



WORSHIPFUL
COMPANY of
MARKETORS

MARKETOR

ISSUE 85
SUMMER/AUTUMN 2020

A wealth of learning in lockdown

Exciting plan for the rest of 2020

Strategy in action: first corporate supporters



Better Together


MARKETOR

SUMMER/AUTUMN 2020 ISSUE 85

The Livery Company Magazine
for Marketing Professionals

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Front page: Photo montage of members
and the Marketors crest by WhiteOaks

Editorial



A very warm welcome to this issue of the Marketor. It has been wonderful for me as the guest editor to connect with so many of you, whilst we continue to be physically distant.

As I have talked with different people, it has become very clear

to me that the experience through this COVID-19 period is very different for different people, even if no one close to them becomes sick.

This issue of the Marketor reinforces that you are not alone. The Marketors is a vibrant community where there is lots going on – whether in fellowship and fun, or in lockdown learning and thought leadership. I have personally seen members rally to support others as their work situation has changed and have enjoyed some great Zoom sessions.

This issue also gives you the detail of the strategy for the Marketors as we move forward.

I wish you all the very best, and hope that we will be able to meet very soon.

Jenny Ashmore
Liveryman

Chaplain Alison welcomes Marketors back to St Bride's

John Wheen
Liveryman

These have been tough times, but Chaplain Alison Joyce is delighted to reopen the doors at St Bride's.

The announcement of lockdown on March 23 marked the start of one of the most challenging times for our Chaplain, The Reverend Canon Dr Alison Joyce. Not even in the Plague of 1665 were churches closed.

Marketors are renowned for their resourcefulness, and so are the staff at St Bride's. Organist Matthew Morley and Choir Bass Neil Bellingham began work on bringing the church to congregations online.

We were all able to join in with the choir at home, whilst Alison addressed key issues including:

- Considering those who could not comfort suffering loved ones
- Helplessness in the face of suffering

- A return to a flourishing life for the redundant and furloughed

By June, things were looking up. On June 15, St Bride's was reopened for private prayer. By July 5, tourists and visitors were welcomed into the church once again.

Then at 10am on Sunday July 12, Alison reopened St Bride's for a public Service of Eucharist (spoken not sung). The final step in rehabilitation will be the re-emergence of St Bride's remarkable choir and the reintroduction of choral services.



The Master's Column

Lesley Wilson
Master

A year like no other



Over the summer I took some time to reflect on the year so far. Disruption and change is always uncomfortable, but disruption itself can often be the catalyst for innovation and new ways of working that produce surprising results. I believe we have shown remarkable livery spirit. We have turned adversity into opportunity to increase the feeling of fellowship in our community, reconnect with distant members and recruit new members, including our first Corporate Supporters. We've achieved this by adapting quickly to a new context, expanding our mindsets and redefining our processes, and through the smart adoption of audiovisual technology. All this has been achieved in an incredibly short period of time. What we've learned is we can successfully deliver aspects of business and social livery life in ways that we did not previously consider.

One of the outcomes that we have seen is a very positive upswing in event attendance, thanks to the ease of access to online events

from home and abroad and the quality and variety of topics on offer. At our first ever virtual Ceremonial Court in July we clothed six Liverymen and admitted nine Freeman. Who would have envisaged that just six months ago?

Brendan Tansey is a lovely example of a member who has been abroad for several years and unable to attend a Great Event to be clothed in the livery. Thanks to our Zoom ceremony he became a Liveryman at last from his base in Shanghai, pleased to be awake at midnight to make his declaration!

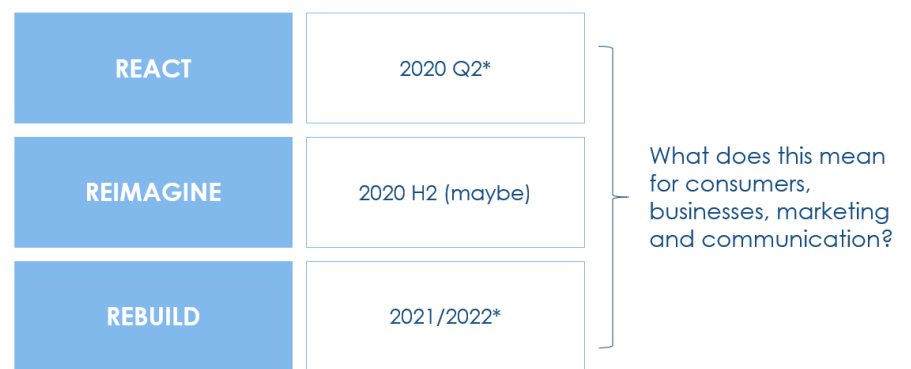
React: Reimagine: Rebuild

I have borrowed Court Assistant Karl Weaver's model of the stages of disruption response to depict our journey as a livery company as I see it. Karl outlined a three-part process of organisational change – React; Reimagine; Rebuild – when he presented during our webinar on 'Marketing in Unprecedented Times' (chaired by Liveryman Rhian Pamphilon). Lockdown arrived a mere six weeks after Installation and, on reflection, March and April of this year were all about the React phase. Since then, and thanks to a lot of hard work and imagination, we have moved through both

stages of Reimagine and Rebuild having torn up all previous plans for the year. Through April to July we delivered part one of an entirely new Master's Programme. We are already accustomed to online Business Courts, committee meetings and lots of social interaction via Zoom.

In July we ran our first virtual Ceremonial Court in a new Zoom-adapted format orchestrated by our Beadle, James Hasler and Clerk, John Hammond, but retaining all the formality and processional quality of our traditional physical events to ensure this felt special to all our participants. By now if you don't know what Zoom is, you can't be a Marketor! We're an organisation that likes to combine our livery heritage with current business thinking, and continually seek ways to improve our membership proposition. As and when physical activities become possible again, we will return to the fabulous livery halls. However, we will also retain a strong virtual events programme by popular demand, alongside the joy of wining and dining together! In that sense the Reimagine and Rebuild phases will continue to evolve and grow as social distancing and economic conditions develop.

A framework for responding to COVID-19



React, Reimagine, Rebuild: a framework for our COVID-19 response

The power of marketing to deliver economic and social good

Never has this been more important than now. I see it within our Company, I see it in livery's response to COVID-19, and I see it in the emerging economic and social landscape and in how different sectors and businesses have responded to a pandemic that has rocked the world. I've heard the phrase 'what did you do in the war?' a lot recently as a shorthand critique on the performance of brands and who measures up when the chips are down and the pressure is on.

There's an enduring quality of livery and the reason people are drawn to livery has remained pretty constant over a thousand years. Our Community is bound together by shared values, purpose and a common belief. The Marketors' Company was founded on 'marketing {commercial activities} benefits everyone' in 1975. Today, in the year that marks the 10th anniversary of the granting of our Royal Charter, we proudly stand for **the power of marketing to deliver economic and social good**. It's what we've always been about. And through this tough year we've measured up extremely well. We advocate this positive role for marketers to the rest of our profession, to business and the City and into the wider community. Our give-back into society through charitable outreach, mentoring, educational support and awards, stimulating debate on the role of marketing and much more, is fuelled by our belief and backed by our livery heritage and the breadth and depth of our members' marketing skills and

expertise. We have continued unabated and in this united purpose through the various aims of the Company. During the second half of 2020 and into 2021, you will see us further promote the concept of economic and social good, demonstrate how we Marketors contribute, and encourage others to follow.

Better together

In another perhaps surprising and wonderful development arising from disruption over the last few months, we rediscovered our own talent and passion for marketing. When we tore up the events plan, who did we turn to? Our own members of course – a wealth of expertise and diverse opinion. Liveryman Peter Rees was first out the blocks, closely followed by Liveryman Dr Annmarie Hanlon, and suddenly we had a weekly marketing webinar programme led by in-house experts and attended by hundreds of members. Somehow in the process we re-ignited discussion and debate about today's marketing issues, challenges and opportunities and I learned a lot from everyone. When the Younger Marketors' group ran a motion debate on 'Academia is irrelevant in modern marketing', I was astounded at the quality of the opposing arguments and felt

excited about our future in the hands of passionate marketing advocates.

The Almoners and the Marketors' Trust are also very important components of why we are better together. There aren't many membership organisations who care about their members in the way livery companies do. The Marketors have a strong tradition of providing a 'friendly ear' through the Almoner service and the Trust dispenses very real help for those who find themselves in 'necessitous circumstances'. In difficult times, these are tremendous assets available to members. When I talk with other Masters, they are astounded at the level of Almoner-led care available to Marketors.

Digital transformation

It may seem like stating the obvious, but none of the last few months of Marketor life would have been possible without broadband, internet access and new digital platforms. More than the use of technology itself, what I reflect on is a cultural shift in livery. Where once the idea of conducting any type of activity online seemed anathema, even the oldest and most traditional of livery companies have made a seismic shift towards re-thinking



The Marketors website, with membership-only log-in sections – get in touch if you have access issues!

how to create engagement and fellowship, how to conduct Court or committee business, and put data and membership services in the cloud rather than be rooted in a desktop in an office.

Our website, email communications and social media channels have become critical in enabling us to keep informed and connected. Audiovisual technology has allowed us to meet remotely, removing unnecessary travel time, and providing access to events that either distance or cost may have made prohibitive for some. We've taken a great leap forward as a Company to embrace digital and as Marketors that feels right.

Widening our community

Last year we did a lot of work looking at the long-term strategy for the Company, and from this was born our new Corporate Supporter package as well as a new associate proposition for under-30s in the early stages of their marketing careers. As a modern livery company, we boast a diverse cross-section of marketing professionals and we pride ourselves on the depth and breadth of expertise within our community. Attracting Corporate Supporters is an effective way for senior professionals in corporate roles to engage in livery who might otherwise have little knowledge or contact with us. Increasing active participation in livery life, from executives in leadership positions as well as developing close relationships with reputable and high-profile brands across different sectors, can only be a good thing for all of us.

Similarly, we are keen to find younger marketors to join livery. Our new 'Future Marketor' associate offering means that we can support, mentor and encourage newly qualified and early careerist marketors towards full livery life in due course. For a nominal annual fee our Future Marketor associates will be able to take part in our social

and business programme and in time apply to become Freeman.

What does the future hold?

No-one has a crystal ball on what the future may bring, and COVID-19 is a pandemic that creates uncertainty and a daily fluctuating situation. For many in livery the big issue is 'when can we get back to our Livery Halls' - that unique aspect of livery membership, found exclusively in the City of London where we create special events and foster fellowship, and I know this is something of much concern to many Marketors. There's lots of discussion across livery about how to implement social distancing measures in Halls and encourage travel back into the City. We can only work with prevailing government restrictions at any given time. Our intention, though, is that as soon as we can re-instate our anchor Great Events (normally four per year) we will. Our future events programmes will be a blend of online webinars and socials that work well in this format, as we know this appeals to many members, combined with regular small and large gatherings in person in Livery Halls, on walks, interesting outings, weekends away or simply over a bottle of wine or two!

I see a very positive future for livery and for the Marketors. As business moves towards more home working and less office-based activity, fellow marketors will seek camaraderie away from their employer, who no longer provides the environment to chat around the water-cooler or socialise with colleagues in the pub after work! Livery provides the opportunity to widen personal networks, meet like-minded professionals and enjoy shared passions. We are well-placed to provide fellowship, peer-level interaction, mentoring, support and just the sheer joy of that very human need to belong to a community that believes in the same things as you do.

Your help is needed – share our success

Conor Gunn, Liveryman

As the Master says here, we should be proud of the agility our Company displayed through the pandemic. The response and engagement with our digital events has been excellent. But, as the Communications & PR Committee, we don't only want our members to know this – we want prospective members and the wider industry to know this too.

Twitter, LinkedIn, and our website are the key ways that prospective members and the wider industry hear about, and engage with, our Company. Using these channels, we can reach more people than ever, and share the work that we do.

LinkedIn is already the most impactful and its importance as a key tool will continue to grow. The reason is simple. It is where the marketing community congregates online. #COVID19 and #coronavirus were unsurprisingly the number 1 and 2 trending hashtags in March 2020. Perhaps surprisingly to some of us #marketing was number 3!

As marketing professionals, we should all be active on LinkedIn – both as individuals and as a company.

We have already promoted the company on LinkedIn with some success. Our LinkedIn coverage of Installation was a high point, with over 16,000 views on the content produced. However, success is reliant on our members – you – posting, reposting, and commenting on our content. This does really make a big difference in reach and impact – even if you write just a short comment such as 'This was a great event'!

My experience is that in real life Marketors certainly have no problem being social or sharing. We are asking you to do the same online:

- Firstly, we are asking to make sure you are following the company on Twitter and LinkedIn
- Secondly make sure you are engaging with and sharing the great content we are producing

There is a huge opportunity particularly on LinkedIn to grow the name and fame of our Company – highlighting the breadth and depth of our members marketing skills and expertise and the outstanding work that we do across the City, our communities and our industry. See you online!

The next decade for the Marketors: our Company strategy explained

Lesley Wilson
Master

The livery has existed for hundreds of years. We are a great British institution and part of the fabric and pageantry of the City of London. We are a valuable part of society, helping many people fulfil their potential and contribute to their community. But many livery companies struggle with envisaging their future - how to attract new members; how to remain relevant with a compelling proposition in a fast-changing world; how to evolve organisational purpose and output, whilst respecting tradition.

A new vision for the evolution of the Marketors' Company

In 2019 we decided to take a fresh look at ourselves, as we approached the 10th anniversary of the granting of our Royal Charter. From this strategic review there emerged some key guiding principles and ambitious plans to grow and evolve the Company - keeping us relevant and making us fit for the next 10 years and beyond.

During 2020, we have started to deliver the fruits of that work towards our 2030 vision. We are putting in place now the pillars that we believe will help us continue to be a thriving modern livery company; a company that is evolving and growing, with a diverse and vibrant community of Marketors. We want to draw from a wider base of marketors at different career stages and with a particular focus on ensuring the Company has an attractive proposition for younger marketors and mid-career employees. We also want to do this without diluting professional attainment criteria and to ensure that progress to livery is an aspiration and a prestigious destination. To do all of this in a measured and additive way, we've come up with a new approach, one which enables potential members to become associates of the Company first, to get a close-up sense of livery and to progress gradually over time, to becoming a Freeman and eventually a Liveryman.

New membership categories to widen our Company

To facilitate this broader base of members we have created two new categories of membership to add to our existing membership criteria, as follows:

- A new proposition to attract corporates: we have created a new category of association for corporate employees through a Corporate Supporter package. Individuals from these corporates enjoy the activities of the Marketors through our relationship with the employer corporate entity.
- A new proposition to attract younger marketors: an under 30s associate category to create "Future Marketors". These early careerists enjoy the activities of the Company but are not yet far enough on in their careers to be ready to be admitted as Freeman.

And of course

- We will continue to attract and grow our traditional heartland members, the members we already have today. Senior marketing individuals admitted as Freeman and progressing to Liverymen and enjoying the full benefits and privileges of Livery membership.

The schematic (opposite) provides detail and a visual representation of these three core membership categories:

First stages of success in 2020

The great news is that we have already established our first two Corporate Supporter relationships, with Accenture UK and James Hambro & Partners LLP. Thanks to the considerable work of a small number of key individuals in the Company who have worked together to develop the Corporate Supporter proposition in detail, and to negotiate and secure these new relationships. This is a great endorsement for the value we bring, and superb brands for our Company to be associated with. Both companies bring considerable industry nous, sector marketing expertise and skills and capabilities that will add to our community. You can read more about these corporates and the reasons each company decided to support the Marketors in the next pages.

We are also working on a separate project to establish the first cohort of Future Marketor associates by the end of 2020. You will find more detail on the trial activity under way in a dedicated article in the next pages. And there will be further news in the winter edition of Marketor magazine.

Enabling growth and enhancing our reputation

To enable this growth we also plan to increase awareness of our Company across our profession to ensure that all categories of potential members (individuals and corporates) have a clear

Delivering our vision

Grow and evolve three key membership segments

Individual marketing professionals

- Demonstrable marketing attainment
- Mid and senior career level
- All sectors & all marketing disciplines
- Admitted as Freeman
- Progress to full Livery status

+

Corporate Supporter packages

- Two levels of associate status for up to 5 employees per corporate
- Brand and values alignment
- Cross-industry connections
- 3 year renewable agreement

+

Future Marketor proposition

- Under 30's qualified early careerists
- Value for money associate status
- Supports diversity & inclusivity
- Mentoring future leaders
- Talent pool for progression to Freedom

A GROWING AND DIVERSE CITY LIVERY COMPANY

reinforce and support our strategic direction. We will continue to work with and embed this positioning in future years.

Through this combination of increased external communications activity and with focused and distinctive messaging for our segmented audiences, we aim to enhance the Company's profile and develop an enviable reputation as a livery company that both advocates and demonstrates the positive impact of our profession, consciously oriented to deliver economic and social good. We anticipate that this will, over time, attract more like minded-members, across all three

understanding of who we are and what we do and why we're a great community to be part of. We would like more industry marketers to actively consider joining us because they have a better understanding of the role of the Company, share our values and see the benefits of membership as compelling and relevant.

To do this we will continue to work with pro bono partners, Whiteoaks and others, on a strategic communications plan on PR and social media activity, alongside some targeted marketing to aid recruitment of new members. We will also enhance our website presence as the epicentre of digital communications and continue to produce relevant content to articulate and provide examples of the volunteer work we do to deliver our Company aims and highlight the opportunities and benefits associated with membership. We have developed a body of

marketing thought leadership material from many existing expert members that provides compelling insight into peer level views on our profession, past, present and future. You can read all the thought leadership articles so far on our newsfeed www.marketors.org/news

Clarity of 'voice' in our industry is key in order to help those unfamiliar with the livery to understand what we stand for. Reaching back to our founding principle 'marketing benefits everyone' we have developed the positioning "the power of marketing to deliver economic and social good". This creates a differentiated and over-arching positioning that speaks to our heritage and ethos and resonates for many within the current socio-economic context. It also provides a collective lens through which AIM committees can filter activities towards this end. For this reason I adopted this positioning this year as my Master's Theme, to

categories of membership who align with who we are and what we do, making us even better together.

Our unique blend of heritage and modern craft

Bring together our livery heritage with our diverse and eclectic marketing community and we have a golden opportunity to communicate a totally unique membership proposition for marketing professionals that cannot be matched by any other membership body attached to our industry. Our collective marketing capabilities also gives us the basis on which to demonstrate our particular brand of livery contribution to wider society – through the lens of the marketer.

When I present to potential members at open evenings, I highlight the amazing breadth and depth of members' backgrounds and experience. Many of today's

marketing employees work in functional silos and without the benefit of a wide network or professional peer group from which to draw inspiration, learn something new and further their career aspirations. Our membership literally represents every branch of marketing, across most sectors, UK and global business, small to large enterprises, B2B and B2C, client-side, agency side, academia and everything in between. We are undoubtedly a better and stronger community by embracing this diversity in our profession and making our livery inclusive of all shapes and sizes of marketer. We don't define ourselves on a single issue and we welcome a wide panoply of perspectives on the role of marketing and how we lift up our profession. The opportunity to share and learn from each other is huge, and we design the business and social programme of the Company to help facilitate that.

A call to action for all Marketors

But outside the livery world, most people do not know nearly enough

about us. It is important to present ourselves as relevant to our society, and playing a worthwhile, valuable role within it. Transparency about what we do, how we do it, and why it is important today is more vital than ever to communicate effectively with the wider world, and to do so in a way that is authentic and consistent with the Marketors' ethos.

That is often why the best advocates for the Marketors are existing Marketor members! In talking with many members, I know we are proud of being part of livery and we're great supporters of our Company. Membership of a livery company is an honour and a privilege and an aspirational achievement. In growing our Company, particularly now with the new membership categories I've outlined, we do need everyone to be the eyes and ears for potential new members across all these categories. You may know aspiring Freeman, or you might be able to introduce the Company to a potential Corporate Supporter organisation or you may identify someone who has the profile

to become a Future Marketor associate. Whilst we are capped on the number of Liverymen we can have at any one time, we do not have set limits on the numbers of Freeman, nor of associates. I'd encourage all members to bring forward relevant contacts and organisations for consideration against the relevant membership categories.

For potential Freeman members and Future Marketor associates, contact Chair of Membership, Keith Rowland - membership@marketors.org

For potential Corporate Supporter organisations, contact Senior Warden, John Farrell - seniorwarden@marketors.org

A framework to articulate who we are and what we do

Each livery company is unique, but we do have many things in common. Every company shares a commitment to their craft, related charities, local communities and fellow professionals and the City – whether that is members of the profession we represent, furthering



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Who we are *The City livery for marketing professionals*

Who we're for Members who demonstrate they have achieved, or are on their way to achieving mastery and excellence in marketing and who align with our values and role

Our founding principle Marketing benefits everyone

Our belief **We believe in the power of marketing to deliver economic and social good**

Our AIMS embody our values and role

Our AIMS align with the '4C's' of Livery

Livery	Marketing	Give-back	Fellowship
Serving the City Civic and upholding Livery traditions	Marketing practitioner and educational leadership & excellence	Improving society through charitable giving and marketing-led outreach	A community that involves, supports and nurtures our members
City	Craft	Charity	Company

educational opportunities and promoting excellence in practice or academia or a myriad of other very worthwhile causes through charitable giving and pro bono activity. The fundamental building blocks of livery are the four Cs – City, Craft, Charity, Company – and we have constructed our version of the four Cs to be pertinent to the core skills of our profession within the context of livery and the aims of the Company, and aligned to our Charter, Ordinances and By-laws. We've then incorporated our new positioning to create a simple framework on one page that explains us concisely to potential members, supporters, partners, stakeholders and the wider community. This is for any and every Marketor to use (see below opposite).

In 2018 there was a survey of more than 4,000 livery members. 95 percent of respondents said they would describe a livery company as an organisation with “charitable endeavour at the heart of its activities”. The spirit of charitable endeavour transcends the ‘charity’ box and is often viewed as a core embodiment of livery, not readily replicated by other professional membership bodies or organisations. In a disrupted world, this enduring quality is an incredible strength at the heart of livery and a beacon to attract like-minded members. Our belief in ‘the power of marketing to deliver economic and social good’ and our four AIMS that substantiate our role are all key building blocks for our future growth and success.

The immediate future

Whilst COVID-19 continues to dominate, there may be new questions in many minds about our future. Your Master & Wardens and the Court are committed to our long-term goals. Listening to my colleagues in industry and keeping abreast of changes in the way businesses are planning to operate in the future - thanks to social



distancing requirements as well as the economic impacts of COVID-19 - I see a very real need for livery and a huge opportunity for us.

In a world where our marketing colleagues may find themselves less able to meet over the water-cooler in the office or join teammates for after-work drinks, where will they seek fellowship? Where will they meet like-minded marketers and grow their personal networks? Where will they enjoy the social and business expansion from a profession-based community? I also observe that budget cuts in business are eroding training and development opportunities for young aspiring marketing employees. We've learned over this year that we can successfully deliver fellowship, engagement, mentoring, outreach and many other activities virtually, in ways that we never previously envisioned. And we will continue to do so. We can, through the wide aperture of members' backgrounds, offer the future generation of marketers a way of breaking out of their particular functional silo, learning from peers and expanding their

perspectives and interests, through association with, and membership of the Marketors. When we can return to physical in-person settings and convene Great Events in that other amazing attribute of livery – the Livery Halls – not only will we have all the breadth and depth of our marketing credentials on offer, we will have the wow factor unique to the City, and the icing back on the cake!

I am extremely optimistic that if we open our doors more widely, tell our story well, and continue to stand for all the great attributes we always have, we will meet a need that is less likely to be met by the post-COVID-19 work culture and changed working patterns. With increased remote working and less workplace social interaction, marketers will increasingly look elsewhere for camaraderie, new friends, personal and professional fulfilment. Not to mention a bit of City and livery glamour. We are well placed to be the community of choice for more marketers drawn to the special world of livery, united in our passion for marketing.

A warm welcome to our new Corporate Supporter: Accenture UK

John Farrell
Senior Warden

Earlier this summer we announced the arrival of our new Corporate Supporters, part of our strategy to widen our membership and strengthen our Company.

Liveryman John Zealley was instrumental in bringing on board Accenture. Accenture has then chosen five individual associates (all employees of the Accenture Interactive arm of the business) who will join in Marketors activities.

Here we introduce you to our new relationship and what this means for all parties.

Accenture Interactive is reimagining business through experience. Working with clients to drive customer experience transformation through business consulting, creative agency and technology capabilities. It offers integrated, industrialised and industry driven digital transformation and marketing solutions.

John Farrell (Senior Warden) took time out to talk with Michele McGrath (Managing Director, Accenture Interactive UKI) and John Zealley (Senior Managing Director, Accenture Interactive) to understand more about their decision to join forces with the Marketors as one of our first corporate supporters.

John Zealley said: "It's a privilege to partner with the Marketors' Company; our reasons for doing so are threefold:

- Association with marketing leaders in the City
- Opportunity to develop our marketing capability through exchange of ideas and best practice
- A great fit with the Outreach and Charitable programmes the Company is engaged with which overlap with Accenture Interactive's skills to succeed initiative"

Michele McGrath added: "The Accenture Interactive colleagues we have selected for participation with the Company have all been client-side marketing executives, are highly experienced, and have a particular passion and energy for this type of partnership".

Accenture Interactive is at the cutting edge of digital and creative



John Zealley

marketing, and sees a great fit with the classic marketing skills, which are at the heart of the Marketors' Company. John Zealley further observed that City firms are being challenged more and more by digital start-ups and this combination of digital awareness with classic marketing skills is more important than ever.

Accenture Interactive see their initial engagement with the Company on the ceremonial side – where in these challenging times aspects of continuity and tradition are perhaps more valuable than ever.

Additionally there is certainly the opportunity to benefit from the exchange of ideas, as well as the fellowship of the livery company and the associated networking benefits.



Michele McGrath

Finally, Accenture Interactive is looking to engage with the Charitable Outreach work, including how it relates to current issues around diversity and Black Lives Matter.

John Zealley also observed that he was an admirer of how the Master and Wardens were currently trying to move the Company forward and hoped and believed that this new corporate supporter relationship could help accelerate change in a beneficial way to all.

Asked what success looks like for the relationship in three years' time, John commented that it would be about the relationship generally making a difference on both sides and working together to make a positive difference on the charitable front, the diversity front, and professional engagement between 'classical' marketing and digital.



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A warm welcome to our new Corporate Supporter: James Hambro & Partners LLP

John Farrell
Senior Warden

James Hambro & Partners are an independently-owned wealth management group that combines professional financial planning and investment management expertise to deliver a comprehensive client service. Hambro are well known to the Marketors as sponsors of our annual golf day. However, Hambro decided to take a step closer this year and formally become a Corporate Supporter, enabling some of their young professionals to join us across a wide range of corporate supporter benefits.

engagement with the Marketors was the perceived cultural fit between the two organisations. He went on to say that doing business in a very personal way is part of the DNA of James Hambro and how he has been struck by the same dynamic in the Marketors blending personal relationships with professional interaction in a seamless way.

Andy was particularly keen that the corporate supporter relationship could be utilised by their five

Andy in terms of selecting these five people, as he commented that "there are many more applicants internally than slots we are allowed!"

Talking about the most likely benefits for James Hambro, Andy referenced the Marketors' professional and academic programmes as well as the social interactions and fellowship. He went on to talk about the ceremonial experience, which (particularly for those who have not experienced it before) can be very engaging. Most of all though, it is about the people and the opportunity to interact and generate fresh ideas and thoughts as a result of the relationship.

If in three years' time the nominees have built broader networks, and both James Hambro and the Marketors' Company feel that value has been added on both sides, then Andy believes that this would represent success and certainly encourage James Hambro to sign up for a further three years!

Of course James Hambro already has an existing relationship with the Marketors' Company through its sponsorship of the Marketors annual Golf Day. Andy was delighted to confirm James Hambro's continued commitment to the Golf Day, which he characterised as "both relaxed but also highly organised and professional, which is exactly the style that James Hambro likes to project as a company". Particular credit goes to Michael Harrison, Diana Tombs and the whole Golf Day organisation team for executing such a great event. COVID-19 allowing, James Hambro is looking forward to reconvening at Verulam Golf Club in 2021.

The bottom line for Andy is very much that the fit between the two organisations is based on a style and approach which is at one level understated but equally highly professional. It is an exciting new relationship and I have no doubt that both parties will benefit hugely from this ongoing commitment.



Andy Steel, Partner & CEO of James Hambro & Partners

Past Master, Michael Harrison was instrumental in strengthening and cementing our relationship to this new level. Senior Warden John Farrell, who is spear-heading the Corporate Supporter initiative, took time out to interview Andy Steel, Partner and CEO of James Hambro & Partners.

Andy made it very clear that one of the big reasons for their

nominated associates to give young professionals at James Hambro an opportunity to rub shoulders with senior and experienced Marketors and gain both personally and professionally from the experience of attending events and taking part in interesting discussions.

So much so, that the corporate supporter relationship is proving "a bit of a (nice) headache" for



Charities Private Clients Professional Advisers

Comprehensive analysis

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Simply expressed

James Hambro & Partners LLP is an independent wealth management group providing tailored solutions for charities, professional advisers and private clients.

Our investment portfolios are researched, high conviction with a distinctive use of direct equity holdings where liquidity is key. All clients have direct access to their portfolio manager.

Nicola Barber would be delighted to have a further conversation on 020 3817 3391 or NBarber@JamesHambro.com

The value of an investment and the income from it can go down as well as up and investors may not get back the amount invested.

jameshambro.com

Welcome to our new Freeman and Liverymen

Ann Goodger
Court Assistant

This year has been one of rapid innovation and digital transformation, and the Master presided over the first virtual Ceremonial Court ever conducted by the Marketors, on July 9, using Zoom. The Master and Wardens' team and another 20 Court members also took part in the ceremony, specially adapted for the medium, but retaining all the pomp and ceremony of a traditional in-person event. The only concession was business attire as opposed to white or black tie, in recognition of a very hot day.

It was a delight to welcome nine new Freeman and six new Liverymen who bring further strength and depth to the Marketors. In the case of the Freeman-elect, keen to join the Company. In the case of the Liverymen-elect, keen to progress to full Livery status. All undaunted by the unusual ceremonial circumstances!

Our Beadle, James Hasler assumed

the role of master of ceremonies (and Zoom controller) and with fingers and toes crossed that broadband stood up to our demands, we got under way. The Court assembled and the Beadle then announced the arrival of the Master and Wardens, arriving from a Zoom breakout room. Unable to get her hands on the official gavel to bang the table, the Master improvised with a wooden spoon (which was heard but not seen!) and the Court was declared open.

Just like the 'real thing' - those wishing to be admitted as Liverymen and Freeman were in separate virtual spaces using Zoom's breakout facility, waiting to be brought into the Court.

Our Clerk invited the Beadle to bring in six of our Freeman who had received the Freedom of the City of London and who wished to be admitted to the Livery. The Master explained the role of Livery in the normal way. The Clerk read

out the declaration and each in turn assented before being virtually clothed in the Livery.

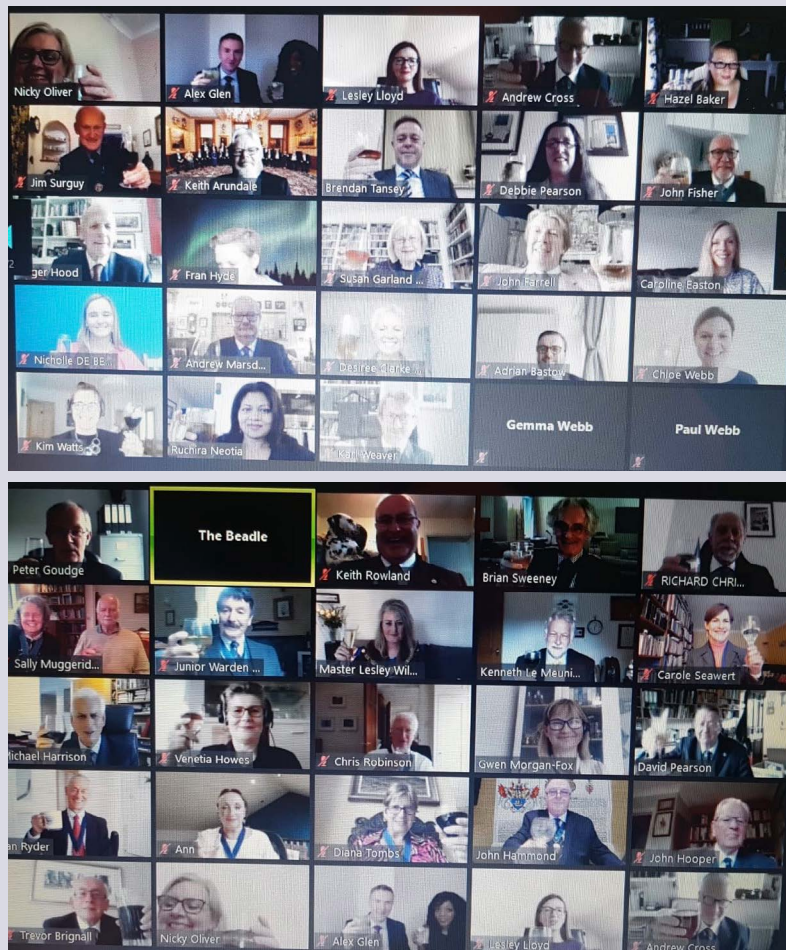
The nine applicants to join our Company as Freeman were then brought into the Court. Again, the Clerk read the declaration to which each assented and officially joined the Marketors.

All new Freeman and Liverymen will be invited back to the first physical Great Event when this is possible - not to repeat their declarations - but to receive warm personal welcomes from the Court, to sign the declarations book, and be later acknowledged at a banquet! Hearty congratulations were offered all around and glasses were raised in welcome. Once this formal part of the evening was over, everyone divided into small groups in breakout rooms for socialising and the opportunity to get to know each other a little better.

Such was the success of this virtual ceremonial court format, we will

be holding more Freeman admission and Livery progression events on Zoom ahead of a resumption of large Livery Hall gatherings. All candidates will always be offered a follow-up welcome after the virtual ceremony at an in-person Great Event. Far from losing out on the traditional approach, virtual attendees actually get two bites at the cherry!

Read on to find out more about our latest new Freeman and Liverymen.



New Freeman admitted July 9 2020

HAZEL BAKER



Hazel has spent 20 years in marketing, with 15 of those in digital strategy working with non-profit organisations. She is now CEO at London Guided Walks, providing private tours, treasure hunts and quizzes to Londoners and visitors alike. Hazel is leading the way in introducing e-commerce into the guiding world – combining her two passions. She is the host of two podcasts: London History, with weekly 20min episodes and The Daily London, weekday updates on things to do in London. She regularly appears in the media to talk about London and is also interested in dancing and travel.

NICHOLLE DE BEER



Nicholle has over 13 years' experience working in marketing, predominately working with the financial services industry. In her career, Nicholle has successfully planned and executed comprehensive client-focused strategies and campaigns across multiple geographies including the Middle East, South Africa, Germany, France and the UK. In her recent role, she is Director and Head of Sponsorships and Business Marketing for RBC Capital Markets in Europe. Nicholle enjoys running and cycling but spends most of her time with her husband, son and two pups.

CAROLINE EASTON



Caroline is a Chartered Marketer and Fellow of the CIM. She has 20 years' director-level experience, predominantly within the IT sector: promoting over 50 brands across Europe (including Dell, Intel and Seagate), managing large events and hospitality, aligning sales and marketing, and embedding customer centricity. She now runs her own marketing company, Accalia, helping ambitious businesses unlock insights, create value, master marketing and accelerate sales. Outside work, she loves spending time with her family and friends, dancing, playing chess and racing cars (a Formula One drive being her ultimate driving experience to date).

ALEX GLEN



Alex has worked in FMCG marketing for 19 years on such brands as Weetabix, Cravendale and Lemsip. Most recently he has been the UK Marketing Director for Quorn Foods and has just set up his own marketing consultancy business focusing on food sustainability and food security, based on a belief in 'marketing for good'. He loves to spend time with his young family, enjoys sports such as running and football, and exploring other countries, cultures and cuisines.

DR FRANCES HYDE



Having begun her working life in fashion retail in London, Fran moved into the world of fashion magazines such as Marie Claire, Elle and The Face. She embraced the idea of lifelong learning, acquiring several professional qualifications including the CIM Diploma and an MA in Marketing (Kingston University) and then changing career to become a lecturer in 2000. Fran is an active member of the Academy of Marketing and is a hospice trustee.

LESLEY LLOYD



Lesley is an experienced Chair, NED and Interim CMO with over 30 years of expertise in driving strategic business growth and performance for listed and private enterprises across industries, including significant international experience.

She provides rigorous oversight and advice on business strategy and planning, governance, risk management and marketing and also mentors CEO, CMOs, students, graduates. Lesley is currently working with CEOs to embed Environmental, Social & Governance (ESG) into their core strategy.

New Freeman admitted July 9 2020

KIM MAHONEY-WATTS



Kim comes from South Africa and is now a Lecturer at the University of Bath, specialising in marketing to organisations. She worked in B2B Marketing in a variety of capacities, ranging from technical product marketing to sponsorship for the Bloodhound Supersonic Car project. Kim is now enjoying the journey into academia. Having completed an undergraduate degree in Marketing Communications and a Master's Degree in research, she starts on her Doctor of Philosophy later this year. Kim enjoys watching rugby and cricket and is the mother of a daughter and an excitable Labrador-cross.

GWEN MORGAN-FOX



Gwen has over 20 years of marketing experience in the technology industry. She has been a marketing manager for the past four years at Equinix in both the UK and, more recently, the Nordics. She has also held EMEA programmes roles in Big Data, Cloud and Security with companies such as HPE, BT Plc and MarkLogic. Outside work, Gwen has three sons, a dog and two cats which keep her busy! She takes an active role in the community, both as a volunteer for Sebastian's Action Trust which supports families with life-limiting illnesses and as a member of the PTA.

RUCHIRA NEOTIA



Ruchira is a seasoned marketer who has lived and worked across the world in global digital forward roles with American Express, Apple, Ascential and Microsoft. Her passion is to establish lasting step change in complex matrixed environments and build deep customer centric approaches. She is on the board of Hope & Homes for Children, a charity that believes in and works towards a world in which children do not have to suffer institutional care. She is also a keen traveller and a bona fide wine enthusiast.

New Liverymen clothed on July 9 2020

ADRIAN BASTOW CC



Adrian currently heads up marketing for an insurtech provider, having previously worked international marketing roles in the technology and travel sectors, both in the UK and abroad. Based in

the City, Adrian is a Common Councilman for the Ward of Aldersgate, having served on various committees including Planning, Port Health & Markets. As well as being an active member of the Aldersgate Ward Club, Adrian sits on the Lord Mayor's Big Curry Lunch committee. This year's Lunch will fund 18 veterans through a specialised pain management program at the King Edward VII's Hospital. Adrian is a member of the Aim One committee and is currently working on an interesting outreach project with Camden Psychotherapy Unit. He has 3 children, of which the youngest was born in March... in his spare time, Adrian caffeinates!

DR KENNETH LE MEUNIER-FITZHUGH



Dr Kenneth Le Meunier-FitzHugh holds a PhD from the University of Warwick in Marketing and Strategic Management and is currently an Associate Professor in Marketing at the University of

East Anglia. Ken has lectured at the London School of Economics, Cranfield School of Management, King's College London, and St Andrews University. Prior to that he spent 20 years working in senior roles in a range of organisations including Yamaha and Thorn/EMI. Based on these experiences his research focuses on improving the interface between sales and marketing, for which he has an international reputation. Ken has recently revised a bestselling textbook on 'Selling and Sales Management'. His current research focuses on how AI technology is changing the world of sales and marketing.

New Liverymen clothed on July 9 2020

NICKY OLIVER



Nicky is a co-founder and director of E3 Consulting, a firm that specialises in fiscal incentives for UK tax payers (individual and businesses) with real estate. Nicky is a keen supporter of arts and heritage and is currently a trustee of Lighthouse, Poole's Centre for the Arts. She is a strong advocate for coaching and mentoring for young people, charities and business. As well as being a recent Liveryman of the Marketors, Nicky is also a Freeman of the Worshipful Company of Glaziers and Painters of Glass and a member (Freeman) of the Guild of Freemen of the City of London.

BRENDAN TANSEY



Brendan is Managing Director of Viking Cruises China. An Australian by birth and also a British citizen, he has been involved in the Viking China launch from its inception in 2015 to its launch in 2016. Brendan has 30 years marketing experience across all disciplines: direct, advertising, retail, sales promotion and digital. Previously he established a digital agency and has also been CEO of fully integrated agencies in Australia and the UK. Brendan is a father of three and keen student of history and naturally loves travelling!

DEBBIE PEARSON



Debbie's industry background is primarily in telecommunications. She has worked around the globe in various sales, marketing and CSR roles. Debbie now works in marketing training, development and education with corporate clients, universities and professional institutes. She is a Chartered Marketer and Fellow of the Institute of Sales Management. When not at work, Debbie tries to spend quality time with her grown up son and daughter, and enjoys cooking. She keeps fit by swimming and attending Pilates classes.

CHLOE WEBB



Chloe has more than 18 years' work experience in the professional services industry, in law firms and management consultancy. After graduating in Film, Television & Radio Studies, Chloe worked in legal support and then moved into marketing in 2006, becoming a Chartered Marketer in 2014. In her current role at FTI Consulting, Chloe leads marketing operations in EMEA and is a Diversity & Inclusion Ambassador, co-chairing the internal Mind & Body Network which raises awareness of the pillars of mental health, disability and caring responsibilities. She enjoys travelling and Formula One races.

Virtual ceremonies for Freedom of the City

Diana Tombs, Court Assistant

During this period the Freedom Applications Committee of the Court of Alderman has given permission to hold virtual ceremonies for the Freedom of the City – and indeed as well as Captain Sir Tom Moore, one of our Marketors has already enjoyed a virtual ceremony.

So if you are a Freeman and want to apply for the Freedom of the City, no need to delay! Contact the Clerk's office; he can guide you through the process. The good news is that the application process has been recently changed to allow this all to be done via email (rather than having to travel to London to submit documents in person).



Captain Sir Tom Moore at his virtual ceremony

Progression to Liveryman

Once you have received their Freedom of the City you are eligible to apply for the livery - and we strongly encourage you to do so! It means you become a full member of the Company and eligible to be elected to Court and to attend at Common Hall for the election of the Lord Mayor, the Sheriffs and certain other City Officers

We plan to hold two more virtual ceremonies this autumn similar to the event on July 9 and you will also be formally welcomed the next time that we get together physically for a Great Event. If you have any questions regarding applying for the livery, please email Chair of the Livery Committee Diana Tombs: dianatombs@icloud.com.

The Master catches up with the Lord Mayor

Lesley Wilson
Master

William Russell was elected to be the 692nd Lord Mayor of London starting from November 2019. He comes from a financial background, including holding senior positions in the national and international banking sector. Having been elected Alderman for the Ward of Bread Street in March 2013, he has since served on a number of the City of London Corporation Committees including: Culture, Heritage and Libraries, Planning and Transportation, Finance, the Education Board, Policy and Resources and the Livery Committee.

It has now been announced that, subject to election, the Lord Mayor will serve a second year. Given that the usual Midsummer's Day elections have not been able to take place, the current Sheriffs (including our very own Honorary Liveryman Alderman Professor Michael Mainelli) will serve a second term. Hence it is planned that the Lord Mayor's Show – classically the moment that we welcome the new Lord Mayor to office – will this November be a different format and a thank you to the key workers who have been

on the frontline of responding to COVID-19.

Question from the Master: Obviously this is an incredible year and not the one that you (or any of us) planned for! What are your reflections on where we are and where we are going next?

Lord Mayor: Of course this year has been challenging, but what is incredible is how the City of London Corporation and – of course – all the institutions that can be found in the City have addressed those challenges. During the lockdown I took part in a virtual engagement programme, where I spoke with national and international business leaders about how they have been affected by the pandemic, how this could affect their future plans and what the City of London could do to support them. We have done a lot to support our local businesses, but we must now look to how we operate in this 'repositioned normality'. A lot of the companies I speak to are focused on building back better, whether that's supporting greater diversity in their workforce or taking account of the enormous sustainability challenges ahead of us. This could

be an important turning point for our economy to take everything it has learned from lockdown and build back better.

Master: Your Twitter feed has shown you out and about as the City starts to come back to life. How are you and your team navigating this new stage of opening up?

Lord Mayor: During this time I have visited schools, open spaces, our court system, restaurants and our places of worship and they are all operating in a safe and secure way and ensuring that people who use those services are safe and observe social distancing. We, too, in the City of London Corporation are adapting what it is we do. At the end of July we had our first virtual 'Mansion House address' to the judiciary and replaced our annual 'Judges Dinner'. The Lord Chancellor and the Lord Chief Justice of England and Wales spoke, as did I, in the Mansion House Egyptian Hall – at a safe distance – to an online audience of around 300 people. It was very much a success, and we are looking at how we could have similar events in the future.



The Rt Hon The Lord Mayor Alderman William Russell



Master Marketor, Ms Lesley Wilson

Master: Could you share with us what has excited you from the livery companies through this period?

Lord Mayor: I have been hearing about some fantastic things that the livery have been doing, individually and collectively, in supporting charities, key workers or vulnerable communities. Each company has responded in a different way, but it seems that the whole livery has sought to have some sort of positive impact on this crisis. I have also been delighted and impressed by the way the Livery has transitioned to virtual ways of working, or gathering together as a company, and these new forms of fellowship may be here to stay. Many companies report that attendance at virtual events or meetings is as good as at actual events, and this may be something to consider for the future.

Master: What would be your message to the Marketors on the role that they could, and should, play going forward?

Lord Mayor: I think what the Marketors have been focusing on – ‘the power of marketing to deliver economic and social good’ – is exactly the right thing, whether it’s telling the stories of your charities or communicating how your fellow Liverymen are helping your profession and the economy. This crisis has caused a certain amount of self-reflection and there are big issues, as well as COVID-19, which merit our attention, including how we can contribute to diversity,



The Lord Mayor at the Mansion House, supporting mental health



The Lord Mayor at the reopening of the Barbican Centre

social inclusion and sustainability. The importance of telling the livery’s story – how it remains one of the most fascinating philanthropic and

vocational forces for good in our country – will help us reach new audiences, new members and find new ways to add to that legacy.

Staying up to date

There are a number of ways in which members can keep informed about the City of London Corporation. Its website is most informative and provides updates on events, volunteering and all the activities of the Corporation. <https://www.cityoflondon.gov.uk>. Former Sheriff Nigel Pullman maintains a website on the Livery Companies

with a number of other links. <http://www.liverycompanies.info/>

On LinkedIn you can follow the Lord Mayor at <https://www.linkedin.com/in/william-russell-a3824722/> Sheriff Michael Mainelli is at <https://www.linkedin.com/in/mrmainelli/> and Sheriff Chris Hayward is at <https://www.linkedin.com/in/chris-hayward-cc-8914a84/>

David Pearson
Past Master

For those who prefer to take their information through social media, the Lord Mayor and the Sheriffs are active on Twitter [@citylordmayor](https://twitter.com/citylordmayor) and [@cityoflondon](https://twitter.com/cityoflondon)

And of course, there are the excellent Clerk’s Notices that regularly provide updates on City affairs

@Marketors

#ThoughtLeadership

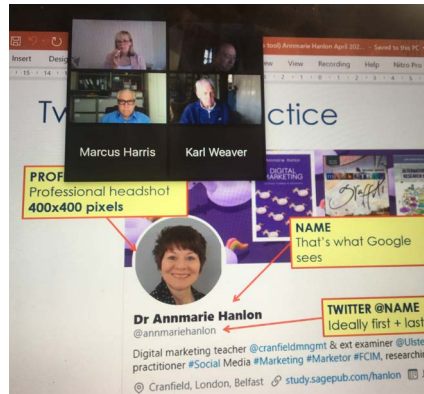
Omaid Hiwaizi
Liveryman

Our most valuable asset is our members, who represent a very broad church of marketing and have unique expertise and experience in their particular fields. This was the inspiration for the #ThoughtLeadership initiative. We asked ourselves: "Could we use the expertise of the membership to raise the game for marketing and the Marketors?"

Thought leadership is traditionally understood to be the sharing of best practice, but could just as much be informed opinions from experts or indeed a comment which turns out to be a seminal moment in our learning. If the argument is rigorous and the assumptions clear, then it's not about being right or wrong, but about expressing that opinion in a balanced way that provokes a debate with others sharing their counter-arguments, and as a result raises the level of knowledge in our community.

The initiative was launched with a series of Zoom webinars and blog posts shortly before the COVID-19 lockdown period. Fortuitously this provided the perfect context, and

the quality of debate and learning has been inspiring, with members sharing, connecting, and debating on important topics around the business of marketing and the profession in general.



The Zoom webinars have attracted several hundred attendees over the spring and early summer and indeed enabled more people to attend, both because they live a distance from London or because they find it difficult to get to events. Feedback has been very positive with attendees finding the content interesting and valuable.

It's been an impressive showcase of our members' collective skills and expertise. We welcome other members to propose and deliver webinars in the future. Please contact Carole Seawert (carole@seawert.co.uk)

The blogs have also been coming fast and furiously, with new blogs posted most weeks on the home page of the Marketors website, and then reshared on LinkedIn and beyond. We have covered an extremely wide range of topics, from music branding to data overload, and political PR to marketers' pride. Not surprisingly, most have responded to the pandemic (covering agencies, B2C and B2B brands and third sector) giving up-to-date and relevant insights for all.

We're eager for all members to contribute blogs within the newsfeed section: www.marketors.org/news, which should be a personal perspective or insight and seek to provoke a healthy debate on the topic. Please send proposed synopses to Omaid Hiwaizi (omaidhiwaizi@gmail.com).

Your opportunity to watch again

Here are quick summaries of the excellent seminars from the last months. Video playbacks of all of these sessions are available on the members' area of the Marketors website (just click the 'webinars' tab once you have logged in). But please do note, these videos and slides were kindly prepared by our members for the Marketors and are for your eyes only.

'Introduction to Digital Marketing'

Presenter: Liveryman Peter Rees

Originally shared on April 8, covering:

1. 20th Century Tsunamis - Digital Revolution
2. Evolution of the World Wide Web
3. Internet Business Models
4. How Search Works and Why care?
5. The Customer Journey: Theory & Practice
6. Digital Marketing Tools

Attendees had discussions around:

- Application of Digital Marketing across the Planning process
- Using Social Media for B2B and B2C markets

'Using LinkedIn to improve your profile'

Presenter: Liveryman Dr Annmarie Hanlon

Originally shared on April 16, covering:

1. LinkedIn essentials
2. LinkedIn best practice
3. LinkedIn as a personal marketing tool

Attendees had discussions around:

Is it a good idea to connect with people you don't know? It was advised that being connected to many unknown people was not a good strategy.

'How to use Twitter (and why it is a critical business tool)'

Presenter: Liveryman Dr Annmarie Hanlon

Originally shared on April 21, covering:

1. Why Twitter is a critical business tool
2. How to use Twitter
3. Twitter best practice

Attendees had discussions around:

- The risks of using Twitter for political argument, rather than professional or academic purposes – given that there is nowhere to hide online and software is being developed to connect the dots and

identify linked accounts.

- If complaining, using the #fail hashtag is a good way to gain swifter resolution, but remember it's all online and can be saved and shared again.
- Best practice for hashtags – we use them because they are searchable and two or three is probably the optimum number. Shorter hashtags are better.
- How do you get more followers – suggestions to look at your subject area and follow people in this area and they often follow back.

'The key ways businesses should use social media'

Presenter: Liveryman Dr Annmarie Hanlon

Originally shared on April 28, covering Annmarie's top-level findings from her PhD research – explaining that social media presents marketing opportunities for organisations, but most jump onto every social media tool without using them well.

Attendees had discussions around:

Which platforms to use and different strategies/contexts/companies - there is no magic bullet! Annmarie will share more research with the Company once further findings have been published.

'Strategic marketing planning as taught to CIM Diploma students'

Presenter: **Court Assistant Keith Rowland**

Originally shared on May 7, covering:

1. An overview of the Marketing & Digital Strategy module being taught to CIM Level 6 Diploma Students
2. Starting from the SOSTAC framework (Situation Analysis, Objectives, Strategy, Tactics, Action, Control)
3. Robust use of underpinning audit models is expected and summarised in the SWOT. Matching internal elements to opportunities and threats produces strategic options
4. Segmentation by need is essential

Attendees had discussions around:

- What can we do to change perception that marketing is only the promotional element? The importance of Chartered Marketers and CIM to represent our profession more effectively.
- Has the abundance of data from digital sources changed the nature of segmentation? At its best, it doesn't change the segmentation, but informs it. Data-information-knowledge-insight. Insights help with understanding motivators.
- Did Richard Branson and Elon Musk achieve their success through marketing training?

'Planning and facilitating successful virtual meetings and presentations'

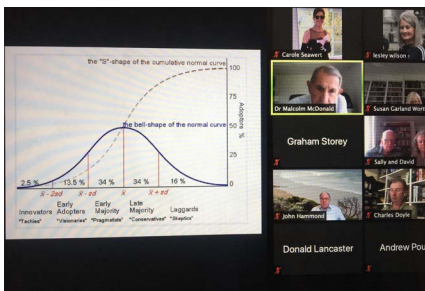
Presenters: **Liveryman Rebecca Hill & Beadle James Hasler**

Originally shared on May 11, covering:

1. Types of virtual meetings and events
2. Top tips for planning and facilitating virtual meetings and events including personal set up, preparation and facilitation
3. Innovations in virtual meeting space including useful tools and links
4. A chance to try it all out – using Zoom in conjunction with jam board, polling etc

Attendees had discussions around:

- Keeping virtual events and meetings interactive and engaging (including when and whether to use slides)
- Zoom functionality, such as security and managing technical issues such as broadband inconsistency
- Innovative use of additional tools to use in conjunction with Zoom, Microsoft Teams etc (eg Mentimeter polling, word clouds, jam boards)



'Marketing past present and future'

Presenter: **Liveryman Professor Malcolm McDonald**

Originally shared on May 19, covering:

1. Marketing is perceived to be mainly a promotional function
2. Digital has brought this trend into even greater focus
3. Major weaknesses in current marketing practices were spelled out
4. Marketers are getting further and further away from the boardroom
5. Best practice in leading companies puts marketing at the heart of strategy making

Attendees had discussions around:

- How to get marketing back in the boardroom
- The future of marketing is bright if we can professionalise our discipline

'Unprecedented Times: Marketing case studies from COVID-19'

Presenters: **Liveryman Rhian Pamphilon with Liveryman Raoul Pinnell and Court Assistant Karl Weaver**

Originally shared on May 28, covering:

1. Is this a good or bad crisis for our most loved brand – the NHS?
2. Marketing spend in a recession – while COVID-19 is unprecedented, there are relevant precedents for spending.
3. React, Reimagine, Rebuild!
4. Crisis marketing in B2B – shaping the response to COVID-19 is a global and human-centred challenge.
5. COVID-19 caused every campaign to be re-evaluated, a universal change in tone and messaging and a creative challenge to think of meaningful ways to express support for customers

Attendees had discussions around:

- The NHS and the challenge of public versus private healthcare.
- Experiences from other crises and ways to recover.
- Preparing for the continuing pandemic response.

'Six steps to creating financially quantified value propositions'

Presenter: **Liveryman Professor Malcolm McDonald**

Originally shared on June 16, covering:

1. Fewer than 5% of companies have financially quantified value propositions
2. This inevitably leads to price cutting and loss of margin
3. Only 1% of organisations can prove they create value for their customers
4. For these few, customers are prepared to pay a massive price premium
5. A deep understanding of the customer's business is essential
6. A step-by-step process was spelled out for achieving this and value propositions

Attendees had discussions around:

- Access to organisational information
- Agreement that much work needs to be done in this domain

'Accessing entrepreneurial finance'

Presenter: **Dr Keith Arundale**

Originally shared on June 23, covering:

1. Consider equity finance for your longer-term business needs: crowdfunding, business angel finance, venture capital and corporate VC. No need to repay during term of investment, no interest charges, no personal guarantees – but you will need to part with some of your equity shareholding.
2. There is plenty of VC out there; the problem is accessing it. You need a proposition that is solving a big problem, evidence of traction in a growing market and a great management team.
3. Write the business plan yourself – investors want to learn what you and your team are planning to do, not see how well others can write for you!
4. Target VCs carefully > choose VC firms that match your sector and stage. Chose VCs with mix of investment, operational and entrepreneurial experience.
5. Crowdfunding and business angel finance are perhaps the optimal sources of funding for seed and very early stage propositions. Crowdcube and Henley Business Angels (where Keith is a Director) were used as examples here.

Attendees had discussions around:

- In COVID-19 environment investors are delaying, even cancelling, deals and focusing on supporting their existing portfolio companies. There are recent signs that deals are now being done again.
- With a focus on revenue generation and operational improvements there should be opportunities for marketers to work with private equity and VC firms as functional experts / advisers. The marketing section of a business plan is often the most deficient.
- PE&VC can be a force for good with much value add; ESG now firmly on the agenda; not purely focused on financial return.

'Market segmentation. The bedrock of commercial success'

Presenter: **Liveryman Professor Malcolm McDonald**

Originally shared on July 7, covering:

1. Why the failure to segment markets properly causes commercial failure
2. The weaknesses of current market segmentation methodologies
3. Why and how it is necessary to map quantitatively how markets work
4. Having done this, how to segment markets according to needs
5. Finally, the financial and commercial benefits were listed

Attendees had discussions around:

- Data science has made segmentation more accessible, but the same process still applies
- The value of "personas" – these cannot replace proper needs-based segmentation
- Market segmentation, when done properly, is indeed the bedrock of commercial success

Time to nominate new members: including 'Future Marketors'

Keith Rowland
Court Assistant

Recent applications for membership of the Company have been more diverse, younger and with a greater proportion of women. This is great news! We still have space for more Freeman and Liverymen. So if you know any marketors who would be interested in the livery, then please do get them to get in touch via the website and attend one of the regular prospective members evenings. We would be pleased to meet them and talk to them about the Company.

As a modern livery company, it is important that we reflect the marketing profession and ensure that the Company continues to thrive. The future strategy agreed by the Court at the start of the year set out the three membership pillars to widen our membership by drawing in a wider base of marketors at different career stages. One of these is an under 30s associate membership category of 'Future Marketors'.

These 'Future Marketors' will be able to benefit from our programme of events and they will also have a schedule of their own. This

will support their growth in the profession, and hopefully help them to become a Freeman in the future.

Freeman Simon Leadbetter has provided us with some insights into the needs and motivators of these young marketors. He presented YouGov findings from a database of 989 people who work in marketing in the target age group of 18-29:

- 58% of them are female with 39% in London and the South East (cf 26% of the general population)
- Tend to work in media & comms or business services, and are mostly non-managerial or in a junior management position
- Very active on social media, especially Instagram, Facebook, LinkedIn and Twitter
- Egalitarian and global in outlook
- Although they may be sceptical of the Establishment, they are not anti-tradition and culture

Simon went on to look at segmentation and found that 51% come from three Mosaic groups: City Prosperity, Aspiring

Homemakers and Rental Hubs. Using three age groups as one axis (18-21, 22-28 & 29-34) and Management/non-Management as the other, six segments were identified: Early Career, Potential Managers, Developing Managers, Management, Young Leaders and High Fliers.

The Marketors are well-placed to deliver against these needs. We have a strong events programme, some world class marketing and leadership knowledge, and interesting people with experience and a willingness to give back. We can provide mentoring, access to events, and a fellowship network to members of an exclusive club, available by invitation or interview only.

In line with the strategy, we are now running a pilot – recruiting the first cohort of these Future Marketors, so if you know a suitable marketing professional in their 20s, please ask them to email membership@marketors.org. We already have a dozen signed up and plan to start the pilot from October.



Marvellous marketing mentoring

Peter Rosenvinge
Court Assistant

Despite the pandemic, 2020 has been a very busy year for the Marketors' Mentoring Programme. An enlarged Committee has enabled the development of a 4-year strategy, clear objectives, a risk register and new initiatives - such as Mutual Mentoring (as you will have read in the last Marketor magazine) and also helping postgraduates into work.

Our partnership with the University of Greenwich's Enterprise Challenge continued for a second year. Six Marketors were just some of the mentoring team helping students develop their ideas for launching new and innovative products/services as new businesses.

The programme means a lot to the

students. It is a full 'Dragon's Den' experience, with the financial prizes making a real difference to getting the businesses off the ground. Since there is an audience-voted prize included, the power of the live presentation is also a focus, and they face insightful questions from the judges that help make their business plan better.

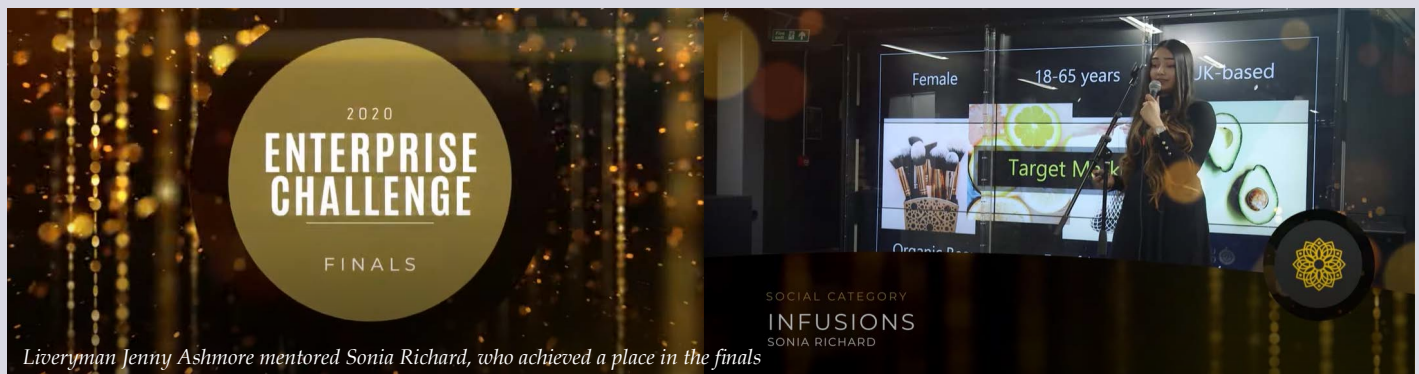
The calibre of entries was very high – if you want to see the Awards ceremony with the finalists you can view it via YouTube: www.youtube.com/watch?v=TZxoGAcPN5M

The Marketors' mentors had a high bar to match from last year, where our mentees got two awards. A big shout out to Jenny Ashmore for successfully mentoring her student

through to the finals, and many thanks to all our mentors. We will be involved again next year. We have also agreed to extend our work with Greenwich beyond Enterprise Challenge to help postgraduate students in their last six months at university and their first three months in paid employment to prepare for, and make, that transition.

Closer to home, we are also offering mentoring for Marketors, especially any who have been adversely affected by the pandemic and its consequences. Remember, it is a free and confidential service.

If you would like to mentor, or be mentored, please contact Mentoring Chair Peter Rosenvinge (p-rosenvinge@sky.com).



Liveryman Jenny Ashmore mentored Sonia Richard, who achieved a place in the finals

Marketors reach out to support others

Peter Rees
Liveryman

The Outreach group has leapt into action to help others through the pressures of COVID-19 – in line with our theme of 'the power of marketing to deliver economic and social good'.

There has been a steady stream of projects, and the two most recent have been helping other livery companies and charities.

In July the team launched a series of six videos for livery companies, in a series entitled 'Planning for Success'. Research had shown a need for marketing advice and support to Masters, Wardens and Clerks in order to help them to better member recruitment, membership engagement/retention and member satisfaction. The briefing videos focus on proven marketing techniques to build awareness,

generate interest, manage the recruitment experience and build a compelling membership offering and proposition that engages, retains and delights members.

The second project is a free training programme designed to help charities, of all sizes and in all sectors, to increase the effectiveness of their marketing and fundraising activities. The 14 short videos cover all the main areas of charity marketing and fundraising. These topics are discussed, along with advice on how to apply the concepts in a very practical way, to help address the unique requirements of each charity.

Content includes:

- The role of charity marketing
- Situation analysis and market research

- Setting realistic marketing objectives and marketing budgets
- Using strategy correctly, to achieve sustainable success.
- Brand management
- Service development and delivery. Fundraising. Recruitment. Communications. Stakeholder relationship marketing
- Managing economic recovery
- Real-world project management
- Measuring success with metrics and analytics
- Practical steps to implement your charity marketing plan

If you would like to see more of the content, or access the videos, please contact Peter directly on peter.rees@gmail.com

Flying the flag of fellowship

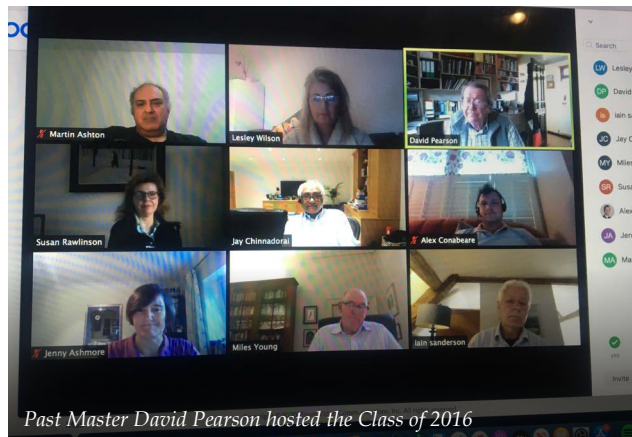
Martin Ashton
Liveryman

As Marketors, we know all too well the impact that the last few months has had on businesses across the world. It has not been an easy time for everyone in our profession and we all recognise there are big challenges ahead. However, if we can allow ourselves one positive in the economic gloom, then it must be the passion and togetherness that the Marketors' Company has demonstrated during this year. (A year like no other!) We realised early on that Fellowship would need to be agile, innovative and experimental and we responded to produce a series of events which were to showcase the best in livery fellowship.

'Class of' events

Building on the success of our 'pilot' event for the 'Class of 2013' last year, we are delighted that that our Past Masters embraced the idea and have been keen to organise an event for their year (when they were Master). Over the past few months, Past Master Dr David Pearson hosted 'Class of 2016' and Past Master Jim Surguy hosted 'Class of 2011'. Both Past Masters were very pleased with the attendance from their alumni and it even resulted in some old friendships being rekindled. David has already scheduled a 'Class of 2016 part 2' in September.

Looking ahead, we have another 'Class of' event scheduled in the second part of the year – Past Master Venetia Howes will host 'Class of 2010' as a part of the plans to celebrate the 10-year anniversary



of the Company gaining Royal Charter. My thanks to Liveryman Mary Peterkin for all her work in arranging these events and making them run so smoothly.

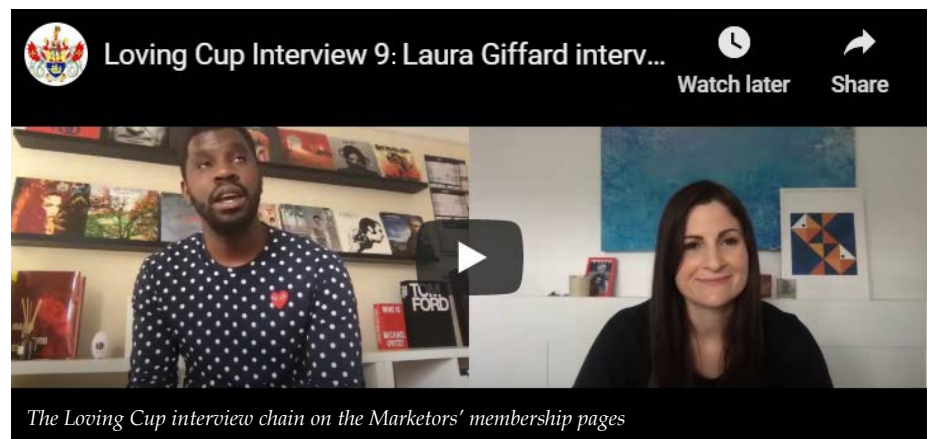
The Loving Cup interview chain

This idea was born out of an online social where at a time of enforced isolation, Freeman Simon Leadbetter suggested we create a new kind of loving cup as a way to get to know

each other better, through remote 1-1 video interviews. Just like the Loving Cup ceremony, the interviewee becomes the interviewer for the next one in the chain. As interviewer they ask six standard questions with their interviewee and then choose who they will interview next. As well as getting to know people, there are also some lovely

lighthearted moments – do watch them at www.marketors.org/Loving-Cup-Interviews

At time of writing we have had ten interviews and the number continues to increase. The interviews can be found under membership page of the Marketors website and they helped highlight the talent we have in the Marketors. Be prepared – the next interview could be you!



The Loving Cup interview chain on the Marketors' membership pages

Younger Marketors

Laura Giffard
Liveryman

The Younger Marketors have thrived through lockdown. The quarterly meet-up has been replaced with monthly 'First Thursday' online socials; conversations are always wide-ranging, insightful and there are quite a lot of laughs!

There is also a new feature of a quarterly debate. The first was on July 2 - provocatively titled

"Academia is no longer relevant in modern marketing". Liveryman Omaid Hiwaizi spoke for the motion and Liveryman Ankur Shiv Bhandari spoke against the motion, with Freeman Simon Leadbetter in the Chair. It proved to be a hard-fought contest with excellent arguments and insights on our profession! Over 30 Marketors and guests had a

treat listening to two articulate and passionate Marketors defend their corners.

The second debate will be on October 1: **'Neuroscience fills our profession with quackery'** and we look forward to seeing Marketors there, as well as welcoming any younger Marketors to the monthly socials.

Events Programme

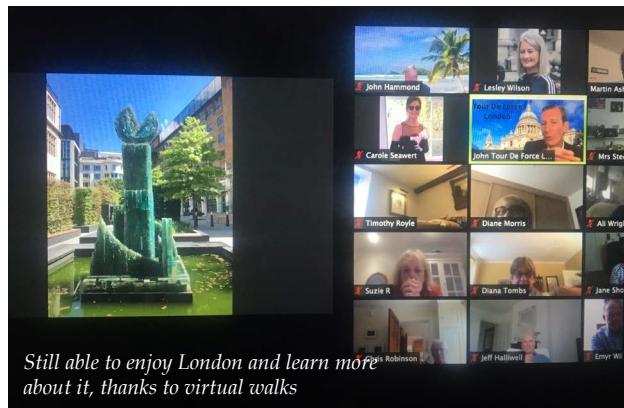
Carole Seawert
Court Assistant

'Virtual' whisky tasting

The Marketors love a drink or two. So it seemed a reasonable idea to do something online that involved alcohol! Since we are unable to be together in person and taste the same whisky, the idea was to bring your favourite whisky and talk about it. This was a whisky tasting where everyone was the connoisseur! We enjoyed a number of anecdotes and, of course, tastings. As result of swapping notes, a number of us



decided to order various whiskies that others recommended. One whisky in particular which caused some interest within the group was from English distillery Cotswold which had made a Lord Mayor of London Reserve from the personal casks from Peter Estlin (Lord Mayor in 2018). Part of the proceeds of each sale is destined for the Lord Mayor's Appeal. There are still some available for purchase on their website, if you want to taste it too!



Elevations, Alleyways and Hidden Green Spaces – 'virtual walk'

This particular walk was due to take place in May followed by a lunch at a fabulous city pub. This 'virtual' walk was filmed on a sunny Sunday afternoon and took us through parts the City's pedway system, starting at the Museum of London through to see the Roman Wall, the back of Guildhall and then through the Ward of Cripplegate. We ended up on the roof of 120 Fenchurch Street to see the spectacular views from the splendid Garden at 120. John talked about various City sights under the theme of 'elevations, alleyways and hidden green spaces'. We were delighted to have 57 attendees, paying a nominal £5 fee and the feedback was so positive that we will be doing another virtual

walk in December, discovering the street art in Shoreditch and Whitechapel. So do sign up when it comes out in the Clerk's notices.

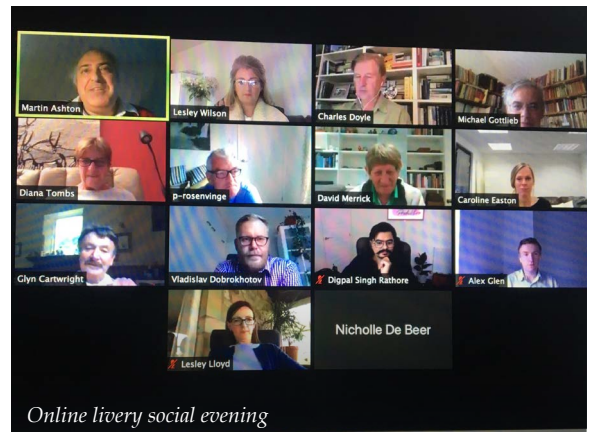
Marketors' Quiz

The Marketors' quiz is a usually one of the most popular fellowship events of the year. Liveryman Annie Brooks designed an excellent online quiz that was very well attended by members together with

partners (and even pets!) The winner was new Freeman Hazel Baker – what an introduction to the Marketors. The next quiz will be on December 7 – all welcome for a great fun evening.

Looking ahead – all Marketors are always welcome

Overall, we have raised the bar for our Company as a number of livery companies and other organisations have enquired how they can run these events for their members. We have also engaged so many of our members who would not have otherwise been able to attend events in person and, whilst we all



look forward to meeting up again in person soon, the last few months have certainly brought out the best in fellowship and engagement in the 'Marketors'. And there's more to come in the second part of the year.

If you have been busy so far but want to join in, there will be lots more opportunities in the autumn schedule and we would be delighted to see you. If you would like to give a talk or have an idea for a guest speaker, please email events@marketors.org. These suggestions will be considered for our 2021 programme – when, hopefully, we can hold some events face to face once more.



Would you like to become a Court Assistant?

Andrew Marsden
Past Master

Just like a Board of Directors in a commercial operation, or of Trustees in a charity, Members of Court - the Master, Wardens, Past Masters and Court Assistants - are elected to Court to work together, the objective being the sound management and good governance of the Marketors and, ultimately, for protecting and enhancing the good name and fame of our Company.

The Court needs people of ability with industry experience and



Company knowledge, and from diverse backgrounds, to help run the organisation effectively. People who wish to 'do stuff' and add value to what the Company does and achieves. The activities of the Company are discharged by 13 different committees, most of which are chaired by members of Court, usually Court Assistants.

Becoming a Court Assistant is to take the first step towards one day, potentially, being elected Master of the Company – the highest honour the Company can bestow on any of its members. Progression to this high office is based on merit and ability.

So how do you become a Court Assistant? The Marketors have a well organised process. This responsibility lies with the Court Nominations Committee, which I chair. The Committee's job is to identify a pool of potential Court Assistant candidates who may be available in the short, medium and longer terms to meet the Company's general succession planning needs. Our job is to find, develop and support suitable candidates with the necessary combination of stature and profile in the marketing profession, knowledge of the

Company and how it operates, leadership, managerial and relationship skills, the time and resources, willingness and availability to serve in a governance position.

We seek out those who want to give back to the Company, contribute to our strategic direction and deliver our aims. Fortunately, we have many such members in the Company. Very often they have already volunteered to serve on our committees, from Comms&PR to Events, from Almoners to Outreach. If you do want to become a Court Assistant, please just pick up the phone to me to say you would like to be considered for advancement into a Court Assistant role, or to refer someone you believe may be interested and who possesses the qualities we seek.

It is then my role to outline the progression criteria, and to support and develop those who fulfil the criteria and to advise on development moves to be considered for a Court position in the future. We will do all we can to support and advise you. Don't be shy and don't be modest. Your Company needs you.

Support is here, should you need it

Sue Garland Worthington OBE
Past Master, Lead Almoner

The response to these difficult times has been very positive - the Company has doubled the size of the team of Almoners ready to offer assistance to Members. This team provides, first and foremost, a confidential befriending service to any Marketor who is facing such things as illness (physical or mental), bereavement, unemployment, relationship breakdown, loneliness or financial difficulties. Whether you are directly affected or caring for

someone who is, we are there to support you.

Whilst not professional counsellors, we can provide a listening ear or a phone call from time to time. We can, if you wish, put you in touch with our Chaplain, Alison, at St Bride's – although there are no religious or faith pre-requisites. And, importantly at this time, if you are suffering financial hardship, we can put you in touch with the Marketors' Trust, which has as one of

its main objects helping Members 'in necessitous circumstances'.

If you need support, please do contact me or any of the Almoners listed in the directory and we will do our very best to help.

Sue Garland Worthington
Lead Almoner
T: **01480 411242**
M: **07970 861175**
E: **susan@ziggery.eclipse.co.uk**

In Memoriam

We note with sadness the passing of Liverymen Tony Cowling (March 13 2020), Joe Seydel (April 16 2020) and Jerry Wright (June 6 2020). You will have read obituaries in the Clerk's Notices. Our thoughts are with their families.

151 Regiment in the thick of COVID-19 response

Keith Rowland
Court Assistant

One of the three military affiliations of the Marketors is with 151 Regiment of the Royal Logistic Corps (RLC).

The RLC is the Army's professional logisticians and have 24 regular and reserve regiments and 15,000 qualified personnel. They keep the Army marching, the helicopters flying, the vehicles moving and the tanks and guns firing - supplying it with everything it needs, wherever it is deployed throughout the world. It is quite mind-blowing when we pause to think for a moment about the level of challenge for these logistics specialists across procurement, maintenance, and transportation of military material, facilities, and personnel.

151 Regiment are reservists and London's only logistics regiment. They have squadrons based at Croydon, Sutton, Southall, Barnet and Warley, with a depot in Maidstone. Their day-to-day work is being deployed alongside regulars – especially their Regular counterpart, 10 Queen's Own Gurkha Logistic Regiment.

As the world changed across March 2020, it became clear that the level of challenge would require all of the nation's resources. So on top of all of the incredible work by the emergency services, the military have been a significant part of COVID-19 response. This military support force has seen over 20,000 military personnel across the UK supporting public services, and also overseas. For instance - 150 military personnel were quickly trained to drive oxygen tankers to support the National Health Service (NHS).

In April 2020, an additional 3,000 reservist personnel joined the COVID-19 Support Force. They have been undertaking a range of tasks. For example, reservists have been involved in:

- helping to transport vital PPE



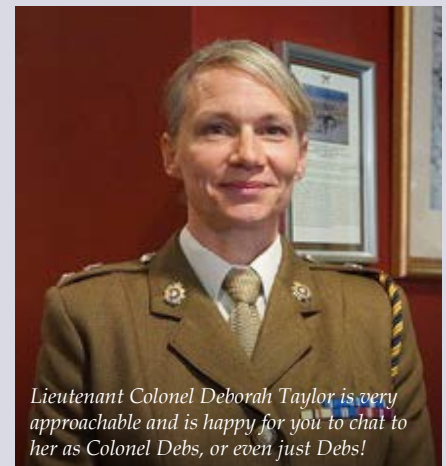
Logistics underpin success in every activity

supplies to hospitals and care homes

- logistics planning to ensure that equipment is moved efficiently from one location to another
- setting up the seven Nightingale Hospitals around the country
- staffing pop-up COVID-19 testing facilities.

Having served as a Regular for 18 years, she transferred to the Army Reserves in 2015 and subsequently took command of the Regiment in October 2019. As a Lieutenant Colonel she has hundreds of people reporting to her and is a thought-leader in how we best make use of everyone's skills through diversity. This work has taken many forms – she won a Women in Defence award for creating diversity and careers opportunities in Science, Technology, Engineering and Maths (STEM) and has collaborated with a children's author to produce a book called "My Mummy is a Soldier". In December 2017 she led a project for the Sandhurst Royal Military Academy called 'Women100' – a celebration of 100 years of women in the British Army. This included a photoshoot of 300 serving women, a dinner to celebrate generations of women in the army from cadets to Chelsea Pensioners and a look forward in terms of best-in-class work in attracting, developing and retaining women in the Army. You can hear more about this, and Col Debs' other passions in a fantastic 33 minute podcast (also a video version on YouTube) at <https://www.x-forces.com/lt-col-deborah-taylor-podcast/>

As a member of the Marketors, there is a wonderful opportunity for you to take part in a Zoom link-up with Colonel Debs on October 19 2020. She will be speaking on the work that she and the regiment do.



Lieutenant Colonel Deborah Taylor is very approachable and is happy for you to chat to her as Colonel Debs, or even just Debs!

In addition, she will be delighted to hear the questions that you have – whether about 151's contribution to COVID-19 response, or some of her personal passions such as the work around motivation and retention of reservists, engendering beliefs in young people that anything is possible, or how to succeed in leadership roles whilst working on a part-time basis. I guarantee that there will be a leadership insight for every single one of us, regardless of our role in life – as well as some very inspiring and interesting discussions. Do look out for the sign-up in Clerk's Notices and come with the questions that you always wished that you had a chance to ask!

Celebrating the 10th Anniversary of the Marketors' Royal Charter

Please keep the evening of November 6 2020 blocked out in your diaries for the Bowden Charter celebration. This year is a special year, as it is 10 years since the granting of the Royal Charter for the Marketors.

We will hold a virtual celebration in the presence of the Lord Mayor, the Rt Hon William Russell and the Civic party. There will be toasts, speeches and entertainment. We look forward to welcoming many

Company guests including Livery Masters and Clerks, our affiliates, corporate supporters, COVID-19 frontline key workers and many more.

We hope this will be the largest (virtual) gathering of Marketors and Marketor guests alongside Livery and City friends, since the granting of the Royal Charter in 2010.

Master's programme – future events

Thursday October 1 at 18:00hrs	Motion Debate: 'Neuromarketing fills our profession with quackery'	Monday November 23 at 18:00hrs	Sarah Fabergé: How to restore a worldwide brand
Monday October 5 at 14:30hrs	Applying virtual and augmented reality to the brand experience	Tuesday December 1 at 18:30hrs	Virtual street art tour with John Steel – Shoreditch and Whitechapel
Thursday October 8 at 18:00hrs	Class of Late 90s , hosted by Past Master Dr Roger Hood	Thursday December 3 at 18:00hrs	Younger Marketors Social
Monday October 19 at 18:00hrs	Talk from 151 Regiment RLC's CO , Lt Col Deborah Taylor	Monday December 7 at 18:00hrs	Christmas quiz
Monday October 26 at 18:00hrs	Class of 2010 , hosted by Past Master Venetia Howes	Monday December 14	Communications Industry Carol Service St Bride's (format tbc)
Thursday November 5 at 18:00hrs	Younger Marketors Social	Thursday January 14 2021	Panel discussion: Influencer Marketing – Doing it Right
Friday November 6	Great Event – Bowden Charter virtual celebration	Wednesday January 20 2021	Fireside chat with Alderman and Sheriff Professor Michael Mainelli
Tuesday November 17 at 18:00hrs	'Own the Room' interactive training session		

Please book your place via the emails from the Clerk that are sent to all Marketors.

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

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