



MARKETOR

SUMMER 2016 / ISSUE 72

THE LIVELY COMPANY MAGAZINE FOR MARKETING PROFESSIONALS

MARKETING AT THE HEART OF RESTORING TRUST IN CAPITALISM ELIZABETH CORLEY CBE

AUTHENTIC MARKETING BRINGS
REWARDS SAYS SIR IAN CHESHIRE

MASTER QUIZMASTER

OUR HARVARD AND OXFORD
SCHOLARSHIPS





WORSHIPFUL
COMPANY of
MARKETORS



The Master's Column

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Most photography courtesy of Ben Fisher	

'Are you enjoying it?' That is the question I get asked most often as Master. The answer is a resounding 'Yes!' 'What does a Master actually do?' That's the second most asked question and that takes a bit longer to answer because the Master's responsibilities are unusually diverse.

First, I am the Chairman of the Company. I chair the quarterly Business Court where the Company is governed and all major strategic decisions are made. I also chair the Ceremonial Courts where new Court Assistants, Liverymen and Freemen are admitted and Company awards presented. Such meetings are normally held before our Great Events but one of the Master's privileges is that he/she can call a Ceremonial Court at any time.

Second, I am the Chief Executive of the Company. It is sometimes said that the Clerk's role is analogous to that of the CEO of a company but that is simply not the case, important though his role is. The Clerk is more like the Chief Administrative Officer though he does play an important ambassadorial role as well. The CEO is responsible for the running of the company including its financial performance and that is also the responsibility of a Livery Company Master. I also chair the monthly meeting of the Master and Wardens Committee which is effectively where that group has been delegated executive authority between Business Court meetings.

Third, I am the principal ambassador of the Company with the strategic aim of raising the name and fame of the Company. To date I have been entertained by HM the Queen, HRH the Duke of Kent, the Archbishop of Canterbury, the Lord Mayor, the Bishop of London, Sheriff Charles Bowman and Sheriff Dr Christine Rigden, and the Master or Prime Warden of the Grocers, Drapers, Goldsmiths, Haberdashers, Vintners, Pewterers, Poulterers, Tylers and Bricklayers, Woolmen, Plaisterers, Stationers and Newspaper Makers, Needlemakers, Makers of Playing Cards, Master Mariners, Arbitrators, Chartered Architects, Information Technologists, World Traders, Tax Advisers, Security Professionals and Entrepreneurs.

Fourth, I am the Chief Entertainment Officer. The Master devises the Programme of Events for the year. Most of the ideas are mine but to turn my possibly crazy ideas into reality I rely heavily on the sterling work of the Clerk and Assistant Clerk for the Great Events and on the Chair of the Events Committee,

Annie Brooks, and her intrepid and resourceful group of Event Directors.

In this role I have booked, with help from others, nearly 30 different speakers for the year. Forthcoming attractions include the dinner for the Lord Mayor at Mansion House complete with Post Horn Gallop performed by the Royal Marines; a City Walk with a Twist round Hampstead Heath; a chance to sail through Tower Bridge on the sailing barge, Lady Daphne; a conference on Marketing for Good in New College, Oxford followed by a weekend there; and a visit to the new, greatly expanded Museum of Packaging and Brands.

Fifth, I am Blogger in Chief and publish a weekly blog every weekend on the Company's website. Rather than writing a diary, I blog on themes that take my interest during the week; sometimes it may be a particular event or a theme relating to the City.

Sixth, I set the theme for the year and try to promote it at every opportunity. My chosen charity this year is Live Music Now. This year marks the 100th anniversary of Yehudi Menuhin's birth. Whilst his name is synonymous with the highest standards of excellence in musicianship and violin playing in particular, what is less celebrated is his commitment to using music to help the most vulnerable in society. Together with his friend Ian Stouzker, Menuhin founded Live Music Now in 1977, to train and support musicians performing for those in society for whom music could make a real difference. I worked with the charity's chief executive for a few years helping her with strategic development.

A last duty is effectively as Chief Almoner. Our splendid team of almoners is ably and compassionately led by Past Master Venetia Howes, but as Master I try to get to funerals and other such occasions when I can. Sadly in this issue alone there are obituaries of Past Masters John Petersen and David Collischoon, Liveryman Peter Salter and former Court Assistant Dan Doherty, who at the time of his death, was Master of the Guild of Entrepreneurs, which he co-founded.

So it's not all fun but it's always an honour and a privilege.

David Pearson
Master ■



New College, Oxford



Master presenting the Marketors' Trust Academic Award to Maria Gonzalez Casartelli, University of Westminster



Enjoying the Chilean Wine Tasting at Vintners' Hall from left: Mr Simon Leschallas, The Master Vintner; The Master; H.E. Rolando Drago, Chilean Ambassador; Lord Naseby, President, Cofradia del Vino Chileno



Exploring the Painted Hall at Greenwich on City Walk April 9



Enjoying the Spring Luncheon - PM John Fisher, Liveryman Kathy Fisher, Liveryman Angela White Horan, Mr John Horan



Mike Jenkins, Clerk, Information Technologists; John Hammond, Clerk, Marketors; Ald Sir David Wootton, Master, Information Technologists



Spring Luncheon Guests - Victoria Russell, Master, Hugh Burkitt



PM The Rev Sally Muggeridge, Master, Freeman George Gloyn, Master Mason Bill Gloyn



Under, On and Over the Thames - Marketors on the move

Welcoming our guests

Middle Warden Richard Christou welcomed our official guests to our Spring Luncheon.

We were joined by Hugh Burkitt who is Chief Executive of the Marketing Society. He has served on the Council of the Advertising Association and the Advertising Standards Authority, and is a trustee of Barnardo's.



*Liveryman David Cowell,
Liveryman Omaid Hiwaizi, Master,
Liveryman Jeremy Stern*

We were also delighted to welcome Victoria Russell, who is a member of the City Livery Committee, where she acts as the Committee liaison for our Company. She is the Immediate Past Master of the Worshipful Company of Constructors, and a Past Master of the Worshipful Company of Arbitrators.

Our host at this year's Spring Luncheon was the Worshipful Company of Grocers, and we were delighted to be joined by the Master Charles McAndrew accompanied by his Clerk Robert Pridham.

Other Masters and Clerks who attended as Company guests were: Anthony Thomas, Master of the Worshipful Company of Tax Advisers; Sir David Wootton, Master of the Worshipful Company of Information Technologists accompanied by his Clerk, Mike Jenkins; Andrew Hubbard, Master of the Worshipful Company of Insurers; Peter Thompson, Master of the Worshipful Company of Actuaries accompanied by his Clerk, David Johnson; Mark Griffiths, Master of the Worshipful Company of Carmen accompanied by his Clerk Walter Gill; Bill Mahony, Master of the Worshipful Company of Plaisterers accompanied by his Clerk Nigel Bamping; Bill Gloyn, Master of the Worshipful Company of Masons, attended to witness the admission of his son, George, as a Freeman of our Company at the Ceremonial Court prior to the lunch.



Master and Freeman George Gloyn



Ancient peppered with modern

We were delighted to hold our Spring Luncheon at the Grocers' Hall this year. This is one of the newer halls but belongs to one of the Great Twelve City Livery Companies. The hall in Princes Street is its fifth incarnation and was opened in 1970 by the Queen Mother, an Honorary Freeman of the Grocers' Company. The fourth hall survived the Blitz but it was burned down in 1965, allegedly by a light bulb left on beneath an oak lintel in a cupboard.

The Grocers' Company originates from the Ancient Guild of Pepperers. The first record of this guild appears in the pipe rolls of 1100. The guild was known as the Company of Grossers (with a double 's') from 1373, and then in 1376 it became the Company of Grocers (now with a 'c'). The company was responsible for maintaining standards for the purity of spices and for the setting of certain weights and measures - in particular a 'gross' - this is a dozen dozens or 144.

The Grocers' Company built their first hall in Old Jewry in 1426 and were granted a Royal Charter by King Henry VI two years later. The story goes that the Grocers' Company had been first in the livery companies' order of precedence until

Elizabeth I when, as Honorary Master of the Mercers, found herself downwind of the Grocers' malodourous camel, saw to their promotion.

The current livery hall is resplendent with scarlet damask wall coverings and its dramatic entrance gate. We enjoyed this delightful spring luncheon under the fabulous chandeliers and drank some very good Chilean wines - part of our Master's leitmotif for his year. And, as this luncheon was held in the week of the 400th anniversary of Shakespeare's death, our Master penned his own sonnet:

*Tw'as early this year that out went the call
For all to come to the Spring Luncheon.
The Master had selected Grocers' Hall
To fill it the Clerk had used his truncheon.
Liz Corley spoke well of finance affairs
Her presentation was both clear and strong.
The Master then spoke with graces and airs,
He hopes that he did not go on too long.
The year's going well, attendance is good;
And there are plans for much further
pleasure.
So get out your cheque books and come if
you would
Or we'll have to sell some of the treasure.
But mostly remember if all of you could
Good marketing is marketing for good.*

Ceremonial Court

At the Ceremonial Court on April 19, prior to the Spring Luncheon, David Cowell, Omaid Hiwaizi and Jeremy Stern were clothed as Liverymen. The Company was also delighted to

admit George Gloyn as a Freeman. The Academic Award from the Marketors' Trust was presented to Maria Gonzalez Casartelli, University of Westminster at this Ceremonial Court.

Marketing at the heart of restoring trust in capitalism

Trust has so rusted in 21st century capitalism that marketing excellence and authenticity is essential

Our guest speaker at our Spring Luncheon in April in Grocers' Hall was Liveryman Elizabeth Corley CBE who is currently Vice Chair, and was formerly CEO and Managing Director, of Allianz Global Investors. She has had a very successful career in the world of capital markets and economies, with senior roles with Coopers & Lybrand, Merrill Lynch Investment Managers and Allianz Global Investors. She is on the board of BAE Systems plc, Pearson plc, the British Museum and the Financial Reporting Council. Elizabeth is also a published author, having written five thrillers.

Firstly Elizabeth addressed our unconventional but volatile, unpredictable world of new conventions and fading certainties. This brings opportunities for the agile and truly gifted but, for the larger majority, it is creating uncertainties and an environment in which trustworthiness has to be earned every day, whether by our public institutions, corporations, or major brands.

Elizabeth talked about the fragility of growth and how, in most parts of the world, it's been too slow for too long. In a globally connected world, with social and economic imbalances, widespread expectations of citizens' rights to a better life are deeply entrenched. The lack of growth, stubborn youth unemployment, on top of the uncertain and sometimes tragic tensions in parts of the emerging world has led to deep-rooted dissatisfaction.

Secondly Elizabeth talked about consequences for capitalism, pointing out that until the financial crisis, many have benefitted from decades of liberalising

markets, globalisation, reduced or eliminated capital controls, the creating of strong, export-led growth for superior products, technologies and services.

More recently, this has changed. With challenges to commodity prices and the challenges in China and India, on top of slow/low growth in developed markets, those opportunities have slumped in many sectors. Unconventional monetary policies have failed to offer enough stimuli to return the world to 'normal' growth levels, and productivity isn't improving fast enough, particularly here in the UK.

In this environment, the impact of instant communication linked to evidence of gross inequalities, lack of trust in the system and a tendency for public opinion to be formed not on facts but on what Elizabeth called 'factoids' - oft-repeated, contagious opinions - means that the rules that are being written now will be influenced as never before by public opinion and social forces, combining with political needs and desires to find 'a way out of here'.

Politicians, governments, and the public institutions that support them are finding it hard in many parts of the world to hold true to the freedoms and open markets that we grew up with.

Thirdly, Elizabeth looked at *marketing as a force for economic and public benefit*, making the point that this places an enormous responsibility on companies and their leadership. The way corporations behave, their values, their disciplines and practices set the real and every day example of what capitalism actually is.

Elizabeth made the point that how we conduct ourselves, what we do, every day,



Guest speaker - Liveryman Elizabeth Corley CBE

absolutely matters, quoting Aristotle, "We are what we repeatedly do. Excellence then, is not an act but a habit".

Elizabeth said that this is where the Marketors come into the frame, pointing out that high quality standards create competitive advantage, this can have a profound effect on demand and hence on growth.

Elizabeth talked about our company's mission to make marketing a force for economic and public benefit, emphasising its importance for future vitality of business.

She made the point that many of us have been fortunate enough to pursue our careers during relatively good times, when society trusted companies and institutions to do 'the right thing'. Now trust has rusted and we Marketors can help burnish it again by working for the true substance of what our brands stand for, for the good of our customers and of our firms.

Elizabeth felt we must define excellence in marketing in a way that transcends a pure 'promotion and communication' brief and to have a brand that is lived with a rigorous client value strategy at its heart.

In summary, Elizabeth said that in the 21st century, free market capitalism is being tested as never before - and some of those challenges are legitimate. Yet for those organisations that can define a vision and sustain a supporting culture, there are great opportunities. Especially if it's embedded in their products, services, client interactions and therefore their brand.

But the communications and interactions need to be authentic and rooted in what is in the customers' and wider society's benefit. By positioning marketing at the heart of the enterprise with a real and profound desire to meet and satisfy our customers' genuine needs we can make that difference between good enough and excellence in marketing.



Master Actuary, Master Information Technologist, Master Grocer, The Master, Master Plaisterer, Master Tax Adviser, Master Insurer, Master Carman

Authentic marketing brings rewards and is the only way forward

Marketors and their guests attended the Annual City Lecture held at Warwick Business School's London campus for Post-graduate and Executive Education on the 17th floor of the Shard. The tallest building in London, it towers over London Bridge station at 95 storeys high. Almost 90 of us were captivated by the panoramic skyline of London at sunset on this late spring evening in May.

Our lecturer, Sir Ian Cheshire was equally captivating as he addressed us on our Master's theme for the year, Marketing for Good is Good Marketing.

Sir Ian Cheshire shared his experiences and deep insights in retail, marketing and government, having been CEO at Kingfisher for seven years until 2015, former Chair of the British Retail Consortium, and recently appointed as Chairman of Debenhams plc. Sir Ian is also a Senior Independent Director of Whitbread plc and Non-Executive member of the Cabinet Office Board.

Sir Ian is renowned for his passion for sustainability: in 2012 he won the Guardian Sustainable Business award for Leader of the Year and is currently Chairman of the Prince of Wales Corporate Leaders Group on Climate Change. Sir Ian is also Chair of the advisory board of the Cambridge Institute for Sustainability Leadership.

Here are the key takeaways from his meaningful and thought-provoking TED-talk-style lecture, impressively delivered without notes:

Businesses must have a strong sense of purpose for customers:

Every day we are all busy with clients, shops and products. Even though most people desire to do a good job and make

positive contributions to the organisation and business, it takes leadership to clearly define what 'good' looks like.

- Sir Ian illustrated this with examples from B&Q (a Kingfisher company) where timber was a key component to DIY products sold. B&Q was one of the founders of FSC (Forest Stewardship Council) showing their commitment to supplying more sustainable products.
- B&Q also worked with local communities to help customers save energy by innovating and supplying more sustainable and useful products as well as actively working to reduce shops' energy use.

These initiatives were aligned with B&Q's business purpose to 'help customers live better lives through having a better home'. In order to connect and establish emotional relationship with customers and employees, businesses need to have a purposeful brand. Customers will come back if they trust you to deliver the purpose that your brand promises.

Emergence of mobile media changes brand communications:

- Sir Ian maintains that it is now virtually impossible to be inauthentic with your brand – citing the example of the Starbucks tax debacle in UK, where its market share fell sharply vs. Costa Coffee (a Whitbread company) as customers lost trust and emotional connection with the Starbucks brand and shifted consumption to Costa Coffee. Another example is the Volkswagen emissions scandal where VW currently faces lawsuits from investors and governments globally.
- On the positive side, Sir Ian said interactions work both ways between companies and consumers with the



Sir Ian Cheshire with Karen Jones, Event Director

widespread use of social media. Brands are able to engage personally with customers en masse, with digital marketing creating opportunities to test and measure almost everything online.

- Sir Ian pointed out that going forward, the character and purpose of companies are keys to attracting millennials – both as customers and employees. So we must be seen to do good to engage them.

The role of marketing:

- Marketing is in a unique position – we understand both the customer and the company purpose; as such we can be agents of change and we need to push for innovation.
- Much of marketing now is all about the use of data to run businesses; we no longer rely on creative campaigns championed by advertising agencies with their eyes on winning awards.
- Finally, businesses must build trust through authentic marketing – the rewards are there for those willing to risk it.

The lecture was followed by an interactive Q&A session where fellow Marketors and guests – including a dozen of students and business lecturers from Peter Jones Enterprise Academy as guests of the Master – posed their burning questions to Sir Ian.

Topics ranged widely from how 'digital' is being applied to government, how boards can align purpose with third party service providers, and how retailers can survive disruptions by low cost distributors and large e-commerce players, to his views on Brexit. Sir Ian generously shared his insights with us on these topics and answered them frankly to the delight of the audience. The evening ended with networking and refreshments in the convivial spirit of Marketors and their guests under the moonlit skyline of London.

Freeman Joyce Kwong ■



An Evening with Giles Long MBE



The Paralympian gold medallist, TV presenter and inventor of the Lexi system spoke to Marketors, Brand Exchange members and their guests at Brand Exchange in Birchin Lane on March 22.

Giles is a three-time Paralympian gold medal winner having overcome cancer and the loss of use of his right arm. Soon after he retired from his swimming career, the Master was asked to mentor him and he has gone on to be a successful motivational speaker, best-selling author, TV presenter and inventor of the Lexi classification system of graphics for 'Paralympic sports'.

He told the audience of Marketors and Brand Exchange members that as a child he loved swimming. When he was seven his enthusiasm was such that at this early age his ambition was to become

an Olympic swimmer. When he told his parents they didn't say, as so many do, 'don't be silly' but encouraged him with the question 'and how will you do that?'

Thus his early years were one long round of early morning training sessions when the pools were quiet and endless swimming competitions in cold and draughty pools that took up the weekends, often without improvement.

But at the age of 13 Giles was diagnosed with cancer. The bone tumour in his right arm meant that his dreams of going to the Olympics were shattered. He had a full humeral prosthetic replacement, i.e. a metal bone. Despite long periods of treatment and operations, Giles was able to return to swimming.

His first competition was the 200-metre butterfly, swimming with one arm against everyone else with two. His time at 2 minutes 48 seconds was slow but it meant that Giles had progressed from sick Giles back to Giles the swimmer.

Giles's coach encouraged him by saying if you could perform 10,000 things before the cancer and now you can only do 9,000, do not concentrate on the 1,000 you no longer can but instead concentrate on the 9,000 you still can. He then discovered competition for disabled athletes.

Giles found the process of goal setting and building a team around him not only

focusing but exhilarating. He broke his first world record at the age of 17 and in 1996 qualified for the 100-metre butterfly at the Atlanta Paralympics as the fastest man in that category in the world.

At the Sydney 2000 Paralympics Giles again took gold in both the single 100-metre butterfly and the relay. Had he won another gold at the 2004 Athens Paralympics, he would have been the first UK athlete to win gold at three consecutive games in the same event. Others have won more but in different events. Even though Giles broke his own world record, so did two others ahead of him, so he had to settle for bronze.

In 2005 he was appointed a Member of the Order of the British Empire (MBE) and has gone on to write *Changing to Win*, both an autobiography and a motivational book. He has delivered over 700 motivational speeches. Giles is now a popular member of the Channel 4 Paralympic presenting team, using his proprietary system of Lexi graphics to explain the different levels of disability.

Giles answered a series of challenging questions from an enthralled audience and then members and guests retired to the members' lounge where the discussions went on into the evening.

Freeman Eric Allen
Event Director ■

Under, on and over the Thames

The Fellowship Walk on April 9 started at Island Gardens DLR station on the Isle of Dogs. Our guide, John Steel, briskly walked us along the esplanade and stopped us immediately opposite the Old Royal Naval College across the Thames in Greenwich, from where the famous view painted by Canaletto could be seen. As UNESCO stated this was 'the finest and most dramatic architectural and landscape ensemble to be found anywhere in British Isles'. It was!

Next we descended about a hundred steps in the helical staircases, allowing us to reach the gently sloping, tile-lined Greenwich Foot Tunnel in order to walk 'UNDER' the Thames. The tunnel, which is 370m long and 15.2m deep, is made of cast-iron rings and has an internal diameter of about 2.74m. Opened in 1902, it is lined with concrete, surfaced with some 200,000 white glazed tiles. The tunnel is free to use and is open 24 hours a day.

At the Greenwich end we used the lift to come up above ground again opposite the Cutty Sark and then we walked through historic Greenwich, past St Alfege Church, and on to the Old Royal Naval College.

There we spent some time in the Painted Hall, Sir Christopher Wren's domed masterpiece painted by James Thornhill, and the Chapel of St Peter and St Paul with an interior designed by James Stuart.

Beginning to walk uphill, we observed the Queen's House, designed by Inigo Jones. It was the first classical building in England and inspired English Palladianism.

After a much steeper walk, through Greenwich Park, designed by Andre Le Notre in the 1660s, we rested outside the Royal Greenwich Observatory while some people took time to straddle the Meridian Line. We took a group photograph close to the General Wolfe Statue, peppered with bullet marks from a Messerschmitt.

Then it was downhill, through the park, past the Millennium Sundial and on to our stop for lunch at the Plume of Feathers, the oldest pub in Greenwich, opened in 1691.

After lunch we walked to the river and viewed Trinity Hospital, a group of almshouses run by the Worshipful Company of Mercers. We went past the massive brick walls and the landing stage of Greenwich Power Station and along the Thames Path past the Trafalgar Tavern to buy our tickets for the Thames Clipper at Greenwich Pier. We then went 'ON' the Thames past the O2, alighting at North Greenwich Pier. There was a short walk to the Emirates Air Line cable car for our gondola, with its spectacular views of London 90 metres 'OVER' the Thames. The walk ended at the Royal Victoria Docks DLR station.

Court Assistant Hugh West
Event Director ■

Worshipful Company of Marketors & Cofradia Chilean wine tasting dinner

On Thursday May 26, the Worshipful Company of Marketors joined the Cofradia del Vino Chileno for an evening of wine tasting.

We all gathered in the beautiful drawing room of the Vintners' Hall. The evening kicked off well as we sampled a Chilean Pisco Sour, a traditional cocktail made with a white spirit and egg white, kindly supplied by the Chilean Embassy. For the less adventurous, there was a glass of Undurraga Brut sparkling wine.

The Master, David Pearson, welcomed the party to the dining hall where he introduced the President of the Cofradia, Lord Naseby, and the Chilean Ambassador, His Excellency Rolando Drago. We were then introduced to Johnny Bingham, our Chilean Wine specialist from Casa Silva Winery, who supplied all the wines we tasted.

Johnny invited us to try two delicious whites, a Cool Coast Sauvignon Blanc

and a Reserva Viognier. He captivated us with his description of the rich valleys at the foothills of the Andes that make up the Chilean wine growing regions. He also explained that Chile is now the fifth largest exporter of wines in the world.

The white wines, with their fresh fruity notes and clean crisp flavours, complemented perfectly the salad of salmon first course.

With our main course of delicious fillet of beef, we went on the sample two rich reds, a Reserva Carménère 2014 and a Microterroir Carménère. Johnny explained how the wines had benefitted from the rich clay soil and long hours of uninterrupted sunshine to produce a rich, well-rounded wine.

Finally, we were served a beautiful Late Harvest Semillon/Gewurztraminer 2015

with a blackberry charlotte. The rich creaminess of the wine set off the dessert wonderfully.

During dinner we heard a very personal story from the Master about his passion for Chilean wine, with which he and his wife, Carmen, have long been involved.

We also heard from the Ambassador for Chile of the very special relationship between Chile and the UK.

The evening was a great success and everyone enjoyed discussing the wines on their tables and choosing their favourite. For those going on the Master's trip to Chile in November, this was an excellent taster of things to come.

Freeman Vanella Jackson
Event Director ■



Master turns quizmaster

Six teams competed in the first ever Marketors' Pub Quiz. The quiz was held at the Old Doctor Butler's Head, named after the court physician to James I. Set in the heart of the City, the pub has a rich history and a reputation for warm hospitality spanning four centuries. They certainly didn't disappoint.

The teams were made up of representatives from the key committees: Events, Heritage, Fellowship, Communications & PR, Law & Marketing and a team of Past Masters - all renamed for this event!

The evening comprised eight rounds of 10 questions plus one marathon round of 50 questions. For several rounds the 'Past Its' (the Past Masters) team was leading, closely followed by the 'Spin Doctors' (Communications & PR) and the '3 Day Eventers' (well, obvious, that one!).

At half time, a finger buffet of sandwiches, goujons, dips and seasoned chips provided fuel for the fierce competition that followed in the second half.

The quiz was hotly contested with various teams leading as the evening progressed. But there could only be one winner and that

honour went to the '3 Day Eventers', ably captained by Court Assistant Annie Brooks.

Commenting on their win, Annie said 'We were absolutely delighted to win the inaugural Marketors'

Pub Quiz. It was such a fun evening and we were surprised at the result as we'd been chasing the tails of the Past Its' team all the way through. We won by one point. But that was all we needed to do! My thanks must also go to Event Director, Gail Cook, for all her hard work in making the evening such a success. We'll be back to defend our title next year!

Of course, not everyone could win on the evening and Ardi Kolah proudly collected the wooden spoon on behalf of 'The Briefs' (Law & Marketing Committee). Despite losing, Ardi commented: 'As a Company we place high importance on friendship and support for our causes and for being a force for good in the City. It was a brilliantly organised and expertly compered evening and none of us feel like losers - we helped to raise money for our Trust which we can all feel justifiably proud to have done, even though we are not likely to appear any time soon on University Challenge!'

Master David Pearson, who was instrumental in the organisation of the quiz, spoke highly of the evening and said he hoped to see the quiz continue in future years. A raffle held on the evening raised over £165 for the Marketors' Trust.

Freeman Gail Cook
Event Director ■



Winning team with the Master - Caroline Jarvis, Alan MacKay, Annie Brooks, Carole Seawert, Brian Worthington, Chris Brooks

Education Committee

The Education Committee of the Worshipful Company of Marketors came into existence following a Court decision. The new Master felt strongly that this unified body should undertake the work of the former Awards Committee and Thought Leadership Committee. We were grateful that members from both former committees agreed to join the new body.

In general terms the Education Committee provides research leadership and promotes discussion and debate between the Company, its Members, other Livery Companies, business leaders and the wider marketing profession. In addition, it recognises marketing excellence by recommending and reporting to Trustees on awards, bursaries, scholarships, research projects and other activities of a quality likely to advance marketing education or the practice of marketing.

It is important to recognise that the Education Committee (and the Awards Committee before it) does not have the final say on the distribution of funding. We make recommendations to the Trustees of the Marketors' Trust, who have the final say.

Under our Royal Charter, Marketors are charged with fostering the means for professional and social intercourse as well as disseminating mutual information between members and those engaged in the profession of marketing. In support of these objectives, and in cooperation with other committees of the Company, the Education Committee exercises the powers in the Royal Charter relating to education in 'the profession or craft of marketing and scholarships, prizes and research in connection therewith'. Currently the Company sponsors a scholarship of a student at the Cass Business School, City of London Boys School, the Mansion House Scholarship fund, as well as prizes for individual students in universities across the country.

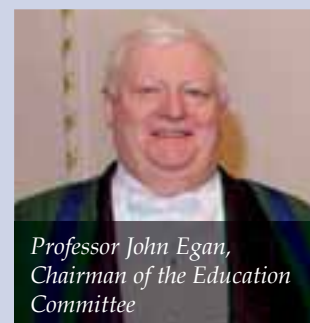
The Education Committee is also charged with establishing, managing, promoting, organising and encouraging the study, writing, production and distribution of books, periodicals and other printed or online materials and the publication of educational courses and lectures. In addition we are asked to assist other societies connected with the profession of marketing. To this end, the Company has close ties with the Chartered Institute of

Marketing (CIM), the Market Research Society (MRS) and the Academy of Marketing (AM). This year, for example,

the company is helping support students at the AM Doctoral Conference with bursaries and it also sponsors an MRS award. Among other recent sponsorships was one to the History of Marketing Trust.

Although not its principal function, traditionally the former Thought Leadership Committee developed ideas for lectures and other events for the interest of members and others, and (importantly as it says in the Charter) 'for the development of fellowship within the company'. The Education Committee will continue to support the Events Committee in that regard.

Professor John Egan
Liveryman and Chairman of Education Committee ■



*Professor John Egan,
Chairman of the Education
Committee*

Introducing The City Livery Club

The City Livery Club plays an important part in the life of the Civic City, and offering a wide and varied social programme for its members, the City Livery Club is keen to attract more interest among Marketors. Liveryman Valerie Boakes is the Club's Ambassador to our Company and acts as a major point of contact for Marketors regarding the Club.

The Club has reciprocal arrangements in London with the Oxford and Cambridge, Oriental, and Farmers' Clubs, and with other distinguished clubs in the UK and overseas. Its premises, which it shares with the Little Ship Club, are situated near Southwark Bridge. With a splendid view across the Thames it offers members access to a range of facilities, including a dining room, a club room, library, and bar. Meeting rooms and accommodation are also available.

Founded in 1914, the Club's objectives have always been to uphold and strengthen the traditions of the City Civic and the

Livery, to promote active participation in the City's governance, provide a convivial base for Liverymen to meet and, above all, to foster good fellowship among its members. The Club continues to flourish, with well over 80 new members joining in the last year. Among existing members are the previous Lord Mayors: Alderman Sir David Wootton, Alderman Sir Roger Gifford, Alderman Dame Fiona Woolf, the current Sheriff Dr Christine Rigden, as well as an impressive number of past and present Aldermen, Common Councilmen, and Livery Masters.

But of particular note is the exceptionally varied and engaging range of social activities offered by the Club. Events have included a cruise along the Henley Royal Regatta course plus tour of - and lunch at - The Leander Club with a presentation by Alderman Sir David Wootton; as well as a tour (not generally available) of the Proof House, the home of the Gunmakers' Company and one of only two sites in the UK for the proving of firearms. This

year, among the full programme of events, the current President, John MacCabe, has arranged a visit to Antwerp, the home city of his wife Catherina. In addition, the Club has a large number of special interest sections which bring together members who share an interest in such areas as History and Antiques, Aeronautics, Music, Wine, Photography, Golf, and Tennis, each of which offer their own unique programme of events.

Further details of the Club and its activities may be viewed by visiting the Club's website www.cityliveryclub.com, and in any case we will be happy to answer any questions that anyone might have.

All Liverymen and Freemen of the Marketors are eligible for full membership, and we do hope that you will look to do so. Full membership details and an application form are available from the Clerk who can be contacted on 020 7248 0620 or clerk@cityliveryclub.com.

Liveryman Valerie Boakes
Liveryman Dr Keith Williams ■

Have some time to kill?

Arts & Culture in the City of London

Culture is in the fabric of the City of London and the Corporation of London has a strategic commitment to nurture a vibrant and culturally rich environment in the City.

A wide variety of museums, historic houses, libraries, galleries, visual arts, performing arts, cinema and film, public art and performance, festivals and churches just to name a few are supported by the Corporation – either fully or partially funded or by partnership .

In the spirit of our Company's Aim 1 to support the City, we thought we would highlight some of the City's Arts and Culture to encourage you to go and enjoy.



Music and Drama

While many of us are aware of the musical and dramatic offerings at the Barbican Centre and Guildhall School of Music & Drama, we may be less familiar with those of the City of London Festival (until July 8 this year), Spitalfields Music, Bridewell Theatre or City Churches.

The City Festival is an annual three week event featuring everything from orchestral concerts and intimate chamber recitals in some of London's historic buildings rarely open to the public, to jazz gigs in skyscrapers.

Spitalfields Music prides itself on bringing extraordinary music to unexpected places, from museums, cafés and churches to markets, gardens and cemeteries.

The Bridewell Foundation has evening and lunchtime theatre offerings throughout the year. Their 'Lunch Box Theatre' performances start at 1pm and last just 45 minutes. Tickets can be purchased in advance or at the door. Bring your sarnie and enjoy.



Many of the City's churches offer more than services and a quiet place for contemplation. Friends of City Churches compile all their offerings, including lectures and musical performances on a monthly basis.

Museums and Galleries

The Museum of London (and its sister Museum of London Docklands) and the Bank of England Museum are among the better known, but there are many smaller ones that are fascinating in their own right.

The Guildhall Art Gallery was established in 1986 as 'a Collection of Art Treasures worthy of the capital city,' where you can see works dating from 1670 to the present, including 17th-century portraits, Pre-Raphaelite masterpieces and a range of paintings documenting London's dramatic history. The Heritage Gallery, created a few years ago, is used to display documents from the City of London's working record of its history stretching back nearly 1,000 years and normally held at the London Metropolitan Archives. Displays have included the City's copy of the Magna Carta, and more recently a deed with Shakespeare's signature and Guildhall Library's copy of the First Folio.

Libraries and Archives

The City is replete with libraries and archives. Guildhall Library focusses particularly on the history of London, while the City Business library (also at Guildhall) provides a business information service particularly focussed on SMEs.

The Barbican Library, a lending library with specialist music and children's services, hosts any number of literary events, art exhibitions, children's activities and reading groups.

The London Metropolitan Archives, in Clerkenwell, make the archives of the City and many related organisations accessible and also offers numerous workshops on conservation.

Architecture, Sculpture and Walks

And then there is what you can see simply by walking to and from your appointments. Self-guided walk pamphlets on different themes are available online from the City of London website or pick one up at the City Information Centre across from St Pauls.

Alternatively, City of London Guide Lecturers Association (CLGLA) members



offer walks on a wide range of subjects every day of the week. The City Guides are all officially qualified by the Corporation after many months of study.

For the past five years, the Corporation has sponsored 'Sculpture in the City', an exhibition in public places by artists as well-known as Damian Hirst and Ai Wei Wei. This is currently in its fifth year. With any luck, this programme will continue and new pieces should be popping up around the City in July. A map of where the pieces are located can be found on their website.

London Open House (September 17-18 this year) is a terrific opportunity to get inside some of the City's buildings normally closed to the public. An annual event, it was started in 1992 to promote public awareness and appreciation of the capital's building design and architecture. Buildings included span greater metropolitan London, but there are also many in the City that open their doors including livery halls and Custom House. Entry is free, but some buildings may require advanced booking due to security requirements and/or expected demand.

Many of these places of interest have featured in our Masters' social programmes at one time or another. But why wait for the Master to introduce you? Why not download some of these maps to your device or print them out and keep them tucked in your bag? Take a five minute detour, arrive an hour early or take an hour's break to see something you haven't seen before. Don't forget to look up once in a while. Who knows? Maybe you'll discover the camels in a frieze or mice nibbling some cheese.

A copy of this article is on our website together with links to the websites mentioned. Hopefully this will be useful to check opening dates, times and of course, booking tickets.

Liveryman Debra Marmor
Aim 1 Committee ■

Guide for marketers in preparing for life under the EU General Data Protection Regulation (GDPR)

With the explosion of the internet, the Internet of Things, cloud and mobile computing and all things digital, the EU is one of the most attractive places to do business as it's the world's biggest Digital Single Market. But it is also quickly becoming one of the most unsafe places in the world to share personal data as cowboy marketers spam millions of customers with unsolicited emails and offers on an industrial scale.

In response to these challenges, on May 4 2016 the European Parliament adopted the **GDPR that will sweep aside all data protection and privacy laws across the EU. It becomes law on May 25 2018.** Penalties for infringement are up to 4% of worldwide turnover or €20m, whichever is the greater.

Why the rush to comply now?

A transition period of up to 24 months has been written into the GDPR and it's my guess that marketers will witness the biggest shake up in digital marketing they're ever like to see in their careers.

Data Protection Authorities (Supervisory Authorities) across the EU and the European Court of Justice are already issuing guidance and adopting the principles of the GDPR, so in many respects it's misleading to think you've plenty of time on your side – you don't!

At 260 pages in length, with 99 articles and over 100 pages of explanatory notes (known as 'recitals'), the GDPR is roughly three times the length of the Data Protection Act 1998.

And irrespective of Brexit*, any UK organisation doing business in the EU will need to comply with the GDPR.

There are many features of the GDPR and these are three big ones that affect all marketers:

1. Removal of the requirement of the Data Controller to notify or seek approval of personal data processing from the Data Protection Authority (DPA). Although this cuts 'red tape' the GDPR actually places a higher duty on organisations to put in place effective procedures and mechanisms focusing more on high risk operations (eg involving new technologies) and carry out a Data Protection Impact Assessment (DPIA) across the whole organisation rather than on a project basis.

2. Data Processors (such as cloud service providers) now have direct obligations and this includes implementing technical and organisational measures and notifying the Data Controller without undue delay when there's a personal data breach which now must be reported to the Supervisory Authority within 72 hours.
3. In certain circumstances, both Data Controllers and Data Processors must designate a Data Protection Officer (DPO), the new breed of senior manager that's independent and, although s(he) reports to the highest level of management authority, in reality they are like a 'mini-regulator' sitting in the centre of the company. Marketers should seek to keep on the good side of the DPO and particularly if they are regularly and systematically monitoring and processing personal data of customers, clients and supporters as part of on-going marketing activities.

But it's not at all doom and gloom

In fact, it's a MASSIVE MARKETING OPPORTUNITY! Yes, really! The GDPR is about several big ideas including building trust and confidence amongst consumers, providing a greater degree of transparency in how their personal data is being used but it also creates a level playing field for new entrants to come to market and succeed – data portability will make it easier for customers to switch to new services, for example.

As a result, marketers have a golden opportunity to raise their game and win new business by beating the competition and the cowboys!

Liveryman Ardi Kolah ■

Liveryman Ardi Kolah is founder of GO DPO®, Co-Programme Director at Henley Business School of the DPO Programme and Editor-in-Chief of the *Journal of Data Protection and Privacy*. A longer version of this article can be found on our website – marketers.org – it includes a useful 10 step guide on how to market successfully within the GPDR.

**This article went to print prior June 23 so the result of the EU Referendum was unknown.*

Sailing to a win

Liveryman Dennis Taylor with daughter Jane, who helmed half the course, jointly won the Lord Mayoor's CUP at the 47th Inter-Livery regatta. Dennis skippering a PRIMA 38 'assassin' representing the Marketers and Stationers, took line honours and won the Lord Mayor's Cup outright on corrected time competing in the annual City Livery Yacht Club on Saturday 21st May at Cowes.

Sixteen boats representing 11 different Livery companies made the starting line which was organised by the Island Sailing Club who also run the world famous Round the Island Yacht Race every year.

The start line, just off Cowes Roads saw the 16 competitors jostling for position before heading off towards the east with 'assassin' maintaining clean air and forced the lead. The wind was to the SW at about 17 knots gusting to 25 and with the sea state in a slight chop the racing was quite challenging and exciting.

The Presentation Dinner in the evening was held at the Royal London Yacht Club when the trophies were presented by the CLYC Admiral Emeritus and past Lord Mayor Sir Clive Martin.

Open to all Liverymen, the City Livery Yacht Club offers social as well as sailing events throughout the year with the next event on the CLYC calendar being a cross-Channel excursion to St Vaast-la-Houge, June 15 - 19 - check out www.clyc.co.uk.



Liveryman Dennis Taylor and his daughter, Jane with the Lord Mayor's Cup



Experiencing Harvard's Advanced Management Programme

On March 2, more than 40 Marketors and guests gathered at the Royal Automobile Club to hear from Court Assistant Lesley Wilson and Liveryman Tom Tuke-Hastings as they discussed their 'life changing' experience on the Harvard Advanced Management Programme (AMP), for which they both received full scholarships. This opportunity was made possible largely by the generosity of Court Assistant Emeritus Professor Martyn Davis, an alumnus of the AMP programme, and of the Marketors' Trust. It is an opportunity only available to Liverymen of the Worshipful Company of Marketors.

Lesley and Tom joined a matriculation group of 179, who were from 41 countries. They were split into classes of 90, and where they sat each day in the classroom was thoroughly considered and arranged, so as to best diversify their learning experience. Lesley and Tom quickly settled into their individual learning and living groups which formed the basis for their education and living environment. As Lesley said, 'business schools live and



breathe internationalism because that's how you're going to do business'. Tom added that within the learning groups, 'after a week the *job title* hat is gone and you're only as good as your contribution'.

Throughout the eight weeks, students covered more than 110 case studies with the Harvard professors whose credentials were incredible and whose teaching style was a combination of Socratic and theatrical – woe betide someone who came to class unprepared! Additionally, students were exposed to an array of incredible external speakers, known for their transformational management such as Vikram Pandit (former CEO of Citigroup), Jack Welch (former CEO of General Electric), John Bryant (CEO of Kellogg's) and Bob Mueller (Federal Bureau of Investigation). Most importantly these presentations were not about lauding success but sharing challenges and even failures – learning experiences. Although both Lesley and Tom stressed the many, many late nights and long working hours, they also discussed the positive environment in which the programme took place, the close friendships they forged and, in Tom's case, his successes and bruises from the rugby pitch!

Both Lesley and Tom had plenty of positive things to say and were effusive in their thanks to Martyn, the Marketors' Trust and everyone who had made their experiences possible. But when both were asked what their primary take away had been, they took a moment of reflection before answering. Both agreed they found the world-class knowledge and a broader and better sense of judgement as well as a growth in self-confidence the most lasting memories of their experiences.

While Tom joked that he had been told 'no one leaves here the same weight!' an allusion to both the world class dining options on the campus and the state of the art gym facilities, it was obvious from both his and Lesley's remarkable stories that weight was not the only changing experience they had. Lesley commented that she would encourage anyone to do it. It was truly life changing.

Building on the remarkable experiences that Lesley and Tom shared with those present, the Master introduced Andrew Faulkner, Business Development Manager – Executive Education at Said Business School, who spoke about an exciting new and similar programme for Liverymen at the Said Business School*. The Marketors' Trust will be sponsoring one Liveryman to attend the three-week programme at Said in either June or October. Unlike the Harvard programme, which is aimed at people working for large multi-national companies, the Said course is suitable for those who are self-employed or working for smaller organisations and should therefore appeal to many members.

The Worshipful Company of Marketors and the Marketors' Trust have a long history of supporting and promoting education both internally and externally. These life changing programmes are only made possible by the generosity of Marketors. We are all encouraged to get involved in the Marketors' Trust!

Freeman Caroline Jarvis
Event Director ■

**Liveryman Karl Weaver will be the first Marketor to benefit from the Said Business School bursary – see page 13*

Oxford Saïd Business School Bursary announced

Following the successful experience of Lesley Wilson and Tom Tuke-Hastings on the Harvard Advanced Management Programme, the Marketors' Trust has agreed to fund a new educational bursary closer to home. It became evident that many of those who aspired to take advantage of the Harvard life-changing opportunity were ineligible to apply due to their not currently being employed at the desired level of seniority within their organisations or that their organisation was not of the size expected by the Harvard admissions criteria.

At the suggestion of Professor Mike Jones, the Trustees felt it would be appropriate to offer a place on a course for which all Liverymen could apply; particularly those either employed by small/medium-sized organisations or, after spending time in the corporate world, are now self-employed or not in the corporate world of work. The Oxford University Saïd Business School Advanced Management Programme in October 2016 was selected as being an ideal course. This is a three-week residential general management programme with an accent on taking

individuals experienced in specialist/professional roles into that of general management. It has a heavy emphasis on self-awareness, leadership and strategic management.

The announcement of this new bursary stimulated a lot of interest and a high-quality short list was interviewed by Professor Jones, the Master, the Senior Warden, Andrew Faulkner, Saïd Business School and Professor John Egan, Chairman of the Company's Education Committee. The decision was not made easy by some excellent presentations, but in the end the successful candidate was Liveryman Karl Weaver, who is delighted to have been chosen to attend this course, funded by the Marketors' Trust.

This new marketing education initiative will be in addition to the Trust's regular educational and charitable giving programme and will mean that we will need to dip into our reserves to fund it. If Karl's experience proves positive we would dearly like to be able to offer places on this or a similar course in years to come, but to do so we will need more funding. So if you have yet to become a regular donor to the Trust, now would be



Liveryman Karl Weaver, Chief Growth Officer, Dentsu Aegis Network UK & Ireland awarded the Oxford University Saïd Business School AMP Bursary

a great time to start, particularly given the Master's theme for the year of "Marketing for Good". The Trust's only source of revenue, apart from its investment income, comes from Members of the Company. That's why we need your help. You'll find details and a direct debit form on the Company website.

John Hooper CBE
Chairman, the Marketors' Trust ■

Welcoming Freeman of the City of London

Becoming a Freeman of the City of London is one of our oldest privileges that still thrives to this day. This spring, we saw a number of our members taking the Freedom - John Jeffock, Ian Moore, Jay Chinnadorai, Chris Green, Graham

Storey, and Alan Pennington. If you would like to do the same and are a Freeman of our company, you can contact the Chamberlain's Court at the Guildhall by phone 020 7332 3055 or by email chamberlains.court@cityoflondon.gov.uk.



Murray Craig, Clerk to the Chamberlain's Court presents Freedom scroll to Ian Moore



Graham Storey is admitted as a Freeman by Lorna Miller, Deputy Clerk of the Chamberlain's Court



Jay Chinnadorai receiving his Freedom from Laura Miller, Deputy Clerk of the Chamberlain's Office



Chris Green receiving his Freedom from Laura Miller, Deputy Clerk of the Chamberlain's Court



John Jeffock

Congratulations

Liveryman Alan MacKay has been appointed Chair of British Private Equity & Venture Capital Trust (BVCA) for 2016/17. Alan is Executive Partner and Founder of Global Healthcare Opportunities or GHO Capital. He has been a private equity investor for 25 years holding a number of senior roles. Alan holds a Bachelor's degree in Law, an MSc in Enterprise and is a graduate of the Advanced Management Programme at INSEAD. Alan Lives in Surrey and joined our company in 2009.

Past Master John Petersen 1936 – 2016



John Petersen was unique as our last Master of the 20th century and the first of the 21st. This crossing of the timeline characterised John perfectly; he held dear the traditions of formality, the City and our Company and for the respect of the honour of being Master. Yet he had great foresight to the future and was always seeking to improve what had gone before. His ever youthful looks and engaging manner meant he was universally popular in business, the City and our Company. Quite a feat for a former British Army heavyweight champion (as Lt Petersen 1958) and son of the legendary Heavyweight Boxing Champion of Great Britain and the Empire, Jack Petersen from Cardiff. John's determination and impressive, varied achievements were a hallmark of his life. At the age of 12 he overcame polio by iron lung incarceration for many weeks in the 1940s, rising to become captain of boats (rowing) and played for the 1st XV rugby team at his school, Radley College. This included rowing at Henley Regatta and playing serious rugby in Wales and London, for Penarth RFC and London Welsh, for several years after leaving school.

He joined the Army through National Service, 1st Battalion The Welch Regiment and served in Germany and Cyprus and there honed his boxing skills. In competence he really was nearly a 'professional sportsman' but he entered business and his last two serious appointments were as the Marketing Director for Trust House Forte working for Lord Forte and then his son, before American Express headhunted him to become their European Marketing Director. ("That'll do nicely" was a campaign of John's.)

He joined the Marketors in 1985 and as ever applied himself to the ten year old livery company with a passion and rose through the ranks exercising his usual charm, ability, innovative thinking and by making a real contribution. He became a Warden in 1996 and took over the gown from me in 1999 with his wife, the late Pauline, alongside as the Master's Lady. A charming and wonderful pair of ambassadors for the Marketors. I had proffered my own advice over a dinner together in 1998; ensure your year is unique, reflects your interests and have it nailed down before installation as it passes so quickly and is a year full of activity. His year was most successful starting with his friend and former Lord Mayor, Alderman Sir Paul Newall TD (and Honorary Marketor) speaking at the last Installation Dinner of the last century in Stationers' Hall. The speaker and new Master both being well qualified to elucidate the benefits of marketing in the financial sector. His year visit was to Cardiff and Welsh roots, by linking with the Welsh Livery Guild who entertained the Marketors at the first ever joint banquet for both companies (John subsequently became a liveryman there too). Another personal connection for the enjoyment of the Marketors was a visit to the headquarters of St John of Jerusalem at St John's Gate in the City where the charitable evening raised £3,000. When John wore his miniature medals at Marketors' formal occasions his Order of St John could easily be seen as the first medal on his row.

Between John, PM David Hanger and myself we had launched the annual City Marketing Lecture three years earlier. The 1999 Marketors' Lecture was delivered by Sir Brian Pitman, then chairman of Lloyds/TSB. The Guildhall attracted 400 people with 28 other livery companies present – the Marketors had made our mark.

During the summer of 1999 we seemed to have several former rowers in our midst (probably enough for an eight! But certainly not fit enough!). Instead we reverted to a champagne picnic on the bank as John organised a party of Marketors at Henley Regatta where he was a lifelong member of Stewards and Leander Rowing Club. I shall not list other events and dinners but suffice to say he was always in the Marketors' golf team right through until 2015... ever the sportsman. Many times his sons, Charlie, Tom and Matt, with partners, accompanied their parents in this special year and made their father proud. Tragically Pauline died very suddenly in 2000. Sadly, her warm affection and smiling face would not be with us again at Marketors' events.

Always moving on, John met and married Feona who we have known for over a decade as a loyal supporter of John and our Company, frequently accompanying him to events when her busy PR career allowed. At home in Buckinghamshire John and Feona had established a commercial vineyard from scratch... quite a challenge, and even more so to produce a range of white and rose which are already award winning and the estate is now adding their sparkling English wine this year. We too have enjoyed them being served at Marketors dinners and can vouch for their unique quality. Vigneron John was the latest of his accolades and ventures.

If the dreaded cancer myeloma had not stopped our friend just short of his 80th birthday, undoubtedly he would have achieved something else remarkable. He was that sort of Master and friend to many of us.

Past Master Dr Roger Hood ■

Liveryman Peter Salter 1923 – 2016

Peter was born on February 17 1923 in China and lived in Japan, New Zealand and Argentina before returning to the UK to go to senior school. He served in the Royal Armoured Corps in WWII, arriving in Normandy on D-Day +1. For his services to France, the French President recently appointed him as Chevalier in the National Order of the Legion d'Honneur, as featured in the Spring 2016 edition of Marketor.

Peter's career in marketing started with Union International - part of the Vestey group based in Smithfield - after which he set up his own frozen food business. Spells with Smedley's Foods and L'Oreal followed before he set up his own successful garden furniture business, Jardin's. Peter passed away on April 29 2016.

Peter was a Mason for more than 50 years and Master of his Lodge in 1988. He loved cricket and cruising; he was a practical

joker even in his later years and played golf into his 90s. At his funeral (where the introductory music was the *Test Match Special* theme tune) Peter's son-in-law described him as having real presence and a man of the utmost integrity. Many Marketors will remember the tall, smiling, moustachioed man, accompanied by his wife, Barbara, who attended our Great Events with such apparent enjoyment. We shall miss him.

Past Master Venetia Howes ■

Past Master David Collischon 1937 – 2016

David Collischon was one of the most delightful people I ever had the pleasure of knowing and there was nobody who had a greater love of the Marketors. Even after being struck down with Parkinson's disease and later wheelchair bound, he continued, with great help from his devoted wife Lesley, to attend as many events as he possibly could and always wanted to be kept up to date with matters being discussed at Court.

But we don't want to remember the later years of David's life; we want to remember the man who was dynamic, enthusiastic, determined, amusing, but most of all someone that you could talk to about anything. He really was the very best of company and would never let you down.

His achievements were many and substantial but such was his modesty that I probably told more people at Marketors' dinners that he was Mr Filofax than he did himself.

Born in Walthamstow in 1937, David had a tough start in life. The family home was flattened in 1940, when he was three and, after surviving the war, he went on to have an unhappy time at school. Then came National Service at Catterick followed by officer training, after which he joined Collins the publishers and started to enjoy himself.

Through friends he met there, he began his lifelong love of sailing, eventually having one yacht in Essex and another near the apartment in Spain. David first became aware of Filofax in the 1950s when it was a sad and neglected but very useful item of stationery, known only to, mainly, military people through word of mouth. He became fascinated by it, used it himself and eventually, ready to start his own business, decided to see if he might be able to sell the products through an agency agreement.

After developing the sales and marketing side of the business in the late 1970s, David and Lesley were able to purchase Norman and Hill who owned Filofax in 1980. Over the next seven years, they developed the business to become the fashionable, must have, item that we all remember so well. In 1987, they were able to float the Company and reap significant rewards for their hard work.

If anyone was ever qualified to be Master Marketor then surely it was David.

We were on a Marketors trip to South Africa in 1998 when David and Lesley finalised a deal to sell the company and we were able to celebrate Lesley's birthday with a bottle of champagne at the Victoria Falls Hotel. We spent many happy times over the years at Marketors' events and

on holidays in the UK, Oman, France, Spain, the USA, Madeira and India to name but a few.

Having sold Filofax, David could pursue other interests and, as well as being a very active Marketor, he was a governor of Davenant Foundation School and active in the Chelmsford Diocese of the Church of England, resulting in him becoming a Lay Canon.

David was an exceptional Master of the Marketors in 2003 and was personally responsible for creating the Policy and Procedures Manual that provides a framework for the operation of the company. Most of all though, David will be remembered as a lovely, warm friend on whom you could totally depend.

Our thoughts are with Lesley and the family at this sad time and those of us who knew him well are going to miss him greatly. Rest in peace, David.

Past Master John Fisher ■



Liveryman Dan Doherty 1961 - 2016

I first met Dan at a Marketors trip to the Museum of Brands, Packaging and Advertising in Notting Hill in 2005. Sir Paul Judge was Master and Dan, a new member, was acting as Event Director, together with his partner Neil.

'These people know how to organise an event,' I said to Kathy. 'I wonder if Dan would be interested in chairing my Events Committee in 2008?' I was Junior Warden at the time and beginning to think about establishing the team for my year.

Months later we met in Balls Brothers Wine Bar in Creed Lane. In this cosy, underground establishment, I outlined my requirements and how Dan would be the perfect person to look after them. He went away to think about it but soon came back to agree. It was probably one of the best decisions I ever made. Dan was a one off: organised, dynamic, positive, knowledgeable, sociable, charismatic and with an energy and appetite for life that was hard to believe.

He was born in Averly on February 13 1961 and his sense of fun and mischief were unmistakable even as a lad, as was his life-long love of good food. An infamous local scrumper of apples and elderberries, his endeavours graced many of his mum's fruit crumbles and the elderberries ended up in a homebrew made by a schoolmaster, with Dan's cut being a bottle or two of each

vintage. For those of us who knew him later, I think these are visions of Dan we can easily recognise.

Dan's successes in his professional life were remarkable. He was manager of a secondary bank at the age of 21, regional managing director of a joint venture of one of our oldest banks at age 24 and chief executive of a Halifax division at 26. He held multiple board positions along the way too.

Dan, Neil, Kathy and I became good friends, often enjoying long lunches at Home House, Eight Club, Capital Club, Club Cafe Royal, RAC (Dan loved clubs) and at Cafe Spice Namaste and Galvin at Windows - the table in the window, of course. Dan loved food and drink and became good friends with many chefs and restaurant owners over the years. London is going to be a much duller and quieter place in the future.

Following my year as Master, I had planned to give up work and Dan and Neil had also found time to be involved in our business. In the end Cadence Market Strategy took over the goodwill of our company, created an industrial wing to their business, Cadence Fisher, and continues to run it with great success to this day.

Dan took huge pride in civic life. As well as a Marketor, he became a Needle-maker and a freeman of the Company of Educators.

Then, almost single-handedly but with help from many along the way, he devised and set up the Guild of Entrepreneurs.

Diagnosed with an inoperable brain tumour late in 2015,

one of the most moving experiences of my life was witnessing Dan being installed at Master Entrepreneur at Painters' Hall on November 25. On the evening, he wasn't sure that he could go ahead with it but he managed to struggle through and the applause after he was installed continued for what seemed like eternity - a dramatic expression of the esteem that Dan was held in by everyone present. The Entrepreneurs is a truly impressive Guild and it will remain a symbol of all that Dan Doherty stood for.

Farewell Dan, my friend, there was so much more that we wanted to share with you. We loved you dearly and are going to miss your lively presence, your wise counsel and the world you lived in, more than words can ever say.

Past Master John Fisher ■



Book Shelf – The Digital Marketing Edition



Our book review for this issue is Liveryman Annmarie Hanlon, a past Mais Scholar*. Annmarie has worked as an advisor and consultant in digital marketing since 1999. She is a Senior Lecturer in Digital Marketing at the University of Derby where she is also studying for a PhD in the strategic business use of social media networks.

Many of us are familiar with traditional marketing textbooks; my own traditional marketing library consists of MacDonal, Kotler and of course Pearson!

Digital marketing is still a developing area and it is time to shine a light on some of the newer digital marketing textbooks. I have probably read every available digital marketing textbook, both as a PhD student and with my interest in all things digital and these are two of the books I recommend. If you are less accustomed to digital, these can be useful resources and good places to start your own digital journey.

'The essential guide to marketing in a digital world' by Rob Stokes.

This is an unusual book as it gained sponsorship for publication and is therefore available to download online free of charge. The fifth edition, published in 2013, is still valid today.

The essential guide to marketing in a digital world follows a logical flow through four sections. Section one starts with 'think' and provides insights into digital strategy and research, with useful explanations on crowdsourcing, crowdfunding and microtasking. New concepts such as crowdfunding have been some of the successes of the online environment, with websites such as www.

kickstarter.com providing individuals with the opportunity to promote an idea to a wider public and seek small donations to launch their project.

Section two addresses 'create' and shares concepts such as 'user experience' (effectively what happens when a visitor arrives at a website) and key issues in writing for digital and creating compelling online content. The average website visitor spends milliseconds on a website, deciding in a heartbeat if they have made the right choice or not. This means that websites typically generate low 'visitor to customer' conversion rates and the key factor is how easy or difficult the website is to use, once you have made that choice. User experience (or UX) considers every aspect of a website's design and functionality which is described well. One of the great achievements in UX was the Amazon '1 click - buy it now' button. By removing every possible obstacle to a sale, Amazon has positioned itself as one of the easiest places from which to buy goods.

Section three considers 'engage' and how customers are managed online, how searching takes place and an introduction to social media. Search engine optimisation (SEO) which is also known as 'how Google works' is addressed at a strategic level, as Google changes its formula (which is called the Google

algorithm) nearly twice a day. The smaller changes are rarely noticed, whereas Google's larger changes have resulted in websites disappearing from search results. Stokes provides a practical approach to developing SEO for an organisation, along with a list of websites that can help analyse a firm's SEO.

The fourth and final section 'optimise' looks at how to track and analyse digital marketing. Data analytics and understanding what can be measured online are key elements in digital marketing, which Stokes explains well. He imparts knowledge on 'conversion rate optimisation' and the discrete areas of digital marketing which can be tested and checked.

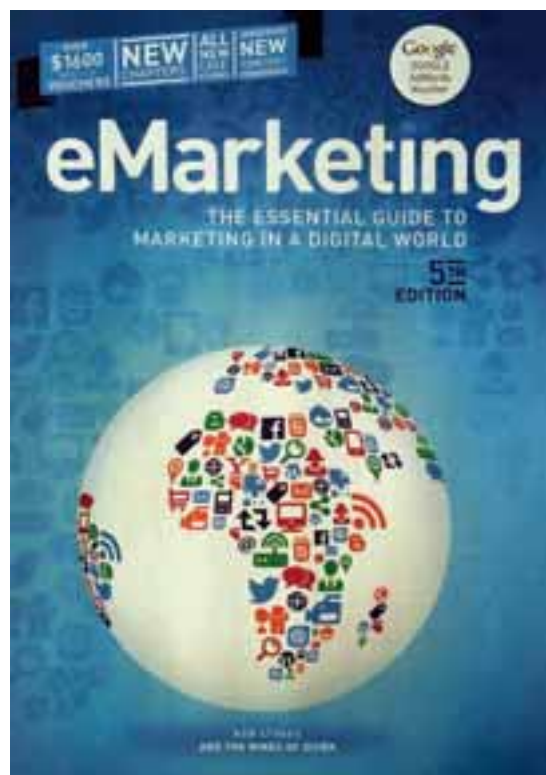
This is one book I recommend to all students, as well as to those keen to discover more about digital marketing. Each section starts with definitions and explanations of the key terms and concepts, followed by a step-by-step approach to the techniques being introduced. It is more practitioner-led than academic and is easy to dip in and out, using the comprehensive index. With over 300 pages, in small print, it is easier to look at on screen, as it has not been designed for traditional print. So it's one to download and add to the Kindle!

STOKES, R. (2013) *eMarketing: The essential guide to marketing in a digital world*. 5th edition, Quirk Education Pty Ltd. [Online] Available from https://www.redandyellow.co.za/wp-content/uploads/emarketing_textbook_download.pdf

'Social Media Marketing, Theories and Applications' by Stephan Dahl

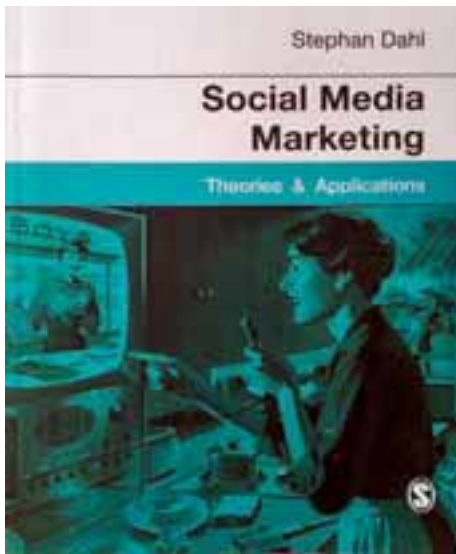
Dr Stephan Dahl is a Senior Lecturer in Marketing at Hull University Business School and his interest is consumer culture theory and ethics. This is a more esoteric and well-written book spanning 268 pages, which summarises a range of academic models and frameworks to elucidate this new world of social media.

Similarly to the Stokes book, this is in four sections. It has a more academic feel with theories including 'uses and gratifications', 'gamification' and the 'technology acceptance model' and is likely to be more useful for marketing students, whether studying the CIM Diploma or undertaking a Master's degree in marketing.





Wonders and Blunders



Part one looks at the concept of 'actors' and reveals the tribes and communities to which we all belong. A newer research area developed by Professor Rob Kozinets is 'netnography' (ethnography using the internet) which is summarised succinctly by Dahl who also addresses the ethical issues in gathering online data.

Part two is the smallest section and focuses on 'media' from the social media networks to online games and mobile device usage. Part three highlights 'content' with a chapter dedicated to the critical aspects of 'online engagement' between consumers and companies.

Again, similar to the Stokes book, the final chapters in part four, discuss 'context' and how social media can be measured. The book also contains a useful glossary of digital terms.

Social Media Marketing, Theories and Applications is well referenced and contains many relevant and recent case studies, which serve as helpful examples to demonstrate the points made. For the traditionalists who prefer to hold a paper copy, this book is available in all the usual formats as well as with the '1 click order system'.

DAHL, S. (2015). *Social Media Marketing, Theories and Applications*. London: SAGE Publications Ltd.

*The Mais Bursary is open to Liverymen of the Company and their dependents - more details are on our website: marketors.org

Is it a verb? Is it a noun? Is it a solution? Is it a service? Google is seen as one of 'the' companies to work for, an online multi-faceted platform, an advertising centre, a brand. Or is it simply now one of life's necessities and maybe a contender as an addition to Maslow's Hierarchy of needs? Google has become all of these.



And yet, there are alternate solutions available - but do Bing, Yahoo, DuckDuckgo, Baidu, Yandex (or any other) have every dimension of brand awareness, recall, value, service and sheer end to end 'need' covered?

Google has established an almost ethereal presence in most of our lives, yet there are numerous research papers that show that Microsoft Bing is both faster and deeper as a search engine, in particular in video. We can't say that Microsoft isn't doing their bit to transform and compete, but do we think Bing or Microsoft?

DuckDuckgo is adored by techies, scientists and geeks alike, as well as those who value their privacy, as it doesn't track you. Yahoo does more to support business and has been around longer as a brand than the others. Yet none of these can claim that they are verbs or nouns!

They are all wonders in the modern internet era. But which one of them has more brand permission to drop the odd serious clanger?

On April 1 this year, Google launched the 'Gmail Mic Drop'. There was a minion saying 'that's the end of it' at the end of each email. Google always plays an April Fool's Day prank but within a few hours it had to be withdrawn after complaints from the global Gmail user community. This brought serious bad press globally. A major blunder - you might think.

They also have explained away the failure of Google+ to rival Facebook, of Google Glass to revolutionise person/machine interaction (for now) and Google has repeatedly defended collecting search and personal data and using it to target (and retarget) advertising. Throw in Boston Dynamics, iGoogle, Google Reader, Dodgeball, Google Audio ads, Jaiku, Google Lively, Google Health, Google Fast Flip, Google Wave and Google Buzz and you have a long line of expansive and expensive failures and blunders.

Or maybe this is just the sign of a highly innovative agile entrepreneurial platform-based approach that leverages off an unbelievably strong brand value and still handles approximately more than double the volume of queries of the total of all other search platforms globally.

It is also worth pointing out that there is an equally long list of failures and blunders of other platforms named above, and all with bad press aplenty.

We all ask 'what is the threshold of blunder tolerance', meaning at what point would we say that's it - enough is enough? The most likely trigger would need to be a serious leakage of personal data probably on a catastrophic scale. This type of blunder could (would?) cause irreparable damage to the brand. Maybe that's why Google and all the above pour millions each year into ensuring that that doesn't happen and such a blunder doesn't turn into a catastrophic melt down in brand reputation.

When you have built a brand with such power as Google, and embedded it into the DNA of our everyday lives, maybe just then you have brand permission to be both a Wonder creator and a Blunderer.

Liveryman Bill Payne ■



Liveryman Bill Payne has had a global career, having lived and operated in the US, Asia and Europe, in strategic, sales operational and client facing roles across the consulting, business services, IT and outsourcing sectors. He is a Non Exec Chairman and Director, a Venture Capitalist, Board Coach and a visiting Professor at several top business schools and has also had his own executive advisory business. With this experience behind him, Bill has considered this issue's Wonder and Blunders in our world of marketing.



Getting to know... Liveryman Martin Riley

Martin Riley will be our guest speaker at the Bowden Charter Dinner on October 27. He has had a formidable career as a leading marketer in the drinks industry. He was Chief Marketing Officer at Pernod Ricard until 2014 and is also former President of World Federation of Advertising.

Martin is a Liveryman of the Worshipful Company of Marketors and a Court Member Worshipful Company of Distillers. Martin lived and worked in France, Ireland, Russia, Belgium, UK and is married with 4 children

Where did you grow up? Manchester.

Who would play you in the film of your life? Richard Gere (as suggested by Mrs Riley).

If you were an animal, you would be a... Giraffe – I am tall, prepared to stick my neck out and aim to reach high.

What was the first record you bought with your own money? Twist and Shout – The Beatles.

What is your favourite London building? Old Royal Naval College, Greenwich.

Where have you had your best meal in London? Le Gavroche – The Tasting Menu.

What London shop are we likely to find you in? Daunts Bookshop.

What is your first London memory? Shops open late – some 24 hours.

What brand do you most admire? I have to say Apple, because of the transformative impact it has had on our lives, through design, branding and technology. I am also a big admirer of Jaguar cars and Absolut vodka for similar reasons.

Who is your marketing hero? Lord Leverhulme – the founder of Unilever and his instincts, insight and purpose, which he put to good use.

What's the best piece of advice you have ever been given? "Reculer pour mieux sauter" – sometimes you have to take a step back in order to advance.

What is your preferred mode of communication? Email.

Do you have a favourite tippie? Beefeater Gin and Tonic – but with the measure of gin you get in Spain or the USA, where you can taste the gin and it is not drowned in tonic.

What was the last film (or play or opera) you enjoyed? The Master Builder at the Old Vic starring Ralph Fiennes.

What is your most trusted news source? BBC News

How do you get around? Tube.

Have you had a life-altering event? Almost drowning in the sea at Morecambe when I was six - it was a close call. And being in New York on September 11 2001.

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

What book would you recommend people to read? 'Essais' of Montaigne. They were written in the 16th century by a French nobleman, but his simple philosophy and ideas about human beings are highly relevant today.

Do you have a motto or a saying that you refer to? 'OSE' – meaning 'dare' in French, based on Optimism, Sense of Humour, Enthusiasm.

What are your favourite qualities in other people? Optimism, Sense of Humour, Enthusiasm.

What is your idea of misery? Camping in the rain.

What is your idea of perfect happiness? Long, deserted beach, warm evening at sunset, sharing a Beefeater and tonic with people that matter to me, and having a good laugh. ■

The joy of the new BMW i8

When was the last time you felt great? I mean really great...as cool as your frosted champagne flute, or as classy as when you put on your favourite Dior, Chanel, or Cartier?

Please stay with me as I tell you about a four-wheel special that actually does feel as if you are putting it on every time you slide into your driver's seat and close the vertical opening 'butterfly' door with a solid, expensive 'clunk' – and it does make you feel that good!

The BMW i8 is their spectacular hybrid supercar boasting a speed limited 155 mph and 4.4 sec 0-62mph performance, alongside government figures of 134 miles per gallon! Although the BMW people explained, in normal driving you should expect something closer to 40 mpg.

But who cares? The way that this car delivers its instant response power from the combined electric / 3 cylinder 1.5L turbocharged unit delivering 228 brake horse power is nothing short of mesmerising. It is a technological wonder, whether you are gliding silently along using the electric power only (pedestrians beware!) or you have flicked the selector lever to the left and can hear the

beautifully-toned growl of the engine as your well-designed display turns from a normal, cool blue, to the red which says, 'let's go', the response to your right foot is instant.

Now, one of the first things I realised about this car was that you do not buy one if you are shy or want to travel incognito! From my first journey down from BMW Group HQ in Farnborough UK to my home at the beach in West Sussex, I was amazed at the number of people who passed me on the motorway and actually smiled at me! (I was sticking with the speed limit to 'feel' the car on first meeting.) Equally, I never once got out of the car without someone immediately commenting on the car and asking if I minded them taking a picture of it.

But this car handles. This car grips. This car makes you feel like you can really drive! It is probably one of the safest, very fast cars you could drive because BMW engineers have built a truly superb car which sounds like all the music you ever wanted to hear from your engine.

I could tell you lots more, about the interactions with the general public, about the other i8 driver on the motorway who spotted me in her rear-view mirror and flicked on her hazard flashers to acknowledge a fellow driver who had the knowledge of just how good a time we were having. (At least I think that is why she flashed the lights.)

The last thing I have to say is – at least try one and you will have a smile on your face and a lightness in your heart.

I've had many love affairs in my life, from Alfa Romeo to Bentley, to Ferrari, Lamborghini and my beloved AMG SL55. This beauty is a beast...I just fell in love again!

**Court Assistant
Ian Ryder**

Ian Ryder enjoying the BMW i8

Restoring St Bride's

This summer, there's lots of restoration work happening at our Company's Wren church in Fleet Street. Following recent refurbishment of the wedding-cake steeple, funds have now been raised to restore the interior.

The builders have moved in until August. As a City parish church with Sunday services and a professional choir, St. Bride's will naturally remain open during the works. Our Chaplain, Canon Alison Joyce, is keen that members of the congregation and visitors continue to enjoy both worship and the Church's history. She told *Marketor*: 'We're holding normal Sunday services at 11am and 5.30pm in the main church, daily Morning Prayer in the crypt at 8.15am as well as Eucharist at 1.15pm on Wednesdays.'

Good news for members is that the bright and beautiful restorations can be viewed during the popular St. Bride's guided tour at 3pm each Tuesday from August 2. The refurbishments should also add a sparkle to the Marketors' Carol Service on December 12.

A video on St. Bride's website (www.stbrides.com) gives more information.

Although more money is needed to complete the interior, the next phase of the 'Inspire Appeal' will be to secure the walls of the church. If you'd like to learn more about being a donor, including the opportunity to 'Wash the face of an Angel', click on 'Inspire Appeal' on the website.

It's in the news!

Who could have missed media mogul Rupert Murdoch's wedding to Jerry Hall and their subsequent blessing at St. Bride's! Stature and awareness galore for the Marketors' church!

An interesting item you may have missed, though, came from ITV. As part of their 'Under London' series, ITV broadcast a tour of St. Bride's medieval crypt. Some two thousand years of history were unearthed by Chaplain Dr Alison Joyce. The full video can be viewed on the News page of www.stbrides.com. Or why not take a creepy crypt tour yourself this summer? Just don't get locked in!!

Liveryman John Wheen
St. Bride's Liaison ■



Beating the Bounds of St Bride's Parish

This ancient ceremony took place on May 5 following our Company's Annual Thanksgiving and Re-dedication Service at St Bride's Church, Fleet Street. Beating the bounds with willow rods dates back to the middle ages and in those days it was a matter of great importance as it kept alive the community's awareness of the precise boundaries of the parish.

On this warm May evening, we walked to

six stopping points and beat the bounds with the cry 'Cursed is he who removeth his neighbour's landmark' repeated three times. Aably led by Revd Canon Dr Alison Joyce, we made our way around the parish. We were refreshed generously by the Master with sparkling wine in the gardens of Temple Church. We concluded this ceremony at Ludgate Circus where we asked God's Blessing before retiring to a local hostelry for further sustenance.



Beating the Bounds of St Bride's Parish by Blackfriars Bridge

Congratulations to Liveryman Karina Dostalova CC



As a Common Councilman for Farringdon Within, Karina is the new elected Deputy Chairman for Hampstead Heath, Highgate Wood and Queen's Park.

Diary Planner 2016

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

Monday July 4	Marketors' Golf Day, Verulam Golf Club, St Albans
Thursday July 14	Second Business Debate, Portcullis House
Monday July 25	Banquet to the Lord Mayor, Mansion House
Saturday August 6	Second City Walk with a Twist, Hampstead Heath
Sunday August 21	Thames River Trip, Lady Daphne
Friday September 2	Conference, New College, Oxford
September 3 – 4	Master's Weekend, Oxford
Saturday September 17	Third City Walk, 350th Anniversary of the Great Fire of London

OTHER KEY DATES

June 10 – July 10	UEFA EURO 2016
June 13 – August 21	Royal Academy of Arts Summer Exhibition

<i>Thursday September 22</i>	<i>Business Court, Plaisterers' Hall</i>
<i>Thursday September 29</i>	<i>Election of Lord Mayor, Guildhall</i>
Wednesday October 12	Museum of Packaging & Brands
Tuesday October 18	Third Business Debate
Thursday October 27	Bowden Charter Dinner
<i>Friday November 11</i>	<i>Installation of Lord Mayor, Guildhall</i>
Saturday November 12	Lord Mayor's Show
Sunday November 13	Remembrance Service
November 21 – 28	Master's visit to Chile
Monday December 12	Carol Service, St Bride's
<i>Thursday December 15</i>	<i>Business Court followed by Court Dinner, Dyers' Hall</i>

June 27 – July 10	All England Tennis Championships (Wimbledon)
August 8 – 21	Olympic Games, Rio de Janeiro
August 28 – 29	Notting Hill Carnival
September 7 – 18	Paralympic Games

Is Marketing for Good the Future of Marketing?

Join us on Friday September 2 2016 at New College Oxford to hear leading practitioners and business leaders address this theme in their sectors and share their latest thinking on the need for relevant purpose in business in both plenary and break-out sessions.

Speakers:

- Amanda Mackenzie OBE, CMO Aviva and UN Project Everyone

- Keith Weed, CMO Unilever
- Jonathan Reynolds, Deputy Dean & Director of Graduate Studies, Saïd Business School
- Jack Lundie, Director of Communications, Oxfam
- Jim Carrol, The International Exchange
- Tony Stratton DL, Former High Sheriff, Oxfordshire Chairman Emeritus CPM

- Roz Morris, MD TV News London, TV Presenter

Early Bird prices available until July 14 2016

Members of WCM £75 • Members plus one £125 • Non-members £100

Book by visiting www.marketors.org or calling +44 (0) 207 796 2045

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