



WORSHIPFUL  
COMPANY *of*  
MARKETORS

# MARKETOR

ISSUE 81  
SUMMER 2019

Charitable Giving, Outreach and Mentoring

Frictionless Commerce

GDPR – One Year On



## Master's Visit to Alsace

### Rededication Service

### Spring Luncheon at Stationers' Hall

# MARKETOR

SUMMER 2019 ISSUE 81


The Livery Company Magazine  
for Marketing Professionals

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Régionale du Tourisme gives pre-dinner briefing to  
Marketors on tourism market in Alsace

## Editorial

David Williams  
Liveryman

**I have been somewhat overwhelmed as Editor by the sheer number and variety of submissions from members for publication. We have become a very active Company with much happening on many fronts. However, one area the Master and I would like to encourage is more reporting from individual members in relating personal experiences and insights gained during your marketing career. Perhaps recounting a specific promotion or product launch, or a rebranding exercise? Or a formative time spent working outside the UK. If you have a story – let's hear it. This magazine is primarily about our Company and its members. Your experiences can help and inform others, as well as being interesting reading.**

In this issue I have unashamedly focused on the much volunteer work being quietly undertaken in support of others and in the promotion of marketing. Outreach and mentoring are key activities of the Company: the giving of time and expertise accompanying what we can do financially through the Marketors' Trust. The support we provide to our three affiliates through the AFCC is also much appreciated, including the provision of cups, trophies, swords and other annual prizes.

All this reporting does appear to lead to the requirement for a larger magazine than hitherto and requires us to find some additional funding. One obvious route is to source more sponsorship. Marketor has long been able and willing to accept sponsored advertising and in this issue you will find space once again given over to third party advertisements. Up to full page advertisements with bleed can be accepted. If you are associated with a product or service of potential interest to our membership, do consider or recommend Marketor as a possible avenue of promotion. While the

circulation of this magazine is relatively small (around 600) it is worth reflecting that the readership both in the Company and the wider City does form a distinct socio-economic group, and one that is also geographically focused. Contact me for further details and specifications.

Lastly, I have endeavoured to keep this issue of Marketor a Brexit-free zone but as she leaves office it would be timely to commend the excellent service to our country of our erstwhile member Theresa May as both Home Secretary and Prime Minister. Neither were easy jobs, particularly in the context of the political situation in Parliament. Her successor in No10, still undetermined at the date of publication, will find no easy solution to the current impasse.

Theresa and Philip were once regularly able to enjoy our Marketors' Great Events and I know all members share the hope that this will shortly recommence. Meanwhile we wish her well as she steps down from office in the next few weeks.

[editor@marketors.org](mailto:editor@marketors.org)

## NB: MARKETOR Autumn Issue 82

The next issue is scheduled for distribution early in October and will be guest edited by Jane Wharam, a former editor of the magazine.

Copy date for content and Committee reports is Monday 2 September, or otherwise by pre-arrangement with Jane.  
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# The Master's Column

Andrew Cross  
Master



**As I near the half-way mark in my year, I have come to realise how great an honour it was for me to be installed as Master of our Worshipful Company. Back in 2009, when I joined the Company, little did I think that just ten years later I would become Master.**

It is a privilege to be in a line of some very accomplished Masters who have each contributed in their own way to the vision and purpose of our Company. As you are probably aware, every Master sets a theme which runs through his or her year. Mine is 'Optimism Offers Opportunity' and it is broad reaching but a particularly applicable theme to these times, as I have witnessed over the past months.

And with this theme in mind I have endeavoured to compile a programme of business events,

spectacular Great Events and informal social events which everyone can enjoy and hopefully derive benefit by way of fellowship.

I was fortunate to take office with the Company in very good order and it is one of my aims to see that this is maintained during my year. I am particularly fortunate to have the unwavering support of my three wardens, and also to benefit from the sage advice of Past Masters. This makes life so much smoother!

On the event front the year has got off to a flying start with well subscribed activities fully reported in this issue.

On a personal note, these past months have shown Carol, the Master's Lady and me just how strong fellowship is within the Livery. We have been invited to and attended many Livery events and some inspiring church services, and in the process been fortunate enough to meet a large number of fellow Masters and their consorts. Thus increasing the name and fame of the Company both within the City and our industry sector.

The 'Master's Trip' has also been covered inside and it stretched to a very successful four days during which we enjoyed the Alsace region, staying at a wonderful Château near Colmar, enjoying some great fellowship and visiting local wineries and places of interest.

One of the traditional purposes of livery companies is to help others less fortunate than ourselves, and the Marketors puts much effort into supporting charitable causes. I am delighted to see this issue of *Marketor* specifically highlighting the work of the Company helping others, not only through our charitable giving and the excellent work of the Marketors' Trust but also through our Outreach and Mentoring activities. Please give the Trust and these committees your full support as "giving back" is one of our core aims.

So far this year we have enjoyed two wonderful 'Great Events'. The Installation at Drapers' Hall in January was covered in the last issue and this issue covers our Company Rededication Service followed by the Spring Luncheon at Stationers' Hall. This event was notable as it showcased the clothing of Alderman Michael Mainelli as Honorary Liveryman of the Company. This month Carol and I very much look forward to the Mansion House Banquet, always a highlight of a Master's year and I hope to see as many members as possible there. Please book your places if you have not already done so – it is a wonderful occasion for inviting family and friends.

If the second half of my year continues as the first half, it promises to provide a most enjoyable, entertaining and informative time.



*Alderman Michael Mainelli clothed*



*Meeting members and guests in Market Drayton*

Our new Honorary  
Liveryman and Guest  
Speaker; Alderman  
Professor Michael Mainelli

## The Spring Luncheon Rededication and fellowship

Jane Wharam  
Court Assistant

On 29 April, the Worshipful Company of Marketors gathered together to rededicate themselves to the Company, enjoy lunchtime fellowship at Stationers' Hall and admit Alderman Michael Mainelli as an Honorary Liveryman of the Company.

The day's events started at 'our' church, St Bride's on Fleet Street, where we held our annual service of rededication, which started with the Master, Wardens, Court Assistants and Past Masters processing into the nave behind our banner, held aloft by Liveryman Peter Rees.

Following the Introit, our Chaplain, the Revd Canon Dr Alison Joyce, welcomed us all. The Master then led the Company members present through the Act of Affirmation and avowal to uphold the Royal Charter, By-laws and Ordinances. It would be worth laying out the form of this affirmation, as all Marketors are expected to renew it every year:

**With faith in the power of the Holy Spirit to help me, I pledge myself to serve God to the best of my ability in my daily life so that His purposes may be furthered and mankind may benefit, and I affirm that in all Company matters I will be obedient to the Master and will be ready to uphold the Royal Charter, By-Laws and Ordinances of the Worshipful Company of Marketors**

This was followed by hymns, including *I Vow to thee, my Country* and *All Things Bright and Beautiful*, and readings by Middle Warden John Farrell and Senior Warden Lesley Wilson. During the service, the magnificent choir of St Bride's gave us *O clap our hands* by Orlando Gibbons and *Let all the world in every corner sing* by Kenneth Leighton.

### The art of communication

The theme of communication, which was apt given that St Bride's is the church of the communications industry, was taken

up by the Chaplain in her address in which she shared some memories of when unclear communication around fairly mundane activities left her perplexed, confused or even scared. As Alison pointed out, we all need to strive for clarity in our communication which requires us to select the appropriate words; we also need to understand our audience and, most importantly, we need to reflect the truth – to mean what we say.

As she explained, one of the reasons why people flocked to Jesus in their thousands was because he spoke to them in a way that was so powerful and engaging that it seized their attention and touched their hearts, to the point where they dropped whatever they were doing and followed him. One of our earlier readings clearly exhorted us to let our 'yes' mean 'yes' and our 'no' mean 'no' – because if we do, then we are to be trusted and will exhibit a strong connection between what

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we say and who we are. Without trust, we cannot have authentic relationships and, as the Chaplain said, when that happens, we are all losers.

Following this thought-provoking address, the Master asked us to remember in silence those Marketors who died in the past year – Liverymen Howard Mann OBE, Brian Burdon and Peter Short.

Our service closed with the great hymn *To Be a Pilgrim* by John Bunyan, the only hymn he is credited with writing. Then following the Chaplain's blessing, we filed out of the nave to the Organ Voluntary – the *Finale from Symphonie No 4* by Charles-Marie Widor.



It was then a walk up to Stationers' Hall, the spiritual home of the Marketors, for a Ceremonial Court to admit our new Honorary Liveryman, followed by the Spring Luncheon, where we met up with those who unable to make the church service and our guests.

Although we had enjoyed wonderful sunshine just a week before over the Easter weekend, the temperature had tumbled during the week and so most of us stayed in the Court Room for the reception and could only look out over the beautiful walled garden, although some brave souls made the trip down the

stairs. However, we had already been treated to a wonderful display of our treasures, including our Royal Charter, which had been laid out by Heritage Committee member Freeman Tim Keen in the Stock Room. The magnificent shine on the silver was enough to make up for the lack of sun and, after a welcoming glass of sparkling wine, we were summoned by our Beadle, James Hasler, to take our places in the Hall and await the ceremony for Alderman Professor Mainelli.

### **A new Honorary Liveryman**

Once all were assembled, the Master convened the Court and surrounded by his Wardens and the rest of the Court, took the Liveryman's oath from Alderman Professor Michael Mainelli. More of Alderman Mainelli later but suffice to say that it is only those who have made a significant contribution to marketing or the Company that are given this honour and it was the unanimous decision of the Court to confer it.

Following this short ceremony, we took our places for lunch and our Chaplain gave her usual poetic and witty Grace.

As ever at Stationers' Hall, lunch was delicious and, in keeping with one of the Master's passions, the wine choice was excellent! The food, wine and company kept the conversation flowing, so it was slightly later than scheduled that we came to the toasts.

Toasts were made to our Honorary Freeman, The Prince Philip, Duke of Edinburgh, The Prince of Wales, The Duchess of Cornwall and the other members of the Royal Family by Junior Warden Trevor Brignall. Middle Warden John Farrell led the toast to The Lord Mayor and the City of London Corporation.

Finally, our Senior Warden, Lesley Wilson welcomed our guests, starting with Commander John Cromie RN, Commanding Officer of our much-loved affiliate, HMS St Albans. John has served in no fewer than seven ships for the Royal Navy

and is known for his action-oriented flair. Under his command, HMS St Albans is ready at short notice to react to any maritime threat to the UK, including terrorism, smuggling and anti-submarine activities so, as Lesley said, we were in safe hands!

Lesley then introduced the Master PR Practitioner Gavin Ellwood, who, rather fittingly, specialises in recruitment for the communications industry. Gavin was with his Clerk, Jane Hilliard, and both were bid a hearty welcome

Lesley also said how honoured we were to have the Master Stationer, David Allan at lunch. David is Chairman of the Ian Allan Group, a business founded by his father to publish rail and transport titles, but which has repeatedly diversified and reinvented itself so much so that group businesses today include corporate travel, property and organic seaweed extraction. However, as the Senior Warden pointed out, not only was it her role to welcome him but also to thank him for the wonderful welcome we had all enjoyed in our 'Mother Hall'.

Finally, Lesley introduced us to our guest speaker and newest Honorary Liveryman, Alderman Professor Michael Mainelli, saying that she was delighted to welcome an accomplished Alderman with such close professional links to the field of marketing. Michael is Chairman of Z/Yen, a commercial think-tank in the City, which he co-founded 25 years ago and which boasts a significant data collection and market research capability. He also speaks extensively about marketing when lecturing and presenting at conferences around the world.

Michael was educated at Harvard and at Trinity College Dublin, then gained his PhD at the London School of Economics where he was also a Visiting Professor. He is Emeritus Gresham Professor of Commerce at Gresham College in London and founder of the Long Finance initiative. Michael has published extensively; as Lesley explained, he clearly knows a thing



or two about marketing - how could a Marketor resist *The Price of Fish: A New Approach to Wicked Economics and Better Decisions*"...?

Michael is Alderman of Broad Street Ward and Immediate Past Master of the World Traders, a Company with whom the Marketors have close friendships cemented by both being members of the Financial Services Group.

In short, as Lesley said, we are all confident that Michael will be a great supporter of our Company's aims and that we will give him and his wife Elizabeth a hearty welcome.

### **Optimism offers opportunities**

In the spirit of 'there's no such thing as a free lunch', our newest Honorary Liveryman had agreed to be our guest speaker on the Master's theme of 'optimism offers opportunities'.

Michael started by saying that, despite the pessimism that seems to pervade politics and the media, there is some uplifting news; billions have been lifted out of poverty in the past few years and this, along with other great advances, should

be celebrated, as an upbeat tone is needed in these morose times. Therefore, 'optimism offers opportunities' is the perfect theme for our times.

Pessimists refer to themselves as realists but are they really? We tend to contrast optimists and pessimists. As one definition says, 'A pessimist is only an optimist with inside information'.

Michael went on to describe the much-loved characters of the 100-acre wood in terms of a marketing theory that classifies people on their attitudes towards risk and reward.

Firstly, you have Pooh, an individualist with a sunny, eternally optimistic attitude towards life – "people say nothing is impossible, but I do nothing every day".

Then there's Owl, the natural bureaucrat, who makes decisions based on 'sound thinking', regardless of how irrational the result might be.

Piglet is an 'uber-egalitarian', who is socially conscious, wants to save the world and yet is curiously fretful about the future, wondering what exciting thing might happen today.

Finally, Eeyore is a fatalist, who just knows that life is going to come back and bite him so doesn't make changes because it's always the same in the end.

Michael urged us as Marketors to think in all four modes but to all be a bit more Pooh. He encouraged us to look at new communication technologies, embrace change, refresh stale markets and create innovative new ones. As he said, we need to be realists too but, in the words of John Lennon, not a man renowned for his optimism, "reality leaves a lot to the imagination".

Most of our favourite people are optimists, Michael said - people who make us feel good, people who invent, people who make us laugh and see the bright side of life. According to him, Monty Python's anthem urging us to always look on the bright side of life is an aspirational national anthem.

In summing up, Michael pointed out that the optimist would say the glass is half full, the pessimist would say it was half empty, the rationalist would say it was twice as big as it needed to be - but the opportunist would say "while you were all arguing about the size of the glass, I drank the wine".

He then took the advice of Mark Twain, who said "never miss an opportunity to shut up" ...

Almost drowned out by everyone's delighted response to Michael's address, the Master led the Marketors in a toast to all our guests, both official and personal, and thanked them for joining the Company for this day of remembrance and celebration of Livery life.

He then thanked those who had made this wonderful event happen, including the Master Stationer, David Allan, for the use of his Hall and Chester Boyd for the catering. The Master also thanked our Learned Clerk, John Hammond and the Assistant Clerk, Doreen Blythe, both of whom worked tirelessly to make the occasion what it was.

# Marketors evenings in the country

At my Installation I mentioned that I would travel to various parts of the country outside of the Home Counties to meet Marketors who may at times find it difficult to get into the City of London for some of our events. They therefore may not have had a lot of contact with us.

The purpose of these social meetings is predominately to encourage fellowship, to keep the membership informed, and to gather information and suggestions from these country members to ensure that the Marketors' message continues to be communicated. The first of these visits was to the Bristol area where we were fortunate enough to be hosted at Liveryman Peter McCarthy's beautiful venue Clevedon Hall. ([www.clevedonhall.co.uk](http://www.clevedonhall.co.uk))

The event started in the early evening and we had a small group of Marketors in attendance as well as a representative from the CIM South West.



*Clevedon Hall, run by Liveryman Peter McCarthy*

After initial introductions Court Assistant Keith Rowland and I took the group through the past year's activities and outlined plans for the forthcoming year. Following this we went through the 'journey through Livery' which proved to be quite enlightening to many of the group. This led to a discussion on how they could become more involved and play a more active role in the Company and resulted in a couple of freemen expressing interest in progressing to livery and two more members realising that their talents could be usefully applied to our very active Outreach initiatives.

After much talk about the Marketors – and an excellent supper provided by our kind host – we then had a positive debate about the respective CIM/Marketors' roles, the marketing challenges facing us, and the possible collaborations that are available.

To summarise, this was a very successful event and set the benchmark for future meetings with members outside London.

Note: A further Marketor Fellowship evening took place at Market Drayton in June.



## History presented to Guildhall Library

**Honorary Liveryman Adèle Thorpe generously sponsored the presentation of a copy of *Marketing Helps Everyone: The History of The Worshipful Company of Marketors to the Guildhall Library*. The book was published earlier this year.**

On Thursday 7 March Adèle personally presented copy No 3 of a Limited Edition of 100 to Dr Peter Ross, Principal Librarian of the Guildhall Library. Author Paul D Jagger and the history's editor David Pearson were present.

Dr Ross suggested that as the history a limited edition the object already had value and it would be placed in a special section. He commended the Marketors for including the oral history which would be of great value to future researchers.

Left: David Pearson, Adèle Thorpe, Dr Peter Ross and Paul D Jagger



# Out of the frying pan...

Carole Seawert  
Court Assistant

**On Shrove Tuesday the only place to be at lunchtime is Guildhall Yard for the Inter Livery Pancake Races. So, on 5 March, our quartet of athletic flippers donned livery gown, apron, chef's hat and gloves to join 29 other livery teams to compete for the coveted Frying Pan trophy.**



The Marketors competing this year were Master Andrew Cross (Masters' Race), Liveryman Alex Conabeare (Liverymen's Race), Laura Giffard (Ladies' Race) and Liveryman Martin Ashton (Novelty Race). Junior Warden Trevor Brignall also participated in the Masters' Race as President of the City Livery Club.

The rules are that you have to run two lengths of the yard and toss your pancake once on the outward leg and once on the return. Pancakes needs to be flipped at least 30 centimetres in the air. The other unwritten rules are that you have to possess a fiercely competitive streak as well as a sense of fun.

As our team limbered up in preparation for their respective heats, they were joined by Past Master Sally Muggeridge, Senior Warden Lesley Wilson, the Clerk John Hammond, the Beadle James Hasler, and Court Assistant Carole Seawert.

Alex Conabeare triumphed in his heat, earning him a place in the final. But, sadly, no-one won any trophies this year. Undeterred, the team headed off to Guildhall with the other competitors to enjoy an amiable lunch.

If you haven't seen the pancake races in Guildhall Yard, make a note to visit next year as it's a colourful and entertaining affair. The Gunmakers start the races by firing their mini cannon, the Clockmakers record the race times, the Poulters

(who sponsor the occasion) provide the eggs for the pancakes and the Fruiterers provide the lemons. All proceeds from the day are donated to the Lord Mayor's charities.

Anyone who would like to register early interest in competing in the 2020 races should contact our Clerk. It's never too early to start practising your 30cm flips.



*Martin Ashton in the Novelty Race*



# Marketors Magic

Alex Conabeare  
Liveryman

**On 5 March a group of City Livery Club members, Marketors and guests congregated at the premises of the Magic Circle, tucked behind Euston Square, for an evening of magical entertainment and illusion.**

Upon arrival through the rather non-descript doors you are instantly entranced by the 'floating' spiral staircase (right), decorated with historical scenes of illusion and magic. The astrological badge of the Magic Circle is featured. Their intimate venue is made up of a number of rooms over three floors, each with a distinct character, themed and decorated with magical exhibits which we explored and played with. It certainly brought out our inner child. A member of the Circle hosted us and explained the Circle's history. We looked at the incredible names listed as their past presidents, from the mentalist David Berglas, to Ali Bongo.

Magic is never more entertaining than when it is less than three feet away from you and delivered so professionally. We were treated to a series of talented acts in 'Parlour' close magic form, which included plenty of audience participation. I really do not know how one of these wonderful magicians knew I was thinking of a glass, as revealed by the word glass written on a card in his wallet. And as for how he could tell what playing card I was thinking of simply by asking me to count to ten, I would love to know - this would certainly have magical applications for marketing and communications!

We next visited the Magic Circle museum. This is a compact, but fascinating collection of memorabilia and artefacts, along with the stories bringing them to life delivered by a concierge with an encyclopaedic knowledge of the history of magic. These included tales about Houdini and the bullet lodged in his hand, along with the fact he



had his own x-ray machine to check himself after the many accidents he had practising dangerous illusions. The faux Chinaman Chung Ling Soo, who hearing about a job in China changed from an Englishman to a Chinaman on the boat, made it to the top of international magic literally through disguise and misdirection and died like many trailblazers, pushing the limits of illusion. He tried to catch a bullet. But one of the highlights was undoubtedly the story of Sooty M.M.C. (an official member of the Magic Circle), so named as he was originally all yellow, but during his first TV show recording they discovered he had no contrast on the black and white screens and therefore used soot to shade his ears and nose.

The final part of the evening was a truly incredible show in the spectacular Magic Circle Theatre. In the initial audience participation we were all persuaded that one of our arms did not work properly - a very persuasive message. I was then invited to the stage with another guest to 'assist' the talented magical storyteller in the presentation of his illusions. This involved collaboration and imagination, to ensure that what the audience saw was totally convincing. It was a pleasure to be part of this incredibly creative process.

In the words of David Devant, the first President of The Magic Circle and often acknowledged as one of the greatest British magicians of all time "it was all done by kindness".

## Past Master awarded PhD



**Congratulations to Dr Keith Arundale who has graduated from the Adam Smith Business School of the University of Glasgow with a PhD. His doctoral research was into venture capital fund performance and investment practices in Europe and the USA.**

Compared to the US, European VC's tend to have a lower propensity for risk, with a tendency to exit investments too early. His research suggested better practices for setting up and running a Venture Capital firm in order to achieve optimal performance including identifying "hot areas" for investment, engaging more investment partners with operational and entrepreneurial backgrounds who work together on deals but avoid a consensus approach to investment approval which can kill potential outliers.

Master in 2007, Keith subsequently did much of the important groundwork that led to the formal Award of our Royal Charter in 2010. He currently leads our team of Almoners.

Dr Arundale is a university lecturer, author, executive trainer and consultant in private equity and venture capital. He is Senior Visiting Fellow at Henley Business School.

## Membership and Fellowship

*Keith Rowland, FCIM  
Court Assistant, Chairman Membership &  
Fellowship Committee*

**We had a fun and productive Prospective New Members' evening on Wednesday 1 May at the Worshipful Company of Information Technologists' Hall. Thirteen guests attended to listen to the Master and the Senior and Junior Wardens outline the work and play of the Company. John Wheen, Chairman of Outreach, briefed us all on the pro-bono work which is always of particular interest to applicants. Of the guests, three had already been interviewed and four have since applied. Two more have told me that they intend to apply to join.**

It is essential to constantly attract potential new members to the Company to ensure our future. If you know anyone who may be interested, please direct them to the Join Us page on [marketors.org](http://marketors.org) or ask them to email [membership@marketors.org](mailto:membership@marketors.org)

We will probably be able to welcome around two dozen new freemen to the Marketors this year. Our Fellowship group has identified that we need to do more

to guide new members through their first year, introducing them to other freemen and liverymen, hosting them at Great Events, and encouraging them to join committees and to progress. We are therefore initiating a team of "buddies" to each take care of a new member and extend the embrace of the Company. I am sure some of you can remember back to the time when you didn't know many fellow members and needed guidance, so please volunteer to [k.g.rowland@btinternet.com](mailto:k.g.rowland@btinternet.com)

We are also taking Fellowship out of the City in a series of 'Master's roadshows'. The first was a small but exciting evening at Clevedon Hall in March, which could lead to further events in the South West and possible collaboration with the CIM. A similar evening was held in Market Drayton, Shropshire in June.

We are the recruitment and retention team and would welcome members to our committee.



# Marketors give it their best shot

Alex Conabeare  
Liveryman

**Whether you are a seasoned gun, or a novice clay pigeon shooter, the Inter-Livery Charity Clay Shoot is the highlight of the calendar.**

Held over two days, 15 and 16 May, this year saw the 25th anniversary of the shoot which brings together friendly competitors from most of the livery companies. The Marketors' team was led by our Master Andrew Cross, with Liveryman Alex Conabeare, Freeman Anne Curtis and Roger Howes.

A month or so before the event we always meet for at least one practice shoot to get our eye in and polish our technique with advice from a friendly caddy. Most shotguns today are double-barrelled and arranged "Over and Under" rather than side by side. Loaded with two cartridges, this enables two shots to



The Master takes aim

be made in rapid succession when required. The practice is a fun and social day to hone skills - unique for many of us - but a lovely meet even for the regular shooter. Past Master Venetia Howes practised with us but joined our friends on the Information Technologists' team on the day itself.

So came the day of the shoot, starting with a breakfast and safety briefing at the world class Holland & Holland ground, just outside London. The weather was perfect and after donning our Marketors caps, sunglasses and ear defenders we set out to the first stand. On each of the ten stands you take turns to shoot eight or ten clays. Each pair of clays is launched by a caddy, who presses a button upon the command "pull" from the shooter. Depending on the direction, speed and distance of the clay (much like a little Frisbee gliding through the air) you then aim your gun to hit the fast moving clay. If you can anticipate the place to aim off for each type of clay, you should learn to hit them fairly consistently...or that's the theory anyway. Some stands and targets are easier to hit than others, but sometimes you surprise yourself and by not thinking too much you can "kill" the majority of the clays on a stand. When you're not shooting yourself you can watch how the clays fly and how other shooters approach the shots.



The most exciting stand of the day is the Flurry. On this stand you all line up and a volunteer will help each shooter to quickly reload. This is a quickfire round where clays are sent across the sky from a tower at treetop height and the team attempts to shoot as many as it can.

Once all the stands have been completed it is back to the plush club house for a delicious lunch and debrief. While the aim of the day is to have fun and improve your shooting, it does help the enjoyment if you also get a decent score when they are given out. Our team certainly did and gained a respectable 46<sup>th</sup> place from over 120 teams entering.

This is probably one of the largest inter-livery events and a wonderfully relaxed and social experience with time to chat to other liverymen. Whether you are an expert gun, or a novice looking to have your first go, do come along to one of our practice shoots and perhaps test your skills at next year's inter livery clay shoot.

# Tasting the good life

Mike Bugsgang  
Liveryman

**"We make wines to be shared and enjoyed with friends because when it comes to life and wine, experience is everything." These were the words of Riki Hutchinson of Babich Wines who expertly tutored over 70 Marketors and guests attending a tasting of excellent wines on a memorable evening on Wednesday 5 June in the Penthouse of New Zealand House, London.**

Having enjoyed stunning views across the London skyline and observing the Beating Retreat ceremonial by the Household Division taking place on Horse Guards Parade below, guests moved in from the terrace to be welcomed by the Master, Andrew Cross. The Master spoke of the work of one of the charities he



Linda Morris, Nicola Wordsworth (organiser) and Jim Blake

is supporting during his year, the Westminster Society. The charity operates in Westminster and other London Boroughs to provide services to people with learning disabilities and their families.

Riki Hutchinson then took over and the wine tasting commenced with a Babich Classic Marlborough Sauvignon Blanc 2017. He explained that 90% of New Zealand's wine exported is Sauvignon Blanc from the Marlborough region of the country's South Island. Another wine from this area followed, a Babich Headwaters Estate Organic Sauvignon Blanc 2017.

With so much emphasis on Sauvignon Blanc, it is perhaps not surprising that Marlborough is seeking the next 'big thing'. According to Riki, that could come in the form of the third wine offered for tasting, a light Babich Classic Pinot Noir Rose 2017.

It was then the turn of the reds to take centre stage with the arrival of a Seresin Raupo Creek Marlborough Pinot Noir 2011. Not necessarily



Suzy Christopher, Lesley Wilson and the Master

associated with red wine, Riki highlighted the fact that New Zealand has actually produced excellent vintages since the 1800s.

Last but by no means least on the tasting list was a Babich Winemakers' Reserve St John Vineyard Hawke's Bay Syrah 2014. Made from Syrah grapes grown in the volcanic soil around Hawke's Bay on New Zealand's North Island, this was an elegant, powerful wine with which to end the evening.

Throughout the tasting guests were treated to a continuous flow of delicious canapés supplied by the wonderful team from Yhum Yhum's caterers, part of the Westminster Society.

Cheers!

## Two Marketors showcased as entrepreneurs

**Liveryman Annie Brooks and Court Assistant Carole Seawert were both named in f:Entrepreneur's #1also Top 100 for 2019 – an initiative that celebrates 100 female entrepreneurs who inspire their peers and communities through their businesses and wider activities.**

To coincide with International Women's Day in March, Annie and Carole were invited, along with the other Top 100 winners, to a champagne reception at the House of Lords where the speaker was Baroness Martha Lane-Fox, founder of LastMinute.com and Chancellor of the Open University.

Annie is a director of Sister Snog, a private members' club for remarkable business women and believes that networking is key to the growth of any business. Her love

of dogs has led her to be a devoted supporter of the Brighton Retired Greyhound Trust. After joining the Marketors in 2011, she progressed to Court Assistant serving from January 2016 to 2019, and has also been Secretary to the Aldgate Ward Club. Annie Brooks is on a mission to let more women know about the livery world.

Carole is a self-employed copywriter who helps organisations raise the impact of their marketing communications. She is a member of Sister Snog's advisory board which meets four times a year to help determine and steer the future of the club. Carole also helps other livery companies with their marketing and communications. Her online alter ego is Apostroph3Woman where



her mission is to 'save the English-speaking world from misusing apostrophes'.

Carole Seawert is a Court Assistant and currently Chairman of the Events Committee.

# Are you now fully compliant in Data Protection?

*Jeremy Stern*  
Chairman of the Law  
& Marketing Committee

**It was just one year ago that the whole business world was going through a series of panics regarding the introduction of a new piece of EU wide data protection law – the dreaded GDPR. Pundits claimed it would be “the end of email marketing” (Hubspot), “the end of the email database” (Celsius GKK) and “GDPR, the death of telemarketing” (Computing magazine). Plus there were dire predictions about huge fines – up to €20m – and the jailing of senior executives.**

So where do we stand now. Has marketing Armageddon actually arrived? The answer is obviously no. What has happened is that four times the number of data breaches have been logged with the Information Commissioner’s Office (ICO) including some very significant ones (Ticketmaster, British Airways and even HMRC) as companies get nervous of ignoring even the smallest issue. In addition, consumers have become more vocal and visible: the number of complaints made to the ICO has doubled to over 40,000. And there has been a huge increase in the number of Subject Access Requests whereby individuals can request – for free – all the information that a company holds on them, or to amend or delete it.

## **What should you do now?**

Firstly review your Data Privacy Policies. These set out the rules about how you will treat data and how the consumer can review or change the data that you hold on

them. Too often the policies have become out of date and feature old laws or non-functioning email links. The same goes for your various internal policies on matters such as Dealing with Breach, Business Continuity Plans, Encryption policies and so on.

Secondly, don’t forget that getting your data privacy sorted is only part of the picture. Who else do you share that data with? They also need to be audited and signed up to an appropriately worded Confidentiality and Data Processing agreement. So that will include fulfilment houses, your payroll people, distribution companies and of course all of your agencies and IT suppliers.

Clear out all data. Less is best. If it is old, delete it. If it has unnecessary data, then get rid of those elements that you do not require.

Having the policies is just the start of it. They need to be circulated, staff trained in them and then their effectiveness tested, monitored and if need be refreshed. Many companies will say that their Data Retention policy is say, six months, but who is responsible for arranging the deletion. Does it actually ever happen?

Review your use of technology. Moving everything to a central database and blocking local storage in individual machines may sound brutal but it will reduce the risk of you holding ‘rogue’ data. Consider your workflow systems. They can not only improve

productivity but also keep all the data in one place. Disable USB ports. Introduce regular password changes and enforce rapid deployment of software patches and anti-virus updates.

Finally tell the consumer their rights and ensure that you are gathering the data in the correct manner. Have you got a Cookie policy prominent on your website? If you are requesting sign ups to a newsletter, are you seeking positive consent and allowing clear access to your privacy policy? If you intend to share this data with other companies, (eg: promotional partners) separate consent must usually be obtained for this.

All of the above applies to marketers of any size. As for those of you sitting on the sidelines waiting for Brexit to make it all go away, you will be waiting a long time. The Government has indicated that these laws are here to stay – and anyway GDPR will remain the standard, indeed the requirement, for any company wishing to hold any personal data on EU citizens even after Brexit.

The role of the Law & Marketing Committee is to keep our members up to date with legislative changes like GDPR that may affect marketing practice. We also work with other organisations and institutions to further the debate about best practice and ethical behaviour in marketing. To join the committee, or for more information, contact [jeremy.stern@promoveritas.com](mailto:jeremy.stern@promoveritas.com)

# Frictionless Commerce

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**The last few years have seen lots of change in our daily lives, much of it driven by technology.**

Buying just about anything, from washing powder to holidays, is but a 'click' away for anyone who has access to a 'device' – PC, laptop, phone, tablet or even your TV.

The weekly shop, the annual holiday, train tickets, car hire, a boiler service, gym class or cinema ticket – BUT....how easy is it? How reliable? How secure?

The majority of us are involved in some way in providing goods and services. And we are all, one way or another, consumers / customers.

The Worshipful Company of Marketors (WCoM) has undertaken a research 'snapshot' of what is called Frictionless Commerce, interviewing key executives from the worlds of major tech, big charities, financial services and telcos.

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**The way they defined it** was, not too surprisingly, quite similar:

- 'a seamless interaction with customers, in any channel, in order that they can acquire and use our services and products easily.'
- 'The Domino's Pizza App!'
- How we engage with our customers and take down barriers to trade – it's how we retain competitive advantage for our brand.'
- 'Amazon 1-click' – more than one respondent used this example
- '...as near real-time as possible.... as few touch points as possible... as much intelligence as possible.'

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**We then asked what exactly are the 'new' technologies in marketing?**

A couple of important points came out from several respondents:

- 'tech is an enabler and must be seen that way – you need to understand what you are going to do with it before you get it.'

- 'what is new in one environment may be seen as old in another. eg: Salesforce could be several generations old in one organisation, but a brand new deployment in another. It depends on the life-cycle of tech within each organisation'
- 'a speech recognition and analytics tool helps us deal with many of the stressed and distressed people who call us. In this case it is used to help us determine how tense, worried, or even truthful, the caller may be.'

Not surprisingly, everyone mentioned the generics of Artificial Intelligence, Augmented Reality and Virtual Reality, although the understanding of what these are was varied.

CRM and Big Data Analytics were also a common theme and other memorable, and important points were made:

- 'we are coming up with a Tech Road Map – marketing needs a road map of technology capability in order to underpin deliverables'
- 'tech spans industries which means one good idea in one area could translate into others – a predictive platform for marketing to improve customer service would be fabulous!'
- 'I don't think AI is there yet, but Data Security is becoming very big – and led by the CIO. The CIO naturally wants to restrict our systems that collect and hold data (GDPR a major pain!!) whereas the CMO wants the exact opposite! An area of major conflict and regulation is right in the middle of it!'
- 'Social Media is actually used extensively in some environments'.
- 'Cyber Security in its broadest sense. For example the provision of secure communications throughout the supply chain....Blockchain makes an appearance here.'

There was an interesting point made that there is actually some differentiation to be had by telling customers that you DON'T use robots!

The ethics of technology use was highlighted by one very large global business. Two excellent examples of how it can go horribly wrong include:

- 1) A major tech company which deployed an AI solution that managed one part of their customer service platform. However, because of the way the profiles were built the system taught itself how to become 'racist'.
- 2) Then there was the company which used AI to filter and sift CV's, which it did against the profile of past hiring selections. The system decided that young, white males were the model and so consequently every application outside that demographic was rejected!

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**When questioned about customer reactions / involvement**, the range was wide:

- 'we are seen as much more transparent now.'
- 'the customer doesn't care! It's all about their user experience.'
- 'positive overall, but we take too long to respond. Customer expectations are unrealistic BUT our response is insufficient. We are improving, but nowhere near those unachievable expectations!'

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**Measurement** of brand impact and reputational markers. Some large organisations don't actually do much more than manage within the rules set out from a distant corporate HQ.

- 'It's difficult. We're not expected to define what's already done, just not to mess it up!'

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**Strategy** was the last area of discussion. Is this set first and then tech deployed to achieve it, or is tech acquired and therefore

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drives the strategy? Unanimous agreement here – strategy comes first every time. There were a couple of additional caveats:

- 'Strategy first although it may change with some of the newer tech like AR....'
- 'Strategy first, and actually strategy can kick start research to develop new technologies.'

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### Conclusions

Frictionless Commerce is a goal of many but a true reality for few. Amazon and Domino's Pizza seem to come closest!

Organisations we might expect to make things easy or seamless, like banks and telcos, are not even close. Some that would seem to be 'ripe' for it to ensure huge customer loyalty and retention, like airlines and holiday companies, again are not close.

Even paragons like John Lewis in the retail world, who were not a part of this snapshot, have seemingly badly slipped from their previous position as an almost perfect experience.

One thing is for sure – technology is here to stay. Claims will be made about its capability which may well be factually correct, but the utility for you and me in our daily lives is still not there.

Marketing, and the CMO, will be working in close tandem with technology and the CIO going forward, but each needs to understand their own skills / contribution well enough to 'blend' the perfect customer meal without trying to win any corporate turf wars. The only person important to us all in any of this, is the Customer.

I will finish with two wonderful, and very insightful quotes from our contributors:

- 'Tech is there to organise and structure the data, but it doesn't get round the fact that you (CMO) need to make decisions based on sound marketing principles. Tools are always there to fundamentally support



*Court Assistant Professor Ian Ryder*

marketing – they give no answers, but they help us to find them!'

- 'Brand – Quality of product / service – People: the top three things customers always tell us as the reasons they buy – and you never see them on any of the marketing programmes!!'

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### Implications for the CMO

- 1) Don't be swayed from keeping focus on the customer, the messaging and the service delivery, these are your differentiation – the tech is a tool to assist, and available to ALL.
- 2) Establish a good rapport with your CIO / CTO.
- 3) Be prepared to educate your technical team in the basics of your task so they can understand how best to help, and enable them to use their creativity within their own expertise.

- 4) Ask to be educated yourself! You need to understand the capabilities and limitations of the technology, and also what new, viable technologies are on the way which may help.
- 5) Don't be a Luddite over technology – but remember the customer has a choice, and it is highly improbable that marketing technology deployment will make a real difference to their final decision.

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**CORE message:** Customers will still always need the messaging to be right, and the product / service to deliver – the deployed technologies they couldn't care less about!

I would like to sincerely thank those companies and individuals who so generously gave their valuable time and shared their knowledge and experience to enable this 'snapshot' to be undertaken.



# Livery Schools Link Careers Fair

*Lesley Wilson*  
Senior Warden

**One of our four aims as a livery company is to promote marketing education and the benefits of the profession of marketing to those in the City, the Livery and beyond. So, for the first time a team of 13 Marketor volunteers and many other supporters and donors came together to engage with secondary school children at this year's Livery Schools Link Annual Careers Showcase Event (@LiveryLSL) held in Guildhall.**

On 19 June we joined over 30 other livery companies; from the Bakers to the Investment Managers, Spectacle Makers, Fishmongers, Basketmakers, Information Technologists and everything in between. The event was held in collaboration with the City Corporation's London Careers Festival (#londoncareersfestival). It attracted 40 schools from around the capital who brought over 90 teachers and 1,000 pupils to hear first-hand about the crafts, trades and professions represented by livery companies.

We received over 100 entries for our competition, designed to stimulate ideas about how to market a brand. A small judging panel from the Knowledge Development Committee will be selecting two winning schools for the most original and effective marketing message

and they will then produce a short article drawing out the themes emerging from this next generation of marketing professionals! On our stand we provided CIM qualification literature and marketing apprenticeship information. We had a fabulous display of Kellogg's cornflake packets, thanks to the Museum of Brands. Designs ranged from the 1930s to the present day with wide variations in 'guessing the date', but with lots of discussion on how a brand evolves in response to changing customer needs, and the role of brand design to create a competitive product proposition. Sheriff Liz Green (@LizGreenWCFK) made a good guess at the dates of various Kellogg designs when she popped over to our stand. Dating games aside, everyone remarked on the enduring success of the Kellogg's brand name and its distinctive logo design, virtually unchanged since its launch over 100 years ago.

But the real success of the day lay in the conversations between Marketors and aspiring young marketers. Some pupils were already focused and ambitious about a marketing career; many had a very limited understanding of the breadth and depth of marketing career paths; while others had little concept of marketing as a profession. Listening to the personal



stories and experiences of our collective group of Marketors, we hope all the pupils went away with a new level of insight into marketing and the many options and opportunities to forge careers in one of the most dynamic and fast-paced professions today. Such is the joy of being part of a modern livery company. For our part, we were inspired to hear how teenagers view the concept of marketing and how this might inform marketing's future evolution.

Brilliant teamwork: Philippa Seal, Chris Griffin, Glyn Cartwright, Michael Lynch, Ian Ryder, David Pearson, Sunila Lobo, Annie Brooks, Keith Rowland, Kristan Tetens, Nicky Oliver, Jeremy Stern, Andrew Cross.

Thank you for support and donations from the Museum of Brands, Chartered Institute of Marketing, PromoVeritas, Malcolm McDonald, Whiteoaks PR, BT plc.



# Liveryman Peter Short C.Eng FRAeS

12 December 1939 – 28 March 2019

Michael Harrison  
Past Master 2014

Peter's career spanned over 60 years. He started with BOAC (now BA) where he ended up as Senior Computer Project Officer for their reservations system. Later, he was a founding director of Travicom which became part of the Galileo multi-airline reservation system.

He launched the joint BA/Cable & Wireless BRAVO company as CEO – promoting the UK to 150,000 Travel Agents world-wide. Subsequently he worked as a consultant to Eurostar, IATA, AVIS, Harry Weeks Travel, Videcom International – reporting to each of their respective chairmen/CEOs. Clearly a very senior and valued executive.

Peter became a WCoM freeman in 2005, a liveryman in 2006 and was given the very first Exceptional Service Award in 2012. Peter did not want to progress to higher office, but the Court wanted to give him special recognition – and the subsequent criteria for the new award were written around him. Needless to say, he genuinely did not believe that he deserved it!

Peter reviewed how the WCoM could protect, and at the same time utilise, all our past records – which were “in the (then) Clerk's home, in several Past Masters' garages and lofts, and heaven only knows where else”. Entirely due to Peter's detailed work on “the History Project” we now have on-line, but with various levels of access control, all our historical documents and data in a fully searchable format. To do justice to reporting Peter's legacy I must include the word “Spreadsheet”! One that doesn't stop at column Z but goes on from A right through to ZZ utilising many colours!

Peter did indeed provide “exceptional service” to our Company. I knew Peter for 'only' 14 years. We enjoyed the Fellowship of the Livery and the Marketors in particular, and subsequently were in business together. He had one obvious fault – he was far better than he himself believed. Yet everyone who met him recognised his value.



On 1 September 2008 Peter and I agreed to organise a Marketors' Livery Fellowship Ryder Cup Golf Day. Subsequently the timing was changed to end June/early July and the 14th of these was held on 1 July 2019. Peter worked on every one of them – including the one this year until his second stroke – and he was vital to their success. Peter was remembered at this year's Golf Day.

Peter, with typical generosity, assisted me greatly in my year as Master – and in the following year introduced me to SDS Group because he “felt that I could assist them”.

The SDS Group subsequently created a new company – SDS Enterprise Services Limited in

which Peter and I were both directors and shareholders.

Which leads me to Peter's family. His daughter Philippa and son Jeremy provided much needed help to this business after his stroke. He was very proud of both of them. Jane, his wife, was the rock behind Peter. She encouraged and did her utmost to create “business as usual”. He was incredibly well looked after, mostly by Jane, and their love and affection were there for all to see.

Peter was a self-effacing man of ethics, combined with considerable knowledge and humour. He gave consistently and generously of his time. A truly good Livery Gentleman and it was a great privilege to have known him.

# Insight into The Marketing Society

David Pearson  
Past Master

The Marketing Society was founded in 1959, some 16 years before the Guild of Marketors. Its original Aims and Objectives were as follows:

- a) Encouraging personal contact between people sharing common occupational interests;
- b) Improving the standard of marketing thinking throughout the country as a whole, by any appropriate means;
- c) Speaking, when necessary, on subjects of concern to the marketing fraternity with greater authority than could be expected of individuals;
- d) Increasing the awareness of the need for integrated planning in all business activities;
- e) Providing a forum for the dissemination of general marketing information and new ideas;
- f) In the longer term, providing a basis for education, with particular reference to the 'new entry'.

The Marketing Society has 3236 members world-wide and is an exclusive global network of senior marketers. Outside the UK it has established global hubs in Hong Kong, Singapore, Dubai, India and New York and sets its vision as empowering bolder and braver leaders. It runs a world class programme of events and its publications provide a rich source of marketing content including interviews, expert opinion and case studies.

Over the years the Society has selected senior members of the profession to be appointed Honorary Fellows and in 2016 I was fortunate to become one of them. I found myself among a surprising number that are also, or have been, members of the Worshipful Company of Marketors:

**Tim Ambler** featured on Marketing's list of the 100 most powerful figures in the industry and by the CIM

as one of the top 50 marketing experts in the world. He spent 30 years as a practitioner, first as an accountant and then in marketing where he was Marketing Director for International Distillers and Vintners (IDV). He switched to academia and was Senior Fellow at London Business School writing extensively on marketing effectiveness. He was a founder member of the Marketors' Think Tank, the forerunner of today's Knowledge Development Committee.

**Julian Boulding** is the owner of networkone, which provides "open source creativity" and communications services from independent agencies, for a growing number of leading international marketing companies. Clients include Alliance Boots, Bacardi, Dyson, Exxon Mobil, Johnson & Johnson, Lego, Lufthansa, Nokia, and Prudential Asia.

**Professor Hugh Davidson's** early career was in marketing for Procter & Gamble, United Biscuits, Glendinning Consultants and Playtex. He then co-founded the consultancy, Oxford Strategic Marketing focusing on marketing best practice and implementation and only hired experienced practitioners from blue chip marketing firms. He was Chairman of the Marketing Society.

**Chris Griffin** co-founded the global brand company pi global in 1984 which now has 60 staff based in London, New York, Mumbai and Singapore, working on global brands for clients including Anheuser Busch InBev, Unilever, Pfizer and PepsiCo. Chris is also Chief Executive of the Museum of Brands, Packaging and Advertising. He has served as a director and Treasurer of the Marketing Society. In 2001 he founded Market Aid to facilitate senior marketers giving their time and experience pro bono to smaller charities. He is a Court Assistant and past Treasurer of the Marketors.



Past Master Andrew Marsden, a former President of the Marketing Society

**David Haigh** is the founder and CEO of Brand Finance plc, the brand valuation consultancy. He worked as the Financial Director of the Creative Business and WCRS & Partners, then as Director of Brand Valuation at Interbrand before leaving in 1996 to launch Brand Finance. He has written numerous articles and given numerous lectures on the subject of brand and intangible asset valuation, including to the Marketors.

**The Rt Hon The Lord Heseltine CH.** Michael Heseltine co-founded the publisher Haymarket responsible for such titles as *Campaign* and *Marketing*. He served as an MP from 1966 to 2001 and served prominently in both Margaret Thatcher's and John Major's cabinets rising to Deputy Prime Minister in the latter. He has served as President of the CIM and is an Honorary Liveryman of the Marketors.

**John Hooper CBE.** After working for Procter & Gamble as a copywriter, John co-founded the promotion consultancy Clarke Hooper. He later became director general of the Incorporated Society of British Advertisers (ISBA) and in 1997 was

awarded the CBE for services to advertising. He is a Court Assistant and Chairman of the Marketors Trust. He was Chairman of the Marketing Society.

**Sir Paul Judge.** Sir Paul's early career was at Cadbury Schweppes and he led the management buyout of their food businesses which became Premier Foods. He sold his interests in 1989 and then dedicated his career to public service founding Judge Business School in Cambridge, serving pro bono as Director-General of the Conservative Party, acting as ministerial adviser to the Cabinet Office, and chairing Food From Britain, the Royal Society of Arts and serving as President of the CIM. He became Alderman for the Ward of Tower in 2007 and Aldermanic Sheriff in 2013-14. He was Master Marketor in 2005. An appreciation of his life was published in *Marketor* Summer 2017.

**Andrew Marsden** worked in senior marketing roles for Unilever, Freudenberg-Vileda, Danone and Britvic plc where he was CMO. He won Client of the Year Award from the Marketing Agencies Association and was also recognised as the Daily Telegraph Jaeger Le Coultre Marketing Director of the Year. He was Master Marketor in 2015 and is chairman of the Financial Services Group of Livery Companies and serves on the City Livery Committee. He was President of the Marketing Society.

**Tim Mason** had a 30-year career with Tesco rising to Marketing Director in the UK and then Chief Executive of the Company's US division Fresh & Easy.

**Professor Malcolm McDonald** is an Emeritus Professor at Cranfield and a Visiting Professor at Henley Warwick, Aston and Bradford Business Schools. Before taking up an academic career he was Marketing and Sales Director of Canada Dry. He has published over forty books including the best seller

*Marketing Plans; how to prepare them; how to use them.* He has delivered several seminars and lectures for the Marketors and was a founding member of the Think Tank. In 2016 he received an Exceptional Service Award.

**Alan McWalter's** early career was at Unilever and Spillers Foods before joining Thomson Consumer Electronics where he became Vice President of UK Operations. He then worked with the Kingfisher Group as Marketing Director of Woolworth and Business Development Director of Comet. He then served as Group Marketing Director of Marks & Spencer PLC. He was on the board of the Marketing Society for many years.

**Vincent-Wayne Mitchell** is Professor of Marketing at the University of Sydney Business School. He did his PhD in Professional Services Marketing at Manchester University where he became UMIST's youngest professor. In 2004 he became chair of the Marketing Department at Cass Business School where he oversaw the Marketors' Annual Award.

**David Pearson** worked in sales and marketing roles for Procter & Gamble, Mars and Pillsbury before becoming MD of Sony UK for ten years. He then worked in a variety of British plc roles as Director, CEO and then Chairman. He was elected to the UK Hall of Fame in Marketing in 1995. He has published two books on marketing: *The 20 Ps of Marketing* (2013) and *Marketing for Good is Good Marketing* (2017). He was Master in 2016.

**Sir Michael Perry GBE** served as Chairman and Chief Executive Officer at Unilever PLC. He also served as Chairman of Centrica PLC. He has served as a NED on numerous boards including as President of the Marketing Council. He chaired the Marketing Society Awards Judging Panel

**Raoul Pinnell** worked in senior marketing roles at Heinz, Nestlé,

NatWest and Shell. He has also held numerous roles in the charity sector and is now Chairman of Bromley Healthcare Trust. He has served as a Court Assistant and gave the City Lecture in 1995.

**Dame Dianne Thompson DBE** was CEO of Camelot from 2000 – 2014. She previously held senior marketing roles with several retailers including Woolworths PLC and Signet Group PLC. She was named Veuve Cliquot Business Woman of the Year in 2000 and was voted 2001 Marketer of the Year by the Marketing Society. She has served as President of the CIM. She has given a number of speeches to the Marketors.

**Anthony Thomson** is the founder and former chairman of both Metro and Atom banks. He is Chairman of the Financial Services Forum and chair of the FS National Skills academy. He has given a number of speeches to the Marketors.

**Keith Weed** recently retired as CMO at Unilever PLC, responsible for the marketing and communications functions, which also includes leadership of Unilever's sustainability agenda. He is President of The Advertising Association. Keith gave the marketing address at the 2012 Bowden Charter Dinner and also spoke at the 2016 conference in Oxford. He was President of the Marketing Society.

**John Zealley** is Senior Managing Director and the Products Growth and Strategy Lead at Accenture. He is the author of *Cracking the Consumer Code: How the Fast Moving Consumer Goods Industry Can Survive and Grow in the Age of Digital Consumerism*.

Other Honorary Fellows who have addressed the Marketors include Professor Patrick Barwise; Jeremy Bullmore; Rita Clifton; Dominic Grounsell; Amanda Mackenzie OBE; Lord Ian Maclaurin; Mark Price; Syl Saller; Sir Martin Sorrell; and Rory Sutherland.

# One-on-One Interview: Kevin Roberts

Sunila Lobo  
Freeman



**While essentially a marketing event, this also proved to be a very entertaining evening in a superb venue. Held in April in the penthouse of the New Zealand High Commission in Haymarket, on arrival 80 attendees from Kiwi Expats Abroad, New Zealand Trade and Enterprise and the Marketors were able to enjoy an outstanding view of London admiring London's landmarks like The Shard and the London Eye as well as the fast changing City skyline from the large open balcony.**

A variety of delicious canapés were served on wooden chopsticks (nice touch!) and there was a tasting of a New Zealand gin called Cardrona, soon to be introduced in the UK. The latter was served as a cocktail with apple juice and a cinnamon stick. All this food and some New Zealand wine also on offer set us up nicely for what was to follow.

The Master introduced Kevin as a highly experienced marketer having worked in the retail, automotive, food & beverage and advertising industries, from Mary Quant to Gillette, Pepsi, Toyota and Lion Nathan as well as having been the CEO Worldwide of Saatchi & Saatchi. Lauren Bartlett, of NZ Trade and Enterprise then made a brief introduction from KEA/NZ T&E's perspective.

Having begun as a Brand Manager at 17, Kevin now offers consultancy on commerce, media and sport. He had also just joined the Board of Wigan Athletic as of the second week of April 2019. Quizzed at the outset by interviewer Middle Warden John Farrell on whether he sees himself as from the UK or as a New Zealander (he has homes in the UK, New York and in New Zealand), it became clear that his heart is in New Zealand, although Lancaster born.

Kevin is an entertaining raconteur and this was the third occasion in which he has responded to an invitation to address the Marketors at a key event. In answer to John's further questions about brand building, and the role of marketers and leaders, he regaled us with stories from his distinguished career while sharing his views on these subjects. While he was the CEO of Pepsi-Cola Canada, during a presentation around the introduction of NAFTA [North American Free Trade Agreement] which was about free trade and how it would be good for Canada, Kevin had a Coke vending machine brought onto the stage. To make a memorable statement about 'killing' off Pepsi's rival, Coca-Cola he took out a machine gun (with rubber bullets) and blasted away at the machine on LiveTV. The Canadian PM Brian Mulroney was present at the time and, fortunately pre-briefed, did not flinch. It was an instant marketing success, taking Pepsi past Coke.

*Building brands:* In his view, Mary Quant was very good at building her brand. Mary could set the trend and trusted instinct and intuition. Amazingly, there was no product testing at Mary Quant for its cosmetics. A fantastic success was its tagline 'make-up to make love

in'! P&G, in his opinion, is the best brand builder, as it combines art and science.

*Role of Marketers:* Kevin believes that the role of marketers today is to 'create a movement'; rather than building brands. "Ideas are the currency of our time".

*Creativity:* There is still a lack of marketer representation on Boards for the reason that there is a lack of trust in creativity on Boards. He also believes that ROI should be regarded as Return on Involvement. He posed the question on how this type of return could be measured?

*Leadership:* Kevin, who teaches Leadership at Lancaster University and Oxford University, repeated Drucker's views that Management is about 'doing things right', while Leadership is about 'doing the right thing'. He believes there is no place today for the old command and control, largely male and leader-follower type leadership style as practised in P&G and Pepsi. Kevin believes that the role of leaders is: "To inspire everyone to be the best they can be, in pursuit of the company's objectives".

Certainly no HR manual and no 360 degree feedback! There are three things a leader should do today; which is give people Responsibility, Opportunities to learn, and Recognition for their efforts. Being 'happy bunnies' they will be 35% more productive. Leadership is about moving from 'getting things done' to 'making things happen'. Crucially it is also to create other leaders. Finally, a leader needs a vision, not necessarily a vision statement. Kevin mentioned Martin Luther King's famous statement: 'I have a dream'; this is what is needed.



Kevin believes in ABC which stands for Ambition, (Self-) Belief and Courage. Although he does not personally believe he has developed anyone, he has certainly inspired many, including CEOs in NZ.

*Lovemarks:* In his 2005 book, he introduced the concept of Lovemarks. What is considered important for brands is trust and brands are traditionally built on respect. In contrast, Lovemarks is about emotional connectivity. Lovemarks create 'loyalty beyond reason', beyond attribute, etc. For example, Toyota was known for its 'Quality, Durability, Reliability' - respected for these attributes. The Toyota CEO asked Kevin to change Toyota from being the most respected car in the world to the most loved. This resulted in the Prius. Lovemarks are built on both respect and love.

*Biggest failure of his career:* Tom Peters once told him to 'Fail fast, Learn fast, Fix fast'. Kevin mentioned he is shortly due to give 20 minute TED talks in Auckland and Christchurch on failures and

how to fix them. In answer to John's probing about his exit from the Publicis group which John thought was quite 'colourful', Kevin stated he had no regrets, only wishing he had expressed himself differently. In any case, in his conversation with Shimon Perez about leadership, Shimon had said that 'a career without controversy is not a career at all'.

*Peak Performance:* '64 shots'...

Kevin talked about three kinds of change which is 'Disruptive, Transformational and Incremental'.

*Predictions:* He has made 10 predictions in the NZ Rugby Monthly for 20 years. Kevin has written a book called *Sisomo* — which is about sight, sound and motion, about screen-agers, about being mobile and how marketers should take advantage of this.

Finally, for a *start-up*, how to build a successful brand today?

Kevin said to start with a:

- Purpose on a page and then, the
- Dream, Beliefs and Focus.

- Market from Day 1, and
- Raise 5x what you think you need.
- It became clear that Kevin's views are based on his unique understanding of millennials and their aspirations. They are not so much looking to move up the corporate ladder. Millennials instead seek 'connectivity, creativity and collaboration', as well as visionary leaders who inspire them and brands they can love.

Before those attending enjoyed further drinks and canapés, as well as the spectacular evening view of London from this unique West End vantage point, the Master Andrew Cross thanked Middle Warden John Farrell and Kevin for conducting a lively interview, also the Events Team, Court Assistant Carole Seawert and Freeman Des Clark-Noble (Event Director) for organising the event.

Link to full transcript online: [marketors.org/KevinRoberts](http://marketors.org/KevinRoberts).



# Master's Visit to Alsace 26 – 29 June

All good friends and jolly good company

**At the end of June a party of Marketors from three flights met up at the airport in Basle and were soon travelling on together to our destination Rouffach by coach. It was surprising to find that few of us had any knowledge of Alsace as a region, let alone a tourist destination.**

Lying on the west bank of the river Rhine, Alsace is the Germanic area of France between the Rhine and the Vosges mountains. Over the last two centuries Alsace has passed between Germany and France like a shuttlecock. So while now once again part of France, it has institutional differences. A large proportion of its population of all ages speak Alsatian – a dialectal form of German. Alsace therefore stands slightly apart from any other region of France. In economic terms, it is part of the Rhine valley corridor, one of the most important trading routes since the Middle Ages. With very fertile soil and with close links to Germany, the rest of France and to Switzerland, it has long been one of the most prosperous areas in Europe – hence its obvious attraction to acquisitive neighbours.

The Master Andrew Cross gained knowledge of Alsace about 13 years ago when his wife Carol started to visit the annual Patchwork & Quilting Expo at St Marie aux Mines near Colmar. Patchwork and quilting is Carol's passion. With yearly visits thereafter it became the natural choice for a Master's Trip in his year of office.

Our accommodation was at the beautiful Château d'Isenbourg.

Situated on high ground overlooking the medieval town of Rouffach, it is the site of an ancient castle and royal residence. It was later given to the prince bishops of Strasbourg and a larger fortress was built in the 14th-Century as part of the town's defences. Demolished around 1822, the current château was built over the remaining cellars with a tall circular tower being added in 1894. Our eyes were constantly drawn to the top of this tower as it was topped with a large storks' nest in which there was constant activity.



With its excellent location in the heart of the vineyard region on the Alsace wine route, the château has been a luxury hotel since 1974. Its elevated position above Rouffach also provides panoramic views of the Vosges Hills, the Rhine Plain and the Black Forest.



*At Château d'Isenbourg*

The internal decoration and bedrooms are elegant and the hotel has a uniquely relaxed style, providing an ideal base for our visit.

Welcomed by the Master and Carol, we enjoyed a welcoming glass of local Alsace Crémant and a light lunch on the lawn. But with such a high summer temperature the outdoor pool and sun-loungers soon beckoned for most after our early morning start. When we met for dinner later at the local Brasserie Julien, our party had expanded to 26 with others travelling by car or train having joined us.

The following day we headed off on a coach to the ancient walled town of Obernai where there was a street market in full swing. Obernai is typical of an area famed for its pretty towns and villages, all with brightly coloured half-timbered houses.

During the morning there had been some amusement when our guide Veronique had assumed that being Marketors implied that our Company specialised in marquetry – for our next visit was to Marqueterie d'Art Spindler.

This was a family business that had been passed from father to son for generations; creating furniture and pictures in truly exquisite marquetry. This was a fascinating centre promoting a little understood craft with an impressive quality of work produced. Jean-Paul Spindler our host described the skills and techniques involved.

Lunch was taken at the 16th century Domaine Seltz in Mittelbergheim. It comprised local speciality Tartes Flambée baked alongside us washed down with generous quantities of local wine. This was followed by a cellar tour and wine tasting. Albert, the bearded young owner was energetic and passionate about his wines, highly informative in describing the nature of wine making in Alsace. Most Alsace wines are white in the German tradition using the traditional flute-shaped bottle;

The vineyards are particularly famous for their Sylvaners, Rieslings and Gewurtzraminers, wines that are not produced anywhere else in France. Additionally, the area produces much Pinot and a really excellent dry Muscat which particularly met with favour in our group. Wine production is one of the region's main activities with vineyards located along the lower eastern slopes of the Vosges. Collectively they comprise the Wine Route, a series of very attractive small farming villages obviously economically dependent on wine. For our second evening we dined together at another Rouffach restaurant La Poterne.

We were off again on Friday 28 June, this time to Eguisheim where our first activity comprised a wine quiz at Oenological Park with questions to answer as we followed a trail in bright sunshine around



*Typical half-timbered house*

the vineyards. The quiz format certainly had us taking a closer interest in learning the various skills and hazards of wine production.



*A Team searching for wine quiz answers at Oenological Park*

A further cellar tour and tasting followed at Domaine Zinck given by another young and enthusiastic proprietor Philippe Zinck. It was good to see the important wine industry in Alsace the subject of so much passion.

Eguishelm is an exquisite village, the best and most visited in France and its circular streets were quite Disneyesque in character. A black tie gala dinner took place that evening in our château complete with rhyming grace, loyal toasts



Eguishelm

and speeches, but not before an interesting pre-dinner briefing on tourism in Alsace. Clearly this attractive and picturesque region has been a well-kept secret as surprisingly the British hardly register as part of their annual intake of visitors. Some might argue to keep it that way.

On our last day, we enjoyed lunch in Berrwiler at the l'Arbre Vert restaurant and afterwards we were given a choice of museums – the fabulous Schlumpf collection of cars at the



One of a huge number of Bugatti Cars collected by the Schlumpf brothers

Cité de l'automobile or the Museum of Printed Textiles, both in Mulhouse. Both museums were impressive and much enjoyed. And then it was back to the airport and home.

The organisation of this three-day visit was immaculate, the Master being ably assisted by a local French speaking friend Nadine. Of course, the blue skies throughout was always going to be a bonus, enhancing the great natural beauty of the region.

## What will your legacy be?

**Marketing, as a profession, has been kind to most of us, giving us opportunities for a successful career and a good life.**

Please would you consider showing your gratitude by leaving a charitable bequest in your will to The Marketors' Trust, to help support others less advantaged or who are at the start of their marketing careers.

It is very easy to do, by simply adding a codicil to your will. We would be happy to provide the appropriate wording; email us at [marketorstrust@marketors.org](mailto:marketorstrust@marketors.org).

Any amount, small or large, will go to good causes.

The Marketors' Trust Charity Reg. No. 272339

The MARKETORS' TRUST



WORSHIPFUL  
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MARKETORS





# Outreach extends to Ghana

**The Worshipful Company of Marketors' Outreach programme has been honoured to set up a successful marketing skills transfer project for the African Science Academy (ASA), based in Tema, Ghana.**

ASA is a new, girls-only residential school for maths and science, opened by the African Gifted Foundation in 2016. This charity is led by African and UK executives and educational experts determined to provide an opportunity for Africa's gifted children to develop their full potential in STEM subjects. The Academy offers globally respected Cambridge International Advanced Level qualifications in maths, further maths and physics. Partnering with world class organisations with recognised expertise in mathematics and computing has enabled the Academy to deliver a unique educational experience and pathway to undergraduate study and future careers in areas such as Engineering, Science and Computing.

The Marketors' Outreach skills transfer project, led by Freeman Nicola Chapman, has enabled the ASA to improve its marketing leading to better communication with potential students, providers of undergraduate courses, job opportunities in Africa and crucially funding partners who provide the vital financial support at all stages of progression.

One remarkable element of the ASAs many achievements can be seen by focusing on the class of 2017/18. With only 24 students selected each year from hopeful candidates of many African nations, the students in each intake study the normal two year course of Cambridge A-Level qualifications of maths and physics but in just one year. Most of the 2017/18 class achieved A\*- B grades in all three subjects. In the first year, 40% attained full scholarships to study at top universities around the globe. The results got even



better in the second year as all received university offers with 95% of them gaining full scholarships. Academy girls have achieved places in Edinburgh University, Minerva University, Ashesi University, African Leadership University and Academic City College among others. Most scholarships attained were awarded by the MasterCard Foundation.

The African Science Academy is focused on more than just developing their students academically. Their mission is to raise visionary leaders who will play a significant part in Africa's beautiful transformational story. Girls learn to be ambitious, appreciate diversity and aspire to excellence. They are also empowered and encouraged to be innovative in their work. ASA fosters a caring community where students show care not just to one another but also to those around them - the girls give back to the community by teaching Maths and Science to the children in the local school.

The Worshipful Company of Marketors' Outreach programme is committed to providing marketing support to ASA as an ongoing project with marketing objectives and challenges evolving as time goes by. With the first group of ASA students soon graduating, the new Alumni can be a powerful and inspirational force to influence and encourage future generations of students to be part of this incredible ASA programme. In this way they will help play a significant part in social, educational and commercial advances in Africa.

Graham Storey  
Liveryman  
Outreach Team

## Marketors Outreach Committee



**At the first meeting of the Marketors' Outreach Committee in 2019 a change of Chairman was formally marked by a presentation of a bottle of champagne to the outgoing Chairman, Court Assistant Brian Sweeney from the incoming Chairman, Liveryman John When.**

The Outreach team really enjoy doing what we do well, and you could join us! We use our professional skills and experience to help a wide variety of 'good cause' organisations needing marketing support.

Importantly, because it is conducted within a well tried delivery system, the support given enables 'good cause' organisations to achieve better marketing outcomes within their own specialised environment. Following the old saying, "Give someone a fish you feed them for a day, teach them how to fish you feed them for a lifetime", Outreach projects guide, advise and transfer marketing skills while the marketing activities are done by the people in the 'good cause' organisations.

To help keep track of the Outreach activities and the individual hours of time given by those in the team, Liveryman Ian Moore joined Outreach early in 2019 as the Outreach Analysis Co-Ordinator. About 30 individual Outreach projects can be running at any time, across a spectrum of stages from initial marketing brief definition to a management team agreeing in writing that the Outreach project objectives have been achieved, often with some other marketing improvements were not in the initial brief. This is a lot of activity time to keep track of and to accurately record. Ian is thanked for taking on that important responsibility.

# Liveryman Peter Brown

5 May 1932 – 5 May 2019



The Company is saddened to record the passing of Peter Brown on his 87th birthday. Condolences have been sent on behalf of the Company to his widow, Christine.

Peter's father was a member of the Royal Air Force, and Peter was born in married quarters at RAF Waddington, near Lincoln in 1932. When he was

16, Peter also joined the RAF, carrying out an electronic engineering apprenticeship at RAF Cranwell. After 14 years in RAF, servicing ground radar equipment, and in his own words "realising I could not become Chief of The Air Staff", he left the RAF.

He was quickly promoted in the civilian electronics world, and within three years became Managing Director for Guest International Ltd, one of the youngest CEOs in London. He held responsibility for contra trade of electronic components and equipment between the then Yugoslav Republic and the UK. In recognition of help to the Yugoslavs he was awarded the Freedom of the City of Nova Mesta.

In 1972 Peter joined Bofors Electronics Ltd. as Managing Director. This was a subsidiary of AB Bofors Sweden, the firm of Alfred Nobel. Here he was responsible for the design and marketing of industrial process control equipment.

By the time he was 45, Peter had started his own business, Rhopoint Ltd, and marketing specialist instrumentation to the electrical supply industry in the UK. In 1999 Peter's company was selected for a Royal Visit by the Duke of Edinburgh.

On his retirement from Rhopoint in 2005 Peter received many testimonials from grateful staff who appreciated his help and encouragement in marketing as well as electronics.

Peter managed to combine a successful career as an Incorporated Engineer – a Fellow of Institute of Engineering Technology - with at the same time being a Fellow of the CIM and a Chartered Marketer. Peter joined the Worshipful Company of Marketors as a freeman in 2005 and progressed quickly to the livery the same year. He lived in Norfolk.

#### Other activities:

- Member of the Advisory Committee for the Faculty of Technology School of Engineering Kingston University
- Chairman of the Surrey Innovation Forum (a consortium of universities comprising Brunel, Surrey, The Royal Holloway and Kingston to explore technology transfer into industry)
- Chairman of Judges for the Young Engineer of Britain Competition
- Council Member Electrical Research Association
- Director of the Surrey Science and Technology Regional Organisation
- Director of the Surrey Business Link
- Member Editorial Advisory Committee for the then Institute of Incorporated Engineers journal *Engineering Technology*
- Member of the Strategic Planning Society London.



James Hambro  
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## Comprehensive analysis

## Simply expressed

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# City and Livery Quiz

With the passage of time, most Marketors slowly learn about some of the quirks of the City of London and its fascinating and varied Livery tradition. This quiz is intended as food for thought and to let you test your own level of acquired knowledge. Grateful thanks to our former Clerk, Honorary Liveryman Adèle Thorpe, who assisted the Editor in providing many of the questions.

1. Which livery hall convenes each year as a formal Court of Law, and why?
2. What dating from 1737 should all Freemen of the City of London have?
3. What is a baker's dozen and why did the expression originate?
4. Which liveryman famously served as Lord Mayor four times?
5. Why are the Carmen considered ancient yet the Farmers modern?
6. What explanation is often given for the phrase "at sixes and sevens"?
7. What is unique about the Apothecaries as a livery company?
8. What was the subject of a book by Nicholas Woolf, husband of a recent Lord Mayor?
9. Which company was limited to 110 liverymen on forming in 1953 but increased to 240 in 1984?
10. What is the oldest continually elected office in the City of London?
11. Which livery company master traditionally serves a two year term?
12. Which City role is directly elected by the whole of Common Council?
13. Which Marketor has held the most Livery masterships?
14. What type of structure was erected without consent to give rise to the annual Knolly's Rose ceremony?
15. "My gracious darling, for goodness sake make haste since I'm very cold". What is the relevance of this livery statement?
16. Which livery company has the one word motto "Cito" (swiftly in Latin)?
17. What did Alderman Andrew Parmley claim the cost of his shrieval chain would have bought where he came from?
18. Which livery company installs an Upper Bailiff, rather than a Master?
19. In what common way are both the Air Pilots and Master Mariners unique as livery companies?
20. The Rose Bowl Ceremony is being conducted. What should you do when your turn comes?
21. If you are asked if you know the Bishop of Norwich, what should you say?
22. What special delicacy is served at an annual charity lunch in May at Merchant Taylors' Hall?
23. What debt was repaid by the Drapers to the Carpenters in World War Two?
24. What right did the City of London get in 1215 that it still exercises today?
25. How many Ward Clubs are there?
26. Why do we call exhibits in the Lord Mayor's Show "floats"?
27. Which livery company has not yet admitted women to membership?
28. What is unique to the following: Fishmongers, Goldsmiths, Dyers, Saddlers, Blacksmiths, Basketmakers and Shipwrights?
29. What is a SABTAC?
30. Which livery hall served with distinction in World War Two?
31. What uniquely happened in the Lord Mayor's Show of 1983?
32. Where in the City would you see the famous inscription "The Earth is the Lord's, and the fulness thereof" (Psalm 24)?
33. What priceless items, the subject of a book by a Lady Mayoress, were handed over to Mansion House in 1987?
34. Air Conditioning, Ventilation, Refrigeration and Jet engine manufacture are all industries represented by what livery company?
35. The annual archery competition between the Bowyers and Fletchers at the Tower of London could not take place in 2011. How was the rivalry for supremacy settled?
36. Who is the mother of the Livery? ie: the living female who served as a Master the longest time ago.
37. Which livery company holds the "Cocks and Caps" ceremony for the installation of its wardens?
38. What are the three traditional ways of joining a livery company?
39. What two mythical pagan giants are the traditional guardians of the City?
40. What is the origin of a Masterpiece?

Online research is encouraged!  
Full answers will be given in the website on Monday 26 August.

# Mentoring partnership with University of Greenwich

*Peter Rosenvinge*  
Court Assistant  
Chairman Professional  
Mentoring Programme

**Mentors from the Worshipful Company of Marketors helped students scoop two of the five available prizes at the University of Greenwich's Enterprise Challenge Finals Day in late March.**

In January over 60 students at the University of Greenwich entered the main Enterprise Challenge Competition, with seven of our experienced mentors helping students develop their business ideas in order to pitch at semi-final and final stage in front of a panel of judges. We are pleased to say that three of the seven students mentored reached the final 10 in Greenwich and two won prizes out of the five available. The winners of the Social Category Award were students Don Munasinghe and Chathunda Hewage (below) of the company Nephthys, who were both mentored by Liveryman Richard Mayer. Nephthys provides innovative products, the first of which is a smart stick for visually impaired people - possibly able to replace the need for a guide dog.

The Engineers in Business Winners were students Amira Eltokhy and Mohamed Said (right) of the company Rapid Bio-Labs. They were mentored by Liveryman Jonathan Williams, who achieved this feat despite living and working in Sydney, Australia. Rapid Bio-Labs



*Court Assistant Peter Rosenvinge with winners Amira Eltokhy and Mohamed Said*

have developed quick, accurate, cost-effective and accessible software to deliver automated cell counting services using Artificial Intelligence (AI). Amira was very appreciative of Jonathan's help and support: "He was and still is very supportive. He gave us all the time and information we asked for and also guided the team towards greater professionalism in marketing and the market research process. He is always there for me via Skype and emails. I learned a lot from him. I am so grateful to know such an amazing and supportive personality."

The bad luck award would surely have gone to Alan Wong, who was starting to present his proposal for an indie board game via his company, Spinning Cog Games at the Finals event. He was alarmed to realise the organisers had loaded the wrong presentation up for him and the rules did not allow for a reload. He carried on

bravely. Liveryman Roger Harrop had done a great job in mentoring him through to the Final, so it was a disappointing end to a lot of hard work.

The overall winner went to La Leche, a new fashion brand creating optic fibre swim and party wear for gay men.

This is the first running of this Greenwich-Marketors initiative, which followed an approach to the University of Greenwich last summer by the Marketors. Both sides feel the relationship has got off to a good start and plan to run it for a second year from January to March 2020. If any Marketor is interested in being a mentor on this or our wider programme of mentoring (less intensive but over a flexible, longer period) please contact me at [p-rosenvinge@sky.com](mailto:p-rosenvinge@sky.com) or on **07905 903403**. Please also see [marketors.org/About-Us/Committees/Professional-Mentoring-Programme](http://marketors.org/About-Us/Committees/Professional-Mentoring-Programme)



# The 2020 Harvard AMP Bursary

*John Hooper CBE  
Chairman, The Martyn Davis  
Charitable Trust*

**In 2015, a Bursary from Court Assistant Emeritus Professor Martyn Davis enabled Liveryman Lesley Wilson to experience a life-changing opportunity by attending the very prestigious Advanced Management Programme (AMP) at Harvard Business School. Lesley wrote about her experiences in previous issues of Marketor, saying that the world-class knowledge and a broader and better sense of judgement, as well as a growth in self-confidence, were her most lasting memories of the experience.**

This eight week residential programme sets the global standard in Executive Education with a carefully orchestrated curriculum and dynamic peer-to-peer interaction creating an unparalleled learning experience.

Through the ongoing generosity of Professor Davis and the Charitable Trust Fund he set up, another Bursary is now being offered for the 2020 AMP. Professor Davis has a passion for the AMP and his generosity speaks volumes about the ethos and spirit of the Marketors' Company. Why would anyone give substantial funding for a Bursary to be awarded to an individual liveryman unknown to them? It reflects a belief about the importance of marketing and the opportunity that the AMP provides to deliver a life-changing experience.

This exceptional opportunity is open to liverymen of the Marketors' Company only and applicants must meet stringent eligibility criteria. The typical delegate on the Harvard

AMP is a graduate, at least 40 years old, with a minimum of 15-20 years' working experience including significant time at a senior level in large organisations. This may be in the Corporate, Public or Third sector domain. Liverymen interested in applying for this prestigious programme are required to have secured permission from their employer to attend the programme prior to submitting their application.

Full details of the programme and the eligibility criteria will be circulated to liverymen in an email by the Clerk. Suitably qualified candidates will be invited to apply and it is likely that a short list of two or three will be put forward for interview by a panel including a representative of the HBS Admissions Committee in the Autumn of this year.



## What is Younger Marketors?



It's a forum for members of the Marketors who are in their 20s, 30s and 40s – whether you are a Scholar, Freeman or Liveryman. But anyone who is young at heart is also very welcome to be part of it.

### What is its purpose?

The group was formed to promote the wider involvement of our younger members. The idea is to grow fellowship, encourage participation and bring together our 'future leaders' of the WCoM. It's aimed equally at recent joiners who have yet to dip their toe into livery life as well as longer-standing younger members of the Company.

### What does the group do?

We meet once a quarter where we can build connections and friendships with like-minded individuals in an informal setting. It's also a great way to find out what's happening within the Company and to share thoughts which can be fed back to the Court.

### Where are the meetings held?

At the Naval and Military Club (In and Out Club), 4 St James's Square, London SW1Y 4JU.

### What time are they?

You can drop by for a drink any time between 18.30 and 20.30.

### When are they?

The dates for our next 2019 get-togethers are:

- Wednesday 11 September
- Wednesday 11 December

### How do I sign up for the next one?

**Email Laura Giffard on: [laura@perq.studio](mailto:laura@perq.studio) saying you'd like to come along. We really look forward to seeing you.**



# Five years of Masters' Charitable Choices

Diana Tombs  
Liveryman  
The Marketors' Trust

Every year The Marketors' Trust gives the incoming Master an allowance from the Trust to donate to the charity or charities of his or her choice. Over the years, the Masters' choices have included a wide range of worthy causes, reflecting the equally wide variety of interests of the respective Masters.

This year, Master Andrew Cross has chosen two very different charities to support: The Westminster Society and the Cycle-Smart Foundation.



**The Westminster Society** ([www.wspld.org.uk](http://www.wspld.org.uk)) is an award winning charity providing services for people with a range of learning disabilities and their families. They operate in Westminster and other London Boroughs.

Their vision is to enable learning disabled Londoners to stay healthy, be safe, and to have the chance to make full use of everything their community has to offer, just like everybody else.



**The Cycle-smart Foundation** ([www.cycle-smartfoundation.org](http://www.cycle-smartfoundation.org)), another award-winning charity, is committed to saving young people's lives by promoting safer cycling and the use of cycle helmets. It has developed an extensive education programme targeting children from their early years through to mid-teens. By providing the child with age-appropriate material, the charity aims to empower children and young people with the knowledge and skills to help them make an informed choice on the potential benefits of safety helmets and to overcome any peer pressure that they may face.

Immediate Past Master Richard Christou chose to allocate his allowance last year across five different good causes, including **The William Reason Hough Benevolent Fund**, **Trinity College Cambridge** and **Magdalene College Cambridge**. His contribution to the **Lord Mayor's Big Curry Lunch**, this great annual event at London's Guildhall, went to support members of Her Majesty's Armed Forces and Veterans who have served in Iraq and Afghanistan through the British Army's national charity ABF The Soldiers' Charity, now also in association with The Royal Navy and Royal Marines Charity and The Royal Air Force Benevolent Fund. Delicious curries and a silent auction with "money can't buy prizes" make for an amazing way to raise money for such a cause that is close to the heart of the entire Livery.





Richard's fifth choice of charity was **Redwings Horse Sanctuary** ([www.redwings.org.uk](http://www.redwings.org.uk)), the UK's largest horse sanctuary responsible for over 2,000 horses, ponies, donkeys and mules. Their aim is to provide and promote the care and protection of all horses and donkeys by offering a place of safety to those in need, rehoming those with the potential for a fulfilling life outside the Sanctuary, and educating owners and future generations about the value of horse welfare.



In 2017, the Master Sue Garland Worthington shared her allowance across three charities: the **Nicholas Boas Charitable Trust** ([www.nicholasboastrust.org.uk](http://www.nicholasboastrust.org.uk)), which supports the development of young students of visual and musical arts, Walking with Giants and Learning for Life.



As Sue wrote in a previous article for the *Marketor*, the decision to support **Walking with Giants** ([www.walkingwithgiants.org](http://www.walkingwithgiants.org)) was the serendipitous result of staying at the Marriott Hotel in Liverpool. At the same time it happened to be hosting the annual get together of a small charity which helps children and families affected by Microcephalic Primordial Dwarfism. Growth of those affected is proportional but extremely delayed, with some people only reaching a height of 2ft 10ins. The charity's aims is to provide support for individuals



affected by this extremely rare condition as well as their parents/ carers and to educate health professionals and the general public about it. They also facilitate opportunities for those affected to meet and provide for adaptive and medical needs.

Sue's third charity arose from a discussion with late Liveryman Dan Doherty, while on the annual Halls Walk to raise money for charity. Dan was deeply involved with a charity called **Learning for Life** which was set up as a response to the need for education, especially of girls in South Asia. Please also see the separate article, supplied by Neil Fullbrook, with an update on the Dan Doherty Memorial School in Nepal.

Master David Pearson allocated all his allowance to just one charity **Live Music Now** ([www.livemusicnow.org.uk](http://www.livemusicnow.org.uk)). LMN is a UK-wide initiative, created by Yehudi Menuhin and Ian Stoutzker in 1977. LMN selects young, professional musicians who combine exceptional performing skills with special qualities of insight, generosity of spirit and flexibility. They enhance their skills through their distinctive approach to training and performance and send them out into the community to perform for older people and children with special educational needs.

Every year, their musicians deliver thousands of interactive music programmes in care homes and

hospitals and a range of community and healthcare settings. They also work in special schools, where music can make a huge difference to the lives of children and their families.

In 2015, Master Andrew Marsden shared his allowance between **Marie Curie** ([www.mariecurie.org.uk](http://www.mariecurie.org.uk)), who provide care and support through terminal illness, and the City based charity Suited & Booted.



Suited & Booted

### Suited & Booted

([www.suitedbootedcentre.org.uk](http://www.suitedbootedcentre.org.uk)) is a new charity, which helps vulnerable, unemployed and low-income men to get into employment by providing them with suitable interview clothing donated by companies and professionals. They also offer their clients advice and mentoring.

Clients are referred to them by public agencies and charities such as Jobcentres Plus, Crisis or London Probation, when they have the offer of a job interview or work placement. They provide a welcoming, friendly environment where clients come in for a dressing session as well as some thoughtful advice, interview training and support.

## THE DAN DOHERTY MEMORIAL SCHOOL UPDATE

# Supplementary Education Classes and Women's Meeting Hall

Reported by Bhumika Sunuwar,  
Education Program Officer  
COSAN, Kathmandu

**Many members will remember the late Dan Doherty whom we lost to a brain tumour in March 2016. Dan was a lively and very active member of the Marketors and could always be found at the centre of any gathering or else providing sage advice on business related matters.**

We've reported in previous issues of *Marketor* the building and launch of the Dan Doherty Memorial School. Many Marketors donated money to build the school and some took part in a parachute jump to meet the £30,000 raised which enabled



charity Learning for Life to build, through its local partner COSAN, the school on land donated by a local benefactor.

Now, some three years on, the school has taken on a new lease of life and has found its place in the rural community in Nepal. With some extra help on the fundraising side, including a generous donation from Past Master Sue Garland Worthington's Master's Charity, the school has again reopened for a new academic year. On 16 April 2019 it welcomed boys and girls who would have otherwise have either not gone to school or dropped out.

The school offers a part of non-formal supplementary education programmes for rural and marginalised children. Along with providing the education, women's groups also use the meeting hall to run saving and credit cooperatives and other capacity building

training. The children involved in the classes are from disadvantaged backgrounds, particularly Dalits, an indigenous community. Learning for Life is also coordinating with local government to run Early Childhood Development (ECD) classes in the school to help to inspire and nurture children into the culture of learning offered by this essential facility. This has now become a focal point for the community and beyond and we just wish that Dan could see what has been achieved in his name. You can view updates on the school at: [thedandohertymemorialschool.org](http://thedandohertymemorialschool.org)

### Present Update

38 students have re-enrolled the class in session 2019.

17 (45%) are girls.

21 (55%) are boys.

Around 70 percent are from poor and indigenous communities (Praja).

30 percent are Dalit family.

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Marketors' Outreach

## Helping young people with debating and presentation skills

Philippa Seal  
Liveryman  
Outreach Team

**The Marketors' Outreach programme helps good causes in many ways; one is to help younger students develop debating and presentation skills by participating in the annual Sheriffs' Challenge - an inter-school two-round, Livery sponsored competition.**

A team of Marketors including Senior Warden Lesley Wilson and Liveryman Philippa Seal were invited to support Hammersmith Academy guide their 6th form student team in preparing and delivering a presentation on *What will be the key impacts of the digital revolution on the City of London?* This West London school has long established links to the Marketors.

On 11 February, in a conference room at the University of Coventry, London, near Liverpool Street, I waited anxiously at 4pm together with Senior Warden Lesley Wilson for our Hammersmith Academy team to arrive for the heat. We were welcomed by Anne Punter, chief organiser of the competition, and joined students and teachers from seven other London schools: Lillian Baylis Technology School, Kensington Aldridge Academy, Rokeby School, Burntwood School, Haberdashers' Aske's Knights Academy, Mulberry School for Girls and Mulberry Academy Shoreditch.

Hammersmith Academy fielded a team of eight students from Year 12, aged between 16 and 17 years old. This would be the culmination of six weeks' work in standing

up and arguing their reasoned case for the likely impacts of the digital revolution on the City. With the help of the Head of Business and Economics, Rory Saunders and support from the Academy's Head, Gary Kynaston and 6th form teacher Kerrie Moss, the students had organised themselves to meet every week to decide what the digital economy meant for the City of London. They practised their speeches individually and rehearsed in school in front of another class. As their Mentor, I watched over a period of four weeks as their arguments came together and guided them towards making a great presentation at Coventry University's London facility.

On the night, the Senior Warden and I sat with our team and their teacher and watched as each competing school took different approaches, each fielding a team of between four and eight pupils and in turn presenting their arguments. When the time came for our team to present, they transformed from being nervous bystanders to giving a clear, convincing and amusing presentation to the room. In the end, however, there could be only one winner of this heat. Mulberry Academy Shoreditch was chosen by the judges for their presentation in which they had imaginatively decided to present as a TV style panel interview. But would they later win the final in Court No1 at the Old Bailey? Together with the Master, Andrew Cross, we went to find out on

Monday 5 March. After Court proceedings had closed for the day, we were welcomed into the Central Criminal Court to watch the two school teams battle it out in front of the panel of judges. Sheriffs Liz Green and Alderman Vincent Keaveny had enlisted the support of two Old Bailey Judges, HHJ Sarah Munro QC and HHJ Philip Katz QC, to make up a panel of four. After drawing lots, the boys from Mulberry School Shoreditch went first with a brilliant presentation on the impact of the digital economy, but Christ's Hospital's all girl team gave an equally stellar performance with their intellectual arguments. After a break, the winners were announced: Mulberry School Shoreditch won with just a single point difference.

It was a delight and privilege to participate in the whole competition from heat to final which showcased the wealth of diversity and talent among London's school children.

By responding to the Sheriffs' Challenge, the students from Hammersmith Academy had 'stretched themselves' and certainly been moved out of their comfort zone. What great preparation this competition provides for success in their own futures. From what I had seen both in the heat and the final, I was sure that many of the students would go on to do great things and, in their own individual way, change the world for the better.

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Diana Tombs

Liveryman and Trustee,  
The Marketors' Trust

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## The Marketors' Trust supports Marketing

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**So you would think, I hear you say! But, while this headline may sound as if it's stating the obvious, not all members may know that one of the Trust's giving strategies is to support our marketing industry and its professional bodies. These are two examples.**

### **The Museum of Brands**

**museumofbrands.com**, based in Ladbrooke Grove, is a charity whose objective is to explore how brands shape our world. Their activities include both the Museum (which is fascinating to visit – highly recommended!) and an extensive learning programme, which includes a Professional Development programme for career marketers.

The Marketors' Trust agreed a new giving initiative this year to provide a grant of £15k pa to the Museum to support this programme. This involves 15-18 events a year, targeted at mid-career marketers. Evening talks and masterclasses on a range of topics are led by industry experts. Topics so far have included: *How Healthy is Advertising*, *Neuroscience – why do people buy?*, *Humanising the Brand*, *Digital innovation and behavioural change* and *Flavour of the month*.

Attendances have been high with several events being sold out. The events will start again in September with Emma Zangs, a choreographer, pitch and movement coach, running a Masterclass on how to boost public speaking skills.

More information on forthcoming events will be circulated through the Clerk's Notices and on our website.

### **The Archive of Market and Social Research**

was established in 2016 and is supported by the Market Research Society, although wholly independent of it. Led by a Board of distinguished Trustees and a team of dedicated volunteers, it has provided for the first time a central source of historic marketing and research material from the last 50+ years. It has rescued from oblivion major studies from a wide range of product fields, more than 600 books, journals and technical papers, plus research findings from many leading research organisations including MORI, NOP and the TGI. Much of this material has been digitised and is freely available via the AMSR website, while paper copies are stored under professionally managed conditions at the History of Advertising Trust.

This archive is proving to be of especial value to marketing and management academics, students, social historians, researchers and to marketing practitioners of all kinds. But to continue its valuable work in accumulating relevant material and making it freely accessible, it needs funding of £35,000 per year.

The Marketors' Trust has joined more than 50 organisations and individuals in committing its support to the archive with a donation of £1,000 which it hopes to repeat annually.

This support will help to ensure that the learning processes and discoveries inherent in the development of marketing, together with the research findings which underpin them, will be preserved and accessible to future generations.

Individual members of the Worshipful Company are also invited to support the archive either financially or by donating any material they have which may have historical value. More about this and about the archive generally may be found at [www.amsr.org.uk](http://www.amsr.org.uk)



## Dame Cheryl in the thick of it

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Roz Morris  
Liveryman

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Our liveryman, the Rt Hon Dame Cheryl Gillan MP DBE PC, is the longest serving Conservative woman MP and she found herself at the heart of current British politics in June in her role as Acting Co-Chair of the Party's 1922 Committee which has run the ballots for the Tory leadership contest. She featured prominently announcing results of some of the ballots at the different stages of the leadership contest.

Dame Cheryl has been a Marketor for more than 25 years having worked in marketing before entering politics as MP for Chesham and Amersham in 1992. She is a Privy Councillor and was the first woman to serve as Secretary of State for Wales. She has hosted events for the Marketors in Parliament and is a staunch supporter of the Company.



## Affiliates Day at sea on HMS St Albans

David Williams  
Liveryman

**HMS St Albans has had an intense period of activity as the UK's on-duty warship but managed to fit in an Affiliates Day at sea soon after completing a period of navigation training in Scotland.**

Five Marketors; Hugh West, Andy Robinson, David Elmer, Susan Rawlinson and myself turned up at the Trafalgar Gate of HMNB Portsmouth at 6am on Thursday 28 March to join other affiliates, including members of the Haberdashers' Company and the Mayor of St Albans City. We were bussed across the dockyard to a Serco MPV which was to take us out to the ship but found to be unserviceable. Fortunately another was called in and we could all proceed out of Portsmouth Harbour, something I recalled doing many times on various warships when in the Royal Navy. The immediate highlight certainly for me was a first look at aircraft carrier HMS Queen Elizabeth "in the flesh". It is indeed a massively impressive ship in comparison to its predecessors.



HMS Queen Elizabeth in Portsmouth

We found F83 at anchor off Spithead and after boarding the ship it was soon underway and we enjoyed a breakfast in the Wardroom. We were warmly welcomed on board by the Commanding Officer, Cdr John Cromie RN.

An unusual feature of this sunny but chilly March day was an absolute flat calm – the sea was mirror-like without a breath of wind all day. The programme provided for us included a fire-fighting exercise, a presentation recounting the ship's recent activities, gun firing of the 4.5" Mark 8 and a comprehensive tour of the ship including Bridge and Operations Room. With five Radar systems, six Sonar systems and eight Weapon systems, St Albans is clearly one of the most versatile warships in the world.

We had an excellent lunch in the Wardroom learning that the ship's

On 5 June off Southsea HMS St Albans fired a salute in front of dignitaries including President Trump and Prime Minister Theresa May, while a Spitfire and Hurricane flew overhead. The following day she followed MV Boudicca with 300 D Day veterans and guests embarked out of Portsmouth joining other NATO ships on their way to Rouen for further D Day 75th anniversary commemorations.

company is fed for £3 per head per day but still getting imaginative menus. We later convened to the hanger for Prizegiving. Hugh West, Chairman of the Marketors' AFCC presented the Marketors' Trophy to ship's photographer Lee Blease on behalf of the Company.



The ship entered Portsmouth Harbour late afternoon after an excellent day at sea. I had taken the original proposal to affiliate with HMS St Albans to the Court in 2011. It gained approval and over the years there have been changing ship's companies and changing COs. HMS St Albans, with its mixed ship's company continues to impress for the professionalism and commitment shown by all onboard. The ship also genuinely appreciates its involvement with affiliates and the interaction it provides. We all came away well entertained and better informed.

The ship is due to enter a long refit in Devonport later in the year, scheduled to go into 're-build' being handed over to Babcock on 2 October 2019. This is a mid-life makeover and modernisation likely to take 21 months and this sea day will be the last opportunity for affiliates to visit for some time. However, with the ship only due to be decommissioned in 2035 we can hopefully look forward to a long future relationship.



# Marketor wins PR award



**Court Assistant Hugh West has won the 'Clarity in Communication' award for 2019 for his book *HMS St Albans – A Guide*.**

The annual award, given by the Company of PR Practitioners, was presented at their Spring Dinner held in the Tallow Chandlers' Hall in April and was presented by their Master, Gavin Ellwood. Our own Master, Andrew Cross, was with Hugh at the dinner and said "Not only is it an excellent read, it is probably one of the most comprehensive records of the ship to date. Congratulations on a superb book and it is a prized possession in both my library and that of the Worshipful Company of Marketors".

The prize, a beautiful colourful leaded glass roundel, was commissioned by the Worshipful Company of Glaziers and Painters of Glass and designed by Emma Butler-Cole Aiken.

The book covers the history of the Type 23 frigate, HMS St Albans, its operations and deployments, and provides a technical appreciation of the ship. It also records the Marketors' involvement with the ship since its formal affiliation with the Marketors in 2011 up to the present day. In hardback, it consists of over 400 pages with 500 photographs, drawings and maps. It is also available on-line through the Marketors web site and can be downloaded free-of-charge.

Hugh is the current Chairman of the Armed Forces Committee.

Photo: Andy Sillett Photography.



## Marketors' Inaugural Drill Competition

**On 11 March at Catford a Drill Competition took place in conjunction with St Dunstan's Combined Cadet Force and 151 Regiment. It was attended by the Master Andrew Cross, Middle Warden and Aim Champion John Farrell, Helen Owen (Vice Chairman St Dunstan's), Susan and Anthony Rawlinson and Hugh West, Chairman Armed Forces and Cadets Committee.**

The competition, taking place in glorious weather, was judged by 151 Regiment RLC's Regimental Sergeant Major Vince Chappell and Staff Sergeant Cook. Each team of 12 was mixed and included at least four 14 year olds, with a drill leader. We were very pleased to welcome Chief Petty Officer Gary Rycroft who came all the way from Portsmouth



to represent HMS St Albans, bringing together all our affiliates for the inaugural occasion. The result was very close with a team representing the Army Cadets narrowly beating the team representing the Royal Navy Cadets.

A new trophy was presented to the winning team by the Master.

This was what is now hoped to be an annual event and Regimental Sergeant Major Vince Chappell commented "Considering the short time they had to practice they were all outstanding".

Medals were presented at the Combined Cadets Force's Contingent Annual Dinner on 22 June at St Dunstan's College.

# Award for 151 Warrant Officer

**WO2 Chris Howard of 151 Regiment RLC has been awarded 'London Reservist of the Year'. He was presented with his Award by Sir Kenneth Olisa, Lord-Lieutenant of Greater London.**

Chris's commitment to excellence led to the development and success of an innovative training plan, implementing the 'back to basics' Battle Craft Syllabus (BCS), which has been taken up as best practice across all 24 major units within the Brigade, both Regular and Reserve.

Described as the 'lifeblood' of the team and praised as a mentor, WO2 Howard has been the Head Coach for the Army Reserve Shooting Team for the last five years. He devotes an incredible amount of his own time to develop and encourage younger members of the Regiment. His skill and sheer enthusiasm inspires success and directly enhances



operational effectiveness within the Regiment and RLC Reserves.

The CO of 151 Regiment, Lt Col David Miller, said "The selfless commitment and dedication of

WO2 Howard have been a shining example to us all, and he is the perfect role model to all Reserve soldiers within 151 Regiment who hold him in the highest regard".

## Force Troops Command Operational Shooting Competition 2019



**Over the weekend of 11 and 12 May, twelve Marketors led by the Master attended the Army's Operational Shooting Competition at the Army's Training Centre, Pirbright.**

Marketors were not only able to observe the Reserve Regiment Teams from all the service components of the Army but also to fire live weapons. This was quite a unique opportunity.

Our hosts were Captains Ben Heinrich (Adjutant 151 Regiment)

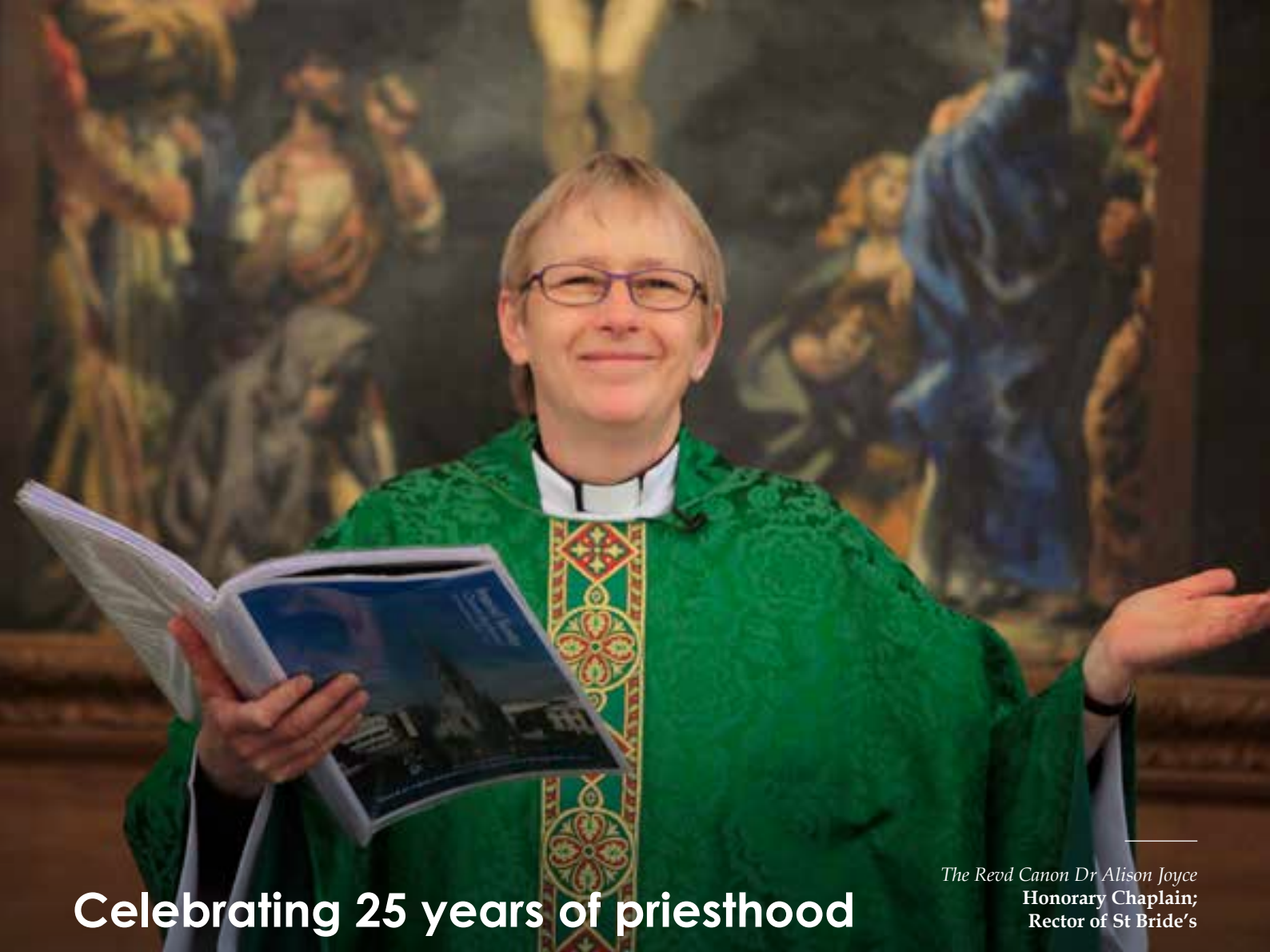
and Heather Harman. On Sunday, following the prize giving, the CO Lt Col David Miller hosted a most excellent curry prepared by the Queen's Own Gurkha Logistics Regiment.

151 Regiment came away with a significant number of awards and are clearly amongst the best shots in the Army.

The Marketors witnessed live firing including a man down exercise and attack. Of most interest was our ability to fire a selection of modern weapons at the Special Weapons Stand, including the new A3 variant of the SA80 service rifle, the Heckler & Koch MP5, the new Glock pistol and the new German service rifle.

The event offered the opportunity for Marketors to get close to the operations of reserve regiments, to talk to members of 151 and to understand better the challenges and opportunities of being a reservist in today's army.





## Celebrating 25 years of priesthood

*The Revd Canon Dr Alison Joyce*  
**Honorary Chaplain;**  
**Rector of St Bride's**

**I was remembering with amusement the other day an incident that took place during my first week at theological college.**

We were discussing the places from which we had come, and where we envisaged our future ministries would take us. I was then in my mid-twenties, single, and with no dependants, and I remember saying: "Do you know, I really don't mind where I end up. In fact, the only two places that I would rule out would be Birmingham and Central London."

Given that I was to spend 29 of my next 31 years of ministry in precisely those two locations, I swiftly discovered that the Almighty has an interesting sense of humour! Moreover, the fact that I have loved every minute of my time in both Birmingham and Central London has also been an important lesson in humility: we are not always the best judges of what we ought to be doing (or where we should be doing it).



In 1985, before women could be ordained, I had been selected to train as a deaconess (a lay minister). The law changed during my time at theological college, permitting women to enter holy orders as deacons, but not yet priests. I was ordained deacon in 1988 and waited a further six years until women were finally admitted to priestly orders in 1994. I was in the first group of women to be priested that year, and my ordination in

Birmingham Cathedral, alongside other women deacons from that Diocese - many of whom had waited years for their vocations to be tested - was one of the most memorable events of my life.

I find it fascinating to think back to those early days of ministry. Like many newly-ordained ministers, I left theological college believing that I knew it all. Looking back all these years later, I would now say that I know considerably less than I assumed I knew then - but that I know fewer things in much greater depth. (That is the kind of wisdom that comes with real pastoral experience.)

When I was first ordained deacon, a woman in a dog collar was a novelty, and the pressures were considerable. Every time I preached, or took a service, there would be people present for whom the idea of an ordained woman doing that was completely new, if not highly suspect. It was

not enough for us to be as good and competent as our male counterparts in ministry; we had to be outstanding to be regarded even as acceptable. And I received my share of personal abuse (as we all did).

Yet I resolved from the outset that I was never going to allow any individual's hostility to get in the way of my pastoral relationship with that person - and remarkably, many such difficult relationships were transformed over time. Indeed, being a woman in ministry could have its advantages. On pastoral visits, I would be taken into a parishioner's kitchen and given a mug of tea amidst the glorious chaos of family life; by contrast, my male colleague was shown the front room and given the best china. Kitchen chaos was far more conducive to building pastoral relationships.

For women entering the ordained ministry today, the Church is a very different place. I now have the privilege of serving under a female Diocesan Bishop – unthinkable when I was first selected to train for the Church's ministry. The appointment of a female Archdeacon or Cathedral Dean is no longer newsworthy. So, welcome to the era of total equality? Not quite.

The Church of England remains one of the few institutions in this country that is exempt from rules governing sex discrimination. Interestingly, I find this to be more problematic when the issue is covert, rather than overt, not least in relation to appointment processes: for example, the prospect of an all-female clergy team can still be regarded as odd and problematic, where an all-male team would not even invite comment.

Yet after twenty-five years of priesthood, and thirty-one years in ministry, my overwhelming sense remains one of privilege, especially at St Bride's. My ministry here has certainly been full of challenges. It has often taken me out of my comfort zone; it has required me to hone my existing skills, and to develop new areas of competence – but it is also a huge amount of fun, and endlessly rewarding.

My elder daughter recently bought me an original print by the artist Mychael Barratt, which now hangs in pride of place in my living room. It is a marvellously quirky and amusing map of London, which bears the title 'Reasons to Be Cheerful!' And there, right in the centre it features St Bride's Church.

A reason to be cheerful indeed!

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# Diary Planner

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Wednesday 17 July	Swan Upping, Henley
<b>Wednesday 24 July</b>	<b>Annual Banquet, Mansion House</b>
<b>Tuesday 24 September</b>	<b>Annual City Lecture</b>
Wednesday 2 October	Election of Lord Mayor
Saturday 5 October	Studio 434 Classic Car Collection
Saturday 19 October	Fleet Street Walk
<b>Wednesday 30 October</b>	<b>Bowden Charter Dinner, Butchers' Hall</b>

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Saturday 2 November	Jack the Ripper Walk
Friday 8 November	Silent Ceremony, Guildhall
Saturday 9 November	Lord Mayor's Show and Lunch, Coppa Club
Monday 9 December	Communications Industry Carol Service, St Bride's
Monday 9 December	Pub Quiz Night (after Carol Service)
<b>Thursday 30 January</b>	<b>Installation Dinner, Fishmongers' Hall</b>

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## Past Master honoured for contribution to marketing

Not able to be reported last Autumn in Marketor but very worthy of belated mention is that Past Master David Pearson received an Honorary Degree from the University of Hertfordshire. At a ceremony held in St Alban's Cathedral in September before an audience of 1250 people, Professor Quintin McKellar CBE, Vice-Chancellor, conferred an Honorary Doctor of Letters (Hon DLitt) "in recognition of his significant career in, and contribution to, the marketing industry".

David finds himself in good company for previous recipients of an Hon DLitt from the University of Hertfordshire include the late actor Nigel Hawthorne CBE; The Right



Reverend Lord Runcie; PD James; Humphrey Lyttelton; Olivia de Havilland; Michael Morpurgo, MBE; John Motson OBE; Sebastian Faulks

CBE and Helen Lederer.

He served as Master in 2016 and is Chairman of the Court Nominations Committee.

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

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