



WORSHIPFUL
COMPANY of
MARKETORS

MARKETOR

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Marketors' Annual City Lecture

GDPR – a positive turning point for marketing?

Powerful Brands – creating shareholder value




Bowden Charter Dinner

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Front page: Sir Lloyd Dorfman CBE, the
Master Andrew Cross, and Mr Chris Daly,
Chief Executive of the Chartered Institute
of Marketing

The Master's Column



As my year draws to a close it is appropriate that I take a look over my shoulder and review what has been a very busy 12 months for both Carol and myself.

Daunting as it may have seemed a year ago, it has proved to be one of the highlights of my career and I trust that this was reflected in the progress made by the Company.

I set out to paint with as broad a brush as I could, involving as many members in the year as possible. This resulted in a varied programme

of social events – most of which were sell-outs, some very interesting business lectures and speakers and a thoroughly enjoyable Master's Trip to Alsace.

Two of my aims were to address our younger membership and to reach out to members outside of London. A successful Membership programme has meant that we are recruiting a greater percentage of younger members and this has to be seen as a benefit to the future of the Company. We also instigated the Marketor Scholar initiative for our Award winners and I was delighted to present the first Marketor Scholars with their awards this year at Mansion House.

"Meet the Master" was a programme I initiated comprising visits reaching out to Marketors living outside of London and the Home Counties. The evenings were open to Marketors, interested friends and associated professional bodies and the format was purposely kept very casual. We gave a short presentation of the past year's events, an overview of future events and a discussion on how



The Master and Wardens take wine with the new Freemen admitted at the Bowden Charter Dinner

the members could become more involved in the Company, given their more distant location. This has proved to be very successful and hopefully will now become a regular part of each Master's year.

A special mention should be made of the joint business lecture we arranged with the Distillers' Company. The topic was Alchemy and it gave both companies the opportunity to discuss their individual professions in relation to a combined goal. By linking in this way with other companies we are able to ensure that the marketing message is communicated to a broader audience.

Our Affiliates are a key part of the Company and unfortunately from the Autumn we are now without HMS ST ALBANS for a couple of years due to entering a major refit and upgrade. We have continued to have a strong reciprocal relationship with 151 Regiment and St Dunstan's and this is where our focus can now be going forward.

It almost goes without saying that Marketors know how to put on a splendid Great Event and I have

to say that the last year has been no exception. The Installation at Drapers' Hall attended by the High Commissioner for New Zealand set the tone for the year and the following Great Events lived up to the same high standard we set in January.

My intention for the year was to involve as many Marketors as possible in a broad range of activities and interests and to be as inclusive as possible. I trust that this has been achieved.

During the year I managed to visit as many of the committees as possible to understand their requirements and the challenges they may have. This allowed Master and Wardens to assess areas within the Company that needed addressing and you will notice that we have now successfully restructured our data and information silos with our highly efficient website. This was with the considerable assistance of a newly formed IT Team. There are other areas that will undoubtedly be addressed in due course in order to ensure that the Company's

infrastructure is kept as up to date as possible.

It has been an active year and Carol and I have spent much time attending the events of other companies, spreading the name and fame of the Marketors. I am regularly told that the Company is well known within the City and that our positive reputation precedes us. Something of which I am enormously proud.

As I shortly hand over the role of Master to Master-elect Lesley Wilson I would like to thank my Wardens, Past Masters, Court Assistants and committees for the considerable support and encouragement I have received during the year. I am also enormously grateful for our efficient office team, our Learned Clerk John Hammond and Assistant Clerk Liveryman Doreen Blythe. I look forward to many more active years with, in my opinion, one of the best companies in the City.



New freemen admitted in Oct 2019



New liverymen admitted in Oct 2019



The Master's Lady, Carol Cross leaving the Bowden Charter Dinner



Bowden Charter Dinner 2019

Graham Storey
Liveryman

There are four Great Events in the Company's annual calendar, all of which include a formal meal in memorable halls or else the Lord Mayor's Mansion House. On 30 October 2019 the Master, Wardens, members, guests and friends of the Company assembled for the Bowden Charter Dinner in Butchers' Hall.

The dinner, in a hall only recently reopened after extensive redevelopment, was preceded as usual by a Ceremonial Court at which five freemen were clothed as liverymen and nine candidates were admitted as freemen. The Marketors' Trust Scholarship for 2019-20 was awarded to Agnesa Ajdini, a post graduate candidate on the MSc Marketing and Innovation programme at Cass Business School. Academic Awards from the Marketors' Trust were presented to Ruta Kraujutyte from Regent's University and Lena Retzler from the University of Westminster.

The main body of guests started to arrive by 18.30 and found a sparkling wine service ready and waiting for them. The receiving line at the Bowden Charter Dinner included, by tradition, the bronze bust of Past Master Reginald Bowden. It certainly provided a reminder of who we, as Marketors, celebrate each year at this event.

To the sound of the pianist playing "Scipio", the Beadle and the Company Swordbearer, the Master, the Company guests, the Junior Warden, the Middle Warden, the Clerk and the Honorary Chaplain made their way in procession into the dining hall. The Honorary Chaplain said Grace and the first course was started. During the meal, the Master and Wardens took wine with the five new liverymen, the nine new freemen and the recipients of the awards from the Marketors' Trust.

The Middle Warden welcomed all

the guests and then introduced the Company's official guests: Chris Daly CEO of the Chartered Institute of Marketing, David Bolton Master Farmer accompanied by his Clerk Graham Bamford, Fiona Morrison Master Actuary, Margaret Bickford-Smith Master Arbitrator accompanied by her Clerk Biagio Fraulo, Pamela Taylor Master Educator accompanied by her Clerk Christian Jensen. Guests, Masters and Clerks were all made most welcome. Middle Warden John Farrell then introduced the Principal Guest and Speaker, Sir Lloyd Dorfman CBE, entrepreneur and philanthropist. Awarded a knighthood for services to philanthropy and the arts, Sir Lloyd is the Honorary Colonel of the Third Battalion of the Princess of Wales Royal Regiment, and a member of the Mercers' Company.

With the sound of the Beadle's gavel ringing around the dining hall, creating silence for the

Principal Guest and speaker, Sir Lloyd Dorfman started by saying that an invitation to speak to the Company was an honour for which he was most grateful. He went on to explain that he founded the Travelex Group, now the world's largest retailer of foreign exchange. The business was started in one shop in central London in 1976 and was subsequently sold in 2015. Sir Lloyd has had a wide portfolio of business and charitable interests for many years, including Board Director of the London Theatre Company and since December 2015 Chairman of the Prince's Trust International.

Sir Lloyd shared the Master's theme of 'Optimism Offers Opportunity' declaring that he is a 'glass half full' person. When the Euro was adopted as a single currency by

11 Member States of the European Monetary Union on 1 January 1999, 11 European currencies just disappeared. When your business is retailing foreign currencies, you have to be an optimist! He admitted he was never a foreign currency expert, just someone who opened a local business which became a local success and then a global brand allowing him to stumble into philanthropy. Sponsorship was an important part of him building brand awareness, including the Australian cricket team for seven years, and ITV coverage of the Rugby World Cup when England won. As Sir Lloyd said, it certainly helped raise the profile of Travelex.

Focusing on the Prince's Trust, Sir Lloyd revealed that it was founded by Prince Charles with a capital



A resilient smile from the First Master Marketor



Sir Lloyd Dorfman with Past Master Andrew Marsden and Middle Warden John Farrell



Fine attention to detail for the Marketors at the Butchers' Hall

The annual Bowden Charter Dinner celebrates the achievement of a man described in the media of the time as "the person who brought marketing to Britain" after introducing techniques that he had previously used while working in the United States for a drinks manufacturer. Reginald Bowden was one of a group of seven Fellows of the Institute of Marketing, five of whom had served as National Chairman of the Institute, that formed a working party in 1973 with the aim of establishing a City Guild to represent the profession of marketing. It was agreed that Reg Bowden would serve as Chairman. The others were Bill Geffers, Tony Bellm, Ronald Edwards, Roy Randolph, Jack Rook and Austin Nunn. In just two years such a Guild was founded, and another two years after that we became a fully fledged livery company, the Guild having obtained the approval of the Court of Alderman to progress to full Livery status in December 1977. The working party not only had to negotiate with the Institute and the City, but also to find sufficient senior Fellows of the Institute prepared to join and help fund the Marketors – financial viability of course lay at the heart of the challenge faced by the Founders.



The Master sends a Loving Cup along the line



Sir Lloyd Dorfman addressing the company



The Master addressing the assembled company

sum of £7,500 available as a result of Prince Charles leaving the Royal Navy. The work of the Prince's Trust is now well known in the UK encouraging today's younger people to strive and achieve in business and society. The Prince's Trust International is by contrast only four years old and Prince Charles has asked Sir Lloyd to grow its profile, ideally within his lifetime.

Turning to Britain UK Plc's brand, Sir Lloyd commented that British law is an international brand by itself, the country has been through a democratic process, "so let's get on with it, remember our strengths and that we punch above our weight". Those present were reminded that big changes create big opportunities, just as for Travelex more travel by more people means more currency exchange opportunities. Putting it quite simply, according to Sir Lloyd, "Just get on with it and when you have to try harder, you try harder. It's in our DNA!"

The Master replied enthusiastically to Sir Lloyd's speech, commenting "I share with you, Sir Lloyd, the need to encourage the younger people of today's marketing world as these "rising stars" are the future and it is our responsibility to ensure that they play an active part in this rapidly changing world. Most of us here tonight are aware of the Livery, its aims and goals. However, when we look at marketing as an industry we find a considerable pool of talent that is totally untouched. And it is here that we are looking to reach out and inform, both to the younger marketers and the industry captains. This is a task that we have been actively working on. We are also aware that marketing is not totally City centric and this year I have successfully reached out to existing Marketors who, for one reason or another, now live in various parts of the country. This has been by organising casual "meet and greet" evenings in the regions.

There are also great mutual opportunities to be had with like-minded marketing organisations where a working relationship would be of mutual benefit. This initiative is being treated as a priority. I am very pleased to say that Chris Daly, CEO of the Chartered Institute of Marketing is with us this evening.

My sincere welcome goes to the new freemen joining us tonight and congratulations go to the company's new liverymen. I trust that your Livery journeys will be as fulfilling and enjoyable as mine. My year so far has been absolutely wonderful and as it draws to a close, I look forward to passing the baton to our next Master who, I am sure will continue the initiatives established this year and take the Company to even greater heights.

As ever, my thanks go to the Clerk's Office for their continued hard work in supporting the Master and the Company, thank you John, and thank you Doreen, and departing from the script, I would be grateful Doreen if you would accept these flowers as a small token of my sincere thanks to you for the effort and hard work you put in to ensuring that the Clerks Office runs smoothly and more importantly, letting me know where I should be and when!

I hope you have all enjoyed this evening at the newly refurbished Butchers' Hall and I am sure you will agree with me that our thanks should go to the Hall Management and the caterers for making this a very special evening for us.

It just leaves me to bid you "Good evening" and trust that you have a safe journey home."

Which seems a good place to end this report on another most enjoyable Bowden Charter Dinner.



*The Bowden Charter Dinner 2019
from the Minstrels' Gallery*

New Liverymen clothed on 30 October 2019

Victoria Ash



I am an experienced marketing director who now has her own business, RCR Partnership, which helps entrepreneurial businesses grow. I have experience of working with a wide variety of major corporates, mid-tier businesses and professional services organisations to improve their positioning, marketing, sales and communication.

With experience covering a wide range of business-to-business sectors, my typical engagements include helping senior management to define marketing strategy and set budgets; acting as an outsourced marketing director; coaching and mentoring individual partners and managers in building their revenue; and devising and implementing successful marketing and PR campaigns.

Prior to setting up RCR, I trained as a business coach, holding a variety of in-house and consultancy marketing positions and worked in London and Paris for a global communications agency.

I am actively engaged in the Marketors' mentoring initiative working with junior marketers and students, and I am also a trustee of the Bristol Zoological Society.

Christopher Beynon



I have spent over 35 years in the charity fundraising sector. During that time I have held senior roles at a variety of charities both regional and national.

I was a Fundraising Director at hospices, NHS charities, a special educational needs school in North London and in the social housing sector. My final full time role was with a national legal charity based at The Royal Courts of Justice in London. I also worked as a consultant at various times in my career.

I have now stepped back a little but have not completely gone from charity fundraising. I am accepting a limited number of consultancy assignments.

I was admitted as a freeman in 2017 and live in Bromley Kent with my partner Lyn.

New Liverymen clothed on 30 October 2019

Iain Sanderson



I am probably best described by others, but suspect they'd say I've been brave in my career choices. This stems from my livestock farming parents, every month a challenge. Post Polytechnic I kicked off my formal career with Kerry Packer's publishing empire in Sydney, then back to the UK for traditional brand management with RHM Foods, then Bristol-Myers. Agency side beckoned and after countless start-ups, successful exits and failures I'm still at it as a non-exec and mentor, still enjoying the cut and thrust. Security isn't me. In 2007 I decided the automotive world needed to go electric, so created and launched an electric supercar, the Lightning GT. Premature, but this led directly to the launch of the 'Dynamo' electric London taxi, one of my former agency brands'. Nice to see it on London's roads.

My teenage daughters keep me in check and at the coal-face. For recreation I still swim (Serpentine Club) and come last in the odd triathlon or similar. I also chop down trees in a check shirt (but never wear high heels).

Being a liveryman is the fulfilment of a life time ambition. I intend to contribute towards the company's future success whenever I can.

Dr Sunila Lobo



I am a freelance academic, and a Trustee and Treasurer at my homeless charity. This involves building relationships with local businesses and organisations as potential donors and to gain support in myriad ways, as well as refining the branding and messaging and planning for the charity's sustainability. I love travelling, museums, movies (with a student-led one, to be filmed in my home soon), with a penchant for good food; whether gourmet or meals that remind me of my mom's fabulous cooking and of home. I am an active member of the Marketors' Events, Outreach, and Knowledge Development Committees working on various projects. I organised the recent Fleet Street Walk...with me in my Texan hat! In 2019, I completed a very interesting Outreach project with a charity representing prisoners who have allegedly been wrongfully convicted and as a result meeting QCs, a celebrity actor and a CCTV specialist. As part of the Knowledge Development Committee, I have submitted an article to the Marketors based on a rough analysis of questionnaires completed by Year 8 students at the Marketors' stand at the Livery Careers Fair 2019 at the Guildhall, London. I am married to the irrepressible Phil and grandma of the lovely Sophia, Oliver and Matilda!

Desirée Clarke Noble



2020 marks 20 years since I moved to London from New Zealand – little did I know when I arrived with wine and fashion marketing experience what lay ahead in this incredible City!

There wasn't much of a British wine industry then so I joined the world of finance, first at LIFFE, then agency side before spending a decade at HSBC. I joined Royal Bank of Canada just over five years ago where my small team manage all brand and sponsorship partnerships, events, business marketing, content and CSR activities across Europe and APAC.

Supporting diversity and inclusion in the City, I co-chair RBC's RWomen group and am a member of the regional Diversity Council. I am also a Global Angel with 100 Women in Finance.

Joining the Marketors, being admitted to the Freedom of the City and then into Livery late 2019 was a major life and career highlight for me and I am very excited to be on the Aim One and Events committees.

Outside of work and livery I am a keen runner, cyclist, triathlete and allotmenter. Along with my awesome husband Jeff I have two border terriers, George and Penny Pearl, who keep us busy and on our toes!

New Freeman admitted 30 October 2019

Vladislav Dobrokhotov



Vladislav is an experienced executive with a proven track record in operational leadership of both profit and not-for-profit organisations. He has been planning and executing launches of new businesses, products and services in B2B and B2C markets. Vladislav organised 150+ events, such as business seminars and conferences, golf and clay target shooting competitions, garden parties and gala dinners, and created promotional events for such brands as Rolls-Royce, Bentley, Jaguar, Land Rover, TO'AK, The Macallan, and many more. Being based in Finland, he currently leads the British & Commonwealth Chamber of Commerce in Finland and The Royal Commonwealth Society Nordic-Baltic Hub.

William Frank



Combining a vision for both marketing & creativity, William has over 15+ years' experience working for a mix of Music, Fashion, Entertainment, Youth, Sport and NGO clients. They include companies such as O2, England Rugby, Sony Music (UK), Channel 4, Mindshare, General Mills, ClassPass, Unilever, University of Westminster & Leonard Cheshire. He currently heads his own boutique agency XYLO London and is also a member of the Royal Television Society (RTS) and the CIM). Outside of the creative industry, he has a passion for music, film, travelling and enjoys deep conversations with people from all walks of life.

Marcus Harris



Marcus currently owns and runs a successful IT support business. This is called Incite Insight and it solves people challenges for IT leaders who are undergoing transformation in medium to large organisations. These services include Training, Recruitment and Contingency labour. Marcus is a serial entrepreneur with marketing and sales at the heart of what he enjoys.

Older readers may remember ITV's Famous Five which ran for two years in 1979 and 1980. This starred a fresh-faced Marcus, an experience that kickstarted a life-time love of professional acting and presenting, most significantly presenting on QVC and now an annual music festival with over 30,000 attendees.



Helen Christopher

Helen is an internationally experienced B2B marketing leader, she is Global Marketing Manager at Verisk. Developing rapport with customers, stakeholders and work colleagues at all levels comes naturally and delivering successful business outcomes is always Helen's focus. These are aspects Helen has been able to combine through the Chartered Institute of Marketing Meet a Mentor Programme that matches experienced marketers with emerging talent. Helen is a CIM regional ambassador for the B2B industry.

Freedom of the City

One of the main ways to be admitted to the Freedom of the City of London is by Presentation by a livery company. Once gaining the Freedom of the Marketors, we encourage all members to quickly apply to Guildhall to gain the Freedom of the City of London. This is a necessary step to being "clothed in the livery" – becoming a liveryman.

Charles Doyle



Founder CEO of Higher Frontiers, a marketing consultancy. Trustee of a London based Multi Academy Trust and external advisor to Oxford University. A published writer, conference speaker and expert on marketing, branding and communications; author of the Oxford Dictionary of Marketing. From 2007-2017 he was the Global Chief Marketing and Communications Officer for JLL, the international commercial real estate company. Board advisor to Emperor, an executive advisor to VIM group, a strategy advisor to Brand Finance and a senior advisor to ITSMA, a consultancy, research and training company specialising in services marketing. Also, a Trustee of IAM Roadsmart.

Kim Tasso



Charles McCrow



Charles owns and manages his own international accommodation business and has been a leading figure in his industry sector over the past 30 years, also being a founder member of his trade's association. He publishes a significant reference document for his sector, the Global Serviced Apartment Industry Report (GSAIR). An enthusiastic marketer, Charles strongly believes in the effect good marketing can have on making a business successful, promoting his businesses at many annual global conferences, trade shows and events. An enthusiastic deep-sea angler, musician and traveller, now with four grown-up sons, he spends his time between the UK and Portugal.

Kim Tasso BA(Hons) DipM FCIM MCIJ MBPsS MBA has been a strategy and marketing consultant, a trainer and coach for 30 years. Initially working in the technology sector she now mostly works with professional services firms – lawyers, accountants and surveyors. She is also a psychologist and an author of six books on topics such as selling, business development, growth strategies, business relationships, media relations and social media. She has held NED positions in property firms and is a Trustee of Richmond Borough Mind. Although she was born in London, has lived near Twickenham Rugby Ground for decades.

Philip Rothfield



Philip has over 30 years' experience in financial services marketing, strategy, sales management and product development. Having run his own consultancy business advising on transformational change programmes for banks, investment managers and hedge funds across Europe and the US, Philip led the global marketing function at BNP Paribas securities services division and most recently was head of marketing for the investment services and markets businesses of BNY Mellon.

Adrian Bastow CC



Adrian heads up marketing for an Insurtech provider, having previously worked in marketing roles in the technology and travel sectors. Based in the City, Adrian is a Common Councilman for the Ward of Aldersgate.

Academic Award recipients



Every year The Marketors' Trust, works in close collaboration with the Awards committee, to fund several Post Graduate Academic Awards to students from leading Business Schools for dissertations on marketing related topics.

Lena Retzler received her award in recognition of her dissertation on The Impact of Digital Influencers on the Choice of Consumers next Travel Destination. An Examination on the Use and Credibility of Influencer Marketing as part of Destination Branding of DMOs on Instagram.

This was undertaken for her Master of Arts in Marketing Management at University of Westminster. This research aimed to examine significant relationships between the credibility of digital influencers and travellers' perception, attitudes and preferences towards a travel

destination which in turn could lead to a purchase intention. A regression analysis has shown that the six developed hypotheses indicate a significant difference between all respective relationships of the developed framework. However, trustworthiness has been identified

to be the most important driver of digital influencers' credibility. All in all, it is essential to engage the right influencer to endorse a particular destination. Ruta Kraujutyte's award was for her dissertation on Grab a Vitamin, undertaken for her MSc in Digital Marketing & Analytics at Regent's University London.

The report identifies new trends in the supplement market and the importance of using digital marketing strategies and analytical tools. Social listening using the Brandwatch tool revealed timing patterns and helped to create buyer's personas. There is potential for selling additional supplements in the UK market. Consumers in the UK however, lack product knowledge and are held back by a trust barrier. These constraints can be overcome through educational, informative and engaging content.



The Marketors' Trust Cass Scholarship 2019-2020

The Marketors' annual Cass scholarship, funded by the Marketors' Trust, was awarded to an outstanding post-graduate student enrolled on the MSc Marketing Strategy and Innovation programme at Cass Business School at City, University of London.

The award this year went to Agnesa Ajdini and here she is having it presented to her by the Master and the Chairman of The Marketors' Trust at the Ceremonial Court preceding the Bowden dinner.

She was also made a Marketing Scholar.



Studio 434 Visit

Simone Davies
Liveryman



A 1962 Jaguar E Type S1 FH Coupe under the spotlight

For car enthusiasts the visit to Studio 434 on Saturday 5 October was like going to the automotive version of Charlie and the Chocolate Factory – there were more cars than you could ever have dreamed of – from the slightly weird and wacky to the most beautiful vintage and high powered performance cars there was something to interest everyone.

The tour kicked off with a brief history of Studio 434 and its owner.

The group was then able to peruse the cars at their leisure, looking under bonnets, getting behind the wheel, and finding out more from our very knowledgeable tour guides Luis and Jed.

After a couple of hours we departed in convoy for the next leg of our tour. This was at the ultra modern, high tech storage facility just a few minutes drive away. After a quick pitstop where we refuelled on a fine spread of sandwiches, we explored two floors packed with cars including the Rolls Royce featured in the epic bio of Elton John Rocket Man, to a DeLorean, a car which became iconic for its appearances as the time machine in Back to the Future.

Without being there it's hard to truly explain just how mind blowing the visit was; which is echoed in this quote from one of the



The Master and Frank Auton discuss the merits of a 1966 Citroen DS21 Decapotable

Marketors "my guests and I were overwhelmed by the number and range of cars on display".

After several hours we departed with dreams of winning the lottery to purchase one or more of the fantastic cars we had been privileged to see, at what must be one of the largest private collections of cars in this country if not the world.



A bevy of Rolls-Royces

Are we the Alchemists of today?

Dr Annmarie Hanlon
Liveryman

On a damp November evening, Marketors crossed London Bridge and joined forces with the Distillers to learn more about the marketing of alcohol. This blend of marketing and distilling – alchemy – was chaired by David Wethey, past managing director of McCann Erickson, now running an agency helping clients and agencies work better together.

David kept the panel on their toes, with a whistle at the ready to stop any overlong conversations. He was introduced by the Master Distiller in a cinema-style room, in the offices of the advertising agency, BMB.

The panel comprised: the irascible Rory Sutherland (Ogilvy UK); Mark Sandys who probably has the best job at Diageo looking after Guinness, Baileys and Smirnoff; Anthony Wilson, a chemist from Alkemista which creates new spirits; and our very own Past Master Andrew Marsden whose many claims to fame include the development of J2O.

The key subjects of the evening were the dramatic increase in the gin market over the last decade and the no alcohol movement. Although we also learned about the early marketing efforts from the Baileys team – using influencers – gifting cabin crew with bottles of Baileys and suggesting they shared with friends when they reached their destination, as well as offering



'tea, coffee or Baileys' after the in-flight food service.

A decade ago there were 12 gin brands in the UK, today there are 6,000. While this may seem like a great culture shift, it was due to a change in legislation in 2009 – when the Sipsmith team won a legal battle with HMRC, altering the Gin Act of 1751 which stated that gin could only be brewed by a still with a minimum capacity of 1,800 litres. This landmark legal change, being able to produce in smaller quantities, heralded the creation of thousands of boutique brands.

Gin has seen incredible growth not just in the UK, but across Africa and Europe too. The only country yet to participate in gin fever is the USA – they prefer sweeter beverages.

There was also discussion around the no-alcohol movement – referred to as the elephant in the room. There is a tendency to drink better and less, creating more opportunities for alcohol-free

options. Indeed Fevertree's sales of tonic waters outstrip the income of most gin brands – having spotted the opportunity for different tonics for different gins – and adapting the product range to be used as standalone drinks.

When talking with Distillers after the panel discussion, several suggested that the number of gins would reduce as they were not sustainable. Those that remained would offer added value such as distillery tours and tasting events. Considering the development in the market, from identifying the new product opportunity to developing an augmented product offer, sounded like a blend of a PESTLE and brand augmentation. Gin and the companion tonic waters create an excellent fundamentals case study for those in marketing education.

The discussion closed with our Master leading the vote of thanks before we adjourned for a range of beverages. Somewhat appropriately, the Distillers' Company had organised G&Ts ready and waiting, as well as canapés prepared by a social enterprise.

Alchemy was an excellent event that was ably organised by Event Director Liveryman Nicola Wordsworth. It demonstrated both the value of joint events and the links between companies.

A night of fine festivity at St Bride's

Gail Cook
Liveryman

Christmas kicked off to a fine start with the annual Communications Industry Carol Service at St Bride's Church, Fleet Street, on the 9 December 2019. St Bride's is known worldwide as the Journalists' Church, offering a spiritual home to all who work in the media and communications industries.

The beautiful Wren church has been a place of worship for over 1500 years and is one of the most famous and fascinating historic churches in Central London. Today St Bride's continues to provide a place of

peace and a spiritual haven in the heart of the city for all who pass through its doors. With one of the best professional choirs in the country, it is also well known for the outstanding quality of music and the worship they offer.

For over fifty years the communication industry has gathered in this beloved venue, to celebrate the start of Christmas and to enjoy fellowship with colleagues across the industry. Thirty-eight members of the Worshipful Company of Marketors and their

guests joined the congregation for this annual tradition.

The choir took the congregation through a selection of both traditional carols and modern Christmas classics, interspersed with readings from invited members of the congregation. The Rector and our Honorary Chaplain, the Reverend Canon Dr Alison Joyce led the worship, and the Christmas Message was delivered by Farrah Storr, Editor of Elle, who shared her own personal story of giving and sharing at Christmas.

Reunion of The Class of 2013

Mary Peterkin
Freeman

Since forming the new Combined Membership and Fellowship Committee earlier this year, we had various discussions on different ways to improve and strengthen fellowship, what we are calling fellowship with a little f. In the spirit of this, the Junior Warden, Trevor Brignall came up with the idea of holding a reunion based on the Class of X (namely the year people were admitted to the Company as freemen). A reunion would offer the opportunity for people to meet up and share experiences of their time in the Marketors.

To test out this idea we decide to hold a 'pilot reunion' of The Class of 2013 in early October. Seventeen of us joined the company in 2013, with a good spread of freemen and liverymen as well as three Court Assistants. The 2013 intake comprised: Tim Brown, Glyn Cartwright, Henry Chung, Chris Griffin, Kate Holden, Vanella Jackson, Richard Mayer, Alan Osborne, Rhian Pamphilon,

Bill Payne, Alan Pennington, Mary Peterkin, Mike Ricketts, Carole Seawert, Chris Skinner, Michael West, Mark Westaby.

We took soundings from a number of members and having received a very positive reaction, an invitation was sent round to all. We also invited 2013 Past Master the Reverend Sally Muggeridge and Diane Morris as 2013 Chair of the Membership Committee.

We wanted the evening to be informal and self-funded so it was promoted as a drop-in drinks and supper. We originally had a dozen people signed up for the event on 9 October, which (due to work and travel commitments) became eight. However, in the end, we were a small but convivial group of five comprising Diane Morris, Carole Seawert, Mike Ricketts, Richard Mayer and Mary Peterkin.

We had a very pleasant evening at The Coppa Club, Tower Bridge, sharing stories and experiences.

Although a small reunion, it was a chance to meet and chat, old acquaintances to be renewed, and new ones made. Our conversation covered a range of topics from the Marketors to travel and other interests. Even with the small group we found three of us had attended University of Greenwich and one member is now planning to take livery.

To summarise, it was a small but successful pilot and the idea has been set rolling.. Given the interest expressed, the Class of 2013 plan to meet again in 2020 when hopefully more people will be able join us. In the meantime, we would like to see others take this idea forward. The main improvement we would recommend is to involve the Past Master, Chair of Membership and Junior Warden from that year from the outset to help promote the event and engage with members.

If you would like to know more, please get in touch with Martin Ashton.



Carole Seawert, Diane Morris, Mary Peterkin, Richard Mayer and Mike Ricketts

Fleet Street Walk

*Diana Tombs
Court Assistant*

On a bright, clear Saturday morning in October, 20 Marketors and guests joined our City guide, Herb Danner, who led us on a fascinating walk down – and around – Fleet Street.

We traced the history of communications, starting at Paul's Cross, a preaching cross and open-air pulpit in the grounds of Old St. Paul's Cathedral, where news was proclaimed by criers. At Stationers' Hall we learned all about the spread of written communications, when scribes would offer their services from fixed locations 'stationarius', followed by the invention of printing, which opened up 'mass' communications opportunities. As we approached Fleet Street itself, we learned that

the first British daily newspaper was produced by a woman, Elizabeth Mallet, at her premises next to the King's Arms tavern at Fleet Bridge, in March 1702. The Daily Courant consisted of a single page, with advertisements on the reverse side.

Another detour off Fleet Street took us past the St Bride Foundation. Originally set up to serve the growing print and publishing industry of Fleet Street, it still holds the largest collection of typography in the world. Stories about the history of newspapers in Fleet Street combined with others about the pubs journalists frequented. Traditional buildings were followed by Art Deco ones and the iconic Modernist former Daily Express

building, strikingly stunning with its curved lines and black panelling.

Back and forth we went, following guide Herb down alleys and courts, past the home of Dr Samuel Johnson, the compiler of the first usable dictionary, and the monument to his cat Hodge. Past El Vino's, the bar famously patronised by journalists and members of the legal profession, we reached Temple Bar Memorial, set in the middle of the road where the Strand takes over from Fleet Street, also the boundary between the City and Westminster.

Our tour finished at the Old Bank of England pub, where we all enjoyed a well-earned lunch.



Herb Danner – City Guide



Elizabeth Frink, Paternoster Square



Marketors drive sheep across London Bridge

Martin Ashton
Liveryman

Those who have received the Freedom of the City of London will know that they enjoy a number of inherent privileges denied to others – the most famous being that they are allowed to take sheep – indeed any livestock over the London Bridge and not pay a toll.

In the medieval period sheep were the key to economic prosperity because the wool and cloth trades were the mainstay of the English economy. These days, of course, if you were to try and take sheep or any livestock across London Bridge in the 21st century, you will most probably attract the interest of the City of London police plus animal rights protestors – and imagine the traffic chaos it would cause not to mention the Twitter comments! However, just once year freemen ARE allowed to exercise this right through an annual charitable Sheep Drive organised through the Worshipful Company of Woolmen.

In 2009 sheep were taken over by the Lord Mayor to mark the bridge's 800th anniversary. Then in 2011 and 2012, the Red Cross took stuffed sheep on wheels across, but in 2013, the Worshipful Company of Woolmen held the first large scale sheep drive across the bridge, raising money for wool charities. Luckily for us, it's been going on every year since with a flock of

30 North of England mule sheep brought to London Bridge. Over the day, groups of them are herded up and down the bridge by those who have earned the privilege of attaining the Freedom of the City of London.



During a meeting in Plaisters' Hall back in May, five Marketors looked at each other after a few glasses of wine and said 'Let's do it!'. Lesley Wilson, Keith Rowland, Martin Ashton, Kristan Tetens and Mary Peterkin signed up and paid their charitable donation for the 'Sheep Drive 2019'. We were allocated a time slot and area where we would start the drive. Some months later, reality dawned on what we had agreed to do...and so on a damp Sunday afternoon in late September, the Marketors joined some 600 Freemen to exercise their

ancient right to take sheep across London Bridge.

The bridge was divided into North and South sides, and small groups took turns to herd the sheep up and down the bridge. Now fenced off, the bridge was at once very familiar, and yet feeling very strange, as we were let through the fence to wait for our turn. A flock of sheep came down from other end of the bridge to have a rest, while another batch was released from their pen, and then as a group we herded the sheep forwards, which was a rather surreal experience while taking photos and watching people casually walking along the bridge dodging sheep droppings. A few minutes later, we were presented with our certificate and had a few more official photographs. We retired to a local hostelry where we agreed that all in all this was a very City of London thing to have done on a wet Sunday afternoon.

If you have not received the Freedom of the City of London yet, remember as a Freeman of the Company you can apply for it directly. Get in touch with Liveryman Martin Ashton, Chair of Fellowship or the Clerk and ensure you have the right to drive sheep across London Bridge in 2020.

Marketors get an early start to Christmas

*Diane Morris
Liveryman*

All are likely to be familiar with the Royal Botanic Gardens at Kew. It is a world famous scientific organisation, a huge area of landscaped gardens, a UNESCO World Heritage site. I have been a Friend of the Gardens for a long time and a by-chance conversation with the Master early this year was the genesis of this event as he had heard how fabulous their Christmas Lights were and that tickets sold out quickly!

On 20 November, the Marketors were fortunate to be one of the first groups on the opening night of 'Christmas at Kew'. This year it took a magical new route which included a host of all-new installations. Framed by glittering spiral trees, dynamic laser projections illuminated the recently restored Temperate House, the largest Victorian glasshouse in the world. A dazzling arch led to a cascade of glowing silvery shards at

the Treetop Walkway.

Familiar favourites returned such as the Tunnel of Light with its thousands of twinkling pea-lights. Interestingly, the major installations were designed by a roster of internationally acclaimed artists. Trees along the route were illuminated, magically lighting up the landscape. We were entranced by bursts of colour and amazing optics as we explored the Garden's iconic landscape after dark.

At the final stop, the renowned iconic Palm House finale surpassed previous years with festive projections playing across a giant screen of water in the centre of the lake and across the glass house itself, all to the sound of Christmas classics.

We rounded off the evening with a very tasty supper at The Botanist on Kew Green. My first turkey dinner! Delicious!



It was great to catch up with Marketor friends new and old. A big thank you to Carole Seawert, Event Committee Chairman and Tina Bradley, Event Director for making this event possible.

Annual Marketors' Quiz

*Martin Ashton
Liveryman*

The annual pub quiz is one of the most popular, hotly contested events of the Marketors' year. First hosted in 2016, then 2017, the third instalment of the event was oversubscribed.



Originally slated to be held back in April, this was one of the last events of the 2019 calendar, held upstairs at the Hoop and Grapes – a grade II listed pub in Farringdon built in 1720. The room size proved an ample size for a rowdy crowd of 38 Marketors and guests to compete to be the Marketors' Pub Quiz Champions of 2019.

Six teams of roughly six members each ensured that there was stiff competition for this year's title. Teams included the Past Masters Table,

traditionally one of the favourites, Heritage team, One Armed Bandits, Three Day Eventers, The Unknowns and, dark horses for the trophy, Laura Gifford's The Young and the Restless. The Officials for the evening were Past Master Sue Garland Worthington, reading the questions prepared by her husband Brian, and The Master acted as the scorer.

The food arrived just before Sue gave the nod for the quiz to begin – however as we soon realised catering of 38 hungry mouths proved to be less of an issue than we first imagined! As we progressed through the rounds more and more of it arrived!

Several questions caused a number of teams to query various answers but the response from Sue several times was "I will advise Brian of your views – he wrote the questions!".

Teams were allowed to play their joker on particular rounds where they thought they were particularly strong – however in a number of cases there were a few shocks. The Past Masters played their joker on

the City of London round but scored rather poorly and as a result the Three Day Eventers went ahead early. The Young and Restless, who were conveniently allocated a table that was by the bar, were doing well in the early rounds before fading as did the One Armed Bandits.

The winners by some considerable margin were the Three Day Eventers made up of Martin Ashton, Carole Seawert, Annie Brooks, Chris Brooks, Alan MacKay and Alex Palacios and received the 2019 trophy, kindly donated by the Master. For Carole, Annie, Chris and Alan it was also an impressive hat-trick – on the winning team for the third time!

The evening was wrapped up with a raffle and of course more food and drink.

This was a very popular, enjoyable event and we were so delighted to meet a number of Marketors attending an event for the first time. The question that everyone really wants to know the answer to is will the Three Day Eventers retain their title in 2020.....we will find out.

Lord Mayor's Show 2019

Chloe Webb
Freeman

On a cold and crisp November morning, crowds of well-wishers lined the streets of the City of London for the 804th Lord Mayor's Show. Despite the forecast and the wet weather of the previous week, the parade was dry as the rain held off until after lunch. Spectators were three deep at some choice viewing points creating a festive atmosphere with sense of anticipation for the start of the parade.

The show was its usual mix of formal and fun with something to enjoy for all the spectators gathered along the parade route. The procession was launched by the fly-past of a RAF Airbus A400-F and the newly installed Rt Hon The Lord Mayor William Russell taking his seat at the front of the balcony at Mansion House among his family, friends and assembled dignitaries.

A huge array of floats made up the parade of more than 6000 participants; including the usual marching bands, military detachments, carriages and ceremonial displays mixed together with the dance troupes, inflatables, and several giant robotic contraptions (including one made

from recycled parts). The China Chamber of Commerce's display of a group of pandas and colourful dancers overseen by a docile dragon was a particularly striking highlight.

The 151 Regiment of the Royal Logistic Corps featured a range of military vehicles and hardware on their float as well as both regulars and reservists. They also paraded a 1940s Bedford which carried a banner highlighting the Company's support of 151 with members of the Regiment walking alongside.

Many other floats created a colourful display through the streets of the City. Not only were all parts of the United Kingdom represented but this truly international parade featured organisations from all over the world to symbolise the global connections of the City of London. The celebration of Diwali – the Hindu festival of light – was particularly vibrant by the State Bank of India featuring colourful dancers and lively music.

The theme of baking was well represented marking the New Lord Mayor's connection with Bread Street Ward. The National

Bakery School even presented the Lord Mayor directly in his balcony position with baked delicacies.

The new Lord Mayor continues his family tradition by becoming the fifth member to serve as Lord Mayor of London. In his role as Ambassador to the City of London and to the Financial and Professional Services industry, Alderman William Russell will be promoting his theme of Global UK through trade, innovation and culture during his year in office. He received enthusiastic waving, cheering and applause when joining the parade in his State Coach.

The Marketors then moved to Cote Brasserie on Ludgate Hill for a warming lunch, a welcome respite from the cold. It was a well attended and lively event with around 50 Marketors and their guests.

The festivities were not limited to the parade itself as Paternoster Square and St Paul's Churchyard each played host to a Show Zone. This featured a range of rides and amusements for children and adults alike with school bands, choirs and other entertainment groups.



Jack the Ripper Walk

Martin Ashton
Liveryman



Our Fellowship Walk in November offered Marketors a unique opportunity to experience a Jack the Ripper tour at dusk led by guide John Steel of Tour De Force. This is John's signature tour – one where he is a renowned expert on the subject and he delivered an experience that was not only informative and entertaining but both mesmerised and horrified the 28 Marketors and guests who took part.

The particular Saturday evening was wet and already getting dark by the time we all met at Liverpool Street Station. This added to the atmosphere as John began his revelation on the horrific crimes that hit this part of London 131 years ago.

Today the East End of London is one of the trendiest places to live and work. Tall modern office blocks tower over trendy bars, restaurants and shops. Go back to 1888. It was a dark, dank ghetto with gas-lamp lit streets and foggy dark alleys where people lived in appalling conditions. The Whitechapel area served as a breeding ground for crime, murder, prostitution and violence. The discovery of the brutal murder of a prostitute in the small hours of 31 August was the start of one of the most murderous rampages the East End of London had ever known and led to the largest criminal manhunt in British



history. All the victims of Jack the Ripper were prostitutes and alcoholics – a grim reality for those people living in the East End at that time. Despite the police interviewing over 8,000 people, shortlisting over 300 suspects, and detaining 95 others, the mystery of who Jack the Ripper was remains one of the most elusive whodunits of the era.



As we meandered through the dark East End streets, John gave us details of the victims (Mary Ann Nichols, Annie Chapman, Elizabeth Stride, Catherine Eddowes and Mary Jane Kelly), times they were last seen and descriptions of their gruesome murders. He also shared with us extracts from the letters written in blood that 'Jack the Ripper' had sent the police. Our tour included a stop by the pub where his victims – and possibly Jack himself – frequented the infamous Ten Bells on the corner of Fournier Street and Commercial Road! Through John's vivid descriptions, we got a real sense of what the East End would have been like during that 'autumn of terror' for the poor souls that lived here.



The final and most famous victim of Jack the Ripper, Mary Jane Kelly, was murdered in Miller's Court, Dorset Street, Spitalfields. Since demolished, Liveryman Martin Ashton was however able to gain us access to a later building, previously the London Fruit and Wool Exchange, to see the exact location of Mary's murder – just where the Elevator A is located.



We finally retired upstairs to the Magpie, a Victorian pub just by Devonshire Terrace, for dinner. The question everyone wanted to ask John was exactly who was Jack the Ripper? John shared with us his theories about where the murderer came from, with whom he might have been acquainted, and where he might have gone when the murders stopped.

It was a thoroughly fantastic evening that everyone enjoyed. Although we may never really find out who Jack the Ripper was, we certainly discovered a lot more about an area some of us frequent regularly and the mysteries hidden within them.

Leeds transformation to business super-hub

Phil Andrew
Court Assistant



The beginning of 2020 saw us take a path somewhat less trodden with the Master and Clerk travelling up to Leeds to the final regional event of the Master's year. The aim of getting out of London is to widen the name and fame of the Company far beyond the Square Mile and to engage with members who may not get to London often and, therefore, are not able to easily take part in our City based events.

The event on Tuesday 7 January was hosted by Visit Leeds at the glorious Leeds City Museum. It was attended by Marketors, CIM members and Brigantes (Liverymen of the North). The CIM link up allowed us to offer the event with two hours of Continuing Professional Development, an attractive draw that we hope to repeat for future events.

The keynote speaker was Tom Riordan CBE, Chief Executive of Leeds City Council. Tom spoke eloquently and candidly on how Leeds has been promoted as an inclusive, high energy growth city with strong environmental credentials. Leeds has a young, highly educated and nimble

workforce with one in seven of the population in Leeds being students at the five universities based in the city. It is testament to the growth story that over half of the graduates from Leeds universities stay in the city after they graduate.

Tom was clear that the success of the marketing campaign to change the perception of Leeds from 'just another northern city' to being the location of choice for living and working in the north has only been possible through a three pronged approach:

1. Make it an attractive place to base your business
2. Make it an attractive place to live with a strong cultural centre of gravity including the Northern Ballet
3. Make it a centre of educational excellence with five highly regarded universities.

The implementation of this strategy has culminated in successes such as attracting the Tour de France to Leeds and, in 2019, confirmation that Leeds will be the new home for Channel 4. During the extensive Q&A session after his speech, Tom re-iterated that success has come from concentrating on why Leeds

is unique and attractive rather than worrying about other cities such as Manchester and York.

The evening continued over canapes and drinks in the Life in Earth Gallery within the museum. With attendees from as far afield as the Lake District, Durham, Newark and London we are delighted that we were able to re-engage with Marketors who we see less frequently. Our thanks go out to Brigantes City of London Liverymen in the North, and CIM North for promoting the event in their newsletter and on the website. Thanks also to staff at StepChange Debt Charity who helped organise the event and to Visit Leeds and Leeds City Council for providing the venue free of charge.

The success of the regional events demonstrate that this is an initiative that would be well received in future years.

Ed: Thanks too to Court Assistant Phil Andrew, the Event Organiser who produced a write up and photos in record time for inclusion in this issue.

For more information on Brigantes activities and membership email livery@brigantes.org.uk



The case for engaging on Twitter

Paul D Jagger
Court Assistant WCIT

The Livery has a positive message to share, one that is replete with stories of beneficial impact to society that are diverse in scale, duration and theme. Engagement on Twitter is advocated by companies and their membership as a particularly effective method to raise awareness of the work of the Livery beyond the limits of the civic City.



Why Twitter?

Twitter provides a quick and easy means to reach beyond the internal audience to engage with stakeholders both in the City and wider society where knowledge and understanding of the quiet but vital work of the Livery is largely unseen and unknown.

Twitter is a many-to-many collaborative communications medium that allows followers to respond, to share and to indicate their approval in the moment. Twitter is limited to 280 characters, so messages have to be punchy – it's not a replacement for an in-depth article. Twitter is well suited to attention grabbing headlines that achieve most impact when also sent with a relevant photo, short video or a link to a website – or other call to action.

An individual posting on Twitter is known as a Tweet. Twitter can be accessed on desktop, laptop, tablet and mobile devices and is free to use (the users time excepted). By April 2019 Twitter had over 330 million active subscribed users not including robotic or defunct accounts.

What's been my own experience of engaging using Twitter?

Since I joined Twitter in December 2012 the number of livery companies and liverymen who are active on Twitter has grown steadily such that by December 2019 some eighty-four of the livery companies had Twitter profiles, as do circa

3,000 Liverymen. At the time of writing I have over 5,100 followers.

Twitter provides an effective means of rapidly sharing news of events, achievements and facts about the City and its livery companies, while allowing others to comment, share and ask questions from any digital device.

What does good practice look like?

An example of good practice may be observed in the way that Freemasonry has really grasped Twitter. It has become immensely effective at getting its message out there, attracting new members, showcasing its philanthropic and fellowship activities, and raising the profile of Freemasonry in a positive manner. I should mention that I am not and never have been a Freemason.

Another good example is that of the Church of England, which among many other innovations has a Tweeter of the month, perhaps a priest or member of the laity who drives engagement and brings their own personality to Twitter while representing the diversity and inclusivity of the Church.

What are the downsides?

Twitter provides many benefits, but as with any form of communication one has to be cognisant of the

audience, the message, the timing, the tone and the manner in which it is shared. Social Media is at its heart a shared experience, it's not a broadcast medium for 'Now hear this' messages from the Bridge, rather it's a medium for conversation.

As with any facet of human society there are plenty of hucksters, mountebanks, mugwumps, trolls and other malevolent anti-social characters on Twitter. They are best ignored.

In conclusion

Twitter has proven its value to me as a means of communicating with a like-minded audience on topics related to the City and its livery companies. It has helped me learn, share and enjoy my involvement in the City. I commend it to you all as an excellent means of rapidly improving communications within and among the Livery and at no cost other than your time.

Editor's note: Paul D Jagger is very active in marketing the wider Livery. He is author of Marketing Helps Everyone, the History of the Worshipful Company of Marketors. He also runs the CityandLivery.co.uk website, an invaluable source of information on livery companies, and is the author of The City of London Freeman's Guide.



The Role of Influencers in Marketing

Dr Annmarie Hanlon
Liveryman



Influencer marketing is a growing business in many locations. Whilst considered a new phenomenon, the concept of influence has been established for decades, thus influencers are not a new concept, but an updated form of opinion leader.

Early work into political influence conducted by Lazarsfeld and Katz (1955) identified the notion of the opinion leader – an informal expert trusted by their peers. The well-known Diffusion of Innovations theory developed by Everett Rogers in 1962 (Rogers, 1962 identified five adopter categories for the success of new products, one of which was Early Adopters who Rogers stated were opinion leaders that were motivated to adopt new products and seek information before others.

In a marketing environment where traditional media such as newspaper readership and terrestrial television viewing has decreased, new methods of communication have emerged through social media networks such as WeChat, YouTube and Instagram which has seen the growth of Key Opinion Leaders (KOLs), micro-celebrities or influencers who are being engaged by organisations to promote their goods due to the nature and size of their online following.

In these online platforms influencers generate content, sharing material about brands and their experiences. Their public identity, which is often constructed through over-sharing of their lifestyle, connects with aspirational individuals seeking to emulate this behaviour and live this lifestyle. These Social Media Influencers (SMI) have been named a 'type of independent third party endorser who shape audience attitudes through blogs, tweets, and the use of other social media' (Freberg et al., 2011, p90) and although celebrities can be influencers, influencers might not be celebrities, which is why we have seen the growth of the 'micro-celebrity' – someone not known for their appearance in blockbuster films, sporting prowess, commercial achievements or other skills, but someone who is famous for simply being famous.

What types of influencers exist?

There are distinctions between those gaining a reward from product endorsements to those sharing feedback for the benefit of others. Influencers are recognised as those whose purpose is to generate an income from their personal brand, and are different from people of interest (such as members of royal

families or captains of industry). For example, Richard Branson and Bill Gates recognise their influence and subsequently rarely wear identifiable brands when in public, so they cannot be seen to be endorsing specific products. Members of the royal family may carefully use their influence and select outfits to support lesser known clothing designers.

There are two main influencer categories – mega and micro. The major influencers have many hundreds of thousands of followers on social media platforms, such as members of the Kardashian family (famous as their father was the attorney who defended OJ Simpson in a court case that gained significant media attention). Micro influencers may have followings of 5,000 – 100,000, and may be more dedicated individuals that are focused on a particular area of interest. In many cases they started as a hobbyist talking about a favourite pastime and later turned professional.

How does the influencer arrangement work?

Historically celebrities were contacted via their agent and the same is true of the mega influencers, although some micro influencers have started engaging agents, it is still possible to contact them via social media and start a conversation.

The influencers are expected to have a range of social media channels – such as Instagram and YouTube – on which they provide constant content to retain their audience and their brand. It is often fashion, food, venues, games that are being promoted to a younger audience.

Fees for engaging influencers range from £2,000 to post several photos of themselves with a brand, or in a certain shop, to £1 million to endorse and use a product that is promoted on all their channels. The fees depend upon the degree of influencer. Influencers are often used for brand awareness, although some influencer campaigns are about generating sales and include

discount codes, special offers and time-limited competitions where the results can be tracked.

Success and failure

One notable failure was when Scott Disick (married to a member of the Kardashian family) shared a post (online update) promoting a protein drink that included the instructions from the agency about what time to share the message! His followers reacted badly and several commented that he was clearly paid to promote the drink – the post did not state it was sponsored or an advert.

Successful influencer campaigns include a long list of make-up brands that have used Kim Kardashian, or UK-based Zoella (Zoe Suggs) showing how she uses the product in a step by step YouTube tutorial. Influencers are not limited to the UK and USA – the cosmetics brand M.A.C. sold out of limited edition lipsticks to Chinese customers through a successful influencer campaign connected to characters in a popular mobile game.

To regulate or educate

Our codes of practice make it clear that sponsorship should be declared. Yet not all influencers follow these guidelines and a much-debated ethical issue within the area of influencers is that the commercial relationship between the parties may not be disclosed. This has resulted in blurred boundaries where it is not

clear what is – and is not – paid for and as a result the positive images or shared endorsements could be deceptive or hidden advertising. Ironically, research has shown that is better to provide full disclosure as this reinforces the personal brand and provides greater credibility for the brands promoted.

In fact, in 2018 the United Arab Emirates (UAE) created new legislation so that influencers must register and obtain an operating licence. As it has become more challenging trying to access or influence some audiences – especially younger people – influencers are here to stay. Their lifespan depends on their ability to retain their audience.

The question is whether we regulate this market, following the example in the UAE or do we educate those likely to be influenced, so their choices are better informed?

Tips for successful influencer marketing

- Have a specific agreement that contains measurable results as well as the specific activities required and the time period
- Ensure the influencer is fully briefed as to appropriate attire, language and overall demeanour that connects to the brand values
- Check the influencers are genuine – some disingenuous people buy followers to look more impressive (there are free

tools such as <https://socialblade.com> and <https://dealspotr.com> that indicate authenticity)

- Consider smaller influencers who may have a more authentic following
- Consider existing fans or followers who might re-share your content to a wider audience
- Ensure all posts by influencers include #ad or #sponsored
- Don't hire an influencer simply because lots of people follow them and they will talk about your brand when paid – they may have no interest in your brand
- Don't hire an influencer for a one-off campaign – longer-term arrangements are more successful
- Don't assume that the influencer will read all the information sent to them before the event
- Don't hire an influencer who has worked for your competitors, they'll probably move to the next competitor after your work has finished
- Don't hire an influencer that doesn't fit with your brand – check their online posts to see if they resonate with your brand values
- Don't use an over-complicated or lengthy hashtag in an influencer campaign – keep it very short and easy to type

The Pink Pages

First introduced in the centre-fold in the Summer 2018 Issue of Marketor, these distinctive pages in the magazine form an occasional section that concentrates on advancing and sharing knowledge of our profession.

They variously include lectures on aspects of marketing given by, or given to, Marketors as well as short papers mainly, but not exclusively, written by members of our Company.

The magazine is distributed to all livery companies in the City of London and the readership extends

well beyond our own members. It is also made freely available to read online through our website.

One of our Company aims is to give support to the City and the wider Livery. It is hoped we play a useful educational role in showing how the marketing profession is coping with new legislation, adapting to embrace social media, and seizing on opportunities presenting in tomorrow's markets.

If you would like to submit a marketing paper for possible publication, please contact: editor@marketors.org

Sooner or data... the GDPR will be viewed as a positive turning point in marketing

Chloe Webb
Freeman

GDPR – four letters that continue to strike fear into the heart of many in the marketing profession. Marketers have had to re-examine many of their well-established industry practices to ensure compliance.

Pre-GDPR, marketers held a lot of power and could use data with few restrictions. This naturally led to resentment from customers of the "batch and blast" style of direct marketing. Advances in technology were far in advance of the previous regulations which came into force in a world before the smartphones were even launched and when voice assistants were something found only in sci-fi.

We now have a wide variety of digital channels to engage with target customers; combined with the ability to capture and analyse increasingly huge sets of customer data not only about the transaction itself but also of buyer behaviour pre and post purchase. This allows marketers to position their product or service at exactly the 'right place at the right time' by having the intelligence at their fingertips. The marketing holy grail of understanding both why customers purchase as well as why they abandon their shopping carts looked increasingly achievable.

The introduction of the GDPR has helped to empower the customer. It is ironic that in the months leading up to May 2018, the regulation that was specifically designed to target unwanted marketing email, actually generated a deluge. My inbox overflowed with emails from companies that I had not heard from in years telling me it was now or never to stay in touch. Like many, I used inaction as an opportunity to clean-up my inbox and removed myself from many mailing lists.

During those months (and the year before) as a marketer working on a GDPR marketing compliance programme, it felt as if GDPR was haunting me. Now that marketing emails can only be sent either with the recipient's positive consent or under legitimate interests (a documented process requiring companies to demonstrate on what

grounds they are processing the data); it forced a change in mindset. In the past, quantity was very much prized over quality. In addition, lists of customer emails could be bought and used for distribution with little regulation. This resulted in huge amounts of, and an over-reliance upon, lazy email marketing. You sought to send your campaign to as many people as possible in order to generate clicks and responses, and even a response rate of 0.5% was regarded as good – just one person in 200 sufficiently interested in your product to respond.

Now, under GDPR, marketers need to take a more considered multi-channel approach both on and offline. While the regulation is positive for consumers – who can take back control of their data and reduce unsolicited email – the list brokering industry has been severely impacted by the GDPR. The risk of purchasing a list of non-compliant leads can be considered too high for some.

As always, where there is change in the market, opportunity is also to be found. Royal Mail have capitalised upon GDPR with their campaign to encourage businesses to move from email to postal mail marketing. This is a reversal of fortune for an industry previously overtaken by technology that has found a significant source of new business from risk-adverse organisations.

One of the key pillars of the GDPR is to ensure that a customer's data is treated in accordance with their preferences. At the risk of stating the obvious, successful brands should be doing this anyway to retain their customers. Marketers must ensure that one of their brand values is trust – trust in the fact that consumer data is secure and will only be used for agreed purposes. Continued compliance is an opportunity for a touchpoint with customers; a way to keep in touch using regular check-in or nudge points with your brand. Having to include wording such as "why am I seeing or receiving this?" prominently in campaigns brings a personalised element to customer service.

Data protection compliance should



be considered as an element of customer service. In fact, in a world of newly empowered data subjects (aka customers) it is one of the most important along with after service or product delivery. The GDPR significantly increases the rights of customers as data subjects. Brands need to be aware of this power in the customer's hands as we all know that poor customer service has ramifications. As we move into an era of buying experiences rather than just simple products or services from brands, data protection compliance must become part of that experience.

Regulation should not be viewed as an obstacle to creating an experience – instead it can help towards improving campaign return on investment. Referencing back to the 'batch and blast' era, it's a complete reversal to quality not quantity. Campaign conversion rates should be higher if you are only targeting those who actually want to know about your brand and have taken the time to opt-in.

Surely allowing customers to self-manage their data preferences online is the biggest gift that the GDPR gives to marketers as customers are self-segmenting. The data which customers freely provide in a transparent data capture form is much easier and lower risk for brands to control and process compliantly. It is also easier to deliver at scale than datasets permissible under previous regulation.

Before you get too comfortable though, watch out for the ePrivacy Directive which is the next potential regulatory change in the pipeline for marketers.

The role of powerful brands in creating shareholder value

David Pearson
Past Master

As reported previously in Marketor, the Marketors' Trust is supporting the Museum of Brands' Professional Development Programme. As part of this, on 11 November 2019 Liveryman Professor Malcolm McDonald gave a lecture on branding's role in creating value, taking into account of the time value of money.

At the outset, Malcolm made it clear to his audience that he had no intention of doing what most marketing speakers do, which is to blather on about Apple, Facebook, Coca Cola and the like. With their multi-billion dollar budgets for promotion such companies are far removed from the majority in the UK.

He stressed how much the world has changed from when he was Marketing and Sales Director of Canada Dry. Today all products are excellent, so any competitive advantage has to emanate from the way companies relate to their markets. The brand plays an enormous part in this. He provided evidence that in the US alone, over 75% of all corporate value resides in intangible assets; that is intellectual property (IP) including trademarks and the value in goodwill. He explained that brands are far more than just logos and worthless unless they create competitive advantage for their owner.

The next level of corporate value lies in that bundle of associated IP

rights such as product design rights, packaging and a host of other assets; the Guinness recipe or the Mercedes engineering processes are examples. The third level is the holistic company or organisational brand; everything from R&D through to after sales service manifests itself in the value proposition being made to the customer. Whatever has a name on it is the brand.

For Malcolm, most so-called brands are "pimplly little me-too" products, because according to McKinsey as well as his own research, fewer than 5% of UK companies have quantified value propositions. This means in the main they get bought on price because customers can buy a similar product or service anywhere.

He stressed the importance of emotions in branding and gave some amusing examples of these, such as the extravagant claims made by manufacturers of golf clubs. He further gave a reference from a neurological journal that confirmed that consumers and customers buy many products and services for purely emotional reasons.

Describing the fundamental marketing conditions leading to the performance of super brands, Malcolm has found 127 scholarly references to prove that long run financial success is related to the following:

- a deep and quantitative understanding of how the market works
- proper, needs-based segmentation
- differential offers, positioning and branding

It is noteworthy that all the world's great and longstanding brands get the first two of these right.

His main point was that the corporate brand creates super profits (the risk-adjusted net free cash flow in excess of the cost of capital). He then demonstrated a quantitative method he had developed working with the Chartered Institute of Management Accountants for evaluating whether a corporate strategy, represented by the brand, creates or destroys shareholder value.

Professor McDonald concluded by saying "in the current dark and gloomy firmament of marketing, great brands create light and hope for us all. But to build a great brand demands continuous innovation around the core, the need for it to be made famous and easy to buy, and the whole organisation must live the brand at all touch points. It requires years of hard work and creativity and a deep understanding of customer needs."

A lively Q&A followed to complete a most enjoyable and educational evening.



The 2020 CMO in the Digital Age

“Plus ça change, plus c’est la même chose?”

Karr J B A. *Les Guepes*, 1849

Background

The Knowledge Development Committee of The Worshipful Company of Marketors commissioned Professor Stan Maklan and Dr Carmine Basile of the Cranfield University School of Management to undertake a research project on “The role of the chief marketing officer in the emerging digital economy”.

This article does not seek to give a synopsis, only some observations on the report by Professor Malcolm McDonald as a member of The Knowledge Development Committee.

For a copy of the full report, please go to the Marketors website.

bit.ly/MarketorsCMO

Findings 1. Logo manager or customer relationship manager?

Inter alia, the report outlines two extreme scenarios. One such dramatic, dichotomous, tongue-in-cheek comment in the report suggests that a possible option is to leave marketers to manage the logo, leaving the real business of managing customer relationships to data scientists! Against this scenario is that of the traditional CMO being the leader of the customer connection, with data scientists in a supporting role.

The most progressive CMOs see the digital environment as providing unprecedented opportunities for adapting to the ever-changing needs and wants of customers and their expectations of immediacy and convenience. While the report stresses the tensions between IT, data scientists and marketers, the reality is that it does not matter what job titles are attached to the traditional role of market and customer sensing and the development of value propositions as long as this crucial role is being fulfilled.

Findings 2. Herein, however lies the principal dichotomy facing the marketing community.

The problems and the solution.

Much was made of traditional, rational, logical, step-by-step approaches to developing marketing strategies becoming less relevant due to the rapid changes in market development. Modern CMOs see their role as guiding and inspiring thousands in their firms to communicate consistent brand values and messages. The problem with doing this, however, is that new competitors are entering with unfamiliar tactics. Boundaries are blurred and CMOs feel a profound sense of unease about decentralisation and the uncertain business model they face. As the report states: The dilemma facing CMOs is “how to maintain an integrated and coherent approach to the market”.

Although not in the report, we should like to comment on the above. An article in Catalyst by Jarrett J in July 2019 compares this situation as being like a human without a brain, who would be just a collection of activities that cannot operate. Likewise a global marketing team needs a strategic plan, a north star to gather round, something that will guide compliance and accountability. So there remains a need to put in place consistent processes, systems and tools to enable marketing organisations to maximise effectiveness. Thus, the need for strategic planning will change in nature, but will always be a required skill of CMOs. In other words, we need to get back to the fundamental foundations of marketing strategy development.

Findings 3. Market segmentation remains a fundamental foundation of marketing strategy.

The main report refers to this only in the literature review, therefore is not a report finding as such. The literature review does nonetheless raise the issue of traditional forms of segmentation such as socioeconomics and

demographics. Our view is that it has to be recognised that these were never effective ways to segment markets. Needs-based segmentation has always been the bedrock of effective marketing strategies and this report refers in the literature review to the growing importance of segmenting on the basis of attitudes to technology and the subsequent behaviour of customers.

Findings 4. Cross-functional working is becoming a key skill and an important part of the CMO's role.

Although not a core finding, this report confirms this crucial element of a CMO's role. They have always had at least two principal markets to address – the customer market and their internal market. It has never been possible to deliver value to customers without the active involvement of most other corporate functions. Given the points spelled out above about the problem of fragmentation and decentralisation, this skill seems destined to become even more important in the digital age.

In conclusion:

Marketing's role is changing and the traditional customer-relating role is now shared, creating new offers with technologists and customers. Hence, marketing planning is more emergent, with CMOs orchestrating the customer relationship more than managing it. New disruptive competitors enabled by technology have made it harder to get a fix on them, and to react to them.

The fundamental principle of marketing is market orientation and the key role of the CMO is still customer-relating. That is the strategic leadership job that still needs to be done. CMOs just need to be more tech savvy in order to understand what data and technology can do for creating value for customers. Data will always remain as just data without a skilful marketing brain to turn it into relevant customer strategy, hence the title of this article with the question mark after it.

Annual City Lecture 2019

Glyn Cartwright
Chairman,

Knowledge Development Committee

Numbers Can't Beat Emotions

Presented by Tim Delaney of Leagas Delaney, at the Painters' Hall on 17 October 2019.

Once again this was an excellent lecture. The speaker was introduced to a full audience by Master Andrew Cross.

Tim Delaney commenced by explaining he had been in marketing/advertising for most of the time he had been on the planet. He went on to introduce words that he felt, without which, marketers may become dinosaurs: they were BOT, AI, programmatics, A-B testing, influencer, scaled personalisation, AR, attribution modelling and native advertising. All of which he felt were incredibly useful at doing something we've never been able to do before; target an individual on a mass basis and then if we feel like it target them again. Data enabled us to do this thanks to the likes of Facebook, Instagram, Google and many others.

The sheer quantum of the data available to marketers is awesome. There isn't a market segment or geographic region that escapes its collection. So armed with all this, what does this mean for the future of marketing?

Some people believe that in this age of technology data is going to fix everything. This prediction is something that Tim went on to question strongly. He commenced this challenge by reiterating his view that sales take care of today, marketing of the future. This highlights the need to plan for the future including things like pricing distribution scaling, which in themselves are rational and manageable parts of the brand's life.

However, possibly more important than these rational elements is personality and emotion which are often irrational. So how do marketers plan for this irrational reference? And can you plan for this irrational reference the same in Tasmania as it is in Alaska? How do you differentiate something that has

rational elements to be emotionally different?

Human beings are complex individuals with complex motivations and prejudices. These observations must be taken into account when planning a brand promotion in order to facilitate the satisfaction deeply rooted in long lasting emotional desires, thus helping facilitate brand loyalty.

Tim then went on to relate this to the City financial sector which contributes 24% of our GDP. In his opinion this industry has not been serviced well by his own industry. This could be primarily because no one in advertising understands finance.

Tim went on to explain his organisation's own mantra – that of 'it's only an idea if it changes a business'. Yet in the City the major players seem to have provided little emphasis on this emotional engagement with their potential customers. Perhaps this could be because financial institutions can make millions in seconds with a ¼ of a point interest rate change.

However, in spite of that large organisations have spent billions on glossy ads and campaigns targeted at strengthening their brands. It is Tim's view that these ads have not progressed in the last 10 to 20 years in terms of forming emotional bonds with their customers. This leaves them exposed to new entrants coming into the market who were somehow better able to form a connection with today's consumer.

He then went on to identify the tremendous success his organisation had had adopting this emotional appeal approach to major brands. These companies included Barclays, Adidas, Patek Phillippe and Timberland, all great success stories.

In summarising Tim stated that the moral of the story is simple. "Emotion isn't just about plucking heartstrings or not being rational. These Pictet ads are about protecting your brand that has a mystique. The data would have told them to build a CRM programme to connect with their high net worth individuals. But we wanted the brand to feel as influential and sophisticated as the bank undoubtedly is. This is achieved by a constant stream of thought-provoking small conversations about values.

What marketers must not do is let data be the loudest voice when creating a comms architecture. Or believe that the relentless hunting mechanism of an algorithm with dubious click through rates is any kind of substitute for human brand relationship. Or to give ourselves over to the coldly objective view that technology has won, and that consumers are just so much numbers fodder.

There then followed a series of questions, which once again highlighted the varying views of the marketing community. The Master brought the evening to a close with a big thank you to Tim, for what was an interesting and thought-provoking lecture.



The Knowledge Development Committee

Glyn Cartwright
Court Assistant

When I was informed that I had become the Junior Warden-elect, I was filled with emotions of pride and privilege. I look forward to providing continued support for the Worshipful Company of Marketors. My only regret being that I will have to do step back from my position of Chairman of the Knowledge Development Committee (KDC).

The KDC has been operating for just under two years and I am delighted with the progress made. More importantly I have thoroughly enjoyed the contributions of all the team within the Committee. The fellowship and enjoyment that we have all experienced has made these two years very special for me.

If we examine what has been achieved by the KDC, it may be appropriate first of all to look at the objectives we set ourselves when reforming this committee:

'The objective of the Knowledge Development Committee is to promote the value and raise the profile of marketing to organisations, regardless of their size or market sector.

This committee aims to bridge the gap between academia and practice by producing a series of:

White papers: an authoritative report that informs readers concisely about a complex issue and presents the issuing body's philosophy on the matter. In business, a white paper is close to a form of marketing presentation, a tool meant to persuade customers to promote a product or viewpoint.

Opinion pieces: articles published in a newspaper or magazine that mainly reflect the author's own opinion about the subject. These are frequently published in periodicals and are usually strongly worded.

Blogs: platforms where a writer or group of writers share their views on an individual subject. They can be about any topic and express opinions from everyday activity such as waking up to major issues eg: human rights, climate change. Blogs promote reader engagement and readers get a chance to comment and voice their different concerns. Aimed at not only assessing key and

current marketing challenges and opportunities, but also to stimulate discussions, with the output being 'what are the implications of this topic for Marketors?'

It is the objective of the committee to produce 12 pieces during the year, which may not only be published in the Marketor and featured on our website, but also communicated to the wider marketing audience, via articles, published papers, internet, at conferences, seminars or discussion meetings.

In order to achieve this the KDC must work closely with the Communications Committee and Whiteoaks in order to achieve maximum impact from these pieces of work.'

So how did we do?

We commissioned and delivered a short paper relating to the potential impact of big data on the role of marketing. In order to facilitate this we have enlisted the help of two leading academics from Cranfield Business School. A summary of this research together with the 'so what' are the implications of this the marketing, as seen by the KDC, are also contained with this issue of Marketor.

One of the things I found most interesting about our analysis of the implications of the outcomes of this research was that they varied from the interpretation that the authors of the research would have put on these findings.

In my opinion this highlights my view that marketing is an art form and not a science, and that different people, depending on their background, experience and a priori expertise will see different things from the same data. You can gain access to the full report from the WCoM website and form your own opinion relating to that 'so what' question stop.

In relation to spreading the word of both the value of marketing around the board table and indeed the value of the WCoM, the inroads we have made into this have been significant. This has been due particularly to the efforts of Liveryman Professor Malcolm McDonald, who has represented the WCoM presentations he has made

at the BAM (British Association of Management), conference Aston University where he was keynote speaker, a presentation to the Levitt group in the centre of London which generated 17 applications for mentoring and his presentation at the Brand Museum relating to brand value.

One of the other objectives was to facilitate the commencement of the members of the WCoM, issuing one blog a month on current and relevant marketing issues. The terms of reference for this and the management process to commence it are now awaiting approval prior to commencement.

The KDC developed a questionnaire for students that completed at the recent City Careers Fair that the WCoM attended at the Guildhall. This was received successfully by the 107 students to complete the questionnaire. Rather than just leaving it at that, one of the KDC Dr Sunila Lobo is analysing the feedback from this limited research, in order to try and identify any potential emergent themes.

In relation to helping raise the profile of marketing around the board table, we have the help of David Elmer, Ian Ryder, David Pearson, Omaid Hiwazi, Malcolm McDonald and Mike Ricketts. We have also helped form closer links with Oxford, Cambridge and Aston universities as well as the CIM.

I would like to take this opportunity to thank all of the team within the KDC for their support and contribution. The quality of the debates that we have had both at the formal meetings, but more importantly at the informal meetings, have been some of the best I have experienced in relation to the value of marketing. I am confident that with such a good team on board, this work which has only just started will be continued and taken to the next level.

As a final note I would ask any Marketors that are interested in contributing to the KDC, perhaps not on a full-time basis, but specifically in areas where they have expertise and interest, to let us know in order to continue to facilitate the quality of work that is being produced.

Insight into The City Livery Club

David Williams
Editor

City Livery Club is a social club for those who like to meet and mix with freemen and liverymen from other livery companies. It provides a broad programme of events both formal and informal, also with various sectional interest groups. The Club motto is Uniting the Livery, Promoting Fellowship.

The club provides private daytime premises in the City where members can meet, dine and exchange views in comfortable surroundings. It also has a number of reciprocal arrangements with other clubs in London, the UK and abroad. The City Livery Club was founded in 1914 and is privileged to count the Rt Hon The Lord Mayor as Patron, and HRH The Duke of Edinburgh and HRH The Princess Royal as Honorary Members. Membership is under £300 a year.

Adèle Thorpe, Honorary Liveryman and a former Clerk to the Company, was installed as President of the Club in November, taking over the role from another Marketor, our Middle Warden-elect



Dr Trevor Brignall. The installation ceremony and subsequent dinner at Butchers' Hall was well supported by several other Marketors too, including Master Andrew Cross with Past Masters Michael Harrison, Andrew Marsden and David Pearson in attendance, as well as the Clerk John Hammond and Liveryman Valerie Boakes, herself a Past President of the Club.

Adèle's focus for the coming year will be in exploring the other religions and cultures which exist in London and there will be a chance to participate in services in a Hindu temple, a synagogue, and the City church. This is as well as a holiday to the Oberammergau passion play, watching a Maori concert, a Norwegian lunch, a visit to the Turkish ambassador's home and a Brazilian restaurant with entertainment. These are among the many events this year at which members from a mixture of livery companies can meet.



Dr Trevor Brignall receiving Past President's medal from successor Adèle Thorpe

The Root and Branch Award

The City Livery Club celebrated its centenary in 2014 by instituting an award to recognise 'exceptional service within and across the Livery'.

The Root and Branch Award is unique in that it is the only pan Livery award and in just four years it has become a hallmark of excellence for liverymen who have supported the wider aims of the Livery in a truly exceptional manner.

In uniting all the livery companies promoting fellowship the City Livery Club is perhaps ideally placed



to judge and moderate nominations for the award from across the Livery.

Livery companies are able to nominate liverymen who they believe are worthy of recognition by the City Livery Club. The deadline for the 2020 award is 9 April 2020. See: cityliveryclub.com/award/

The Root and Branch Award has rapidly gained visibility among the livery companies as a means of shining a light on the work of stand-out liverymen. In addition to the accolade that falls upon the winner, the award also

promotes the good work of the Livery as a whole; providing positive stories about the Livery's impact upon wider society and the social and philanthropic purpose of the Livery.

How does the Award benefit the winner?

The Root and Branch Award Medal is usually presented by the Lord Mayor at the City Livery Club's annual civic luncheon. The winner also receives a certificate and twelve months of membership of the City Livery Club. The winner is further invited to nominate a charity to which the City Livery Club will make a donation of £1,000.

Outreach case study:

1 Squadron, 10 the Queen's Own Gurkha Logistic Regiment

Major Nick Heppenstall MBE
Officer Commanding 1 Squadron
Graham Storey
Liveryman

For a two month period last summer, the Marketors undertook a significant Outreach project.

Formed on 15 February 1870 in Woolwich, 1 Squadron is the oldest in the Royal Logistic Corps and in 2020 will commemorate its 150th Anniversary. This anniversary represents a significant milestone for an organisation that has contributed to countless military operations in support of the British Army.

A team from the Marketors, led by the Master Andrew Cross and Liveryman Graham Storey, supported the Squadron in the design and production of a brand identity for the anniversary and also helped generate a fundraising strategy.

From the time when the Company first received the client brief to the first date when initial deliverables had to be ready, we had less than 5 weeks. The objectives were to provide marketing and also fund raising assistance to support a Commemorative Expedition to Nepal in January 2020 with an Anniversary Gala Dinner the following month. The fundraising target was substantial and had to be achieved from a standing start.

The Master outlined the brief, circulating the details to those in the Company likely to be able to contribute to hitting the objective. Once a team was in place, he suggested "that we arrange a team briefing meeting and a brainstorming session to establish the required deliverables against proposed timelines", adding "we do need to move quickly".



A few days later a meeting held at the City Livery Club included the Master, a Past Master and the Commanding Officer of the Squadron who, to allow fast communications, had decided to also be the Squadron's project manager. In view of the fundraising targets, it soon became clear that the most likely source of funding would be businesses and not individuals. Many questions were asked, such as which



companies would be likely to find the substantial sums required, where their decision makers were based, what would they want in return, how would be best way to approach them etc etc. With a willingness to find solutions and a clear objective, a planned sequence of action points by individuals emerged.

The solution, agreed at the planning meeting, was quite simple. As the



sequence of planned actions couldn't fit the timescale which was a given, part of the team worked on the branding which needed brand definition input and graphic artist output. Simultaneously, part of the team did the targeting and identification of potential funding donor groups. Yet another part of the team developed the offer to the funding donors while another researched the commercial market for such offerings and planned how all these elements would come together within the four remaining weeks left before the first delivery date had to be achieved.

While all this was happening, the Squadron was engaged on Civic Duties in London, which meant that the Squadron was providing the ceremonial guards for Buckingham Palace and St James' Palace. On certain days, (the dates could not be moved) decision makers from potential donor companies could be invited inside to watch the ceremonial from 'behind the scenes' while being offered thought out, well presented reasons to encourage them to provide the required funding. To add to the environment in which the team was operating, President Trump arrived for a State visit to London. The Squadron's CO had many additional ceremonial and hosting duties which sometimes meant that the team had to make full use of the hours found in a day.

The team achieved its objective partnering the Squadron with individual funding sources and within the challenges of the timescale.



Past Masters meet in New Zealand

Following their attendance at the wedding of their son Liveryman Jo Williams in Sydney, Past Master the Reverend Sally Muggeridge and husband Liveryman David Williams visited Christchurch, New Zealand in November.

They were met close to the airport by Past Master Geoffrey Naylor who has lived in New Zealand for many years following his retirement. Geoffrey was Master back in 1987 and is currently the Senior Past Master in the Marketors.

Geoffrey took Sally to see the famous Cardboard Cathedral erected after the extensive damage to its gothic style Christchurch Cathedral caused by the 2010 and 2011 earthquakes. Christchurch is still cautiously recovering from massive devastation to its centre.

Now at the age of 94, Geoffrey is remarkably active, still driving and maintains a close interest in the Company. He was delighted to receive a hand delivered copy of our history *Marketing helps Everyone*.

In their flat Geoffrey and Alison still proudly display the photo taken when Master and Mistress as well as other Marketors mementoes.

One tale recounted by Geoffrey was that his Master's Badge was stolen from his car while on holiday in Spain – he had only taken it as having an official function to attend in Portugal as Master. A new badge had to be commissioned as a replacement. It is not the only Master's Badge lost over the years and one might surmise whether any of the jewels will eventually resurface.

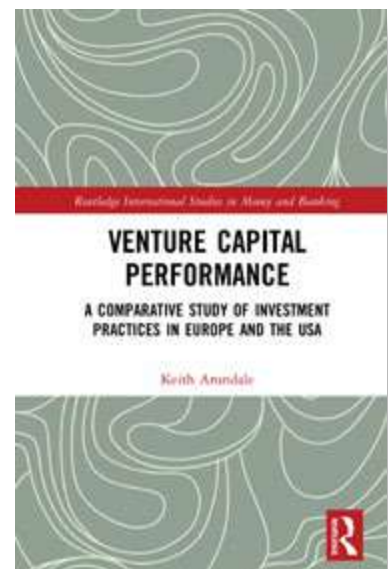


New business book by Keith Arundale

Past Master Dr Keith Arundale has authored a book published by Routledge making a comparative study of investment practices in Europe and the USA.

Called *Venture Capital Performance*, the book provides an in-depth understanding of the various structural, operational and wider environmental factors that impact on the performance difference between UK/European and US venture capital funds.

The book is largely based on his doctoral research for the PhD gained at Adam Smith Business School of the University of Glasgow, reported in the Summer issue of *Marketor*.



Improving the Marketors IT Services

In setting out to write this article I am reminded of my favourite Bob Dylan song 'the times they are a changin'. This was forcefully brought home to me when attending the Master's Installation dinner back in January. Stepping out of Liverpool Street Station I discovered that all the landmarks that I navigated by in the 2000s had been completely obliterated. I thought thank goodness for Google maps. Technology saved the day and importantly much time.

I was reminded again of this Master's Installation incident and how technology can save valuable time when I looked at the Marketors' management organisation set up by our first Master, Reginald Bowden, back in 1975. Though this structure has proved successful and has stood the test of time, the lifestyles of our volunteers who do much of the work to sustain the company have changed dramatically. Liverymen who are currently working are now working harder than ever before and the topic of work life balance has been replaced by the idea that if you enjoy your job it isn't work.

Volunteers need to be given the IT tools to do the jobs that the Company is asking them to do

Lifestyle changes are having a major impact on our Company so we must find time-efficient solutions to enable many more of our liverymen to volunteer as none of us have the time that our counterparts had in the 1970s. When I took up this role, I was very aware of social changes, many impacting me directly. With this in mind, I sought to develop the Company IT strategy around a simple concept, and this is that volunteers need to be given the IT tools to do the jobs that the Company is asking them to do in the time that they have got to do it.

So if a liveryman suddenly has two hours spare on a Sunday evening he/she can get on with the project that they have volunteered for and if this involves creating a document or presentation they can post it to a file that the rest of their committee or the company can see.

The first step in introducing this strategy was to set up a trial using EventBrite for the 15 event directors led by Carole Seawert. An event director, sitting in their study at home, or in a hotel room in Singapore now has total control over setting up and managing their event. EventBrite also has some very useful features such as sending your guests a reminder that they are attending a Marketors' event with you and supplying them with a map to find their way through those dark alleys to that sumptuous livery hall.

The Company has a complete electronic record of all the decisions that it has made

Over the years the Company has invested a significant amount of money in three IT systems: firstly a website for promoting the Company and publishing information to liverymen. Secondly a Customer Relationship Management System (CRM) for holding personal information on all liverymen so enabling the Clerk to manage every aspect of the Company from paying bills and collecting quarterage fees to storing the information needed to produce a member's directory. Thirdly the Company has a repository for archiving important documents ranging from Court minutes to photos of great events. In this way the Company has a complete electronic record of all the important decisions that it has made and information that a social historian in two hundred years' time may be interested in.

Currently though there is very little use made by liverymen of these systems. Some of the reasons for this is that each system looks and feels different to use. Each requires its own username and password which has caused considerable confusion. Because each is a stand-alone system information becomes siloed and this puts a brake on the free flow of information across the Company. Lastly many of the processes are based on the use of email. To resolve these issues a project is currently underway to combine all three systems into one virtual system with a common look and feel and a single username and password. This will result in each liveryman having at her/his fingertips immediate access to their personal information plus appropriate company information at anytime and anywhere they might be in the world.

In addition, a second project will be starting shortly which will provide each committee with its own storage area for working documents with the objective of supporting interworking between committee members.

The two projects together will create a working environment where liverymen can at the touch of a few buttons easily update their personal profiles, look up the contact details of another liveryman, access information on events, book places on events, find out what's on the Master's mind by reading his or her blog, read the *Marketor*, access a committee project file, know that they are working on the latest copy of a document and download committee minutes and agendas.

The days of having to scroll down your past emails for that vital bit of information will soon be over

The days of having to scroll down your past emails looking for that elusive one which has the vital bit of information you now need at 9pm on a Friday night will soon be over.

Bookshelf...

Rebel Ideas: The Power of Diverse Thinking by Matthew Syed

Dr David Pearson
Past Master



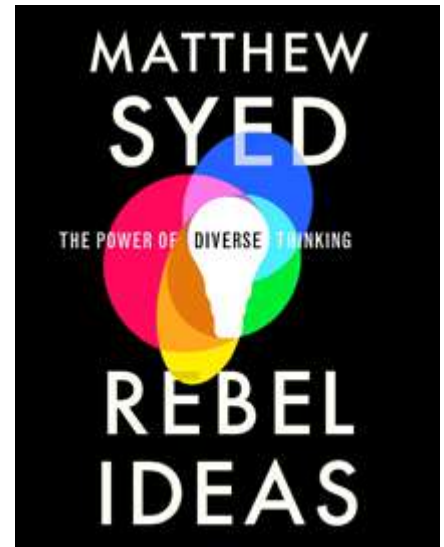
In this book best-selling author and Times columnist Matthew Syed presents a radical blueprint for the future: one that challenges hierarchies, encourages constructive dissent and forces us to think hard how success really happens. Syed draws upon cutting-edge research in psychology, economics and anthropology, and takes lessons from a range of case studies, including the catastrophic failings of the CIA before 9/11.

Syed is careful to distinguish the kind of diversity which can be a function of social engineering, based mainly on demographic factors, from cognitive diversity. The son of a Pakistani father and a Welsh mother he is perhaps on stronger ground than most of us to explain this. It is not a box-ticking exercise but rather dependent on context. If, for example, you want to pick an Olympic 100 metre relay winning

team of four then provided your men can pass the baton to each other you simply want the fastest four men over 100 metres you can find. And if they're all Jamaicans of African descent then so be it.

But we are naturally attracted to like-minded people. It was Plato who coined the phrase 'birds of a feather flock together', though one suspects it didn't rhyme in Ancient Greek.

Syed demonstrates that the vast intelligence forces of the US failed to detect the plotting and actions of Al Qaeda because of a lack of cultural, and therefore cognitive, diversity in their ranks. CIA people all thought the same way. They could not put themselves in the minds of Muslim terrorists. So when Osama Bin Laden declared war on the USA and Israel, Muslim fundamentalists around the world were inspired, while CIA operatives only saw a scruffy Saudi with a beard squatting by a camp fire and could not believe he was a threat to the USA. Bin Laden's genius for PR sent the strongest of messages to his growing group of followers. Muslim believers know that Mohammed sought refuge after escaping his persecutors in Mecca and that his vision of the Koran occurred while in a mountain cave. A Muslim therefore saw Bin Laden as if he was like the prophet. An intelligence agent saw him only as primitive. The CIA could not and did not see this difference of perception and so ignored the threat. With some Muslims of Arab descent among their ranks it might have been



different.

The organising concepts in Syed's book are holistic. The collective brain. The wisdom of crowds. Psychological safety. Recombinant innovation. Homophily. Network theory. The dangers of fine-grained assorting. The content of these concepts emerges not from the parts, but the whole. This is crucial in an era where our most pressing problems are too complex for individuals to solve; an era where collective intelligence is moving front to centre.

But in a sense this has always been true. The dominance of humans over all other creatures comes from our relatively bigger brains. They are four times the size they were in early man. Great ideas drive bigger brains and it has been the diversity and collectiveness of brain power that has provided the driving force to this human dominance.

Recognition for our Sponsors and how we can add value for them

Michael Harrison
Past Master

James Hambro & Partners (independent Wealth Management Group) support the Marketors' Annual Golf Day at Verulam as well as contributing to the cost of Marketor – and we are delighted to welcome them back again as sponsors for 2020. So surely the least that we can do is to encourage

members to look at their website <https://www.jameshambro.com> Should you have any doubts about your current financial advisers and/or investments, make contact and see what James Hambro might do for you.

In addition to private clients and

their families James Hambro also manage investments for charities and not-for-profit organisations. Many of our members are involved with these and might find an independent review valuable. Mention your membership of the Marketors – you never know what benefits might result!

Members invited to propose good causes for giving

Diana Tombs
Court Assistant

The MARKETORS' TRUST



WORSHIPFUL
COMPANY of
MARKETORS

Inspiring
MARKETING EXCELLENCE

Supporting
GOOD CAUSES

Caring
FOR OUR OWN

Dianatombs@icloud.com
Trustee

The Marketors' Trust now has sufficient reserves to be able to expand its giving initiatives beyond our historic activities, which have generally been focused around looking after our own Members in need, as guided by the Almoners, our educational awards programme, support for marketing industry bodies, the City of London and our Affiliates and, more recently, supporting the Museum of Brands' Professional Development Programme for career marketers.

We would like to hear from Members about any charitable causes that you would like the Trust to consider as part of an expanded giving programme. Any proposals must be in line with our objects and meet the 'public benefit' criterion that applies to all charities.

Although our Trust Deed allows us scope to support any charitable purpose, our primary aims are to direct most of our giving to purposes connected with the promotion of education and training in Marketing, the promotion of Marketing as a profession and supporting the needs of career marketers. We are keen to see any grants we agree make a real difference to the recipients, as opposed to small donations to national charities, however worthy their causes.

We cannot guarantee we will accept all proposals put forward, but the Trustees will seriously consider all of them. Please email your suggestions to the Chairman of Trustees for The Marketors' Trust, John Hooper CBE
jchooper18@gmail.com

The Marketors' Charity Marketing Grants Programme to inspire and enable smaller charities to run marketing campaigns that will have a real impact in support of their cause.

A new initiative by the Company and The Marketors' Trust is to award grants to smaller charities to fund excellent marketing campaigns, which they may not otherwise be able to afford to run. It will be publicly launched in late March this year and this is a preview announcement for members.

The programme, funded by The Marketors' Trust, supports the aims of promoting the profession of marketing and charitable giving. It also reflects the feedback received from members in the survey conducted last year that we should seek out more giving initiatives that focus on marketing but also support good causes.

There will be a total Grants Fund of £20,000, with one top grant of £10,000 and four grants of £2,500 each. Charities awarded these grants will also be offered marketing advice and support from the Company's Outreach team for the

development and running of their campaigns.

The scheme will be open to all UK registered charities with an annual income of between £10,001 and £100,000 and full details, including an application form, will be available on our website in late March.

Eligibility criteria will make it clear that the grants are for 'marketing campaigns' and not for staff costs, capital investment or SEO/PPC activities. All valid applications will be considered by a judging panel, with the winning charities announced in September 2020.

We know that many members are involved with smaller charities as trustees, officers or advisers. We hope that you will encourage your charities to apply for these grants and even help them to do so. If the programme is successful, we may well be able to expand its scope in future years.

One to One interview

Carole Seawert
Court Assistant and Chair
of Events Committee



Carole Seawert

What did you want to do when you were growing up?

When I was a child my parents were ex-pats and consequently I did a lot of long-haul flights with BOAC. In those days, the stewardesses let young children serve boiled sweets to passengers (remember the sweets!). I would be given the blue uniform hat plus a silver tray full of wrapped sweets and off I'd go, up and down the aisle. As a five-year-old, I thought this would be the perfect job.

When and why did you join the marketing profession?

I had my first marketing role straight after university. I worked in Product Marketing for the semiconductor manufacturer, Texas Instruments. Marketing was my specialist subject in the final year of my business management degree at Leeds University and I couldn't wait to put the theory I had learned into practice. I soon discovered that, rather than a product marketing role, what I really wanted to do was PR. So I was to spend the next 16 years in PR – in agencies, in-house and working for myself. Then I reached a point where I just wanted to focus on writing. So since 1999, I have been a marketing copywriter.

Who is your marketing hero and why?

Although I'm sure I'd find him an irritating person if I met him, Richard Branson is my marketing hero. As

a copywriter, I love the fact that whether you get a mailshot from Virgin Active, Virgin Media or Virgin Money, the tone of voice is consistent throughout all the brands.

What has been your most significant achievement?

Being self-employed since 1991. And, along the way, being lucky enough to undertake copywriting projects for a number of Top 20 law firms and FTSE100 companies. Other highlights have been: being part of the PR team that launched Sir Clive Sinclair's C5 (the product certainly wasn't right but it got huge amount of publicity!) and organising the 'My Favourite Tree' exhibition while I was Head of PR at the Financial Times. This showcased the works of 55 leading professional artists, photographers, public figures, Government ministers, members of the Royal family and celebrities who were concerned for the environment.

What are the major challenges facing marketing professionals today?

Keeping up with, and responding to, the pace of change. Not just technology change and the latest social media platform but also consumer tastes and attitudes. So, for example, alcoholic drinks companies are having to come up with non-alcoholic drinks in order to meet the demand of many of the under 30s who are choosing to go teetotal.

When and why did you join the Worshipful Company of Marketors?

I joined at the Bowden Charter dinner in 2013 when Sally Muggeridge was Master. I'd been a guest at a couple of informal events and I immediately knew this was an organisation I wanted to be part of. I believe that you get out of something what you put in so, soon after I joined, I became part of the events team. I had organised all manner of events when I was at the Financial Times but, as a copywriter, I didn't get to do this. So joining the Events Committee ticked all the boxes for me. I would advise any

new member to join one of our committees – it's a great way to get to know people and to become known.

What role do you see the Marketors playing in the City?

In addition to the current role we play as part of our Aim 1 (to actively support the Mayoralty and the City of London Corporation), I believe we need to be more active in promoting the whole concept of the livery world. It surprises me how many people who actually work in the City think it's something to do with either freemasons or horses. I also believe we need to communicate the importance of marketing to many of our fellow livery companies. I'm amazed how many of them have no presence on social media.

Who should consider joining the Marketors and what does the company offer them?

If you have spent your career in marketing and are interested in City traditions, in giving back, and in spending time in the company of like-minded people then you should definitely join. You will enjoy events, experiences and fellowship that only being part of a livery company can give you. Where else can you follow the progress of the swan uppers on the Thames, take part in a lively marketing debate within Portcullis House, or be given a private tour of a Royal Navy frigate?

What is your standout Marketors moment from the past 12 months?

During the course of 2019 I have been Chair of the Events Committee so there has been a huge amount going on! For his year, Master Andrew Cross came up with a very varied schedule of social events and business lectures where members have enjoyed such events as a tutored wine tasting in the Penthouse of the New Zealand High Commission, a joint panel discussion organised between us and the Worshipful Company of Distillers and a trip to Studio 434 – the UK's largest private collection of classic cars.

The Marketers' Trust

Continuing our successful support of the Museum of Brands' Professional Development Programme for 2020.

The programme for the first half of 2020 includes talks on several highly relevant and topical issues of interest to marketers. All events run from 18:30 – 21:00 and cost £26; for more details visit the Museum of Brands website. Information on how Marketers can book is available on the Members' section of the website.



17 February: Talk / LGBT+ Representation in the Media

Angus Wyatt, Channel 4, will explore LGBT+ representation in television and advertising and will also address Channel 4's initiatives to improving inclusion and diversity, both on and off-screen.

24 February: Talk / Brand Storytelling with Story Cube

Michael Murdoch, The House, shares the Story Cube formula vital to ensuring businesses understand how to explain what they do and to become truly loved and successful.



7 April: Talk / #Censored: The Problems with Social Media Content Moderation

Dr Ysabel Gerrard, Lecturer in Digital Media and Society, University of Sheffield, discusses Facebook and Instagram's recent policies restricting advertisements for weight loss and cosmetic surgery products.



27 April: Talk / Using Humour in Brand Communication

Chris Arning, stand-up comedian and semiotician, will dive into how and why humour works in the worlds of brands and branding, and how brands get humour right and wrong in campaigns.



11 May: Talk / Decoding the Face to Unlock Audiences

Adrienne Carter, The Face Whisperer, explores the crucial role of facial expressions and emotionally engaging visuals in marketing.



22 June: Talk / Bodyform: Breaking Barriers to Hygiene

Menstruation is a societal taboo which negatively impacts millions of people. In this session, Nicola Coronado of Essity UK will talk about how brands like Bodyform have the power to make positive change beyond practical production solutions – and a responsibility to do so.



Donation made to St Bride's

Each year the Marketors' Trust supports the spiritual and pastoral work of St Bride's with a donation. The Master recently presented the Chaplain with our latest contribution.

Muggeridge plaque in St Bride's

Designed by Christopher Wren in the late 17th century, St Bride's Church and its famous spire is a familiar part of the London skyline. It has long been known as the "journalists' and printers' church", thanks to its location in the traditional hub of the British newspaper industry, Fleet Street.

A hugely influential Fleet Street journalist in the aftermath of the Second World War was Malcolm Muggeridge, uncle of Past Master the Reverend Sally Muggeridge. Malcolm knew St Bride's church, as well as the numerous popular watering holes for hacks nearby.

Variously a teacher, author, soldier-spy, editor, broadcaster and Christian apologist, a new plaque in St Bride's commemorates her uncle who was later to become a name and face known across the globe.





MARKETOR

The Newsletter of the Worshipful Company of Marketors

Issue Number 1 - Spring 1995



The Court photographed before the Installation Dinner

New Master Installed

On Thursday 19th January, at the Ceremonial Court Meeting at Stationers' Hall, Tom Corrigan was installed as Master, with Brian Scanlon, David Thomas and Roger Hood as his Wardens.

The Installation Dinner which followed, was an outstanding occasion. Over 140 Liverymen and their guests heard a brilliant and witty speech from Mr Victor Watson who proposed the toast to the Company. Company guests included seven Masters from the Merchant Taylors (one of the Great Twelve) Stationers and Newspaper Makers, Gold and Silver Wyre Drawers, Makers of Playing Cards, Wheelwrights, Chartered Surveyors and Information Technologists (the 100th and latest Livery Company, whose Master is Past Lord Mayor, Alderman Sir Brian Jenkins).

In his reply to the toast, Tom Corrigan said "Progression to the highest office in a Livery brings great honour and privilege but with those comes the matching obligation. I am conscious of the examples of dedicated service provided by my predecessors in office. I pay particular tribute to Immediate Past Master John Hathrell."

"I am delighted to have the support tonight of Masters of other Liveries, who have assured me that I can count on an ample supply of advice from all the past Masters!"

"A modern Livery, like its ancient forbears, is a fellowship of like-minded people, interested and involved in promoting their chosen profession, but with a strong link to this great City of London, this major, international mercantile and financial centre."

"Marketing transcends every trade and activity - commercial, fast moving consumer goods, industrial products, capital goods, services of every description; social and everyday non profit making endeavours, teaching, research and welfare."

"As we approach our twentieth anniversary and our third decade we look out increasingly to the wider City field, to our fellow livery companies, and stand ready to serve the Lord Mayor and the Corporation of London, to provide help where it is needed, to promote greater understanding of our profession and best practice and - let us not be afraid to say it or to do it - to enjoy our fellowship."

MARKETOR – 25 years young!

Tom Corrigan OBE
Past Master

2020 marks the 25th Anniversary of the launch of *Marketor* early in 1995, the year in which I was Master.

In retrospect, it seems strange that it took 20 years from the Company's founding as a Guild in 1975 before the introduction of *Marketor*. Communication is such an important element of marketing.

Initially, in the early days of the Company, the main form of contact with the members was the Master's letter at the time of Installation outlining the main objectives of the year ahead, followed by one or two follow-ups promoting perhaps one of the Great Events or a special function.

In the run-up to my year as Master, I and others on the Court felt it was increasingly important to have better contact with the members and noted that other companies were using a regular newsletter or publication to this end. It was agreed that a new magazine should be launched and Michael Shirley was appointed as the first Editor. His enthusiasm ensured a good start and the publication was well received by members. Since then successive editors have progressively introduced

improvements and innovations.

It is worth noting here that many livery companies, especially the modern ones, tend to have a higher number of events than 25/30 years ago so there is inevitably more communication necessary than before.

A publication, whatever its format, enables much more information to be circulated to the membership on a regular basis. This includes news of members, reporting of recent and forthcoming events, encouraging attendance and for those unable to attend, telling them what they have missed!

The Master, the Charity Chairman, Event Directors and the Clerk are enabled to inform, appeal or communicate, in short: promoting good fellowship. As the years have passed, production has improved – better layout, more illustrations and varied content. The newsletter has grown into a substantial magazine and the current editor David Williams, now completing his second stint as Editor, has driven yet further improvements and innovation.

Since 2009, *Marketor* has also been published in digital page turn

format and available to all to read on the Company website. Indeed many publications, including newspapers, magazines and books are now made available in both formats and it seems to me to be much a matter of personal preference – probably age-related!

Some would argue that some of the impact of hard copy is lost in the digital version. At least a paper version, even if not immediately read on receipt, lies there as a reminder! If it were to be ever decided that only a digital version were to be available, might some recipients be inclined to forget to read it? As things stand and despite the digital age, many livery companies are still continuing to provide newsletters, magazines or Annual Reviews in print but it might be useful to know members' views and preferences on this point. A printed record certainly appears to have more enduring archival benefits.

All *Marketors* will join me in thanking all who have held the post of Editor over the past 25 years for their dedication and drive in making a most important contribution to the Company.

Editor's Note

Marketor was not our first attempt at a formal printed newsletter. The first had been introduced around 1987. This was in black and white and produced in A5 format. John Holt was the Editor.

However, following a generous donation by Michael Hopkins, a complete revision and new design of our entire Corporate Image took place by Hutton Staniforth. The design incorporated stylistic use of the outline of the Armorial Bearings in greatly enlarged form. As part of this, from 1989 a new look was adopted for the newsletter in a larger A4 format, John Holt remained the editor.

Published quarterly, the newsletter now sported a substantial outside cover comprised of white deckled card, the front carrying a simplified version of our Armorial Bearings printed in four colour. A blue banner ran vertically up the right side of the front page with the name *Newsletter* prominently printed in gold script. It was almost a presentation format with the internal news pages remaining black and white and the reports generally kept brief. It remained in this form for around three years. The Company then entered a slightly turbulent period with the consequence that production of *Newsletter* stopped,

to be replaced by a news sheet written by Valerie and Norman Boakes, with the help of Michael Shirley. By this stage John Holt had left the Company.

It was a very different full colour newsletter with the name *Marketor* that came into being 25 years ago under the auspices of the 1995 Master. Michael Shirley edited the first three editions of *Marketor* before handing over to Alan Wellan (now Court Assistant Emeritus).

It is perhaps worthy of passing note that Tom Corrigan OBE is also a member of the Stationers' Company, indeed a Past Master.

Bookshelf...

Digital Marketing by Dr Annmarie Hanlon

For those unfamiliar with her work, Dr Annmarie Hanlon is an accomplished marketing consultant, presenter, examiner and academic. Her latest work *Digital Marketing* builds on her established portfolio of 'Quick Wins' guides in the fields of Marketing and Digital Marketing. A liveryman of The Worshipful Company of Marketors and a former Mais Bursary winner, she was awarded a PhD on the topic of *Affordances of Social Media for Business* in March 2019.

In *Digital Marketing*, published by SAGE in February 2019, Annmarie presents a very comprehensive guide to all aspects of digital marketing, strategic planning and integration. At almost 400 pages it covers most aspects of the theory and practice of digital marketing today.

This book can be used and appreciated by a number of different audiences.

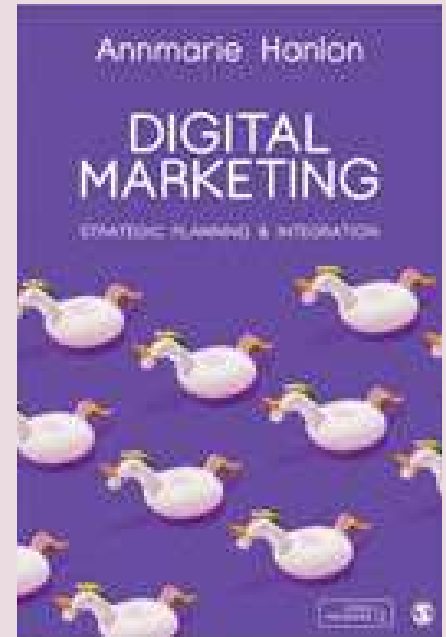
For digital marketing managers and practitioners, the book not only outlines the concepts and theories

of digital marketing, but also gives a wealth of practical advice on how to apply digital marketing to real-world business situations. Annmarie's experience as a consultant really shows here. There are numerous case study examples of digital marketing best practice to draw from.

When used by academics, the book provides a valuable core text. I have used it successfully to build lecture and seminar content for undergraduate and postgraduate university students, as well as CIM candidates at all qualification levels.

It clearly sets out the latest ideas in the theory and practice in digital marketing. These are presented in a very accessible way. As an added benefit, Annmarie clearly explains the origins and development of many digital marketing models, theories and frameworks. She also gives the correctly referenced sources for these. This material a godsend for examiners and lecturers everywhere. This theoretical content

Peter Rees DipM FCIM FRSA
Chartered Marketer
Liveryman



is supplemented by highlighted areas on: Insights, Case Studies, Key Terms and Activities. All of these are of great assistance to practising academics.

The title has now been accepted and adopted as a core text by universities from Norway to New Zealand.

The final audience to benefit would, in my opinion, be the 'more mature marketer'. Even today, many senior and experienced marketing managers and executives are still unsure of how to tackle the effective implementation of digital marketing tools and techniques. The strategic significance needs to be understood and actively managed. It should not simply be delegated to junior members of an organisation on a short-term tactical basis.

This book will really 'lift the lid' on how to manage digital marketing strategically and successfully. It is important that senior marketing professionals understand the significant contribution that digital marketing can make to all types of businesses today.

Whatever your interest in digital marketing, this book comes with my highest endorsement. I strongly recommend that you buy it, and read it.



Getting to know...

Master-elect Lesley Wilson



Where were you brought up?

They say you can take the girl out of Glasgow, but you can't take Glasgow out the girl! I'm a West Coast Scot from a big clan full of big characters. We're a self-made family who work hard and play hard. The gritty culture, unique Glaswegian humour and direct style of communication have stayed with me, although I am accused of sounding like a 'soft southerner' when I go 'hame'.

What was your earliest ambition?

I love music and dancing and Glasgow has a very lively club scene where you would find me every weekend. My big ambition was to be a pop star but sadly I was just not good enough. I have finally returned to singing and I now get my 'fix' on stage as part of the LSO Community Choir.

What was your very first paid job?

Through university I did everything from retailing to auxiliary nursing to research assistant to bar tending to earn money for clothes and holidays. I have no idea which one came first!

How did you choose your degree subject?

My first degree is in History. A subject I love and simply chosen for that reason.

After a stint working at a friend's ski resort, I then considered a career in the hospitality industry and took a postgrad in hotel and catering management. That gave me a very commercial overview, which was very helpful in business later.

What did you do immediately after graduation?

In Manchester at the time, and somewhat undecided about my next move, I took a temp job whilst looking for a permanent role. Within three months the 'big boss' said 'This is ridiculous, you are wasted on admin and you need to join our company's graduate recruitment scheme and get a career'. That was the start of my management training and subsequent career path in the telco sector.

When did you make a conscious decision to follow a career in Marketing?

I was working in internal comms,

employee engagement and training roles, so functions that work closely alongside marketing teams. Around this time, I met two colleagues – inspirational women leaders running big budget, innovative B2B marketing campaigns and having a lot of pioneering fun in the market at the same time. I thought – 'I'll have some of that' – and with their sponsorship and support, so my marketing career took off.

What attracted you to marketing as a career?

I have always found that there's enormous scope to be creative and inventive in marketing and this gets me out of bed in the morning! New ideas, new problems to solve, new ways to go to market. I particularly like breaking new ground and doing something that hasn't been done before. I can both 'think' and 'do' so I am vision and goal oriented but I also get tremendous satisfaction from achieving results. I'm competitive, I strive for quality output and I care about making a difference.

How did the Marketors come to your attention?

Past Master John Flynn knew me through dealings he had with BT where I worked, and pursued me for some time to join the Marketors! John was a larger than life character and I think I just finally capitulated under the weight of his enthusiasm for the Company and my curiosity to find out more.

After joining the livery, how did you start to get more involved?

I joined the Company in 2011, and like many it was suggested to me that I become involved in the Events Committee. I credit Dan Doherty, in particular but also Past Masters Sally Muggeridge, David Pearson and Andrew Marsden for my 'initiation' into the world of Livery. Diane Morris and Roz Morris also took me under their wing and many others encouraged me. I also made friends quickly – too many names to mention here.

I have a couple of 'claims to fame':

When I booked my Freedom of the City ceremony, the BBC 'One Show' asked if they could film me, and I ended up being a feature item about Livery, and later on radio programmes to explain 'sheep over London Bridge'. That made me bone-up quickly on the history and traditions! My second claim to fame, this time as an Event Director (ED), is when I found myself in charge of a social event that just grew and grew. I hosted 220 guests for the Lord Mayor's Show Lunch, whom I had to split over two locations. That was an ED 'baptism of fire' but I certainly got to know a huge number of members as a result!

When did you become a Court Assistant and which Committees did you chair?

I have served on the Events Committee, PR&Comms, Fellowship, and I chaired Membership for three years. Through my Warden journey I have been involved in all of the AIM1, AIM 2 and AIM3 committees as well as Court Nominations. I am also a Trustee of the Marketors' Trust.

I missed being Warden for the AIM4 committees, because I was 'bumped up' from Junior Warden to Middle Warden before I'd started the role. Fortunately, I already had significant experience of most of the AIM4 committees. I joined Court quite quickly after I became a Liveryman, and was invested as a Warden in 2018.

Did you have the opportunity to gain international marketing experience?

Some of my most enjoyable and memorable times as a marketer have been in global roles. At BT Global Services I had a multi-national Marcomms team of 50 and an annual budget of 20 million euros to build relationships with the top 500 global clients and deliver (g)local campaigns across EMEA and North America. I launched the first advertising campaign the company had done outside the UK. It was highly controversial, targeted at the international business rather than consumer audience. No-one

at BT believed you could use the above-the-line advertising medium to reach businesspeople, but we did.

I also ran a re-brand project to bring the Ignite subsidiary back to BT. The hardest 'last mile' of that project was asking employees in the countries to give up their Ignite mugs, such was their brand affinity. That taught me a lot about transformation and change management, and ignited my interest in the psychological power of brand.

I travelled extensively and met customers in all our operating regions. I then re-located with my family to Brussels on international assignment for three years to help build international marketing capability for the company outside of the UK. I thrive in diverse and multicultural environments and I love working with people from different backgrounds. The Scots are famous for being explorers and emigres through the centuries, and I think I am no exception!

Have you ever experienced a glass ceiling?

I have never knowingly lost out on a job I went for because I am a woman. But the data on gender pay gap and other disparities in the workplace tell a different story and these are real issues, which thankfully, many companies and indeed many countries are tackling.

In our livery company women represent less than 25% of the total membership, despite our industry being predominantly female. This speaks to the fact that fewer women attain senior roles in the industry than the size of the pool would suggest.

In the last 10 years we've had four female Masters (the fourth being me). And I hope to see many more women aspire and progress to leadership roles. In fact, diversity and inclusivity across the full spectrum of our society is important for the evolution and success of organisations, for all the good reasons that are well documented,

and a subject dear to my heart.

In 2015 you were fortunate in being selected for the Harvard AMP Bursary enabled by the late Assistant Emeritus Martyn Davis. What has been the main benefit of this experience in your professional life?

The Advanced Management Program is a transformative, immersive experience. Some of the benefits include an unrivalled global network of class alumni; expert tools and techniques to formulate and deliver strategic direction; and a values-driven mindset to approaching leadership challenges in the context of seeking to make a positive impact for the widest good. I have consciously applied all my learning and development across all aspects of my professional and personal life and I hope the Company sees a 'return on investment' in my approach to the Master's role in 2020.

What is the best piece of advice you have ever been given?

Be authentic and true to yourself. This is advice I also give others!

What do you hope to achieve for the Company in your year as Master?

I am already well under way on my strategic goals for the Company. As a Master and Wardens team in 2019 we undertook a critical analysis of our industry, the challenges facing the Livery world and assessed the future direction for the Marketors.

I am pleased to say that our Business Court recently approved M&W's recommendations to open new avenues to attract younger marketers at early career stages, and to create a new corporate membership category which will extend our profile amongst big brand names. Within this, we aim to protect and enhance full liveryman status as we grow the size and composition of our membership gradually over time.

In support of raising our profile we have also agreed a communications framework for the Company that speaks to our

founding principle and that gives us a stronger voice and more emotional appeal to potential members and supporters. Built on the 'Four Cs' of Livery which are City, Craft, Charity and Company, (and which also align with our operational structure articulated by the Four Aims of the Company) we will communicate a positive role for marketing, encapsulated in the belief statement 'We believe in the power of marketing to deliver economic and social good'. PR&Comms will lead on embedding this across our communications channels.

The initiatives and our refreshed positioning have been formulated and agreed as a long-term strategy and one that will continue with successive Masters, to ensure the future success of our Company. We are moving ahead on delivering against this strategy, and more news as the year unfolds. I also encourage and welcome support from members who can offer help to deliver our plans. Success in 2020

for me will be to have these plans firmly embedded and to see the first of our new categories of members joining us!

What will be your chosen charity this year?

I am open to suggestions on worthy causes related to our charitable aims. I am particularly concerned as a City resident about the explosion of homelessness on our streets, many of whom are ex-military who find themselves disenfranchised on leaving service.

What aspect of being Master Marketor is likely to have the most appeal to you?

I look forward to many aspects of the Master Marketor role. I consider the role to be an honour and a privilege, and one that I take seriously. I have re-oriented my life to commit the time and energy it deserves. There are three elements I look to deliver. Firstly, I very much hope to build on the work of my predecessors to enhance the

name and fame of the Company, by being its 'public face' with other livery companies, the City Civic, our Armed Forces affiliates, industry bodies and academia. Secondly, I also want to encourage all members to have as active an engagement with the Company as possible, and particularly to see committees continue to do the great work they do with close links between teams and a shared sense of purpose. Thirdly, my desire is to leave a positive legacy from which future Masters can build, and I see the adoption of the strategy to expand our membership for the benefit of all, as a key part of that.

The serious business of the role, though, in no way impedes my ability to have great fun as those who know me well will attest! On that front I hope to be in the company of many, many members and guests over the year at our business and social events, formal and informal, and for us to share rewarding moments and fabulous fellowship along the way.

Liveryman Annmarie Hanlon gains PhD

Congratulations to Dr Annmarie Hanlon who graduated with a Doctorate in Philosophy from Derby Business School, part of the University of Derby. She received her degree in Derby Arena in July 2019.

Her thesis 'The digital dilemma: An investigation into social media marketing within organisations' investigated different application of social media marketing within organisations. From this critical success factors were identified resulting in a strategic social media application framework for organisations. The research also provided evidence of differences in social media marketing application between generational cohorts and those with and without formal marketing qualifications.



Dr Annmarie Hanlon with her husband Nick Misselke

Professor Martyn Davis 1929 – 2019

Court Assistant Emeritus

Sally Muggeridge
Past Master



Born in London on 1 September 1929, Martyn first attended Sir Roger Cholmeley's School at Highgate and then graduated from LSE, part of the University of London. His BSc in Economics specialised in industry and trade.

In 1960, after some early jobs in sales and advertising, he joined the College for the Distributive Trades, then part of the London Institute, and commenced a prominent career in Marketing Education, becoming Head of Marketing Services and in due course Head of Department of Marketing and Advertising Studies. He involved himself right across the latent industry, holding the professional membership qualifications of the Advertising Association, the Institute of Practitioners in Advertising and the Institute of Public Relations. He also gained the Honour Diploma of CAM, the Communication Advertising and Marketing Education Foundation later becoming Governor.

In 1961, thanks to a bursary from the US State Department, Martyn attended the international Marketing Institute Programme at Harvard Graduate School of Business Administration. He always

claimed that this experience changed his life. On his return to UK he became a Founder and Executive Director of the Cambridge International Marketing programme, a UK based version of the Harvard course.

Professor Davis was an examiner for the CIM, IPR and Henley Management College. He also wrote a number of classic business textbooks including *A Career in Advertising* (1963), *A Handbook for Media Representatives* (1967) and *Successful Advertising – Key Alternative Approaches* (1997). In 1981 he wrote *the Effective Use of Advertising Media*, which ran into six editions.

Joining the Marketors in 1984, he was clothed in the livery in 1985 and later joined the Court. He is remembered in the Company for developing our Awards for Marketing Excellence and he diligently chaired the Awards Committee for several years. He innovated many of the regular Marketing Awards given by the Company in conjunction with achievement in third party Marketing courses.

Indeed it was Martyn Davis who introduced me to the Company.

I received a letter from him in 1992 on behalf of the Worshipful Company of Marketors informing me that I had won a prize for a Marketing Dissertation, part of my MBA course at Henley Management College. After joining the Company myself, it was Martyn who invited me to join the Awards Committee, later becoming Secretary and in due course having the challenging task of succeeding Martyn when he stepped down after his many years as Chairman. For his service on Awards and on the Court, Martyn was accorded the rare honour of Court Assistant Emeritus. He subsequently joined the Heritage and Fellowship Committees which gave him "great pleasure and satisfaction". He continued to give stalwart support to the Company.

It was Martyn's idea to publish a book of the Graces delivered at our Great Events and he recruited my husband Liveryman David Williams (current editor of *Marketor*) to edit *Graces in Favour*, printed in 2006 covering five years of Marketors' events and over a score of accompanying Graces skilfully penned by our then Honorary Chaplain, the Venerable David Meara.

In 2009 Martyn underwent major surgery. In gratitude for the support of the then Master Peter Goudge and the Marketors during that difficult time for him, Martyn presented Peter with a copy of his Master's Year Book, specially bound for the Company Archives.

In the Autumn of 2012, Martyn presented at a professional event held by the Marketors at the RAC Club on International Communications. In my own year as Master, at Martyn's special request the Court approved an exclusive "limited edition" category of Pioneer Awards. Fully funded by Martyn, these were awarded to Kenneth Matthews, Steven Rowe, Norman Waite and David Meara. It was an example of Martyn's persistence when he wanted the Company to do something.

It was Martyn's appreciation of

Martyn Davis' 90th birthday celebration

Peter Goudge
Past Master

his time spent at Harvard and his wish to share this opportunity that led him to set up a Trust in order to fund the Harvard Bursary for WCoM liverymen, enabling their attendance on the prestigious Advanced Management Programme to share in a "life-changing experience".

Martyn loved ballet, opera and concerts, as well as spaghetti Westerns, Carry On and Kung Fu films. He was a keen ballroom dancer in his younger days, when he also enjoyed martial arts, skiing and sailing. He relished his membership of the RAC, especially their dining rooms, and used their pool daily until he could no longer get there. He expressed a love of good food and enjoyed dining out. He was a keen visitor to art galleries, museums and country houses, and appreciated antiques. As many will know, frogs were a particular passion for him - he had an extraordinary collection.

He was a regular attendee at Great Events and for many years was accompanied by his artist neighbour Ulla. His good friend Stephen Gee, past Prime Warden Basketmaker, often accompanied Martyn as he succumbed to a loss of mobility and the increasing need of a wheelchair. His long-standing diplomat friend, Kay Coombs, was also a frequent guest when she was in the UK. She took on much responsibility after his illness in 2009, including keeping him in touch with the Livery and other friends when he could no longer do so himself.

At a lunch to celebrate his 90th birthday this year, attended by many friends, he was very proud to launch the publication of his first work of fiction – The Doomsday Dossier.

Martyn died suddenly and peacefully on Christmas Day.

An interview with Martyn by the Master-elect has been held over to the next issue.

See also: *Marketor Issue 51 page 9*
Marketor Issue 59 page 11
Marketor Issue 67 page 9



Martyn presented with a hard back version of his novel by Roy Moëd, Chairman of LifeBook, while seated at a table along with Past Master Venetia Howes and his Uncle, Dr Neville Davis

After a distinguished career which included writing seminal works in Marketing and Advertising, Court Assistant Emeritus Professor Martyn Davis, still receiving royalties from his last book, decided to move into the world of sci-fi fiction. Hence, the occasion of his 90th birthday celebrating with twenty or so friends doubled up as a book launch.

On an early September day everyone gathered in the grounds of Kew House, Wimbledon where Martyn resided. We were treated to drinks and canapes before being ushered into the dining room and once seated were asked to briefly introduce ourselves. From the livery side, as well as Marketors there were also Basketmakers and a Mercer. The luncheon served would have graced any table at a livery hall, accompanied by some carefully selected wines.

The courses were punctuated by events that reflected the two-fold importance of the occasion. Following the smoked mackerel tian, but before the main course, Roy Moëd, Chairman of LifeBook Ltd., talked about the genesis of Martyn's book, The Doomsday Dossier, before presenting Martyn with a special one-off hardback version. After the main courses, there were speeches celebrating Martyn's achievements. First from Nigel Moss, a former flat-mate, followed by his Uncle and mentor

throughout Martyn's career, Dr Neville Davis. They were able to offer a long term perspective. Rick Senley of LifeBook then described what it had been like to work with Martyn on the book.

Martyn's response was voiced by Kay Coombs, Martyn's 'anonymous' friend of over 50 years and custodian of so many facets of his life, including organising the day's celebrations and playing a pivotal role on the production of the book. She thanked the marvellous staff at Kew House for all they do for Martyn and particularly the meal and all arrangements for his birthday. Past Master Venetia Howes, on behalf of the livery, thanked Martyn for his enormous contribution to the Marketors, especially the establishment of the Harvard Business School (HBS) Advanced Management Programme Bursary.

This proved to be the signal for the entrance of the birthday cake – created as a replica of the book! Coffee and tea were served with petit fours in a separate room. Those present – assuming they had made their donation to Age UK! – were presented with their own inscribed version of The Doomsday Dossier. This was also an opportunity to meet others than those seated at their table, rounding off a momentous and thoroughly enjoyable occasion.

Editor: Martyn sadly passed away on Christmas Day

Edward Fulbrook

1943 – 2019

Andrew Marsden
Past Master



It is impossible in a few words to summarise the life or the impact a person has on those he meets. Edward was a character, a storyteller, engaging and funny. A wonderful Grandfather and a loyal and diligent friend.

Born in Nottingham, Edward went to St Peter's School in York and although he made some lifelong friends there, he didn't particularly enjoy it.

Edward's early working life was unsettled. He once said that he'd had 20 different jobs – in a bank, in a solicitor's office, he sold life assurance and he spent some time working with a Spanish wine producer. Always full of big ideas, Edward started up several businesses of his own including in perfumery, detergents, Multi-Power for body-builders, and collapsible play-crates. Sadly, these businesses never worked out.

Finally Edward found his ideal job – as a sales representative for Hope Brewery. With his charming, sociable personality and his love of beer, this suited Edward perfectly and he spent over 25 years working

in the drinks trade. In 1998, Edward became Marketing Director for LinkDirect, a direct marketing company, a job that he loved.

In 2006 he joined and quickly became an active member of the Company, often taking on the role of organising our social events. He served with distinction as a Court Assistant between 2009 and 2018 when he was heavily involved in helping build our digital presence. In my year as Master, Edward organised two major trips. One for 60 people to visit Lincoln to celebrate the 800th Anniversary of the Magna Carta, another to Edinburgh with dinner on HMY Britannia. Edward's events were managed with his characteristic eye for detail and determined care for the participants.

On retiring from LinkDirect in 2012 he didn't stop working. He set up Edward Fulbrook Associates, his own marketing company and alongside his paid work Edward undertook many marketing projects for charities.

Edward was married and divorced three times. His first two marriages, to

Georgina and to Kitty, were short-lived and then he met Coleen. They were together for 16 years before they separated – but their marriage did bring his two daughters, Hannah and Lizzie, into the world. They recall how for many years he was involved with The Bee Club, an organisation that supported under-privileged children in east London. Both Hannah and Lizzie ended up living in Austria and Edward loved visiting them, and his grandchildren Liam and Emilia. He was a proud granddad.

Edward enjoyed rugby and he played golf. His passion, though, was cricket. He was a keen supporter of Yorkshire and a member of the MCC. When he was younger, he had played for Cobham Cricket Club. Later, he played for a nomadic club, the Stragglers, and undertook several overseas tours with them; to Hong Kong, South Africa, the Dordogne and Porto.

Edward always looked forward to his annual sailing holiday with friends sailing around the Med, stopping off at port in the evening and enjoying a glass of wine or three.

His last outing with his friends was to London in August. He stayed at his club, went out for a pint, then to Michel Roux's for dinner. The following day they went to Lord's where the match ended in a draw. It was just perfect. If he'd been asked to plan his last outing that's probably exactly what he would have organised.

Edward could be demanding, he was frank and not averse to speaking his mind. But his good qualities far outweighed these flaws – he was charming, kind, sociable, generous, he lit up a room and he could make people feel good. Above all, he was funny, and he enjoyed making people laugh. Edward's presence will be sorely missed.

Andrew is indebted to Gwyneth Owen-Jackson, Celebrant at Edward's funeral, for her invaluable contribution to the preparation of this article.



Looking ahead to Fishmongers' Hall

David Williams
Editor

Fishmongers' Hall is a rare example of a Greek Revival building. Designed by the architect Henry Roberts, a student of Sir Robert Smirke, its classical simplicity is contrasted by the magnificence of its interior rooms.

On Sunday 2 September 1666, Fishmongers' Hall was the first of forty livery halls to fall victim to the flames of the Great Fire of London. Thanks to the Hall's riverside location, the most important documents, the iron money chest and Company silver, were safely transported away by boat, but the building itself was destroyed.

From the destruction arose an opportunity to enlarge the hall. A site next door, acquired in the sixteenth century, was combined with the existing premises – allowing more room for a new riverside Hall and for tenants beside the street.

In order to obtain royal planning permission, the Company submitted its design and a payment of ten gold pieces to Dr Christopher Wren, then Charles II's Surveyor General. The new Hall was one of the first important riverside buildings completed in the City after the Great Fire and during its century and a half of existence, was painted by a number of artists, including Canaletto.

However, in 1828 part of the Hall's site needed to be cut off to make way for John Rennie's new London

Bridge being built 100 feet upstream of the old one. This, with the fact that much of the Hall's interior was suffering from water damage due to the proximity of the Thames, led to a competition in 1831 to design a new hall.

The winning design, by Henry Roberts, was selected in 1832 featuring Portland stone and the same Devon granite as the London Bridge. The 17th century building was demolished and the new Hall completed in the spring of 1835.

Like many livery halls, fire and great damage was sustained in 1940 at the height of the Blitz. Most of Roberts' essential structure fortunately survived, together with the Company's records and

treasures which had been removed from the Hall.

The hall is well known for its famous 1955 portrait of the young Queen by Pietro Annigoni, commissioned by the Worshipful Company of Fishmongers.

The venue was last chosen for the Installation Dinner in 2014, and the Marketors return to this beautiful hall for the Installation of Lesley Wilson as Master on 30 January 2020.

Sadly, all will be conscious that during a conference being held in the hall two months ago, Jack Merritt and Saskia Jones were fatally stabbed by terrorist, who was later shot dead by police outside the hall. We honour their memory.



Fishmongers' Hall

Diary Planner 2020 (Additional dates will be confirmed by the Clerk)

Thursday 30 January	Installation Court and Banquet, Fishmongers' Hall
Monday 10 February	Tour of the Old Bailey and Pub Supper
Tuesday 25 February	Pancake Races, Guildhall Yard
Monday 23 March	Law & Marketing Seminar, Stationers' Hall
Friday 27 March	United Guilds' Service, St Paul's Luncheon at Plaisterers' Hall
Thursday 2 April	The Lord Mayor's Big Curry Lunch, Guildhall
Thursday 30 April	Spring Dinner, Salters' Hall
Saturday 2 May	Elevations, Alleyways and Hidden Green Spaces (guided walk)
Tuesday 12 May	366th Festival of Sons of the Clergy, St Paul's Cathedral
Wednesday 13 May	Inter-Livery Clay Shoot

Thursday 14 May	Thanksgiving & Rededication Service, St Bride's (evening)
Wednesday 17 June	Brigantes Breakfast, York
Wednesday 24 June	Election of Sheriffs, Guildhall
Monday 6 July	Marketors' Inter-Livery Golf Day and Dinner Verulam Golf Club, St Albans
Tuesday 8 September	Tri-Livery Digital Media seminar, Stationers' Hall
Saturday 26 September	Street Art tour of Shoreditch and Whitechapel (guided walk)
Tuesday 29 September	Election of Lord Mayor, Guildhall
Friday 13 November	Silent Ceremony, Guildhall
Saturday 14 November	Lord Mayor's Show and Lunch
Monday 14 December	Communications Industry Carol Service and After Party, St Bride's

Marketors' Appointments 2020

Committee Chairmen

Treasurer	Chris Robinson
Chief Usher	Mark Chapman
Comms and PR	Karl Weaver
Events	Carole Seawert
Awards	Sue Garland Worthington
Heritage	Chris Griffin
Law and Marketing	Jeremy Stern
Education	Michael Lynch
AFCC	Andrew Cross
Outreach	John Wheen
Membership	Keith Rowland

Fellowship	Martin Ashton
Livery	Diana Tombs
Mentoring	Peter Rosenvinge
Court Nominations	Andrew Marsden
Almoners	Sue Garland Worthington

Other Company Roles

Marketor	Andrew Cross
Sword Bearer	Peter Rees
Webmaster/Host	Steve Pailthorpe
CIM Liaison	Michael Harrison
Chief Information Officer	Mike Ricketts
St Bride's Liaison	John Wheen

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