ...I rarely shop in London.

What is your first London memory? Going with my father to Saturday morning films at the Classic Cinema by Victoria Station.

Where have you had your best meal in London? The Goring Hotel, Victoria.

Who is your marketing hero? Liveryman Professor Hugh Davidson.

Which brand do you most admire? BMW for consistent excellence in "brand totality" over 50 years.

What's the best piece of advice you have ever been given? "This above all: to thine own self be true". Originally Polonius to his son Laertes.

What is your preferred mode of communication? Talking face to face.

What is your most trusted news source? Probably the BBC, but with a growing level of scepticism.



Wonders and Blunders ...in fashion

With so many global corporates marketing and advertising their products around the world, you would think we marketers would have cracked international marketing by now? We would ensure we are trained and attuned to different cultures and how we market to them... not a bit of it, just read on!

I love this American Heritage Dictionary definition of blunders 'a usually serious avoidable mistake, typically caused by carelessness, poor judgment, incomplete analysis, ignorance or confusion'. When it comes to taking a product round the world, translating it into the local market seems to be our number one downfall. You know the sort of thing... good old Clairol launched a set of hair curling tongs called 'Mist Stick' in Germany even though 'mist' is German slang for manure. In 2002 Umbro, the UK sportswear manufacturer, had to withdraw its new trainers called Zykon. If the marketing department had done its homework it would have realised that it was the name of the gas used by the Nazis in the concentration camps.

But probably the biggest marketing blunder in fashion is just not to be fashionable. In this fast-moving business, trends make or break companies caught napping. Austin Reed, the tailoring brand with 155 stores and almost 1,000 staff, appointed administrators in April this year only a few days after being taken over by hedge-fund Alteri Investors. Subsequently, the company sold some stores and brand names to Boundary Mills/Edinburgh Woollen Mill. They then announced at the end of May that all other Austin Reed stores (Viyella and CC (formerly Country Casuals) are closing. (And when is the last time you shopped in any of these brands?)

The traditional gents clothing market served by Austin Reed has been undermined by the trend for casual clothes and sportswear. Austin Reed just suffered from being stuck in the middle of its market, neither luxury, exclusive nor low price.

And did you know American Apparel – one of the largest once-trendy young person's clothing shops – has not made a profit since 2009? It recently applied for Chapter 11 bankruptcy protection in the US from its creditors. With more than 200 stores worldwide, and 20 in the UK, it lost business to fast fashion. My daughter bought American Apparel up until two years ago, but is now a Brandy Melville fan. That's how fast your fashion-conscious market disappears.

Fortunately, though, there are success stories! But there's usually a very good reason why. My wonder of the moment is the phenomenal international growth of Lululemon. This brand was founded by Chip Wilson in Canada in 1998. Lululemon is a yoga-inspired, technical athletic apparel company for women and men and it quickly developed a cult following. What started

as a design studio by day and yoga studio by night soon became a standalone store in November of 2000 on West 4th Avenue in Vancouver's Kitsilano neighbourhood.

The vision for the store was to create more than a place where people could get gear to sweat in, they wanted to create a community hub where people could learn and discuss the physical aspects of healthy living, mindfulness and living a life of possibility. It was also important to the ethos of the company to create real relationships with their 'guests' (customers to you and me). They want to understand what they were passionate about, how they liked to sweat and help them celebrate their goals. Lululemon has successfully built and transferred this core proposition around the globe.

The phenomenal growth of this brand is a shining example of how consistent brand and marketing at the core of the business is key to long-term growth. The product itself (superior quality athleisurewear) has remained relevant by keeping close to customers and elite athletes. The design team receives constant feedback who then designs the ranges entirely with the customers' technical and fashion needs in mind in a direct and real-time feedback loop. The brand purpose has never wavered: their desire to empower people to reach their full potential by providing the right tools and resources. Lululemon encourages a culture of leadership, goal setting and personal responsibility alongside the core values of quality, product, integrity, balance, entrepreneurship, greatness and fun. All of course, lived by the Lululemon employees every day.

At the heart of a unique company culture, they say: 'We live a life we love. We set our goals to align with our vision, and it's why, so often, our one-year goals become today's reality.'

What Lululemon has done successfully is reach across international boundaries with a human, unifying thought at the heart of its brand, one that transcends local cultural barriers and concerns. Its products allow the company to weather the fast fashion fads. To support this operationally, it has created a hyper-decentralised store model which allows for a huge amount of local autonomy – by country, locale, even individual store – all while remaining true to the core brand purpose.

Today the company has grown to make over \$2bn from over 350 stores (plus online retailing) in the US, Canada, New Zealand, UK, Germany and Puerto Rico. It is quietly but effectively competing with giants like Nike, Adidas and Underarmour. In the fickle world of fashion, this seems to be a success story based on a consistent and clear brand strategy, core proposition and core values. An international marketing success story so far. One to watch!

Court Assistant Lesley Wilson ■

Do you have a favourite tippie? Gin (in all its wonderful new formulations) and Fevertree tonic. Though a rare single malt Scotch Whisky comes a close second.

What was the last film (or play or opera) you enjoyed? Bizet's Carmen by the New York Met on a big screen in a Crawley cinema.

How do you get around? More slowly than I would like; on foot, on trains and tubes and in my VW Golf.

Have you had a life-altering event? Yes, three. 1. Being recruited from University by Procter & Gamble in 1962. 2. Floating my Company publicly on the Unlisted Securities Market in 1986. 3. Meeting my third wife on a blind date in 1995.

Where is the best place you have been on holiday? Barbados.

What book would you recommend people to read? John Sugden's two volume biography of Nelson and James Redfield's Celestine Prophecy.

Do you have a motto or a saying that you refer to? "Seule la vérité peut affronter l'injustice. La vérité, ou bien l'amour" (Only truth can confront injustice. Truth or love). Albert Camus (1913-1960).

What are your favourite qualities in other people? Energy, loyalty and kindness.

What is your idea of misery? Being unable to make people laugh.

What is your idea of perfect happiness? Being totally and uncontrollably in love.



Marketors' Trust supports restored St Bride's

Celebrating its 40th anniversary, the Marketors' Trust is our Aim 3 charitable-giving organisation. As part of its remit, Chair and Court Assistant John Hooper CBE arranges for an annual donation towards the upkeep of St Bride's.

On behalf of the Trust, the Master was delighted recently to be able to present to our Chaplain, The Reverend Canon Dr Alison Joyce, a significant sum to support the Church and its Inspire! Appeal.

Members may be aware that in August, St Bride's completed the interior refurbishment stage of Inspire!. The results are amazing and members are very welcome to visit. Guided tours of one and a half hours will be held at 2.15pm every Tuesday afternoon from 3 January 2017 and will cost £6 per person. During a 'Bright and Beautiful' service to celebrate the new look, Alison Joyce said: 'Those who have invested generously, graciously and selflessly in the future of our Church for the



Reverend Mark Fox

benefit of generations to come, have left a legacy beyond price.'

St Bride's popular Tuesday and Friday lunchtime recitals, held at 1.15pm, will recommence on Friday, January 6.

Remembrance

At a poignant Remembrance service on November 13, the Master joined others in laying a wreath to commemorate the victims of war. In continuing to honour the dead of the First World War during these centenary years, St Bride's professional Choir accompanied by the St Bride's Orchestra gave a moving performance of Durufle's Requiem.

Ministry team expands

A new member of Alison Joyce's Ministry team has been announced. The Reverend Mark Fox's career has included journalism for the Sunday Express and Mail on Sunday. He is an Honorary Lieutenant Commander in the Royal Navy and currently Chief Executive of the Business Services Association.

Christmas is coming!

What better time of year can there be to hear the famous St Bride's Choir in full voice? WCM members will have had the chance on Monday 12 December at the Communications Industry Carol Service. For a double-dose of Christmas cheer though, you and your family may be

interested in some other great St Bride's December events:

Sunday 18: 6.30pm. Nine Lessons and Carols - the classic Christmas event

Thursday 22: 12.00 noon and 5.00pm. Fleet Street Carols with the St. Bride's Choir, Onyx Brass quartet and 4000 pipe John Compton Organ

Saturday 24: 11.30pm. Midnight Mass

Sunday 25: 11.00am. Family Eucharist

For full details of all events - www.stbrides.com

The Chaplain and her team thank WCM members for their support during 2016 and wish us all a joyful, fulfilling and successful New Year.

Liveryman John When
St Bride's Liaison ■



The Rector of St Bride's and Honorary Chaplain of our Company, Reverend Canon Dr Alison Joyce receives a cheque from our Master, David Pearson

Dear Ann, In praise of the Worshipful Company of Marketors

In September I had the great honour of being presented at New College Oxford with a special award for service by our Master, David Pearson.

This, however, isn't the point of this letter. My first degree was English Language and Literature from Oxford University and I, during my 79 years on earth, have witnessed the sad decline of our beloved language, particularly in University Business Schools. But there is one shining example of excellence and it is the Worshipful Company of Marketors. I was so impressed at the Master's Oxford weekend that I felt compelled to write to him. So, if I may take a few minutes of your time, let me share with you some of what I said to him.

Briefly, I started by quoting from a spoof academic paper I had published in one of our top scholarly marketing journals. I entitled my paper: 'Existential malpractice and an etherised discipline: a soteriological comment' and I started it as follows: 'In undertaking an in-depth perusal of the evolutionary interaction of this acronymic organisational communication, the dual orientation for the analysis paradoxically required an unashamed repositioning of the eclectic conceptual framework amongst the multi-disciplinary body of illuminative speculation in predominantly scholarly bureaucratisation'.

Yes, it was total rubbish and to this day I am still not sure that my academic colleagues realised that I was taking the mickey out of them!

The point I am trying to make, very badly, is that, like all of us, I belong in the marketing domain, a discipline I joined after leaving Oxford University in 1962 because I needed to pay my substantial debts and could not afford to become a teacher, or a scholar of Anglo Saxon, or a poet, or indeed anything that would not pay me enough to reduce my debt and start a family.

Throughout the intervening years I have never ceased to be intensely proud of the joyous erudition and scholarship of my colleagues at the Worshipful Company of Marketors. How I miss those paeans of civilisation from the Company who are no longer with us.

As many of you know, I am a Professor at several of our top Business Schools and at the age of 79 have almost given up trying to persuade my colleagues that management is not a science and that their banal, opaque, confusing outpourings in our scholarly journals are almost totally incomprehensible to practitioners and have alienated the world of practice from the world of academe. No assonance, alliteration, onomatopoeia, pyrrhic verse, iambic pentameters or the like here - just English twisted into a barely recognisable format.

We do, of course, have our own famous scholars who write impeccable English. One of them, Shelby D Hunt, wrote:

'The intellectual roots of many excellence programmes are often shallow and lie not in the rich soil of management science, but in the distorted, abused and often sloppy

concepts of simplistic management fads.' But he was wise enough to appreciate that: 'Not everything that can be counted counts. Not everything that counts can be counted.' (Often incorrectly attributed to Einstein rather than to William Bruce Cameron. This is a chiasmus, or antimetabole, but of course you all knew that!)

Alas, our academic colleagues do not help our cause with their incorrigible scribbling and misuse of the English language. As Johnny Grimmond wrote in the November 2014 issue of *The Oldie*:

'There is more to style than bad grammar, errant apostrophes and dangling participles. The enemies of good writing are also the enemies of good character and the friends of pomposity, pretentiousness, woolly-mindedness and dishonesty.'

What is my point? It is simply that the Master's talk at dinner in New College on the evening of September 2 was delightful to listen to, followed by the wonderfully witty and erudite talk of our latest Freeman, Miles Young, Warden of New College. Like everything that is spoken and written by the Worshipful Company of Marketors community, we can be proud that we uphold the very highest standards of English.

Thank you all.

**Professor Malcolm McDonald MA(Oxon)
MSc PhD DLitt DSc
Emeritus Professor, Cranfield University
School of Management ■**

A view from the Master's Lady...

I have been asked many times, especially in these last weeks, if I have enjoyed my year as the Master Marketor's Lady and the answer has to be an emphatic, 'Yes, very much'. It has been such a privilege to represent the Company, both with David on so many occasions and on my own with other Mistresses and Consorts of all the other Companies in the City. There are many, all of them interesting, and proud of the work and skills they represent.

Because of the 350th anniversary of the Great Fire of London, two walking tours were organised by our own Company and by the Bakers. I was invited, together with other Mistresses and Consorts, to a lunch at the Bakers' Hall after a fascinating tour of the City following the path of the fire. This was especially poignant being with the Bakers when it is believed that the fire started with one of them. This tour was only a few days after the tour organised by the Marketors, but fortunately the guides decided to take us in different directions so there was not much case of déjà vu.

One of the first invitations I received in my own right in February was from the Consort of the Framework Knitters, Mrs Diane Miller. The invitation was called Fabric and Vision and it consisted of a guided tour by an expert in textiles and paintings at the National Gallery. This was a magical experience; normally when you look at portraits in galleries you tend to look at the

faces of the sitters and try to put in some kind of historical context. In this situation we were encouraged to look at the textiles, the cloth and the attire. One particular lady was depicted wearing a magnificent green velvet gown; it was so magnificent that it was difficult not to try to touch it. After the tour we went for lunch at the National Portrait Gallery. The seating plan had me sitting next to a charming gentleman called Roland who after seeing my name introduced himself as another Carmen, i.e. the partner of the Master of the Carmen! This was followed by great hilarity especially when the red wine served was Carmen from Chile.

Another invitation was to the Masters' Ladies' Luncheon of the Master Mariners at HQS Wellington. What a history that ship has and how beautifully she has been preserved. Another invitation was the Mistress Tallow Chandlers' Luncheon in October. This was for me a special experience because in the past, around 2006, I did some conservation and restoration work on a few of their portraits. During the reception a lady came around to say hello and after a few words we recognised each other as she had been the Mistress in 2006 and used to come down to the hall where I was working. It was particularly nice to be in the hall surrounded by people and noise compared to when I was working there when it was very quiet and it did make me think of ghosts with all those illustrious Past Masters' portraits staring at me from the walls.

Another very special privilege was to be invited for lunch at the Mansion House by the Lady Mayoress, Lady (Juliet) Mountevens, in her private dining room. This was a once in a lifetime event, always to be remembered.

I was always told that Ironbridge was

a special experience and it was very enjoyable and interesting. I feel I have made some new friends and that we will keep in touch in the future. The Masters have called their Association the Phoenix Masters, another reference to the Great Fire, so the Consorts have called ours The Firebirds!

All in all this has been a tremendous year for me and for the family. We became grandparents for the first time in March and every month has been an endless source of interesting and fun events with the Marketors. To finish the year we are going to my country with a large group of fellow Marketors and their partners and we should celebrate the southern hemisphere spring, getting us ready for Christmas.

**Carmen Pearson
Master's Lady 2016 ■**



Diary Planner 2017

The Great Events are in **bold**.

Tuesday 24 January	Installation Dinner, Clothworkers' Hall	Monday 26 June	Election of Sheriffs, Guildhall
Wednesday 22 February	Visit to London Cru	Monday 3 July	Inter-Livery Golf Day, Verulam, St Alban's
Tuesday 28 February	Inter-Livery Pancake Races, Guildhall Yard	Monday 3 – Sun 16 July	Wimbledon Tennis Championships
Tuesday 7 March	Visit to Globe and Tate Modern	Saturday 8 July	East End Walk with Jon Steele
Thursday 9 March	The City from the Inside – Joint event with City Livery Club, City Livery Club	Monday 17 July	Banquet to the Lord Mayor, Mansion House
Thursday 16 March	Musical Evening – Joint event with Aldgate Ward Club, 22 Mansfield Street	Monday 14 August	Private Visit to Clarence House and Supper
Friday 31 March	United Guilds Service, St Paul's	Monday 28 August	Bank Holiday
Tuesday 4 April	Marketors' Quiz Night, Old Dr Butler's Head	Friday 15 – Sun 17 Sept	Master's York Weekend
Friday 14 April	Good Friday	Friday 29 September	Election of Lord Mayor, Guildhall
Monday 17 April	Easter Monday	Tuesday 17 October	151 Curry Evening
Wednesday 26 April	Rededication Service, Spring Lunch, St Bride's, Apothecaries' Hall	Wednesday 25 October	Bowden Charter Dinner, Vintners' Hall
Monday 1 May	May Day Bank Holiday	Friday 10 November	Silent Ceremony, Guildhall
24 May – 4 June	RHS Chelsea Flower Show	Saturday 11 November	Lord Mayor's Show
Monday 29 May	Spring Bank Holiday	Sunday 12 November	Remembrance Sunday, St Bride's
Tues 20 – Sat 24 June	Royal Ascot	Monday 11 December	Communications Industry Carol Service, St Bride's
		Wednesday 13 December	Court Dinner, Watermen's Hall

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

Master Marketor:

David Pearson

E: master@marketors.org

Senior Warden:

Sue Garland Worthington OBE

E: seniorwarden@marketors.org

Middle Warden:

Richard Christou

E: middlewarden@marketors.org

Junior Warden:

Philip Andrew

E: juniorwarden@marketors.org

Clerk:

John Hammond

E: clerk@marketors.org

Assistant Clerk:

Doreen Blythe

E: clerk@marketors.org

Editor:

Ann Goodger

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 & PR Committee.

Chairman:

Court Assistant Roz Morris

E: communications@marketors.org

 Follow us @marketors

Design & Print:

 **Ruddocks**

T: 01522 529591

E: sales@ruddocks.co.uk

www.ruddocks.co.uk