



WORSHIPFUL  
COMPANY of  
MARKETORS

# MARKETOR

SPRING 2013 / ISSUE 60

THE LIVERY COMPANY MAGAZINE FOR MARKETING PROFESSIONALS



LIVERYMAN  
THERESA MAY

A GLITTERING GREAT EVENT

GREAT BRANDS MAKE BRITAIN GREAT



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The Rt Hon Theresa May MP  
Home Secretary  
Photo: Peter Holland



## MASTER'S COLUMN

**For any incoming Master, the Installation Dinner in January is always a major event, setting both the tone and the theme for the year ahead. It was exceptionally well supported, reaching the full capacity of Merchant Taylors' Hall and setting a record for numbers. For this I thank all who attended the event, bringing guests to hear a fantastic speaker – and proudly one of our own.**

**Master Marketor:** Sally Muggerridge  
E: [master@marketors.org](mailto:master@marketors.org)

**Senior Warden:** Michael Harrison  
E: [seniorwarden@marketors.org](mailto:seniorwarden@marketors.org)

**Middle Warden:** Andrew Marsden  
E: [middlewarden@marketors.org](mailto:middlewarden@marketors.org)

**Junior Warden:** David Pearson  
E: [juniorwarden@marketors.org](mailto:juniorwarden@marketors.org)

**Clerk:** John Hammond  
E: [clerk@marketors.org](mailto:clerk@marketors.org)

**Editor:** Jane Wharam  
E: [editor@marketors.org](mailto:editor@marketors.org)

## CHANGES

2013 sees a new management team in place, with several necessary changes having been made. The Company has recruited a new Learned Clerk, John Hammond, who took office in April.

Whilst we are welcoming him into his first appointment as a Learned Clerk, John is already very familiar with the City and is well immersed in the Livery.

During the recruitment period the Company has been in the fortunate position of having an extremely competent Assistant Clerk who organised the Installation Dinner magnificently and has managed to keep everything going administratively. John and Doreen will together make a strong office team to take us forward, assisted by Ted Prior, appointed as our new Beadle for 2013.

The Company will be aware that the Court has also needed to elect Wardens to each of the three roles following the resignation of a senior member from the Company. The circumstances were unusual and it was a problem that the Court collectively had to confront and then resolve.

Further change is reflected by the appointment of a new Treasurer, Court Assistant Chris Robinson. I thank Liveryman Mandy Merron for her several years of service in this crucial role. Court Assistant John Hooper has taken over as Chairman of the Marketors Trust in succession to Liveryman Trevor Brignall. It is hoped that every member will want to support John and the Trust generously – charitable work is of great importance and relevance to us as a livery company.

Outreach is also important. If you are able to give a little of your time and expertise in assisting some very worthy causes then please contact the Chairman, Sue Garland-Worthington.

**Worshipful Company of Marketors**  
Plaisterers' Hall  
One London Wall  
London EC2Y 5JU  
T: 0207 796 2045  
[www.marketors.org](http://www.marketors.org)

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

**Chairman:** David Haigh  
E: [communications@marketors.org](mailto:communications@marketors.org)

**Design & Print:** Metloc Printers Ltd T: 01708 757 999



Marketor is printed on Symbol Freecycle Recycled Gloss which is woodfree and triple coated. A paper made using 50% recycled content and 50% virgin content from FSC accredited sources. This Paper is certified TCF (Totally Chlorine Free).



## A NEW STRATEGY

This is also to be the year in which we start to implement a new strategy. The purpose envisaged is to place our four Aims more centrally in all we do and seek to achieve as a Livery Company.

In using to best effect the generous volunteer skills and resources of members, our output needs to be focused and well organised.

This re-organisation is work in progress but will enable us to achieve more, both in the short and long term. We want to ensure the energy and commitment of members is directed towards meeting the priorities of the Company, with a reduction in the amount of internal bureaucracy.

# SALLY MUGGERIDGE

MBA, BA(HONS), FCIM CHARTERED MARKETER, CHARTERED FELLOW CIPD, FRSA, FIOD

## MASTER MARKETOR

**Sally was installed at Merchant Taylors' Hall on Wednesday 23 January 2013, where the Rt Hon Theresa May MP, Home Secretary, herself a Marketor, was guest speaker.**

## BUSINESS CAREER

Currently a member of the board of TOTAL Upstream UK Ltd, having stood down as Chief Executive of the Industry and Parliament Trust in 2010, Sally is a highly effective and energetic director and is still a familiar face in the corridors of Westminster, where she has strong relationships with all sides of both Houses.

In a full and varied business career, Sally has worked at Board level in several major international plcs, including BT, Cable & Wireless and Pearson, where she was responsible for fulfilling the company's commitment to developing the management skills and expertise of senior people across its international businesses. While there, she was also global head of diversity of the Pearson Group and a Trustee of the Pearson Pension Fund.

The result of this transition is envisaged to be a marked reduction in the overall number of committees.

The programme this year embraces some minor elements of difference, which I hope you will enjoy, and my theme that *Great Brands make Britain Great* really could not be more relevant in the current economic conditions.

Whatever the prevailing business climate, my task is to ensure that the Company moves forward with the aim of improving all we do, further raising the profile of marketing as a vital professional skill. Marketors already play a full part contributing to the collegiality and financial success of the City.

## PERSONALITY & VALUES

As Master, my prime concern must be that all members fully reflect our Personality and our Values as a Company.

Both are clearly set down in the Members Directory, so please take time to read and understand them. Livery companies are fraternal organisations and, for all of us, membership is a voluntary leisure activity.

## MUTUAL SUPPORT & RESPECT

We can achieve great goals through support and cooperation with one another in charitable and social endeavour.

Whilst we need to be highly professional and businesslike in the way we do things, we are not a business. Friendship, mutual respect and adherence to values must be the bedrock on which we all stand, and it is certainly the sole basis on which we will build our membership. ■

**Sally Muggeridge - Master Marketor**  
[worshipfulcompanyofmarketors.blogspot.com](http://worshipfulcompanyofmarketors.blogspot.com)

## BROADCASTER

Sally writes, speaks and presents on marketing, human resources, religious and wider business issues, with her views expressed in the national press as well as BBC radio and television. Having originally trained as an actor – she still maintains full membership of the actors' union Equity - she is an experienced broadcaster, presenter and chairman of events. Sally is the niece of the late broadcaster, writer and journalist Malcolm Muggeridge.

## MARKETER

A Chartered Fellow of the Chartered Institute of Personnel Development, Sally is also an experienced and qualified marketing professional, a Fellow of the Chartered Institute of Marketing and, of course, a Chartered Marketor. She also sits on the CIM's Academic Senate and is a member of the Chartered Director Committee for the Institute of Directors, of which she is also a Fellow.

## CHURCH

Sally serves as an elected member of the General Synod to the Church of England representing the Diocese of Canterbury and is a Church Warden of her home church in Kent. ■



# INSTALLATION

## CEREMONIAL COURT

**The Installation of a new Master is always a splendid affair but Sally Muggeridge's ceremony was particularly special, held, as it was, in the glittering Merchant Taylors' Hall in the magnificently decorated Drawing Room with its silk, bird of paradise wallpaper.**

As is the custom, the outgoing Master, John Flynn, opened proceedings and asked the new Master to make her declaration, after which John was divested of his robe and chain of office. Then, with the assistance of acting Clerk, Mike Kearsley, and new Beadle, Ted Prior, Sally was clothed in the robe and officially became the new Master.

## COURT ASSISTANTS, LIVERYMEN & FREEMEN

The new Master's first job was to install two new Court Assistants, David Haigh and John Hooper CBE. She then admitted our former Learned Clerk, Adèle Thorpe, as an Honorary Liveryman and two Freemen, Andrew Robinson and Lesley Wilson were also clothed in the Livery.

Following this, the Master admitted six new members to the Freedom of the Company. These were Tim Brown, Vanella Jackson, Andrew Mackie, Bill Payne, Michael Ricketts and Michael West and finally, the Master presented Liveryman Debra Marmor with the well-deserved Award for Exceptional Service, which was introduced last year by then Master, John Flynn.

The Master spoke of the responsibilities and pleasures of being a member of the Marketors and how important it is for members to become actively involved in committees and the marketing community.

## NEW REGALIA

Throughout the ceremony, the Master spoke from the lectern, which was magnificently decorated with a new lectern fall, generously donated by Past Master Harry Druce, also donor of the lectern. The tapestry is a brilliant depiction of the Marketors' coat of arms and will add a fitting air of distinction to all future ceremonies.



### Fascinating facts about the Lectern Fall!

- Six versions of the original logo were 'vectorised' to ensure the accuracy of the final embroidery
- Seven types of green material were viewed as samples and the final material is 'Sheffield, Green, Theakston' which matches the gowns
- The embroidery machine ran for six hours to complete the logo
- The logo colours and size required 189,749 Stitches
- The embroidery involves 19 colours, 111 colour changes and 112 machine stops
- It is the largest logo that Ace Embroidery have ever undertaken, even though they do this work for football clubs and museums

There was also a magnificent sword stand made by Freeman Tom Tuke-Hastings and funded by Joan Crighton, widow of the late and much-missed Liveryman Neil Crighton, who passed away last year. ■

# NEW COURT ASSISTANTS



## JOHN HOOPER CBE

Born in Wiltshire and grammar school educated in Surrey, with a BA Hons degree in modern languages at Leeds and an 'experiential Masters' in marketing through six years at Procter & Gamble, John was admitted to the Company as a Freeman in 2001 and clothed in the Livery in 2009.

Headhunted into international promotional marketing consultancy in 1968, he co-founded Clarke Hooper plc.

In 1974 he helped grow its annual PBT for 16 years to £4million, becoming a 'paper millionaire' following its flotation on the USM in 1986. However, he lost it all when the Company was acquired for buttons by AMV in 1991!

Director General of ISBA 1995-2000, John served acronymic marketing bodies in many voluntary capacities - (Chairman and now Hon Fellow of the Marketing Society, Chairman of CAP, Chairman then Vice-President of SPCA, Fellow of IPM, Fellow of CAM, Chairman of National Associations of WFA, Chairman of EAT, Director of ABC, ASBOF and AEF, Council Member of Advertising Association).

He was made a CBE 'for services to advertising' in 1997 and is also a Liveryman of the Worshipful Company of Coopers and a Director of the Lord Mayor's Appeal 2009.

John now describes himself as a 'serial Chairman of charities', notably The Lord's Taverners, Moorfields Eye Charity, St John Ambulance London and best of all the Marketors' Trust. After 50 years in marketing, he says he is still enjoying the challenge and having fun. ■



## DAVID HAIGH CEO & FOUNDER, BRAND FINANCE

David is the CEO and founder of Brand Finance plc having qualified as a Chartered Accountant with Price Waterhouse in London.

He worked in international financial management then moved into the marketing services sector, firstly as the Financial Director of The Creative Business and then as Financial Director of WCRS & Partners.

He left there to set up a financial marketing consultancy, which was later acquired by Publicis, the pan European marketing services group, where he worked as a director for five years and then moved to Interbrand as Director of Brand Valuation in its London-based global brand valuation practice, leaving in 1996 to launch Brand Finance.

David has represented the British Standards Institute on the International Standards Committee working party on the standardisation of brand valuation methods and practices, whose draft standard (ISO 10668) was published in November 2010.

He has worked in the area of branded business, brand and intangible asset valuation since 1991 and since January 1995 has specialised entirely in this area.

A passionate writer, David has written many articles for the marketing and financial press on branded businesses and brand valuation and is the author of numerous publications. ■

# NEW HONORARY LIVERYMAN



## ADELE THORPE

Our former Learned Clerk follows in the Company's tradition of admitting former incumbents, as we did with Benson Catt and Gaye Duffy, after each reached the end of their appointment.

Under our Bylaws the Clerk cannot be a member of the Company whilst in office.

During her four and a half years with us, Adèle introduced several improvements to our administration, as well as overseeing the establishment of the office at Plaisterers' Hall. This year she is serving as President of the Ward of Cheap Club and continuing with her many involvements across the City. ■

# AWARD FOR EXCEPTIONAL SERVICE



## DEBRA MARMOR

A member of the Company since 2007 and only the second recipient of the new award for Exceptional Service, Debra has quietly, efficiently and uncomplainingly compiled incredibly complicated statistics for the Marketors' Events and other committees over the past several years.

She was also a key player in the 'Forming the Future' initiative undertaken with Middle Warden Andrew Marsden, which has led to the formation of our Four Aims. ■

## NEW LIVERYMEN

### ANDREW ROBINSON



A specialist in internal communications, change management and crisis management, Andy is Managing Director of Pataran Communication, having previously worked 'in-house' with Barclays and the FSA.

Married to Olivia, he is excited about the birth of their first child – a son - in May, and hopes he will continue in his father and grandfather's tradition and become a Marketor!

Andy is active on the Comms & PR committee and has also served on Events and the AFCC. He is a keen sportsman but would like to bring down his 'terrible' golf handicap! ■

## NEW FREEMEN

### TIM BROWN

Tim Brown is the Chief Product Officer of Global Digital Solutions company, Exponential. He has over 17 years of digital marketing experience. Lives in Amersham UK and is married to Kate and together they have three children. ■

### VANELLA JACKSON

Global CEO of Hall & Partners, a global market research company specialising in brands and marketing effectiveness. ■

### ANDREW MACKIE

Ecommerce Manager at BGL Group. Manages a team that analyse and optimise website trading performance for two leading general insurance brands. Experience mainly gained in the online insurance industry and has an MSc in Marketing from Birmingham University ■

*L-R: Tim Brown, Vanella Jackson, Andrew Mackie, Bill Payne, Michael Ricketts, Michael West.*

## NEW LIVERYMEN

### LESLEY WILSON



Lesley cleverly arranged her Freedom of the City ceremony when the BBC decided to broadcast a piece on what 'Freedom' is all about - 15 minutes of fame on 'The One Show' ensued!

As a baptism of fire, Lesley's first event was the Lord Mayor's Show, which was a great way to get to know other members, and now attends as many events as possible, although as Head of BT's Marketing Community & Brand

Operations, she doesn't have a lot of spare time.

She is also kept busy with her young daughter, who was given special dispensation to witness her mum's admission to the Livery, as she likes to keep an eye on her! ■

### ROBERT (BILL) PAYNE

Bill Payne is currently a General Manager in IBM and has had a long international career in strategic, sales and operational roles in consulting, business services and marketing. He is an Honorary Professor at Lancaster University and a member of a number of executive networks. He is married with three children. ■

### MICHAEL RICKETTS

Mike worked for BT for over 40 years and spent 30 of those in sales and marketing where he built nine multi-million pound lines of business in new and emerging technology areas. Currently Mike runs his own marketing company, The Marketing Toolbox, as well as a mentoring service for the Chartered Institute of Marketing. Mike's motto is do a few things first and see where it takes you, then think about a plan. ■

### MICHAEL WEST

Mike has spent 40 plus years in marketing, living around the world with global companies such as Xerox for 12 years. He has been Marketing Director and CEO and now, a marketing consultant for the last 20 years and retains an interest in sailing and flying. ■



# INSTALLATION DINNER



## A NECESSARY WOMAN

**Cometh the hour, cometh the necessary woman.**

Could this be a new 21st century version of an old saying? Well it certainly seemed like it could be to those of us attending our Installation Dinner in the magnificent Merchant Taylors' Hall in Threadneedle Street in January when we heard speeches from two successful women. These were our new Master, Sally Mugeridge, and her guest speaker, the current Home Secretary, the most senior woman in the Cabinet and Liveryman of the Worshipful Company of Marketors, the Right Honourable Theresa May MP.

And what is this 'necessary woman'? During her speech the Home Secretary pointed out that, soon after she took on her Cabinet role, she discovered that, when the Home Office was founded in 1782, the list of staff included the following: two Under-Secretaries, a Chief Clerk, four Senior and six Junior Clerks, joint Chamber Keepers and, at the end of the list, '*the Necessary Woman*'. "Things have changed somewhat over the years since then," she pointed out.

Indeed they have. With both Theresa May and Sally Mugeridge each being the second woman to take on their current leading roles, it's clear that women are no longer just employed to be the cleaner or housekeeper, which I discovered is the meaning of the title 'The Necessary Woman' when I looked it up online after the dinner.

Today's women expect to be able to become the boss if they so wish, and both Sally and Theresa have definitely proved that this is possible.



## MULTI-TASKING

And we also now expect multi-tasking as a given. "The first time I met Sally was when she was running the Industry and Parliament Trust" Theresa May continued. "The last time I met Sally before this dinner, she was dressed very differently. She was an enthusiastic Games Maker for the Paralympic rowing at Eton Dorney."

The Olympics, she told us, had been a huge achievement for the UK. "The Olympic Park was built on time and under budget. The world was looking at the UK and what the world saw was a country that was warm and confident and welcoming. For those weeks we had a confidence in the UK and we showed that we have enormous talent. We need to use that confidence to take things forward."

Having begun her speech expressing her pleasure in speaking at her own livery's dinner, the Home Secretary finished by proposing the Toast to the Worshipful Company of Marketors.

Our Master, Sally Mugeridge, thanked her for her speech and commented that, while working at the Paralympics as a Games Maker, she had definitely felt herself to be a very necessary woman. She then talked about her first visit to the magnificent triple height Merchant Taylors' Hall, which dates back to 1347.

"I was introduced to Merchant Taylors' Hall by my dear friend Lord Weatherill, former Speaker of the House of Commons, shortly after I was appointed CEO of the Industry and Parliament Trust a decade ago.

Showing me the thimble he always carried in his pocket to remind him of his origins as a tailor, he told me of his first day in the House of Commons as an elected MP when he overheard in the gentlemen's toilets a fellow member commenting to another – what is this place coming to when even your tailor is allowed in? And dear Lord Weatherill is still here – look out for the splendid waxwork of him in this Hall, in Speaker's garb, replete with thimble in the pocket."

Our Master reminded us that the last time many of us had visited the hall for a Marketors' Dinner was for our Installation Dinner in January 2007 when gales blew throughout the country including London. "So, when a new Freeman asked me with some considerable perception in December last year: "What happens if it snows?" I was able to reassure her in total confidence from experience – "This show goes on."

## WHAT A SHOW!

And, despite the cold and snow, what a show we had for our evening's entertainment at this year's Installation Dinner.

We not only had the traditional ceremony of the 'Loving Cup' and our Sung Grace, dating from 1545 (and even more impressive than usual with an organ accompaniment), we also had entertaining speeches, and live music from organist, Ashley Valentine.



He demonstrated the power of the famous Renatus Harris organ which dates back to 1722 and is in the balcony of Merchant Taylors' Hall.

Ashley also accompanied tenor, Dominick Felix, who is in his final year at the Guildhall School of Music and Drama and gave us a terrific performance from 'The Phantom of the Opera'.

Right at the start of our dinner, we had Grace composed and delivered by our Chaplain, the Venerable David Meara, Archdeacon of London and Rector of St Bride's Church. With his customary skill he rose to the challenge, unexpectedly rhyming 'fridge' and Mugeridge.

A suitably modern rhyme for our modern livery company which dates from 1978 and is number 90 in the current Roll of 108 City Livery companies.

## MERCHANT TAYLORS

By contrast, the Merchant Taylors' Company, or to give it the full name by which it is described in the Royal Charter of 1503, the Gild of Merchant Taylors of the Fraternity of St. John Baptist in the City of London, is one of the Twelve Great City Livery Companies surviving from Medieval times.

The history of the Merchant Taylors' Hall on Threadneedle Street (now I get the significance of that name!) dates back to the 14th century and the story of the hall reflects the history of London.

Having been rebuilt after the Great Fire of London in 1666, the hall was bombed in 1940 during the Nazi Blitz in the WWII and then rebuilt in 1950.

It's a long history and our new Master too has a long history. Having first thanked John Flynn, her immediate predecessor as Master, for all his hard work despite his major heart surgery and serious health problems last March, and giving thanks for his recovery to lead the Company, she then revealed that she has been in marketing for longer than our worshipful company.

## ANOTHER NECESSARY WOMAN



"I've been in marketing for over 60 years. "she explained. "Rather longer than most of you I suspect and probably rather longer than most previous Masters. But perhaps I should add that my interest in brand promotion began when I was very young.

I started in commercial life helping to advertise branded products at the age of two, mostly initially for wool or soap companies.

"By the age of five I could be found in most grocery shop windows across the country strongly advocating the purchase of Kellogg's Cornflakes.

By the age of six I was hard at work promoting the Milk Marketing Board, and at seven I was a Bisto Kid and by then earning sufficient from advertising agencies to fund my own way through private education at the Aida Foster Stage School. In retrospect I suppose I was myself a product being successfully marketed by my mother for profit!"

"I recently learned that Court Assistant Emeritus, Professor Martyn Davis, is also a product of Aida Foster! It was Martyn, in fact, who first introduced me to the Marketors, as over 20 years ago I received the Company's Educational Award for my MBA.

"Was it accidental that I followed a marketing career working for companies with a strong branding? First Mars, then Mothercare, on to BT, Mercury Communications, Cable & Wireless, Pearson, and now TOTAL - whose Chairman, Patrice de Vivies is with us this evening.





GREAT  
BRANDS MAKE BRITAIN  
GREAT

**"My theme for the year is 'Great Brands Make Britain Great'. So this year we will explore global brands as well as British Brands – and see how both can help get our economy back on the road to growth."**

Thank you again Secretary of State and thank you to our Acting Clerk and Acting Beadle, but special major thanks must go to our Assistant Clerk who has organised tonight so magnificently."

Our dinner was indeed a magnificent event. With just over 240 members and guests we filled the Merchant Taylors' Hall and guests of the Master included Admiral Lord West of Spithead, Lord Taylor of Holbeach, First Sea Lord, Admiral Sir Mark Stanhope, Vice-Admiral Sir Alan Massey, Sir Robert Worcester, Air Commodore Stephen Skinner, Mr Simon Walker, Director General of the Institute of Directors, Adam Holloway MP, and the Masters and their wives of the Worshipful Companies of Tylers and Bricklayers and the Fuellers.

So, as we toddled home well fuelled with food and drink (love those salted caramel chocolates with the coffee) and brilliantly entertained throughout the evening, grateful to our sponsors IBM and Total, and clutching our gifts of whisky, courtesy of Total, from Edradour, Scotland's smallest distillery, we all had plenty to reflect on. History, tradition and the modern world. All elements of the great brands that make Britain great. ■

*Freeman Roz Morris*



# HERITAGE

*From left to right: Gerry Draper, David Collischon, Harry Druce, Brian Scanlon, Austin Nunn, Peter Short (Historian), Tom Corrigan.*

**As a modern Livery Company there are no doubt times when we look at the ancient companies with a touch of envy.**

But there is one advantage we have over them. Because our foundation was within living memory we can record the oral history of the early stages of the Company.

However, even to do that time is running out as sadly only two of the seven of our founding fathers are still alive. We therefore decided to record on video interviews with a number of our senior Past Masters.

Past Master Sir Paul Judge kindly hosted the occasion at his magnificent penthouse flat overlooking the River Thames and also recorded an introduction to the video. Past Master Venetia Howes conducted the interviews and we were able to record interviews with Past Master

Austin Nunn, one of the seven founding fathers of the Company and Master in 1985; Past Master Harry Druce who has written so much of the history of the Company and was Master in 1989; and Past Master Gerry Draper OBE, 1990; Past Master Tom Corrigan OBE 1995; Past Master Brian Scanlon 1996; and Past Master David Collischon 2003.

The resulting video material will be edited professionally and included in the History section of the Company's website. The costs have been supported by anonymous sponsorship for which the Company is most grateful. As producer of this project I was privileged to learn so much about the history of the Marketors and am pleased that we have been able to add this unique dimension to the historical archives of the Company. ■

*Junior Warden David Pearson  
former Chairman Heritage Committee*



# DATA PROTECTION REGULATION

IF YOU PROCESS PERSONAL DATA (ESPECIALLY FOR MARKETING) READ ON...

**Big changes are coming when the new Data Protection Regulation comes into force – currently scheduled for the second half of 2014 or early 2015. If you're not in the know, you may be in for a shock!**

The Data Protection Directive 95/46/EC, which was interpreted into English law via our own Data Protection Act 1998, is being revised.

The draft revision was published in January and is being discussed in Europe as I write. There are apparently more than 3,000 amendments offered by EU member countries, so it's not over yet.

This time it is a Data Protection Regulation which is bad news for us in the UK. In an attempt to standardise across the EU, Commissioner Viviane Reding has chosen a Regulation rather than a Directive, which means that when it is adopted there will be no changes that we can make before it goes into UK Law – one size will fit all.

If it goes through as is, it's going to cost a great deal of money to redesign databases, train staff, develop processes and procedures on what, how, when and where, data is being processed in your business. The record-keeping is onerous and over-prescriptive. In fact, the whole Regulation is over-prescriptive and in my opinion it does little to increase the level of privacy protection of our citizens.

So what should you be planning for? Here are some, but by no means all, of the issues that might affect your business:

## OPT-IN FOR EVERYTHING?

I am pretty sure we are going to get opt-in for everything. That's fairly easy to do online, or even on the phone, (not IVR though) but try it on a coupon and you'll see how difficult it is to get an individual to opt-in.

Recent research conducted by the Direct Marketing Association UK and online research company fast.MAP, with data collection wording written by me, as Director of permission marketing consultancy, Opt-4, showed that only 30 per cent of individuals would opt-in.

Compare that to the 70 per cent average when collecting by the use of an opt-in or a soft opt-in (that's an opt-out but only for electronic channels) and you'll get my drift.

This could be particularly damaging if all channels - post, phone, email, SMS and fax - turn into opt-in only and it might lead to companies not being able to market to their own clients where consent has been gathered by the use of an opt-out and where new consent might have to be sought.



## THE RIGHT TO BE FORGOTTEN

The new Regulation would give individuals the right to request companies to delete NOT suppress any information that they hold on them. Companies that hold an individual's data and pass it on to third parties would not only have to delete their own information, they would also have to ensure the third party deletes the information too. This would be almost impossible to comply with. I think there could be a dispensation for suppression for legitimate purposes.

## SUBJECT ACCESS REQUEST (SAR)

Companies have an obligation to supply all the information they hold when requested to do so by an individual. Currently, companies can charge a fee of £10 when supplying individuals with a copy of all of the information they hold on them and this tends to discourage 'timewasters'.

However, under the new Regulation, companies would have to supply this information free of charge.

It costs much more in management time to supply the information and the Ministry of Justice estimated in 2009 that an additional £50 million pounds a year is spent in manpower costs, and in its impact assessment, published in November 2012, it quotes that some companies expect SARs to increase by 40 per cent. That's bad, when commentators suggest that each SAR costs up to £10,000 in management time to process.

## DATA BREACH NOTIFICATION

Currently there is no legal requirement to notify a data breach but the new Regulation would require that every company that holds personal data would have to notify the Information Commissioner's Office and the individuals concerned within 72 hours of any instances of a data breach. However, the current draft is particularly vague on the detail of how this would work, and whilst our own Information Commissioner obviously wants to hear about serious breaches that will substantially affect individuals, the loss of half a dozen records would seem to be overkill.



## INTERNATIONAL TRANSFERS OF PERSONAL INFORMATION

The Regulation would require that any company in the world processing information about European citizens would have to follow European law, but how this would be regulated is unclear and frankly probably unworkable.

In a digital world a company wouldn't necessarily know that they're dealing with a European citizen until they complete an online registration process. This requirement simply doesn't reflect the reality of 21st-century global data transfer practices.

## WHAT ELSE?

Companies that process more than 500 records in a year will be required to have a designated independent Data Protection Officer. That's absolute nonsense because it would catch SMEs too. I expect this to change to something more reasonable. However, companies would also have to prove compliance with new data protection rules by building them into new processing activities.

## PENALTIES.

So if all that doesn't scare the wits out of you, the fines might – 1m Euros or two per cent of worldwide turnover, no less. There are some good things in the new Regulation and we welcome any attempt to increase consumer trust and confidence but the prescriptive nature of the Regulation, if adopted as is, will certainly damage direct marketing businesses. ■

**Liveryman Jenny Moseley**  
**Director of permission marketing consultancy Opt-4.**  
**[www.opt-4.co.uk](http://www.opt-4.co.uk)**

# UNITED GUILDS SERVICE AT ST PAUL'S CATHEDRAL

**The Annual Service attended by all the Livery Companies and Guilds was first held on Thursday 25 March 1943, with the purpose of lifting the spirits of the City after the devastation of the Blitz during the Second World War.**

The service came about as a result of the meeting of the Masters and Prime Wardens of the Great Twelve Companies held at Goldsmiths Hall on 1 February 1943. It is thought to be the first occasion when all the Livery Companies and Guilds had combined to hold a religious service.

As with every year since, this service filled St Paul's Cathedral to capacity with members of all Livery companies joining the Lord Mayor, Sheriffs and Aldermen in the great ceremony.

The selected preacher this year was the Right Reverend Stephen Cottrell, Bishop of Chelmsford, who delivered a challenging sermon on generosity and giving.

However, this year was particularly important for the Marketors, as immediately prior to the service, a short ceremony was held at Plaisters' Hall for the purpose of David Pearson making his formal declaration to act fully as Junior Warden, pending a formal full Ceremonial Court being held.

This meant that we once again had a full team of Master and Wardens in place in the Marketors for the walk to St Paul's Cathedral to attend the service.



L-R: Junior Warden David Pearson, Senior Warden Michael Harrison, Master Sally Muggeridge, Middle Warden Andrew Marsden.

After the service, the Marketors present, along with a number of other Company members and guests, adjourned for a reception and luncheon at Plaisters' Hall hosted by the Master Plaisterer. ■

# MARKETORS WELCOME NEW OFFICIALS



## NEW LEARNED CLERK - JOHN HAMMOND

**We are delighted to introduce our new Learned Clerk, John Hammond, who brings with him a wealth of City experience, having been admitted to the Freedom of the Goldsmiths' Company and the City by patrimony in 1991.**

John then joined the Scriveners' Company, where he has recently been admitted to the Court of Assistants and the Solicitors' Company, where he has been a Liveryman since 1999.

Having read law and modern languages at university, John started work in a firm of City solicitors before becoming a corporate lawyer within a major telecommunications multi-national.

Much of his time was spent supporting joint venture activities in the emerging markets of Central and Eastern Europe.

Diplomatic and linguistic skills were equally as important as legal competence and John very much enjoyed his experience of public affairs engagement. More recently he served five years as chief executive officer of a chartered professional membership association, which he believes will be a very useful foundation for his new role.

John says:

"The Clerk is a most important officer in any livery company, as he or she is directly responsible for the provision of services to the membership, helping to engender an atmosphere of convivial fellowship and learning, and advising the company on matters of good governance and best practice.

"I am particularly delighted to be joining the Marketors, as it is challenging and rewarding to be supporting a modern and fast-evolving profession."

John is looking forward to meeting as many members as possible over the coming weeks and months. ■



## NEW BEADLE - TED PRIOR

**Beadles were used by the Romans as Temple officials, so they have been in existence for as long as the Livery Companies have needed organising. In fact, the role of the Beadle in a Company predates that of the Clerk by some years.**

Our new Beadle, Ted Prior, started off as Beadle to the Worshipful Company of Constructors in 2006 and then went on to officiate at the Guild of Air Pilots and Air Navigators in 2008.

He is proud to have had the privilege of officiating at Mansion House, Guildhall and many of the Livery Halls within the City, including, of course, Stationers' Hall where our robes, regalia and treasures are kept. ■



## NEW TREASURER - CHRIS ROBINSON

**Chris was Managing Director (Corporate Pensions) at Legal & General Investment Management for the ten years prior to his retirement at the end of 2004, with direct responsibility for their corporate pensions investment only business.**

During this time LGIM grew to become the largest manager of UK pension fund assets managing over £100bn for 2,500 clients.

Previous posts within Legal & General Group included Manager (Investor Relations), where he was the Group's main contact for shareholders and analysts.

Prior to this appointment Chris was Director, Marketing at LGIM and was instrumental in their decision to enter the index fund business.

Following retirement he became a Trustee and Treasurer of the 90,000 member body NADFAS - the National Association of Decorative and Fine Arts Societies - until May last year when he completed the maximum term. He also became Master of the Guildford District Guild of Bell Ringers.

On the remunerated side he is the non executive Chairman of IT firm, Idea Group, and helps train fund managers in presentation skills. ■



## WESTMINSTER ABBEY, THE TOWER OF BIG BEN...

**Being a committed Marketor has pluses and minuses; on the one hand, I get to meet some fascinating people and visit places other people probably don't even know exist, while on the other, I get roped in to organise events that Masters feel need the 'old hand' treatment!**

One such was the 'morning after the night before' visit to Westminster to climb the Elizabeth Tower and view Big Ben – certainly a great British brand that has helped to make Britain great.

"What better way to clear the head after the previous night's wining and dining than to climb the 334 limestone steps to listen to the chimes up close and personal?" the Master had asked. But getting there for 08.45 the morning after the Installation Dinner was something I tried to forget as I enjoyed the hospitality of the stirrup cup...

However, this was an exclusive visit up London's best-known landmark, so had to be done, Big Ben is of course the bell, founded in Whitechapel as a recast and smaller replacement for the first bell from up north that cracked. The huge clock mechanism is interesting to watch – a major feat of engineering but with the timing ultimately controlled by a pile of old pennies.

Since both the Master and I have been up the tower before, we went to have coffee within Parliament while the tour members toiled, hosted by Stephen Metcalfe MP, and were joined later by the weary but exultant - and mainly still breathing - climbers. Stephen then took all of us to see the magnificent hammerbeam roof of the medieval Westminster Hall and the beautiful little Chapel of St Mary Undercroft – a hidden gem not open to the public. Suffragette Emily Davidson famously hid in a broom cupboard in the chapel on the night of the 1911 census, so substantiating her address as the House of Commons and laying claim to equal rights to men. Tragically she threw herself under the King's horse at the Derby just two years later in the same cause.

We had to take it in turns to enter the cupboard and read the plaque on the back of the door put up in her memory. The women in the group all agreed that we owe her and her fellow suffragettes a great debt of gratitude or we would not be in the privileged position we enjoy today.

We then all adjourned to the new Cellarium Restaurant in Westminster Abbey for lunch, where we were joined by some guests, notably our chaplain, David Meara, who said Grace, and by friends of mine from France, who were slightly bemused by the proceedings but delighted with the fellowship – which I suppose is why we do what we do! ■

*Liveryman Jane Wharam*

# COMMON HALL

**A feature of many Livery Companies, Common Hall meetings can be regular or irregular, and are meetings for Liverymen only to provide information on the progress of the Company, highlight any issues and introduce change.**

Reintroduced by last year's Master, now Past Master John Flynn, this year's Common Hall was held in our 'mother Hall', Stationers' and was followed by the inaugural Professional Dinner, after which we were regaled by Professor Malcolm McDonald on "The Future of Marketing".



The Liverymen present were welcomed by the Master, who began the evening with a prayer and then introduced us to the new Senior and Middle Warden and explained that a new Junior Warden had been chosen but not yet formally appointed.

She also introduced the new Treasurer, Court Assistant Chris Robinson and thanked the previous incumbent, Liveryman Mandy Merron for her work. Likewise, outgoing Chair of the Marketors' Trust, Liveryman Trevor Brignall was thanked and his successor, Court Assistant John Hooper CBE was warmly welcomed.

Since this was a confidential meeting held for Liverymen only, this report can go no further, other than to say that Court Assistant Peter Rees, Chair of the Heritage Committee, had brought our treasures out of storage for members to admire and admired they were!

However, I can say that Malcolm's talk which was the centrepiece of the first inaugural professional dinners, as ever, was insightful, funny and to the point, after which he fielded questions from the audience. ■

*Liveryman Jane Wharam*

**Being a huge fan of Malcolm's - I could hand on heart say that I have read almost all his books - I asked him if he would send me his speech, which was delivered almost entirely without recourse to his notes, I should point out.**

**He duly obliged. So, here it is, a piece that, rather like the demise of Margaret Thatcher, will either delight or dismay his audience.**

**I give you Malcolm's view on ... The Future of Marketing ...**



# THE FUTURE OF MARKETING

What in an academic's retired life could be more appealing and irresistible than being invited by the Master and Court of the Worshipful Company of Marketing to address a prestigious audience at the Stationers' Hall in the City on the topic of the future of marketing?

"Of course", was the immediate response, coupled with a determination not to indulge in the so-called "scientific/positivistic" mode encouraged by the Business Schools, which has driven marketing academics into an irrelevant cul-de-sac.

Of course, I have done my fair share of mud-slinging from the comfortable groves of retirement via an Emeritus appointment at Cranfield and visiting Chairs at Henley, Warwick, Aston and Bradford. One of my worst excesses was a paper published in our leading academic journal in 2004 by the title Marketing: Existential Malpractice and an Etherised Discipline; A Soteriological Comment, in which a tongue-in-cheek, totally fabricated imitation of the kind of irrelevance referred to above appeared.

In that paper, thirty scholarly references were provided testifying to the fact that marketing's bright beginnings in the 1960s were not built on and that the academic community had become largely an irrelevancy.

## NO LONGER A DISCIPLINE

It isn't, however, only the academic marketing community that has contributed to the demise of marketing as a discipline. In spite of the few shining stars in the very dark firmament of marketing, the future is not looking good for the discipline we all love and serve, even though it is easy to defend the whole conceptual and moral basis on which marketing is founded, as I did during my talk.

I argued that books such as Charles Reich's *'The Greening of America'*, Theodore Roszak's *'The Making of a Counter Culture'* and Alvin Toffler's *'Future Shock'*, led to the view that marketing presents an unacceptable face, promoting an acquisitive and materialistic society.

The author, however, showed that the notion of the defenceless, gullible consumer was wrong, for the consumer is still sovereign, being free to make choices between competing products or not to buy at all. Indeed, Davidson's research into the values and vision of the of 125 continuously high performing enterprises in all sectors the USA and UK demonstrated marketing values at their very best and showed that even mighty multinationals got their just desserts when they ignored the power of the consumer.

We can then, as a community, take pride in knowing that the sincere implementation of the marketing concept entails respect for each individual consumer served. Excellent marketing has always emanated from a deep understanding of consumer needs and expectations, combined with their right to be informed and protected and their right to quality of life.

The problem is that in 2013, "Marketing" just doesn't mean "good marketing", or even "honest marketing" and is widely seen as "mismarketing" in practice, largely the result of marketing's demotion to the role of promotion and puffery.

Following the Deloitte report in 2007, it appeared that the final nail had been hammered into marketing's coffin, when its almost total lack of accountability came under severe criticism from CEOs and SFOs.

***"Marketers have constantly hidden behind a fog of measurers that are based purely on tactical marketing activity, rather than solid financial metrics that are relevant to the City"***

One other problem I referred to was our discipline's lack of professionalism, with only 0.5 per cent of UK marketers of Chartered status.

## WHY SEPARATE SALES FROM MARKETING?

Yet another was the separation at birth of sales from marketing, which is a bit like separating advertising and market research from marketing. This is especially serious, as expenditure on selling is five times the expenditure on the whole of marketing and it is these people who are closest to the customers.

From this and from other seminal papers on the state of marketing, it is difficult not to conclude that the discipline of marketing is destined to become increasingly less influential unless there is some kind of revolution, or at the very least a new beginning.

Perhaps some kind of paradigm shift will emerge, for nothing new has emanated from marketing for decades – and please don't say "Relationship Marketing", that happy clappy, sandal-wearing, muesli-eating humming band of people who send companies bankrupt by "delighting" their customers!!

**Inter alia, I set out the following routes to ensuring that marketing has a sustainable future:**

- 1: Bring sales back into marketing.
- 2: Start a serious campaign to get marketers professionally qualified
- 3: Make marketing more accountable

## OUR CHARTERED INSTITUTE

We are blessed with a new CEO of the CIM who is seriously tackling 1 and 2 above and she needs the support and commitment of us all.

The third one is more difficult, as our recent research at Cranfield into the aspirations of CMOs shows that they have little ambition when it comes to influencing the board.

Yet, whether we like it or not, in capital markets success is measured in terms of shareholder value, having taken account of the time value of money, the cost of capital and the risks associated with market strategies.

Given that in the UK alone, over 80 per cent of all corporate value lies in intangible assets and that few companies have any formalised processes for carrying out due diligence on this, the WCM, via its Think Tank, has initiated a major on-going programme to tackle this problem.

The first event is being held on Wednesday 15 May, where I will be the principal speaker for an influential audience from the City.

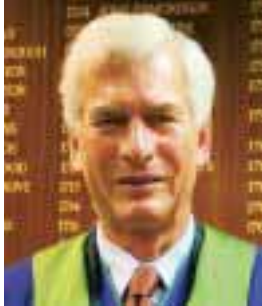
Please watch this space and support us in this vital campaign. ■

***Emeritus Professor Malcolm McDonald***

# NEW WARDENS

**Each Warden is responsible for a different Aim and the committees within it. The Senior Warden is Aim Champion of Aim 2, which is to promote marketing education and the benefits of the profession of marketing to those in the City, the Livery and beyond and has responsibility for the Think Tank and Law and Marketing committees.**

The Middle Warden is Aim Champion of Aim 3, which is to give back financially and in kind and to contribute to the development of marketing. He therefore looks after the Outreach, Armed Forces and Cadets, St Bride's, Awards and Marketors' Trust committees. The Junior Warden is responsible for Aim 4, which is to bring in and retain members, foster fellowship and plan and arrange succession. He therefore oversees Membership, Fellowship & Livery and the Court Nominations committees.



## SENIOR WARDEN MICHAEL HARRISON DIP. M. FCIM FICM

As Michael says, a moving target is difficult to hit and breadth of experience is invaluable!

Following two years in Djakarta, Michael was enticed back to Hawker Siddeley Dynamics,

ending up as group head of Commercial Contracts. But the lure of a company car took him into printing equipment, supplies and "word processing" as Sales and Marketing Manager and then the NWB Group headhunted him as Group Director for 6 IT company's in five countries.

BT got him to create British Telecom Mobile Communications and subsequently the Raytheon Corporation made him President, Japan and Pacific based in Tokyo. Subsequently the Swedish Government made him President of a wholly-owned group in the UK and Europe and L-3 Corporation's Network Security Systems appointed him President, Europe and VP Marketing, USA.

Michael then ran his own company but also chaired the UK Government's "Protecting the National Information Infrastructure" for almost ten years, and much more besides.

Married to Jeanne, Michael has two children (one of each) and four grandchildren (two of each). His "outside interests" are golf, gardening, classical music and – some years ago! - DIY! At 6'7" tall he finds it difficult to hide – so doesn't try.

Michael says that throughout his career Marketing has been a strategic, very senior, role. Marketing is the core of the business. He does his best to get that message across wherever and whenever he can.



## MIDDLE WARDEN ANDREW MARSDEN

After an early career in Unilever, Vileda and Danone, Andrew joined Britvic, which floated in 2005. He is a former Chairman of the ISBA Executive and the IPM and between 2002-8 he sat on the Government's Advisory Committee on Advertising, and

has also served on the boards of BCAP and the ABC.

From 2007-10 Andrew chaired the ASA Code Review, updating the codes that govern all UK marketing communications.

With an honours degree in Business and an Honorary Doctorate from Anglia Ruskin, Andrew is a Chartered Marketer and holds the Fellowships of The CIM, The Marketing Society, the IPM and the RSA.

He was the Telegraph Jaeger Le Coultre Marketing Director of the Year in 2004 and President of the Marketing Society from 2006 to 2010.

In 2008 he set up Andrew Marsden Consulting advising internationally on business and brand strategy and is currently Chairman of Creative Capital and a Non-executive Director of Weber Shandwick, Mesh Marketing, Steel London and is a Trustee of CRI, a national charity helping people recover from drug and alcohol dependency.

Andrew is a member of the World Traders Company and the Aldgate Ward Club and has been married to Karen for over 30 years.



## JUNIOR WARDEN DAVID PEARSON

With an honours degree in Law from Oxford University and management development in sales and marketing with Procter & Gamble, Mars and Pillsbury, David became MD of Sony UK Consumer Products and over ten years gained

responsibility first for Northern Europe and then, as MD for the entire Sony UK Company, for turnover exceeding £2.2 billion and 5000 employees.

David then gained British plc experience as MD of International Brands for Pentland Group plc, a FTSE 350 company, then CEO of NXT plc, a FTSE 350 technology licensing company, and then as Chairman of Vividas plc, an AIM listed company.

He is Chairman of innovITS limited, a centre of excellence backed by the British Government for the development of Intelligent Transport Systems (ITS), an NED of JP Morgan Japanese Investment Trust plc, and a Criticaleye mentor.

David became a Freeman of the Company in 2004, a Liveryman in 2006 and a Court Assistant in 2011. He has served on the Livery and Heritage Committees and the Think Tank and chaired the Heritage and Events Committees.

David is a Fellow of The Marketing Society, the Royal Society of Arts (FRSA), and of the Chartered Institute of Marketing (FCIM). He was elected to the UK Marketing Hall of Fame in 1995.

He has served on the National Council of the CBI and the ISBA Council. In 2012 he was awarded an Honorary Fellowship of the University of Bedfordshire where he was a Governor.

He provides mentoring support to CEOs of various charities and is currently working with the CEO of the National Children's Orchestras of Great Britain.

He lives with his Chilean wife Carmen and their daughter in Hertfordshire. David writes a weekly blog which can be found on his personal website [www.davidcpearson.co.uk](http://www.davidcpearson.co.uk) ■

# SPECIAL UNILEVER DINNER

A small group of Marketors was privileged to be invited to dine at Unilever House as guests of Liveryman Keith Weed, Unilever's Group Vice President and Chief Marketing and Communications Officer, who was our guest speaker at the Bowden Charter Dinner last year.



The Company's iconic building on the river at Victoria Embankment is the headquarters of an organisation that makes a difference to us all through providing personal hygiene and cleansing products, including soap, for over one third of the world's population every day.

Completed in 1931, Unilever House was Grade II listed in 1977. Unilever had grown considerably over the years and in 2007 the Company wanted to be able to remain in the building and within the City of London but had operational requirements for a more modern flexible workplace than that provided by the building, which also had significant functional deficiencies.

The refurbishment therefore achieved a balance between retaining the important parts of the building's historic facade and providing a transformed internal work place and spatial experience for the many visitors to the building with a vast open atrium, creating a strong sense of interconnection.

The fit-out achieved the spirit of openness seen in the 1930s building archive and a transformed Unilever House gave the company a new lease of life within their own historic home with carbon emissions reduced by 25 per cent (far greater than regulations currently require).



We were hosted in the magnificent eighth floor Board Room with its incredible views across the River Thames.

Keith is a driving force behind Unilever's plans for sustainable living and he reported to us on his time in Davos, where he attended the World Economic Forum. Since then he has spoken at the House of Commons Debating Group, sponsored by the Chartered Institute of Marketing, on the motion of "Social responsibility claims by businesses amount to little more than posturing to gain commercial advantage".

Keith's energy was undiminished as, over a memorable culinary experience, he told us how he had recently dismantled Unilever's CSR department and now challenged us to discuss how companies should and could build corporate social responsibility into all their working practices. Vigorous debate ensued and, as is usual at Marketors' events, the conversation illustrated the immense wealth and diversity of marketing experience and expertise around the table. ■

**Sally Muggeridge - Master Marketor**  
[worshipfulcompanyofmarketors.blogspot.com](http://worshipfulcompanyofmarketors.blogspot.com)







Since one of the Master's aims this year is for the Company to visit a number of real markets in the City, she asked me to organise an event tour the London Metal Exchange (LME), the world centre for the trading of industrial metals and where more than 80 per cent of all non-ferrous metals futures business is conducted.

The LME has been in existence since 1877, although it can trace its origins back to 1571, and is the largest remaining open-outcry trading centre in Europe. Over 80 per cent of global non-ferrous futures business is transacted on LME platforms, with 3.5 billion tonnes traded worth over \$15 trillion. The LME is the world's de facto price formation venue for industrial metals.

## NOISY OPEN OUTCRY

With the Marketor's visit timed to coincide with the busiest and noisiest time of the day, we had maximum exposure and with then Court Assistant David Pearson having organised for Sir Brian Bender, the LME Chairman, to lead the visit, we were certainly in good hands.

The tour took us through an exhibition with examples of ingots and other uses of metals over time and sourced from all over the world. We were made very welcome by Sir Brian, who introduced us to new phrases such as 'backwardation' which describes a situation where a nearby price is higher than a further forward price.

Appetites whetted, we gathered our LME fact packs and entered the first floor sound proofed viewing gallery to see the trading Ring itself. This is circled by rich red leather seating, as well as batteries of microphones situated precisely so that every word could be captured and analysed if required.

Traders in the middle and brokers all around simultaneously shout orders, and take instructions as well as making notes and talking into two telephones, often all at the same time. It soon became clear why 'outcry' trading was given its name! And eventually, we were able to understand what was happening on the giant overhead trading screens, which captured the prices that were being set in the trading Ring below.



## METAL CONNECTIONS

All too soon the morning ended, so we set off along Leadenhall Street back into the heart of the City to lunch at the legendary Lamb Tavern, built in 1309 by Sir Hugh Neville. Surprisingly, the Lamb Tavern site itself has grander origins than the 14th century market and directly overlies the Roman Londinium Basilica, a large building used by the Romans for judicial and commercial purposes. The original building had a large lead roof - hence the name Leadenhall - a fitting metallic connection for what was an informative and excellent fellowship event! ■

*Freeman Michael Lynch*

# EDITORIAL

As you will have seen from the front cover, the Installation of Sally Muggeridge as Master was a truly top notch affair, graced as we were by the Rt Hon Theresa May MP as our guest speaker and surrounded by more captains of industry and military top brass than would normally assemble in one place at the same time, State occasions excepted!

And the rest of the year promises to be equally interesting, informative and entertaining, with events being organised at Apothecaries' Hall, Mansion House, Royal Ascot, the Barbican, Canterbury and Pewterers' Hall, to name but a few of the venues we plan to visit.

The Master draws attention to our Four Aims in her column and I thought it might be interesting to show how *MARKETOR* can help with them. As far as Aim 1, which involves actively supporting the Mayoralty and City of London Corporation, is concerned, we can promote events that members should attend and inform the membership about City traditions. To that end, pay close attention to 'Forthcoming Events' and the welcome to our new Beadle!

Also, as I have mentioned in previous editions of the magazine, we are using *MARKETOR* to showcase what we do to the wider marketing community as well as the City and are delighted that we are attracting so many big names to our events, either as speakers or guests. This helps us with Aim 2, which is promoting marketing education and the benefits of marketing to a wider audience.

Our members are a pretty talented bunch too, as you will see when you read the thumbnail sketches of the careers of some of our new members, Liverymen, Court Assistants and Wardens.

And not only do we have marketing stars from the world of commerce, but also from charities, politics and academia. Many of these have put pen to paper and so we will be running a regular feature called 'Book Club' (see page 20), in which we will feature books on marketing written by members in the last two years, or, as in the case of Freeman Laurie Young, about to come out. If you are the author of such a book, please email me for inclusion in the next edition.

Another new feature is the letters page - finally some people have written to me! - and I would be delighted to feature your letter, particularly if it is to do with marketing or one of our Four Aims.

Aim 3 is to do with giving something back, both in time and money, so look no further than Annie Brooks' piece on what Outreach means to her on page 21. While Aim 4 relates to membership, both bringing in new members and reinforcing our motto that Livery is for life. To see how you can become involved in that area, see the back page.

You can become more involved in the magazine in various ways, either by sponsoring an event, writing to me or submitting an article. As I keep saying, this is YOUR magazine - the editorial team of Annie Brooks, Roz Morris and I just put it together - so please contribute. ■

*Liveryman Jane Wharam*

# SPONSORSHIP SALUTE

## BENEFITS TO YOU OF SPONSORING/PARTNERING/ ADVERTISING – THERE ARE MANY OPPORTUNITIES AVAILABLE

The potential to communicate your messages to our Membership - and potentially to reach many other Livery Companies plus senior management of commercial companies – is one that deserves careful consideration. The targeting is tight, the cost per prospect is low.

## OPPORTUNITIES ABOUND – CURRENT EXAMPLES

The premier public platform is our float in the 2013 Lord Mayor's Show – where you can have a major impact both to the c.500,000 lining the route and the millions watching on TV.

**A page or a double-page in MARKETOR** – sponsor or partner an edition or a series of editions and have your own space to present your messages.

**The Annual City Business Lecture** – associate your company name with this significant occasion and get to emphasise your message when introducing or thanking the speaker.

**The Think Tank seminars** – a series of business related events with which to associate your name.

**The WCM Golf Days** – sponsor a hole or a series of holes, advertise on every tee and by the clubhouse, have special promotional presentations.... the opportunities are many and varied.

**There are many others:** you could have your name seen every day by sponsoring the Members Directory; you could sponsor the cases for the Company Treasure; you could provide "in kind" assistance by providing "PR" – and be significantly recognised by so doing both in MARKETOR and elsewhere; we can always create a special package to suit your needs.

**The message is – talk to us!** If you contact me I will put the right person in touch with you. This has to be a Win:Win for you/your company and the WCM. We will ensure that it is.

## CURRENT SPONSORS, SUPPORTERS & ADVERTISERS



### New for 2013 – IBM

It is always good to bring on board new corporate interest and content into our community and we are very pleased to announce that IBM will be one of our partners for 2013, and we would like to thank Bill Payne who is a General Manager and VP at IBM for launching this initiative. Bill was admitted to the Freedom in January this year and brings all his international career experience to the Company

IBM is one of the world's largest technology and services sector companies and has an extensive marketing engine itself, while also providing services to Chief Marketing Officers (CMOs) through software, managed services and consulting. They will be making a number of white papers, research papers and case studies available through the Marketors' web site during 2013 and Bill will be happy to meet with any member to share his and IBM's experiences.

The study featured face-to-face interviews with 1,734 CMOs, spanning 19 industries and 64 countries. We know CMOs are feeling stretched, but it also reflects great excitement about the future of marketing. These conversations and the in-depth analysis of study findings underscore the need to respond to three new realities:

- The empowered customer is now in control of the business relationship
- Delivering customer value is paramount - and an organization's behaviour is as important as the products and services it provides
- The pressure to be accountable to the business is not just a symptom of hard times, but a permanent shift that requires new approaches, tools and skills.

The Marketors very much welcome IBM's involvement and we look forward to sharing more insights during 2013. ■

*Senior Warden Michael Harrison*

## Year's Sponsors to Date:



**Sign Specialists Limited** - of Redditch. Designers, creators and suppliers of our float for the 2012 Lord Mayor's Show – without this highly professional organisation we would not have been able to afford to enter.



**Geoff Maskell Associates, part of St James's Place Wealth Management** -sponsors of the 2012 WCM Golf Day and the two 2013 Golf Days.



**The Chartered Institute of Marketing** - co-sponsors of the City Business Lecture, Think Tank Seminars and part sponsors of the WCM float at the Lord Mayor's Show 2012.



**St Dunstan's College** - part sponsors of the WCM float at the Lord Mayor's Show 2012.



**Luxury Train Club** - part sponsors of the WCM float at the Lord Mayor's Show 2012.

**Wouldn't you like to see your name/your company's name associated with prestigious items similar to the above – and at the same time make a real contribution to your Livery?**

# IT'S ALL ABOUT THE LIVERY

The response from people, when I tell them that I am Editor of my Livery Company's magazine, is often "what's a Livery Company?", so I am delighted that I now have somewhere to point them if I don't have the time to explain it to them myself!

As you will all be aware, our Master is continuing in the tradition of writing blogs about her various activities and the one written on 6 April, in which she recounts a talk she gave to a group of local Rotarians, is all about how the Livery movement started.

In her address, she gave a brief history of the origins and developments of the guilds and friendly societies that grew up in all of the major cities in the country within trades to promote, regulate and maintain standards in a particular craft or profession.

She went on to explain how the wealthier guilds in London were granted charters, at a price, which extended rights to trade and also provided the basis of the City of London's governance, its Sheriffs and Lord Mayor, and how, today, the City Livery Companies still retain involvement in the annual election of both the Sheriffs and of the Lord Mayor.

With the oldest Livery Company believed to be the Worshipful Company of Weavers, receiving a Royal Charter in the 12th century, the Master explained how in the 16th century an order of precedence was established, at the head of which are the 'Great Twelve' Livery companies: Mercers, Grocers, Drapers, Fishmongers, Goldsmiths, then Merchant Taylors alternating their place with the Skinners, (which is how the expression 'to be at sixes and sevens' originated) along with the Haberdashers, Salters, Ironmongers, Vintners and Clothworkers.

Sally then went on to say that our Livery Company, of which she is only the second female Master, promotes excellence in marketing and was established by letters patent in 1978.

The Master's experience mirrors my own, inasmuch as many people seem to confuse Livery Companies with Freemasonry, so she made the point that Livery Companies do not have secret ceremonies, passwords or handshakes. However, this is a bigger subject than can be tackled with too much authority or certainty, as there is debate between Freemasons in where the historical connection or divide may or may not lie.

She also explained that the older Livery Companies had evolved to meet more modern skills and industries. The Worshipful Company of Fanmakers, for example, are now involved in aerospace engine fans and the whole "air moving" industry while the Stationers and Newspaper Makers are well connected into the digital media world.

So, for other members who find themselves having to explain what it is they belong to, this blog could be a useful link to send to enquirers. Indeed, the Master's blogs are unfailingly interesting and informative about other Companies, City traditions and the life of a Master and I would urge you all visit the Master's Blog section of the website on a regular basis! ■

*Liveryman Jane Wharam*



## IT'S ALWAYS A TOSS UP!

**Unlike last year, this Shrove Tuesday was bitterly cold with a fearsome wind blowing into the Guildhall Yard, and near-icy conditions on the running 'track', so it was with some trepidation that the contestants gathered in the yard, donning the obligatory aprons and chefs' hats.**

Over the years, many Livery companies have learned the tricks of the trade. Double-sided tape to keep your hat on (as you lose points if it falls off in the race!); a slight dampening of the gloves so the heavy pan doesn't slip out of your hands, and a stout pair of good-grip trainers.

As ever, there was a healthy gathering of Livery Companies, and those in the novelty races did a brilliant job of inventing costumes absolutely unsuitable for running in, but totally within the spirit of supporting the Lord Mayor's charities and providing a suitable spectacle for the audience.



The bitter wind did keep the audience numbers down a little, but the atmosphere remained jovial, whilst competitive.

Our brave Master was the only runner this year for the Company - running in the Masters' Qualifying Race. It's a bit of a lottery as to who you run alongside in any one year - and as we didn't manage to make the fastest five in our races last year, we were only able to enter the Masters' Race this year.

The hazard of being a lonely lady in a mainly male race proved a challenge, and reaching the fastest five was just out of reach of Sally. However, Sally did an awesome job of following the race rules, and tossing in the right place! And did an even better job of completing the race without hitting the ground. Unlike quite a few other contestants on that breezy, damp day, who tossed both themselves and their pancakes to the wind!

In true Livery style, the race was followed by lunch in the Crypt. Always a fabulous feast with a few glasses of wine, this year was no exception. A heartening place in which to revive one's ego, nurse any bruises from the races and congratulate all contestants on a job well done! ■

*Liveryman Lesley Wilson*

# LETTERS TO THE *Editor*

**MARKETOR** welcomes letters from readers and will print as many of them as space permits. Letters may be edited for brevity and clarity. Unsigned letters cannot be used, but names of the writers may be withheld on request.

## BRIBING AN HONEST OFFICER

Dear Jane

Your review of my *'Face-to-Face Communication in other countries'* evening last year is correct in stating that I touched on how to approach any Official who refused to take bribes - but this was as a warning about the problems of corruption in other counties - and not as a recommendation!

The advice in fact appeared in the *'Agony Aunt'* columns of the local business press - and I have the cutting to prove it!

Our new 2013 Members' Directory makes clear that the first value of the Company is: **Integrity: both personal and in business.**

And I have no wish for Master and Wardens to consult our Procedures Manual as to how best to terminate my membership!

**From Professor Martyn Davis -  
Court Assistant Emeritus**

## THE OLYMPIC LEGACY

Dear Jane

Remember 2012? Not difficult is it really. London experienced its finest hour, less than 12 months ago. You will recall that I was Games Makers during the Olympic Games. I was so proud to be a part of one of Great Britain's 'finest hours'.

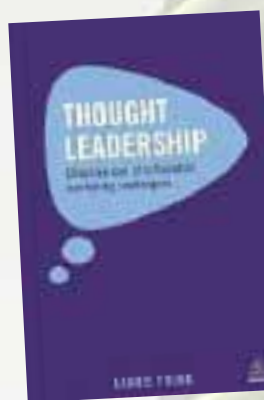
However in the West End of London recently I felt as if I was in a different city. I experienced so many different levels of service from the friendly, professional and polite to downright rude and sloppy.

What has happened to the spirit of London 2012? Where is the Olympic Legacy? As a Londoner born and bred I was very disappointed by the inconsistent levels of service in the capital. If I were a tourist in London for the first time I doubt I'd return.

Come on Marketors. It's up to us to make sure that everything we touch turns to gold. And if any of you are in the hospitality industry I urge you to fly the flag. Let's keep Britain Great!

**From Liveryman Annie Brooks**

## BOOK CLUB



### THOUGHT LEADERSHIP BY FREEMAN LAURIE YOUNG

Although Thought Leadership is a really well known term within marketing, with the budget dedicated to it being bigger in some places than some FMCG advertising, amazingly, this is the first serious book to be published on the subject - and by one of our own!

Laurie includes detailed case studies from Mckinsey, Philips, Unilever, Allen & Overy, Delotte, IBM and several others in the book, which comes out in October and is a must for any serious marketer's bookshelf.

Marketors can take advantage of the special pre-publication discount of 25% when ordering through [www.wiley.com](http://www.wiley.com) and quoting MARKETOR.



### "THE ART OF INFLUENCING AND SELLING" BY LIVERYMAN ARDI KOLAH

This is a review in the Sun, which rarely reviews marketing books:

*"Sales skills are certainly useful in almost every walk of life. In the current economic climate, the people who are doing well are the ones who are at the top of their game on the sales front.*

*The Guru range of books is all about going back to basics and perfecting the important basic skills as well as refining tried and tested techniques so that you can stay one step ahead of the crowd. There are lots of fresh insights and practical, usable tools which will help you to sell more and better. Some very useful advice here."*  
(Rebecca Harding, The Sun)



### "INTERNATIONAL COMMUNICATIONS STRATEGY" BY LIVERYMAN SILVIA CAMBIÉ & YANG-MAY OOI

With the sub-title: *'Developments in Cross-Cultural Communications, PR and Social Media,* the book explores how globalisation and the interactive web are transforming the world of communications beyond recognition. Are you ready for the new world?

# OUTREACH 2013



## WALKING THE TALK

**As the Master writes in her column, Outreach is a very important part of what we do as Marketors, but unfortunately, not enough of us give up our time to give something back to the wider community. However, perhaps the following account will whet your appetite.**

Liveryman Annie Brooks writes:

"I have chosen to work with children. Which my nearest and dearest find interesting as I've never had the desire to have any of my own.

I'm currently involved with the BEE Programme (Business Enterprise & Employability in Schools), which is a Financial Literacy Scheme. This numeracy programme brings business volunteers into schools to support young people with basic number skills.

The scheme is designed to prepare children in Years 5/6 for dealing with finance as they approach the secondary school years. I wish we'd had something like this in my day. All we did was maths!

The programme runs throughout the year and consists of six two-hour sessions for me. So it means I only have to give 12 hours of my time during that period (plus travelling time). However the return I get for those 12 hours is immeasurable. Working with these enthusiastic 10 and 11-year-old 'sponges' is truly magical. I cannot recommend it enough.

The scheme consists of visits to the school in Bow to work with the children and a visit to the Bank of England Museum. Then, when they've grasped the basics of working with money in groups, they set up a small business selling greetings cards to other children and parents at the school.

The year culminates in them presenting their business successes in the style of Dragon's Den to the volunteers and teachers with the winning team getting a small prize. No prizes for guessing whose team won last Christmas... it must have been the marketing that did it!

I was delighted to find out what the children had chosen to do with the profits from the cards they sold. They donated the money to a local old people's home so that they could buy festive treats for Christmas. What a true community spirit these children are fostering in this part of East London.

I strongly urge you to give Outreach a try and you can do so by contacting the committee Chair, Sue Garland-Worthington. If we can all give a few hours a year it will make such a difference." ■



## FUJITSU DINNER FOR FREEMEN

**Now in its fourth year, the April dinner for young officers of our affiliated regiment, 151 (London) Transport Regiment and Freeman of the Company has become an eagerly-anticipated event and has, for the past few years been superbly hosted by Fujitsu at their offices in Baker St.**

As ever, the food was to an exceptionally high standard, as was the hospitality and after dinner the lucky Marketors and officers present were treated to a number of talks from the invited guests.

151's new Adjutant, Captain Rebecca Hudson, began by reading the citation for Staff Sergeant Leeming, who received our 2013 Award for his outstanding work in the recruiting and marketing of the Squadron from the Master during the evening.

Recruitment is a vital activity, particularly considering the increasing demand and planned dependency today on our reserve forces at a time of more restricted financial resources for Defence.

The speakers also included our host, Simon Blagden MBE, non-executive Chairman Fujitsu, Master Sally Mugeridge and Major General Mark Poffley OBE, who gave an insightful view as to the future of the armed forces.



*The Master with Sgt Leeming*

Court Assistant Richard Christou, Chair of the Armed Forces Committee and founding sponsor of the dinner, also spoke of the continuing work of the Company in its support to 151 Regiment and HMS St Albans.

The Master has asked me to formally place on record her thanks to Fujitsu for hosting this event and strengthening the links between the Company and the Squadron. ■

***Freeman Vicky Robinson  
(2nd Lt, County PRO, Kent Army Cadet Force)***

# OBITUARY - GEOFFREY DARBY 1927 - 2012



**Born in West Norwood in 1927 Geoff was educated at Dulwich College and King Edward IV school Birmingham, he was very active with a number of accomplishments.**

In 1946 Geoff was commissioned as 2nd Lt in the Royal Signals and served in Egypt until 1947, then on leaving the Army he attended Sidney Sussex College Cambridge enjoying a very rewarding period with several distinctions. On graduation he joined Proctor and Gamble in July 1951.

Experience with the following brands are an indication of Geoffrey's strength and depth in Marketing. Oxydel brand group Newcastle, Launch of Daz in 1954, then Maxwell House, and Instant Whip dessert.

Geoff then moved to Beecham Foods as District Sales Manager in 1956. He joined McCann Erikson with main client Lyons Ice cream; later became a director of McCanns and took on the Del Monte account in 1960 and became a director of Marketing. He took on the Esso account in 1964 and became Deputy MD.

In 1972 he became director of Marketing of Beecham Foods and in 1976 joined Coca Cola Europe, 1977 he was appointed MD of Schweppes.

Geoffrey retired in 1979, to follow his leisure interests which were many; he was a council member of the Lord's Taverners, member of the Leander Club and member of the Royal Society of Arts.

In 1992 Geoffrey became Master of the WCM and proceeded to grace our Company with his wit, humour and excellence in a year full of great events interesting trips, outstanding venues and a range of speakers that has not been surpassed, including Lord Young of Graffham, John Carson of Cadbury, Ann Burden and David Bernstein.

At the annual Bowden Dinner our present Master Sally Muggeridge was presented with an Education award by Master Geoffrey Darby. We enjoyed visits to Althorp House with dinner hosted by the late Earl Spencer, a visit to the Champagne region of France and the Chateau of Moët et Chandon in Epernay.

Euro Disney was included in the trip but members were not overly impressed particularly the long walk from the coach!! At home we went to one of his first loves, Lord's Cricket Ground.

Most importantly, during his year and on a continuing basis he and the Company gave substantial Marketing help and advice to St Paul's Cathedral in renovating their Bookshop and putting it on a sound basis, not only increasing sales but also bringing in far more visitors to the shop and Cathedral. Through his efforts the Marketors' image and success within the City was reinforced to a new level.

This was an indication of a most successful year which was described in the *MARKETOR* magazine as:

"That was the year that was" - We already had a taste of Geoffrey's ability when in 1989, Geoffrey was appointed chairman of the committee for our grand charity concert to celebrate the 800th anniversary of the Mayoralty.

Heading up a committee of 12 members, who covered all the marketing disciplines the concert was held in Guildhall in December with the Symphony Orchestra of St Bart's Hospital under their conductor Professor John Lumley.

Geoffrey's wife Sheila gave him wonderful support throughout his period as Master and the many years he spent in being very active and giving so much to the Livery, a great Master and personal friend.

A service of celebration of Geoffrey's life was held at Chalfont St Peter Parish Church when several members of the court including the Master and Wardens were present. ■

*Past Master Harry Druce*

## YOUR GOLF DAY IS GETTING BIGGER!

**Last year the Marketors' Golf Day attracted 24 teams – and was full. So we decided to run two golf days this year on Monday and Tuesday 1 and 2 July.**

Some 40 teams are already booked – there are one or two team spaces on the Monday and slightly more on the Tuesday. This demonstrates the popularity of these days, now in their 6th year at Verulam Golf Club in St Albans.

Do you, the people in your business, or some clients, play golf? Not only will you meet some very senior people, but this is where Sam Ryder created the Ryder Cup – and some prizes have the Ryder Cup logo on them. Big deal indeed!

In addition we arrange several 'WCM Teams' to play in other Livery and CIMGS events.

If you are a golfer who has not signed up or you would like details of our Ryder Fellowship Golf Days in July, email Liveryman Peter Short (prs2000@btinternet.com) – we do need more WCM players, urgently!

*Senior Warden Michael Harrison, Golf Captain*



## FORTHCOMING EVENTS

Flyers have already been issued for most of these events but we know how easy it is to miss them. Consequently, if you like the look of any of them but haven't yet booked, please follow the instructions on how to contact the event director contained within the copy.

## NEW MEMBERS' EVENING

**At the end of last year, we held a successful prospective members evening and will be doing so again on Thursday, 2 May.**

All members of the Company are welcome, provided they bring a guest who is qualified for membership, which means they need to hold a recognised marketing qualification and/or be leaders in the field.

They also need to understand our aims and what we offer. As a modern Livery, we encourage members to offer support to the City of London and various charities through our Outreach and Awards programme.

During the evening, you and your guest will be able to get to know the Master, Sally Muggeridge and other senior members of the Company in the informal setting of the City Pipe, where a cash bar will operate, and we hope that your guest will be as excited about joining the Marketors as you were! Please call me to discuss details. ■

*Court Assistant Diane Morris*

## THINK TANK

**The topic of this first Think Tank event of the year will be the Boardroom perspective on the role of Marketing in generating profitable growth.**

We have an exceptional panel, three of whom are Marketors - Professor Malcolm McDonald, Alan MacKay and Laurie Young. They are joined by Glenn Granger, CEO of marketingQED - a man who is passionate about using data, rather than gut feeling, in decision-making. Moderator for the evening will be Adrian Waddingham, Past Master Actuary and Shrieval candidate.

Measuring the effectiveness of marketing at Board level is one of the burning issues in the profession today, so book your places without delay, by contacting Liveryman Steve Wilson on think tank@skwilson.net ■

*Past Master Venetia Howes*

## ELECTION OF SHERIFFS



**All Liverymen are urged to support the Mayoralty (Aim 1, remember!) by taking part in this Civic event on Monday 24 June, when our own Past Master Sir Paul Judge is expected to be elected as the Aldermanic Sheriff.**

It would therefore be fitting that he has maximum attendance in enthusiastic support from us, both at Guildhall and at the luncheon following in Clothworkers' Hall. Contact the Clerk for more details ■

## MASTER'S VISIT TO THE CITY OF CANTERBURY

**When we finally leave winter behind us, it will be glorious to visit the Master's home city of Canterbury and enjoy hospitality from senior dignitaries and guided tours of some of the major attractions in the South East, not to mention a personal tour of, arguably, the most important cathedral in the UK.**

### VENERABLE HISTORY

The city has a unique place in the long and turbulent history of England and first came to prominence in 597AD when Augustine arrived there, sent by Pope Gregory to convert King Ethelbert to Christianity, while in 672AD it was the See of Canterbury that was given authority over the entire English Church. Just six miles from the coast at Herne Bay and Whitstable, in 842 and 851 Canterbury suffered great loss of life through raids by the Danes, leading to fortification of the City.

### MURDER IN THE CATHEDRAL

The murder of Archbishop Thomas Becket in 1170 made the town a destination for pilgrimage and with it came prosperity. However, the Black Death hit Canterbury particularly hard in 1348, reducing the population by two-thirds. Pilgrimage inspired Chaucer's Canterbury Tales and pilgrims still regularly come to and from Canterbury; indeed it lies at one end of the Via Francigena, which runs across Europe to Rome. In 1448 Canterbury was granted its City Charter and still has a Lord Mayor and Sheriff.

### MARKETORS IN CANTERBURY

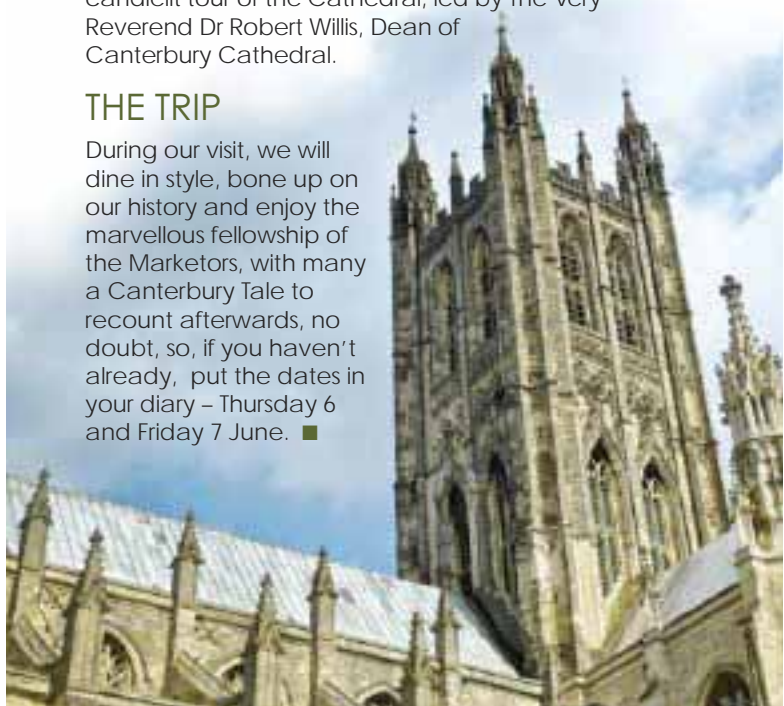
Our overnight stay in the luxury city centre ABode Hotel will introduce members to the beauty and tranquillity of this ancient City, and of course to its world famous Cathedral, a spiritual centre completed in 1504 after the 400 years taken in its building and somehow, quite miraculously surviving WWII despite 135 separate raids on the City.

### CANDLELIT TOUR

During the trip, we have the unique opportunity of a candlelit tour of the Cathedral, led by The Very Reverend Dr Robert Willis, Dean of Canterbury Cathedral.

### THE TRIP

During our visit, we will dine in style, bone up on our history and enjoy the marvellous fellowship of the Marketors, with many a Canterbury Tale to recount afterwards, no doubt, so, if you haven't already, put the dates in your diary - Thursday 6 and Friday 7 June. ■





## LUNCHEON TO THE LORD MAYOR

**The summer luncheon at Mansion House in July in the presence of the Lord Mayor and the Sheriffs was for many years the key annual event for the Marketors and always a major highlight of any Master's programme.**

For the last six years the Company has opted for an evening Banquet at Mansion House. However, on 25 July this year we will be holding a Luncheon – a very formal and prestigious City event but one hopefully more convenient for some of our older members. Members living further away from London will also be able to attend with guests without incurring the cost of an overnight stay. The luncheon also has a distinctly different character in that ladies wear hats (or fascinators) and gentlemen may wear City Morning Dress.

It is a very special privilege for a livery company to be able to entertain the Lord Mayor and the Sheriffs. The event also presents a superb opportunity for members to extend an invitation to friends, family and business colleagues at what is a very special social event in quite remarkable surroundings. ■

## CITY LIVERY CONCERT

**This has become an annual Civic Event (with the Lord Mayor in attendance) – thanks to the original idea coming from our own Liveryman Steven Rowe. From all of us who love good music – thank you, Steven!**

This year's concert should have been extra-special; Sir Colin Davis was to conduct the London Symphony Orchestra as part of the celebrations for his 85th birthday.

Sadly his recent passing means that we are waiting for details of the amended programme.

However we are hoping to still enjoy the combination of the Mendelssohn Violin Concerto (with one of the World's finest virtuosi, the Danish/Israeli violinist Nikolaj Znaider), plus the breathtakingly majestic Schubert Symphony No. 9 (The Great C Major) just has to be a programme made in heaven!

The special 'Livery Tickets' entitle the holders to excellent seats and to join the Lord Mayor for an interval drink in a special area.

To avoid unnecessary administration costs the Clerk will, on your request, check availability of these special tickets, reserve them for you and then you pay direct. Don't delay – it will still be a fantastic event.

Looking further ahead, the Marketors should take the lead from Steven and create an Inter-Livery Committee to run things in future years.

Any Member who would like to become part of such an initiative, please email me: [m.h.associates@btconnect.com](mailto:m.h.associates@btconnect.com)

**Senior Warden Michael Harrison**



## ROYAL ASCOT

**Thanks to the generous hospitality of some friends of the Master who live adjacent to the racecourse, we have the opportunity of picnicking in their beautiful gardens before going to have a flutter at this most prestigious event in the racing calendar.**

Members will be served champagne on arrival and offered a cream tea before they leave, so the day will start and end in style and you may even leave with a little more cash in your pocket than when you arrived!

However, there are only a few places left, so if you wish to partake in the sport of kings, apply to the Clerk now! ■

**The Master**

## DIARY PLANNER 2013

Important Company and Livery Events are in **bold**. The Great Events are in **bold**. Events in italics are restricted or by invitation only.

**Thanksgiving Service & Spring Dinner**  
**St Bride's Church & Apothecaries' Hall** **Tuesday 30 April**

Inter-Livery Golf Competition, Walton Heath Golf Club  
Thursday 16 May

Inter-Livery Clay Shoot, Northwood Wednesday 22 May

Master's Trip - Canterbury Thursday 6 June - Friday 7 June

City Livery Concert, Barbican Centre Sunday 16 June

Royal Ascot, Picnic & Racing Wednesday 19 June

*Business Court* *Thursday 20 June*

Marketors Golf Days, Verulam Golf Club, St Albans  
Monday 1 July - Tuesday 2 July

**Luncheon to the Lord Mayor - Mansion House**  
**Thursday 25 July**

Master's Trip, Kent Coast, Castles & Gardens, Royal Hotel, Deal  
Friday 6 September - Monday 9 September

Kent Garden Party Sunday 8 September

Dinner & Tour of the House of Lords, Palace of Westminster  
Wednesday 25 September

*Business Court* *Thursday 26 September*

**Bowden Charter Dinner - Plaisterers' Hall**  
**Thursday 24 October**

Lord Mayor's Show - Lunch Venue TBC  
Saturday 9 November

Remembrance Service - St Bride's Church  
Sunday 10 November

**City Lecture - St Mary at Hill Church** **Thursday 21 November**

*Court Dinner, House of Lords* *Wednesday 11 December*

*Business Court* *Thursday 12 December*