



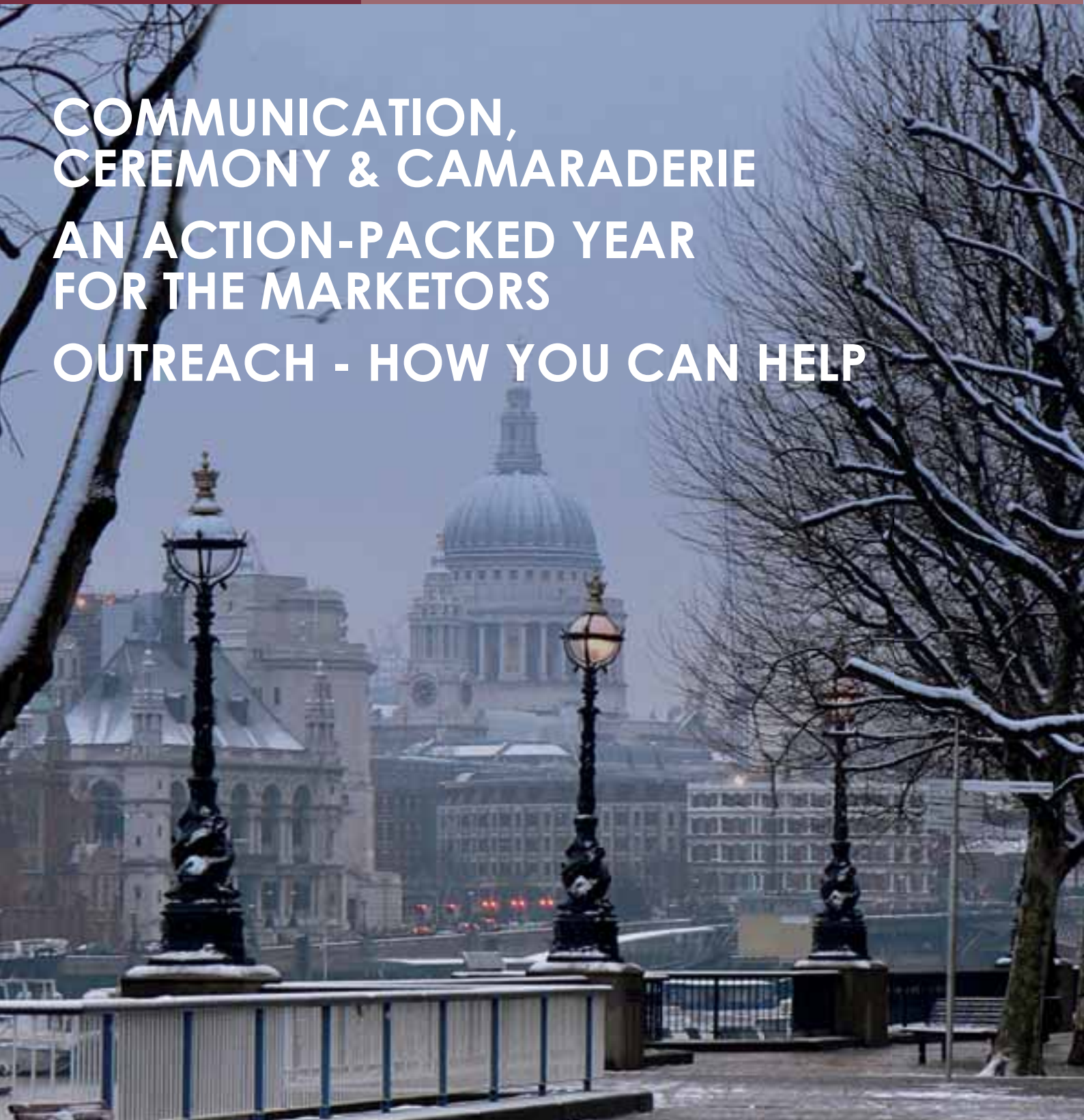
WORSHIPFUL
COMPANY *of*
MARKETORS

MARKETOR

WINTER 2015 / ISSUE 70

THE LIVELY COMPANY MAGAZINE FOR MARKETING PROFESSIONALS

COMMUNICATION,
CEREMONY & CAMARADERIE
AN ACTION-PACKED YEAR
FOR THE MARKETORS
OUTREACH - HOW YOU CAN HELP





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Contents

The Master's Column	3
Master's Edinburgh Weekend	4
Inspired by the Marketors	5
Bowden Charter Dinner	6
City Lecture	12
Our Affiliation with HMS St Albans	14
Lord Mayor's Show 2015	16
Secret St Paul's	18
Becoming a Court Assistant	20
Down the Road to Ruin?	22
St Bride's Corner	23
Becoming A Freeman of the City of London	23
Outreach – St Paul's	25
PR has the answers in an age of fragmented communications	26
Curry Evening with 151 Regiment RLC	27
Obituary – Senior Past Master Ron Edwards	28
A Call to (the College of) Arms	29

Regular Features

Outreach	25
Members' News	29
Diary Planner	32

Most photography courtesy of Ben Fisher

Editorial

Well, the end of 2015 is almost upon us, so it is now only a matter of weeks until the end of Andrew Marsden's year as Master and what a year it is has been! It is also the end of my tenure as Editor of Marketor, which I have enjoyed immensely.

So, 2016 will be a time of new beginnings; Andrew will go on to become Immediate Past Master and I am off to chair the Heritage Committee. Freeman Ann Goodger will become the new Editor and we will have a new set of Master and Wardens. As you know, David Pearson will become Master at the Installation Dinner on 21 January – more of his year later – and he will be ably supported by Senior Warden Sue Garland-Worthington OBE, Middle Warden Richard Christou and Junior Warden Phil Andrew.

However, looking back for a moment, I'd like to reflect on what has happened this year, which has been fairly action-packed. I won't reiterate what the Master says in his column but on a personal note I would like to say that I am grateful for the huge amount of support I have received both from him and Court Assistant Andrew Cross, as Chair of the Communications & PR Committee. All our Committee members work incredibly hard on a voluntary basis to help others and promote the name and fame of the Company. If you feel that you would like to help with a committee, please contact the Master, who will put you in touch with the requisite Committee

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Chair.

It has been a busy year for a lot of members too, with a great deal of pro bono work being carried out by the Outreach volunteers, from Liveryman Peter Rosenvinge advising the LVSC Theatre to helping St Paul's Cathedral. Some of these organisations contact us but we help others because they are known to our members. So, if you know of any not-for-profit organisation that would benefit from our expertise, please let the Chair of Outreach know and he will gladly go and see them. The email address is outreach@marketors.org

We also have a new Master amongst our members, with Liveryman Dan Doherty being installed as Master of the newly formed Guild of Entrepreneurs in November. Our own Master presented the now Immediate Past Master of the Entrepreneurs, Past Master of the Marketors Sir Paul Judge, with a gavel to mark the occasion, of which more in Members' News.

I could go on but space is limited. However, you will have noticed that this edition could be described as 'bumper'! This is because we wanted to report on everything that has happened this year and we couldn't fit it all into the normal 20 pages! I hope you enjoy reading it.

All that remains now is to wish you all a happy, healthy and successful 2016!

Jane Wharam ■

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The Master's Column

As 2015, our 40th year from instigation as a Guild, draws to a close, so does my year as Master of our wonderful Company. It has been quite a year for me personally and, thanks to the efforts of so many of you, for the Company too.

One of the most frequent questions I am asked is: "So what actually does a Master do?" It is quite difficult to 'dimensionalise' a Master's year. Is it the events one attends as the representative of the Company? Roughly – a State banquet, a Royal Garden Party, two Balls, eight Banquets, 40 Dinners, 22 Lunches, 17 receptions, 13 church services, 10 lectures (giving two others), four speech days and a Freedom Ceremony.

The year has seen me being imprisoned in the Tower of London, driving sheep across London Bridge, seeing the currency of the realm put on trial, lifting a gold bar in the Bank of England worth £350k, slicing the top off a bottle of champagne with a sabre, attending an annual dinner which has been going since 1484, enjoying the pomp and ceremony of the 800th Lord Mayor's Show and even seeing ale being 'connored' by a Sheriff wearing tight leather pants!

Is it the people one meets? I have been honoured to be in the gracious presence variously of The Queen and Prince Philip, the Cornwalls, the Cambridges, the Princess Royal and Princes Andrew, Edward, Harry, Michael and Princess Michael of Kent. I have met over 100 Masters, the Lord Mayor, Sheriffs, Aldermen and many Common Councillors, 16 Past Masters of our own Company, the Chief of the Naval Staff, many military officers, the Senior Judiciary and, indeed, some ex-cons!

Is it the wonderful things one gets to see? I have seen the Magna Carta, the Charter of the Forest, the Charter of the City of London and Henry V's sword, helmet and the priceless crystal sceptre he presented to the City.

Is it the interesting and fun things one enjoys with one's fellow members?

Given my theme of *Marketing – Building valuable brands* I hope we've learnt a lot about the valuation of brands, political marketing, building the extraordinary £19bn Camelot brand, the Chinese approach to marketing, of media buying and evaluation. I know we have explored the enjoyable worlds of champagne and London Dry Gin, the life of the Duke of Wellington, had an intimate view of St Paul's Cathedral and visited London's newest and most controversial skyscraper.

Whilst you may be the Master of the Company representing the Company externally, you are also the Servant of the Company, there to ensure that others inside the Company succeed in their endeavours, a task often best achieved by keeping out of their way!

The Communications and PR Committee have made dramatic improvement to every aspect of our operations – our web site, the Master's Blog, our social media presence, our photography, the *Marketer* magazine and our on-line saliency. We have also benefitted hugely from the generous help of Whiteoaks PR who have achieved unprecedented PR coverage for the Company this year.

The Finance and General Purposes Committee have successfully reviewed our investment policies and improved returns, improved the clarity of our financial reporting, improved our bookkeeping and have worked diligently on our new and significant investment in improved IT infrastructure, databases and operations which will result in a great improvement to member services by the year end.

Thanks to your generosity, the Trust has achieved a record level of funds and made a record amount of awards. The ever dedicated Almoners have been involved with nearly 30 members in distress this year, again, unfortunately, a record number. The Awards Committee have also enjoyed a record year in the making of academic awards, including, of course, the awarding of two £50,000

Harvard Bursaries, following the generosity of Court Assistant Emeritus Professor Martyn Davis.

Much of our social programme has been regularly oversubscribed, as members attended in record numbers. Almost 50 members and their guests attended the Master's Weekend in Lincoln, whilst 30 others dined aboard the Royal Yacht Britannia during the Master's Edinburgh weekend.

Importantly, the Membership, Fellowship and Livery Committees have also been very active this year. Court has approved 28 new Freemen to join the Company this year, with 15 existing Freemen being approved for promotion to the Livery. It is so good to see so many talented peers wishing to join the Company and to see our existing members enjoying the recognition of being promoted to the Livery itself.

There are so very many members to thank for these fantastic achievements. So much of your time, energy and care has been freely extended for the benefit of all. It would be invidious to single out individual members to thank, so I hope you will forgive me not doing so, but your efforts have been an inspiration for all to see. Thank you!

I must also and specifically thank the Learned Clerk and the Assistant Clerk for their unstinting commitment and support to the Company and to me this year. The Company is indeed fortunate to have had their help.

At the end of the year I hope that I leave the Company in a robust financial position, in good heart, with its 'Name and Fame' intact, and set for future growth.

I know that I leave the Company in good hands.

Thank you for all your support and help. It has been a remarkable year and one I will remember always.

Andrew Marsden
Master ■



Master's Edinburgh Weekend

If Edinburgh is a brand, The Master's "overseas" weekend in September lived up to its promise! From our Friday afternoon welcome by the Master and Court Assistant Edward Fulbrook at the Hilton Grosvenor Hotel, to our departure on Sunday morning, this Master's pledge to provide unrivalled fellowship and friendship made the whole experience a relaxed pleasure.

In true Scottish style, the Friday evening event began with a tasting and seminar at the Scotch Whisky



Court Assistant Dr Mike Jones, Dr Christine Brace, Dr Barbara When, Liveryman John When

Experience near Edinburgh Castle. We learnt the subtle flavours and scents of many distilleries before viewing the largest collection of bottled Scotch in the world – over 2,000 bottles! Returning by steady coach to the hotel, the Master hosted the welcome Dinner at the Grosvenor and over chicken stuffed with haggis, described Scottish moments to come.

It seemed like cock-crow when on Saturday morning we were transported back in time to Mary King's Close on the Royal Mile. The houses of the poor were built on either side of the Mile but as the city grew, public edifices arose on top of them leaving whole streets in troglodytic gloom. Good to get back into the light then and follow the Master down the Mile to the Palace of Holyrood House, the Queen's official residence. A delightful accompanied garden tour was followed by welcome tea and cakes in the pavilion.

With the rest of the day at leisure, we had plenty of time to prepare for the highlight of the weekend – a black tie dinner on board the Royal Yacht Britannia! At least we thought we did, but a worried look on Edward's face and much rustling of contracts revealed a true Marketors' challenge!

The caterers on Britannia demanded exactly 30 persons to dine or everyone attending would be fined £60! Our party had one no-show, a total of 29!!

With typical Marketor aplomb, members gathered with mobile phones, calling all contacts within 30 miles. To no avail. Then the Master called the Clerk in London and asked him to come to the rescue. John Hammond rushed to Kings Cross, leaped onto the Edinburgh express and arrived in the nick of time to join our party on the bus to Britannia.

The excitement rose as we boarded the boat at top deck level, but we sadly missed the red carpet and piper waiting on the dock 60 feet below! A tour of Britannia followed, where the accommodation made us grateful to be guests and not ratings! All 30 of us in the party were delighted by the very high quality of staff service and the luxurious décor. Such comfort, culinary and wine delights were truly regal and the Master was most effusive, thanking the Britannia team, Edward Fulbrook for his impeccable organisation and The Clerk for his alacrity!

We left on Sunday morning, promise fulfilled.

Liveryman John When ■

Inspired by the Marketors

Of course, one of the biggest things to happen this year was the amazingly generous bursary by Court Assistant Emeritus Professor Martyn Davis, which allowed Court Assistant Lesley Wilson to attend the Harvard Advance Management Programme this Summer. Inspired by the description of the programme, a young Lt Cdr from HMS St Albans, Nelson McMillan RN applied to Harvard himself. Here is his letter thanking the Marketors for inspiring him to make the move.

Following a summer course of study and professional inspiration at Harvard Business School this July, I write to thank the Worshipful Company of Marketors for being the organisation responsible for galvanising me with the thought of applying to attend.

My journey to Harvard started with an invitation to the Marketors' Installation Banquet in January this year. I was invited to accompany Commander Jordan, the previous Commanding Officer of HMS St Albans, in my capacity as a former Royal Navy to Marketors affiliation officer. I arrived with Commander Jordan early to check we had the correct venue, only to be taken by surprise as we found ourselves kindly invited into Goldsmiths Hall to witness the formal installation of the new Master. It was here that an announcement was made stating that Court Assistant Emeritus Professor Martyn Davis would be sponsoring one Liveryman of the Company to attend the Advanced Management Programme at Harvard Business School (administered through the Marketors' Trust). At that moment Commander Jordan glanced at me to nod and smile as if to say that there was no reason why I could not one day pursue something similar. I carried that thought into the banquet dinner, where I sat opposite Court Assistant Jane Wharam. I mentioned how impressed I was with the bursary opportunity and she provided me with further motivation by saying there was no reason why I should not apply!

That night I left Goldsmiths' Hall reluctantly, having enjoyed a wonderful evening and with new vitality to explore the idea of attending a professional course at Harvard Business School. The more I

researched, the more determined I became to be the first serving member of the Maritime Battle Staff (and perhaps even the Royal Navy) to obtain sponsorship from the Service to attend an Executive Education course at Harvard Business School. Four months of business case proposals, essay writing, interviews, and reference requests later, I received news of funding approval from the Navy and acceptance from Harvard to commence a business strategy course titled 'Driving Corporate Performance' in July 2015. On day one of the course - some seven months after the Installation Banquet - I recall vividly arriving for my first lecture early just to soak up the atmosphere and realise how fortunate I was.

Having returned to the UK after successfully completing the course I can say that it was the most inspirational education course I have experienced in my life to date. At the age of 33 years old I was the youngest person, one of only two British nationals, and the only member of the military to attend. The Professors asked me on more than one occasion how, as a military officer on a senior corporate course, I had managed to gain a place at such a relatively junior level in my career? My reply was always quite simple, that it came down to the inspiration I felt after my experience at the Worshipful Company of Marketors dinner in January. That was my motivation and I lost count of the number of times I told that story and mentioned the Marketors!

The class of seventy was divided into ten 'Living Groups' of seven (my team is pictured below), and it was this diverse selection of 'C' and Director level executives that I came to know best. We would prepare for lectures together and share our ideas late into the night (or sometimes not long after dawn!), each of us bringing our own perspective and experience to the table and creating friendships to last a lifetime by the end of the course.

So what next? The whole experience, from January 2015 through to now, has given me new tools and refined my skills for application back in the Royal Navy. But the experience has also made me realise that I am hungry for more academic knowledge with a desire to explore my strengths and potential in other areas. In the first instance I have been motivated to commence an in-Service BA(Hons) Degree in Business, the future beyond that is exciting and the opportunities, I feel, are endless.

I finish as I started, by thanking all who I have had the pleasure to engage with at the Worshipful Company of Marketors. With the affable nature of your members and the efforts of people like Hugh West and John Freeman have made to keep in touch with me as a past affiliation officer, you collectively inspired me to attend Harvard Business School and begin the next chapter of my life.

Nelson McMillan, Lieutenant Commander Royal Navy, Chief of Staff Coordinator ■



Driving Corporate Performance Living Group at Harvard Business School, Nelson pictured second from right.



Bowden Charter Dinner

This year, the Master chose to hold the Marketors' annual dinner in honour of our Founder, Reggie Bowden, in the beautiful Mercers' Hall. We say 'chose' advisedly, as many would like to hold events there but few succeed; the Mercers, being number one in the roll of Livery Companies and owning vast chunks of Covent Garden as well as the Royal Exchange, have no financial need to let their Hall. However, Andrew Marsden has always aimed high...

Mercers' Hall

The Worshipful Company of Mercers received its first charter in 1393, during the reign of Richard II. For the first 100 years or so, the Company would meet in a nearby monastery on Cheapside, called the Hospital of St Thomas of Acon. Then in the early 1500s, the Mercers bought an adjacent plot of land from the monastery and, between 1517-1524, built its own hall



and chapel on the land

Following the dissolution of the Hospital of St Thomas of Acon by Henry VIII, the Company bought all the monastery buildings from the Crown - there was one condition: that there would always be a church on the site. So, to this day, the Mercers are the only Livery Company to have its own chapel, which those of who attended the Ceremonial Court were able to visit. It is a beautiful, tranquil space and added greatly to the atmosphere of the Court proceedings.

Unfortunately, the original hall was destroyed in the Great Fire of London in 1666 but a replacement opened as early as 1676. In the intervening years, the Company met in Gresham College, which had been spared by the fire.

In the late 1600s, Mercers' Hall was the location for three important first meetings: the first meeting of the Council of Trade in 1660; the first meeting of the Bank of England in 1694; and the first meeting of the East India Company in 1698.

The second Mercers' Hall was destroyed in World War II but was rebuilt, with the present hall opening in 1958. It may look unassuming from

the outside but is complete with 17th Century woodwork and Victorian stained glass, which had survived the Blitz.

Ceremonial Court

So, it was a prestigious venue in which to progress in the Company or be admitted as a Freeman and Professor Paul Baines and Rhian Pamphilon, pictured here being clothed in the Livery, were duly impressed.

New Liverymen

Professor Paul Baines



A senior academic, having been until recently Professor of Political Marketing and Director at Cranfield School of Management, Paul is a published author with the Oxford University Press and now runs Baines Associates, which is a specialist marketing strategy and research consultancy, focusing

on bringing academic insights and evidence-based practice to the practice of marketing.

In his spare time, Paul enjoys walking in the mountains, films, and foreign travel. He is married to Ning, also an academic, and lives in St Albans.

Rhian Pamphilon



An experienced sales-focused marketer in telecoms, media, technology and mobile, Rhian is responsible for Accenture's marketing to the TMT industries. She is a 'doer' as well as a strategist and believes that although the world is becoming totally digital, the principles of project management, pragmatism and people management will always be the differentiators that get results.

New Freeman

Nor was the stature of the occasion lost on our new Freeman, who will no doubt treasure the mementos of their admittance through the pictures taken by our photographer, Ben Fisher, who, we are delighted to say, will continue to work for us at our great events next year.

Photographic Evidence

Ben has added a new dimension to the reporting of our great events, as his shots bring the accounts of what took place to life in a way that other photographers rarely manage. We are so lucky to have him work for us – another Andrew Marsden contact – and we should remind you that you can download any shots from an event you attended from his gallery free of charge at benfisherphotography.com

Eric Allen

Eric joined the insurance industry 37 years ago with a background in the electronics component industry. Having joined Domestic & General as Marketing Manager, he developed many innovative policies for what was then a new computer related



market. A City career followed with Aegon, Lloyds of London and QBE, developing markets and products throughout Europe and America. Eric has for the last 17 years been CEO of a Commercial Insurance brokerage.

Quentin Crowe



Quentin has over 25 years marketing experience to director level in the insurance and education sectors. He is the founder and Managing Director of the Marketers' Forum and continues to enjoy cycling, running and the occasional triathlon.

Caroline Jarvis



Caroline is responsible for the marketing and business development of the Charities team at Investec Wealth & Investment. She joined in 2012 following time spent at Kleinwort Benson and formerly as a charity fundraiser for various organisations in the United States. She returned to England in 2007 to complete her MBA at Cass Business School. She is a keen runner and hiker, is on the verge of completing her third marathon and has recently returned from hiking the Inca Trail in Peru.

Tony Manwaring

Tony is passionate about marketing that is all about content with integrity



that creates enduring value. He has worked with major companies and brands and across all sectors, as CEO and Director of Marketing. He led the Tomorrow's City programme for Dame Fiona Woolf DBE when Lord Mayor and is a member of the City Values Forum. Tony is Executive Director, External Affairs, CIMA.

Ian Moore



Over the past 40 years, Ian has launched several design, POS and marketing companies. A pioneer in travel retail (Duty Free) marketing, he was one of the first design visualisers to work in the retail environment of London Airport Heathrow when there was only one terminal, the original Europa/Queens Building. He is recognised as a leading contributor to this ever-expanding industry. His current organisation is actively involved with brand building in the luxury goods sector. Having had many years association with charity fundraising events, his pastimes include travel, reading and the occasional sailing trip.

Lisa Telford

Lisa has over twenty years of international marketing, sales and management experience in technology, media and



entertainment. A fluent French and German speaker, she has lived and worked in the US and Europe working for companies including Alcatel Lucent, Warner Brothers and Canal Plus. In 2013, she embarked on a new career in executive search at Odgers Berndtson, where she advises and recruits senior executives in media and technology.

More ceremony

As is the custom at our Great Events, the Master, Wardens and their spouses greeted the Marketors and their guests, who had 'run the gauntlet' of the Pikemen and Musketeers of the Honourable Artillery Company, who lined the approach to the receiving line. I for one was delighted that they were friends and not foe that evening, as close up their weaponry looked formidable! However, they looked absolutely resplendent in their scarlet uniforms and added a fitting air of ceremony to the receiving line.

Having been greeted warmly, we then gathered in the ante-room to enjoy a glass of Lanson champagne before finding our appointed places in the Great Hall, where we greeted the ceremonial party with the customary slow handclap before sitting down to dine.

Fine Dining

And what a dinner! Starting with lobster mousse and followed by roast partridge, burnt orange tart and finally a savoury dish of Serrano ham and Manchego cheese on anchovy toast, each course had been expertly paired with the perfect wine and none more apt than the Dropmore Bacchus dry English white served with the starter. This was from the wine estate in the Chiltern hills of our own Past Master John Petersen, who was unfortunately unable to be with us but was represented by his son, Tom.



Aids to digestion

Having bonded over dinner, we bonded in song. We were invited to stand to sing the Sung Grace, which thanks the Lord for his mercies, which that evening had been manifold.

We were then invited to take part in the ceremony of the Loving Cup. Traditional with all Livery Companies, this dates back to Anglo-Saxon times and is aimed at showing friendship and protection to one's fellow diner.

When a guest receives the Loving Cup, he or she stands and bows to their neighbour, who is also standing and raises the lid with his or her right hand. Meanwhile, the drinker's back is protected by the neighbour on the other side, so that they cannot be stabbed while they are so engrossed – this happened to King Edward who was stabbed in the back on the orders of Elfrida when he held the Loving Cup in both hands and had no one at his back to protect him. There are never any more than three people standing at any one time and the Cup proceeds clockwise from the end of the sprig to the end nearest the top table and then back down the other side.

This is a wonderful way for guests and members to enjoy fellowship, as these photographs show!

Then we were offered the Rose Water Dish. This is another charming custom but this one only dates back to Tudor times. During this ritual, each diner dips the corner of their table napkin into the rose-scented water and pats it behind their ears, stimulating the nerves in this region, which in turn, is supposed to soothe the digestive

organs. It apparently also makes the diners more receptive to the speeches and toasts that follow.

A hearty welcome

Perhaps this was why the Master, announced by the Acting Beadle, Ted Prior, was greeted so rapturously as he stood to propose a toast to the Queen ... Andrew also took the opportunity of thanking our founder's daughter, Jean Bowden Rose, who had recently donated a magnificent rose bowl to the Company to add to our treasures.

Andrew was followed by the Junior Warden, Richard Christou, who proposed a toast to our Honorary Freeman, the Prince Philip, Duke of Edinburgh, the Prince of Wales, the Duchess of Cornwall and the other members of the Royal Family. Then it was the turn of Middle Warden, Sue Garland-Worthington OBE, who bade us raise our glasses to the Lord Mayor and the City of London Corporation.

Our guests

Finally, our Senior Warden, David Pearson, proposed a toast to our guests, which even by our standards





formed an impressive group. As David pointed out, we had a strong Civic representation and were fortunate to have not one but two Aldermen present, both elected in 2013, in the form of Peter Estlin and Vincent Keaveney.

Peter is Alderman for the Ward of Coleman Street and David unearthed a personal connection with him, in that David's ancestor Sir John Bell joined the Court of Aldermen representing the Ward of Coleman Street in 1894, was elected Sheriff in 1902, and Lord Mayor in 1907. He revived interest in the Lord Mayor's Show making it a spectacular pageant, which, of course, it still is to this day.

David went on to say that Peter has enjoyed a distinguished career in banking; he was previously a partner with what is now PwC, was CFO for Citigroup's institutional business and then moved to Barclays, where he is now a senior adviser, having been CFO for the retail division. He also has a number of non-executive appointments including HM Treasury Audit Committee and is very active in the Livery as Middle Warden of his mother livery, the International Bankers; a Court Assistant of the Chartered Accountants and the Educators; sponsoring Alderman to the newly formed Guild of Human Resources Professionals, to which some of our Past Masters have given

help; and he is also an Ironmonger. In addition, he has at least one thing in common with our Master, and with David, in that he is passionate about wine.

Alderman Vincent Keaveney was elected as Alderman for the Ward of Farringdon Within two years ago. He is both a barrister and a solicitor and is a partner at Baker & McKenzie. He advises financial institutions and corporate clients on finance, debt capital markets, securitisation and derivatives transactions in the UK, Europe and emerging markets. He was recently President of the City of London Law Society and was Master of the City of London Solicitors Company in the year to June this year and is a Court Assistant in the Woolmen's Company.

David also welcomed John Barradell, Town Clerk of the City of London Corporation, which means that he is effectively the Chief Executive and has authority over all other City Corporation officers, as is necessary for the efficient management and execution of the organisation's function. He is also principal advisor on matters of policy through the Policy and Resources Committee.

The Town Clerk's department is responsible for a number of areas of work, including servicing meetings of the Court of Common Council and Court of Aldermen,



L-R: Senior Warden, Alison Joyce, John Barradell, Chris Hayward, Alderman Peter Estlin, Richard Eyre CBE, Master Marketor, Anna Reeves, Alderman Vincent Keaveney, Keith Bottomley, Laura Miller, Middle Warden, Junior Warden



their committees, sub-committees and working parties. His other areas of work include taking responsibility for investigating complaints against the City Corporation from members of the public, acting as the Electoral Registration Officer and being responsible for the areas of public relations, economic development and human resources.

John joined from Brighton & Hove City Council and was formerly Deputy Chief Executive of Westminster City Council. He also previously spent 22 years in the private sector at firms such as Unisys and Hewlett Packard.

We were also favoured to welcome not one but two Common Councilmen. Chris Hayward, who has represented Broad St since 2013, is an international events specialist, having founded and led as CEO a global conferencing and forums business producing around 100 high quality events per year across the four corners of the globe. He is also an accomplished speaker and international trainer having also served as National President of the British Junior Chambers of Commerce.

Chris has also been MD of significant other private and public companies spanning construction and aviation and he now serves on both Hertfordshire County Council as Deputy Leader and Three Rivers District Council in the UK. He is a member of the Worshipful Company of Pattenmakers and of the Guild of Freemen.

Meanwhile, Keith Bottomley was recently elected as Common Councilman for the Ward of Bridge

and Bridge Without. He is a banking and communications professional with 18 years of City and business experience. His most recent role was as Director of Communications for the de-merger of Williams and Glyn from RBS up to last year. He is passionate about the City of London and wants to help the businesses and people who live and work in the square mile to have every opportunity to thrive and be as successful as possible. He served as Chairman of Broad Street Ward Club for the year 2014/15 and is a Liveryman of the Worshipful Company of Wheelwrights.

The last of our civic guests to be welcomed was Laura Miller, Deputy Clerk of the Chamberlain's Court at Guildhall. The major component of her role is assisting the Clerk in admitting people to the Freedom of The City of London in a ceremony dating back to the 13th Century. So all those Freemen in the Hall who have not yet got their Freedom were advised to talk to Laura!

Her post also entails working closely with the Livery Companies, archival and research work and fielding enquiries from the general public. She is a member of the Oxford and Cambridge Club, the Westminster Strategic Studies Group and the Dracula Society, which David felt could contemplate merging... She is another wine lover, so was definitely in the right place!

James Kelleher and Hayley Goff of Whiteoaks PR were also welcomed and David thanked them on behalf of the Company for the outstanding work they have done in raising the profile of the Marketors in the City and beyond. Their work has resulted in considerable



coverage of the Company's activities in the trade press and on social media and some of this has also resulted in driving traffic to our improved website contributing to a 60 per cent increase in website traffic.

Finally, David turned to our guest speaker, Richard Eyre CBE. Richard's career began in advertising where he spent 16 years becoming the first Media Director of Bartle, Bogle and Hegarty. Richard's team came through with some incredibly innovative media strategies including the broadcast sponsorship of the Rugby World Cup when it was first run in this country in 1991. Those were happier times as England got to the Final that year. But the same year Richard became Chief Executive of London's Capital Radio, helping to found the Radio Advertising Bureau.

He went on to become Chief Executive of ITV where he managed to annoy Margaret Thatcher, John Major and Tony Blair by moving the News at Ten. He also took the unpopular but wise decision to drop Baywatch.

In 2000 he took the post of Chief Executive of Pearson Television. That business was merged with Bertelsmann's TV and Radio assets to found RTL, the largest broadcasting company in Europe where he became Director of Content and



L-R: Tony Manwaring, Ian Moore, Caroline Jarvis, Master Marketor, Lisa Telford, Eric Allen, Quentin Crowe



Strategy. He now enjoys a number of board and advisory roles for a range of organisations primarily in the media and tech sectors. These include being Chairman of the Internet Advertising Bureau and of the Eden Project.

In 2013 he was awarded The Mackintosh Medal, the highest award of Britain's communications industry for 'outstanding personal and public service to advertising.'

Richard loves music and having founded and sold a radio station in Cornwall, he has founded an internet radio station from his shed. He also loves snow. He walked to the North Pole in 2004, and in 2013 skied 250 kilometres to the South Pole as mentor for the British 'Walking with the Wounded' team in the company of Prince Harry. He is a Trustee of 'Walking with the Wounded'. On their website under injuries he says none, but that's not strictly true because in 2013 he gave one of his kidneys to his wife.

Richard was awarded a CBE for services to media and advertising in the Queen's 2014 New Year's Honours List. Having listened to the list of his achievements, it is clear that he is quite a remarkable man and we felt honoured to have him as our guest speaker

Our guest speaker

Having stood to much applause after such a fulsome welcome, Richard took us back to the earlier days of advertising when brands had to 'shout' to get their message across. He used the example of Shake'n Vac, which was about as obtrusive as advertising got.

However, he said that he is more of a fan of the modern era, where selling is a dialogue rather than a monologue. Using social media and modern technology, advertisers can capture key information about their customers, so brand owners no longer have to shout.



Richard pointed out that more is expected from brands than ever before. Brands will only be recommended by their consumers if they are seen as having a responsible and transparent approach to business and their advertising actively engages with their consumers and the values they share.

Richard finished his speech by congratulating the Marketors on their achievements over the past 40 years and toasted the Company.

Thank you to the Company

In response to Richard's toast, Andrew thanked him on behalf of the Company and presented him with a plaque bearing the Marketors' crest. He also took the opportunity of thanking everyone else who had made the evening such a success. His first vote of thanks went to the Master Mercer for allowing us to hold our dinner in his beautiful Hall and to Faye and the team there who had made the evening run so seamlessly.

He then thanked the Pikemen and Musketeers, who by this time had retired back to the Honourable Artillery Company and also the musicians who had entertained us so delightfully at dinner. These were pianist Timothy End and harpist Anneke Hodnett. He also thanked our Learned Clerk, John Hammond and Assistant Clerk, Doreen Blythe for their sterling efforts as always. Bidding the Marketors present to rise and toast our guests, Andrew then invited us all to join him in a stirrup cup back in the anteroom, where most enjoyed a delightful nightcap before setting off for home.

Court Assistant Jane Wharam ■



The Senior Warden welcomes our guests

City Lecture

Thanks to Liveryman Keith Weed the Annual City Lecture was held in the auspicious surroundings of the beautiful art deco Unilever House which stands majestically on the north side of Blackfriars Bridge. However on entering the Grade II listed building one realises there is nothing early 20th century about the core. From the atrium reception to the up to the minute Watergate auditorium where the lecture was being held this was a 21st century interior.

As Keith was unable to be with us in person he introduced the lecture via a video recording giving us a brief overview of Unilever and informed us that they had first ventured into the Chinese markets in 1923. Handing over to the Master for his introduction to the evening ahead. He had hoped that the Chinese Ambassador would be able to join us however he was busy preparing for the State Visit of the Chinese President in three weeks' time. However the Master needn't have worried too much, as he was to attend the banquet at the Guildhall in the President's honour on 21st October.

The Master then set the scene with some fascinating statistics about China and its recent evolution following the revolution. He said that the population, currently 1.3 billion, had doubled in his lifetime and that the Chinese were a nation of learners with 460,000 Masters and 53,000 Doctoral graduates per annum. The Chinese President has been quoted as saying 'When our thousands of Chinese students abroad return home, you will see how China will transform itself'. Sounds like there could be a lot of exciting opportunities ahead. Ignore the Chinese market at your peril! It's big and it's powerful.

The Master then introduced Brendan and his Chinese name (apparently all Westerners are given one if they spend any length of time in China) Tang Bo Wen which means 'big love of learning' letting us into a little secret that his own was 'big love of wine'!

Brendan delighted us at the beginning of his lecture by telling us it was not going to be about stats and figures but how marketing is capturing the hearts and minds of the Chinese people. A nation not known in the recent past for being particularly emotional and relying on the main in obeying and believing what they are told by the state. Brendan was to deliver 10 golden nuggets and lead us through the maze of marketing in China today.

#1 The United States of China

China is a hugely diverse country with different cultures, food, languages, religions (or beliefs), histories, traditions and environments. In reality therefore it is countries within a country. It is imperative to know what you are selling and who



you are selling it to because of the diversity in China. There is a north/south divide, an east/west divide and there are Muslim separatists in the north west of the country.

Officially China is divided into five tiers:

Tier 1 cities are Beijing, Shanghai and Guangzhou. Cities like these are ultra-modern megacities that dwarf and rival the likes of New York or Tokyo.

Tier 2 contains 17 markets, including developed provincial capitals with at least 5 million people and up to about 30 million.

Tier 3 has about 40 less developed provincial capitals as well as county capitals with more than 1 million people.

Tier 4 has dozens of cities and towns, with populations between 500,000 and 2 million.

Tier 5 includes thousands of smaller towns. Research shows that consumers in lower tier cities think, behave and ultimately shop very differently to their counterparts in Shanghai or Beijing.

Chinese consumer attitudes can be clustered into three regions: north west/ Shanghai, Guangzhou, Shenzhen/Rest of China. The biggest difference being between the poorer north and the richer south.

#2 The Media Landscape: New Challenges, Old Solutions

We've all heard of the Great Wall of China, but did you know about the Great Firewall of China? Because of the desire to keep information within a Chinese whisper of government ears it has its own versions of our everyday social media

such as Google (Baidu), Twitter (Weibo), Facebook (Renren) and YouTube (YouKu). There are ways around this of course with VPNs (Virtual Private Networks). However as Brendan informed us he has to change his every few months so this is still not a long-term foolproof method of circumnavigating the Great Firewall.

Before the Internet era, all media were state owned. So when the first digital platforms started to take off they were embraced not only for their novelty but as the first media 'by the people, for the people' and therefore worthy of their trust. Inside the firewall a rich eco system has flourished where hot social media platforms change quickly and where (horror of horrors) data is not audited.

#3 A Unique Middle Class Dynamic

A confection of demography and social engineering has left China with a middle class dynamic unlike any other. The one child policy is ending. Or is it? The middle classes have started to become indignant about the population growth, the economy and the society organised around it. The one child policy is the way to give your child the best chance of succeeding regardless of legislation. This middle class have been beneficiaries of the biggest property boom in history, compounded by a massive appreciation of the RMB over the last 15 years. Add to this an extreme saving ethic in the previous generations and an allergy to credit cards and you have a generation of 'Little Emperors' who 'have it all' courtesy of their parents and grandparents. Brendan told us of one of his 20 year old employees who has his own flat and car in Shanghai. How many 20 year olds do you know who can afford that in the UK?

Not only are these little emperors funded by four grandparents, they are largely raised by them too as both parents work long hours. So although this new generation are adopting new values they are also being imprinted with traditional values from their grandparents. But they have no siblings or cousins. So how much fun do they have or are they allowed to have? As Western children our first friends were our siblings and cousins. We played with them, had fun with them, spent holidays with them. They would rub off our rough edges, keep us grounded and we valued their opinions, something that Chinese children don't have. Because of this void in their lives the Key Opinion Leader or KOL is a major force in Chinese media. With Jackie Chan being top of the list.

#4 We Versus I

In China it is all about the team - the 'We'. In the USA for example it is all about me - the 'I'. A massive cultural difference. In China you are always part of a team. This

How China Discovered Marketing

explains the extraordinary power of social media, referral and the KOL phenomena. Put these three together and that explains why 61% of digital audiences make a purchase decision because of a social media campaign. They use e-commerce, discuss purchasing decisions with their peers and are influenced by the KOLs. Teamwork!

#5 From Exigencies to Luxuries

Their parents grew up in the 1960's, shortly after the 'Great Leap Forward', during an era of extreme hardship. Today's Little Emperors can have everything they desire, including luxury goods that their parents and grandparents didn't even know existed.

Having dragged China out of poverty and malnutrition, they then graduated to planning rapid industrialisation and urbanisation along with building the infrastructure to support it. Chinese today (especially as they start to experience the outside world) are conscious they may have got the balance wrong.

Xi Jinping's declaration of the 'Chinese dream' is a watershed and has four pillars:

Strong China (economically, politically, diplomatically, scientifically, militarily).

Civilised China (equity and fairness, rich culture, high morals). **Harmonious China** (amity among social classes).

Beautiful China (healthy environment, low pollution)

Xi's Chinese Dream is described as achieving the 'Two 100s': the material goal of China becoming a 'moderately well-off society' by 2021, the 100th anniversary of the Chinese Communist Party, and the modernisation goal of China becoming a fully developed nation by about 2049, the 100th anniversary of the founding of the People's Republic.

In May 2013, Xi Jinping called upon young people 'to dare to dream, work assiduously to fulfil the dreams and contribute to the revitalisation of the nation'. He called upon all levels of the Party and the government to facilitate favourable conditions for their career development. Xi told young people to 'cherish the glorious youth, strive with pioneer spirit and contribute their wisdom and energy to the realisation of the Chinese dream'. Remember – the Chinese have a different perspective on this journey. They see the last 60/70 years of poverty and malnutrition as a blip and not the norm.

At this point Brendan ran an emotive piece of film showing some research his agency had carried out on today's Red Mums and how they felt about their own upbringing and how they are going to bring up their own children. Without fail they all said the same. They wouldn't bring their child up the way their (Tiger)

mums had brought them up. The most important thing for them was for their child to be happy, not successful (which had been their parents' wishes and plans for them). They all agreed it was a struggle!

#6 Changing Relationship with Brands

China provided some of the world's first branded goods. The West rushed to get their hands on Chinese silk and porcelain and then started producing their own Chinese patterned porcelain, rather than importing the real thing from China. So China thought this was OK for them to do too. China is known as the home of fake brands however they are starting to have a new found respect for the value of intellectual property, particularly as they are building their own brands internally.

#7 The Rise and Rise of E-Commerce

Think of the coming of e-commerce to China like the advent of Sears in America. When Sears launched their mail order service in the USA it was a complete success. No longer did consumers have to yearn to visit New York and the Sears store, they could order at their leisure and have their Sears goodies delivered straight to their own homes. Today the Chinese are embracing e-commerce with a passion. E-commerce sales in 2010 were RMB460 million. In 2013 this had risen to RMB1.5 trillion. One of the winning brands is Ali Baba and it is expected that their payment system, Alipay.com, will become the biggest retail bank in China.

#8 Entirely Different Cultural Ground Water

China is almost a complete antithesis of the Western World. It has 5,000 years of continuous culture. There are no links in the spoken or written language to the West. They have a writing system so complex it shapes the education system and has a bias to rote learning. There is a huge emphasis on education and examination. There is little religious overlap simply because Chinese religions are largely not religions but beliefs in the sense that they have an absence of a Godhead and they have no shared myths or legends with the West.

#9 A Crisis of Trust

So even though China sounds as if it is riding on the crest of a wave it still has its own crises to deal with including product/economic/resource/climate/leadership. Although in China it seems that 'to err is human, to forgive divine'. If a brand messes up in China the best thing it can do is put its hands up, deal with it quickly making any findings public and in no time at all the negative sentiment appears to subside and the crisis is over. Move on!

#10 The Chinese Consumer on the March

The Chinese are on the move. 100 million Chinese travelled overseas in 2014 (and the trend is growing rapidly). They also

love to shop while on holiday. If you own a global brand they are probably your biggest customers. 94 million Chinese have VPNs which means they can shop outside of China and are fast becoming big customers of foreign e-commerce sites. Chinese consumers currently spend US\$229 billion a year outside China and this figure is forecast to double by 2020. They are now the world's leading spenders, overtaking the Germans in 2012.

In summary: top line tips for successful marketing in China

- China is not China, choose the right start point and roll out plan for your brand.
- The media landscape and customer journeys are totally different, embrace the difference.
- These people have a profoundly different life journey to the Western World and the nudges you need to engineer vary.
- You are never selling to one person and need to work to build referrals and positive word of mouth harder than anywhere else.
- Chinese consumers are sophisticated brand choosers. Don't be told otherwise.
- E-commerce cannot be ignored, it's the best and fastest route to national distribution.
- Listen to your people on the ground who are steeped in the local culture and cut them more slack than other markets.
- China is becoming a first world country with the price tag to match.
- Build your brand as a pillar of integrity in a shifting landscape of distrust and be frank with consumers when things go wrong.
- Even if you are not marketing in China, the Chinese consumer will find you, be prepared to grasp the opportunity.

There followed a pithy Q&A session before we retired for drinks, delicious canapés and of course fellowship with our fellow Marketors and very welcome guests which included Jennie Ashmore President of the CIM, Chris Booth, Desmond Connolly and Harry Spicer from St Dunstan's as well as 19 Masters from other Livery Companies. It was a wonderful evening and I'd like to thank Brendan for a remarkable insight into the Chinese and their marketing culture delivered in such a captivating way.

** Since this event held on 30th September the Chinese have announced the end to their one-child policy and allow couples to have two.*

Liveryman Annie Brooks ■

Our Affiliation with HMS St Albans



HMS St Albans – farewell from Round Tower (Author's Own)

It was back in May 2011 that Marketors first went on board HMS St Albans, confirming our affiliation with the Ship. In the period since then she has completed a six month deployment on Operation Kipion in the Gulf and the Horn of Africa, spent 12 months in dry dock completing major and minor refits and subsequently operated in home waters visiting Iceland, Norway, Germany, Gibraltar and a couple of visits to The Netherlands and finally completing her intensive pre-deployment training out of Plymouth. During this time she has been commanded by four captains: Commanders Tom Sharpe OBE RN; Andrew Block RN; Catherine Jordan RN and Richard Hutchins RN.

On 30 November 2015 she sailed out of Portsmouth for the troubled waters of the Middle East and the Gulf for a nine-month deployment to the continuing Operation Kipion. HMS St Albans' task is to police the seas and promote UK interests in the region by acting as a deterrent to illegal activity, safeguarding allied and merchant shipping and helping to ensure that global trade can proceed without a hitch and is part of a 30 nation maritime force.



HMS St Albans alongside West India Dock (Author's Own)

With all this activity, it is a surprising that HMS St Albans has the time to support and contribute to our affiliation. However, 117 Marketors, plus family and friends, have been on board as the Ship's guests and have sailed with the ship on five separate occasions, visiting Stavanger, Lisbon, Rotterdam, Amsterdam and Plymouth, as well as a couple of transits from London to Portsmouth.

Such was the intensity of their final period of pre-deployment at-sea training that for the first half of 2015 we only had virtual contact with the Ship. This changed dramatically in July 2015 when she inched

her way through West India Dock's lock gates to moor under the towering Canary Wharf buildings.

The Master Marketor, Andrew Marsden, was invited by the Captain, Commander Richard Hutchings RN, to a civic lunch.



1 Assault Group Royal Marines defending the Ship against her own Sea Boat (Author's Own)

Those also lunching were the Master Haberdasher, the Deputy Remembrancer, a representative of the Canadian Navy, City of St Albans and PR personnel from the Royal Navy and MOD. In the evening, six Marketors were invited to a reception and capability demonstration. They were the Marketors' Clerk, John Hammond, Court Assistant John Hooper- Chairman of the Marketors Trust, Liveryman Dr Keith Williams of the Heritage Committee, Past Master John Fisher and Liveryman Frank Auton, all of whom had not been on HMS St Albans before.



HMS St Albans leaving West India Dock with Marketors on board (Author's Own)

Towards the end of the evening, the 1 Assault Group Royal Marines brought three of their Offshore Raiding Craft (ORC) and decisively defeated the 'enemy', HMS St Albans' own sea boat. The Offshore Raiding Craft are fast and versatile craft that can carry twelve Royal Marines Commandos and have a forward and rear gun mount for a General Purpose Machine Gun (GPMG). The ORC



Cdr Richard Hutchings RN and Middle Warden Susan Garland Worthington OBE in Portsmouth (Author's Own)



Grandstand seats for Marketors observing the America's Cup (Author's Own)

can be transported and launched by trailer, under-slung from a helicopter and has tie-down points for securing it to the deck of a ship or hold of an aircraft. The evening ended with the traditional sunset ceremony. Travel home was not helped by an underground strike.

At the end of their trip to London, I saw off Middle Warden, Sue Garland Worthington OBE, Court Assistant Andrew Cross, Court Assistant David Williams, Vice Chairman (Navy) Liveryman Andrew Robinson as they proceeded out of West India Dock, past the Dome, through the Thames Barrier, under the QE2 bridge, into the Thames Estuary and out into the foggy English Channel.

After two days of capability demonstrations and a night on board, the ship docked at Fountains Lake Jetty in Portsmouth Harbour and the Marketors disembarked.

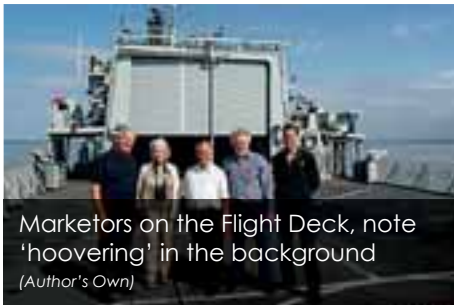
A few days after the transit from West India Dock, the Marketors returned to the ship at the invitation of the Captain, together with representatives of the other affiliates, to observe, at close hand, the America's Cup outside Southsea.

Those attending were the Master, Chairman of the PR & Communications Committee Court Assistant Andrew Cross, Liveryman Ian Barclay, Liveryman Andrew Dugdale (*all the way from Spain*) and Liveryman Timothy Royle (*all three new to the ship*).

On board they assembled on the flight deck and met our fellow affiliates. From the flight deck we were just yards from the America's Cup boats as they were being prepared and lowered into the water. After a safety briefing, we assembled in the hanger for our trip out



America's Cup boats leaving their base in Portsmouth Harbour (Author's Own)



Marketors on the Flight Deck, note 'hoovering' in the background
(Author's Own)

to the Solent with the America's Cup boats off our stern. After anchoring in the Solent, the guests then enjoyed lunch in the Wardroom, and then watched the America's Cup contenders at close quarters and observed the return of the Ship's Merlin helicopter 'Sinner' before returning to Portsmouth.

The Master presented the Captain with a high quality colour printer and he was, in return, presented with a framed print of the day. Later, in September 2015, the Master, Vice Chairman (Navy) AFCC, Liverymen Andrew Robinson and I travelled to Portsmouth, where we were met by our liaison officer, Lt Cdr Peter Ellison, who is now the Ship's Operations



Captain and Marketors in Portsmouth (LA(Phot) Guy Pool)

Officer. The Marketors joined the crew with their 'Macmillan cake morning' and then the Master presented the Marketors' Cup to AB (SEA) Charlotte Dodds together with a cheque for £50.00. The Marketors were invited to tour the type 45 destroyer, HMS Diamond, in order to see the differences in a ship designed 30 years after St Albans.

Last month, members of the Ship's Company, including Cdr Richard Hutchings RN, Lt Tamayo RN, Leading Seaman Kaylie Yates and their families, 14 in all, gathered as the Armed Forces and Cadets Committee's Marketors Guests to join them to watch the Lord Mayors Show. Recently I bade farewell to the full Ship's Company assembled on the flight deck and was shown, for the first time as she was fully operational, the ship's magazine with its range of devastating ammunition, which they sincerely hope not to use, and also her new Boeing ScanEagle pilotless drone, the first installed on an operational Type 23 frigate, which provides HMS St Albans with extra "safe; eyes in the

sky" sending back live HD imagery to the operations room and the bridge. Launched by a catapult on a portable 14ft ramp, ScanEagle can remain airborne for 12 hours operating, with a fully qualified pilot, at ranges of up to 40 miles from HMS St Albans.

Over a dozen Marketors have sailed on HMS St Albans but what is it like? In two words, stimulating and impressive! It's a 24-hour operation and, with the exception of the bridge, there are no windows or portholes to know if its day or night and in adverse weather access to the open deck is obviously denied. However, everybody on board knows exactly what their duties are in a highly professional manner. At 0300 hours the ship is in the capable hands of a young Officer of the Watch, a lieutenant, supported by a coxswain and a junior officer with maybe a Marketor watching and learning at the back of the deep dull red illuminated bridge. Why on the bridge at 0300? Well, sleeping accommodation for Marketors is in the bowels of a rolling single-skinned ship with constant heaving waves bashing on the hull, background electrical, pneumatic and mechanical noise and constant movement of personnel starting or leaving their watch. To visit the 'heads' necessitates negotiating a vertical ladder and then through a small 29" hole as the hatches are fully locked-down at night – this is after all an operational frigate!

However, during the day the whole ship is 'on limits' where there is nowhere on board a Marketor cannot visit or be briefed by the specialist manning that station – this includes physical activities such as firing live multi-barrelled automatic weapons and stripping and cleaning them afterwards, flying in 'Sinner', the ship's impressive Merlin MkII helicopter, being involved in the 'man overboard' exercise, assisting in a fire drill in the galley as a 'casualty', observing the impressive 4.5" main gun firing or watching amazing seamanship in difficult sea conditions.

On a typical day, everybody not already on duty is awakened at 0600 followed by communal showers before meals are taken with the ship's company at



Vice Chairman (Navy) Andrew Robinson flags in the sea-boat
(Author's Own)



The Only Photograph of me!

0700, 1200 and 1800. In the evening the Marketors retire to the Officer's Wardroom, the Junior Ratings or the Petty Officers Mess and St Albans version of 'ukkers' is the traditional game played, at which the 'Bish' (the padre) is, with divine inspiration, unbeatable!

The most memorable experience is being in the lower Operations Room with a simulated war game in progress watching the pressures on the 24 members of crew present, from the Captain down, in a tiny, dark, below-waterline room, tracking multiple air, surface and undersea threats and targets with amazing calmness, co-ordination and utter professionalism. The word 'Shoot' enables a petty officer to press a foot pedal to fire the main gun at the rate of 12 rounds per minute, which create a thundering resonance through the ship.

It's not all one way! we have helped Petty Officers leaving the Royal Navy with their business and career plans, invited members of the Ship's company to the Marketors' Great Events and other events as well as donating items, such as printers, microwaves, engraved glasses, a custom ukkers board ('the best in the Navy'), books, magazines and DVDs to support her crew, and make their life, particularly, on the lower decks, more tolerable and to assist the Ship publicise itself professionally and the Royal Navy in general.

For more information - 'A Guide to HMS St Albans' with 260 pages and 315 photographs is available on the Marketors Webs site – About Us – Armed Forces

Court Assistant Hugh West
Chairman Armed Forces and Cadets Committee ■



Master presenting the Marketors Trophy to AB (SEA) Charlotte Dodds
(Author's Own)



The Lord Mayor's Show 2015

This has been a year of anniversaries and celebrations, however the 800th anniversary of the Lord Mayor's Show started on a very sombre note, with the new Lord Mayor, Lord Mountevans of Chelsea, leading a two minute silence at 11am following the atrocities that had taken place in Paris the night before. At that moment we all felt solidarity with our 'sister' city. It could so easily have been London rather than Paris that had been attacked by terrorists in such a despicable manner, ruining the lives of so many of its citizens who were out enjoying themselves on a warm autumn evening at the start of 'le weekend'.

However, the show must go on. And go on it did. It was spectacular – as usual - despite the wet weather!



This year being the 800th anniversary meant that there were no less than 155 floats and 7,000 personnel. Is this a record? With the Lord Mayor's theme of 'Innovate here – succeed anywhere' ringing in his ears, Sir Peter Blake created the magnificent artwork for this year's show. Those of us of a certain age will remember his legendary album cover designs, the most famous of which was for The Beatles and their Sgt Pepper's Lonely Hearts Club Band.

The venue for lunch had to change this year, as the Wine Tun was now a building site! Therefore, with Liveryman Carole Seawert having done her research straight after last year's show, over 100 of us found ourselves enjoying the hospitality of Strada just across the road from St Paul's Cathedral. With its large windows all around the front and side of the restaurant we had an uninterrupted view of the procession. For those of us like me, who really don't like the rain

and cold this was an absolute boon. Some brave souls ventured out and came back damp and cold. Brrrr! (*Brrrr indeed, Ed!*)

Those of us inside the venue did of course all attempt to cram onto the doorstep to cheer float #41 – the Worshipful Company of Marketors – as it passed, accompanied by St Dunstan's College Combined Cadet Force's Corps of Drums.

The St Dunstan's College Combined Cadet Force's Corps of Drums was founded in 2009 and consists of boys and girls from both their Royal Navy Section and Army Section from the age of 13 right up to 6th formers. The marching Corps of Drums consists of





drums, bugles and flutes and 16 of them took part in the Lord Mayor's Show. They also act as Carpet Guard at the Marketors' Banquet to the Lord Mayor in July.

We didn't have to wait too long for our affiliates, 151 Regiment at #54, who, as well as being in the show, were of course responsible for all the logistics on the day. They were marvellous and it went like clockwork.

There was also a cheery wave for Alderman Sir Paul Judge, Past Master of the Marketors as he passed by in his carriage at #132 in the parade.

Santa made an early appearance this year complete with real reindeer on the Red Cross float and Batman was fighting the good fight in his Batmobile. The Worshipful Company of Paviers and their famous pig were not to be missed! I was told that the reason they have a pig as part of their float every year is because back in the day part of their remit was to round up any stray pigs that were wandering around the city. Or is that a porky...?

Another of my favourites that you literally couldn't miss was the Worshipful Company of Butchers and their huge rib of beef! I've been missing their Liverymen carvery lunches while their hall is closed for the Crossrail



and building works that are going on around the Smithfield area. However, I've recently discovered that the tradition is carrying on at Ironmongers' Hall every Monday. It's time for a visit! Apart from the Lord Mayor's gilt carriage the most stylish, in my opinion, was the one for the Lady Mayoress, Juliet, who looked warm and snug inside whilst still being able to enjoy being a part of the parade.

Lunch was a most enjoyable affair. The food was absolutely delicious and beautifully prepared. Top marks go to Strada. It's one of my favourites of the High Street chains and certainly everyone's favourite on the table I was hosting.

For the first time, the Marketors invited members of their affiliate HMS St Albans to join us at this year's Lord Mayor's Show. The ship's Captain, Commander Richard Hutchings RN, brought his wife, Sophie, and their two boys and Lt Tamayo and Leading Seaman Kaylie Yates between them brought eight members of their families. It was delightful that they had time to attend as they are on a short final pre-deployment leave at the end of which they will set sail for nine months.

During lunch we discovered that the magnificent firework display that

was due to take place at 17:15 by Blackfriars Bridge had been cancelled. We were told this was as a mark of respect for Paris and its citizens. As there were no fireworks some of us consoled ourselves with more hospitality and fellowship at Strada.



I'd like to echo Court Assistant Jane Wharam who give a big thank you to Liveryman Carole Seawert for once again arranging a wonderful day for Marketors and their guests. It was everything an event should be. Well organised and great fun.

Liveryman Annie Brooks ■





Secret St Paul's

Of course, we've all been to St Paul's Cathedral - although not in the numbers we used to, as Middle Warden Sue Garland-Worthington has explained so clearly elsewhere - but not many of us have been up in the loft (really) or in the library or seen 'the great model' which is a scale model of how Wren wanted the Cathedral to look, quite unlike how it ended up.

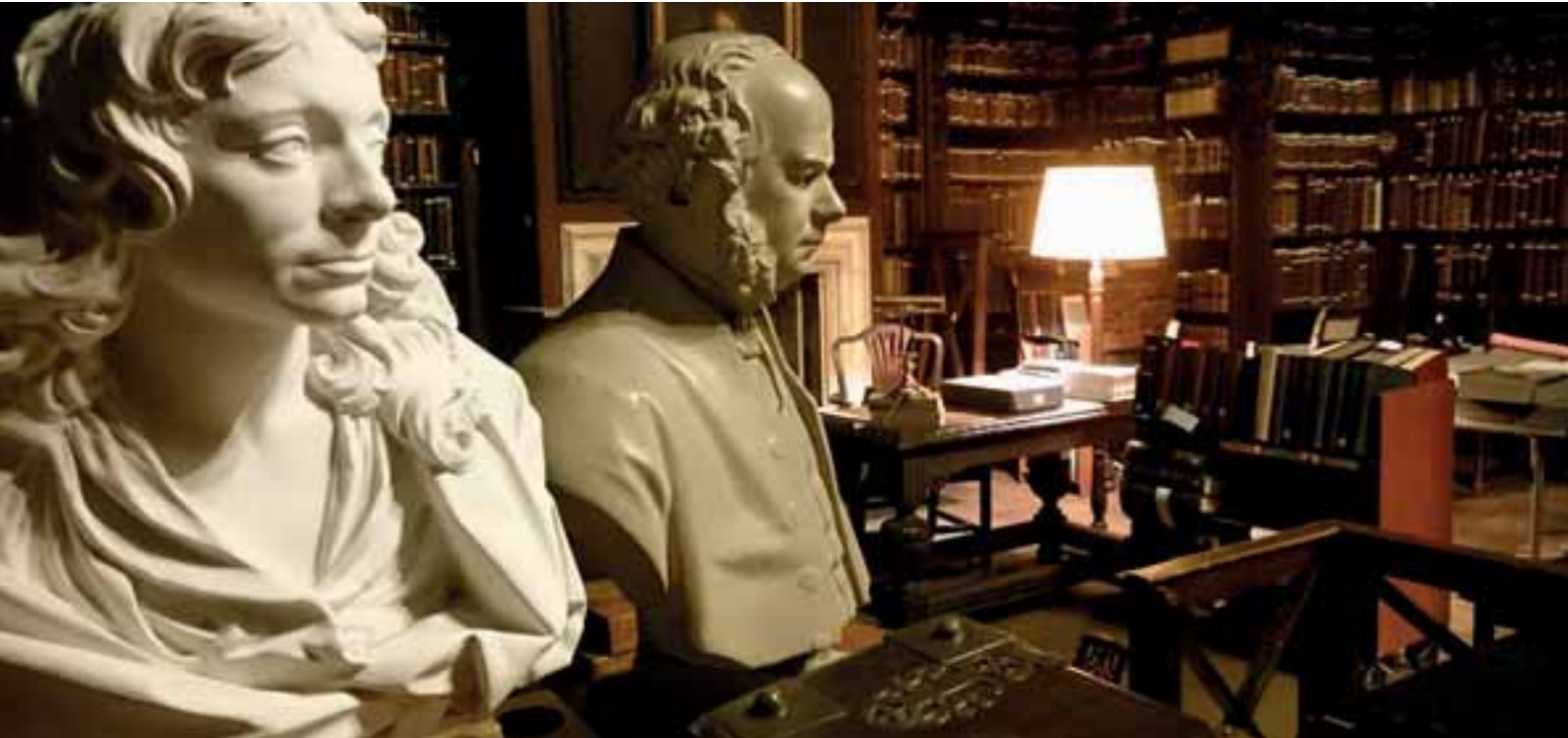
However, over 40 lucky Marketors and their guests got the chance to have

a private tour on 1 December after the Cathedral had been closed to the public and were fortunate to catch the last rehearsal for the performance of *The Messiah* that the St Paul's choir was putting on the next evening.

The visit began with a private prayer service just below the High Altar and then we split into two groups and followed our guides up to the gallery area, below the Whispering Gallery but high enough up to give us a bird's

eye view of the nave. Here, in what they actually call the loft, we found some incredible artefacts and saw the building as the people who built it would have seen it.

Most of the pictures speak for themselves - the library, like a set from a Harry Potter film; the geometric staircase, where scenes from *The Prisoner of Azkaban* were actually filmed, and the room where the magnificent scale model of Wren's



original design is housed. But what about the life-size Christ on the cross lying under a few dust sheets; the superglued (yes, really, again) 'lid' (about the size of a Smart car) of the font; the entire wall of bits of stone carvings or – my favourite – the repository for leftover pulpits?

Being near the top of the building gave us this magnificent view of the nave and then, when we returned there, we were able to listen to the

choir practising and had a fabulous view of the dome. All in all, a wonderful way to spend an evening.

If you ever get the chance to do this tour, just do it. Also, please pass on to all friends, relatives and passing tourists what great value tickets to see the 'normal' part of the cathedral are. You may not be on the Outreach team but you can do your bit to help our projects.

As ever, the evening concluded with

great fellowship, at local restaurant Strada, fast becoming a favourite haunt of the Marketors. It was a wonderful way to start December and a fitting near-conclusion to Andrew Marsden's year. If he's thinking of something else to do when he becomes a Past Master on 21 January, he could do worse than give Ben Fisher a run for his money, as he took most of these photographs!

Court Assistant Jane Wharam ■

Becoming a Court Assistant

The Court of the Worshipful Company of Marketors is the highest decision-making body of the Company and at any one time contains the pool of talent from which future Masters are drawn. This article seeks to explain more about what is involved in being a Court Assistant.

When you joined the Company the formal process involved attending a Ceremonial Court - and if you are reading this as a Liveryman you attended another such gathering when you progressed from being a Freeman.

As you will have found out by your own experience a Ceremonial Court hardly equates with the Old Bailey or any other court of law as you are neither being tried, giving evidence nor determining someone else's fate. Essentially the Court is the livery company equivalent of a Board of Directors. The Court has the decision-making responsibility for all aspects of the Marketors, as is the case in other livery companies. The governance of the Company is therefore administered by means of 4 "Business" Courts spread throughout the year and quite separate from the Ceremonial Courts, with each meeting typically lasting 2-3 hours.

The Court is made up of those who have been through the Chair (i.e. Past

Masters) and those below the Chair (i.e. Wardens and Court Assistants), and is chaired by the current Master ably supported by the Clerk who offers counsel and records what is said.

So quite simply if one wants to influence what the Company does and how it is run you need to be on the Court. In addition, of course, anyone who has aspirations to become a Warden, and thence progress to being Master, must first of all become a Court Assistant.

Although not many people on joining the Company start thinking about getting on to the Court it is crucial, as with most other organisations, that there is a healthy turnover so that fresh ideas continue to be introduced. Therefore anyone who has demonstrated a commitment to the Company through involvement in its activities is well placed to go that one step further and become a Court Assistant. There is a minimum requirement of 10 Court Assistants but there can be no more than 16 at any one time. And the involvement that is expected of prospective Court Assistants, aside from being a Liveryman and contributing to the Marketors' Trust and Outreach, includes attendance at events, introducing new members, carrying out projects and serving on

committees. Indeed, some people coming on to Court may already be chairing a committee - and if not will probably find themselves doing so within a short period of time!

In the process of joining the Marketors you will have demonstrated your high standing in the wider marketing communities. The progression to becoming a Court Assistant is aided not only by supporting the Company's activities but also by showing your support for the City of London and the livery movement. Personal skills of leadership, management, integrity and the ability to work in a collegiate style are also important considerations as they are with any other Board of Directors.

For an assessment of what's it really like to be a Court Assistant we asked one of the most recent to be voted on, Lesley Wilson, Head of BT Marketing Profession, for her observations, and this is what she said:

"The first big surprise for me was how different the Court can feel depending on who's chairing. Successive Masters have different styles and ways of working, and bring different life experiences to their own particular brand of chairmanship.



Back row L-R: PM Peter Goudge (2009), PM John Fisher (2008), Pm Roger Hood (1998), PM John Petersen (1999), IPM Michael Harrison (2014), Court Assistant Emeritus Alan Wellan, CA David Williams, CA Phil Andrew, CA Jane Wharam, CA Lesley Wilson, CA Chris Robinson, CA Michael Bedingfield. Front row L-R: PM David Collischon (2003), PM Steve Kennett (2001), PM Venetia Howes (2010), PM Tom Corrigan (1995), Senior Warden David Pearson, Master Marketor, Andrew Marsden, Middle Warden Sue Garland-Worthington, Junior Warden Richard Christou, PM the Reverend Sally Muggeridge (2013), CA Diane Morris, DA Edward Fulbrook



Masters Past and Present - all were Court Assistants at some point...

Second big surprise was the variation in attendance. If all past masters all appear it may be hard to get a seat! But life being life other commitments can take precedence and attendance on other occasions can be much smaller. However, if you are considering the role of Court Assistant, do not think of joining Court as a 'part-timer'. It's a commitment you want to make to attend all Court meetings that you possibly can and partake fully in the diverse panoply of topics.

Something to be aware of is the amount of preparation that goes into a Court meeting and how that preparation can significantly affect the outcome. In general, Court agendas follow a set range of topics – regular items about the governance of the Company, such as finance, membership, livery status, arrangements for Great Events, reports from various committee chairmen representing progress against the four aims, and so on.

However, Court sessions can also be contentious or harmonious depending on how complete the preparation for Court or the nature of what is being reported on. For example this year as chair of membership I am responsible for reporting to Court on prospective new members coming through and recommending new Freemen for Court approval. I'm accountable for delivering

a steady stream of candidates in support of the Company's Aims. I have to ensure I meet submission dates to the Clerk for Court papers and be prepared for any number or type of questions on my recommended candidates. Before we even get to submission dates for court papers, there's a preceding line of work by the membership committee, to ensure this steady stream. Clearly, there would be no new Freemen coming forward if the membership committee was not operating well and finding potential new members, interviewing, supporting and connecting candidates to suitable proposers and seconders and so on and getting this done in a timely manner for each quarter's Court sitting.

It's a similar story for all committee chairs. Court works smoothly if Master and Wardens and committee chairs are doing the work behind the scenes, and therefore streamlining the time spent in Court to debate key issues rather than clarifying or communicating activities that can be read in the Court papers, or debating what is/is not working in the running of the Company!

Do's

- Read your Court papers in advance and make notes of points you want to raise
- Ask questions for clarity – if you're not sure you can be guaranteed others are thinking the same thing!

- Listen hard and make notes in the early days – pays later!
- Exercise your voting rights

Don'ts (there are only 2)

- Don't expect to understand everything on day 1
- Don't be afraid to speak up

Top 5 tips

- Although a Court Assistant who so wishes can be re-elected and serve for multiple terms, each term of office is 3 years, not a life sentence!
- Masters come and go during your term so think of yourself as part of the 'corporate memory' as your experience grows
- Remember to wear your badge of office to Court – you'll feel naked without it
- Arrive early for the meeting to guarantee a seat! (especially if all those Past Masters turn up!)
- Listen and learn - there's probably at least 300 years of experience round the table – what a gift!"

So if you would like to learn more about becoming a Court Assistant please contact Peter Goudge at peter.goudge@ntlworld.com or on 01582 620331.

PM Peter Goudge, Chair, Court Nominations Committee ■



Down the Road to Ruin?

Marketors Enjoy a Gin-iferous Evening at City of London Distillery

It was a dark but balmy November evening when we descended into the subterranean depths next to St Bride's church. In a cosy corner of the self-styled speakeasy bar, we gathered for the first of many gins – in this case, a welcoming gin & tonic.

A well-kept secret, at least until that evening, the City of London Distillery (C.O.L.D.) is the first gin distillery in the City in almost 200 years. Tucked away in Bride's Lane, it is home to a revival of gin.

As distiller and maitre d' Luke regaled us, the City has a rich history when it comes to gin. Arguably originating in Holland (jenever/ genever/genièvre), where it was sold as a medicine in the late 16th century, it gave English soldiers 'Dutch Courage' whilst fighting in the Lowlands during the 30 Years War. However, gin distilling in London really took off when William of Orange, missing his homeland tippie, enacted a number of statutes that actively encouraged the distillation of English spirits. These statutes also effectively ended the monopoly of the Worshipful Company of Distillers, which they had enjoyed since the reign of Charles I.

From 'Mother's Milk' to 'Mother's Ruin'

By the 18th Century, gin had become the beverage of choice for the poor. By then there was a gin distillery or gin shop in every street in the City benefiting from the spices and citrus fruits coming in to the port of London. It is estimated that by 1736, about 11 million gallons of gin were distilled in London, estimated to be the equivalent of 14 gallons for each adult male. Much of the poorer population

of London was permanently drunk. However, the Temperance Movement and various licensing acts in the 19th Century eventually put an end to this through higher quality standards and higher prices. Distilleries and gin shops began closing rapidly.

Renaissance

Gin distilling techniques have improved and gin has become more refined with more subtle flavours. Small-batch micro-distilleries, like C.O.L.D., are emerging, bringing variety, interest and experimentation; new botanicals, new combinations, new gins. London Gin, the quintessential British drink, has at last been recognised as a special quality beverage by the European Union. The revised EU Spirit Drink Regulations, as of 20 February 2008, list the definition of London Distilled Gin for the first time. (To learn more about what distinguishes London Gin from Gin and Distilled Gin, you'll have to visit the distillery.)

Founded only in 2012, C.O.L.D. is rapidly making a name for itself and its gins, winning awards and currently distilling the house gin for the Dorchester Hotel. In keeping with the Master's theme of the year, it was a pleasure to witness the emergence of a new brand in the City.



'Sloely' Singing for Our Supper

In the course of the evening, Luke shared his passion for gin through a talk, a tour of the distillery and tutored tasting all five of C.O.L.D.'s gins. While half of the group was on the tour, the other half enjoyed platters of yummy nibbles and set to work coming up with new names for C.O.L.D.'s sloe gin – the only one in the line-up with a generic name, whilst the others all have names evocative of the City (eg, Christopher Wren, Square Mile).



By acclaim of the attendees, the top five suggestions were: Sloe City Sunset, Great Fire Glow, Monument Gin, Livery Red and City Red. Honourable mentions go to: Jewel of London, 1666, Fast City Sloe Gin, Fleet Street Sloe and Red Dragon. Whilst these names were shared with the distillery, they are under no obligation to do anything with them.

The evening ended with cupcakes to celebrate Alison Bukhari's birthday and the presentation of special custom labelled mini-bottles of gin.

'Forget cakes and ale this was cakes and gin. A night to remember.' Liveryman Martin Riley, Grand Rectifier of the Gin Guild

Liveryman Debra Marmor ■

St Bride's Corner

Given that most of the work the Marketors do with St Bride's is based on events, it has been decided that the Committee will be disbanded and, instead, there will be a liaison person in the shape of Liveryman John When. However, the Master wanted to take this opportunity to reflect on all the good that has been achieved by the current and past Committees. As he says, our relationship with our church is very important to the Company and the current Committee members and their forebears have done everything possible to ensure that we have the positive relationship we enjoy.

Pastoral support at St. Bride's - when you need a listening ear Sometimes there are things we just don't want to burden our nearest and dearest with. Or times when we need an impartial, non-judgmental view on a problem we just can't seem to solve.

Grief, depression and worry are heavy weights to carry alone.

That's where the pastoral team at St Bride's can help.

It doesn't matter if you're not an Anglican, or whether you have any religious belief at all. The St Bride's team can and will help any member of the Company regardless. For some people being able to talk is all the help they need. Others may need more support, either from St Bride's or from other organisations.

Whatever you discuss is kept in absolute confidence. It's not shared with anyone at the Marketors, or anyone else.

If you'd like to know more, or to arrange a pastoral chat you can contact the Rector (and Honorary Chaplain to the Marketors), Canon Alison Joyce on her direct line, 020 7353 7999, or send an email to her at alison.joyce@stbrides.com.



Becoming A Freeman of the City of London

As this account says, becoming a Freeman of the City of London is a prerequisite for progression to the Livery but many Freemen of the Company seem unaware that they must take this step.

These events are therefore held to educate and inform Freemen of the Company about what becoming a Freeman of the City entails.

As Gina McAdam explains in Members' News, it is also a great honour and the framed certificate on display in any home is definitely a talking point!

Becoming a Freeman of the City also entitles one to certain privileges, such as being able to drive one's sheep over London Bridge - useful on market days... There are others, but you will have to

look them up! Some might surprise you.

A special event for Freemen who have yet to obtain the Freedom of the City of London was held on 4 November.

Setting the scene, the Senior Warden David Pearson, opened the event by providing the background to the Livery movement. Liveryman Karina Dostalova, CC then gave an insight into the workings of the Court of Common Council, the decision making body of the City of London.

Middle Warden Sue Garland Worthington OBE talked about getting involved in the Company – a key aim of the Marketors. Some examples of the variety of opportunities to get involved, were then given by Outreach Chairman,

Phil Andrew and the Chairman of Comms & PR, Andrew Cross.

Junior Warden Richard Christou talked about how the process for becoming a Liveryman has evolved and how becoming a Freeman was only the first step towards full membership as a Liveryman.

Receiving the Freedom of the City of London is a key step towards becoming a Liveryman, and our Learned Clerk John Hammond outlined the various stages to be undertaken in order to receive the Freedom. He also indicated that should a Freeman wish for the Master or one of the Wardens to attend the Freedom Ceremony at the Guildhall, this could be organised.

Freemen were recommended to get a deeper understanding of the workings of the City and its relationship with the Livery companies by attending one of the regular City Briefings* held at the Guildhall.

* City Briefings – www.liverycommittee.com/courses

Court Assistant Diane Morris



Outreach – Towards 2016

As we approach the New Year it is satisfying to note the great outreach outcomes that the Company has achieved over the past year. As a Company that gives back largely through Outreach rather than financially, this is a very important part of what it means to be a Marketor.

Close to home we are working with the Worshipful Company of Scientific Instrument Makers mentoring and re-designing their new website and with 151 Regiment on attracting new recruits and retaining existing ones. We are currently advising St Paul's on their marketing strategy following a fall in their visitor numbers and are working with "our" church of St Bride's on several projects, including how to put their choir on a firm financial footing. Further afield we have given mentoring support to the Chief Executive of the Ironbridge Gorge Museum, marketing advice to Coventry Cathedral and, through our senior Warden, helped significantly with the charity Humanitas. We also have a number of new projects just starting up with the Breck Badner Foundation, Fine Cell Work and Blind in Business. We have registered around

650 hours of outreach, which we conservatively estimate to have a consulting value of well over £50,000.

As we move towards 2016 we are extremely keen to make a significant step change in the amount of Outreach we undertake as a Company. On this theme, we will be much more proactively advertising outreach opportunities and will look for volunteers, even those with just a few hours to spare, to work in small teams to assist with a wide range of activities, which we will advertise through a regular Outreach newsletter to be distributed by the Clerk. Each outreach project is assigned a committee member as account handler who will co-ordinate the team chosen on their relevant skills and areas of expertise. It is important to note that all Outreach is undertaken under signed Terms & Conditions. These ensure that the outreach recipients, whether a charity or small business, understand what they can expect from the Company and what we expect from them.

Outreach volunteers are part of a team and help is never far away.

This is important, as we find that a request for marketing support, in whatever form, often turns into a much wider request for leadership advice, strategic direction and, at times, a full re-thinking of the nature of the organisations we are helping. The benefit of this to volunteers is that it allows you to utilise your skills in environments you may not be familiar with and get inside knowledge of other businesses and not-for-profit organisations who have ways of working, which may well provide you with solutions to challenges you have in your day job or in other areas of your professional life.

The majority of new Freeman state that Outreach is a significant reason for joining the Company and we have a large number of opportunities with vacancies at this time. This is your opportunity to fulfil your ambition, at this time of giving, to put something back into society. We are always on the look out for volunteers and I would strongly recommend any of you with even a small amount of time to contact me and I can match you up with a suitable outreach project.

New Partnership Strengthens Outreach's Reach into London's Charity Sector

The Marketors' support for London's charity sector has had a major boost over the last 18 months from a partnership between Outreach and the London Voluntary Service Council (LVSC) through which 58 charities have attended three workshops and an additional afternoon of one-to-one advice sessions at LVSC's King's Cross offices.

The first event in October 2014 was a full day's training, covering both marketing and fundraising and was delivered by Liverymen Peter Rees and Peter Rosenvinge. This was very well received and LVSC then asked for a specific half-day workshop on fundraising in March 2015, which was three times over-subscribed and was delivered by Peter Rosenvinge. Given the waiting list, a further half day session was again delivered by Peter in May and participants were offered individual 30 minute one-

to-one sessions, which took place in September.

With 25 years' experience in charity fundraising and marketing, Peter wanted to develop a partnership between the Outreach Committee, which he joined in 2011, and London's charity sector. An organisation he approached in 2012 did not prove to be the partner that the Marketors needed, so Peter tried again with LVSC, and things are looking very promising. As Peter said: "I started my career in the voluntary sector with LVSC so I wish I had gone to them first, as they are in theory the ideal partner for our Outreach Committee and so it has proved.

"What is clear is just how many small charities there are in London with someone trying to slot in the fundraising or marketing because their

main role is something completely different. Fundraising is difficult enough, without it becoming the aspect of your job that you do when you have a spare moment. What I set out to do was simply to show the delegates the range of fundraising activities open to them and discuss which might work in their specific situations."

LVSC's Deidre McGrath feels the partnership has been a great help: "With voluntary and community organisations under increasing pressure to deliver more services with fewer resources, it is vitally important that we can access the skills and expertise that the Marketors have to offer" She said. She added: "It has been a pleasure working with Peter and his team and we look forward to developing the relationship even further."

YOUR SKILLS COULD HELP A CHARITY IN NEED.

What do an inner city farm, 2 cathedrals, 2 churches, 4 museums and a scheme to help young musicians market themselves have in common?

They are all currently being helped by volunteers from the Marketors' Outreach Committee. We have many more projects needing professional skills like yours - can you help? It's not

a big time commitment, as we advise, but not do.

**Please contact
outreach@marketors.org**

Outreach – St Paul's

A couple of months ago we received via Past Master the Reverend Sally Muggeridge a request for help from St Paul's, which had in 2014 suffered a 17 per cent decline in visitors compared to the previous year.

Some of the possible reasons for this emerged at an initial meeting; these included the strength of Sterling versus the Euro, resulting in fewer visits and less spend from Euro-zone visitors – crucial as over three-quarters of St Paul's visitors are from overseas – and more UK residents holidaying abroad. In addition, Euro-zone visitors have been switching to free-to-enter attractions at the expense of those such as St Paul's, which charge for admission. Their current admission prices are £18 per adult, £16 for students and over 60s and £44 for a family of 2 adults and 2 children, with reductions for groups of 10+ and for all tickets bought on-line.

Although the exterior of St Paul's is one of the iconic images of London, the Cathedral is only number 41 on the TripAdvisor list of visitor attractions, 12th on Planetaware and, very surprisingly, not even in the top ten of VisitLondon's "Must See" places to visit.

In early September Court Assistants Andrew Cross and Chris Robinson and Liveryman Mike Barnato and I held an informal brainstorming session with key staff. We learnt that the downward trend is continuing, with visitor numbers

down by a further 7 per cent on 2014. Andrew led a brand-mapping exercise where we plotted St Paul's positioning relative to other competitor attractions, both with an admission charge such as the Shard and free-to-enter such as Tate Modern. From our research we had learnt that visitors get a lot for their money, as the admission charge includes an audio guide, access to the crypt and to the dome, with fantastic views over London at a cheaper price than the Shard – but that there is a dearth of advance information detailing what's included and demonstrating that the charge actually represents good value for money. (This links with a well-founded suspicion that some people turn away at the door when they see the cost of entry – Mike has found a college willing to research this on a pro bono basis).

One of our suggestions therefore was that would-be visitors need much better advance information before they arrive at the cathedral, such as a downloadable version of the multi-language leaflet currently given to visitors only after they have paid and direct links from websites such as TripAdvisor to a revamped St Paul's web page geared to visitors rather than the home page which covers every aspect of the Cathedral's activities. The signage outside the Cathedral also needs improving as it currently only details service times,

not all the things the paying visitor can see.

St Paul's already have an events programme, including activities for children during the school holidays, and we discussed how this could be augmented to attract people from key target market segments, such as high spending overseas visitors and NADFAS (National Association of Decorative and Fine Arts Societies) in the UK.

During this meeting and a subsequent one where Liveryman Peter Rees reviewed their social media use and plans, it became clear that St Paul's do not have a robust marketing plan, so amongst other things we have offered to run a marketing planning session for them, to include reviewing and refining their market segmentation. We have also offered to put together an informal group of Marketors to constitute an additional resource for their hard-pressed marketing staff, by, for example, acting as a sounding board for new ideas and commenting on marketing plans. All this will be discussed at a further meeting in mid-December.

I think we have all found this a hugely interesting and rewarding project to be involved in; one that is very much still work in progress but hopefully will soon begin to show results.

**Middle Warden Sue Garland
Worthington ■**



PR has the answers in an age of fragmented communications

Brilliant though they may be in their own field, many organisations are in the fog about how PR can deliver real benefits.

At the same time, PR has generally become too closely linked to the mass media, almost to the point of being synonymous with press relations.

As a result of this confusion, PR's unique ability to contribute to an organisation's success is under-utilised in an era when the mass media monopoly has been fractured by online publishing, social media and other influencer outlets, offering multiple new ways to reach audiences.

To avoid these pitfalls, effective PR campaigns are now far more systematic, considering every channel available through a three-step approach.

Agreeing the strategy

Firstly, a business must sit down with its PR team to create a strategic framework, establishing the business objectives that are driving the campaign and the outcomes that are sought. This will normally be a question of influencing perceptions and achieving a positive change in the audience's behaviour. For a commercial organisation that normally means increasing sales.

When The Worshipful Company of Marketors engaged Whiteoaks, for example, it was agreed that the Company wished to alter perceptions of it as a hide-bound organisation, instead drawing attention to its role in career development as well as its charitable activity.

The target audiences include senior marketing professionals and members of organisations such as The Marketing Society, and crucially, young marketers who have yet to qualify for membership.

Tactical nous

Once the strategic elements of a campaign are in place, the tactics then need careful consideration to determine the content that would be most engaging for each audience and which will achieve the company's aims. For The Worshipful Company of Marketors, it was decided the focus of content would be very much on thought-leadership, positioning the Company as an authoritative voice within the industry. Yet a crucial part of the tactics was defining the best channels by which this content would be delivered.

In today's multi-channel era we have to recognise that audiences often feel overloaded with information and consequently, have short attention spans. It is now a necessity to start by defining the target audiences and what they are interested in.

In the business-to-business sphere, for example, it is possible to separate senior decision-makers from managers and end users.

So, for instance, content aimed at senior leaders will help address the challenges they face as a business, whereas for managers it may focus more on solutions.



The channels used must also relate to the audiences and the way they absorb information, whether that is print, online, blogs, or social media such as Twitter, LinkedIn, Facebook and so forth. Importantly, it may also include indirect methods, such as briefings to industry analysts, high-profile bloggers, trade associations, respected academics and even arms of government and politicians.

In each case, the content created is matched to the needs and interests of the target audiences.

For the Worshipful Company of Marketors, this year a total of 16 articles and four press briefings have been secured in top tier marketing titles on topics ranging from new EU data protection legislation, to how B2B buying may go online and the nature of Harvard bursaries for business leaders.

Measurable success

Finally, having considered the tactics it is necessary to establish and agree methods of measuring the campaign's effectiveness. The targets must link back to the business objectives, providing the right content to the right audiences, resulting in the desired outcomes.

One method is to measure the volume and quality of media coverage, social media engagements and the outcomes of influencer briefings. Tools are available that measure sentiment and calculate click-through levels and other forms of engagement.



However, what can provide more insight is establishing the relationship of outputs to outcomes. By this we mean scoping an organisation's average deal size and conversion rate and calculating the impacts required for one sales opportunity.

Alternatively, it is simply possible to survey audiences about their awareness, perceptions and intended behaviours before and after a campaign. One of the benefits of this method is that qualified leads can be passed to the sales department.

For example, Whiteoaks was selected to provide PR for Xero, an international online accounting technology provider that was little known in the UK. Xero decided it wanted to measure success in terms of increases in small business users and accounting partners. In year one, Whiteoaks obtained 54 per cent more media coverage than the agreed target, helping increase the number of UK customers from 22,000 to 47,000.

The following year, Whiteoaks was asked to double subscriptions again and with this the new campaign achieved a 231 per cent increase in small business press coverage. Xero has recently just celebrated its major milestone of 100,000 active UK subscribers.

For the Worshipful Company of Marketors, positive responses to articles and briefings (especially about the appointment of one of the youngest Freeman and the availability of Harvard bursaries) has led to substantial numbers of inquiries about membership or involvement in the Company, as well as the development of a mentoring programme.

The Company's Twitter feed also has 2,317 more followers than its base of 586 in February and the increase in social activity is credited with having significantly increased traffic to the Company's website.

So with these kinds of outcomes, the perception that PR is indeterminate and difficult to measure in any meaningful way should now be consigned to history.

Good PR is the complete opposite. Be structured, focused, and deliver tangible outcomes.

For further information, please visit www.whiteoaks.co.uk

Twitter: [@WhiteoaksPR](https://twitter.com/WhiteoaksPR)

LinkedIn: [Whiteoaks](https://www.linkedin.com/company/whiteoaks)

James Kelliher, CEO of Whiteoaks, Provider of Pro-Bono PR Services to The Marketors ■



Curry Evening with 151 Regiment RLC



Lt Col Michael Taylor MBE RLC, the Master and Senior Warden at the 2015 Curry Night



Captain Tul Ale MBE 151 and Lt Col Col Patch Reehal of 10QOGLC

In previous years, the traditional Curry Evening organised by 151 Regiment RLC is held at one of their barracks on the outer-edge of London but we agreed that a Central London location would enable 151 Regiment RLC to invite their regular colleagues and also to allow the Marketors a considerably larger number of attendees – all our places were taken up.

On arrival, we slowly filed through the tight security gate of the John Nash-designed Regent's Park Barracks in Albany Street and made our way to the Sergeant's Mess, where 45 Marketors, including the Master, all the Wardens and their guests, were greeted by an equal number of officers from 151 Regiment RLC, 10 Queen's Own Gurkha Logistic Regt (with their CO Lt Col Patch Reehal) and 3 Regiment RLC. At the start of the new-format Curry Evening, we were welcomed by 151 Regiment's Commanding Officer, Lt Col Michael Taylor MBE RLC. At which point, two of their WO2's, Gavin Hogben and

Tomas Stringer (*the latter was our host on the ranges*) were presented with their formal Warrants by Colonel Steven Rayson, Colonel Royal Logistics Corps Reserves. We then sat down to a meal of Lamb Gurkha Curry, Chicken Korma, Vegetable Lasagne and Basmati Rice together with garlic bread, naan bread, onion bhaji, poppadums and a range of pickles and chutney with liberal bottles of wine on each table.

The Master responded with a toast and thanked Captain Tul Ale MBE and 2nd Lieutenant Chloe Kirkham-Smith who organised the evening. The Mess bar stayed open until rather late!

This is one of the largest attendances of Marketors and their guests at any event supported by the Armed Forces and Cadets Committee and it was pleasing to meet our own affiliate Regiment but also, for the first time, their Regular colleagues.

Court Assistant Hugh West, Chairman, Armed Forces and Cadets Committee ■

Dear Hugh

It was a wonderful and highly informative evening and I would like to thank everybody involved for making it such a success. What really struck both me and my wife, Sarah, whom you know is heavily involved with military charities, is just how much the regiment values what we do for them and the difference this is making. Given the increased emphasis on reserves within the army, I very much hope that we can do even more to help them in the future, which given the right support I am sure we can do.

Indeed, I can think of few more deserving causes than the armed forces -- and their families -- to whom we all owe such a debt.

Best regards, Mark

Liveryman Mark Westaby ■



Curry Night at Regent's Park Barracks



2nd Lieutenant Chloe Kirkham-Smith, Liveryman Andrew Robinson, Court Assistant Hugh West and Lt Col Col Patch Reehal of 10QOGLC

OBITUARY

Senior Past Master Ronald (Ron) Frederick Thomas Edwards FCIM

1923 – 2015

(Master 1980)

I first met Ron in the early 1970s when the concept of a livery for the marketing profession was being actively explored.

As a leading light in the then Institute of Marketing, he had been deputed to find out how the City worked.

He had joined the Horners Livery in 1959 and became involved in two Ward Clubs and the City Livery Club. These experiences gave a good insight in the ways of the City and helped to lay the foundations for the formation of the Guild of Marketors, the first step to becoming a Livery Company. In those days, the City Livery Club was based at Sion College, near Blackfriars, and was much more lively than it is today. There was an influential group of members from the Court of Common Council, past and present Lord Mayors, Aldermen, liverymen who regularly lunched there. New members were welcomed to the Club table, as was anyone who was lunching alone, and soon found themselves talking to many important City people.

Ron was thus a true Founding Member of the Marketors and was the third master after Reg Bowden and Tony Bellm. He was a regular attendee at events until he retired to the west of England. In recent years, sadly his health declined.

Unknown to many of today's Liverymen, he was nonetheless a stalwart of our Guild and Livery.

Past Master Tom Corrigan ■

And here is what his family says of his Livery life:

Ron was one of the oldest members of the Chartered Institute of Marketing, having joined what was then the ISMA in February 1949, and was a champion for marketing throughout his long career, having served on the National board of the CIM in the 50s and 60s and was a driving force for both the Chartered status of the Institute of Marketing and the founding of the Worshipful Company of Marketors.

He was Chair of the London branch of ISMA in 1962 and National Chairman of the Institute of Marketing in 1969. Past Master Austin Nunn refers to Ron as one of the 'magnificent 7' actual founders of the Marketors as a Guild and then a Livery Company (rather than the first 50 members who were called founder members)

Both Ron and his wife, Linda, were Freemen of the City of London, and Ron was a member of the court at the Horners and very involved in the Farringdon Ward club, The City Livery Club, and Rotary.

The family still has a great deal of photos and memorabilia from his younger days, such as the Silver Jubilee Dinner for ISMA in 1962 with telegrams from Prince Philip and Harold Macmillan. He also kept programmes from the City Livery Club 48th annual banquet, the Horners' livery banquet in 1982 and the 700th Anniversary reception in the presence of HRH Princess Alexandra in 1984.

He died in November aged 92 and is survived by two sons, Clive and Nigel. ■



The presentation of Letters Patent on 14 April 1978 to the then Guild of Marketors

A Call to (the College of) Arms

– where branding began?

Vanessa and I joined a small group of Marketors on a specially arranged visit to the College of Arms. Established, in 1484, this is the oldest Heraldic College in the world and it is the last bit of the Royal Household left in the City. It's located on busy Queen Victoria Street. The building itself is one of the few listed buildings remaining from the seventeenth century in this part of London and was worth seeing in its own right. I had worked at both Unilever House and KPMG at Puddle Dock, both within 500 metres, but didn't know of the building.

What's a "coat of arms"? Army commanders' faces couldn't be seen because of armour and helmets. So they were identified by devices painted on their banners, shield and surcoats – "coats of arms". The Heralds kept records of the arms and family descents. Today arms can be granted to descendants, distinguished people and corporate bodies – and, of course Livery Companies. The Heralds are also responsible for the great ceremonies such as Coronations, State Openings of Parliament and State funerals.

We started with the history and background of the Heralds in the Earl Marshall's Court, a fine room with gallery, paintings and throne. Then a glass of wine and explanation of the process of agreeing and designing arms. Next onto the Public Record Room, not open to the public, which has records of arms back to the 1500s. Our host showed us original documents, going back to drawing of the royal procession of Elizabeth 1, and examples of contemporary arms from the Royal Family, Elton Hercules(!) John, Harry Secombe and Livery Companies. Finally we enjoyed an excellent buffet and further chat.

Our host and guide was William Hunt, "the Windsor Herald". William was Director of Finance at a City Law firm, a Master of a Livery Company and a man who has learned 10 languages. He combined extensive knowledge and passion with a dry humour. I recall a line about someone who was described as being "in charge of chambermaids, chamber pots and chamber music." I also learnt that only four commoners had had a state funeral – Pitt, Nelson, Wellington and

Churchill. Margaret Thatcher had refused one.

Two points occurred to me:

Branding and intellectual property

As the Master mentioned to me, coats of arms were amongst the earliest examples of branding. Each one has to be unique and they are registered and recorded to ensure that this is the case. It's also a reminder of the power of an image. The lawyer in me also notes that this is also one of the earliest systems of registering intellectual property.

Evidence and paper

There was useful advice on looking for evidence and checking your sources when tracing ancestry. "Go back to the earliest source document, not just the web. Don't believe what someone else had transcribed." The records themselves are kept in hard copy, often on vellum. There are no funds available for digitisation. But sometimes, analogue just feels right. What an incredible, fun and learning experience!

Liveryman Mike Barnato ■

Members' News

Sally Muggeridge Receives TIAW 2015 World of Difference 100 Award

TIAW, The International Alliance for Women, is a global network of women's networks and at the end of October Past Master Sally Muggeridge travelled to Washington DC to attend the 2015 TIAW Global Forum and receive a TIAW award.

Sally was recognised for her many years as a corporate leader and networker. She was one of 100 recipients of the 2015 TIAW World of Difference 100 Award for those who have made a significant contribution to the economic empowerment of women. She was nominated by Court Assistant Roz Morris, who is a member of TIAW and a previous winner of a TIAW World of Difference 100 award.



Sonia Brown, Founder, National Black Women's Network UK, Roz Morris, Court Assistant and Managing Director, TV News London Ltd, Peg Weir, President TIAW, and Rev. Sally Muggeridge

Dan Doherty Installed as Master of the Guild of Entrepreneurs

Liveryman of the Worshipful Company of Marketors (and the Needle-makers and Educators) Dan Doherty was installed as Master of the Guild of Entrepreneurs on 25 November in the splendour of the Courtroom at Painter-Stainers' Hall.

As Dan pointed out in his speech at the dinner later, founding the Guild of Entrepreneurs was, in a way, the fault of the Marketors! He was admitted to the Freedom of the Company in July 2005 by Sir Paul Judge, the then Master, and later served two terms as a Court Assistant and as chair of several committees. He then mooted the idea of forming a Guild to Sir Paul in August 2011, having developed a number of entrepreneurs' networks in the City over the intervening years. Encouraged by Sir Paul, who agreed to become the sponsoring Alderman if the Guild got off the ground – a big 'if!' – he set the wheels in motion.

Forming a Guild is not for the fainthearted; after all only 110 Livery Companies have survived to the present day after nearly 1000 years of history. To be successful, Dan would have to show a suitable founding committee, a healthy bank balance and present a business plan that would gain the support – indeed the non-objection – of #The Several Livery Companies and the Court of Aldermen. Given the august nature of these individuals, this was going to be no walk in the park.

Firstly, Dan and his team came up with a definition of an entrepreneur, which is *someone who has started, invested significant finances and time in and led one or more successful businesses. He or she will have identified new market opportunities, sourced and*



Dan installing WCM Liveryman Lee Robertson as Junior Warden

organised the required people and resources experiencing both the risks and rewards associated with the venture/s.

They then put together an incredibly impressive founding committee and Dan went on the road, meeting Masters, Aldermen and other influential stakeholders including City business and academic institutions. The proposed Guild submitted their business plan and... waited ... until they got the news in 2013 that the Guild of Entrepreneurs had been recognised as a City of London Guild.



The gavel

Sir Paul became the Foundation Master so it was to him, as the current Master, that our own Master presented a ceremonial gavel at the beginning of the ceremony.

Then, to a well-deserved standing ovation, Dan was installed as Master. It was a wonderful ceremony followed by a fabulous dinner

and a fitting way to celebrate his incredible achievement. Dan remains a committed Marketor, his City of London Mother Company. ■



Dan being installed



From one Master to another

Photographs by kind permission of Jonathan Cherry jonathancherry.net

Lesley and Tom Go To Harvard

There has rightly been a huge amount of coverage in Marketor and elsewhere for Lesley Wilson being awarded the first Marketors' Bursary to the Harvard Advanced Management programme but we have made less of the fact that when the Harvard assessor came to decide who should win from the shortlist, she was so impressed with the quality of the candidates that they agreed to take not one but two Marketors onto the programme; the other award winner was Tom Tuke-Hastings and he and Lesley have recently returned from their life-changing experience. To prove that they actually did go and did work as hard as they were telling everyone, Liveryman John Wheen and his wife Barbara called in to see them while on holiday in the States and sent us pictorial evidence that it was all true! They couldn't show us the pair slaving over their projects but John assures me that they couldn't even take them out for a meal, as they only had half an hour between sessions!



A Marketor Practises the Arts



The Worshipful Company of Information Technologists recently approached the Marketors to see if we were able to provide a

speaker at a conference, for their Charity IT4Arts. This provides pro bono IT support, advice and consultancy for arts charities, across the UK.

Their chosen subject was:

Sophisticated or Simple? Finding the point of diminishing returns in digital expenditure. Could you spend less and get broadly the same results?'

Liveryman Peter Rees volunteered to help and presented to around 45 senior Arts' charity managers and executives at the Globe Theatre, on London's South Bank. Peter's talk included thoughts on digital planning, ancient Greek and practical business metrics.

This ended with a round of applause and free tea mugs. ■

Singular Honour for Gina

From whatever angle, the Freedom of the City is a remarkable distinction. However, in my case, the significance seems all the more given that there must be only four, at most five, people from the Philippines that I know of, including me, who can claim the right to clutch the keys of London. One of these is a good friend and successful businessman, Angel Arando, and another is Rey Catapang, the former Philippine Deputy Ambassador to the Court of St James. Both, I believe, were nominated through their Livery Companies.

Court Assistant Diane Morris, who sponsored me as a Freeman of the Marketors, always urged me to 'get the Freedom'. Had I known the pride it would bring to both my family and myself, I would not have waited so long.

The plaque now has pride of place in our family home in Manila. One day I hope the next generation will know that one of them had the Freedom of the City of London. And then they will perhaps want to find out a little more about me and the amazing life I've lived here'.

Gina McAdam ■



Diane & Gina - both Freeman of the City of London



Gina with the brilliant Murray Craig, Clerk of the Chamberlain's Court

Diary Planner 2016

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

11 January	<i>Master's Thank You Reception</i>
21 January	Installation Dinner Stationers' Hall
4 February	<i>British Airways– visit and discussion, BA Waterside, Heathrow</i>
9 February	Shrove Tuesday Inter- Livery Pancake Races, Guildhall
25 February	First Topical Debate, English Speaking Union
2 March	Harvard Management Programme debrief
7 - 9 March	Law & Marketing visit to Brussels
11 March	<i>United Guilds Service, St Pauls</i>
17 March	<i>Business Court, Plaisterers' Hall</i>
9 April	First City Walk, London Bridge
19 April	Spring Lunch, Grocers' Hall
5 May	Rededication Service, St Bride's & Beating the Bound
17 May	City Lecture, Sir Ian Cheshire
18 May	Inter-Livery Clay Shoot, Northwood
26 May	Chilean Wine-tasting Dinner, Vintners' Hall
7 June	Common Hall & Livery Professional Dinner, Brewers' Hall
23 June	<i>Business Court, Plaisterers' Hall</i>

OTHER KEY DATES

10.6.16 – 1.7.16	UEFA EURO 2016
5.8.16 – 21.8.16	Olympic Games

24 June	<i>Election of Sheriffs, Guildhall</i>
4 July	Marketors' Golf Day, Verulam Golf Club, St Albans
7 July	Second Topical Debate, English Speaking Union
25 July	Banquet to the Lord Mayor, Mansion House
6 August	Second City Walk, Hampstead Heath
20 August	Thames River Trip, Lady Daphne
2 September	Conference, New College, Oxford
3 - 4 September	Master's Weekend, Oxford
17 September	Third City Walk, Great Fire of London
22 September	<i>Business Court, Plaisterers' Hall</i>
29 September	<i>Election of Lord Mayor, Guildhall</i>
October	Third Topical Debate
27 October	Bowden Charter Dinner
11 November	<i>Installation of Lord Mayor, Guildhall</i>
12 November	Lord Mayor's Show
13 November	Remembrance Service
21 - 28 November	Master's visit to Chile
15 December	<i>Business Court followed by Court Dinner</i>

7.9.16 – 18.9.16	Paralympic Games
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My theme for 2016 is "Marketing for Good is Good Marketing". This has both an internal and an external significance. Internally I would like to see an increase in the philanthropic efforts of the Company, particularly Outreach. 2016 is a Leap Year. If you're salaried you won't be paid any more for the extra day so why not give it away to a charitable cause?

Externally I'd like to cast light on the need for companies to make sure their efforts have a positive influence in the world. This is so much more than CSR, I'm sure Volkswagen had a fine CSR programme. We'll address this theme through the speeches of our guest speakers and debates we plan to hold presided over by Liveryman the Rt Hon Cheryl Gillan MP. In particular there'll be a one-day conference in September on the theme at my alma mater, New College, Oxford.

In addition there's a varied and entertaining social programme and I look forward to meeting as many of you as possible in person at some of our events. There should be something for everyone: City walks led by the excellent John Steel; a Pub Quiz; a revival of Beating the Bounds; a special Chilean wine-tasting dinner in Vintners' Hall; a Master's weekend in Oxford; the Master's trip to Chile; and the customary events involving pancake racing, clay pigeon shooting, golf, and music.

Finally, all members of the Company should plan to attend at least one of our Great Events: this year we'll be visiting Stationers', Grocers', Brewers' and Ironmongers' Halls as well as giving a banquet to the Lord Mayor Jeffrey Evans, the 4th Baron Mountevans at Mansion House. The City Lecture will feature Sir Ian Cheshire and be held on the 17th floor of the Shard.

See you there!

David

Master Elect David Pearson ■

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