



WORSHIPFUL
COMPANY of
MARKETORS

MARKETOR

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The CMO 2020 Business Lectures

Rededication at St Bride's

Master's trip to Cyprus




Installation at Goldsmiths' Hall

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by Ian Tuttle

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The Master's Column



It is an enormous honour to be elected Master of the Worshipful Company of Marketors for 2018. I want to do my best to give the Company an interesting and

entertaining programme for this year, to help advance our chosen profession and the name and fame of the Company, but above all to be a good steward who hands over the Company to his successor in at least as good a state as he found it.

In this Spring/Summer edition of the Marketor you will be able to find a record of the activities of the Company from January to the beginning of July.

We have held the Great Events, with Installation at Goldsmiths' Hall, our Annual Rededication Service at St Bride's together with Spring Lunch at Stationers' Hall, and a very successful Livery Dinner at a new venue for the Marketors – the Charterhouse.

Our social events in the first half of the year have included two City Walks, a tour of St Paul's, a visit to the Ceremony of Beating Retreat in Whitehall, a very successful Marketors' Golf Day,

participation in the Interlivery Shoot, and my Master's Trip to Cyprus.

We have admitted Freeman and clothed Liverymen at our Ceremonial Courts and our Liverymen have taken part in the Shrieval Elections at Common Hall where, for the first time in many years, there was a contested election for the office of non-Aldermanic Sheriff. Indeed, some of our members helped with the candidates' campaigns. This was a real chance to see City democracy in action.

My theme for the year, reflecting my own background in information technology is 'The 2020 CMO'. How will the new technology change the practice and profession of Marketing? How will the CMO's role change as a result? How should the CMO respond to the risks and opportunities thrown up by the new technology? What strategies will make the most of opportunities while minimising risks?

The rate of change is so rapid that focusing on today is too late and even the midterm future almost impossible to predict. To get a clearer view, the focus is on 2020, when today's emerging technologies will have matured and the bleeding edge technology of today will already be in general use by early adopters.



Master's Cyprus Trip - most of the party in the amphitheatre at Kurion



Golf day winning team



Court Assistant Carole Seawert and Alan Banister at Goldsmiths' Hall

As we all know, the developments in information and communications technology (ICT) are having a profound effect on societies and cultures across the globe. Short of a global catastrophe, the rate of change will accelerate in ways that only the more radical futurologists are attempting to predict.

To take one simple example: the discussion on the digital divide. This started by looking at whether those living in poverty would be excluded from the digital economy by their inability to buy a PC or connect to the internet. But the advent of powerful and cheap smart phones has made that aspect of the discussion null and void.

The real question on the digital divide today is how we use technology. This is a question of culture, which separates generations rather than social classes. Children learn to access the digital world well before they are at school, and their use of ICT is intuitive. They take technology and its capabilities for granted – it is a natural part of their world, even more so than the so-called Millennials, let alone those of us who were born before personal computers existed.

It is obvious that unless we, as Marketors, come to grips with the new

technology and its incumbent culture, we will not be able to communicate effectively with our customers, and so become irrelevant to them.

In considering the threats and opportunities facing the CMO now, I am attempting, in a modest way, to examine some of the near-time issues they will have to deal with to operate successfully in this rapidly changing world. Perhaps the basic question is – what sort of world would we like this to be? Is it one based purely on technology that performs superbly with less and less need for human intervention or one where the new technology is harnessed to sustain and develop values that have held good in the market place for thousands of years: quality, integrity and customer care.

A number of distinguished speakers will focus on my theme at our Great Events, at a series of business lectures, at a conference in Cambridge on September 7 and at our annual City lecture on October 11.

Sir Peter Gershon, chairman of the National Grid plc, and Stefan Fafinski, Master of the Worshipful Company of Information Technologists, spoke on the theme at the Installation Dinner and the Spring Lunch respectively. By the time you receive this edition of the

Marketor, the first four business lectures will also have been held, and you can read about them not only in this edition of the Marketor but also in my first four Master's Blogs already posted on the Marketors' website. In the final lecture in the series, How to survive as a CMO, on November 20, Roger Leek, former Global HR Director Fujitsu Limited, will be holding a workshop, focusing on the characteristics, talents and training the 2020 CMO needs to survive and prosper in the new world.

The next event studying my theme will be the conference in Cambridge on September 7, hosted by the Cambridge Judge Business School, with the participation of speakers from the School (including Professor Jaideep Prahbu, Director of the Centre for India & Global Business) and from Fujitsu Ltd (including Duncan Tate, Senior Vice President Main Board Director). The flyer has already been sent out and it would be good to see as many of you as possible for what will prove a very interesting day.

For me this has been a very busy and very interesting six months. I hope that you enjoy reading all about it in The Marketor.



Laurie Milner, Lynda Milner, Chris Brooks, Court Assistant Annie Brooks, Mark Taylor, Deborah Newson



Court Assistant Roz Morris, Liverymen Christine Hodder and Diane Morris



Past Master Andrew Marsden, Alderman Vincent Keaveny, Past Master Brian Scanlon with his wife Thelma and Liveryman Dennis Taylor



2018 Installation Dinner

Goldsmiths' Hall hosted our Company in its splendid livery hall with its fabulous candelabrum throwing a gentle light of candles across the whole room. As we know, the Goldsmiths are one of the Twelve Great Livery Companies of the City of London. And at their hall on Foster Lane, we enjoyed our first Great Event of 2018. It is in fact the third building on this site – which was purchased by the Worshipful Company of Goldsmiths in 1339. This latest livery hall has recently been refurbished but it was first opened in July 1835.

Prior to the Installation Dinner, the Ceremonial Court was held where Richard Christou was installed as Master by his predecessor, Susan Garland Worthington OBE. This was followed by the investiture of Andrew Cross as Senior Warden, Lesley Wilson as Middle Warden and John Farrell as Junior Warden. Karl Weaver and Carole Seawert were installed as Court Assistants. Richard Bernholt, Simon Carter, Giles Cooper, Laura Giffard, Christine Hodder, Gina McAdam and Philippa Seal were admitted as Liverymen.

The Company was also delighted to admit Michael Bugsgang, David Elmer, Michael Gbadebo, Jeffrey Halliwell, Charles Kelly, Dr Kenneth Le Meunier-Fitzhugh and Nicola Wordsworth as Freemen.

Following the Ceremonial Court, we assembled to enjoy pre-dinner drinks.

The Installation Dinner is the first of the Great Events in our annual calendar and it is where we acknowledge the past and look forward to the future.

The new installed Master, Richard Christou captured this well in his speech to the company.

The Master paid tribute to our now immediate Past Master, Susan Garland Worthington, and also to her Consort Brian who has so ably supported her throughout the year. He highlighted both the swan-upping on the Thames in July for the annual swan-upping and our dinner in the 14th Century Hall of the Guild of Merchant Adventurers in York as two of the wide variety of events Susan oversaw in her year as Master.

The Master also mentioned the publication of a History of the Worshipful Company of Marketors,

marking the 40th anniversary of the Court of Aldermen's decision to make the Marketors a fully-fledged Livery Company that took place in Susan's Master's year. This project was made possible by a legacy from Roy J Randolph, one of our early Liverymen, managed by Past Master David Pearson and written by Paul Jagger (author of The City of London Freeman's Guide).

The Master introduced his theme 'The 2020 CMO'. It is a reflection of



The Master's background in IT and his commitment to marketing. Sir Peter Gershon introduced this is his speech to the assembled company at dinner. We all know the impact of the new technology is rapidly changing how we practise our profession. The Master has planned a series of lectures (including the Marketors' City Lecture), through guest speakers at Great Events and at a conference in Cambridge University at the Judge Business School in September.

One of the special aspects of the evening was the performance of a musical composition specially written for the occasion by the Master's Consort, Tasoulla. The Royal Marines Association Concert Band played this Suite for a Brass Quintet for us all to enjoy. You can read more about this piece on page 7.

Once again, we enjoyed a convivial evening of fellowship in magnificent and historic surroundings and of course, recognising that an evening like this is an important part of the traditions of the City of London Livery.



Master and Wardens at Goldsmiths' Hall



Court at Goldsmiths' Hall



Magnificent Candelabrum at Goldsmiths' with manually lit candles



The Master, Wardens and the newly clothed Liverymen

Welcome to our guests

It fell to Senior Warden Andrew Cross to welcome our official guests. They were two Aldermen, three visiting Masters from three other companies culminating in introducing our Principal Speaker, Sir Peter Gershon CBE FREng.

Firstly, Alderman Vincent Keaveny represents the Ward of Farringdon Within and nominated by the Court of Aldermen for election as Aldermanic Sheriff in June. Vincent is Upper Warden of the Woolmen's Company, a Past Master of the City of London Solicitors' Company, and a Liveryman of the Spectacle Makers' and the Distillers' Companies. He is a senior partner in DLA Piper's Finance and Projects practice in London. Outside professional life, his main interests are music and the theatre. He is a director of the contemporary music ensemble, Exaudi, and of the Actors Touring Company. He is a trustee of Sir John Soane's Museum, and a member of the City Pickwick Club, which celebrates Dickens and the original members of the Pickwick Club.

Alderman Matthew Richardson represents the Ward of Billingsgate and is a Liveryman of the Wax Chandlers Company. When elected in 2012, he became the youngest Alderman in more than 800 years.

After graduating from Oxford, Matthew was called to the bar. He practises at Henderson Chambers, in the Temple, focusing on information technology and intellectual property. He served the first-ever injunction via Twitter and recently published the first book to tackle the fast-growing topic of cybercrime law and practice.

The Master of The Worshipful Company of Musicians, Tessa, Lady Brewer CBE, is originally from South Africa. She lived in San Francisco and Barcelona before coming to live and work in London.

When her husband, David, became Lord Mayor in 2005, Tessa took on the wide-ranging civic duties of Lady Mayoress. They moved into Mansion

House with their two daughters and their dog Figaro – quite an innovation at the time.

Tessa is a Trustee of St John's, Smith Square, and was Chairman of The City of London Festival. She now chairs The Sheriffs' and Recorder's Fund at Old Bailey which helps rehabilitate ex-offenders. She was awarded an OBE in 2015. Lady Brewer was accompanied by her Clerk Hugh Lloyd.

The Master of the Worshipful Company of Turners, Andrew Neill, joined the Company through patrimony in 1980 when his father was Master. Andrew's Grandfather was also Master and his two daughters are Freeman – an impressive fourth generation in the company.

After graduating from St John's Cambridge, Andrew joined Kleinwort Benson. Following spells at the Department of Health and the Treasury, he joined Investec, where he specialises in funding for long-term power and infrastructure projects.

The Prime Warden of The Worshipful Company of Basket Makers, Stephen Gee, is a true Londoner who was born and raised here. His business career was at Harrods Ltd where, after early training, he held various senior managerial positions. Stephen has an avid interest in history, both of the City of London and the UK. He is a member of the 20th Century Society, the National Trust, the National Art Fund and the Wallace Collection and is a Friend of the Royal Academy. Stephen was accompanied by his Clerk, Fiona Janczur.

At this dinner, our distinguished guest speaker was Sir Peter Gershon. Sir Peter and our Master have known each other for over 30 years and

have worked together on many occasions. There is no one better suited to launching the Master's theme of 'The 2020 CMO'.

Sir Peter has had a distinguished career since graduating from Cambridge with a First in Mathematics. Initially, he joined International Computers Limited and worked in the computer industry for 17 years, before holding senior positions in the telecommunications sector.

In 1994 he was appointed to the board of GEC plc, with responsibility for defence. He took a true marketing approach, adopting the motto that 'customers make paydays', and travelling the world to understand his customers' requirements.

He joined the Civil Service in April 2000 as the first Chief Executive of the Office of Government Commerce and led a major review of efficiency across the UK public sector.

In 2004, Sir Peter returned to the private sector. He is currently chairman of National Grid plc and the Aircraft Carrier Alliance.

He was awarded a CBE for services to industry in 2000 and knighted in 2004 for his work on public procurement. He is a Fellow of the Royal Academy of Engineering and a Liveryman of the Worshipful Company of Information Technologists.

And lastly, we were also delighted to have personal guests of members of the Company: David Johnson (Master Management Consultant), accompanied by his consort Dr Mary Linington, and Martin Payne (Immediate Past Master Coachmaker), accompanied by his wife Peta.

New Freemen



Michael Bugsgang

Mike has spent over 30 years in travel, tourism and leisure marketing. A Fellow of the Tourism Society, he is also a Fellow of the Institute of Travel and Tourism and a Fellow of the Chartered Institute of Marketing (Past Chairman of its Travel Industry Group). He held senior marketing positions at the London Tourist Board, Ladbroke and Hilton International Hotels before starting his own communications consultancy business. Mike enjoys reading, swimming and football (spectating!)



David Elmer

David worked for Unilever in the UK for 20 years in Marketing and was responsible, among other things, for developing Magnum Ice Cream. He has just returned home to England, having spent the last 20 years leading the Latin American business of Del Monte Foods. He still likes to say "Yes" and is currently developing a portfolio of Non Executive Director and consulting roles. His interests include wine, tennis, and underwater photography.



Michael Gbadebo

Michael has spent 25 plus years in digital marketing and information technology, working with organisations around the world. He has been running his own digital marketing/web development agency and IT consultancy/support companies for 13 years and retains an interest in politics and motorsport.



Jeffrey Halliwell

Jeff's background is in marketing and commercial roles with blue-chip companies such as Mars and Colgate, followed by CEO / MD positions with major food businesses such as Fox's Biscuits/ Northern Foods, First Milk, and Bernard Matthews. He now has a Chair and a Non Executive Director portfolio in both private (Cafedirect, Natures Menu, Airport Coordination Ltd) and public sector (Transport Focus) organisations. He also chairs independent Consumer Challenge Boards established by the relevant regulator to scrutinise the consumer engagement of Heathrow Airport Ltd, and Anglian Water. Jeff is a Governor of the University of Northampton, and a former board member of the Food Standards Agency.



Charles Kelly

Charles Kelly has enjoyed a long and successful career in marketing, leading several international businesses and start-up ventures at director and CEO level. He is a serving Councillor and past mayor and has written two books and thousands of articles and blogs. Charles's interests include writing, travel, politics and supporting charities such as his local Rotary Club.



Dr Kenneth Le Meunier-Fitzhugh

Ken has spent 35 years in sales and marketing, working for Thorn/EMI and Yamaha, starting as an Export Sales Representative and rising to Divisional Head. For the last 12 years he has been working in academia, teaching sales and marketing, and is currently at the University of East Anglia. He has published on Marketing and Sales with Oxford University Press.

Nicola Wordsworth

Nicola has spent over 25 years in branding and marketing, managing/owning agencies. She is now a brand consultant working within the food retail sector and, at the opposite end of the scale, placemaking/wayfinding for the built environment. She works with the likes of the British Library, City of London, Wedgwood and Kellogg's, and sits as a judge on the prestigious Quality Food Awards.



Suite for Brass Quintet

Tasoulla Christou
Master's Consort

Tasoulla Christou is a composer and, as many of you will know, wife of our Master, Richard Christou. At his installation the brass quintet played a special composition created for the occasion. In this short article Tasoulla gives the background to the composition.

When I was asked by my husband, Richard Christou, to compose a piece for his Installation Dinner as Master of the Worshipful Company of Marketors I thought a Suite for Brass Quintet would be appropriate. He likes brass instruments and, from medieval times, Suites were traditionally associated with festivities and celebrations.

A composition is called a suite when it includes two or three contrasting pieces. When we refer to a suite we generally have in mind the Classical Suite around 1650-1750 or the Modern Suite of the 19th and 20th centuries. Before the Classical Suite this type of composition was made up of two dances: one slow and one fast to give variety. During the time of Bach and Handel there were usually four contrasting movements of slow-fast-slow-fast. They were no longer used for dancing and different types of movements were introduced.

My Suite has five movements. I have kept some of the characteristics

used in the Classical Suite combining them with my own ideas and bringing it more into line with the 21st century. None of the movements are meant as a dance but they bear titles used in the Classical Suite and they are in contrasting tempos in keeping with the tradition. They are:

Fanfare

A fanfare is traditionally a rhythmic piece but at the same time driven by harmonic interest. It sounds well on the trumpets which are very agile instruments with a very penetrating sound. It is used at the beginning of a piece to attract attention and to keep the audience silent. I have kept these characteristics in my Fanfare.

Allemande

In the Allemande I have kept some of the characteristics of the Classical Suite. Thus, it is on moderate 4/4 in time, starts in anacrusis on the last semiquaver of the first bar, contains some counterpoint and uses semiquaver movement.



Courante

There are two kinds of Courante – the French and the Italian. In my Suite, the Courante has more similarities with the Italian Courante of the Classical Suite. It is quick and running and it is in triple time 3/4. It also starts on the last quarter of the beat in an Anacrusis.

Sarabande

The Sarabande is traditionally a slow movement. In my version it begins in the Classical Suite tradition on the first beat of the bar and uses the rhythmic feature of the classical Sarabande by halting on the second beat, usually at cadences, making what is called a feminine ending.

Gigue

As in the case of the Courante the Gigue is also traditionally of two kinds; the French and the Italian. The French is a lively piece of three beats while the Italian as in the case of the courante is a fast piece. I have drawn more from the French classical Gigue, with its rhythmic feature of the long followed by the short beats and also its lively tempo, without the use of counterpoint.



Behind the scenes at the cathedral

Mary Peterkin
Liveryman

It was a dark and damp Friday afternoon in early March when 15 of us gathered inside St Paul's Cathedral to be warmly welcomed by Jill Finch, our tour guide.

Jill began by giving us some insight into the history of St Paul's. Wren's cathedral is the fifth on the site. There has been a church here since 604 and it was the fourth cathedral which was destroyed in the Great Fire of London in 1666.



Although not an experienced architect at that point, Wren was appointed to design the current cathedral which took 35 years to build. It was the first cathedral in the country to be built specifically for the Anglican faith.

It was in World War II that St Paul's Cathedral took on the iconic status we know today. It was Herbert Mason's 'St Paul's Survives' photo taken during the Blitz in December 1940 which captured people's hearts and has made the cathedral the special place it is today.

We started our tour by climbing 140 plus steps until we reached a locked door. This door led us into the Triforium, the narrow gallery which runs around the inside the cathedral, hidden from view. The Triforium gave us our 'behind the scenes' tour and proved to be quite a treasure trove.

One of the first features to be pointed out to us were the flying buttresses. While these were an essential part of the building, Wren had not wanted them to be visible

externally and constructed a 'false' wall on the outside to hide them and so preserve the clean lines of the cathedral.

We were also able to appreciate first-hand the stunning mosaics on the ceilings, added in Victorian times; the 'stone library' a

display of stones dating from the earlier cathedrals and the bust of George Cruikshank, artist and Dickens illustrator, whose remains are buried in the crypt.

We then proceeded to the library, where we learned about this year's plan to remove the 20,000 plus volumes of books and pamphlets to enable a programme of works to clean and conserve the 'fabric' of this magnificent room.

As we crossed to the other side of the Triforium, we stopped briefly on the bridge to admire the great view of the nave, a familiar sight to many, as this is where cameras are located when televising special occasions.

We then entered the Trophy Room

in order to view Wren's Great Model, the 1:25 scale model based on an early design for the cathedral in the shape of a Greek cross.

The last stop on our tour was the geometric spiral staircase made famous through many films over the years including Harry Potter and more recently Paddington 2.

Having ended the tour, we made our way back down for Evensong, where we were shown to our seats in the Quire. As members of the Worshipful Company of Marketors, we were welcomed by the Minister before enjoying a beautiful choral evensong, sung entirely without accompaniment.

Last but not least, our evening was rounded off by a very convivial supper at the nearby Coppa Club.



Sunshine for our Rededication and Spring Luncheon

Lesley Wilson
Middle Warden

We couldn't have had better venues for what turned out to be a beautiful April day. Stationers' Hall and the beautiful inner sanctum gardens were the perfect backdrop to this year's Spring Luncheon on an unexpectedly scorching hot April 19. St. Bride's was bathed in sunlight, and the choral voices of their choir lifted us up in that serene space. A perfect conjoining of place and time to celebrate, give thanks, rededicate and commit to the values of livery life and reflect on the journey from the days of our founding fathers to present day life.



Master and Consort at Spring Lunch

This year the service had a special feel. In part we looked to the past, honouring members who died in the last year, and in part we looked to the future rededicating ourselves to our profession and our Company. In this last year we lost Sir Paul Judge, Sheriff, Alderman and, of course, Past Master of our Company. During our service, our Honorary Chaplain, Reverend Canon Dr Alison Joyce, unveiled a plaque to commemorate his memory, assisted by the Master and Alderman Nick Lyons (Sir Paul's successor as Alderman of Tower Ward). The passing of Liverymen Rob Farley, Tom Attwood, Arthur Naisbitt,

and Alfred Gooding MBE was also noted with sadness.

The Master's bidding and the Chaplain's address reminded us of our obligations to our livery, our wider community, and the world at large.

We followed the formal and traditional order of processing, starting with our banner bearer, then Court Assistants, followed by the Beadle, then our Clerk, Past Masters, Wardens and finally the Master and the Chaplain.

St Bride's, Fleet Street is a warm and welcoming Christian community, and one of the most famous and fascinating historic churches in Central London. St Bride's is known worldwide as the Journalists' Church, offering a spiritual home to all who work in the media. However, the ministry extends to everyone who lives and works within the parish, and to the thousands of visitors who come every year. It's a beautiful Wren church providing a place of

peace and a spiritual haven in the heart of the city. A place of Christian worship for 1500 years, the church is open to all peoples of all faiths and none.

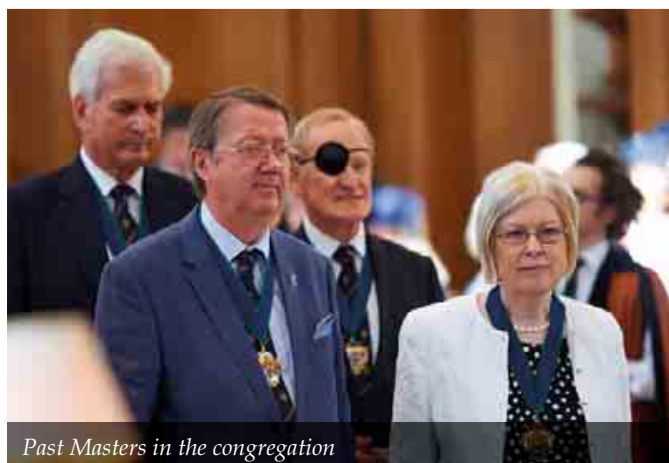
This year's service also included an Anthem (Psalm 150 – Praise Ye the Lord), composed by the Master's Consort, Tasoulla Christou, and dedicated to the Marketors. It was given a splendid performance (a world premiere) by the choir of St Bride's accompanied by organ and trumpet. As a gift from Tasoulla to the Company, it is available for both the Company and St Bride's to perform in future whenever they wish.

After our speeches, prayers and hymns, a lively congregation processed along Fleet St and up Ludgate Hill to the scene of Part Two – our Spring Lunch.

Tradition says that Stationers had a hall in Milk Street, but nothing is known about it. By about 1554 they had bought Peter's College, which



Our Honorary Chaplain, the Master and Ald Lyons at the unveiling of the plaque



Past Masters in the congregation

had belonged to St Paul's. It stood immediately to the east of the Deanery at the point where Ludgate Hill opened into the churchyard on the south side. By the end of the 16th century, however, it was found to be too small for the expanding company and in 1606 the Stationers purchased Abergavenny House on the site of the present hall for £3,500.

The cost of upkeep was heavy and in 1656, for example, the rights in Foxe's Book of Martyrs were sold to raise funds for urgent repairs. By 1664 the hall was unfit for use. While the Great Fire of London was a tragedy, it proved a step forward for the Stationers' Company.

During the early days of September 1666 the Great Fire destroyed the major part of the City and Abergavenny House was burned to the ground; all the rest of the Company's property was lost within 36 hours. During the 18 months following the Great Fire little progress was made but, gradually, steps were taken to build the present Hall, with work beginning in 1670. Alterations and improvements were made over the next 200 years, until we see the Hall today which is one of the most beautiful in London in spite of serious damage caused by enemy action in 1940. The Court Room was partially destroyed but was restored by 1957, and the ceiling of the Livery Hall had to be re-erected to a design of 1800.

Today the Hall boasts gleaming oak flooring and carved oak panelling. It has huge stained glass windows which give this room an impressive ambience. They depict William Shakespeare, William Caxton, St. Cecelia, William Tynedale and Archbishop Cranmer. The larger north window purports to display Edward IV and his Queen, Elizabeth



Junior Warden, Middle Warden, Master's Consort, Master, Senior Warden

Woodville, being shown a proof by William Caxton. At the south end there is a carved screen, surmounted by a Minstrels' Gallery.

However, it was hard to persuade Marketors and guests to leave the sun and Cava in the garden! This beautiful paved and landscaped hidden gem is a private and secluded space dominated by an enormous plane tree which marks the spot where it is alleged heretical books, condemned by the ecclesiastical authorities, were burned in Tudor times. It's connected by a decorative wrought iron staircase to the Court Room and on to the Livery Hall.

Tearing ourselves away from the blue skies and lush surroundings and finally seated in the Hall, we were treated to the conventional slow City clap for the Master and principal speaker, followed by grace from our Chaplain, and then into a springtime menu, starting with London Smoked Salmon, followed by Roast Quail and finishing with Rose Poached Peach Salad with Cardamom Frozen Yoghurt. Accompanying wines were a Galassia Garganega-Pinot Grigio and a Fleurie Jean Pierrelarge Beaujolais.



Spring Lunch at Stationers' Hall

This year Dr Stefan Fafinski, Master Information Technologist, was invited to speak. Stefan spent the first 15 years of his career in the IT industry before turning to law. He studied at St. John's Cambridge and his PhD thesis concerned the social and legal

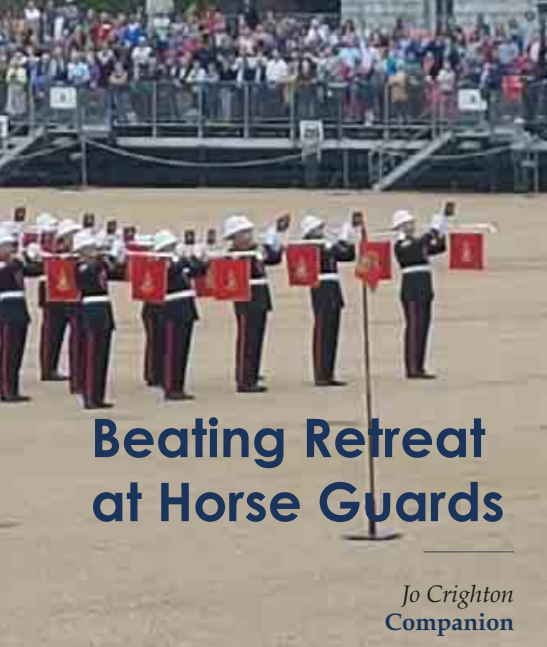
implications of emerging technologies. He is a Fellow of the Institute of Directors and the British Computer Society, a Chartered Information Technology Professional, Chartered Engineer and Chartered Scientist. Stefan laid out his views on GDPR, due to come into force on May 25, highlighting the opportunity for businesses to demonstrate greater trust with their customers through the importance of protecting and respecting data. The recent Cambridge Analytica headlines have made this an even more pertinent subject and important process for companies to follow – and Stefan laid out the case for competitive advantage if brands grasp the opportunity to engage better with their customers.

Senior Warden, Andrew Cross, introduced our speaker, and welcomed the Company's guests. The Master thanked Stefan. Middle and Junior Wardens gave the customary toasts to the Royal Family, the Lord Mayor and the City. The Beadle ensured this all happened seamlessly. The wine was finished and the plates cleared. Thank you to our Clerk and Clerk's Assistant for all the planning and organisation.

As we lingered in the Hall after lunch to mingle with friends and new acquaintances alike, we finally bade our farewells and exited back into the sunshine, feeling both thankful and replete.



Plaque in memory of Sir Paul Judge



Beating Retreat at Horse Guards

*Jo Crighton
Companion*

On Wednesday May 30, we gathered under cloudy skies to watch a spectacular performance by the massed bands of Her Majesty's Royal Marines. Fortunately, the rain held off at Horse Guards and we were treated to a splendid display and some excellent band music.

One of the first references to the custom of Retreat is in the "Rules and Ordynances for the Warre" dated 1544. Half an hour before the gates were to be shut, generally at the setting of the sun, the Drummers of the Port Guard went to the ramparts and drummed a warning (or retreat) to those outside, that the gates were to be shut. The original call of Retreat was beaten by drums alone, later augmented by fifers and eventually buglers. I was in awe of the ability of five individual bands to come together as one mass, play their musical instruments and not just march in step but form intricate patterns including a Union Flag. It was inspiring to witness the precision marching. Is slow marching harder than ordinary/fast marching?

We were able to see every detail, especially of the incredible drumming, thanks to the roving cameramen whose efforts were displayed on huge screens. The finale included the Evening Hymn and Sunset followed by Rule Britannia with which the audience were encouraged to join in so that "our neighbours at the end of the Mall" could hear (although I am not sure if the sound carried that far the Royal family would have enjoyed our efforts). Afterwards most of us enjoyed an on-trend "bowl food" supper at the Farmers' Club. My thanks to Steven Rowe and all involved in arranging such an enjoyable evening.

The Shrieval Elections June 25 2018

*Lesley Wilson
Middle Warden*

At Common Hall this year, it was a hotly contested shrieval election. Liverymen were invited to play their part and vote for the candidates they wish to see take office in 2018/19. There are now officially two new sheriffs in town, with Alderman Vincent Keaveny and Liz Green winning the City's shrieval elections at Common Hall on Monday 25 June.

The City's liverymen turned out at Guildhall in their droves, including a strong contingent of Marketors exercising their ancient rights to vote. Farrington Within Alderman Vincent Keaveny stood unopposed for Aldermanic Sheriff, which is customary for a role considered to be the 'Lord Mayor-in-waiting'. He was selected for the Court of Aldermen's nomination back in May 2017 and will take over from current Aldermanic Sheriff Tim Hailes from September. Liz Green attracted more votes than both Richard Fleck and Gwen Rhys for the non-Aldermanic Sheriff position, currently occupied by Neil Redcliffe.

For the first time, coloured cards were introduced (rather than the customary show of hands) to ensure an accurate count of votes in what was anticipated to be a closely run election.

The packed Guildhall listened to the 'four-minute speeches' from four

strong candidates. Each presented their skills and capabilities for office. Richard majored on his international business and governmental experience. Liz Green emphasised her marketing and PR credentials, and Gwen highlighted her promotion of diversity and inclusivity. All candidates have strong Livery backgrounds, charitable and business experience, and the audience were undoubtedly impressed by the range and quality of capabilities demonstrated on the day.

Following the voting, 15 Marketors and guests (including the Master who had earlier processed into the Common Hall as the representative of our Company) lunched together in the Guildhall - some celebrating and some commiserating on how their preferred candidate fared. Liveryman Trevor Brignall brought both new Sheriffs to the Marketor table for a brief hello and thank you, and both were warmly applauded on their success by Marketors.



l/r Master Chartered Architect, Master Tin Plate Maker, Master Chartered Secretary & Master Marketor



History and fellowship at the livery dinner

Lesley Wilson
Middle Warden

Also different on June 14 was our venue. New to many of the guests, the Charterhouse is set at the edge of Smithfield. It has served as a monastery, private mansion, boys' school and almshouse. The Charterhouse's history really began as a Carthusian priory, founded in 1371 and dissolved in 1537. In 1558, Queen Elizabeth I used the Charterhouse during preparations for her coronation and held Court in the Great Chamber. In 1611 it became an almshouse and school endowed by Thomas Sutton. The school moved out in 1872 to Godalming. The almshouse still occupies the site today, operating under the name of the Charterhouse. The residents, both male and female, are known as 'Brothers'. This is a purely traditional term for those living in this community and acknowledges the past when there was the monastery on the site.

Aside from its historical significance, the Charterhouse also boasts a rare collection of paintings and drawings, as well as topographical prints, historic silver, social history items, historic furniture and original postcards and photographs. There is also a substantial library collection comprising the Thackeray Collection, rare books and religious books, biographies of Thomas Sutton, books and guidebooks relating to the site and Charterhouse School, and original ephemera and magazines. In partnership with the Museum of London, the Charterhouse has opened up the site to the public.

There are three key elements to the project: a new museum, which tells the story of the Charterhouse from the Black Death to the present day; a Learning Room and Learning Programme so that school groups can discover how the Charterhouse has been home to everyone from monks and monarchs to schoolboys and Brothers; and a newly landscaped Charterhouse Square open to the public so that more people can enjoy the green surroundings.

Our evening began with a private tour. We were looked after by one of the Brothers who not only told us about the venue and its history, but also gave us a glimpse of the daily life of the Brothers as residents of this historic site.

Following our tour, we assembled in the Old Library. With scars from the Blitz, the Old Library highlights the history of the Charterhouse. Portraits of Archbishops and Bishops of London dating back to the 18th century line the walls and lend a tranquil and dignified ambience for any occasion. Our speaker, the irrepressible Murray Craig, Clerk of the Chamberlain's Court, regaled us with tales of the livery world, its origins, significance and development over the centuries, not forgetting to include some of his misadventures while travelling on the train. He is one of the City's foremost experts on all aspects of the Corporation and the City Livery

This year was a slightly different affair for our new traditional Liverymen-only event at the half-year point in the Company's affairs. We were delighted to receive the news that Past Master Geoffrey Naylor and family members were on a special trip to the UK from New Zealand, timed especially so that they could all join us for the event. This prompted a change to tradition, resulting in the event being opened up to guests, with a focus on fellowship and the renewal of long-standing friendships.

Companies. Murray plays a key role in the administration of the City of London Corporation's ceremonial and business life and is best known to many Marketors as the person who conducts their Freedom of the City of London ceremony. Obtaining Freedom of the City is something we encourage all Freeman of the Company to do, as this is the first step on the road to full livery status.

From there, we stepped into evening sunshine in the courtyard gardens, a truly beautiful inner sanctum. The Charterhouse gardens have been designed in an English country garden style featuring roses, herbaceous borders, ancient mulberry trees and a small pond. Various garden herbs found here are still used in the kitchen today.

And finally, to dinner in the Great Chamber. Queen Elizabeth and James I both held court in this incredible chamber. We had 64 Liverymen and guests. Past Master The Revd Sally Muggeridge gave grace before we tucked into smoked salmon on blinis, cannon of lamb with rosemary jus, and an 'Eton Mess style' dessert with a crumble topping.

The Master led a succession of toasts to the Queen, the Royal Family, the Lord Mayor and the City of London Corporation. After our informal evening, many lingered in the hall to mix and mingle over the drinks before heading home from a still warm and balmy London.

GDPR

Richard Christou
Master

Now that May 25 has come and gone, I felt that some consideration of the practical aspects of the implementation of GDPR, with which we are all struggling as marketing professionals, does fit in with my theme of The 2020 CMO. You cannot be a CMO in 2018, let alone 2020, if you do not have some understanding of GDPR.

1. BASIC PRINCIPLES

Lawful Processing

In essence, the GDPR is based on the grounds upon which a data controller can rely to ensure that processing of personal data is lawful.

These are:

- (a) the data subject has given consent;
- (b) processing is necessary for the performance of a contract to which the data subject is party or in order to take steps at the request of the data subject prior to entering into a contract;
- (c) processing is necessary for compliance with a legal obligation or to protect the vital interests of the data subject or of another natural person;
- (d) processing is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the controller;
- (e) processing is necessary for the purposes of the legitimate interests pursued by the controller or by a third party.

Guides to the GDPR

The legislation is extremely complex and difficult to understand. Even those who would regard themselves as experts on the subject are frequently not as definitive as one might wish. This has led to a great many guides to the GDPR, from many different sources, attempting to explain this detail in simple language, and many giving conflicting advice. Nevertheless, no guide can be regarded as definitive. In the end, the interpretation of the legislation is a matter for the Courts.

2. IMPLEMENTATION ON MAY 25 2018

The pressing problem was, and clearly still is, that of dealing with the implementation of GDPR to cover personal data held on May 25 2018. I have attempted to make a short survey of the way in which businesses are trying to deal with the situation.

A. The Privacy Policy

The first step is to produce a privacy policy, taking account of all the content prescribed by the GDPR. This is clearly a job for an expert, and, however much one tries to make this user-friendly, it is likely to be quite a long document and quite a stiff read. One wonders just how many data subjects will actually read these documents.

B. Nature of the Controller's Relationship with Data Subjects

As marketers the two relationships that are of the most interest are those with a data subject who is an existing customer and those with a data subject who is a prospective customer, merely on the circulation list for information about the controller's products and services without the existence of any business relationship.

C. Current Customers

Grounds for lawful processing

The most likely basis for lawful processing is performance of a contract or of the preliminaries necessary to enter into a contract. The controller can also rely on the legitimate interest ground to process information about the data subject's past dealings with the controller so as to provide him or her with information about other products and services which might be of interest. A simple example here is

Amazon. Registered customers have an account with Amazon, and Amazon processes the data it obtains from those customers to fulfil the orders they place with it and also to send them information about other products that might be of interest. In addition, all customers have direct access to the information that Amazon holds about them, such as past orders.

Communicating the privacy policy to the customer

In such cases all that is really necessary is to make sure a compliant privacy policy is available on the controller's website, with a notice on the site drawing attention to its existence. Where the controller does not deal with the data subject through electronic communications, it will be necessary to send a hard copy by post with a covering letter.

The role of the marketing professional

It is here that the marketer has the chance to intervene in the process, to provide a user-friendly summary of the privacy policy and to convince the data subjects that their personal data is in the safe hands of a conscientious controller. Many of the communications I have received make a very good job of this task. This is really the best opportunity to put the legalities to one side and concentrate on the essence of the message:

"We care about you and your data. We will keep it private and store it securely. We will not misuse your data. We want to make use of it to provide you with a better and more targeted service, and to help us run our business more efficiently. This is not just a routine compliance project imposed by bureaucrats."

When is a customer “current”?

The real problem is deciding whether or not a particular customer is “current”. Where the customer obtains goods or services from time to time, how long a period of inactivity will require the controller to take data subjects off the list of current customers, treat them simply as recipients of general marketing information and therefore be obliged to seek their consent to continue communication with them?

This can only be a subjective decision. In my own case, for instance I arranged a holiday in early 2015 using two service providers. I have not used either of them since.

Company A sent me the following communication:

As it may have been a while since we last contacted you, we have removed you from our future mailing lists. Want to receive marketing communications from XYZ in the future? Please click on the link <here>.

On the other hand, Company B continues to send me information on the services it provides, treating me as a regular customer. The only difference I can see is that I had used Company B on more than one occasion prior to 2015, while the first and last contact I had with Company A was in respect of the 2015 holiday. It therefore seems logical that Company B would feel it had some justification to treat me as a continuing customer. Holidays are not always booked with the same supplier every year, and my past relationship with them would make it more likely that I would (as indeed I might) book a holiday through them again in future.

D. Prospective Customers

The requirement for consent

Here there is no contract either concluded or in view. Reliance is best placed on the provision which makes



processing lawful if the data subject's personal consent has been obtained. It takes the form of sending the data subject a communication referring to the privacy policy (which can be attached or found on a website) and then asking the data subject to send back either a written form or an email consenting to the processing of his or her personal data in most cases for the purpose of communications giving information about the supplier's products and services.

One Example

A typical message I received was the following:

We have been sending you topical updates and event invitations and would love to continue to do so. We want to make sure that we only stay in touch with you if you want us to.

To confirm you still want to hear from us please click on the box below. If you do not click the box below, we will not be able to continue sending you such messages.

If you would like to know more about how your personal data is handled, please see our <privacy policy>.

Asking consent by email

There are two problems with asking for consent by email. First, many such emails end up in the spam folder and are never seen. Second, it is very easy to ignore emails, particularly if they are not well worded. Short ones that are quite common – “We cannot talk to you again if you do not give us your consent by replying to this email” – often do not go down well. The marketer can help by crafting the message which tells the recipient why it is in his interest to keep receiving communications. Of course, many of the campaigns around seeking consent in this situation take a scatter gun approach, covering as many people as possible in the hope that a reasonable proportion will reply, but in the knowledge that many such messages will either fall by the wayside or be rejected by the recipient.

3. OPTING IN

Where consent is required

There has been much discussion about this principle. In general, it can be found in the requirement that consent must be given positively. However, opting in by definition has no place where the other grounds for lawful processing apply.

Cases of uncertainty

Controllers who are uncertain of their position and hesitant to rely on the other grounds for lawful processing are still sending out requests for consent along with their privacy policies, even when they really have no need to do so. However, it is true that the other grounds for lawful processing tend to be narrower than the position that can be obtained by asking for consent.

4. DATA PROCESSING AND ARTIFICIAL INTELLIGENCE

Where it is not possible to identify a natural person from the data collected, it will not qualify as personal data and the GDPR will not apply. However, where the data to be analysed does (or may) qualify as personal data seeking consent is not going to be practical. In this case organisations are relying on the legitimate interest ground.

One very large organisation where I am a regular customer described this legitimate interest ground in summary as follows:

It is in our legitimate interest to use your personal information to operate and improve our business.

5. THE FUTURE FOR GDPR

Once the initial period of implementation is over things will settle down. I continue to believe that the biggest issue businesses will face is not misuse of personal data but the danger of security breaches from unauthorised access to personal data by third parties.

I believe one quote from a supplier's letter that I received sums up the impact of GDPR well:

We have always taken seriously how we look after your personal data. Generally, there will be little difference in the way we collect and handle your personal data, but we will have to provide more information when we do collect it and may have to ask you for explicit consent if we process any special categories of personal data....

Reputable and conscientious suppliers, committed to serving their customers properly, will not find GDPR a hindrance to carrying on business.

This article is a summary of a full discussion of GDPR and privacy issues in my Master's Blog 3. This is available on the Marketors website at <http://marketors.org> in the News Section.

INSIGHT: How can PR support sales?

Hayley Goff
Chief Operating Officer, Whiteoaks

For a number of years now, Whiteoaks has supported the PR efforts of our Company. Recently, they ran a Twitter chat on PR. This is an interesting and useful way to gain insight into aspects of marketing, and in this case, PR. Hayley Goff from Whiteoaks shares these here.

There's little doubt of the synergy between PR, sales and marketing. This relationship yields significant benefits for the organisation and to get the most out of it we should focus on ensuring it's productive, achieves the required outcomes and that everyone involved is aligned with these objectives. But just how far does this synergy extend?

In a recent Twitter chat, we explored the power of PR, and how it reaches beyond marketing and into supporting sales efforts. Here are some key insights from our Q&A:

What type of PR content resonates best with a sales department?

Content which educates and helps customers and prospects, not sells to them. By providing audiences with valuable information (for free), it will build trust supporting the sales process. Articles, blogs, guides and white papers are all great tools to do this.

Which PR materials should sales be using to help generate leads and build relationships?

PR coverage aids business development, increases favourable visibility with audiences, builds credibility and helps highlight that a company understands the market it operates in. Coverage gives you exposure, yet the real value lies in how you use it! Sharing coverage directly with prospects and customers, utilising independent quotes from press, using stand-out customer stories in pitches and proposals and amplifying results across social media will impact perceptions.

How important is it for a B2B marketer to work closely with sales to ensure you're all working towards the same lead-gen goal?

Vital – marketing and sales need to work closely together. The best results I see is when both teams are working

towards the same business objectives and approaching the same target audiences with consistent messaging. Sales will provide critical insight into prospect priorities, challenges and areas of interest, which allows marketing to be much more targeted. Marketing will then arm sales with compelling assets which create credibility and generates positive perceptions.

Do you feel that sales should be active on social media in this day and age?

Absolutely, social media should be used by sales teams to engage and influence prospects to generate new business. Professionals who use social selling techniques will increase their sales pipeline, improve engagement with customers and will be more motivated.

To take a look at the full Twitter chat, search #WOinsights on Twitter.

I can make you famous

Jim Surguy
Past Master

The old sales patter always used to be: "Do you want to be rich – do you really want to be rich?" Sorry I can't help here and anyway such pitches are usually and quickly seen through as being hollow. Today of course everyone wants, if not to be rich, then to be famous. And this I can do for you. Yes, I can. Honestly, I really, really can show you how to become famous.

This is all thanks to the wonder of social media. Now a lot of people think social media is all about communication and indeed this is true. But it's actually more about making connections: having a lot of followers, a lot of 'likes', being an influencer. If you can reach the status of being an influencer because a lot of people follow you, then you become famous. Models, vloggers, TV stars, fitness gurus, chefs earn fortunes through sponsorship. Because brands want to connect through these influencers and are prepared to pay to do so. The bigger your following on social media then the more important you are.

You know all this already, of course. But I'm now going to explain to you how you too can elevate yourself into the big league; become a person of status and influence. You do it obviously by having a vast number of

people who 'follow', 'like' or 'friend' you. And you do this like so many other influencers. Because social media influence translates into fame... So then, how many followers would you like? How many to really put you on the map – 100,000; 250,000; 750,000? More?

So, here's the trick. You go on to a website like followersgain.co.uk or devumi.com/buy-twitter-followers or smmpoint.com/buy-twitter-followers. Yes, the URL gives the game away. A large number of people are at this game – it's cheap to do, if you have a mind to do so. You can acquire a huge following on almost any platform by simply buying it. If you want followers on Instagram try socialenvy.com or DIYLikes.com. Sites such as these sell followers and retweets to anyone who wants to appear more popular or famous. And many many people do: Devumi has

more than 200,000 customers including reality TV stars, professional athletes, comedians, TED speakers, and models. Sometimes it's the PR companies who do the buying on behalf of clients. This scenario, as Donald Trump might say, is an alternative reality.

The issue is greater than simple deception. Not all your new followers are actually real people. A great many of them of course are simply bots pretending to be people. But a lot of them are rip-offs of real people. The fraudsters simply latch on to, say, a Twitter user and use their name, picture and profile details but subtly alter their e-mail address. It's identity theft and the false identities can be used and used and used again. In November Facebook admitted that up to 60 million fake, or automated, users are on the site.

Now – do you still want to be famous?

The possibilities are infinite – or are they?

The first business lecture in this year's series was given by Marc Silvester.

The new developments in ICT

Marc set the scene for the series with a survey of what we can expect from the new developments in Information and Communications Technology (ICT).

Marc is uniquely qualified to look ahead and predict developing trends in ICT. He spent 24 years as SVP and Global Chief Technology Officer (CTO) at Fujitsu Limited, and four years as VP & GM Offerings Management for Computer Science Corporation. He still retains a very strong connection with the CTO community in the UK, US, Japan and Europe. He founded Silxo Ltd in 2014 to provide consultancy and implementation services to enable businesses to get the most from their investment in Information Technology.

Preserving legacy systems while implementing new solutions

Marc explained that throughout the 80s, 90s and early 2000s, technology change was very much on a serial path. The CTO would look at what technology had done over recent history, attempt to predict what new developments would become available in the near future, and then decide what to adopt to beat the competition and secure new markets. Thus, large ICT systems evolved gradually over time as changes were required to keep them current.

Over the last eight years, this way of working has changed completely. The large legacy ICT systems still underpin key processes. However, they are too expensive to replace, and it is not possible to update them quickly enough to keep pace with the increasingly rapid developments in ICT that are now taking place.

As a result, the CTO must look for cost-effective, small-scale interim solutions that serve specific needs and work together with the existing legacy systems. Such solutions can not only be deployed easily but also quickly updated or replaced to take advantage of new developments in technology or to satisfy changing market requirements. As a result, while the end of life for legacy systems used to be several years, the end of life for these new solutions is closer to 18 months.

A new approach required

This new approach requires the CTO to assess currently available ICT applications to find building blocks,

each of which can add value when combined to create the system delivering the required solution. For instance, Uber combines its key driver management and scheduling system with a GPS application to track its vehicles and a payment application to collect revenues, but Uber can easily replace either application if a better one emerges.

Although the systems used to deliver the new solutions can be made up of applications that are already available and coming into the organisation in 2018/19, they are often not fully understood by the leadership team. Nevertheless, they are still deployed as part of these systems and relied on as a key business driver, even if there is risk in doing so. This is because risk mitigation is relatively easy – the system can be reworked by replacing the defective application with a better one, and the cost of doing so is not prohibitive.

The challenge for the CMO

Marc summed up:

- We have all the technology we need available today
- We need to have the imagination to put it to good use
- We need to be open to taking risks and surviving failure
- As the roles of CTO and Chief Marketing Officer (CMO) start to converge, Marc challenged the audience to consider: "Have you adapted yet and are you ready to see what today's technology is ready to deliver?"

A connected story

Marc had 19 interlinked themes and trends which together form a connected story that the 2020 CMO must be able to understand and navigate to stay relevant. In summary for the CMO the most important of these were:

Digitisation – the creation and collection of information. The world's stored data is doubling every two years. How will the technology develop to help us make sense of it?

Internet of Things – devices of all shapes and sizes (many household appliances) always connected to the internet, that continually collect and share data. With an estimated 75 billion devices in circulation by 2020, this is expected to flood the planet with information.

Cloud computing – all this accumulated data needs secure storage and vastly increased processing power to make sense of it. Cloud computing (cheap and maintenance free, relying on huge third-party data centres) is the answer.

Willingness to share through technology – creating new solutions by using existing organisations that already do it best; e.g. using LinkedIn rather than creating a new directory, or PayPal rather than creating a bespoke payment system.

Artificial intelligence – using the power of Cloud computing to learn from, analyse, interpret and process the mountains of data now available. This generates new insights leading to accelerated decision making and event response, often initiated by computers without the need for human intervention.

Conclusion

In conclusion Marc said that the role of the CTO or the Chief Information Officer (CIO) today should now be to bring together existing capabilities, generating rapid evolution combining and recombining smaller building blocks in new ways.

Questions and answers

There were many questions both during and after Marc's lecture which broadly fell into three main areas:

- understanding the technology
- understanding how the CMO can use it to develop his profession
- ethical and legal issues raised around security, privacy, and the use of ICT for criminal purposes

Marc supplied us answers to the first but stated that his role as CIO/CTO was to implement new developments in ICT and make them available to all his stakeholders – including the CMO. It was up to the CMO to decide how to use them. We will examine this issue in future lectures in the series.

You can read full notes on Marc's lecture and some further comments on it from me in my Master's Blog One, which is available on the Marketors' website at <http://marketors.org> in the News Section.

Cyber security and privacy – threats and opportunities

The second lecture by Dr. Henry Pearson focused on data security and data privacy. He spent 25 years in senior appointments at Detica plc, a leading supplier of cyber security products and services to governments and commerce. He provided extensive advice on cyber security to the UK MOD with hands-on experience of handling major cyber and privacy incidents and now fulfils a number of roles for the UK National Cyber Security Centre.

The costs and other impacts of cyber attacks

Henry began by pointing out that data security should be the concern of everyone in the business, including the marketing department. Successful cyber attacks not only cause companies financial damage, the impact on the reputation of the victim's brand and on its enterprise value or share price (if quoted) can also be severe.

The costs associated with cyber attacks are escalating rapidly. The anti-virus firm McAfee estimates them at \$600 billion annually, (0.8% of the global GDP), while Forbes is forecasting \$6 trillion per year on average through 2021. Many major incidents have collectively cost their victims up to \$1 billion, and even single company costs can be in the range of \$10 million to \$100 million, and sometimes more.

However, the fallout from the loss of personal data creates just as many serious issues. For instance, Yahoo suffered three major breaches affecting the data of around two billion accounts. As a result, its sale price to Verizon was reduced by \$4 billion, reflecting a major decrease in enterprise value. Talktalk, the mobile phone company, lost the data for 150,000 users. As a result tens of thousands of customers went to other suppliers.

Preventing cyber attacks – the technology

Henry said that cyber intrusions are inevitable, but this did not mean companies should give up and live in fear. Eighty to 90% of cyber attacks could be prevented by relatively simple and cheap measures. He gave the following pieces of advice, simple to implement and important not just for business but for all of us as home users as well:

1. Always apply patches and updates to your operating system and other software as soon as they become available.
2. Make sure your firewall is turned on.
3. Install an appropriate anti-virus program.

For larger systems there are of course

other necessary measures to ensure they are properly configured to provide security. In this area government is currently taking a very active role. The National Cyber Security Centre has now been created, as part of GCHQ, to be the single point of advice to the UK government on cyber security, providing world class incident management capabilities.

Managing the consequences of a cyber attack

Henry next moved on to give some advice as to how to deal with the consequences of a cyber attack. How a company reacts can materially affect the business outcome. The basic principle is open, honest and timely announcement of the problem and the steps being taken to deal with it.

He cited LinkedIn (which lost 117 million passwords and email addresses), Adobe and MumsNet as examples of such communication. Of course, the cost to remedy the problem was still incurred but reputational damage was minimised. On the other hand both Yahoo and Ashley Madison suffered significant reputational damage by trying to ignore the problem and hoping it would go away.

It is essential to have a crisis management plan prepared in advance, so that it can be implemented quickly whenever necessary. Such a plan needs to address all stakeholders, as well as keeping the general public informed if a public service provider is involved.

Cyber security and the CMO

Finally, Henry turned to consider the particular duties of the CMO in the field of cyber security, which he described as follows:

- Help identify key stakeholders
- Understand brand specific risks
- Engage in Business Continuity Plans
- Oversee the design and implementation of the Crisis Management Plan.

Henry concluded by commenting that in order to discharge their responsibilities, CMOs need to work with all members of the C-Suite, and

particularly to form a close relationship with the CIO or CSIO.

Data protection and privacy

Henry then turned to consider data protection and privacy. He made the point that the question of privacy is intimately bound up with cyber security. Loss of data automatically involves loss of privacy for those affected.

However, privacy of data is also concerned with fears that data holders may misuse or improperly disclose the data they hold on their customers. The implementation of the General Data Protection Regulation (GDPR) is of course intended to deal with these issues.

In his view CMOs have a pivotal role in dealing with the way the business reacts to GDPR. They should be concerned that the following matters have been dealt with, either through the marketing department or that of the CIO or CSIO:

- Audit of data holdings
- Confirmation that data encryption has been implemented, where needed
- Re-confirmation of contact preferences from customers
- Audit of the methods used by the business to gather and record customer permissions
- Audit of contracts with, and oversight of, third parties who handle personal data collected by the business

The implementation of GDPR will require many companies to re-confirm the permissions and preferences of their customers and potential customers whose data they hold. Henry made the point that this can be done in a positive manner, reinforcing the image of the brand as one that cares about customers' data.

You can read full notes on Henry's lecture and some further comments on it from me in my Master's Blog Two. You can also read a full discussion of GDPR and privacy issues in my Master's Blog 3. Both Blogs are available on the Marketors' website at <http://marketors.org> in the News Section.

How to manage your data

The third business lecture was given by Roger Camrass. Roger is a visiting professor at the University of Surrey and the UK director of CIONET, Europe's largest CIO community. A pioneer of today's Internet, and partner for e-commerce at Ernst & Young during the dot.com boom, Roger gained an international reputation working at the intersection between technology and management practice for some 50 of the Fortune 500 companies.

The real issue to focus on – exploiting data

Roger began by asking whether, as marketers, we are preoccupied with the right issues about our data.

Most companies today are pre-occupied with the pressing matters of Compliance, Cyber Security and Data Protection, but meanwhile digital giants such as Amazon and Google continue to exploit customer data to disrupt virtually every sector. How can more traditional companies take a proactive stance to marshal their key asset – data? What are the obstacles, and how might best practice take them forward?

Changing from an analogue to a digital business model

In just the last two years we have seen an explosion of data from every source – two billion mobile phones, 30 billion connected machines. But according to a recent McKinsey report, only 1-2% of this core asset is being exploited. There are good reasons why we have difficulty exploiting this resource, including legacy systems, cultures, and lack of funding.

Roger described the problem as emanating from a tectonic shift in the business environment: from analogue towards a digital business model. This is resulting in a change of emphasis from:

- Hardware to software (e.g. the connected car)
- Products to service (e.g. from scanners to digital scanned images)
- Transactions to lifetime customer value (from ownership to access)

The driver of the transition from analogue to digital can be summed up in the principle that information complements hardware. Whereas previously we dealt with dumb physical assets, the addition of software results in intelligent, connected hardware devices capable of generating genuine customer intimacy – responding to the individual customer's context. The device becomes of less value and importance than the information itself. This can be seen in the information generated through what has almost become throwaway hardware in the

shape of mobile phones, wearable devices like smart watches, Fitbits and other health monitors. Amazon is more interested in the customer information created through your use of Alexa than in the profits generated by sale of the device in the first place. In five years, your fridge will know your dietary and shopping habits and the cost of the fridge will be negligible compared to the value of that data. Taking the connected car, companies now have tremendous amounts of information on performance and use of their cars, not to mention our driving habits.

To survive in this changing environment there needs to be a corresponding shift in our business model. In the analogue world we concentrated on optimising performance by focusing on operational efficiency, the correct scope and scale for the particular business and cost reduction. In the digital world we need to focus on speed and agility, development of products and services through continuous experimentation and personalisation of our customer offerings, right down to the level of the individual.

Data-driven decision making

The new technology has created the possibility of a paradigm shift in the way businesses make decisions, from decisions based on management intuition or judgement to those based on data-driven insights. Access in the digital world to objective facts makes data-driven decisions possible, if we have the courage to make them despite our subjective preconceptions about what the answer should be, or what we would prefer it to be.

Finally, the speed with which data (now more than 80% unstructured) can be collected and analysed makes it not only possible but also necessary to reduce decision timescales from weeks or months to hours and sometimes minutes.

All these trends are leading towards the data-driven organisation. The organisations which change and adapt to the new environment will survive and prosper. Those who fail to do so will fall by the wayside.

Roger gave two examples of such successes.

Netflix is today the number one video on demand company, even though it has fewer than 25% of Amazon's titles. This is because its philosophy of test and learn, basing decisions on objective information about what its customers want to view, holds customer loyalty. For instance, its hit production "The Crown" was created based primarily upon customer feedback.

Zara specialises in "Fast Fashion", acting with speed and agility based on data-driven decision making. Its designers access data from across the supply chain, including customer data from its 2,200 stores in 93 countries. Relying on this data they can design and bring to market new products every week to satisfy changing customer demand.

Challenges in moving to the data-driven organisation

Roger admitted that he was painting an idealised picture of the data-driven organisation. There are clearly many challenges for businesses to move towards the new model. He summed up the business challenges relating to data management as follows:

- Gaining deeper insights into internal and external data
- Integrating a growing number of third parties (eco-systems)
- Processing data in near real-time
- Responding to regulatory and compliance initiatives

Conclusion

He concluded by emphasising that, as with the advent of public cloud-based services in 2008/9, the next decade of data management will intensify the gap between winners and losers. No time should be lost now in elevating this subject to the Board.

You can read full notes on Roger's lecture and some further comments on it from me in my Master's Blog Two, which is available on the Marketors' website at <http://marketors.org> in the News Section.

The 2020 CMO – leading business transformation

Karl Weaver and Ruth Saunders gave the fourth business lecture.

Karl, one of our liverymen and a Court Assistant, developed his consulting skills at WPP's The Henley Centre. He is currently CEO of Isobar's UK operations, leading a team of 400 experts who are combining technology and customer experience capabilities to help his clients transform digitally.

Ruth uses her 30 years of experience as a strategy consultant to help clients develop, get Board buy-in, and implement innovative marketing strategies that deliver tangible business growth. She is also a trainer, speaker and coach, as well as author of "Marketing in the Boardroom – Winning the Hearts and Mind of the Board".

Karl Weaver: A silo busting systems integrator

In Karl's view, if CMOs are to avoid marginalisation they have to take a lead in transforming their business to meet the challenges thrown up by new technologies. They need to break down the silo structure common to so many businesses and to accelerate innovation by acting as the focal point linking the creation and maintenance of the businesses' brands to the customer experience, exploiting technology and its analytical potentialities to achieve this. The acceleration in innovation this creates delivers higher revenue and lower costs, resulting in increased profits.

Where the value comes from

Karl pointed out that a business generates value through the strength of its brand (which attracts and retains customers) and the extent to which it is able to drive innovation to create new products and services which are attractive to its customers, thereby strengthening its brand still further. In other words, the customer experience is what drives value.

The dangers of complacency

Nevertheless, many CEOs do not see the problem. Bain Consulting produced a survey which demonstrated that, while 80% of CEOs believe their customer experience is superior, only 8% of their customers agree with them. The CMO needs to be aware of this issue and make the CEO aware of it too. However, part of the problem is that many marketers share in their CEO's complacency. They focus on out of

date KPIs, like data from their CRM systems. Whilst customer complaints are dropping they might miss the growing number of complaints – which seriously damage their reputation – made through social media.

Resistance to change

Even if the CMO understands and is aware of the problems, he or she will often meet resistance to change at the Board level.

Society as a whole is sceptical or even fearful of the new technology. A recent survey by Dentsu Aegis showed that overall 54% of people feel that the pace of technological change is too fast. This scepticism often colours the Board's thinking when the CMO brings new proposals and projects for their approval.

Thus, the natural aversion to risk of many Boards prevents acceptance of the innovation necessary to maintain and improve the brand. An additional problem is that the brand is no longer the sole property of the business. More than ever, customers decide what a brand stands for. The opportunity for a brand, in such a potentially homogeneous world, is to clearly articulate a point of view and stand out. That will give business a strong customer-based platform and a right to innovate.

Ruth Saunders: Transformation in the boardroom

Karl having set out the challenges facing the CMO, Ruth then considered how to deal with them. Her first point was that marketers often struggle in the boardroom. There is a common view in many boardrooms that was summed up by David Packard: "Marketing is too important to be left to marketing people".

Board games – who's right and who's wrong

Ruth saw the cause of this problem in the different mindsets of senior managers and marketers. Neither side talks the other's language. Senior management is charged with managing the company successfully and thus relies on an analytical focus and sees the need to manage risk as a priority, with a short to medium term mindset. Marketers focus on creativity, with a readiness to take risks to reap rewards and have a medium to long term mindset. Both

mindsets are necessary for a successful business, but marketers must recognise that the boardroom is not their territory. In order to convince senior management, they must think like senior management.

Engaging senior level people

Ruth then gave guidance on how the CMO should approach senior managers to gain support for their projects. Senior managers are invariably time-starved. They are concise in both print and verbal form, take a commercial approach to delivering business growth, and credible in how they will deliver a strong sustainable return. This leads them to require clarity from the CMO in setting out his or her proposals and the actions needed to implement them. Engaging them in plain English, without using marketing jargon, is really important in this context.

Some decisions are more emotional than others

Senior managers are human and want to be involved in solving whatever problem the CMO has identified, so that it becomes a solution in which they see themselves as a stakeholder. Nevertheless they (like the rest of us) are driven by a mixture of reason and emotion. In some circumstances a purely rational presentation, logical, fact based and with a strong business case will win the day, but many decisions will be more emotional.

How to deal with emotional resistance

In Ruth's view, it is important to recognise when the situation is likely to be emotional, and to conduct a fact-finding meeting with each relevant senior person early on, with the aim of understanding their view and issues, and, if needed, identifying a win/win solution that will work. The second meeting is often more rational once the emotion of the first is exhausted. If this fails, escalation may solve the problem. Sometimes, however it is necessary to recognise that the timing is just not right, retreat gracefully and continue to gather data while awaiting a new opportunity to put the case forward. You can read full notes on Karl's and Ruth's presentation in my Master's Blog Four, which is available on the Marketors' website at <http://marketors.org> in the News Section.

How important is marketing at board level?

Ian Ryder
Visiting Professor at Stockholm
School of Economics in Russia
and Thunderbird Business School,
Arizona

To all those of us from a marketing background this should be obvious – but how many of our community could answer the question in a compelling way that was unable to be reasonably challenged by those who disbelieve the true value of marketing?

In this short paper I will try to provide a simple answer which I have developed and used throughout my career as a CMO, CEO and Chairman to other C-suite non-believers.

Context

I need to clarify two things and frame the scope of my comments. First, this is not looking at the other old chestnut, but very important question, about "Why are there not more Marketing Directors in the Boardroom?" Second, I am talking about an Executive Board; that is the CEO-driven operating Board, and not the NED-loaded senior Board overseeing large corporates.

Facts are a good place to start

Why do commercial organisations exist and survive? Actually for one reason only – because they have, and often retain, customers. A very simple, and oft forgotten, dismissed or overlooked fundamental.

Nobel Prize winner Ronald Coase (Coase, Ronald H. (1937) "The Nature of the Firm", *Economica*) said the reason for a company's existence was "Satisfying customer needs via relationships we maintain". It may be 80 years old but I have never yet found a better, or more succinct seven words to set out so clearly what I believe describes the broad marketing task. There are a huge

amount of other ways marketers like to describe their role in life, including some very good ones like "Protecting and extending the cash flows of the business", amongst many that do no justice to the fundamental importance of marketing at all!

So, if we accept this as a premise, we could enter the other popular debate around "who owns the customer?" But instead let's just look at who runs the company, and operating team on the Board, and see what CEOs have on their agenda.

The CEO agenda

KPMG's 2017 "CEO Outlook" gives us these as their strategic priorities for growth in the next three years:

- Increasing penetration in existing markets
- Innovating new products, services and ways of doing business
- Penetrating new markets
- Expanding into new geographical markets

Does this ring any bells in our marketing community?

Some quotes from the study include:

"We have 23 million customers and their preferences are changing. They want their banks to be more relevant to them. We're spending a lot of time enhancing the customer experience...." Brian Porter, President and CEO Scotiabank

"We're harnessing the power of advanced analytics to get ahead of customer trends. We see AI as a business opportunity to redesign operations and create unique customer experiences." Guenter Butschek, CEO Tata Motors Ltd

In addition, McKinsey, and its peer organisations, are publishing on this topic. Two McKinsey papers focus on "Engaging Boards on the Future of Marketing" and "Rethinking Customer Journeys with next generation operating model", both of which address our discussion.

Summary

So much more evidence can be found on this topic but, for the purpose of a very short think piece, I'll summarise by saying consider the opening quote by Mr Coase on the purpose of a business, and also my statement that the only reason a business exists and survives is because it has customers. Two very simple concepts.

Which discipline trains us to be the masters of understanding customer drivers and behaviour? Which discipline also trains us to build product / service based value propositions and delivery systems, backed up by support and service models?

How important is marketing at board level? QED.

How mentoring works – a case study



Chris Griffin began mentoring Lenny Leemann in 2017, having been matched through the Worshipful Company of Marketors' Mentoring Programme. Chris's background is in brand and structural packaging design for global brands, charity support, property and trust management. Lenny was keen to get his idea for Mamoq, an ethical online fashion marketplace, up and launched.

Chris's experience and Lenny's enthusiasm proved a good match. As Chris says: "I am enjoying the process of mentoring Lenny – a bright guy who has worked really hard to get this sustainable online outlet up and launched at the end of last year. He is now applying for crowdfunding of £150k to build the venture."

Lenny certainly sees the value: "It is going really well. Chris is an amazing individual and is always ready to meet/talk/help. I could not be happier with the match and am so

thankful that I was suggested for this programme. I would eagerly suggest that anyone who would benefit from mentorship by a leader in their field should apply. The support and critical feedback that a mentor can provide is absolutely invaluable for both personal and professional growth."

Do you know someone who is frustrated in their job or stuck in a rut? Maybe they know where they want to get to but not sure how to get there? Or perhaps they want to move to a different sector but need a bit of

guidance? Would they benefit from discreet confidential advice on career development?

If any of these things resonate with you, or you know someone who could benefit from being confidentially mentored by one of the Marketors' highly skilled and experienced mentors, please contact Peter Rosenvinge on 07905 903403 or by email: p-rosenvinge@sky.com. What's more, it is free!

Knowledge development: Mindfulness – a five great minds event from CIM Levitt Group

On June 8, I attended a 'five great minds' event from CIM Levitt group where five authors talked about their own books. The theme was 'mindful leadership'. This event was generously hosted by London South Bank University and expertly chaired by Mike Holland.



Professor Dimo Dimov (@dpdimov) author of 'The reflective entrepreneur' opened the day with a view of entrepreneurship as a way of life. Dimo's aim is to

'make thinking cool again' and he got the conference fully engaged with tales of how luck differs from skill and how opportunity is inherently social. Dimo explained how to think of success as a 'multi-event line up' where everything needs to go right. For failure, however, only one thing needs to go wrong. Mindful and scholarly reflections.

Dr. Elmar Kutsch, (@Cranfield) author of 'Project Resilience'. For projects which are complex and uncertain,

business managers rely on process automation to avoid human error. This 'mindless' approach contrasts with a 'mindful' approach which can create more options to deal with novel problems. As Elmar said: "Good fighter pilots can often make good airline pilots whereas good airline pilots seldom make good fighter pilots."

Dr Chris Steed (@revchrissteed) author of 'Smart Leadership – Wise leadership'. Chris identified the issue of 'Cyberia' and increasing personal isolation in the 'virtuality' of a digitally connected world. Chris emphasised the importance of business culture and that the prime directive of leaders was to create appropriate cultures and mobilise purpose. Chris spoke of his Christian faith and how we can all find inclusive ways to speak of human solidarity and social

connection in a business context.

David Bentley (@UniOfHertsHBS) author of 'Choosing to change, an alternative approach to change management'. David took us through a reflective tour of 'change management' through five historical figures and enabled us to understand how they had contributed to scientific management. He highlighted that organisations are groups of people interacting with each other and that behaviours are shaped by the totality of our individual experiences and our future aspirations. David's views and insights enable change by deliberate choice rather than process.

Robbie Steinhouse (@RSteinhouse) author of 'Mindful business leadership'. Robbie described the 'leadership matrix' as outlined in his

News from the Marketers' Trust

Diana Tombs

Liveryman and Trustee

Support from The Marketers' Trust resulted in a more than DOUBLING of the number of entries from the not-for-profit sector into The Marketing Society's 2018 Excellence Awards.

A total of 18 charities and not-for-profit organisations entered The Marketing Society's Excellence Awards this year, which represented a 125% uplift from last year when only eight charities submitted entries.

We are delighted that so many charities took advantage of The Marketers' Trust's sponsorship to submit entries. The Trust linked up with The Marketing Society to fund the cost of entries from the charity sector as part of an initiative to promote excellence in charity marketing. We hope it will also be the start of closer future co-operation between the two organisations.

The Marketing Society is also very pleased with the success of the initiative. Hugh Burkitt, Global Ambassador of The Marketing Society, said: "We are absolutely delighted that there was such a positive response by charities to the generous offer of The Marketers' Trust to pay their entry fees this year.

Charities are always under pressure to save money and even the relatively modest entry fee for our Excellence Awards can put some organisations off entering.

Effective marketing is a particularly critical activity for all charities at the moment because the whole sector seems to be under constant attack in the media. Yet many charities do a fantastic job that no one else is prepared to take on and without excellent marketing to bring in support from the public that vital work would stop."

In addition to funding the entry cost, the Trust's sponsorship also meant that a representative from each of the six shortlisted charities was invited to attend the awards ceremony and the overall winner will be offered a place for one nominated executive on The Marketing Society's prestigious 'Ones to Watch' programme for up-and-coming marketing executives.

The Awards were presented at an awards ceremony on June 13. The winner was Healthier Scotland (Scottish Government) for its campaign "We Need Every Body" to convince people to sign up to the Organ Donor Register. This used humour, positivity and images of



Michael Lynch
Liveryman, Member of the
Knowledge Development Committee

book and talked passionately about how leaders need to use mindfulness to make the right choices. The audience was particularly energised by Robbie's description of how leadership archetype strengths are matched with corresponding 'weaknesses' or shadows. Robbie also struck a chord when he advised how being mindful can help leaders to be more aware and moderate their behaviours to inspire others.

Mindfulness proved a great theme through which to draw together such a high-quality mix of expert authors. It was also a good opportunity for the professional marketing audience to think beyond their own realms of expertise and consider how they can be even more effective business practitioners, leaders and human beings. Five great minds influencing indeed.



The MARKETORS'
TRUST

naked bodies proudly displaying transplant scars to engage with people. The approach paid off and the campaign drove the highest ever percentage of Scotland's population to sign up to the Organ Donor Register and the lowest number of patients on the organ donation waiting list since records began.

Girlguiding's "Know your Place" campaign to attract new volunteers and the National Safety Council's "Prescribed to Death" campaign to increase awareness of the NSC as a "leader in fighting preventable deaths" were both Highly Commended.

WCM Court Assistant Phil Andrew was among the judges. Phil said: "I am delighted that The Marketors' Trust is involved in raising awareness of the great marketing work that is done in the charitable and not-for-profit sector and I was impressed to see the very high quality of many of the entries."

Outreach Programme

Graham Storey
Liveryman

The Marketors' Outreach programme reported on December 31 2017 that Outreach volunteers had logged a total of 2,209 hours providing marketing assistance to good cause organisations. This has been calculated to represent 276 days assuming an eight-hour working day.

The Marketors' Outreach programme is a way in which Freeman and Liverymen of the Company can donate their extensive marketing skills and experience to good cause organisations who need to tap into professional marketing expertise but have very limited funding. The benefits from the Marketors' Outreach programme work in two ways. The clients gain by discovering ways to improve their marketing activities while the Outreach volunteers get privileged access to senior people in some fascinating organisations, often with some unique marketing challenges. Sometimes the clients operate from some very interesting historic buildings or unusual places that are normally hidden from the public view which provide new insights into the life and history of the City.

One of the four aims of the Marketors is giving back both financially and in kind, and making a contribution to the development of marketing. This is very much in tune with comments made by those joining the Company as potential Freeman. They often explain that, having had the opportunity to enjoy a very rewarding career in marketing, they would like to give something back in recognition of what marketing has done for them. For those in the Marketors who would like to turn those comments into action, the Marketors' Outreach programme is a one stop shop solution.

At any one time there can be up to about 30 Outreach projects in action by the volunteer project managers. Often the first stage is an initial discussion with the management team of a good cause organisation. For example, they may have identified a weakness in one or more of their marketing activities or they may have evolved their charitable objectives and now need some re-branding advice. This, of course,

leads to needing to plan a successful transition from an older and well recognised identity to one that embraces the current interests and aspirations of the organisation and its supporters.

The Chairman of the Marketors' Outreach Committee receives ideas, suggestions and straightforward requests for marketing assistance from many different sources. These are all reviewed for their charitable and good cause aspects. Some may be better supported by other elements within the Marketors, but most meet the project criteria of the Outreach programme.

As marketing professionals, we understand that when we provide pro bono marketing assistance, there is still a cost, even if that cost is not invoiced to the good cause organisation. Bearing this in mind, before each Marketors' Outreach project starts, there is a formal, written agreement, drawn up and signed by both parties. One part of the agreement is that the hours of marketing support provided, at a daily rate of £600 per day, should be shown as a payment in kind. As a result, last year's Outreach project volunteers were deemed to generate £165,600 which is a substantial donation by the Marketors to support the life of the City.

However, the important thing is that there are many good cause organisations who have found that getting pro bono marketing advice from the Worshipful Company of Marketors has helped the effectiveness of their marketing and in turn supported some very vulnerable groups of people. At the same time, Outreach project volunteers have got enjoyment, a sense of purpose and a sense of pride from seeing their ideas and skills being put to good use. That feels right, doesn't it?



Exploring the Jewish East End

Martin Ashton
Liveryman

Interior of Bevis Marks Synagogue

In summer 2017, we ran a very successful Jewish East End walk which was so popular that we decided to run it again – except this time we would focus more on the Whitechapel area. On another scorching hot July Sunday morning, 19 Marketors and guests gathered at the coffee shop outside Whitechapel Tube station. Everyone arrived on time and our guide, John Steel, began our tour to discover the colourful neighbourhood of a bygone era.

Just by the station, John pointed out the Edward VII drinking fountain paid for by Jewish street traders as a thank you for the right to enter UK while escaping persecution in Russia. We saw the word LIBERTY was engraved on it.

A short walk from here led us to the front of the Old Great Synagogue – Fieldgate Street. What was interesting was that this synagogue closed in 2015 and the land was purchased by the East London Mosque which is next door. The perfect diversity of the East End was clear to see where a mosque and an

old disused synagogue stood side by side in perfect harmony. Next door to the old synagogue, John pointed out where Grodzinski's once stood in 1888, baking 20,000 loafs a week. A little way down the road was a mosaic in the form of a Star of David to signify the history of the area. From there we saw the site where The Jewish Daily News – a Yiddish paper – used to be printed. All that remains now is the logo still above the door. Next door is the site where Blooms, the longest running kosher restaurant in UK, once stood. Ironically it is now a Burger King. We walked past a house with a blue plaque where Isaac Rosenberg, poet and painter, lived. Isaac Rosenberg is one of 14 First World War poets honoured in Westminster Abbey. We also walked past Jewry Street – close by the Port of London and named after the masses of Jews who arrived in that area off the ships from Russia to escape persecution.

One of the highlights was a tour of Bevis Marks Synagogue, the oldest active synagogue in use in Britain, dating from 1701. Maurice Bitton from the synagogue took us through the history of the synagogue and pointed out the main features. What was so magnificent was the original furnishings and structure have remained completely unchanged.

We learnt that the Jews arrived in Briton under William the Conqueror and were expelled by Edward I in 1290 but readmitted back to England under Oliver Cromwell in 1656. The first Jews readmitted to the UK were Sephardic Jews who came from Holland and the first synagogue after the readmission was established in the City of London in 1657. After this became too small, Bevis Marks was opened in 1701. Two of its famous sons were Sir Moses Montefiore and Benjamin Disraeli.

We then visited the old Jewish Soup Kitchen known for serving 4,000 bowls soup to Jews fleeing from pogroms, who arrived in London with no money or employment. Now it is converted into extremely expensive flats, but the front of the building is listed and the writing above the entrance says: "SOUP KITCHEN FOR THE JEWISH POOR (5662 -1902)". From here we went to see Sandys Row synagogue, the first Ashkenazi synagogue in the UK, established in 1854, and formerly a French Protestant Church. Our tour finished outside Liverpool Street station stopping at the Kindertransport Memorial by Frank Meisler just one of the 10,000 children saved from the Nazis.

We headed to Bishopsgate for a delightful pub lunch in the aptly-named, the Woodins Shades. This was a favourite meeting place for the traders of Petticoat Lane and Spitalfields Markets over the years including one particular Jewish trader, Alan Sugar, who was looking for an apprentice! All in all, a very memorable journey through the old Jewish East End London – with John Steel's excellent commentary bringing it vividly alive.





And women went on the march again!

Lesley Wilson, Jo Crichton, Carole Seawert, Venetia Howes and Mary Peterkin

It would have been difficult to miss the news of the amazing marches that took place in Belfast, Cardiff, Edinburgh and London on Sunday, June 10. These processions commemorated and celebrated the 100 years since the first British women got the vote. Tens of thousands of women dressed in the suffragette colours of purple, green and white formed a moving flag as they marched through our major cities.

A cohort of female Marketors were there to celebrate too, led by Middle Warden Lesley Wilson and Past Master Venetia Howes, they were joined by Court Assistant Carole Seawert, Liveryman Mary Peterkin and Companion Jo Crichton.

The suffragettes refer to members of women's organisations who supported the movement that demanded votes for women. The most famous is perhaps, Emmeline Pankhurst; she founded the Women's Social and Political Union in 1903 and notably encouraged 'deeds' not words'. They set out to cause disruption wherever they could. These acts of civil disobedience included chaining



Moving flag on June 10

themselves to railings, setting fire to post boxes and going on hunger strike when imprisoned. Most tragically was

the death of Emily Davison when she threw herself in front of the King's horse at the 1913 Epsom Derby.

All such activities ceased with the outbreak of the First World War in 1914 and after the war the Representation of the People Act was passed allowing women over 30 to vote for the first time. In the same year the Parliament (Qualification of Women) Act 1918 was passed and this allowed women to be elected to Parliament for the first time. It took another 10 years for women to achieved voting parity with men with the Representation of the People Act 1928 – enabling women over 21 to vote – just like men.



One of the newest members of the Company, Mike Bugsgang, recently became a Freeman of the City of London. He is pictured at the Guildhall with Murray Craig, Clerk of the Chamberlain's Court (right) and the Beadle (left).



Freeman Chris Beynon receiving the Freedom of the City of London from Laura Miller, Deputy Clerk of the Chamberlain's Court

2017 – a proud and productive year

Cdr Chris Ansell RN
Commanding Officer
HMS ST ALBANS

HMS ST ALBANS spent over eight months of 2017 as Duty Towed Array Patrol Ship (Anti-Submarine) and Fleet Ready Escort (first responder in the Maritime). By the end of 2016, following a challenging maintenance package and trials period, HMS ST ALBANS was the first unit to return from a nine-month deployment and regenerate into this high readiness role. Assuming the duty three days early, she pre-deployed to Faslane in January. This was swiftly followed by noise ranging and an immediate re-role into surface warfare tasking. This saw the ship intercept and escort Russian Federation Navy ships including its flagship, the carrier cruiser Kuznetsov, and the nuclear-powered battle cruiser, *Piotr Veliky*, through 1,100 miles of UK waters. HMS ST ALBANS was working in close conjunction with other NATO units enhancing our cooperation with our allies and reinforcing to the Russian Federation the resolve of NATO. This operation set a theme for the coming year and its public nature allowed us to bring the public increasingly into an area that has remained discrete.

A seamless transition to re-focus on anti-submarine warfare then followed, conducting the internationally-renowned Submarine Command Course or 'Perisher' as opposing forces. This was made more interesting by it being in the challenging navigation conditions of

the Norwegian fjords. This allowed further engagement with NATO allies at sea and ashore, highlighting the service's status as a world class force of high standing. Thereafter operating in conjunction with HMS SOMERSET, the ship conducted weapon systems trials off Stavanger, providing new data for future ships and Task Group operations, primarily in support of future Carrier Task Group Operations.

HMS ST ALBANS' contribution to tactical innovation has not just been limited to trials at sea; the ship contributed significantly to the Naval Warfare Conference, hosting an Anti-Submarine Warfare (ASW) syndicate and acting as the Fleet lead unit in this area.

A visit to London in support of International Women's Day allowed HMS ST ALBANS to demonstrate her efficacy ashore hosting multiple events, including the Marketors, all tied together with a well-designed media campaign which resulted in her featuring on national television and radio broadcasts along with multiple social media communications. This reached an estimated audience of 14.8 million individuals. This success was recognised with the ship winning the Government Communications Award for the best government media effort for that month as judged by the Cabinet Office.

During dry-docking in mid-summer we took the opportunity to invite Marketors on board to dinner and to present the Marketors' Prize to Lt Jenny Reid RN. It's not often a band gets to play under the sea but the Band of the Royal Yeomanry paid a visit to their affiliate warship HMS ST ALBANS – 10 metres below sea level.

HMS ST ALBANS took an additional 50 trainees to sea in 2017 in supplementary billets and delivered training for Warfare Officers and the first Specialist Navigation course in several years. Combining this with a coaching culture, she has actively delivered towards the manpower recovery and growth of the service. This was acknowledged by Flag Officer Sea Training who awarded HMS ST ALBANS with the annual prize for the best coaching unit in the RN.

Despite an exceptionally busy operational programme, HMS ST ALBANS has ensured that personnel are considered at all times. Active use of Facebook and Twitter has kept families, affiliates and the wider community engaged. Furthermore over 400 man days of adventure training have been delivered during visits and base port periods. We have more than halved the amount of outstanding leave across the ship's company and had over 10% of the ship's company promoted in the year, an unusually high statistic.

International engagement has been a key theme of the period; HMS ST ALBANS hosted a visit by an Australian Senator to discuss anti-submarine warfare capabilities with a view of how these will translate into the new Type 26 Frigate capability; an officer was sent to Japan to and spent two weeks training in the Japan Maritime Self-Defence Force Training Ship, *Kashima*. HMS ST ALBANS also hosted a United States Navy Intelligence team during her autumn theatre anti-submarine warfare, tasking further strengthening trans-Atlantic anti-submarine warfare partnering, as well as operating closely with Norwegian, United States and Canadian ships directly on operations.





Deploying immediately after summer leave, HMS ST ALBANS spent several weeks conducting ASW operations cooperating with multiple allied ships, submarines and marine patrol aircraft. The importance of these operations cannot be understated and, whilst often unseen in the public eye, they are essential for the security of the UK. This was best demonstrated by her very public deployment to the North Sea over Christmas 2017, to escort the latest Russian Frigate 'Gorshkov' through UK sensitive waters.

HMS ST ALBANS has had a year to remember, she has been involved in 15 separate operations with multiple sightings of Russian navy ships and submarines. Whilst much of her activity has remained classified, it is still recognised in the public domain and the ship was nominated and short-listed for the Hero at Home Unit Award for the Sun Military Awards in recognition of her contribution to the security of the UK, a first for a Royal Navy Surface Unit.

During the year, HMS ST ALBANS has operated in the Channel, the Irish Sea, the North Sea, off the coast of Norway, the Denmark Strait, up to the North Cape and even into the Arctic Circle.

HMS ST ALBANS is now alongside in Portsmouth conducting maintenance to allow her to fully regenerate for further frontline operations by summer 2018. This period will include additional capability enhancements in all areas of warfare and see a period of seven weeks' intensive sea training with Flag Officer Sea Training in Plymouth.



In the footsteps of the notorious Jack the Ripper

Caroline Jarvis
Liveryman

On an unseasonably beautiful, warm and sunny April 14, Marketors and guests embarked on a tour around the former underworld of East London, the hunting ground of one of the most notorious of serial killers of all times – Jack the Ripper.

We met at the Whitechapel Gallery and, guided by the incredibly knowledgeable John Steel of Tour de Force London, trekked around the East End and heard the murderous mysteries of Jack's rampage during London's Autumn of Fear in 1888.

John's knowledge stretched beyond just the Ripper's victims, to the very time in which they lived, the lives they led, the people they encountered and, through his description, walkers could truly envision the spectacle of what the dark and dreary East End of London, 1888 would truly have been like for these unfortunate souls.

Along the route he also shared his knowledge of the various ethnic groups who had inhabited the neighbourhoods, the art and architecture (some of which still grace the streets) that have memorialised the era, and the ways the East End has changed... and remained the same.

Although no-one can answer the pinnacle question 'Who WAS Jack the Ripper', theories were shared about where the murderer came from, with whom he might have been acquainted and where he might have gone when the murders miraculously stopped. Our tour even included a stop by the pub where his victims – and possibly Jack himself

– frequented, the infamous Ten Bells on the corner of Fournier Street and Commercial Road!

Although the evidence mounted, it still points in several directions and we all drew our own conclusions.

The day was not all murder and mayhem. The walk ended with a lovely lunch in the Hubble Room at the Astronomer pub on Middlesex Street, after which walkers left with their questions and the remainder of the sunshine.

'A fantastic success... a great walk, crammed full of fascinating anecdotes,' exclaimed one excited walker.

'Fascinating walk, delicious food and a well-deserved beer!' exclaimed another.

While the day was filled with merriment, horror, laughter and history the question remains... who was Jack the Ripper? We may never know.





The Master's Trip to Cyprus

May 2018

Venetia Howes and David Pearson
Past Masters

The Marketors are famous for their Masters' overseas trips and 2018 was no exception. Richard Christou and his wife Tasoulla have family links with Cyprus and chose to entertain us there. Cyprus is about as far as you can go and still be in Europe and, since we were at the far eastern end of the Mediterranean, we enjoyed excellent weather. Cyprus was famous as a source of copper with the highest purity in the world and it is thought that copper was named after the island rather than the other way round. Famous visitors have included Cicero, St Paul, Richard the Lionheart and now the Marketors.

Cyprus is also famous for its ancient heritage, with some of the oldest archaeological sites in the world, and we visited several of these including three UNESCO World Heritage sites. The first of these we visited was Paphos. And, after touring various locations, including astoundingly natural Roman mosaics and St Paul's Pillar where St Paul was reputedly lashed 39 times by the Romans, we repaired to a restaurant by the harbour. It turned out that this restaurant had a large screen showing the Royal Wedding, thus frustrating those of us who had wanted to avoid it.

A second World Heritage site comprises the Greek Orthodox churches in the Troodos Mountains, all of which feature amazing frescos.



The Master of Monte Christou.

The Church of St Nicholas of the Roof is so called because a second roof was built over the first to protect the artwork inside, which



Marketors taking the stage at the Paphos Odeon - Greek for (once) covered theatre.

includes a remarkable fresco showing St Mary breast-feeding the baby Jesus. On the way we stopped for a coffee break and realised just how famous the Master is when we saw the restaurant was named the Monte Christou restaurant.

A third World Heritage site is one of the oldest Stone Age sites dating back to 9,000 years BC. Its civilisation lasted 5,000 years which somehow puts our own recent celebration of the second millennium in the shade. But for antiquities all any of us really had to do was to just look round the dinner table.

Food and drink were of course a major feature of our trip. The Greek Cypriots like to demonstrate their hospitality by serving epic quantities of food. At the fish restaurants, wave after wave of fish were served. Some of us had to raise a white flag of



Bottling wine at the Zambartas winery. They flush the bottles with argon to keep the oxygen away from the wine.

Left: The Troodos mountains, in stark contrast to the dry rocky coastal areas, have a metre of snow in winter and a ski resort. The island's flora include oleander (keeps away the insects, mice and snakes) pines, citrus, nuts, cherries, cedar, hibiscus, vines, olives, acacia, oak, palm, rosemary (great for a fresh digestive infusion) and carob (good for almost any illness).



The British left their mark in Cyprus including the post boxes and 3-pin 13A electrical sockets. Those of us with a classical or science background had fun working out the Greek alphabet from the road signs.

surrender. But it was invariably delicious. And no one was seen waving a white flag as the wine was kept pouring.

Indeed, no Master's trip is complete without a wine tasting and we had two. Cyprus has a viniculture as old as anywhere in the world. Its vines are free from phylloxera and have been used to help the French and others replant their ravaged vineyards. In the 14th century Von Suchen wrote 'in all the world are no greater or better drinkers than in Cyprus'. We went to a modern winery producing 'new world wines on old world soil' – its oldest vines were planted in 1921. And we went to an old wine press and tasted Commandaria, the oldest branded wine in the world. The wine is close to the Malmsey of Shakespearian fame and legend goes that it was Richard the Lionheart who named it.

Thanks to John Horan, husband of Liveryman Angela White Horan, we had the privilege of touring the RAF



base at Akrotiri. His son Warrant Officer Neil Horan is head of operations there. The strategic position of Cyprus is obvious and the base was founded in 1955 when Cyprus was still a British colony. When independence was granted in 1960 sovereignty was retained over four areas, the most important of which is Akrotiri. It has taken an active role in many recent conflicts as well as assisting in helping our allies in extricating people under threat in places like Lebanon.

We also had the pleasure of a dinner in a converted carob mill with senior marketing professionals based in Cyprus.

Our enjoyment was enhanced by Demetra, an excellent local guide whose knowledge encompassed mythology and history, geology and botany, culture and the Greek Orthodox religion. Our driver George was meticulous in his profession, but we also know he would have defended us against all comers if required. And the staff of our excellent hotel in Limassol lived up to their belief that our job was to enjoy our holiday and theirs was to make sure we did.

And so we did and we look forward to the next one.



Another epic lunch - note the crowd in the background watching The Wedding!

Livery company hatches, matches & dispatches

Liveryman Debra Marmor
with City Guide Herb Danner
City & Mayoralty Committee

Or in the parlance of business, start-ups/spin-offs, mergers/acquisitions and dissolutions

The history of the City of London's livery companies, from the early days of guilds and fraternities to the present day, flows along the lines of money, power and influence.

The number of crafts who loosely or formally organised was far greater than expected when we first set out to research this topic. For example, in 1422, the Brewers listed 111 crafts allowed to 'profit the hall and Company of Brewers'. Today, there are 112 companies (with and without livery) and a further four guilds striving for livery status – 81 of these post-date the Brewers' list. What happened?

HATCHES



Medieval Weaver (Source: https://en.wikipedia.org/wiki/Weaving_-_in_public_domain)

While the majority of 'hatches' amongst today's companies took place in the modern era, new formations and spin-offs were common in times past too. Some were the result of new crafts emerging in changing times. Others were due to a 'sub-craft' feeling

neglected, their interests insufficiently looked after or abused by the mother company. Setting up a separate company was perceived as a path to greater control and riches. Thus, the Apothecaries and Distillers came out of the Grocers; Clockmakers and Gunmakers out of the Blacksmiths. The Feltmakers came out of the Haberdashers; Gold and Silver Wyre Drawers from the Goldsmiths; Tinplate-workers from the Ironmongers. And, finally, the Glovers re-emerged from the Leathersellers.

The oldest livery company, the Weavers (first chartered in 1155), has probably given birth to more companies than most others. The original textile guild, the Weavers became extremely wealthy and powerful, as the cloth trade was the basis of England's economy throughout the Middle Ages. Over time, they were able to absorb (by hook or by crook) alien weavers (Flemish and Huguenot), expanding their remit from the original wool and

linen to include silk weaving. Nevertheless, it was such a broad church it was bound to splinter. Hence, the Fullers and Shearmen left, as did the Drapers and Dyers and possibly the Merchant Taylors. All of these became wealthier and more powerful than the Weavers, such that by the time the order of precedence was settled in 1515, all these spin-offs preceded the Weavers who were in last place – embittered and impoverished. Today they are number 42.

MATCHES



Medieval Fleisher or Tawyer (Source: <http://mittelzeit.blogspot.co.uk/2014/06/leather-tanning-medieval-to-edwardian.html>)

Mergers also have been a practice in the livery. Some of these were a matter of survival, others a means to eliminate competition. The Leathersellers' Company (today 15 in precedence) were probably amongst the most prolific in the M&A game. Looking again at the Brewers' list, no fewer than 14 entries specialised in leathercrafts.

The mediaeval leatherseller's mainstay was the manufacture and sale of 'points' (leather laces used to fasten armour or clothing together). Following amalgamations, the Leathersellers' 1635 ordinances state that 'the Fellowship hath since distributed themselves into distinct parts... some using pulling and tawing, called fellmongers; others dressing, washing, painting, colouring and dyeing of leather, called leather-dressers; others making of vellum and parchment called parchmentmakers; others selling, sorting, whiting and staking of leather, now most usually called leathersellers; yet all branches of the said Fellowship'. By 1747 a leatherseller was described as 'he who deals in hides and skins of all sorts, ready tanned and dressed for the consumer'. The Whittawyers were absorbed by the Leathersellers in 1479. The Pursers joined with the Glovers in 1501, only to be folded into the Leathersellers in 1502; and

the Pouchmakers followed in 1517. It reflected a battle over market access and control.

In the same way, the Armourers absorbed the Bladesmiths and then the Brasiers; the Spurriers were united with the Blacksmiths; the Hatters and Cappers fell under the control of the Haberdashers. The Pinners and Wiresellers, after vainly uniting their forces, became subordinate members of the Girdlers. In other cases, the amalgamation was on more equal terms. In the case of the Clothworkers, the Fullers and the Shearmen had each contrived, in spite of strong opposition from the Drapers and the Tailors, to obtain separate grants of incorporation, yet they still found their wealthier members being drawn away by the superior attractions of the Drapers. Consequently, they joined forces, and by a stroke managed to retain the Shearmen's last place amongst the Great Twelve – much to the chagrin of the Dyers at 13!

In some cases, these unions are captured to this day in the company's name: Tobacco Pipe Makers and Tobacco Blenders, Tylers and Bricklayers, Painter-Stainers, Glaziers and Painters of Glass, Armourers and Brasiers, etc.

DISPATCHES



Medieval Long Bowman (Source: the Smithfield Decretals manuscript of 1340; http://www.bowyers.com/bowery_longbowOrigins.php)

Some of the more peculiar craft names on the Brewers' list include Corsours, Chapemakers, Orglemakers, Fourbours, Lateners, Hurers and Leches.

Many of these simply ceased being practised. But, as demonstrated by some of today's ancient liveries (see Marketor, Issue 78), that was not necessarily a reason to be dissolved. Rather, membership drastically declined because businesses were moving outside the City's remit or 'trading up' to more prestigious livery companies. Consequently, these crafts fell on such hard times they were no longer able to pay their

finer. Yet others lost their Royal Charters due to illicit or inappropriate activities. Short of being absorbed or merging with another company, most of these companies simply disappeared.

One of the sadder stories is of the Longbow String Makers. In 1370, the Bowstring Makers broke away from the Bowyers to form their own company. In 1547, the Court of Aldermen allowed 20 'foreigners' (from outside the City of London) to be granted the freedom to help make up their numbers. As of 1806, they were 82 in order of precedence; yet, by 1837 were said to be, 'at present...expiring'. In 1854, no one turned up for the Company's Warden election except the Clerk; and thus, the makers of a key component of the venerated English weapon at the Battle of Crecy disappeared from the records.

Most of the companies that have disappeared were of the lesser trades. They were makers of things or provided menial services rather than major sellers of things. So, gone are the Shivers, Casket-makers, Beaders, Boxmakers, Braelers, Buttonmakers, Cotelers, Cotterers, Drummakers, Fursters, Garblers, Horse Rubbers, Hot Pressers, Huvvers, Nailers, Pastelers, Sawyers, Sheathers, Starchmakers, Stockers, Water Carriers, Porters and Verrers, again to name just a few. As Shakespeare would put it, these were the 'rude mechanicals' who did not manage to rise into the wealthy merchant classes and thus were unable to afford the protection and associated costs of incorporating as a livery company.

SUMMARY

Despite the comings and goings, apexes and nadirs of the City's livery companies, it is as healthy a body corporate today as it has ever been. There are probably more livery companies than ever, and the number of liverymen exceeds 26,000 (quite a recovery from the 5,500 in 1855). Nevertheless, there continue to be significant overlaps in professions represented and memberships held. Particularly the Marketors, with its broad church, has members who are also Information Technologists, Stationers, Management Consultants, World Traders, Entrepreneurs and Public Relations Practitioners. What does the future hold? Will the Marketors follow in the footsteps of the Leathersellers? Or the Weavers? Giving of your time, knowledge and money are ways you can help at least ensure we don't end up like the Bowstring Makers.

Tom Attwood

Liveryman Tom Attwood was born on 30 March 1931 and died on 6 November 2017. His second given name, Jaymril (which may be unique in 'Who's Who') is a combination of his parents' names, James and Avril.

Tom attended Haileybury School and the Royal Military Academy, Sandhurst, undertaking his National Service in Egypt. This had exciting moments – during the Suez crisis, he was imprisoned and only released on the intervention of the Red Cross.

Tom's formal business education took place at Harvard Business School and INSEAD, Fontainebleau, but he also worked in that well-known nursery of marketing talent, Procter & Gamble. In 1965 he set up his own consultancy, of which he was Chairman until 1997. (The TELEX address for the consultancy, Cargill, Attwood and Thomas Ltd, was CATMANCO – Tom was a great cat lover.)

During his long career Tom was an advisor to many household names such as Shell and the Girl Guides. He published widely on marketing, management and business topics and was a speaker at international conferences organised by the United Nations, the European Commission and the World Council of Churches. Past Master and Founder, Austin Nunn, remembers Tom providing a great deal of assistance to the Institute of Marketing in the 1960s, at the time when they were starting to regionalise and to set up branches in the home counties. Tom's public appointments included President of the International Consultants' Foundation (1978-81), serving on the Executive Committee, British Management Training Export Council (1978-85), Chairman of the Post Office Users' National Council (1982-83), and Associate Professor of Strategic Management, International Management Centres (1997-2004).

Dr Alfred Gooding OBE LLD 1923-2018

We learned the sad news of the passing of Alfred (Alf) Gooding who died on January 29 at the age of 95. Alf became a Freeman in 1981 and Liveryman in 1982. He lived in Wales with his wife Lavinia who has survived him.

Venetia Howes Past Master

He also served as a member of Richmond upon Thames Borough Council (1979-81).



Tom married Lynette in 1963 and they had a son, Alistair, a businessman and Caroline, a lawyer. At a delightful celebration lunch in December, attended by many friends and family, his children described the importance of family life to Tom, with particular memories of trips to watch London Scottish rugby and wonderfully-organised family holidays. They also mentioned that he liked his food simple, which makes me wonder how he endured livery dinners over the years!

Tom had become a Liveryman in 1980 and served on the Court from 1985-93. Tom was proud of having organised "A Country Weekend" over Easter at Madingley Hall, Cambridge's Institute of Continuing Education, for the Company. This was one of a number of visits to Cambridge arranged in the 1980s. Tom and Lynette took part in Past Master Brian Scanlon's livery visit to California in 1996. Liveryman Barbara Thomas remembers with great appreciation their warm support for her husband, David Thomas's, year as Master in 1997.

Illness in recent years prevented Tom and Lynette from attending Marketors' events, but they continued to follow the fortunes of the Company through the pages of MARKETOR and contact with personal friends in the livery. They are a great example that 'livery is for life' and I am delighted to say that Lynette has agreed to become a Companion of the Company. This will be a splendid way to continue to honour Tom's great contribution to our profession and our Company.

In memoriam: Liveryman Arthur William Naisbitt 1923-2018

Liveryman Arthur Naisbitt died peacefully at his own home on Sunday, January 7, aged 94. Arthur became a Freeman and Liveryman of this Company in 1988 and was a well-known and much liked citizen of the City.



If it's Shrove Tuesday – it must be pancakes!



Andrew Cross
Senior Warden

The overcast sky made it obvious that spring had yet to arrive on the day of the Inter Livery Pancake Race in the Guildhall Yard.

A chilly, damp day greeted the Marketors' team of Phil Andrew, Alex Conabeare and Laura Giffard – along with the contingent of Master, Senior Warden and others who were tasked with the job of providing support, encouragement and hot coffees!

The organisers decided that, due to the slippery conditions the 'race' would now be a static Pancake Toss against the clock. As over the years the Marketors have been known to be somewhat fleet footed, this could prove to be a handicap!

Somewhat suspect pancakes and heavy-duty pans were provided for the 'toss' and Court Assistant Phil Andrew set a blistering pace that gave much for the rest of the team to follow. This was successfully

achieved by Laura, in the Ladies event and Alex in the Liveryman category. However, the Marketors failed to achieve podium status this year, despite sterling attempts.

As a consolation prize, the Master has generously allowed the team to be 'first choice' for next year's entry. A suggestion that was received with unbridled enthusiasm as most of the team disappeared into the Guildhall Crypt to enjoy the traditional lunch.

Getting to know...

Richard Christou, Master

Where did you grow up? Just outside London to the south

Who would play you in the film of your life? Alan Sugar

If you were an animal, you would be a... Cat – self-sufficient and low maintenance

What was the first record you bought with your own money? Marriage of Figaro – Mozart

What is your favourite London building? Natural History Museum

Which London shop are we likely to find you in? None – I hate shopping

What is your first London memory? Feeding pigeons in Trafalgar Square with my grandfather

Where have you had your best meal in London? Le Gavroche

What brand do you most admire? Amazon

Who is your marketing hero? Steve Jobs

What's the best piece of advice you have ever been given? Listen more than you talk

What is your preferred mode of communication? Email

Do you have a favourite tippie? Whisky

What was the last film (or play or opera) you enjoyed? Meistersingers – Wagner

What is your most trusted news source? FT

How do you get around? Walk or taxis

Have you had a life-altering event? Appointment as CEO of ICL in 2000

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

Which book would you recommend people to read? A History of Egypt by John Romer

Do you have a motto or a saying that you refer to? Never point a gun if you are not ready to pull the trigger

What are your favourite qualities in other people? Common sense, conscientiousness

What is your idea of misery? Going to a football match

What is your idea of perfect happiness? Peace, quiet and a good book



Bookshelf

Do Good by Anne Bahr Thompson

David Pearson
Past Master

Anne Bahr Thompson is the founder of the brand consultancy Onesixtyfourth and the former executive director of strategy and planning at Interbrand. I met her when she visited the UK to promote her new book *Do Good*¹. This struck a chord with me as it was the theme for my year as Master in 2016 which I had written up in my book *Marketing for Good is Good Marketing*². So I gave her a copy of my book in return for a copy of hers.

Through her consultancy she has conducted thousands of consumer interviews over the past few years and her book is based on these. She has found that in general

people are drawn to companies with a higher purpose and so they reward them with their business. In every region of the US, age group and socioeconomic level, customers connect with brands that care about them, their values, and the world at large. They're more committed and less price sensitive to companies that 'do good'.

But doing good is not just a one-time attention-getting effort. It's an ethos that permeates every aspect of an enterprise, from how it delivers

products and services to the way it treats employees, the community and the environment. People see good citizenship in companies like Apple for making communication easier, or Walmart for making life

more affordable. When they become aware that a company has done bad rather than good they don't rush to judgement but rather watch to see how the company deals with the problem. Thus they admire Nike and H&M for improving their overseas labour practices and channelling funds into positive efforts: athletic shoes for people with disabilities, or grants for environmentally sustainable fashion.



Ms Thompson has coined the phrase 'Brand Citizenship'³ for the model she recommends companies adopt if they aspire to cultivate the qualities that customers demand. The research was mainly conducted in the US but Ms Thompson lived in the UK for ten years and uses several British examples of companies that do good, particularly John Lewis.

She quotes leading investors like Larry Fink of BlackRock and Jamie Dimon of JP Morgan who support her argument that doing good is no

longer a cost, it's an investment. But Brand Citizenship is not a 'to do list', it's a journey. She recommends Five Steps, but they are not a fixed formula. And it is not conducted in a vacuum, but in a competitive market place and if your competitor raises the bar, you have to respond.

Her five steps are:

- Step 1: Trust – Don't Let Me Down
- Step 2: Enrichment: Enhance Daily Life
- Step 3: Responsibility: Behave Fairly
- Step 4: Community: Connect Me
- Step 5: Contribution: Make Me Bigger Than I Am

Ms Thompson's extensive research was based on two lines of study. Firstly to name the brands that were liked and then to rank them. The result is strongly positive and she concludes that 'brands that are clear about how they advance society, that integrate sincere practices into their marketing and operations, and that turn ethics into results exemplify good Brand Citizenship. They do well by doing good and they will always be touted as leaders'.

Endnotes

- 1 Do Good: embracing brand citizenship to fuel both purpose and profit. Anne Bahr Thompson. Amacom 2018
- 2 Marketing for Good is Good Marketing: A year in the life of a Livery Company Master David Pearson 2017
- 3 Brand Citizenship is a registered trademark of Anne Bahr Thompson

New appointment for Professor Paul Baines

Liveryman Professor Paul Baines BSc (Hons) PGCHE DipM MSc MPhil PhD FIOD FMRS MAM has been appointed Professor of Political Marketing at the University of Leicester and will be supporting the Dean as the School's lead on internationalisation strategy.

For the past 12 years, Professor Baines has been building programmes at Cranfield, in

particular developing a world-class Masters in Management programme which is ranked number one in the UK and eighth in the world, according to The Economist. Notably his work on the Executive MBA programme increased student levels from 50 a year to over 300. His work with the Market Research Society built up the MSc Strategic Marketing into an accredited Master's degree.

Paul will retain a Visiting Professor role at Cranfield. He will also have more time for research and will have time to produce more excellent studies of our political landscape. You may remember reading Past Master David Pearson's review of 'Exploring Cameron's Catastrophe' in the winter issue of Marketor – Professor Baines was one of the four authors.



Italian letter... from one indulgence to another

Federica Saachi
Liveryman

Being back in Italy means not only being surrounded by historic buildings, breath-taking landscapes and fashionable shops, it also means that every festival, especially the religious ones, will last longer than anywhere else in the world.

For example, Christmas in Italy starts on December 7 and lasts until Epiphany on January 6. During this seemingly endless festive time, people tend to be nicer and better behaved.

Friends take the chance to organise dinners and parties and all sorts of happenings to get together! Companies and groups of colleagues enjoy time together, forgetting their daily disputes.

Special (and fattening) guests at this festive time are sweets and more sophisticated, elaborate dishes. It feels like every mother, grandma and aunt will engage their personal MasterChef competition to produce the best and most surprising meal.

Each region has its own traditional dishes and menus; enriched by the mixture of cultures and traditions. But from north to south and all over the

world, the one and only king of the table is panettone! Its origins are from a Lombardy tradition. During medieval times, the bread was enriched with honey and nuts to celebrate the Christmas time as a way of celebrating and we find this richer bread all through the history of Lombardy.

Through the centuries, every family, bakery and city had its very own recipe and shape for the richer bread.

It was only in the early 1900s when the famous Angelo Motta, founder of the food brand Motta, started to mass produce panettone using the original recipe and still unique shape.

During the Second World War, it was enjoyed as a cheap, rich and long-lasting food for everyone at Christmas time. After the war when a massive migration started,

panettone went all over the world with the Italian people. It moved from being a seasonal dessert to become one of the famous and admired Italian desserts for the everyday table. It is still eaten as a special treat at Christmas, when there is not a single bar, restaurant, bakery or table without a generous slice of panettone for their guests.

The colomba's origins are obscure with many different traditions and legends being cited. The hard truth is probably related to the genius of the marketing and advertising manager of the Motta brand at that time. He was Dino Villani who, in order not to stop the (panettone) profits and to keep the machinery running, launched this spring desert made out with the same dough in a dove shape, iconic symbol of the Easter period and messenger of peace. The colomba hasn't quite made the UK high streets – but then it faces stiff competition from the Cadbury's Creme Egg.



St Bride's Christmas Quiz – The Results!

Thanks to all members who entered the "Marketor" Christmas Quiz. We're pleased to announce that the winner is Past Master Dr Roger Hood, who correctly answered nine out of twelve questions about St Bride's.

Roger will celebrate with a sparkling gift of Bollinger Champagne – a definite Marketors' favourite!

And for the rest of us, here are the answers:

1. **b) 2014**
2. **c) 5th**
3. **c) Wynkyn de Worde**
4. **d) Cats and Dogs**
5. **b) £11000**
6. **b) The Daily Courant**
7. **b) Methuselah**
8. **a) Godfrey Allen**

9. **c) Portland Stone**
10. **c) 1957**
11. **c) Spanish**
12. **Most popular: Hark the Herald Angels Sing**
Least popular: We Three Kings

Did you know most of them? Then don't forget to enter next Christmas's "Marketor" Quiz to win even more celebration Champagne!



13th Marketors' Golf Day

Verulam Golf Club, Monday July 2 2018

Ian Dockreay
Liveryman, Marketors' Fellowship
Golf Organiser

John Farrell, Chris Brooks, Drew Nicholson & Chris Beynon

Once more we were blessed with wonderful warm sunny weather but the fact that it persisted so long before the big day meant that the Verulam groundsman worked very hard to maintain the course. So, the fairways were fast, and the green was challenging but made for an exciting round of golf for everyone.

Twenty one teams made the day. One full team, the Insurers, pulled out at the last minute and three or four teams had late shortfalls; we were fortunate to have a number of Verulam players on hand to make up the ranks.

Including a Marketors team, we had 18 Livery teams making up the numbers, a true sign of the fellowship that we all appreciated on the day.

James Hambro and Partners were our sponsors and Nicola Barber, their Charities Partner, headed up the promotions team on the day. Their generosity with 'goodie' bags and refreshing end-of-round Pimm's cocktails for the golfers were much appreciated. The sponsors also entered a golf team captained by their CEO, Andy Steel, coming in a very credible fifth place.

The International Bankers Team 2 won the day, beating the International Bankers Team 1 by two points. The Tobacco Pipe Makers and Blenders were in third place, just three points behind the winners. Cliff Knowlden of the International Bankers had the top individual score, beating both Alan Smith from Verulam and Jeff Medlock of the Actuaries by three points. Other prizes included Nearest the Pin on the 8th hole, won by Anthony Low of the Plumbers and the Longest Drive won by Chris Noice of the Camberley Oaks Harlequin team. The Putting Competition was very well received and James Horniman of our sponsors won the day.

We raised money for the Lord Mayor's Appeal Charities by running a competition using the simulator in the professionals' shop and all entrants were tested on just how straight they could hit the ball over 100 yards or more. Dave Webster of the Tobacco Pipe Makers and Blenders proved the most accurate with only 0.7 of a yard off the straight line and Rej Bhumbra of the Drapers came in second, off centre by only 1.3 yards.



Master, Andy Steel CEO of James Hambro & Partners and Ian Dockreay

Thanks to all who helped with the event, to Michael Harrison for liaising with and marshalling at Verulam, and to Jackie Dockreay, Diana Tombs, Stewart Shuttle, Annie Brooks and John Freeman who gave their time generously.

The day finished with a splendid four course dinner, attended by our Master, Richard Christou, and his wife, Tasoulla. Numerous golf prizes were awarded, and the raffle raised a further £1,500 bringing the grand total raised for the Lord Mayor's Appeal Charities to £2,200. Many thanks to our sponsors and players for their support and generosity. Next year, put it in your diary now – July 1 at Verulam – see you there...



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Diary Planner 2018

7 to 9 September	Cambridge Conference & weekend visit
Saturday 22 September	City Walk – Roman & Medieval London
Sunday 30 September	Sheep Drive across London Bridge
Monday 1 October	Election of City of London Lord Mayor, Guildhall
Tuesday 11 October	City Lecture - details and venue to follow

Wednesday 24 October	Bowden Charter Dinner
Thursday 8 November	The Beauty and the Sorrow (to commemorate the centenary of WW1)
Saturday 10 November	Lord Mayor's Show
Sunday 11 November	Remembrance Service: St Bride's
Thursday 20 November	Business Lecture Five WCIT Hall - details to follow
Monday 10 December	Communications Industry Carol Service: St Bride's

Have you seen the Marketors' merchandise?

We have a very smart and sturdy umbrella with our insignia that folds up very neatly. Also, we have the Marketors' notebook at a very good price – it looks elegant and professional, again with our insignia on the front. Our ties and cufflinks are high quality products to be worn with pride.

If you have just joined our Company as a Freeman or have recently become a Liveryman, why not indulge yourself?

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