



WORSHIPFUL
COMPANY of
MARKETORS

MARKETOR

AUTUMN 2016 / ISSUE 73

THE LIVELY COMPANY MAGAZINE FOR MARKETING PROFESSIONALS

10

OUR LIVERYMAN, THE PRIME MINISTER

**MANNERS
MAKYTH
MARKETING
REPORTS ON
THE OXFORD
CONFERENCE**

**MEDITERRANEAN
ADVENTURE WITH
HMS ST ALBANS**

**HAPPY 40TH BIRTHDAY TO
OUR MARKETORS' TRUST!**





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The Master's Column

MARKETOR

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FOR MARKETING PROFESSIONALS

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Great Event photos by Ben Fisher, Oxford Conference photos by Michele Hill, St Steohen Walbrook photo by Niki Gorick. Thanks to fellow Marketors who have sent in photos for use in this issue

Front cover: Prime Minister & Liveryman Rt Hon Theresa May MP

Liveryman the Rt Hon Theresa May MP features on the cover of this issue because as everyone knows she was asked by HM the Queen to form a government as Prime Minister on July 13. She became a Freeman of the Company in 1999 not long after being elected as the MP for Maidenhead in the 1997 general election. Past Master Roger Hood recalls interviewing her on a boat on the Thames. She was clothed in the Livery in 2001, spoke at a debate with Liveryman Professor Malcolm McDonald in 2003 and again at Sally Muggeridge's Installation Dinner in 2013. While several of our Prime Ministers have been made Honorary Liverymen, it is not so often that they were Liverymen before they took office. Whatever your politics I'm sure all members join me in wishing every success to our new Prime Minister. Her appointment has certainly helped strengthen the name and fame of the Marketors.

And it was only last year that we awarded Honorary Liveryman status to Lord Heseltine, a former Deputy Prime Minister. It must be most unusual for a Livery Company to be able to claim both a Prime Minister and a Deputy Prime Minister among its ranks. In addition we have the admirable Rt Hon Cheryl Gillan MP, a former Secretary of State for Wales and a Liveryman since 1993. She has done a wonderful job chairing the first two of our topical debates.

Overall the Company is in good shape. It is stable with healthy finances and substantial reserves. It has an active membership with a well-attended events programme. It has made good progress in improving its communications. The name and fame of the Company are growing in the City and beyond. It punches above its weight.

At the Mansion House Banquet to the Lord Mayor we had the privilege of entertaining not only the Lord Mayor and Lady Mayoress but also both Sheriffs and their consorts. I had most charming handwritten letters of thanks from all of them and would just like to share some extracts.

From the Lord Mayor: "It was a memorable and very happy evening. Thank you first of all for your magnificent hospitality. The food and wines were superb. Thank you too for wonderful music, courtesy of the Royal Marines – an excellent choice. They even featured plenty of maritime music! What joy."

From the Lady Mayoress: "Many thanks indeed to you, Carmen and the Worshipful Company of Marketors for a terrific evening last night, with delicious Chilean wine, and great food, particularly the Beef Wellington."

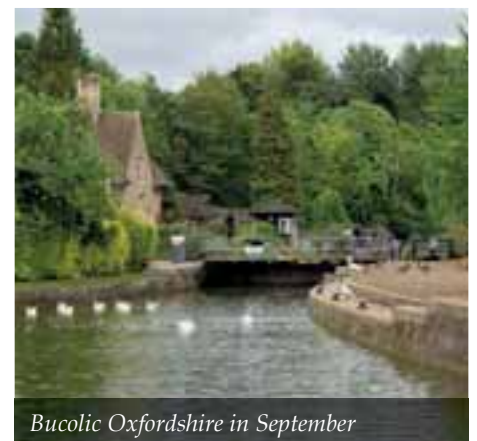
From Alderman and Sheriff Charles Bowman: "The evening had a very happy and yet powerful feel to it. The Marketors are such a relevant Company and punch with a heavy weight."

From Sheriff Dr Christine Rigden: "It was lovely to see the Marketors in such good heart."

My theme for the year is 'Marketing for Good is Good Marketing' and we recently addressed that in a well-attended one-day conference in my alma mater New College, Oxford. This is written up elsewhere in this issue but I would like to take this opportunity to thank all the speakers, delegates and several members who helped with the organisation.

This issue of Marketor is the third of the year and we remain committed to a high quality colour magazine four times a year. But in addition we have been improving the rest of our communications under the chairmanship of Court Assistant Roz Morris and her predecessor Court Assistant Andrew Cross. Our website has been substantially overhauled and improved and we are buying extra capacity on the server. Our PR agency, Whiteoaks, is doing fine work in getting our messages out there in both conventional and social media, specifically LinkedIn and Twitter. We now have a Wikipedia page and a YouTube channel. With these extra channels of communication open we need more content, so if you have something relevant to say please direct it to communications@marketors.org

David Pearson
Master ■



Bucolic Oxfordshire in September



Dr Vint Cerf, Google's Chief Internet Evangelist amongst other things, with Junior Warden, Phil Andrew at the Tri-Livery Lecture on 5 September. (There will be a full report in our winter issue)



Enjoying the grandeur of the Saloon before our banquet



Court Assistant Roz Morris, Liveryman Peter Rees, Liveryman Professor Helen Woodruffe-Burton & Liveryman Annmarie Hanlon



Our Chaplin, the Rev Dr Alison Joyce, delivering grace with gusto at the Lord Mayor's Banquet



The Master and the Lord Mayor enter the Egyptian Hall at the Mansion house



Revd Jonathan Evans, Priest in Charge, St Stephen Walbrook with Curate, Revd Sally Muggeridge and Court Assistant Roz Morris at the Women in the City event held at the church on August 14



Going under Tower Bridge with its raised bascules



Court Assistant Brian Sweeney knows the ropes



Banquet with a maritime air

The Egyptian Hall once again set a magnificent stage for our annual banquet at the Mansion House in honour of our Lord Mayor, The Rt Hon Lord (Jeffrey) Mountevans. Marketors and their guests gathered in the Saloon, one of the great reception rooms, to catch up with old friends and make new ones while enjoying Vina Undurraga Brut NV, a fine sparkling wine from Chile. This has become our Master's welcome leitmotif as we gather for great events.

As our Beadle called us to dinner, we passed the very smart carpet guard provided by St Dunstan's College Combined Cadet Force. They were so polished and well-presented – from the tips of their shiny shoes to the tops of their berets. But while they were standing as straight as straight could be, they looked happy and proud to be part of this grand occasion.

Dining in the Egyptian Hall is always a wonderful experience; its beautiful light and its great columns draw the eye up to the amazing ceiling. Of course the whole event is managed impeccably by the Mansion House staff; they work effortlessly bringing us delicious food for all sorts of dietary requirements as well as making sure our wine glasses are never empty.

Expertly and seamlessly done – all making for a very good evening.

More delicious Chilean wine accompanied our crab starter, the famous Mansion House Beef Wellington and the pleasingly refreshing blood orange crème brûlée;

of course, no such banquet is complete without port and chocolates!

The Mansion House tradition of the Loving Cup proceeded with very good humour as some 260 of us managed to pass the exquisite but heavy loving cups from one to the other with relative ease – all smiling and bowing to each other as we enacted this old ceremony.

Another less frequently enjoyed tradition is the passing of the rose bowl; in the warmth of the summer evening, this was very welcome. The idea being that the corner of one's napkin is dipped in the rose water and then dabbed behind the ears so to aid one's digestion. This was most soothing and cooling.

The music for the evening had a distinctly nautical theme, a nod to our maritime Lord Mayor; directed by Jon Yates BEM, the Brass Quartet from the Royal Marines Association played a suitable medley and this was happily noted by the Lord Mountevans.

We also enjoyed a post horn gallop; usually at the Mansion House this is performed from one of the gallery in the Egyptian Hall – this time our musician walked around the tables playing loudly and wittingly as he moved along.

We enjoyed a toast from our Lord Mayor, our Junior Warden welcomed our guests and the Master concluded the evening by inviting everyone to join him in a stirrup cup in the Saloon.

Liveryman Ann Goodger
Editor Marketor ■

A sea shanty for our Lord Mayor

(or The Ryme of the Middle-Aged Mariner)

Lord Mountevans, our most noble Lord Mayor

Said "Innovate here, succeed everywhere.

As Marketors, we completely agree.

Without Innovation, we're all at sea.

But for Jeffrey, the sea has been his life, And I think that's true as well for his wife,

But Marketors also believe in trade,

Selling goods and giving overseas aid.

Drucker said, there are two things that count -

Innovation and Marketing amount

To success in business. The rest are cost.

Without these two heroes, well all is lost.

So please remember, if all of you could,

Good marketing is marketing for good.



Carpet guard review by the Lord Mayor and Lady Mountevans



L/R Tong Wu, Daniele Pramaggiore, Francisca Posada-Brown, Master, Iulia Ciora, Toby Norman

Awards & Presentations

Each year, our Company through the Marketors' Trust makes a small number of awards and bursaries to people who are actively pursuing best practice in marketing excellence. These were celebrated at the Lord Mayor's Banquet where the following awards were made:



Clothed in the Livery: L/R Ian Moore, Prof Helen Woodruffe-Burton, Stephen Pailletrophe, Gail Cook, Master, Caroline Jarvis, Graham Storey, Ann Goodger, John Jeffcock, Ninder Takhar

Francisca Posada-Brown received the award to study a postgraduate student on the MSc Marketing Strategy & Innovation programme at the Cass Business School. Francisca will be undertaking a Business Research Project on the role of brand in Professional Service Firms - a topic selected by the Worshipful Company of Marketors.

Iulia Ciora, Regent's University, London received an academic award for her dissertation on Digital Strategies to Increase Online Sales of Luxury Retailers, undertaken for her MSc in Digital Marketing and Analytics at Regent's University London.

Toby Norman, Judge Business School, Cambridge University was given this award in recognition of his dissertation on empathy and marketing performance, undertaken for his PhD in Management at the University of Cambridge Judge Business School.

Daniele Pramaggiore, Queen Mary, University of London School of Business and Management given in recognition of Daniele's dissertation on *Impact of Counterfeiting on Genuine Luxury Brands: The Burberry case study*, undertaken for MSc in Marketing at the Queen Mary, University of London.

Tong Wu, Saïd Business School, Oxford University received her award for her dissertation on customer engagement with microblogs - the role of the social CEO, undertaken for her DPhil in Management at University of Oxford.

A presentation was made to Lt Cdr Peter Ellison, Royal Navy in thanks for his services as Liaison Officer between his last ship, HMS St Albans, our affiliated naval unit, and the Company. The Master presented an engraved miniature Royal Naval Sword as a token of gratitude. ■



Master with newly admitted Freeman - L/R Iain Sanderson, Jenny Ashmore, Mark Magnacca, Susan Beard, Master, Martin Ashton, Simeon Lando

Our civic guests

On the occasion of this great event we were delighted to be joined by our Lord Mayor and his Sheriffs.

Sheriff Dr Christine Rigden is a Liveryman of the Constructors and served as their first female Master. She is also a Court Assistant of the Masons, a Liveryman of the Tylers and Bricklayers, and a Freeman of the Educators. Christine is a Council member of the City Livery Club, and serves on the committee of Candlewick Ward Club, and the London Committee of Ironbridge Gorge Museum Trust. Christine has been elected annually as a City of London Ale Conner since 2007, being the first female to hold the position in over 700 years.

Aldermanic Sheriff Charles Bowman was elected as an Alderman for the Ward of Lime Street in the City of London in 2013. He is a keen supporter of the Livery movement, being a member of the Court of the Grocers and a Liveryman of the Chartered Accountants.

The Rt Hon The Lord Mayor the Lord Mountevans was elected Alderman for the Ward of Cheap in 2007, serving as Sheriff of the City of London 2012-13. He was Prime Warden of the Shipwrights 2006-7. He is a Liveryman of the Goldsmiths and of the World Traders and is an Honorary Liveryman and Court Assistant of the Wheelwrights and an Honorary Liveryman of the Security Professionals. ■



Aldermanic Sheriff Charles Bowman, The Rt Hon The Lord Mayor The Lord Mountevans, Master, Sherriff Dr Christine Rigden

Welcome to our guests

Sue Garland Worthington, our Senior Warden, welcomed our guests to the Lord Mayor's Banquet on behalf of the Company.

They included Lt Cdr Peter Ellison representing HMS St Alban's, our affiliated ship. Peter has just stepped down from his role as our Liaison Officer with the ship and in recognition of his excellent service with a Miniature Royal Naval Sword at the ceremonial court prior to the banquet.

We were also joined by the Master Engineer, Professor Isobel Pollock-Hulf, Master Solicitor, Nick Hughes accompanied by his Clerk, Neil Cameron, Master Needlemaker, Martyn Chase with his Clerk, Philip Grant and Michael Wainwright, Prime Warden of the Goldsmiths' Company with his Clerk, Sir David Reddaway. ■



Does Culture Eat Strategy for Breakfast?

The second of our three debates this year was chaired by our Liveryman and former Cabinet Minister, the Rt. Hon. Cheryl Gillan MP, who had just had a very busy week in her role as Vice-Chair of the Conservative Party's 1922 Committee in charge of organising Party elections for the leadership.

And, as we know, the result of all that was that another of our Liverymen, the Rt. Hon. Theresa May MP PC, became the UK's second female Prime Minister. So, just a day after her appointment, we were glad to hold our debate in a parliamentary building, Portcullis House in Westminster, and, if not in the thick of it, at least feel part of the changing world of British politics.

The initial show of hands revealed a clear majority of the audience was in favour of the motion that 'this house believes that having a strong customer-oriented culture is more important than having the right marketing strategy'.

- Cheered by this support, Liveryman Anthony Thomson, founder of Atom Bank, the entirely digital bank, and also one of the founders of Metro Bank, made a solid start by stating that customer loyalty is born in culture, not strategy. 'People are loyal to cultures not to strategy, and culture attracts talent. Strategies can be copied, but no one can copy your culture. It's the oil that makes the company's value creation engine turn frictionless.' Stressing his own non-academic background, he told us that one of his own recent businesses had, astonishingly, ended up with a business plan of more than a thousand pages. He quoted the 19th century Prussian Field Marshall, Helmuth von Moltke: 'No plan survives first contact with the enemy'. An idea or plan has a value of 1%, and the execution has a value of 99%. The execution will be more successful when people share a strong culture. We've all heard, and many of us have experience of the quote, attributed to Peter Drucker, that 'culture eats strategy for breakfast'. Anthony rounded off his contribution adding 'in an ideal world culture and strategy interact, and are reinforcing, but- forced to choose - I choose culture.'
- Opposing the motion, Liveryman Professor Malcolm McDonald, Emeritus Professor of Marketing at Cranfield University, came out immediately with fighting talk. He asserted that a customer-oriented culture can lead to destruction of shareholder value and that everything a company does should add value to a fully integrated marketing plan. A customer-orientated culture is

frequently a mild irritant and at worst a positive menace. 'There is nothing wrong with aspiring to a customer-oriented culture,' Professor McDonald said. 'The problem is that it has no useful purpose unless it adds value to customers as part of an integrated marketing strategy. It can be a competitive example in traditionally customer-hostile industries, but as most are going down the same cultural path, any advantage will be short-lived.' Over a 40-year period, lovely, customer-oriented British businesses such as ICI went out of business, because of their lack of a professional marketing strategy. Meanwhile their French and German rivals who stuck to strict marketing strategies are still in business today.

- Seconding the motion, Amanda Mackenzie, CMO of Aviva and soon to be CEO of Business in the Community, said: 'People are loyal to culture. It provides resilience. Culture means your precious resources go further. Your greatest promoters are your satisfied customers.' She told us a story about Bruce, a call centre worker for Aviva, who was so caring and helpful to a cancer patient that, when he died, his widow not only invited him to the funeral but put him in one of the family cars. By contrast a poor company culture can be very expensive. She recalled the 'United breaks guitars' song that went viral after just one musician's guitar was damaged by United Airlines. In contrast, strong culture brings a level of risk prevention no strategy can come near. 'Culture isn't just a marketing thing, it's the basis upon which you build a successful company and a powerful brand. This is not the stuff of management consultants and marketing strategies. This is the heart and soul of a company and if you want the link to value, it's as follows: customers who have the greatest appreciation of a company are five times more likely to stay longer and buy more. This is a service and culture driven benefit. If I have the entire company invested in doing the right thing it will always be more powerful and leverage greater returns.'
- Dr Stan Maklan, Reader in Strategic Marketing at Cranfield University, heroically stepping in as a late sub



when our advertised speaker had to drop out due to illness, argued against the motion. He started by pointing out that he believed the motion set up a false dichotomy, because it is not likely that a focus purely upon culture or upon strategy is an ideal policy. 'However whilst culture is necessary in many cases, it does not trump strategy. Marketing strategy is about making choices about what you wish to offer, to whom and at what terms. When a firm makes choices, it directly and immediately has resource implications. An unresourced strategy is merely a statement of intent. The right plan allows a company to put money, people and effort behind a limited number of offers, to clearly defined targets with a coherent mix that makes your offer more attractive to the target customer than those of competitors and achieves profits. Culture-based management initiatives are problematic. Leaders have an exaggerated opinion of their impact upon their organisations. David Cameron once said: 'We must stop banging on about Europe.' Boy, has that effected culture change on the Tories! Strategy is far more in the gift of the top team because of their control of resources to effect it and measure it in terms of goal attainment. Culture is much more difficult to measure and without the right marketing strategy cannot overcome stronger competitors and leads to failure.

After questions from the audience and final short speeches by our Proposer and Opposer, we had an excellent summary by our Chair. When the vote was put again, it was revealed that several people (myself included) had changed their minds from For to Against and the motion was lost by just two votes. A close run thing; but when was Professor Malcolm McDonald ever on the losing side of an argument! This was a thought-provoking event and we carried on debating the issues as we enjoyed drinks and food at our reception after the debate.

Roz Morris
Court Assistant ■

The perfect place for city and country to unite

On August 6 our second Fellowship Walk of the year took place, entitled: Hampstead Heath, a City walk with a twist. Why Hampstead and what's the connection with the City? Answer: the City of London Corporation is responsible for maintaining Hampstead Heath.

The walk started at Hampstead tube station which was the appointed meeting place. The only problem was that TfL had decided to close most of the Northern line for weekend works – and that included Hampstead station. On the plus side, the day was sunny and warm and perfect for a walk.

Our guide was the ever-knowledgeable and entertaining John Steel who had researched this walk especially for us.



John Steele, our guide for the Hampstead walk shares his knowledge with us

He began by telling us there are more millionaires living in Hampstead than in any other place in the UK. The 'village' of Hampstead also boasts 260 blue plaques.

Over the course of the morning, we visited many of the houses where these rich and famous people had lived. Here's a quick list: Daphne du Maurier (her father ran the local Everyman Theatre), Sir George Gilbert Scott (architect of St Pancras station and the Albert Memorial) and his son Giles (architect of Battersea Power Station and designer of the red telephone box), as well as Peter Cook, Charles de Gaulle, Lord Alfred Douglas (aka Bosie), HG Wells, John Constable, Robert Louis Stevenson, DH Lawrence, John Keats, John Masefield, JB Priestley, Kingsley and Martin Amis, Marty Feldman and, currently, Boy George.

Although Hampstead is hilly, John cleverly started the walk near the highest point, so our route took us mainly downhill. We visited the church of St John and saw the artist John Constable's tomb in the churchyard. Constable believed that Hampstead, being just three miles from central London, was the 'perfect place for city and country to unite'. Other places of worship we passed included St Mary's (dating from 1816), the first Catholic church to be built in Hampstead since the Reformation. Later we saw Hampstead's first synagogue which dates only from 2012.

Our route took us past many grand houses such as Bolton House, home for 50 years to a now-unknown writer called Joanna Baillie who was described by Sir Walter Scott as 'the best writer since Shakespeare'. Nearby Fenton House is a mansion dating from the 17th century with a 300-year-old orchard. It is now a museum for musical instruments. Burgh House, dating from 1704, where Rudyard Kipling's daughter had lived, is now the Hampstead Museum.

Our next two stops included a pub called the Duke of Hamilton, where Peter O'Toole and Richard Burton used to drink. Then 1-3 Willow Road, three houses designed by the modernist architect Ernö Goldfinger; he lived at number 2 and this is now run as a design museum by the National Trust. Ian Fleming, another sometime Hampstead resident, named his



Cheers and job done - the Master and John Steele, our guide, enjoy a well deserved refreshment after our Hampstead Walk

Tenth livery fellowship golf day

Held at Verulam Golf Club in St Alban's, home of the Ryder Cup, on July 4 2016, Marketors and fellow livery company members gathered for our Livery Fellowship Golf Day. Helen Gibbons-Maude was the Event Director again with Diana Tombs as the Event Co-Ordinator. Founders of the Event, Past Master Michael Harrison and Peter Short, both instrumental in the continued success of this event, were there to help the event to run successfully for another year.

Investec Wealth and Management's generous sponsorship provided prizes for all the winners as well as goodie bags for all 96 golfers.

This year, golf teams from 15 different livery companies took part. The Marketors entered three teams this year, an improvement on the previous year but there's always room for more, should anyone in our Company wish to enter next year. Our sponsors, Investec entered a team and the Chartered Institute of Marketing Golf Society entered two teams.

The sun shone brightly as golfers started to arrive at 7.30 to check in and enjoy bacon rolls as well as catching up with friends from other livery companies. At registration all golfers were presented with a sleeve of balls with the Company logo and a Verulam poker chip marker.

Most players entered the Chipping Competition and in so doing generously contributed to the Lord Mayor's charities, The Sea Cadets and JDRF which aims to cure Diabetes 1. £930 was raised and the Master topped this up to £1,000 and this presented to the Lord Mayor at Mansion House Banquet on July 25.

The Putting Competition saw each team having fun (and side bets) trying to beat each other. This was overseen by Peter Short. The winner was Mike Wilkinson from Chartered Institute of Marketing Golf Society Team B. This competition was run by PM Michael Harrison and Diana Tombs and was won by Michael Munro from the Worshipful Company of Plumbers.

At dinner, the Master welcomed everyone

and thanked them for their support. The Captain of Verulam, Bryn Aldridge, played with three members from the Worshipful Company of Marketors Team C. Bryn presented the prizes with Helen Gibbons-Maude and PM Michael Harrison. Before handing out the prizes, the Captain spoke warmly about the event run by the Marketors each year at Verulam. As well as prize bags donated by Investec for all winners, there were a range of golf equipment and clothing items presented to the winners.

More teams from the Company will be very welcome for the 2017 event to be held on Monday July 3. Make a note of the date now and why not try to organise a team for 2017? We also need help to run the event on the day so if you would like to be part of this event in 2017, contact the Events Chair, Annie Brooks. It is a great day of golf and fellowship and provides support to the Company's charitable activities as well as our Lord Mayor.

**Freeman Helen J A Gibbons-Maude
Event Director ■**



All aboard the Lady Daphne

arch villain after him, changing his first name from Ernö to Auric.

As we headed towards the heath we passed the Magdala Tavern – the pub where Ruth Ellis, the last woman to be hanged in the UK, murdered David Blakeley. A chance encounter: a local resident, who had been 10 years old at the time of the murder, happened to walk by just at this point. He showed us the bullet marks that were still visible in the wall of the pub!

We walked up Parliament Hill passing George Orwell’s former home, to enjoy fine views from the heath right across to the City. Hampstead Heath is one of the several places around London to have a protected view of St Paul’s Cathedral. Others include Ally Pally, Richmond Park, Greenwich and Kenwood House.

After our fascinating tour, we enjoyed a convivial lunch at a pub called The Garden Gate where we were able to continue chatting with our fellow Marketors and guests. The third and final Fellowship Walk of the year was on September 17 – too late for this edition of Marketor but you will be able to read about it in the next issue. Check out the 2017 calendar of events when it is published for details of next year’s walks.

Carole Seawert
Liveryman ■

When our Master David Pearson and Court Assistant Annie Brooks (Event Committee Chair) asked me if I would like to be the event director for this maritime event, as a sailor I was thrilled to say yes.

Exploring the Thames aboard one of the most famous of London’s classic wooden sailing barges, Lady Daphne, is a rare and exciting opportunity. These sailing barges were built for the English coastal trade from the 18th century until the middle of the 20th century. There are fewer than 40 of these left in Great Britain but only 10 are available to take passengers. This was also an exceptional way to sail through the open Tower Bridge...twice! While taking in our surroundings at the Tower we are reminded that this is the 400th anniversary of the release of Sir Walter Raleigh from his second term in the Tower of London. He had previously been interned there with his wife by Elizabeth I and then by her successor James I. Released in 1616 to lead an unsuccessful expedition to find El Dorado he discovered on his return that the King invoked a previous death sentence and Raleigh was beheaded in 1618. Poor chap!

Wow, what an amazing day we had, with a great turn out of 48 Marketors and their guests. And we were blessed with the weather.

We assembled at London Bridge City Pier and then we embarked the magnificent Lady Daphne.

Straight after the safety brief given by the skipper below deck, our journey began. Everyone enjoyed a welcoming fizzy wine below deck and some preferred a cup of tea (more traditional from my experience as a sailor!). The crew cast off the lines as ordered by the skipper. So everyone rushed up on deck in case of missing any action and the amazing weather.

The Lady Daphne turned towards Tower Bridge and there we were, one of the most famous bridges was right in front of us and within minutes we saw the middle of the bridge starting to lift and open slowly. Everyone was very excited as you can imagine, almost everyone had their camera or smart phone out ready to capture that moment sailing through Tower Bridge with traffic being stopped just for us. People waiting on the bridge were cheering and waving at us. A beautiful moment!!

We continued downstream steadily past St Katharine Docks where Lady Daphne is usually moored up, then past Bermondsey and Wapping, Limehouse towards Canary Wharf. As we went round the Isle of Dogs, we could see the masts of the Cutty Sark in the distance. During this time, the



Master enjoying the moment as Tower Bridge raises its bascules

skipper and the crew decided to show off their top sail and asked Liveryman Mark Chapman, Court Assistant Dr. Brian Sweeney and Freeman Jay Chinnadorai for their assistance. One of the crew climbed up to the top of the mast to get the sail ready for hoisting. I hope they enjoyed this unexpected and unique experience.

At the sight of the O2 Millennium Dome, I called out ‘Lunch is ready, please make your way down to the saloon of the barge’.

We enjoyed some excellent home-made food and chilled Chilean wines, as we went under the Emirates Air Line cable cars and sailed up to and through the Thames Barrier. We turned back and took time to explore all the views from another perspective. The views seemed totally different on the way back – we enjoyed looking at the iconic architecture and especially the contrast between the contemporary Shard and the historic Tower Bridge.

During this trip, there was such an amazing fellowship as we all got to know each other a little better. Around 3.00pm, afternoon tea was ready with lots of lovely cakes which we managed to enjoy even though we were still trying to digest our lunch. When the sun is shining, you can’t ask for any better than this.

As we approached Tower Bridge again, upstream, the Master gave out a keyring with nautical theme as a small memento (which was designed, produced and put together by my family team).

I have had great feedback about our nautical adventure and thank you very much for all your support. I would also like to take this opportunity to thank Court Assistant Annie Brooks (Event Committee Chair) for all her advice and support in planning this event.

Liveryman Henry Chung
Event Director ■

LEADERBOARD

Winning Team:

Chartered Institute of Marketing Team B 109 points

Winning Livery Team:

Worshipful Company of Water Conservators 108 points

3rd place:

Worshipful Company of International Bankers 107 points

Individual Winner:

Mike Wilkinson of CIMGS Team B 37 points

Runner Up:

Heather McLaughlin W/C World Traders Team B 37 points

3rd place:

Jeff Medlock W/C Actuaries 36 points

Manners Makyth Marketing

A more fitting setting for the WCM conference held on September 2 would have been difficult to find. From its innovative architecture to its motto, 'Manners Makyth Man', New College, Oxford was built on revolutionary principles for its time. It was in the spirit of such innovation that the Master opened the conference, asking attendees to 'not be afraid to think radical thoughts' as we considered his chosen theme: 'Is Marketing for Good the Future of Marketing?' Speakers and breakout sessions covered a variety of compelling topics. With several themes emerging consistently across the board, the day culminated in a resounding vote of 'yes' to the motion. Here are a few key takeaways:

1. Act Local, Think Global

The importance of focusing on local challenges was at the heart of the presentation given by Liveryman and former High Sheriff of Oxford, Tony Stratton. Realising the need of the Oxfordshire community, Tony and others created *Reciprocate*, a responsible business network, to enable local businesses to help local people, primarily through projects. Giving businesses the opportunity to make a real difference locally and to simultaneously increase their own visibility and staff engagement, *Reciprocate* points towards the effectiveness of marketing for good locally, leaving us to ponder the possibility of replicating this across the globe.

In contrast to Tony's local focus, Amanda Mackenzie spoke of the journey towards mobilising the entire planet. With the aim of making seven billion people aware of



Court Assistant and Chair of our Oxford Conference Roz Morris in charge!

the Global Goals (the 'to-do list for the planet'), *Project Everyone* is marketing for good on a truly global scale. As executive advisor to the project, Amanda spoke of making the goals famous to enable everyone to hold their leaders to account, and to inspire individuals, governments and businesses alike to leverage the goals across their activities. The core of Amanda's message emphasised the power of hope and determination as well as the crucial role of business at the heart of achieving global change.

2. Me, We

A necessary union between individual and collective purpose was highlighted by several speakers, notably by Jim Carroll, advisor to The International Exchange (TIE), and Jack Lundie, Communications Director at Oxfam. Founded on the principle that advertising can become part of a greater purpose, TIE connects individual talent within advertising organisations with social enterprises across the world. In reflecting upon the simultaneous benefits to individuals, organisations and enterprises, Jim highlighted the importance of employee engagement to fulfilling purpose. This

was echoed by the Services breakout group who suggested that marketing for good starts with being good for your people and being committed to a genuine purpose rather than an 'add-on' image booster. Meanwhile, Jack highlighted the need to demonstrate the relevance of 'me' as part of a greater 'we': to be motivated to contribute to charity, people must believe that their individual contribution really does have an impact. It is marketing's job to communicate this effectively and authentically, as failure to engage individuals means failure to deliver change, regardless of purpose.

3. Manners Makyth Marketing

The resounding message delivered by Keith Weed, CMO of Unilever, was that marketing for good should not be a cost, but an opportunity for growth. If communicated transparently and effectively, being sustainable has the power to grow brands faster and deliver positive economic results. This does not come without challenges but, as mentioned by Jack Lundie, real relationships with real people and having the humility to apologise and move forward can take organisations a long way towards opportunity. Opportunity emerged as a buzzword across breakout groups discussing the Public Sector and SMEs, who emphasised the potential to prosper and create a competitive advantage through marketing for good. Equally, as highlighted by the Charity group, the tools must be in place to allow for good marketing manners to develop: you cannot market for good without good governance or without permission to do good – two factors we must not forget.

Miles Young, the newly appointed Warden of New College, enlightened us as to the future face of the world by drawing on his global study for Ogilvy & Mather, where he was until recently the Global Chairman and CEO. This revealed that the future is likely to be female, Muslim, urban, and wired. This is due to the exponential rise of the middle classes in 12 'velocity' countries over the next ten years or so, predominantly in South Asia. Miles followed this revelation by highlighting that this is a future world where consumerism, wealth, equality, and development is more likely to prevail, but where the possibility of unlocking good depends on the West playing an active role in developing the consumer economies in these future markets. Importantly, this demands openness towards new



Jonathan Corrie and Francisca Posada-Brown reporting back on their breakout session



values, and adaptation – both of which depend on breaking down ignorance. Therefore it is and will continue to be the very responsibility of marketing to strive towards positive communication and education in its messaging.

4. The Future is Good

Jonathan Reynolds, Deputy Dean and Director of Graduate Studies at the Saïd Business School, brought the day together by honing in on the role of education and giving an overview of the day's key themes. His description of the mission of the Saïd Business School 'to create a world class business school community, embedded within a world class university, tackling world scale challenges' was a fitting end to a day so focused on purpose within a global context. Hearing Jonathan speak about the importance of helping students to achieve their ambitions without losing sight of a greater purpose, it was striking that marketing for good in fact seems to be the only way forward in today's world. As millennials take their place as the largest living generation in American history, and generation Z shift from tweens to teens, it is worth remembering that good is at the top of their agenda: they expect it from the institutions that shape them, they expect it from the companies that sell to them, and they expect it from themselves. For all the differences between them, these are generations that are unashamedly sceptical, that seek mentors to help them forge skills for the future and – most importantly – that put making a difference at the top of their priority list. Therefore, if marketing is to thrive in the future, marketing for good is no longer a choice. It is mandatory.

Francisca Posada-Browne
Marketors' Trust Scholar ■

Is marketing for good the future of marketing?

Profiting in a sustained way needs a clear purpose – a view from a Chief Growth Officer.

Businesses want growth and are making promises to their shareholder about what they will achieve. Yet the environment in which to do this is increasingly challenging. Lower population and productivity growth means that overall economic demand is lower. There is much caution in the market which is limiting capital investment which again constrains growth potential.

The implication for brands is that they will have to find disruptive ways to create demand, which involves both outperforming the competition, in successfully navigating lower growth markets, and stretching into new market opportunities that already exist or have to be created themselves.

This is why the discipline of marketing is more fundamental to business success than ever before.

So why did the Marketors come together at New College, Oxford to listen and discuss the importance of marketing for good? Surely it would be more pertinent to spend time examining new ways to define markets, reach audiences and understand how sectors can be innovated? Whilst these things matter they are secondary to the importance of purpose in business. If businesses are to deliver sustained growth they need the licence to be able to stretch into new sectors, and they can't do that unless it is clear what they stand for.

As Ivy Lu of Brand Union recently put it: "This 'why' is the higher purpose of your business – the enduring reasons and ideals behind its existence. Only those who build their corporate statements with the 'why's' can go on to inspire loyalty, gain market share and sustain growth."

So the Marketors met to consider and discuss one of the most fundamental future-facing issues for business,

marketing and brands, and the presentations and discussion repeatedly highlighted this from a local to global perspective in both charitable and commercial contexts.

Jack Lundie, Communications Director at Oxfam, made a number of important executional points around the need for compromise in partnering with some organisations and particularly celebrities. He bravely noted that decisions around what and how to market the good that Oxfam does often involves a lot of passion, and that there is more than one 'right' answer.

Keith Weed, CMO of Unilever, an organisation that has clearly stated its purpose in making sustainable living commonplace globally, noted that consumers should not pay more for sustainable products. And Amanda Mackenzie, of the Global Goals initiative, talked about trying to reach seven billion people across the planet with their initiatives, and was rather modest in saying she had only managed to reach three billion on a shoestring budget.

A comprehensive round up of the day was provided by Jonathan Reynolds, Deputy Dean and Director of Graduate Studies at the Saïd Business School. He emphasised that the Saïd Business School is focusing on helping leaders tackle large scale problems and equipping them with the social entrepreneurship skills to do so.

There is a line of argument that the purpose of business is to create profit. Milton Friedman's New York Times article of 1970 is, somewhat unfairly, wheeled out at this point. Profit is a critical goal but will only be achieved in a sustained way if a business has a clear purpose. In an ever complex and often short-termist world the challenge for marketing is to be clear on the goals and the mechanisms by which they will be realised on the path to that overall purpose.

Liveryman Karl Weaver
Saïd Scholar ■



Visiting New College Oxford – The Master's Weekend

The Master's weekend in September this year was in Oxford and we were based at New College, the Master's Alma Mater. Following on from the very successful Conference and Ceremonial Court the new Warden of the College, Miles Young, now admitted as a Freeman, invited us to his private garden where champagne was served. The garden is a hidden gem not open to the public. He then led us through his lodgings, into which he was still moving, and showed us the Tower Room where the walls are lined with coats of arms of all the previous Wardens back to 1379 when the College was founded.

A splendid black tie dinner was then held in the Founder's Library in College. Following the briefest of graces by the Learned Clerk, whisky-cured salmon was served with apple and beetroot salad. This was followed by beef fillet with herb and cheese crust, fondant potato with butternut squash puree and caramelised chicory with port sauce. The dessert was a delicious gâteau opera, a Viennese recipe. This was all enjoyed with New College wines from its extensive cellar.

The Master then spoke of the time he came up to New College and how fortunate he considered himself to have the privilege of studying there. He told us about some of the famous people who were also alumni, too many to mention here but it seemed everyone from Hugh Gaitskell to Hugh Grant. Miles Young, himself a History graduate of the College, told us of his own history and something about the history of the College. Some of us then repaired to the student bar where we relived our lives of long ago. We were all staying in college in surprisingly comfortable ensuite rooms,

again very different from our own student days. It was a memorable evening.

On Saturday morning we were split into two groups of 17 and given a most interesting guided tour of New College. Contrary to its name New College is one of the oldest colleges in Oxford, but was the second to be dedicated to St Mary and the first built on the Quadrangle principle, hence the name New. We were shown the Dining Hall, the oldest to have been in continuous use in the Western world; the beautiful Cloisters where scenes from Harry Potter were filmed; the glorious 14th century Chapel; and had time to wonder around the fabulous garden with the longest herbaceous border stretched along the medieval City Wall.

The rest of the day was free so that all could explore what Oxford had to offer the visitor, including the oldest pub in Oxford, the Turf Tavern. There was a little rain in the afternoon but that does not matter in Oxford as it's home to four fine museums and other indoor treasures.

We re-convened in the Old Library of the University Church, where the Oxford Committee for Famine Relief was founded in 1942 (now Oxfam). We had a very fine meal of wild seabass fillet; free-range guinea fowl and apple tart.

Sunday morning arrived and was overcast but dry as we had a long walk through the centre of the town to Salter's Boatyard to pick up the boat that was to take us cruising on the River Isis which is how the Thames is known in Oxford. Our guide for the cruise was Mark Davies who entertained us with the background to Alice in Wonderland and its author Charles Dodgson, better known as Lewis Carroll, who taught, maths at Christchurch College.

Our weekend was nearly at an end but we had one final event which was to have lunch at the Head of the River, a delightful inn on the river.

**Court Assistant Edward Fulbrook
Event Director ■**



All abroad for a cruise on the Isis as the Thames is known in Oxford

Ceremonial Court September 2 2016

Ceremonial Courts are normally held prior to the Great Events but the Master has the power to call one at any time and this year's Master chose to do this in the beautiful surroundings of New College, Oxford on Friday



Master admitting Miles Young, Warden of New College Oxford as a Freeman of our Company

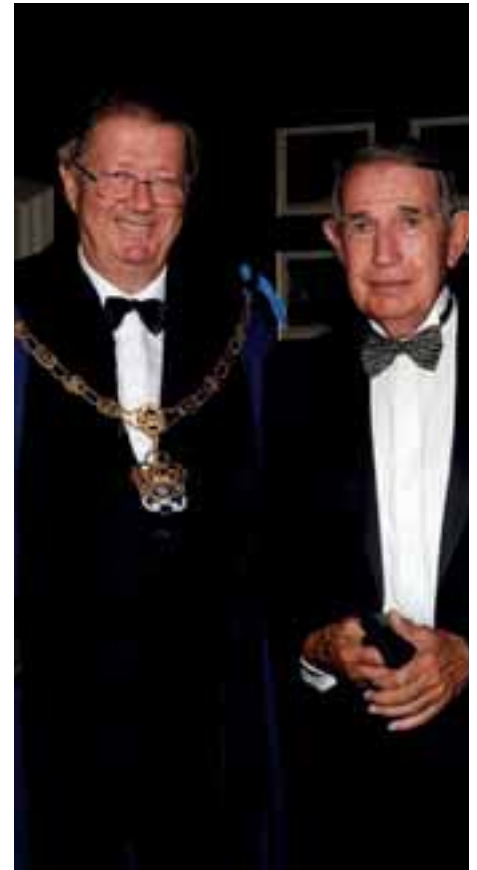
September 2. There were just two items on the agenda.

First he admitted as a Freeman, Miles Young, who only the day before started in his new role as Warden (i.e. CEO) of New College. Miles took a first in Modern History at the College and then had a distinguished career in advertising, rising to the position of Chairman and Chief Executive of Ogilvy and Mather Worldwide based in New York. He has spent the last 24 years overseas living in China and the US. He may be the first business leader to head an Oxbridge college.

Second he presented an Exceptional Service Award to Liveryman Professor Malcolm McDonald. The Exceptional Service Award is an exclusive award based on merit and contribution. It is not available for those who have served on Court and has only been awarded three times before. Malcolm is the doyen of marketing academics and has made an enormous contribution to the Company for many years. The Master read out a citation that included Malcolm's numerous lectures, debates and seminars. Every year since joining in 1994 he has made a strong contribution including serving continuously on the Think Tank and its successor committees, the

Thought Leadership Group and now the Education Committee.

After the Court was closed by the Master new Freeman Miles invited the assembly back to his private garden for a champagne reception. ■



Joining a Ward Club

Although joining a Livery Company presupposes a fascination with the City of London and its traditions, very few Freemen – and even Liverymen – seem to know much about the Ward Clubs that support the City's infrastructure.

As the City's website points out, the 25 Wards which cover the 'square mile' offer support to the Alderman of the Ward, the Deputy and Common Councilmen in carrying out their civic duties. In fact, the Lord Mayor and Sheriffs must be elected from the ranks of Aldermen and each Ward Club casts their vote, so it could be argued that to be a Liveryman and not a member of a Ward Club precludes one from running for higher office.

Becoming a member is not difficult and anyone who is a City professional or resident can join, as well as any Liveryman, Freeman or Common Councilman. It is also not expensive, with annual fees ranging between £10 and £50. For this reason, many leading City figures are members of many Ward Clubs.

It's almost worth joining just for the names, which are mainly to do with the physical infrastructure of the ancient City. Aldgate, for example, refers to the 'Old' - some say 'East' or 'All' - gate to the City. Then there are a couple of 'Withins' and 'Withouts', such as Cripplegate and Farringdon, meaning either inside or outside the City Wall.

However, one excellent reason for joining is for the fellowship, another tenet of the Livery movement. Aldgate, for example, is full of old Marketor friends, from Immediate Past Master Andrew Marsden, to next year's President, Liveryman Trevor Brignall and most Court Assistants belong to at least one Ward Club.

If you'd like more information on Aldgate, please mail me on secretary@aldgatewardclub.org or more information on Ward Clubs generally, visit the Ward Clubs page on the City's website.

**Court Assistant Jane Wharam
(Secretary Aldgate Ward Club) ■**



Arts & Culture in the City

Hopefully you had the opportunity to sample of the City's numerous festivals, celebrations and traditions over the summer. Arguably the most critical event in the City's history, the Great Fire of 1666 continues to be a central focus of many events into the autumn. Here are just a few items on that theme and a smattering of others to keep you entertained should you have a little time to spare.

Support our fellow Liveries

September 27 – October 2, October 4 – 9: Goldsmiths' Fair 2016, Goldsmiths' Hall, Foster Lane; 11am – 6pm (Thursdays till 8pm), Sunday 11am – 4pm

<https://www.goldsmithsfair.co.uk/>

The premier showcase in the UK for contemporary designer jewellery and silver, Goldsmiths' Fair is a celebration of the best of British goldsmithing and silversmithing talent and a treasure trove of creativity, design innovation and superb craftsmanship. We are delighted to welcome 150 exhibitors to the Fair, and to host two very special exhibitions in the Hall, as well as our usual exciting programme of talks and events. A comprehensive breakfast and afternoon talks programme runs throughout the Fair, and for the first time, jewellery authority and curator Corinne Julius will lead small group tours around the Fair in both weeks. Tickets purchased in advance range £12 – 17, breakfast talks £10; on the door, tickets are £15-20.

October 3 – 5: Art in the City, Painters' Hall, 9 Little Trinity Lane, Daily 10am – 4pm

www.painter-stainers.org/arts-crafts/painters-fine-art-society/

An annual exhibition of works of art by artist members of the Worshipful Company of Painter-Stainers. All works at the exhibition are for sale and refreshments are available. Dating from the 13th century, the Painter-Stainers' Company is the fifth oldest Guild operating in the City of London. Today it awards art prizes and scholarships to young artists as well as running the national Lynn Painter-Stainers Prize. Entrance is free.

October 12 – 15: Wizardry in Wood 2016, Carpenters' Hall, Throgmorton Avenue, London, October 12 – 14: 10am-6pm (last entry 5pm), Saturday October 15: 10am – 4pm (last entry 3pm)

<https://wizardryinwood.com/>

The Worshipful Company of Turners will present beautiful and extraordinary works demonstrating their makers' mastery of the art and craft of woodturning. Wizardry in Wood 2016 is held in the spectacular and spacious setting of Carpenters' Hall, in the heart of the City, for the fourth time since 2004. If you admire artistry in wood, this exhibition is not to be missed. Many pieces will be for sale. The exhibition will feature works by over 70 leading UK and international contemporary turners and two extensive curated collections of outstanding modern and historical pieces. Live demonstrations of the craft will be held every day and guided talks given to visitors. Tickets can be purchased through the above website

December 5: City Christmas Fair, Drapers' Hall, Throgmorton Avenue, 10am – 7pm

<http://www.wellbeingofwomen.org.uk/city-christmas-fair-2016/>

Browse the stalls piled high with everything from stocking fillers to luxury items at the City Christmas Fair in Drapers' Hall. Held annually in aid of Wellbeing of Women, there are more than 50 stalls selling one-off items, affordable gifts, delicious treats and luxury goods. Tick off your Christmas list, place a bid in the silent auction and relax between shopping sprees at the on-site champagne bar. Tickets at the door are usually £5.

Great Fire

Until December 8: City of London Heritage Gallery display, Guildhall Yard EC2V 5AE, Mon-Sat 10am – 5pm; Sun 12noon – 4pm

www.cityoflondon.gov.uk/guildhallartgallery

The Diary of Robert Hooke, Chief Surveyor to the City of London after the Fire, is on public display for the first time alongside archives showing how the City Corporation set about clearing up and rebuilding the City. Entry is free.

Until February 1: London's Baking! Bakers, Cakes, Bread and Puddings from 1666, London Metropolitan Archives, 40 Northampton Road EC1R 0HB; Mon – Thu 9.30am – 4.45pm (7.30pm Tue, Wed, Thu)

www.cityoflondon.gov.uk/lma

Taking its inspiration from Thomas Farynor and his bakery, the starting place of the Great Fire, this exhibition tells the story of London's bakers from 1666 to the



OUTREACH IN 2016

It's been a particularly busy year for Outreach; we have over 21 active projects with a volunteer base of some 40 plus Marketors, all of whom have offered their services in one way or another.

This brief overview looks at some of the areas Outreach is working in. It is by no means complete, but it does illustrate the breadth of companies, charities and interests we become involved with:

Post-service start-up

Our affiliation with HMS St Albans meant that we met with one serviceman who was leaving the ship to set up his own small business. He had spent all his working life in the Navy and we are now able to assist and guide him in the establishment of his business, make introductions and generally advise him as to the best way forwards.

Charity advice

We are working with a not-for-profit organisation, providing trained dogs to autistic children. We advise them of the benefits of establishing charitable status and how best to market themselves in order to achieve a higher profile to encourage both corporate donors and prospective families.

Working with other livery companies

Outreach prides itself with our ability to assist our fellow livery companies; we are currently advising a Great Twelve company on a specific marketing challenge they have. This project is likely to spread over a few years, however, our task is to advise them on the best way to get it up and running as soon as possible.

How team sports help society

A particular sports charity has taken their sporting discipline into the realms of the younger disadvantaged and at risk youngsters to show just how positive teamwork can assist them in developing their career and life skills. Although the charity has a good profile, there is always a need to raise awareness and additional funds. Outreach has been working with them in order to achieve these goals.

Helping in the society

We are working with a well-known central London charity specialising in helping those with learning disabilities and their families on an on-going basis. The immediate need is to enlist corporate donors and, with our well-stocked pool of talented Marketors, we have been able to provide expertise to assist in planning the initiative.

Families in need

We were approached by a South London charity that provides assistance to families with young children who need help, guidance and practical assistance in everyday living. It realised that it needed help and guidance in both marketing and strategy and we are working closely with them to analyse the current situations and recommend solutions to the various challenges the charity faces.

Our Mentor Programme success

After a highly successful test period, which began in late 2015, the Marketors' Mentor Programme is now set for expansion in 2016-17. We are hoping to take on more Marketor Mentors and clients. So far the programme has mentored seven clients and is actively looking for new tasks.

Hopefully, this gives a good overview of the Outreach activities but we haven't mentioned the prisoner rehabilitation programme, the foundation established to protect younger people from web aggression, the London landmark seeking to address its dropping visitor numbers or the livery company that wanted advice on refreshing its web presence! But that doesn't mean that we cannot take on more tasks with the help of willing Marketor volunteers.

If you know of an organisation that could do with our help or you would like to assist and become a volunteer, please email me on outreach@marketors.org

**Court Assistant Andrew J Cross,
Chairman of the Outreach Committee** ■

20th century. The photographs, films and historical documents on display include the recently uncovered plan which shows that Farynor's bakery was actually located in present day Monument Street, not the current location of the infamous Pudding Lane. Discover recipes (to take away and bake!) for almond cakes from 1700, suet puddings from 1850 and questionable school dinner chocolate sponge traybakes from the 1970s. Entry is free.

Until April 2017 St Paul's Cathedral, Out of the Fire, St Paul's Cathedral, Mon – Sat 8.30am – 4.30pm

www.stpauls.co.uk/fire

Explore this display focusing on the life of St Paul's Cathedral before, during and after the Great Fire. Discover objects and experience its award-winning high-definition film experience. Meet Elizabethan courtiers face to face, see the stones which 'exploded like grenades' in the Fire and learn how Sir Christopher Wren designed a new cathedral for London. Normal admission prices apply, but exhibition is free after entry.

October 27 – 29: And London Burned, The Temple Church, Fleet Street; October 27 & 28 7.30pm, October 29 6pm

www.templemusic.org

The Great Fire of London effectively ended on the roof of the Inner Temple Hall, where the last flames were beaten out under the direction of Inner Temple's Royal Bencher, James, Duke of York. At Inner Temple's suggestion, the Temple Music Foundation has commissioned a new opera to mark these extraordinary events. Ticket prices vary.

Enjoy your autumn in the City!

**Liveryman Debra Marmor
Aim 1 Committee** ■

A LONG AND WINDING ROAD TO PRIESTHOOD

Economic growth through diversity and inclusion

Liveryman Rebecca Hill is now the global co-lead for EY's Women Fast Forward platform, launched at WEF Davos and focused on raising awareness of how women play a key role in driving economic growth. While a great deal has been written about both the economic and social case for gender diversity, Rebecca and her team are focusing on the fact that at the current rate gender parity (and its inherent benefits) will not be achieved for another 117 years and therefore the time has come for action.



Research shows that companies with more women at the top perform better than those that don't, yet it still seems to be a struggle to have balanced representation in the workforce across ranks and specialisms. One of the most recent is a survey of almost 21,980 companies in 91 countries worldwide carried out by the Petersen Institute for International Economics (February 2016) which demonstrates that the presence of more female leaders in top positions of corporate management correlates with increased profitability of these companies.

Can business truly wait 117 years for gender parity? These days, we need all the knowledge and understanding we have to keep the economy going – so great news to see one of our Company playing a leading role in pushing this agenda forward. ■

Having enjoyed a rewarding career, embracing in turn acting, marketing, human resource development and general management, few who know me would have predicted that I would eventually enter into full time ministry as a priest within the Church of England.



Christ and the Media, Paul Envoy Extraordinary etc and with the need to republish his work and speak about my uncle's life and journey of faith, this led to closer study of his work and the stirring of an interest in theology. I also took great interest in the life of Mother Teresa of Calcutta whom Muggeridge had first brought to world-wide notice.

However it only now becomes clearer to me that in parallel with senior level employment, I had also been unwittingly engaged on a personal spiritual journey. Leaving the boardroom, a year ago, my daily work now involves serving as a curate, spending time in prayer, writing sermons, organising services – indeed engaging in the wide variety of tasks that befall anyone whose role is assisting those in need or requiring the services offered by a major church at the very heart of the financial City.

Looking back, it is possible to identify important formative influences. In the early 1960s as a teenage girl, I was an active member of my church in Golders Green, singing in the choir and participating in the youth activities provided. Our curate was a young Revd Tutu, then studying Theology for a doctorate at Kings College. My mother helped the Tutus settle into their modest church accommodation, luxurious by Soweto standards. After the birth of their daughter Mpho, I babysat for the South African couple. I took close interest in Desmond Tutu's subsequent career, his political stance on apartheid, his sermons and later his writing. He became a mentor to me and I shared his Golden Wedding and his 80th birthday celebrations in visits to his home in South Africa. Later, in 2013 during my year as Master I was able to arrange for the Archbishop to receive the Honorary Freedom of the City of London, a rare honour reserved for major dignitaries and royalty.

A second influence was of course my famous uncle, the prominent writer and broadcaster Malcolm Muggeridge. After his death in 1990 I managed the literary estate and recognised the continued public interest in his life and work by forming an international Literary Society. Much of my uncle's writing was on religious subjects – *Jesus Rediscovered*, *Jesus: The Man who Lives*, *The Third Testament*, *Something Beautiful for God*, *Conversion*,



In 1996 as HR Director for Cable and Wireless Asia Pacific in Singapore, I was responsible for the housing, home furnishing, schooling, internal transport of every C&W employee across the Far East region and the well-being of their accompanying families. In expatriate employment there can be complex corporate issues requiring sensitive handling and resolution.

Then I moved to Pearson plc in London – another international role identifying and developing the talent across several continents and from there to the role of Chief Executive of the Industry and Parliament Trust based in Whitehall.

In 2008 I started a part-time Theology Degree at the South East Institute for Theological Education in Southwark. I was still working full time as a CEO and was by then on the Court of the Marketors. In 2010, I was installed as Junior Warden, was elected to the General Synod of the Church of England and joined the main board of Total Oil UK. I was also the sole churchwarden of our local church in Tilmanstone, Kent.

By 2013, I was taking church services across my Benefice and preaching on a regular basis as an Authorised Lay Minister. Having progressed to Master of the Company, I was invited by our then Chaplain Revd David Meara to deliver the sermon myself at the Thanksgiving and Rededication Service in April 2013. In the same year, I was unexpectedly appointed a Church Commissioner and a Governor of the Church of England.

In May 2015 I was surprised and delighted to be offered Ordination by the Bishop of London and accepted a curacy in his Diocese. at St Stephen Walbrook, the Lord Mayor's church adjacent to Mansion House.

Finally, this June, after nine months as a deacon, I was ordained as a priest, and am now able to conduct all aspects of church ministry. In addition to preaching I can conduct marriage and baptism services, as well as presiding at Eucharist at St Stephen Walbrook – I am the first woman to do so in over 1000 years of this church's long history. Whilst a calling to ministry may not be for everyone, there is much we can all do as Marketors to make the lives of others better.

The Rev Sally Muggeridge
Past Master (2013) and priest ■

Latest Marketors to take the Freedom of the City of London



Livierman Caroline Jarvis with her mother, Geraldine Nusbaum



Ann Goodger receiving her Freedom from Murray Craig, Clerk to the Chamberlain's Court



Cdr Catherine Jordan RN, former commanding officer of HMS St Albans with her husband Capt Andy Jordan RN



L/R: Harriet Conabeare (*sister*), Freeman Alexander Conabeare, Christine Conabeare (*mother*), Caroline Conabeare (*wife*) and the two Conabeare children, Wilbur and Tallulah



Professor Helen Woodruffe-Burton with her daughters Amanda (left) and Leonie (right) in July



Vanella Jackson receiving her Freedom from Laura Miller, Deputy Clerk of the Chamberlain's Court



St Bride's restored...

Our Master attended a special celebratory service at the Marketors' church, St Bride's in Fleet Street on Sunday September 25. This service was to celebrate the completion of the restoration work on the interior of the church – those of you who attend our annual rededication service back in May will remember seeing all the scaffolding. In her sermon the Rector, the Rev Canon Alison Joyce, who is also Honorary Chaplain to the Marketors, referred to the much more substantial rebuilding that had gone on after the Great Fire in 1666 and after the Blitz in 1940. St Bride's is one of Christopher Wren's most beautiful churches with his tallest spire after which the wedding cake is modelled. The medieval church was where the first printing press with moveable type was brought in 1500. Hence the church became adopted by the Communications Industry. ■



This August, Liverymen Steve Pailthorpe was invited to speak at the African Business Leaders' Summit in Nairobi, Kenya.

Steve spoke to 4,500 business leaders from East Africa on the future of digital marketing. During Steve's trip he had the privilege of meeting the President of Kenya, His Excellency Uhuru Kenyatta at the opening of the FEM Conference Centre in Karen, Nairobi.

Steve commented, 'The growth in infrastructure across the African continent is resulting in a surge of economic transformation with digital channels being at the centre of the strategy. The jump to state-of-the-art modern mobile technology is supporting business growth, with Kenya at the forefront of the East African nations.' ■

A maritime adventure on HMS St Albans

This July, Chairman of the Marketors Outreach Committee, Court Assistant Andrew Cross and I travelled to Cyprus and awaited the arrival of HMS St Albans off-shore at RAF Akrotiri at the southern end of the island.

Once we made our way to HMS St Albans, Lt Cdr Adam Ballard welcomed us aboard and then arranged for us to be taken to our quarters. This turned out to be the forward and rear Tracking Equipment Rooms in the citadels of the ship. For the next week, we were at the heart of naval operations in the Mediterranean and altogether great adventure. We have captured some of the best moments in our postcard collection which I hope you enjoy!

Our thanks to Cdr Rich Hutchings RN, Lt Nick Southall RN and all the crew for a wonderful, informative and positive week on board our affiliate ship, HMS St Albans.

And the latest news is that HMS St Albans will be in maintenance in Portsmouth Harbour until October 2016 when she will conduct trials and build up a new crew and a new Captain. Marketors will be invited on board during that month.

Court Assistant Hugh West
Chairman of the Armed Forces Committee ■



Hi-tech tracking devices in operation!



The commando's looks of concern w



On the Bridge as the sun goes down



Passing a



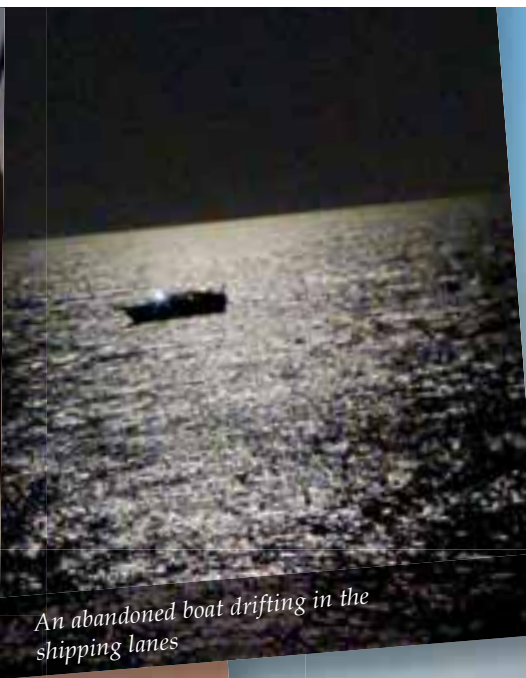
Setting out on a man-overboard drill



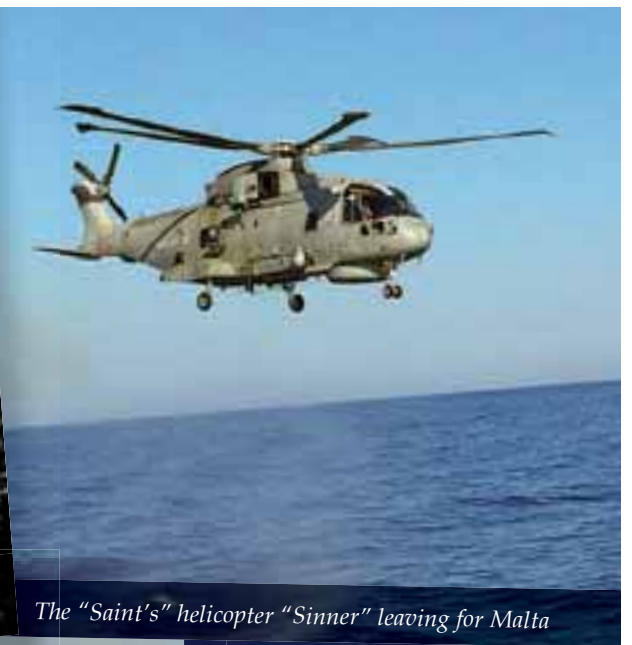
Andrew's request for an ensuite with balcony seems to have been ignored



ere somewhat obvious



An abandoned boat drifting in the shipping lanes



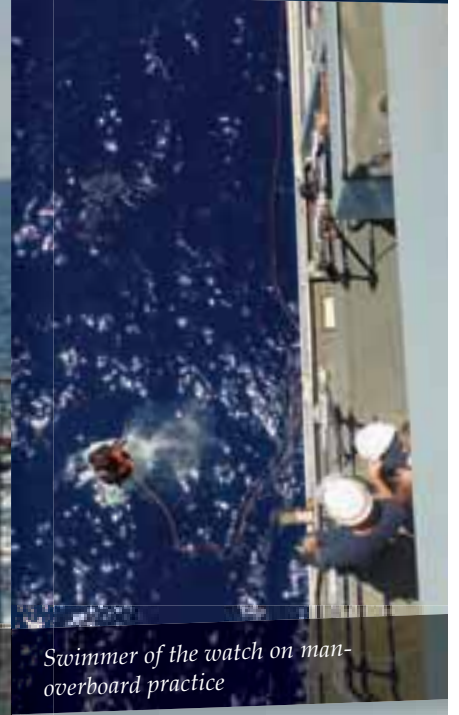
The "Saint's" helicopter "Sinner" leaving for Malta



Spanish frigate with a deck full of rescued immigrants



The lack of deck chairs didn't seem to worry Hugh



Swimmer of the watch on man-overboard practice



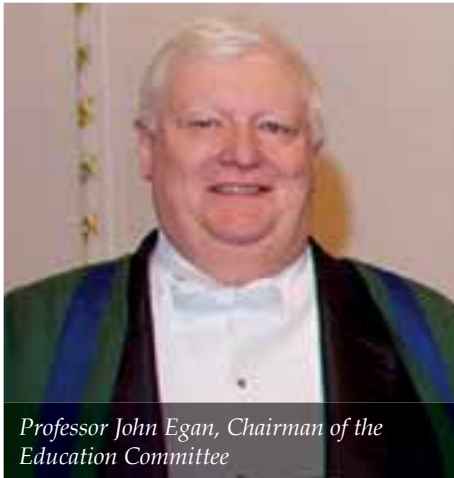
A particularly brave move on the part of the ship's company



Hugh's aim was not good enough to provide supper!

Book Shelf –

Professor John Egan on “The Promise of Social Marketing” by Chahid Fourali PhD MA FCIM FRSA
Routledge 2016



Professor John Egan, Chairman of the Education Committee

For many years, too many to mention, I have travelled into London passed the old Walworth Clinic built in 1937. Above its doors is the statement ‘the heath of the people is the highest law’. This is a translation of a phrase (*Salus populi suprema lex esto*) attributed to Cicero. As I read ‘The Promise of Social Marketing’ it occurs to me that that this might well be the motto of the movement as described by this book. Social marketing is, the author believes, an ‘engine for social change’ and that the aim of this book is to suggest ‘how to implement a programme that can lead to a change that establishes a fair society at ease with itself’.

The book relies heavily on Kotler and his co-author Zaltman for inspiration of a concept they originally called ‘de-marketing’. This was an important conceptual development as it implied persuading the consumer not to do something rather than the other way around. This was seen in so many ways different from the positive impact that marketing normally implies. Wiebe, in the early 1950s, summed up the dilemma when he asked: ‘Why can’t you sell brotherhood and rational thinking like you sell soap?’. The rational thinking element that is omitted in the quotation in this book perhaps reflects the author’s view that social marketing should be more an ‘engine for social change’ and guided by ethical principles rather than an application of marketing techniques in support of rational thinking.

There are many definitions of social marketing (SM). Among the more concise quoted in the book is by French & Blair-Stevens (2005) who describe it as the

‘systematic application of marketing, alongside other concepts and techniques, to achieve specific behavioural goals, for a social good’. By way of differences between marketing and social marketing the author again turns to Kotler who suggests that the latter promotes societal benefits whereas the former is about profitability. He also sees social marketing as an effective tool for change enabling wider theoretical insights.

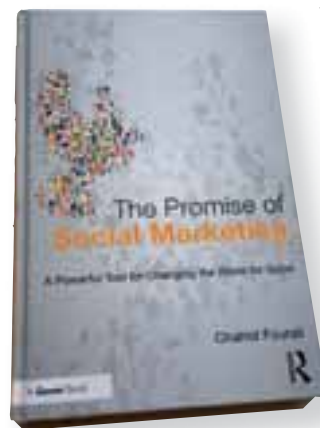
In addition, this book may be considered by some as highly political. Although the aim is not to take sides or encourage ‘destructive revolutions’, it uses examples such as the Arab Spring to demonstrate good overcoming evil. It notes that only in the face of opposition can significant social change be achieved. Resistance too, it suggests, helps change happen. The problem is that marketers (like the public as a whole) may get tied up in knots over what (in marketing terms) is ethical and what is not.

The author suggests that by integrating the ethical perspective marketers will demonstrate moral sensitivity, moral judgement, moral focus and moral character and that the SM approach offers a good organising framework. In this book, the movement is primarily motivated by social welfare - a notion some (but by no means all) commercial marketers may have problems with. Integrating the ethical perspective, it suggests, should demonstrate moral sensitivity, moral judgement, moral focus and moral character. In addition, it indicates that the SM approach offers a good organising framework.

SM, as described in this book, is not about libertarian values (if anything, the opposite) but social activism, advocacy and lobbying. It notes, for example, the rise of social movements as collective enterprises (e.g. anti-globalisation). Given the similarity of aims between SM and social movements, any understanding of one would help enlighten the other. Indeed, the author believes that it is hard to address SM without referring to the values and principles that underpin the work of a social marketer. The book

claims their work primarily motivated by social welfare - a notion that would horrify many economists. It suggests a move from persuasion of the individual to persuasion of society as a whole. What SM is not associated with is not-for-profit organisations, cause-related promotions, pro-social media, nor corporate philanthropy.

SM is not devoid of criticism. The author believes that most of SM’s detractors have not managed to suggest alternative strategies. As the author notes, in the hands of the wrong people, any self-serving intentions may be dangerous. The author also recognises the potential link between social marketing and social engineering which, he admits, are uncomfortably close bed fellows. From a marketing education perspective, it was disappointing that, in suggesting how to apply social marketing, the author uses a largely conventional format including SMART objectives PESTLE analysis and the Marketing Mix tools associated with transactional marketing paradigm in the past.



In conclusion, I found this book an interesting read. Although I will not pretend to agree with everything stated within, it is a valuable alternative lens through which to view marketing. In the final chapter (The Way Forward - The Promise) the author hopes that the reader should, at the very least, be enthused enough to know more. In the year where our Master’s theme is ‘Marketing for Good

is Good Marketing’ we should indeed investigate further.

The author, Dr Chahid Fourali is a Freeman of the Worshipful Company of Marketors. Dr Fourali is Senior Lecturer in Management at the London Metropolitan Business School and is examiner/subject expert for Cambridge University and University of Hertfordshire.

Professor John Egan is a Liveryman of the Worshipful Company of Marketors. He is Assistant Dean at Regents University London, and a Trustee of the Chartered Institute of Marketing. He is editor of The Marketing Review and the author of a number of marketing text books and journal articles.



Wonders and Blunders

Over the years shareholders have paid a great deal of money to teach me some important marketing principles – here I share some with you.

A very early lesson came from **Vesta Meals**. We shot a series of ads showing the cooked dishes sitting on window sills overlooking appropriately famous locations eg Risotto overlooking the Grand Canal in Venice. But a beautifully shot Chicken Curry dish overlooking the Golden Temple at Amritsar brought the condemnation of the Sikh community down on me. Not to be taken lightly.

Then there was the launch of **Freekin' Soda**. I should have known. Despite pre-clearance, an immediate TV ban followed. Just because people find something smart and funny not everyone will do. Both examples point out the need to be ultra sensitive to religious and multi-cultural norms in today's brand communications.

For **Snackpots** – a sometime competitor to Pot Noodles – we shot a monumental TV ad at Crystal Palace. We constructed a 50 foot copy of the actual pot incorporating a dance floor as a lid upon which a dance troop could gyrate to music provided by a full orchestra, with real fireworks going off and some early CGI enhancements. Technically accomplished, very 'leading edge' and massively expensive, it delivered an imperceptible effect on sales. *Creativity*

itself can never substitute for a core selling idea based on the primary consumer benefit.

On the other hand, **Tango's** football ads were a palpable hit. Coke were sponsors of the World Cup with all the inherent protections of a major sponsor. So we ran ads featuring punctured, deflating footballs stuck in thorn hedges and on roof guttering with the line 'Tango. Officially a Soft Drink during the World Cup'. Oh how Coke laughed! *Flipping a situation can yield surprising solutions.*

I have often had issues with personalities in ads, indeed twice for **Batchelor's** canned meats. Firstly the lovely Henry Cooper died just before the airdate of one TV ad and in another case John Conte got really drunk and literally smashed his way down a London street in his Bentley on the week of airing. *Sharing your brand's reputation with personalities can be a tricky business, tread carefully.*

J2O, a high quality mixed fruit juice for men, was launched in a beer bottle with a crown cap. Whereas most soft drink products for men had failed, it quickly took off and was soon selling more bottles than Budweiser. *Self-image is very important to people and the brands they choose.*

*Changing the traditional association of a brand and finding a new relevant use can yield spectacular results. With **Lea & Perrins**, moving it away from the dying Bloody*

Mary sector to the then newish chilli and spag bol, which people enjoyed weekly, and simultaneously increasing the size of the hole in the top so it poured rather than dripped increased sales by consistent +25% pa. Similarly, moving the advertising of **HP** sauce from the 'full English', which people don't often enjoy, to an association with bacon sandwiches had a similar impact.

Adding real convenience to an old category can create entirely new categories. Thirty years ago most red kidney beans were dried beans, which if not properly soaked overnight and well cooked gave people stomach ache. Mushy peas – 'Yorkshire Caviar' – required similarly complex preparation. Launching them in tins created new brands in categories with huge tonnages. Launching **Pepsi Max**, a diet cola but with full-on cola taste and a cool 'lads & ladette' personality, created a global phenomenon which has lasted decades. Whilst putting an extra cut into each strip of a **Vileda** mop created the super absorbent Supermop at no additional cost and was a European sensation. *Always try to solve a genuine, current consumer problem.*

In sum, as the old adage goes, 'Listen to the consumer stupid'. I have the scars to prove what happens when you don't!

Andrew Marsden
Past Master ■

Thinking of a new Marketors' ...

Here are the new Marketors' merchandise items, all are available immediately from stock.

Please send your orders to:

Edward Fulbrook FCIM FIDM
3 Greenholme Court,
89 Greenhill Main Road,
Sheffield S8 7RE

Tel / Fax 0114 237 5998,
Mobile 07515 011 907

edwardfulbrook@btinternet.com



Silk tie £28.00 (ex P+P)



Notepad £14.00 (ex P+P)



Umbrella £24.00 (ex (P+P))



Cufflinks £32.00 (ex P+P)



Getting to know... The Rt Hon Cheryl Gillan MP

Earlier this year, Liveryman Cheryl Gillan chaired our first two business debates with great panache and style. She has been a member of our company since she became the youngest Conservative woman MP in 1992. With her background in marketing, law and international management, Cheryl was a front bench spokesman for 20 years, covering a wide range of very detailed policy areas, nationally, internationally and in the regions.

Cheryl has held several international offices with the Commonwealth Parliamentary Association, the NATO Parliamentary Assembly and most recently the Council of Europe. She is a member of the Public Administration Select Committee (PASC). She has close links with several charities in her constituency, including those working with people with epilepsy, voluntary groups like the Rotarians and a young people's theatre group.

Where did you grow up? South Wales

Who would play you in the film of your life? Joanna Lumley

If you were an animal, you would be a... dog

What was the first record you bought with your own money? On the Road Again by Canned Heat

What is your favourite London building? House of Commons

Which London shop are we likely to find you in? IKEA

What is your first London memory? Changing of the Guard

Where have you had your best meal in London? The Great Gallery in the RAC

Which brand do you most admire? Rolex

Who is your marketing hero? Mark McCormack, late of IMG

What's the best piece of advice you have ever been given? Just be yourself

Do you have a favourite tippie? Wine

What was the last film (or play or opera) you enjoyed? Yeomen of the Guard

What is your preferred mode of communication? Face to face

What is your most trusted news source? Channel 4 News

How do you get around? Any form of transport and "Shank's pony"

Have you had a life-altering event? Yes

Where is the best place you have been on holiday? Home

What book would you recommend people to read? In Camera by Jean-Paul Sartre

Do you have a motto or a saying that you refer to? "There is no more dangerous animal than a man who believes he is absolutely right" Laurens van der Post

What are your favourite qualities in other people? Kindness and loyalty

What is your idea of misery? The death of my parents

What is your idea of perfect happiness? A supper in the garden with many friends and family at a long table. ■

Liverymen – exercise your soft power!

Direct elections for local Mayors are inching their way into the public's awareness, but in the City this is a privilege that Liverymen have been able to exercise for more than 800 years. The right to elect our own officers in the City is one of only three clauses in Magna Carta that is still on the statute book, so it's a privilege worth honouring. All Liverymen of at least one year's standing are invited to vote for the new Sheriffs (in late June) and for the new Lord Mayor (late September). One of the Sheriffs is always an Alderman who will hope to go on to be Lord Mayor. The second can be an Alderman (and will be in 2016-17) but is usually not. He or she is then known unsurprisingly as the non-Aldermanic Sheriff, although you will still hear people using the old name of the Lay Sheriff. The non-Aldermanic Sheriff usually has no further civic ambitions after completing their year in office. (NB if you meet either of them socially, you address them simply as 'Sheriff'.)

But, I hear you say, isn't it all a stitch-up and no real contest? Well, it may not look quite like a modern political election, but



the Livery still plays a significant part at the beginning and end of the process.

The Livery generates and develops candidates, who go through a systematic appraisal process to ensure they are of sufficient all-round calibre. Soundings are taken and, for the roles of Aldermanic Sheriff and Lord Mayor, candidates undergo one or more interviews by a panel of senior Aldermen, members of the Court of Common Council and representatives from the Business City. This is no cake-walk because the Lord Mayor and Sheriffs are global ambassadors for the financial services sector throughout the UK as well as the City.

The Livery then votes directly between the shrieval candidates. For the office of Lord Mayor there are usually only three or four people who are qualified

i.e. they are currently an Alderman, have previously served as Sheriff and satisfied the appraisal panel. The Livery votes for two of these candidates, from whom the Court of Alderman chooses the successful person. So the Livery supplies the candidates and is instrumental in the selection process.

Common Hall (as the election meetings are called) is a spectacular ceremony, with the officers of the Corporation, the Aldermen, Common Councilmen, members of the Livery Committee and Masters of all the Livery Companies in full regalia. The speeches are generally excellent, informative and, in recent years, witty. So, if only for the pageantry and the experience, do take part at least once in your life. You'll also be helping to raise the profile of the Marketors, because the numbers of each Company who vote are noted and circulated throughout the Livery. Read about the roles and responsibilities for the Lord Mayor, Sheriffs and others at <http://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/Pages/corporate-governance.aspx>

Venetia Howes
Past Master ■

Happy 40th birthday to the Trust

Back in 1976, our Founding Master, Reginald Bowden, had a vision. Along with six other Founding Fathers of the Guild of Marketors, he set up a Charitable and Educational Trust. This was seen as an important pre-cursor to the Guild becoming a Livery Company. Reginald backed his vision with hard cash; a generous donation of £1,000.

Early drafts of the aims of the Trust placed emphasis on the 'relief' of needy Freemen, the education of their children, the relief of widows and orphans along with marketing education and 'any other charitable purpose'. By the time the Trust Deed was formalised (October 1976), the term 'needy' had been replaced by 'being in necessitous circumstances', but otherwise the objects remained the same. Those objects still govern the Trust as it nears its 40th birthday.

Records of the early activities of the Trust, of how it raised funds and whom it helped are few, although further work to get more detail from the archives is under way. By 1984, it had accumulated reserves of £55K, but in that year its expenditure was mostly on the launch of a marketing chair. More research is needed to find out what happened to this. By 1996, the Trust's reserves had grown to £274K and three restricted funds had been created (the Bowden Legacy Fund, the Mais Marketing Fellowship and the Royal Bank of Scotland Awards Fund).

Over the next ten years, the Trust maintained a steady course, with annual income averaging £35K and the growth of reserves (which would generate long-term income) a priority. By 2005 these reserves had doubled and the Trust decided to donate a higher proportion of its annual income to the pursuit of its charitable aims. In the last ten years the Trust has distributed 90% of its annual income. Moreover, this has not been at the expense of a further growth in our reserves which stood at £709K at the end of 2015.

All this has been achieved through the generosity of members of the Company, for which we are most grateful. So at the Bowden Dinner this October let us not just remember the man after whom this Great Event is named but also the 40th birthday of the charity that has become his legacy. He and the other Founding Fathers would have been pleased that their vision has become a vibrant and growing reality.

**Court Assistant John Hooper CBE
Trustee, Marketors' Trust** ■

The MARKETORS' TRUST

Letter to the Editor from Court Assistant Jane Wharam

Dear Ann

How sad it was to have no fewer than four obituaries in the last edition of Marketor; 2016 has not been a kind year so far. However, the glowing tributes paid to Past Master John Petersen, Liveryman Peter Salter, Past Master David Collischon and Liveryman Dan Doherty got me thinking about my own time with the Marketors and the fellowship I have enjoyed with the Company.

I didn't know Peter, but reading Past Master Venetia's words, I wish I had. I came into the Company in David's year as Master and I got to know John as Editor of Marketor and, later on, the Court. Dan was a very close friend. They were all seemingly quite different but all of them exemplified what we aspire to express as a Company - excellence in marketing, integrity in their business and personal lives, pride in being part of the fabric of the City and a desire to help others.

As I read through the obits, I was struck by how often the word 'friend' was used but then I realised that some of my closest friends have been made through the Marketors.

Dan was the perfect example of this; we met when he was Chairman of Events in Past Master John Fisher's year. I had volunteered to join the committee and we sat next to each other at my first meeting. That, as they say, was that. The friendship blossomed to the extent that I became a regular visitor to Rayleigh, Dan and Neil's hometown, and he became my go-to advisor in matters professional and personal. How I will miss him.

But this isn't an obituary. This is a piece about fellowship (aka supportive relationships) and the achievements it can bring. I'll stick with Dan on this though, as if ever anyone personified fellowship, it was he. Dan was all about inclusivity, unlikely partnerships that worked and holding out the helping hand. He and I agreed that a stranger was only a friend we hadn't yet met.

He introduced me to absolutely everyone and made friends of everyone I introduced to him. If he felt at an event that anyone was feeling isolated, he would go and talk to them. Never one to stay within his comfort zone, he would embrace everyone (figuratively, of course - on the whole...!) and, amongst many others, counted the homeless, Knights of the realm, celebrities and Dames as personal friends.

Well before he set up the Guild of Entrepreneurs, Dan would mentor and support young people coming into marketing or trying to set up other businesses. He was encouraging, persuasive, motivational and overwhelmingly positive. Even at his birthday in February, the last time I saw him alive, he was jubilant that he'd defeated the doctors' prognosis of the time he had left.

We would all do well to practise the Dan Doherty school of fellowship. I certainly try. You could do so too by joining the Fellowship Committee. Just contact Court Assistant Diane Morris on fellowship@marketors.org and ask what you can do to help your fellow Marketors. It would be one of the best legacies Dan could leave to the Company.

**Jane Wharam
London W5** ■

Master now an Honorary Fellow of the Marketing Society

At the annual Fellows Cocktail Party of the Marketing Society at the Gherkin on August 31, our Master, David Pearson, was awarded Honorary Fellowship of the Marketing Society. He is in distinguished company as there are just 55 Honorary Fellows and on the same evening Dave Troff and Roisin Donnelly also became Honorary Fellows.

The Master joined the Marketing Society in 1978 as a young brand manager and then, after a period overseas in North and South America, rejoined in 1985. In 1990 he was invited by Court Assistant

John Hooper to address the annual conference. He was asked to create a new form of engagement for members and so led the Consumer Electronics sector for several years, an innovation that was taken up for several other industry sectors. For this service he was made a Fellow in 1995, the same year the Society also elected him to the UK Marketing Hall of Fame. ■



Diary Planner 2016

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

Wednesday October 12	Museum of Packaging & Brands	Saturday November 12	The Lord Mayor's Show
Thursday October 13	Visit to Museum of Brands, Packaging & Advertising	Sunday November 13	Remembrance Sunday Service, St Bride's
Tuesday October 18	Third Topical Debate, One Great George St, SW1	November 21-28	Master's Visit to Chile (fully subscribed)
Tuesday October 25	151 Regiment Curry Night, Wellington Barracks	Monday December 12	Communications Industry Carol Service, St Bride's
Thursday October 27	Bowden Charter Dinner, Ironmongers' Hall	<i>Thursday December 15</i>	<i>Business Court followed by Court Dinner, Dyers' Hall</i>
Wednesday November 2	Fellowship Evening for Freemen, Brand Exchange		
<i>Friday November 11</i>	<i>Installation of Lord Mayor, Guildhall</i>		
GREAT EVENTS IN 2017 FOR YOUR DIARY:			
Tuesday January 24	Installation Banquet, Clothworkers' Hall	July TBD	Banquet to the Lord Mayor, Mansion House
Wednesday April 26	Annual Thanksgiving & Re-Dedication Service at St Bride's, followed by Spring Luncheon at Apothecaries' Hall	Wednesday October 25	Bowden Charter Dinner, Vintners' Hall
		Thursday 28 September	Election of Lord Mayor (Common Hall) and Luncheon

12 November: The Lord Mayor's Show, from Mansion House to Royal Courts of Justice, 11am-5.30pm

Every year the newly elected Lord Mayor must leave the safety of the City, travel upriver to the small town of Westminster and swear loyalty to the Crown. The Lord Mayor has now made that journey for 800 years, despite plagues and fires and countless wars, and pledged his (and her) loyalty to 34 kings and queens of England. Beginning with the river procession of a flotilla including QRB Gloriana

and numerous Thames barges at about 9am and ending with the spectacular fireworks at 5:15pm, the whole day represents an ancient tradition not to be missed. The procession through the City's streets is a coming together of the City's businesses, Livery Companies, charities, Her Majesty's Forces, the City Police and Londoners from all walks of life to enjoy a splendid celebration of the City's ancient

power and prosperity, just as they did in the Middle Ages. In the lull between procession and fireworks the remarkable City of London Guide Lecturers will be giving free walking tours around the strange old streets of the City of London. Watching anywhere along the route (map available from above website) is free, but the Marketors will be releasing their event in support shortly. ■

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

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