



WORSHIPFUL
COMPANY *of*
MARKETORS

MARKETOR

ISSUE 80
SPRING 2019

The Marketors Annual City Lecture

21st Century Marketing Conference, Cambridge

Committee Reports



Installation Banquet at Drapers' Hall

The new Master sets out his programme


2018 Review

Contents

Installation Banquet, Drapers' Hall	4
Court Photo 2019	9
Liverymen clothed	10
New Freemen Oct '18, Jan '19	11
2018 Review	14
Mansion House Banquet	16
New Freemen 2018	19
Lord Mayor's Children's Party	20
Professional Marketing Pages	21-28
Bowden Charter Dinner	29
Becoming a Sheriff	32
Master's trip to Cambridge	46

Regular Features

Master's Column	2
Committee Reports	35-39
Book Shelf	42
Diary Planner	48
Who's Who	48

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The Master's Column



Like the many before me who have been honoured and privileged to be elected to serve The Worshipful Company of Marketors as Master, I too am humbled and enormously proud to have the privilege of serving this wonderful Company.

My thanks go to those of you who were at my Installation Banquet and able to share what was a fabulous evening. Drapers' Hall is a beautiful venue and I consider myself very fortunate to have had my Installation Banquet there. The fact that present were so many familiar faces, both Company and personal friends, was extremely touching.

In this somewhat difficult year politically and for business, I aim to promote my theme of "Optimism Offers Opportunities" by ensuring that we increase our engagement with the City of London by providing marketing assistance and advice where required. We must also broadcast our message to the marketing industry in general and raise the awareness of the Company within the circles of the marketing influencers.

To expand on my theme I see that Marketing is all about creating opportunities.

The best mindset for creative endeavour is one of excitement, and above all, optimism.

Optimism – believing that solutions will be found and opportunities will result.

In today's uncertain climate, it's important that we first identify and then focus on the opportunities ahead of us.

- Opportunities that come from the vast array of exciting new communication tools and techniques
- Opportunities that come from responding to ever-changing people's lifestyles, needs and wishes
- Opportunities that come from refreshing old markets and developing new ones
- Opportunities that arise from clear-headed, positive and optimistic thinking

By promoting opportunities such as these with the added dynamic of optimism, we can inspire the young guns who will be tomorrow's marketers.

In the forthcoming year as Master Marketor, I intend to use this approach within both the company and the industry sector. The antidote to the current pessimistic climate of uncertainty and of expectations that are constantly being challenged, is clearly focused optimism.

As for myself, my background in the Marketing world has been focused on the creative disciplines and I intend to bring these talents to their best by addressing our channels of communication, seeing that the Marketors' messages are spread as wide as possible.

The *Marketor* in itself plays a key role in communicating the themes, messages and activities of the Company, both to you our members, and to the wider City. However, as time moves forwards, so do the channels of

communication. With the assistance of a strong Communications & PR Committee, chaired by Alex Conabear, supported by our PR Agency Whiteoaks and our Web Agency Iconic, I intend to develop a seamless communications format to ensure we are all kept up to date with the Company's activities and have the ability to have our voices heard.

The work of the committees often goes unnoticed and I will ensure that the forthcoming copies of *Marketor* and the website will feature the activities of these hardworking teams of volunteers who provide so much to maintain the high profile the Company has within the City.

However, there are one or two new initiatives that should be highlighted as I plan to focus on these over the next twelve months.

I was delighted to announce at the Installation Banquet the introduction of "Marketor Scholar" as an accolade to Marketor Award winners. In the past our Awards Committee had given awards to post graduate scholars for their contribution to the future of marketing but often subsequently lost touch with the winners. They will now be known as "Marketor Scholars", with a designated year (*i.e. Marketor Scholar 2019*), a post nominal that will enhance their CV and give them additional support provided by the Company. We are currently finalising the benefits, however these will include access to our successful Mentor Scheme and an invitation to a Great Event. The full details will be announced in a future *Marketor*.

Last year we were made aware of GDPR and subsequently we reviewed how we managed our data. Looking to the future, with the understanding that data forms a key part of any marketing initiative, I am delighted to say that Liveryman

Mike Ricketts has accepted the role of Information Officer for the Company and is currently in the process of rationalising the various data silos within the Marketors with a mind to forming a central data repository. This will, of course, be securely maintained and accessed.

In addition to this I have particular goals that I want to achieve.

As well as raising our profile with the City and the marketing industry, I particularly want to build on our already very successful **Outreach** work. We are already offering expert pro bono help to charities, not-for-profits, educational establishments and other livery companies. I would ask you, as a Marketor, to consider how you could assist as an Outreach or Mentor volunteer. It is hardly an onerous task and can take up as much or as little time as you can spare. John Wheen is Chair of the Outreach Committee and Peter Rosenvinge is Chair of the Mentor Committee. If you feel you could help I know that they would be delighted to hear from you.

I also want to encourage all members to contribute to our charitable Marketors' Trust as it continues in its excellent and often unsung work. Without our individual generous financial support the Trust could not operate.

We all know that **Fellowship** is an important aspect of belonging to a livery company, one which distinguishes the Worshipful Company of Marketors from the trade associations to which many of us also belong. However, I am aware that we don't all live within close proximity to London and the City.

With this in mind I am keen to increase engagement with our "out of London" members and therefore plan to travel to various parts of the

country and hold informal Marketor evenings to meet as many of you as possible. At these, I can explain all we have been doing over the past year and plans for this coming year – and perhaps more importantly, hear your ideas on taking the Company forward.

These will be casual evening meetings where Marketors and their partners will be encouraged to attend (with interested friends too, if they wish) to enjoy an informal time with the Master and one or two Wardens or Senior Marketors. My first such visit will be to the West in March.

Not only will I be announcing a programme of thought provoking Business Events – including a series of one-on-one in-depth interviews with Marketing and Advertising "names", but I have a wide-ranging programme of social events planned to cater for all tastes, a selection being the very popular Swan-Upping on the River Thames, a visit to an "invitation only" private car collection of over 400 vehicles, a private visit to the Magic Circle and a New Zealand wine tasting at the spectacular Penthouse at the top of New Zealand House! I hope to see as many of you as possible at these functions. A list of events is printed on the back cover and it is, of course on the website where it will be updated on a regular basis.

In addition to these events I have announced that the Master's trip this year will be in June when we will be exploring the beauty of **Alsace**, and sampling some of the fine wines and cuisine in true Marketor style!

My wife Carol, the Master's Lady, and I look forward to a wonderful year when we hope to meet as many of our fellow members as possible, including especially members who have recently joined the Company.



Installation Banquet

David Williams
Editor

The Company Year always starts with the installation of a new Master. Perhaps a drawback in choosing Drapers' Hall for this important step-up in progression is that members and guests will inevitably be bowled over by the stunning interior of the Court Room and sumptuous surroundings of the Livery Hall, almost to the extent of possibly overwhelming the event itself!

It is generally accepted across the Livery that the Drapers' Company has a most exceptional hall, certainly a favourite with many members of the more peripatetic companies like ours. It is also one of the few halls to have largely escaped the Blitz without extensive damage.

Dating from the 1770s, the hall is of course home to one of London's twelve great historic livery companies, third in the order of precedence. The Worshipful Company of Drapers was founded back in 1361 and was originally a trade association of cloth and wool merchants. It became the first organisation to receive a Coat of Arms; they had previously been awarded only to prominent persons.

The Court Room at Drapers' is hung with two large King Louis XV

Gobelin tapestries and a very large portrait of Her Majesty the Queen who is a member of the Court of Assistants. The Livery Hall is similarly full of royal portraits, including King William III, George III and George IV. The royal connection at Drapers' is certainly strong – HRH Prince



Charles is also a member of the Company. Reputedly the Queen uses Drapers' Hall for private parties. The venue is also a popular film set and no wonder with such palatial splendour readily available. For those who were distracted long enough to look up whilst dining, they might have seen that the ceiling panels overhead carried scenes from Shakespeare: *The Tempest* and *A Midsummer's Night Dream*. Coincidentally these were painted by one Herbert Draper, a neo-classical artist. Some of the finest pieces from the Drapers' silver collection were also on display in the Livery Hall behind the piano.

Yes, the many wonders of Drapers' Hall can easily sidetrack one from the duty of giving a report of the event.

Following custom, the formal installation of the Master took place at a Ceremonial Court held before the banquet. After giving the oath as Master-elect, the gown and badge of the outgoing Master Richard Christou were removed and placed on Master-elect Andrew Cross. The Master then installed his successor. The weight of office is thus literally felt as it is transferred to the new Master whose first task is to present a Past Master's Badge to the Immediate Past Master. The Jos Bellm Jewel was also handed over to Carol Cross. The Master received a customary blessing given by the Honorary Chaplain, the Revd Canon Dr Alison Joyce. Lesley Wilson was invested as Senior Warden, John Farrell as Middle Warden and Trevor Brignall as Junior Warden, completing the Master and Wardens team for the forthcoming year. The Ceremonial Court continued with clothing of Liveryman Jonathan Dunham and admission of five freemen: Desiree Clarke-Noble, Donald Lancaster, Sunila Lobo, Debbie Pearson and Kristan Tetens.

This year's Installation on Wednesday 30 January had been upgraded to the status of a banquet in its promotion. Whilst not exactly clear when a dinner deserves the sobriquet of being termed a banquet, all felt that this was totally befitting of the exceptional venue chosen and the meal that was served, sitting as we were in antique rail back chairs, some dating back to William IV. Arguably the Marketors is one of the few companies that can fully justify offering its members and guests a banquet, setting the dress as we do "White Tie", keeping Black Tie optional. The additional formality does serve to make our events very special occasions.

In medieval times the provincial centre of cloth and wool trading in England was Coventry where there was a major Cloth Market. Immediately alongside this, the Midlands city also boasted its own Drapers' Hall, currently under extensive refurbishment and return to public use. It was said that if you were not good enough to make it as a draper in London, you were sent to Coventry.



The banquet began by welcoming the new wardens and Company guests to a very spirited rendition of *Scipio*, noticeably faster than usual but timed to perfect length. This was then repeated for the Master and his Lady, led in by the Swordbearer. At the start of the banquet, as has become customary, our Honorary Chaplain delivered a delightfully crafted humorous grace, well deserving its rousing "Amen". Humorous Graces are not common right across the livery – many companies still prefer a fairly dry prayer hoping for 'root and branch to flourish forever' while yet other companies require a traditional Latin grace. And yes, there are companies who do not say grace at all.

We sat down for an excellent meal during which the Master took wine with his team of wardens.

Marketors are certainly getting better at singing the Sung Grace, with noticeably fewer members still needing to read the words from their menu. Rather like the Loving Cup and Rose Bowl Ceremonies, and the correct protocol for toasts, the Sung Grace is one of the things you are really expected to learn in the Livery, hopefully helping both newer members and guests to follow the music.

The Senior Warden introduced the guests. The Entrepreneurs', World

Traders', Chartered Accountants', Air Pilots', Solicitors', Distillers', Musicians' and Scriveners' companies were all represented by their Masters and Clerks. The Chairman of the City branch of the Royal Society of St George was also a Company guest, along with his Secretary. Past Master Tom Corrigan had also invited the Master Maker of Playing Cards as his personal guest. The Principal Guest finally introduced before Lesley proposed a toast to the guests was the Rt Hon Sir Jerry Mateparae GNZM, QSO, KStJ, the New Zealand High Commissioner to the United Kingdom. Prior to his appointment in the UK, Sir Jerry had served as the 20th Governor General of New Zealand. He has also worked at senior levels in the New Zealand public service and military. Sir Jerry is an Honorary Freeman of the Worshipful Company of Butchers.

His address was on the Master's theme for 2019: "Optimism Offers Opportunities". With Brexit still stalled in Parliament at the time of the banquet, Sir Jerry expressed the desire of New Zealand for a Free Trade Agreement with the UK, one of its main trading partners with a long history of commerce between the countries. Sir Jerry emphasised that the UK should remain optimistic in leaving the EU – it would present new opportunities for global trade. He expressed his belief that regardless of future scenarios, there



are opportunities to enhance our long-standing ties with benefits to come for entrepreneurs and global brands alike. He advocated innovative marketing supported by international law, notarial and accounting services. This all needed to be facilitated by a global transport infrastructure and the continued shared enjoyment of arts and cultural exchange. Sir Jerry ended his speech with a toast to the Company.

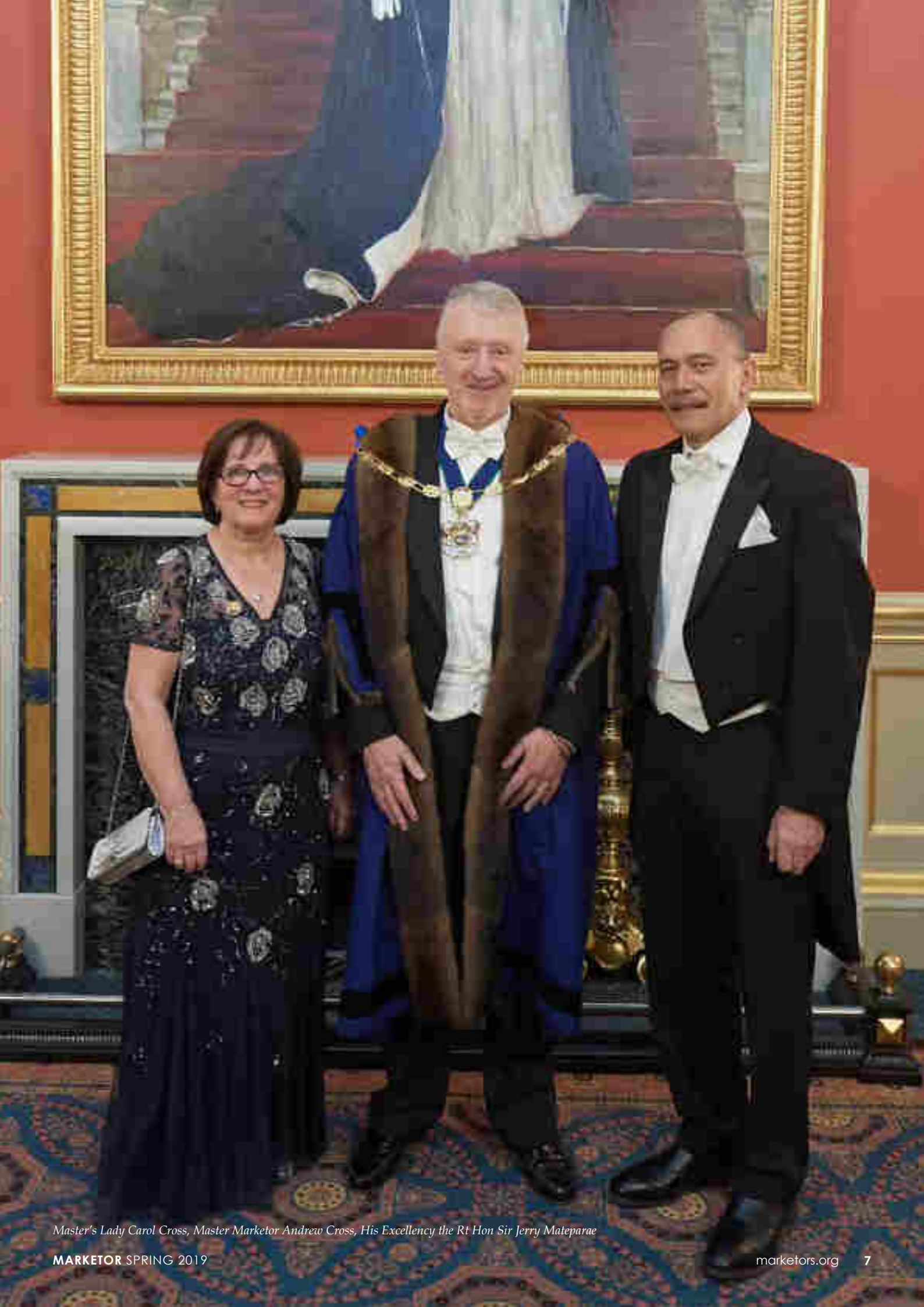
In his response, the Master stated that he had spent his formative years in New Zealand and thanked the High Commissioner for his excellent and thought-provoking speech. He then set out some of his plans for the year, already covered in the Master's Column. The banquet was followed by a stirrup cup. Altogether a splendid occasion which ran smoothly despite the necessity of including this year a General Meeting, comfortably squeezed between the Ceremonial Court and Reception.



Masters World Trader, Air Pilot, Musician, Distiller, Marketor, Scrivener, Solicitor, Accountant, Entrepreneur, and Chairman City of London Branch RSSiG

Dr Edwina Moreton, Colin Cox, Michael Lewis, Martin Riley, Andrew Cross, Edward Gardiner, Rupert Jones, John Cardnell, Peter Hewitt, Ian Kelly

For many years the Installation Dinner of the Marketors was always traditionally held in the hall of our mother company – the Stationers'. There were some practical reasons for this – one being that our silverware and other treasures were located in the vaults of Stationers' Hall and could be given an annual airing. The gowns were also once stored at Stationers' so providing easier logistics for the Beadle for at least one event in the calendar. However, these are no longer regarded as significant restraints and in more recent years the Company has been able to enjoy the ambience of several other venues for the Installation, often meeting the personal preference expressed by the Master-elect.



Master's Lady Carol Cross, Master Marketor Andrew Cross, His Excellency the Rt Hon Sir Jerry Mateparae

Getting to know...

Master Andrew Cross

Where did you grow up?

I was brought up in New Zealand as my father was seconded to the National Bank of New Zealand from the Midlands. We were fortunate enough to live in Auckland – the City of Sails – which meant that I spent most of my spare time either on, or in, the water. To this day I see Auckland as my “hometown”.

Who would play you in the film of your life?

Given that he was still alive, probably David Hemmings as he reflected the lifestyle I had as a younger man.

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

Probably an eagle.

What was the first record you bought with your own money?

My Fair Lady for my mother and South Pacific for myself – 10/6d each at Roberts Radios, Lake Road, Takapuna, Auckland, NZ. And before you ask, no, I don't have the receipt!

What is your favourite London building?

Undoubtedly St Paul's at night.

What London shop are we likely to find you in?

One of the many in Borough Market.

What is your first London memory?

In 1963, having just landed at Southampton from NZ, coming by train and seeing the green fields of Surrey turn to the grey suburbs of London.

Where have you had your best meal in London?

I don't think that there can be a “best meal” as it depends so much on the environment, the occasion, the company and food. However – most recently A. Wong in Wilton St. And to quote the late Anthony Bourdain: “Context and memory play powerful roles in all the truly great meals in one's life.”



What brand do you most admire?

With my background, I would have to say “the All Blacks”. However, a more commercial and totally predictable response would be Apple – an example of classic future-facing strategy, locking the consumer, in and then selling them products that they didn't realise they needed.

Who is your marketing hero?

My career life was influenced by the then MD of McCormick-Richards – Michael Conroy. However, in today's world it would be Jeff Bezos.

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

“If you think it's right – do it.”

What is your preferred mode of communication?

Face-to-face.

Do you have a favourite tippie?

Calvados – for the memories.

What is your most trusted news source?

The Telegraph but I try to access (but don't necessarily believe) as many different sources as possible.

How do you get around?

Public transport wherever possible although I am highly critical of the

standard of some of our modes of public transport.

Have you had a life-altering event?

Coming to the UK as a naive 16-year-old and looking to break into advertising.

Where is the best place you have been on holiday?

I thoroughly enjoy travelling and therefore get differing pleasures from different locations. However, at present I like SE Asia very much – but never fail to enjoy our regular visits to Alsace.

Do you have a motto or a saying that you refer to?

Life is a collection of memories – make them as best as you can.

What are your favourite qualities in other people?

Honesty and compassion.

What is your idea of misery?

Any of the many Westfield Shopping Malls.

What is your idea of perfect happiness?

Avoiding any of the many Westfield Shopping Malls.

Master & Wardens team 2019



Junior Warden Trevor Brignall, Senior Warden Lesley Wilson, Master Andrew Cross, Middle Warden John Farrell

2019 Court Photo



Back Row Peter Rosenvinge, Professor Ian Ryder, Phil Andrew, Carole Seawert, Junior Warden Dr Trevor Brignall, Middle Warden John Farrell, Senior Warden Lesley Wilson, Dr Brian Sweeney, Karl Weaver, Glyn Cartwright, Hugh West, Ann Goodger, John Hooper CBE, Keith Rowland.

Front Row Sally Muggeridge, Michael Harrison, Andrew Marsden, David Pearson, Sue Garland Worthington OBE, Richard Christou, Master Andrew Cross, Senior Past Master Harry Druce, Tom Corrigan OBE, John Fisher, Jim Surguy, Venetia Howes, Peter Goudge.

Liverymen Clothed



July 2018 Michael Bugsgang



July 2018 Ian Dockreay



July 2018 David Elmer



July 2018 Jonathan Williams



October 2018 Adrian Gee-Turner



October 2018 Conor Gunn



October 2018 Helen Owen



January 2019 Jonathan Dunham

New Freeman October 2018



Left: Richard Martin

Richard will be celebrating his 20th year in the marketing industry in 2019. As a strategist, account handler and copywriter he has run the gamut of agency life.

Right: Alex Singleton

Alex has worked in marketing, public relations and journalism over the past 20 years. He currently leads marketing at a hospital group and is the author of a book on media relations.



New Freeman January 2019



Sunila Lobo

Dr Sunila Lobo is academically minded with diverse experience; including in universities in the UK, MEA and Southeast Asia. She is adaptable to complex, 'sensitive' and unstructured contexts, and has worked in organisations of varying scale; from start-ups to global corporates. She is currently a Visiting Research Fellow at the University of Reading, where she has been a Lecturer and MSc Programme Director.



Donald Lancaster

Donald has spent thirty plus years in advertising and marketing, working and living around the world with global companies such as JWT and Lowe Worldwide, responsible for many notable brands. Working through the Account Management path cumulated in roles such as MD, Regional Business Director, General Manager and Strategic Planning Director, before academic curiosity led to a PhD and second career teaching at the University of Bath.

Kristan Tetens

Dr Kristan Tetens is Head of Marketing and Communications at the School of Advanced Study, University of London, the UK's national centre for the support and promotion of academic research in the humanities. She previously held senior marketing posts in the US higher education sector. She received a PhD in Victorian literature (a long-term interest) from the University of Leicester in 2015. She is a Fellow of the Chartered Institute of Marketing and was chartered by the Chartered Institute of Public Relations in 2018.



Desirée Clarke Noble

Desirée (Des) is originally from New Zealand and has lived in London since Summer 2000. She has over 20 years' brand and marketing experience in the financial services, fashion and wine industries and is passionate about supporting diversity and inclusion efforts in the City and beyond. Outside of work, Des is a keen runner, cyclist, cook and Pets as Therapy visitor with her border terrier George.



Debbie Pearson

Debbie spent most of her corporate marketing career in the global telecommunications industry, working for Vodafone, BT and Motorola, amongst others. She now works primarily in marketing training and education. Her particular interest lies in the charitable sector.

A word from the Editor

David Williams - Liveryman

Spring is almost here and not only has the Company a new Master but Marketor also has a new editor. Or as some members might pithily observe, not so new at all.

I did not expect to be back editing this magazine again a full decade after my first stab at it. Someone was needed to step into the breach and my task has necessarily been one of some rapid catch-up in the reporting of the Company. This issue therefore contains coverage of three Great Events and the associated Ceremonial Courts that have occurred since the last issue and with much else to include, this magazine is somewhat larger issue than usual. We have also brought forward the publishing of the Spring issue by a month recognising the situation.

Marketor was first published as an ad hoc Company newsletter back in 1995. Ten years ago, as the newly appointed editor then, I was able to gain the Court's approval to redesign it and adopt a more modern format. With the Spring Issue 2009, the newsletter therefore sported a new masthead, used bleed for the first time, offered more pages, larger photos, increased frequency in distribution, and advertisements. And so most of the groundwork was laid for the substantial livery magazine you receive today, a further 35 issues on.

I hope *Marketor* will continue to stimulate interest, not only in our formal and social events, but also in the wider activities of the Company. As the content of this issue shows, there are many opportunities in the Marketors for practical involvement and making personal contribution. The editor is ever reliant on members offering to report on social and formal events attended. Articles can also be submitted for Bookshelf, Members' News, etc. and on subjects related to any of the four Aims of the Company. The copy deadline for the next issue is the end of May.

Susan Griffin
Liveryman

Strawberry Hill House

Marketors events are often unusual and always intriguing and our visit to Strawberry Hill House on Thursday 7 February was both. The dark and gloomy winter evening was fitting weather for our visit to the castle, which itself was responsible for creating the Gothic revival style.

We experienced a once-in-a-lifetime experience as Horace Walpole's unique collection was back for the first time since it was dispersed in 1842, and we were able to experience the House as Walpole conceived it.

Horace Walpole, son of the first Prime Minister Robert Walpole, bought two small cottages in 1747 known locally as Chopp'd Straw Hall, and renamed them Strawberry Hill House. Over the next 40 years Walpole created his summer villa, conceived as "the castle of my ancestors". It was a place to showcase his collection of paintings, antiquities and curios, and attracted a stream of visitors paying the housekeeper one guinea a time. By his death in 1797 the estate had grown to 46 acres, the House painted in a brilliant white lime wash had turrets, pinnacles and gothic windows. The inside of the House is designed as a remarkable mood journey, through rooms of grey, purple, scarlet and gold; each one seemingly surpassing the previous.

To Walpole the provenance of the pieces in his collection was important. We saw this in the first room; the gloomy grey hallway where the painted wallpaper creates the feeling of a medieval stone hall. In it are two pieces, a walnut chair owned by one of the signatories of Guy Fawkes's death warrant, and a large blue and white Chinese bowl. This had been used as a goldfish tub and in which Walpole's cat had



unfortunately drowned, inspiring Thomas Gray's *Ode on the Death of a favourite Cat*.

We progressed through the great parlour, where portraits of close family members hang, to the Library, the centre of Walpole's activities as a collector. This most gothic of all the rooms celebrates his family's medieval ancestry; the ceiling shows heraldry and charging knights, the bookcases are based on a doorway in St Paul's cathedral and the chimney pieces modelled on two royal tombs. The Holbein Chamber was modelled on the reign of Henry VIII with Tudor royal purple walls, the ceiling copied from one in Windsor Castle and the chimney piece inspired by the tomb of Henry VIII's last catholic Archbishop of Canterbury.

The showpiece of the castle is the spectacular Gallery designed for entertaining. As Walpole said "*Well! but I begin to be ashamed of my magnificence; Strawberry is growing sumptuous in its latter day*". The Gothic white and gold vaulted ceiling was copied from Westminster Abbey and on the red Damask walls hang some of his finest paintings.

The House is a monument to Walpole, the collector. Most impressive is a clock given to Anne Boleyn by Henry VIII on their wedding day, subsequently bought by Queen Victoria in the 1842 sale and on loan from the Royal Collection. Other strange artefacts included Cardinal Wolsey's hat and a lock of hair from Henry VIII's sister, Mary Tudor.

At the end of our tour, astonished by the uniqueness and strangeness of some of the collection we were happy to enjoy wine, canapés and fellowship.

click here for more

The Marketers' Trust new giving initiative in support of the Museum of Brands

The Museum of Brands (museumofbrands.com), located near Ladbroke Grove, is a charity whose objectives are to educate the public on design and, in particular, on the subjects of advertising and packaging. Its activities encompass both the museum (which is fascinating to visit – highly recommended!) and an extensive learning programme, which also includes a professional development programme for career marketers.

We are delighted to announce that the Marketers' Trust has agreed a new giving initiative to provide a grant of £15k pa, to support this programme from 2019. This involves 15-18 events a year,



targeted at mid-career marketers. Evening talks and masterclasses, on topics as diverse as Sensory Branding, Experiential Retail and Neuroscience & Branding, are led by industry experts and are expected to attract around 1,250-1,500 individuals a year.

The Museum of Brands has also kindly said that it will offer all members of the company free Museum entry and discounted tickets for the events. More details will be circulated early in 2019 and will be on our website.

FORTHCOMING TALKS

These are the next two events announced by the Museum of Brands. Both are part of their Can Marketing Save Lives? speaker series.

How Healthy is Advertising?

Date: 7 March / Time: 18:30 – 21:00 / £26

Chairman of M&C Saatchi, Tim Duffy, will offer his insights on the current state of the advertising industry, reflecting on the past 100 years of British public health campaigns.

Marketing Doesn't Save Lives; Marketers Do

4 April 2019; 6:30pm – 9:00pm / £26

This talk looks at 10 of the most influential marketers in health in the last 100 years. From medics, to meddlers and everyone in between, it will cover those people who impacted the health of our nation, for better and for worse.

Knowledge Development Committee

Glyn Cartwright
Court Assistant
Chair, Knowledge
Development Committee

What, and how much, does the CMO need to know and understand about technology in order to be an effective CMO in 2020? For this, we will define technology to include aspects of data science and analytics as they are hard to separate from technology (eg: marketing automation).

The Knowledge Development Committee is beginning a longitudinal study on the above question. It will be harnessing the assistance of leading academic specialists from Cranfield in this research.

But what makes this different and what is the value to the WCM and beyond?

The research conducted and the paper produced will have the full rigour required by any academic paper, which will assist in the credibility of the findings (whatever they are). This paper will be the intellectual property of the WCM and the final paper written and approved by practitioners from within the WCM will have relevance to all of our currently practising Marketers, as well as the wider marketing community.

Once completed the objective is for us to reach as wide an audience as possible, working with the Communications Committee and the Events Committee to get sections of the paper published in appropriate journals and for it to be presented at conferences and seminars, for the benefit of everyone involved in marketing.

Marketing has never more been needed to drive economic growth for the benefit of UK plc than in today's turbulent world.

On a separate note, this is also a call for help from the Knowledge Development Committee. We would love to know what passions and experiences our fellow Marketers have in relation to marketing. We know that we have knowledge and expertise in marketing that is second to none

but, sadly, we do not know exactly in whose personal knowledge bank that actually sits.

We intend to continue to publish powerful marketing papers on behalf of us all and would like to involve as many of our members as possible who have expertise that can enrich our chosen projects. Rest assured that this will not involve anyone becoming part of the committee, but if we are embarking on a paper that covers an area in which you have a passion or expertise, and you have the time and want to help, we would love to involve you in that specific project.

If this interests you please send an e mail to me glyncartwright@hotmail.com, simply telling me the areas of your experience and passions. Thank you.



*Richard Christou
Immediate Past Master*

2018 Review

My time as Master has come to an end, and I am pleased to report that, after the last Court Meeting I chaired on 29 November, we find the Company in a sound financial position, properly organised, with a strong membership and ready to take on this year’s programme under the leadership of the new Master.

This review of the past year for the *Marketor* is thus one of the last of my duties to fulfil. At the Communications Industry Carol Service on 10 December at St Bride’s, I was delighted to give the bidding and my final act as Master was to install my successor at the Ceremonial Court on 30 January before the Installation Banquet. However, prior to that having completed various administrative tasks coming at the end of one’s year, I was pleased to be able to squeeze in a week of relaxation in Spain with Tasoulla.

Looking back over the year, I would like to mention first the Great Events, the Livery Dinner at Charterhouse, my Master’s trip to Cyprus, my Cambridge weekend, our Inter Livery Golf Day and our more informal social events: the tour of St Paul’s, the City Walks, Beating Retreat and an excellent Curry evening held jointly with our military affiliate, 151 Regiment Royal Logistic Corps at the Hall of the Honourable Artillery Company. I hope all those who attended found them interesting and enjoyable, and I would like to thank everyone who

helped to make them a success. However, there are two aspects of the year which I think are worthy of mention in more detail. First, 2018 was a year of anniversaries. We celebrated the 100th year of the RAF with a tour and dinner at the RAF Museum in Hendon, North London, and many of our lady members (including Past Masters Venetia Howes and Sally Muggeridge, and Middle Warden Lesley Wilson) joined in City events celebrating the 100th anniversary of the first grant of votes to women.



The Lord Mayor & Master, Mansion House



Stephen Christou and Roz Morris



*Mikki Hall and Mark Magnacca
with a Pikeman*

We also celebrated the 100th anniversary of the armistice which ended the First World War. I attended the ceremonies at the Garden of Remembrance in St Paul's, planting a cross for the Marketors, and also laid a wreath at St Bride's on Remembrance Sunday, during a memorable service of reconciliation when the Rector, our Honorary Chaplain the Revd Canon Dr Alison Joyce, exchanged pulpits with Pastor Barbara Neubert from St Paul's Church, Lichtenfelde Berlin.

Alison gave the sermon in Berlin and Barbara the sermon at St Bride's. However, for me the highlight of Remembrance week was *The Beauty and the Sorrow*, a programme of music, poetry and readings, put together and performed by our Court Assistant Keith Rowland and some of his colleagues, to commemorate the end of the First World War. It was held at St Mary-Le-Bow on 8 November, as a joint event with the church.

Over 40 attendees were present at a very moving performance, including some 12 representatives from other livery companies and three members of 151 Regiment Royal Logistic Corps.

Second, I was particularly pleased with the treatment of my theme for the year: The 2020 CMO. This was delivered in five business lectures, the Cambridge Conference and the City Lecture, together with the keynote speeches at Great Events.

The output of all these events has been captured in various articles, including my blogs, which have been uploaded to the Marketors' website and also printed in *Marketor*.

The Cambridge Conference held at, and sponsored by, the Cambridge Judge Business School

(founded by our Past Master Sir Paul Judge) with the assistance of Fujitsu Limited, devoted a day to various aspects of the theme. It was attended by over 80 delegates. The proceedings were videoed and are now available in the members' area of our website which was opened to access for all our members at the end of last year.

The City Lecture, held in Bakers' Hall to an audience of around 100 including representatives of 30 livery companies, took a further look at the theme from the viewpoint of a practising CMO. Judging by the letters I have received from other Masters who attended, I believe this event has gone a long way to increasing our name and fame in the City. The lecture was live streamed over the internet for those who could not attend, and a video of the proceedings is now available to view on the public area of the Marketors' website.

The use of recordings and streaming to capture the output of these events and enable those who were not able to attend to view them through our website is a first for the Marketors. I hope it will be repeated in future years by my successors, as and when the opportunity arises.

Earlier this year we undertook a survey, the 2020 CMO Survey, and I would like to make three final points by way of summing up the results of this study.

First, the basic principles of marketing are alive and well, and remain a constant despite the impact of the new technology. You can express these principles in various ways. Speaking of marketing as the voice of the consumer or the customer (which I prefer) is common although, given the new

developments in ICT, the customers can now speak for themselves and often do. Perhaps a more helpful definition is to understand customers' needs and then quickly satisfy them at a profit.

Second, the new technology delivers many very powerful tools which, used properly, will greatly increase our ability to apply these principles in the businesses we serve as Marketors.

However, finally, if, as Marketors, we do not learn how to use the tools the technology offers us, other functions in the business will take them over and use them instead. If this happens, not only will be the marketing function become marginalised, but, still worse, the use of these tools, without the intervention of human creativity to interpret the data they provide, will not deliver the desired outcome. The challenge is clear, and it is up to us as Marketors to rise to it.

In conclusion, I would like to thank everyone who has helped me throughout the year, not only Committee Chairs and Committee members but also individual contributors. In particular, I am grateful to my consort Tasoulla who has supported me in every way throughout the year, not least by the special music she has composed for our Great Events, including the new Marketors' Anthem performed at the Rededication Service, a recording of which is now available on our website.

I am also indebted to our Learned Clerk, John Hammond and his Assistant Clerk, Liveryman Doreen Blythe, for all their advice and assistance, without which I would have found it impossible to carry out my duties as your Master.



Pikemen



Peter Rees and wife, Ridade



Mansion House Banquet: Pikes, Pageantry and a Brass Quintet

Susan Rawlinson
Liveryman

Walking into the Egyptian Hall in the Mansion House never fails to elicit a murmur of awe as rows of white linen, candles, silverware and flowers first come into view below the magnificent gilded arched roof. It is a warm summer evening on Wednesday 25 July 2018, and the Marketors, once again, have the honour of entertaining the Lord and Lady Mayoress in their own home; it is a huge privilege not offered to all livery companies.

It is the Walbrook side entrance to the Mansion House that gave us our first view of the interiors. This side was originally used as a coach and stables before being redesigned in 1846 by James Bunning as a more private entrance. The Mansion House itself is much older, completed in 1758 and continues to be the official residence of the Lord Mayors of London and is one of the iconic buildings nestled around the Bank junction in the City.

We were directed up the stairs into the Salon taking us past a carpet guard of striking Pikemen and Musketeers. They were dressed in red and gold uniforms with flamboyant feathered cavalier hats, just as they would have been clad in the 1640s. The Company of Pikemen and Musketeers is a ceremonial unit of the Honourable Artillery

Company and one of only six royally warranted bodies in the UK.

The Salon, with its high ceilings and sparkling chandeliers provides a wonderful space for the awaiting champagne reception. Gentlemen and ladies dressed in their finest jostle for space while finding old friends and forging new ones.

Over the past few hours many of those gathered have attended the Ceremonial Court where new Freeman were admitted and Liverymen 'clothed in the livery'. Our annual academic awards were also given and a new Court Assistant welcomed. This year Michael Bugsgang, Ian Dockreay, David Elmer and Jonathan Williams became Liverymen; Ankur Shiv Bhandari, Symon Hamer, Bridget Kendrick, Justin Lord, Nicky Oliver, Julia Randall-Edwards and Michael

Symes were admitted as Freeman.

Called to order, we assembled for the main event in the magnificent Egyptian Hall with its nine long, linen-draped tables, and we had a chance to admire the dramatic architecture. Despite its name, there is nothing Egyptian about the Hall's decoration. It would be more accurate to call it the Roman Hall due to its heavy design nod to the classical architecture of Rome, favoured by the Hall's Italian architect Andrea Palladio.

The banquet officially started with a procession of the Master, Wardens and Guests of Honour into the Hall, accompanied by the Royal Marines Association Concert band and a customary hand clap by all assembled. After grace, Keith Rowland, the new Court Assistant, the four new liverymen and the

seven new freemen were asked to stand and 'take wine' with the Master and Wardens to welcome them into their new roles in the Company.

This year there were eight young marketers who received academic rewards from the Marketors' Trust. Sofya Fominova from the University of Westminster, Julia Gruszczynski from Queen Mary, University of London, Donald Lancaster from the University of Bath School of Management, My Hang Tran from Edge Hill University Business School, Sanae Uchinaka Usui from the University of Northumbria, and Joanna Wang, Patricia Barzotti and Charlotte Rosenkilde Nielsen, all from Regent's University London. The Beadle invited the winners to stand and also take wine with the Master and Wardens along with a well-deserved round of applause from the tables.

Banquets are all not all about eating and drinking, but also the music. This year especially for the Lord Mayor's Banquet Tasoulla Christou, our Master's wife, rearranged the 'City Scenes' that she had composed into a new version for a brass quintet. 'City Scenes' had last been played at the Lord Mayor's Banquet in 2014 and 2017 by a wind quintet. This year the premiere of this new arrangement was performed by the Royal Marines Association Concert Band. The timbre of the brass instruments reflected the sometimes hard, metallic and booming sounds that we hear in the City. There were four parts to the piece entitled, 'Rush Hour', 'Sunday Evening', 'Petticoat Lane' and 'Old London'. The latter had reminiscent refrains of 'London Bridge is Falling Down', 'Pop Goes the Weasel' and 'Oranges and Lemons' woven throughout to remind us of the fun and long history of the City.

After this beautiful performance, the Beadle announced the start of the Ceremony of the Loving Cup, an Anglo-Saxon tradition where a silver chalice filled with wine is simultaneously drunk from, and the drinker guarded, in turn, as it makes its way down the tables. The Master always has the more challenging task of setting off two Loving Cups, one in each direction with his



Master, Wardens and new liverymen (see page 10)



The Lord Mayor Alderman Charles Bowman and the Master



Master, Wardens, and new freemen (see page 19)

neighbours, the principal guest on his right being the first to receive the Loving Cup. This pre-1066 tradition was thought to derive from the assassination of King Edward the Martyr, according to the Worshipful Company of Distillers, whilst the Worshipful Company of Plumbers believe it to originate from the time of King Alfred the Great!

The Lord Mayor's Banquet is well known for the custom of the Post Horn Gallop where two skilful trumpeters duel with each other, sometimes together and other times responding to each other's relays. The culmination saw the two horns play together in a show of mastery. The gallery of the Egyptian Hall is particularly well suited to this entertaining interlude.

Next it was our turn, giving a rousing rendition of the National anthem as we toasted Her Majesty the Queen. The following toast to the Royal Family included our Honorary Freeman, now incredibly aged 97, followed by civic toast to the Lord Mayor, Sheriffs and City of London Corporation.

With all guests safely sated and seated, Senior Warden Andrew Cross had the task of formally introducing and welcoming our guests. Firstly Masters from other livery companies: Lee Robertson from the Guild of Entrepreneurs joined by his Clerk Duncan Simms; Alderman Professor Michael Mainelli, a Master World Trader

accompanied by his Clerk, Gaye Duffy; the Deputy Master Information Technologist, Chris Heston and his Clerk Mike Jenkins; David Lock, Master Chartered Secretary and Administrator; Master Carmen, Patrick Marsland-Roberts and the 'youngest' Master Draper, Professor Philip Ogden who had taken office just the day before. He was accompanied by his Clerk, Colonel Richard Winstanley. Professor Gillian Davies, Master of the Worshipful Livery Company of Wales also joined us as a personal guest of Liveryman Dr Keith Williams.

The Senior Warden went on to welcome the Civic Guests, Sheriff Neil Redcliffe and wife Emma; Alderman and Sheriff Tim Hailes accompanied by his consort, Fiona Adler. Fiona was the non-aldermanic Sheriff of the City in 2014-15. Andrew finished by proposing a toast to our guests.

This year our principal guest and guest speaker was the 690th Lord Mayor, Alderman Charles Bowman. He is a senior partner with PwC and Alderman of the Lime Street Ward, a member of the Court of the Worshipful Company of Grocers and a liveryman of the Worshipful Company of Chartered Accountants of England & Wales. In his spare time (!) he is an Ambassador of the Samaritans, Trustee of the Lord Mayor's Appeal and Advisor to The Mansion House Scholarship Scheme. His 2018



mayoral theme was the 'Business of Trust'. With the recent collapse of Carillion forefront in everyone's minds, a particular statistic stood out. It was the results of the 2018 annual Edelman Trust Barometer that revealed that 7 in 10 people believe that the number one priority for CEOs should be to build trust, over and above that of delivering quality products and services. The Lord Mayor concluded by presenting Master Richard Christou with a pepper grinder, not only a symbol of his Livery, the Grocers (once the Peppercorners), but explaining the exchange of a peppercorn was a guarantee of trust in the days when pepper was an expensive commodity. The Lord Mayor ended in proposing a toast to the Company.

After a reply by the Master, the toastmaster asked all to rise and make way for the Master, Wardens and principal guests. We all followed as the wonderful evening was brought officially to a close and carriages were called.



New Freeman July 2018



Ankur Shiv Bhandari

Ankur is the Founder & CEO of the Asbicon Group headquartered in the UK with offices and presence in Canada, India, South Africa and Dubai. Asbicon specialises in providing Sales & Marketing support to Consumer Goods companies. Ankur has worked in more than 50 countries previously during his career with Procter & Gamble, ICI and Accenture and for the past 9 years with Asbicon. Ankur is a family man to the core and prefers spending time with his family and playing cricket.



Symon Hamer

Symon is a professional business intelligence consultant, and has supplied key market insight to financial institutions, corporations, governments and NGOs in three different continents over a career lasting 25 years. He is also a member of the Royal Photographic Society and helps promote several theatres in the south east of England.



Justin Lord

Justin has spent 15 years working in marketing supporting client side, agency and now consulting environments. His focus has been mainly in financial services. He retains a keen interest in cooking, motorsport and golf.



Bridget Kendrick

Bridget has spent over 25 years in marketing companies such as Lloyds Bank, Ordnance Survey and Cancer Research UK. She is currently a Global CMO at RELX plc working on energy and petrochemical data and analytics. Bridget enjoys history and reading in her spare time.



Nicky Oliver

Nicky is a director of a niche SME Property Tax firm. She has been involved in sales and marketing across the insurance, financial services and consultancy sectors for the last 25 years. She supports two charities where she cultivates branding and marketing having an active presence on the board. Nicky enjoys the theatre, a wide cross section of the arts, travel & holistic activities.



Julia Randall-Edwards

Julia has spent over 25 years working in marketing whilst also taking on roles in the voluntary sector. Having been a founder member of the WI in Islington, she is now pursuing her goals in the charity sector as Head of Philanthropy for a military charity.



Michael Symes

Mike Symes is a marketing strategist, branding author and Chief Executive of a multi-award-winning marketing group. Mike draws on over 30 years' marketing experience from both client and agency perspectives, particularly in financial and professional services and was previously Head of Marketing and Vice President of Bank of New York Financial.



The Lord Mayor's Children's Party

Richard Christou
Immediate Past Master

It is a little known fact that, early in January every year, the Lord Mayor throws open the doors of the Mansion House to host an afternoon children's party. This year's Lord Mayor, Peter Estlin, carried on the tradition. The Masters of all livery companies who hold office on the date of the party are among those invited to bring their children or grandchildren. The only conditions are that the children be between the ages of six and nine, arrive in fancy dress and be accompanied by one adult.

My grandson Maxwell (six in June last year) qualified, so he and I arrived at the Mansion House on Saturday 5 January. As you can see from the photos, inspired by our recent City Walk around Roman London, we decided to dress him as a Roman Centurion.

There was a formal receiving line – the Lord Mayor and Lady Mayoress, the Sheriffs and their consorts, the Swordbearer of London, The Common Cryer and Serjeant at Arms, carrying the Great Mace, and the City Marshall were all in attendance together with a carpet guard of Pikemen and Musketeers. There was only one difference. The children alone were received and the adults took a back seat. Max was fascinated. "Is that really the Lord Mayor?", he asked me.

The Egyptian Hall was full, with over 350 children and around 150 adults. After a welcome to the children from the Lord Mayor, there were entertainers, competitions, party games, exhibitions and finally afternoon tea. A good time was had by all.



21st century marketing

Cambridge Judge Business School

September 2018

click here for more

For this conference, the Worshipful Company of Marketors, supported by the Cambridge Judge Business School and Fujitsu Limited, put together a team of leading academics, technologists and marketing practitioners to examine the possibilities generated by advances in technology and the opportunities and threats they present for the profession of marketing. This was a unique

opportunity to hear about the future of marketing from some of the people who are already helping to shape it. The conference was attended by over 80 delegates from the Marketors, other livery companies, students from Judge and other business schools, members of the Chartered Institute of Marketing, and a cross section of business leaders and marketing professionals.

A version of this article is posted on the public area of the Marketors' website, with some further links to relevant material including transcripts of the talks and copies of some of the speakers' slide decks. Marketors can also access complete video recordings of each of the sessions by logging on to the members' area of the Marketors' website.

KIERON MATTHEWS

Transforming the marketing function to meet new challenges



Kieron Matthews, Managing Director of the consulting firm Flock Associates, has extensive experience of transformation of the marketing function, through integrated and effective marketing and communications, gained in advertising and digital agency roles working with many global clients in multiple markets.

Kieron outlined seven major trends for marketers to focus on in 2018:

- Chat bots
- Artificial intelligence
- Delivery
- Payment
- Mobile applications
- Hyper-personalisation
- Social networks

In this complex new world, Kieron advocated the need for brands to

have a 'simplified' relationship with their customers and to use data and technology to remove confusion and barriers, so customers could interact in the way they wanted. One simple example in the area of payment is doing away with the current complex requirements of many organisations for purchasing online and replacing them with a simple procedure usually by way of an app on a smart phone. (For example – one click to reorder your last pizza and pay for it.)

Kieron considered the new skills and organisational structures marketers will need in the 21st century in order to deal with these trends and deliver customers' new requirements:

- How should the marketing department of the future be structured?
- What work should be done in-house
- What work should be outsourced?
- Where can new talent be found, and how can it be motivated and retained?

Kieron stated that, in his experience, in order to achieve this marketers must address four areas:

- Disruption not tweaks
- People not roles
- Needs not technology

- Partners not suppliers

Minor changes or progressive reforms of the marketing function do not work. Radical, disruptive transformation is required to make the organisation fit for 21st century marketing. Sadly, in many cases, this means that the way forward is not assigning the same people to new roles but finding new staff who already understand the new roles required. However, the adoption of new technology is not an end in itself. First decide what new functions are needed and then adopt the technology that delivers them. Finally, no marketing structure can contain all the skills required for marketing in the 21st century. However, success with third parties is not achieved by treating them simply as suppliers. Instead, it is necessary to create an eco-system in which all parties work together, contributing their particular skills to the common goal, for their mutual benefit.

Kieron concluded by emphasising that, to be effective, the reorganisation and restructuring of the marketing function should focus around customer needs, with technology in a supporting role. Innovative change programmes produce the best results for the business when the end customer is firmly in mind at the outset.

RICHARD CHRISTOU

Thinking digitally is not enough

The introduction to the Conference was given by **Richard Christou**, the Master of the Worshipful Company of Marketors. Richard has spent over 40 years in the ICT industry. He retired from Fujitsu Limited in May 2012, but still acts as Corporate Adviser. Previous appointments with Fujitsu include President of the Global Business Group, managing all of Fujitsu's IT operations outside Japan (\$12bn revenue and 75,000 employees). Given his background, he has a great interest in the relationship between the CMO and the CIO. He is also concerned to examine how the world of the CMO is being changed by the introduction of new technology. It was these interests and concerns that led him to conceive the idea of this multi-disciplinary conference on the subject of Marketing in the 21st Century.

Richard began with the challenge that 'digital' is a word to be avoided and is too narrow a concept for 21st Century Marketing. Thinking 'digitally' is not enough. Instead the real issue is how to control, manage and process customer data so as to create meaningful information that, at the strategic level, guides the business direction and, on the tactical level, can be used to serve customers better and more efficiently. However, the question is: who is best placed to lead the board room discussion on this issue. He commented that, from a recent survey carried out by the Marketors, it was clear many marketing professionals were ready to make use of the new technology, if the IT department or the Board provided it to them. However, they were less willing to take the lead in persuading the Board and other stakeholders as to what technology should be adopted and how it should be used. This apparent reluctance of marketers to take the lead in adopting the new technology is disturbing. Unless the CMO is prepared to drive the confluence of marketing strategy with ICT capability, he or she will become increasingly marginalised.

DUNCAN TAIT

A look ahead to 2030 – how technology is changing the world



Duncan Tait is a Senior Executive Vice President and Main Board Member of Fujitsu Limited. With 27 years in the ICT industry behind him,

Duncan has a broad spectrum of understanding and global outlook on where technology is taking us and how business and society must respond.

Duncan communicated six key messages:

Message 1: Wake up, we might not be in business soon

- We are experiencing a tsunami of change.
- Marketers must change themselves to lead change.

Message 2: The fourth industrial revolution will change everything

- The scale, velocity and complexity of change is unprecedented.
- Huge amounts of data, combined with advances in technology, and the convergence of global megatrends mean mega opportunities and mega danger.

Message 3: Data is key, hyper-personalisation is the future and trust 3.0 is the foundation

- Hyper-connectivity and
- Hyper-computing power equals
- Hyper-personalisation.
- Focus on cyber-security to safeguard customers' data and ensure their trust is vital.

Message 4: Speed of innovation is critical

- Companies must be bold, agile and very, very fast.
- Companies need to think differently to open up the creation process.
- Marketing has a key role here.

Message 5: Marketers must lead the way in this golden age of value creation by:

- recognising the changes that are taking place in the market;

- facilitating organisational change; and
- leading change in the marketing function.

Duncan outlined his views on global mega trends shaping our world – ageing population, urbanisation and exponential population growth. It is estimated that 375 million jobs will disappear by 2030 through automation and AI. Thus, creating new roles and developing new skills now are key for future success. However, we can only solve global issues through three-way collaboration between government, educators and business and a human-centric approach to market developments in the context of these changing demographic factors.

The key issue for marketers is that the world is moving to hyper-personalisation. In order to compete in such a world, marketers must be ready to lead value creation, constantly update their own skills, and innovate with a customer-obsessive mindset. It is no longer sufficient to focus on traditional product or service lines. Marketers must be ready to explore opportunities to create new value for their customers. However, he commented that marketers who thought they were achieving this just by concentrating on the more effective use of social media to sell existing products and services needed radically to rethink their role.

Marketers should see themselves as the people who enable value creation through data. To do that successfully, they will have to determine what kind of data is essential for delivering such value, how can they access it, and which adjacent industries would be suitable partners to help them do this. Data is to this century what oil was to the last one – a driver of growth and change – and the volumes of data will be enormous. However, the amount of data is not the important thing. Success will come from how well marketers drill into the data to discover useful insights which create business value.

Frugal innovation: new ways to go to market



Jaideep Prabhu is Professor of Marketing and Jawaharlal Nehru Professor of Indian Business and Enterprise, and Director

of the Centre for India & Global Business at Judge Business School. Jaideep's research interests are in marketing, innovation, strategy and international business and he regularly consults and advises alongside his appearances in the media. His most recent book *Frugal Innovation: How to do More with Less* was published in February 2015 and won the CMI's Management Book of the Year Award 2016.

In his lecture he explained the concept of frugal innovation. Ubiquitous ICT such as:

- smart phones
- applets
- shared platforms
- cloud computing
- 3D printers
- crowdfunding and

- social media
- has given rise to grassroots innovation and entrepreneurship, empowering more and more people to create faster, better and cheaper market-based solutions with minimal resources.

The developing world has been leading frugal innovation for some time. One example is the use of smart phone applications to create and manage a financial service which provides micro-loans to enable entrepreneurs to develop and fund small businesses and to provide and manage short term small-scale credit to their customers.

More sophisticated examples include simple kinds of telemedicine. Patient data collected in basic rural clinics can be transferred to consultants in city hospitals using mobile phone or satellite links. The consultants can then use the links to send their diagnosis back to the clinic and guide the local staff through the necessary treatment. It is even possible for the consultants to specify prostheses (such as splints) and have them created remotely in

the clinic using 3D printing.

More recently the West is also adopting frugal innovation moving in the direction of the 'prosumer' – a new breed of customer who is actively involved in the economic process of peer-to-peer making and shaping business models and creating new products. This 'Maker Movement' is epitomised by the Airbnb model of asset-light investment, deriving value from under-utilised resources at very low cost.

Jaideep outlined six principles for frugal innovation:

- Seek opportunity in adversity.
- Do more with less.
- Think and act flexibly.
- Keep it simple.
- Include the margin.
- Follow your heart.

With the world's resources under strain, and in the context of Duncan Tait's views on global mega trends, finding new markets cheaply and effectively will be a key future consideration for many CMOs.

SHASHA LU

The power of visual data



Shasha Lu is a University Lecturer in Marketing at Judge Business School. She trained in both

marketing and computer science and is passionate about combining state-of-the-art machine learning and computer vision techniques with marketing models to gain better customer insights and improve business practice. Her research focuses on Artificial Empathy (Visual data-based), Visual Product Design and Optimisation, Digital Advertising, Visual-based Data Mining and Marketing Strategies.

Channels like YouTube and Facebook, and all the smart devices in continuous use, have created a huge amount of visual data. Shasha shows that only about 21% of data can be described as structured (usually numerical data

that can be assembled into a spreadsheet). Visual data is almost entirely unstructured and forms a very large part of the remaining 79% of unstructured data. Yet we receive most of our information about the world visually. "A picture is worth a thousand words". Thus understanding how we process visual data and how we react to it is a valuable aid in understanding consumer choice and preferences. However, currently the exploitation of visual data is at an early stage of development.

Analysis of visual data is already being used in pioneering applications. Nieman Marcus in the United States have started analysing videos of customer reactions when trying on clothing to help predict what styles and types would be most likely to attract them to buy. Some insurance companies are using an application which claims to analyse facial data (using algorithms developed through machine

learning, based on the analysis of many thousands of facial images) to predict the life expectancy of people applying for life insurance.

As an illustration of this, Shasha invited the audience to determine psychological states and consumer preferences from a series of videos where they had to analyse purchase intention or brand preference solely from facial expressions and body language. The disparate responses perhaps reflected the early stages of visual data-based information as marketing insight, but there was no doubt that this is a fascinating area set to grow and deepen our understanding of customer behaviour.

CMOs who can exploit visual data will undoubtedly have an edge on competitors failing to look at this rich source of information on untapped (and often unconscious) customer needs and desires.

How technology is changing the world of the CTO and CMO



Conway Kosi has held many international roles in Fujitsu, including Executive Vice President of the Strategy, Marketing and Sales Support function within Fujitsu's International Business, and Head of Managed Infrastructure Services (MIS), EMEA responsible for MIS's strategy, execution and end-to-end business management.

Conway started by describing his own experiences in Tokyo during the great East Japan Earthquake of March 11, 2011. Fixed and mobile phones were completely offline for several hours but remarkably, the Internet stayed up and people were forced to devise new methods of communication to stay in touch and cope with the disaster.

He believes that what happened then has relevance for us as business people, and especially for marketers. We now face a different kind of tsunami – the tsunami of change to which Duncan Tait referred in his lecture – and in responding to these new challenges

we can all reflect on how people responded to the Great East Japan Earthquake:

- They were open-minded and hugely collaborative.
- They shared insights and information and collected data from many sources to inform their decisions.
- They formed teams of experts from many different organisations to devise solutions.
- But above all, they acted with enormous speed.
- We need to find new ways of working to make that extraordinary response our ordinary behaviour, because we currently operate in a two-speed context:

- **Consumer speed:**

where customers are changing their habits and behaviours at a lightning pace.

- **Corporate speed:**

which operates on traditional monthly, quarterly or annual budget cycles.

- **Because of this:**

corporates are falling further and further behind their customers.

Conway stated that, in its latest global survey, Fujitsu found that 98% of CEO's are concerned that new digital entrants will disrupt and destroy their established business models. However, they believe that the digital revolution will help to counter these threats by enabling a faster speed to market and a greater ability to adapt to changing market dynamics.

Nevertheless, in this period of digital transformation, the basic marketing concept still remains constant: *to understand customers' needs and*

then quickly satisfy them at a profit. The problem is that businesses have to do this in the face of disruptive forces unlike any ever seen before – new competitors, new offers, whole new ways of thinking.

However, Conway believes marketers have never been better placed to help their organisations transform and thrive in the face of this disruption. In this context marketing has two roles:

- **The first and most important is as a leader of organisational change:**

Marketers must focus on ensuring their companies can capture, manage, secure and mine the data to produce the valuable insights that will be so essential to understanding customer needs. Armed with these insights the CMO must help to form new eco-systems, which will enable radical agility in finding new products and services.

- **The second is to change their own marketing functions:**

They need to do this, in order to be able to leverage the new technology and tools now available, without which it will be simply impossible to achieve the first role. To do this marketers must have a better grasp of the technology and tools now available.

The danger is that if marketers are not more proactive in helping all this to happen, if they do not assume a more strategic role in the company, then they risk being relegated to a tactical advertising and communications function. The successful CMOs will thus be a combination of influential strategist, analyst and technologist, able to deliver empowered marketing through the voice of the customer, lead design-thinking and take new solutions to market.

The 2020 CMO – Making the Transition to 2020

The fifth and final business lecture given by Roger Leek

Roger Leek has had an accomplished career in HR. He is currently Chair of Roffey Park Institute, a world class centre for executive education and research based in the UK and Singapore. Prior to that he held the position of SVP Global HR for Fujitsu Limited. His previous roles include SVP HR Fujitsu Global Business Group, Group HR Director ICL/Fujitsu Services, Group HR Director British Nuclear Fuels and SVP International HR for Volvo Car Corporation.

The 2020 CMO – The Most Dangerous Title Around

Roger started with the provocative statement that the role of the CMO is actually under siege. The various functions that should really all be the responsibility of the CMO are being subdivided and parcelled out to other members of the C-suite. He gave us a list of titles (by no means all-inclusive) which gave examples of how this is happening in practice:

- CDO – CHIEF DIGITAL OFFICER
- CGO – CHIEF GROWTH OFFICER
- CCO – CHIEF CUSTOMER OFFICER
- CXO – CHIEF EXPERIENCE OFFICE
- CRO – CHIEF RELATIONSHIP OFFICER
- CMSO – CHIEF MARKETING AND SALES OFFICE
- CSO – CHIEF STORYTELLER

The fragmentation of the CMO's responsibilities is dangerous in two ways. First, the natural responsibilities of the CMO are being eroded and replaced by one or more CXO's who will find it increasingly difficult to coordinate their activities between themselves and with the CMO (if he or she is still present and fulfilling some role in the organisation). Hence, for instance, the mistaken belief in some quarters that "digital" is all that matters and that the new technology has rendered the CMO obsolete. In both cases organisations risk losing the benefit of the core functions of marketing delivered through one responsible channel – the CMO.

Future Skills

Roger then listed the skills that CMOs will require in future if they are to avoid fragmentation of their responsibilities and continue to provide a full service to the organisations they belong to:

- Broad Scanning, Vision and Strategy

- Capability to derive creative insights from the use of data analytics
- Familiarity with and understanding of the new technology
- Creativity and innovation
- Ability to manage all aspects of customer communications – including content, social networks and the possibilities for hyperpersonalisation (1:1 marketing)
- Commercial awareness
- Ability to deal with numbers, processes and systems
- People skills – ability to deal with interpersonal relations and collaboration across functions
- A strong sense of the values and culture of the organisation in which he or she operates

His argument was that in order to be successful the CMO must be seen as a broad spectrum contributor to the overall activities of the business. To do this he or she must act as the custodian of customer experience, and derive creative insights from data analytics In order to influence the brand, values, and culture of the organisation and the development of the products and services it offers.

Transition Plan

Roger then explained how marketers should plan and manage their career to make the transition to the future CMO.

- Evaluate your current role.
- Assess your interests, values, skills and experience.
- Compare and contrast; what do you really want to achieve?
- Where do you see yourself in three to five years' time?
- Visualise the role you want to aim for – responsibilities, environment,

sector, location and reward.

- Make a gap analysis; what do you need to achieve this role: training, development, know how, experience?
- Look at opportunities within your current role/company, which is often easier than moving to a new employer.
- Consider lateral moves (either within your current employer or a new one) to gain knowledge and experience or try shadow working for the same purpose.
- Consider alternative jobs, companies, sectors; don't just remain within your comfort zone.
- Test the market, talk to people, do research, go to conferences and network.
- Above all, invest time in managing your own career; no one else can do it for you.

Conclusion – The Future CMO

In conclusion, Roger made two points:

First, the 2020 CMO must be comfortable with a whole range of technologies and capabilities, but the point is to be able to manage them intelligently, not perform them all in detail. The successful CMO must build a team including creative talent, social media experts, and analysts to deliver the required performance.

Second, the new technology, and the digital economy it has created, have given the 2020 CMO the chance to reverse the fragmentation of roles described earlier and to take back control of an enhanced marketing function which delivers vastly increased added value to the enterprises it serves. The opportunity is there if the CMO is ready to grasp it.

The future is yours...

Marketing in the 21st century

GUEST SPEAKER: GUY DANIELS, HEAD OF CORPORATE MARKETING EUROPE, COGNIZANT

The 2018 City Lecture held at Bakers' Hall on 11 October was hugely popular, with nearly 100 attendees representing more than 30 Livery Companies, plus guests from local business schools. The audience was treated to an hour of quality content from Guy Daniels and a lively Q&A. Guy's theme was: Will technology make the CMO obsolete?



The evening kicked off with a welcome from the Master Baker who went to some lengths to explain that their profession had not been responsible for

any fires in London! Master Marketor, Richard Christou, then re-capped his theme of 'The 2020 CMO' and set the scene for Guy's talk on the impact of technology and the challenge to galvanise the business for the benefit of the customer.

Guy started his lecture by reaffirming the role of marketing and why we need it. The best marketing is simple in conception but hard to execute. The theme he returned to on a number of occasions was that marketing matters more than ever in the 21st century. The focus needs to be on basic questions: who are we talking to, what is on their mind, what are we offering, are we differentiated and credible, can we evidence and incentivise; questions which are now more important than ever with the merger of technology and marketing.

Marketing sometimes gets a negative press [See Douglas Adams, *A Hitchhiker's Guide to the Galaxy*] but the discipline of marketing matters as it helps an organisation be coherent and grounded. That said, there are existential challenges placed at the door of the discipline now, which make a renewed focus on the customer more important than ever. Know your customer; make what they want rather than make them want things. [See John V Willshire at Smithery.co.uk]

Guy had recently experienced some bad customer service, in this case from a broadcaster during a house move. This seemed to resonate with many in the audience. Guy's observation was that the value of the customer was

not considered at a time of change, rather that the provider simply appeared interested in minimising the cost of the touchpoint. However, this should be considered in the context of organisations that are facing huge and complex change themselves.

Again, Guy returned to the point that at such times the voice of the customer needs to be heard. Where is this voice if marketing is not represented at the most senior levels in business? We have to be more passionate and credible than ever if we are to be believed in organisations that are subject to volatile and ambiguous forces. It is for marketing to demonstrate its value at a time when the value of marketing is needed more than ever. Guy suggested a three-pronged 'profile' for marketers who now need to demonstrate value by combining sales capability with creativity and strategy. He also warned marketers from getting wrapped up in complexity and 'marketing speak'. Engaging with the company requires the ability to communicate effectively in simple terms and keep the business focused on its purpose – not allowing complexity to blind the organisation to its core objectives. Marketing has a key role in championing this.

Yet marketing is following a technology path and focusing on efficiencies and cost reduction, rather than its effectiveness. [See Tim Ambler, *Marketing and the Bottom Line*]. In the technology sector, Marketing has in recent years been subordinated to CRM systems which are used for opportunity management rather than customer insight. This is undoubtedly important, but the primary concern is with converting leads to wins, whereas greater incentive to develop new leads is needed.

It is widely accepted that marketing and innovation are two critical forces to drive sustained growth

in business. Marketing needs to get its head up out of the tactical detail and return to the strategically important, and often ask quite simple questions around what customers want.

At this point Guy moved to discuss the exploitation of data and some of the underlying ethical issues. He noted that data gets used a lot to review the past. But as an industry we are now finding ways to use data to make predictions about an individual, rather than a segment. This is exemplified by the recommendations made to us by platforms such as Apple Music and Amazon. Guy argued that the likes of Google and Facebook know more about us than we do about ourselves, and that this raises critical issues around whether the maturity of these organisations aligns with the power and responsibility they have. [See Yuval Noah Harari, various including *Homo Deus*.]

All large enterprises are becoming data businesses. The combination with increasingly powerful technology means there is more access to powerful analytical capabilities like artificial intelligence that will help customers make choices. Yet the ethical implications are yet to be fully understood. For example, are people not being given the benefit of full choice? [See Joseph Turow, *The Daily You*.]

Guy proposed that large and well-established enterprises have an important role here. Whilst you may not be 'born digital', and you may be facing tumultuous change to become 'digitally transformed', long running companies have a valuable asset in established governance which will help them get to grips with the ethical implications of data. Guy hypothesised that ethical dilemmas will, in future, be the domain of a triumvirate of skills between philosophers, software designers and lawyers in the firm.

What of the future of our profession? In Guy's view we will be working in a world of integrated platforms in which businesses will seek to monetise in several ways. But over and above the technology we must think about the skills we need to continually put the positive forces of marketing and innovation to good use. In recent years the concentration of data has led to a focus on data and analytical skills. Again, like the CRM focus, this is important but not enough. Guy believes that skills from anthropology, sociology and psychology will be needed and fused with the data to ensure that content and ideas are sophisticated and well targeted. [See Neil Gibb, *The Participation Revolution*.]

It's the basics again: know your customer. To do that we have to understand how the mind works. For example, how humans are known to post-rationalise decisions. [See Daniel Kahneman, *Thinking, Fast and Slow*.] However, sometimes the truth is clouded by the wave of technology excitement we can all be swept up in.

The opportunity for marketing is to ground business, and its use of customer-facing technology, in human values and insights. As the world becomes more complex it becomes yet more important to see the big and simple issues that are at stake. Even though some might be drawn to the data, the ethical and moral issues become ever more important as the complexity increases. [See the work of recent Nobel prize winners Paul Romer and William Nordhaus, or a short summary in *The Economist* 13 October 2018.]

Marketing must retain its higher purpose. More time should be spent understanding the data. Technology should not only be concentrated on cost reduction. Truly enhancing the customer experience will need a variety of skills combined around the central problem of understanding who the customer is.

So, will technology make the CMO role obsolete? Only if we let it. In the end, marketing needs to retain its orientation; to be empathetic, treat customers as human beings and make meaningful connections.

You can find a full transcript of Guy's lecture and the full video on the Marketors' website.

The decline of the influence of marketing: the problems and the cure

Two of the main contributors to the somewhat confused state in which the marketing profession finds itself are:

1. The widely-held belief that marketing is mainly a communications function
2. The phenomenally rapid acceleration of digital technology.

1. Marketing is perceived to be mainly a promotional function

There has been a marked shift in the perceived role of marketing during the past 30 years as a result of the research of the Nordic School. Their work led to a shift from the economics-based 'product-dominant logic' to the relationship-centred 'service dominant logic'. This led to the widely-held view that, as most customer-facing personnel do not belong to the marketing department, marketing is everyone's responsibility. As a consequence marketing moved away from the board and came to be perceived as mainly a promotional function.

It was extremely disappointing for our discipline when the new CEO of CIM some six years ago advertised to recruit a 'Strategy Director' and separately, a 'Marketing Director', thus signalling to the world that our professional body believes that marketing has little to do with strategy. Neither has marketing's self-destructive focus on the measurement of tactical promotional expenditure – in an attempt to prove that they are not wasteful, self-indulgent and innumerate – helped our cause.

The advent of digital exacerbated this perception.

2. The phenomenally rapid rise of digital technology

A few months ago, I heard from one of our leading marketing

academics (whose confidence I must respect), who said that from recent interviews with senior directors across a range of businesses (funded as part of an ESRC Digital Social Research grant), marketing is becoming increasingly seen as purely digital in many businesses, with the consequence that marketers are less involved in strategic decisions. The evidence was suggesting that "marketers are being booted out of the boardroom and becoming merely a service function".

Yet, as Nicola Kemp said in November 2013: "For many companies, the greatest threat is not being out of touch with digital developments, but losing sight of the fundamental needs of consumers and the underlying long-term drivers of their business."

Readers will have all encountered cartoons showing a frustrated board of directors listening to a CMO saying something along the following lines: "Although our earnings dropped by 25%, I feel compelled to point out that our Facebook likes have doubled!" Directors really don't care. They might be interested if the CMO could translate 'likes' into quantified leads for the sales force, leading to an enhanced pipeline and increased sales and profits.

Of course digital is important, representing as it does a valuable addition to an already-impressive list of two-way communication channels, but it is not marketing. It should be obvious to anyone that without a robust strategy for what is sold and to whom, developing a digital strategy is impossible.

Conclusions

Given the maturity of most markets, the failure of hundreds of fads such as Marketing Excellence (Pascale R, 1990) and of finance, with their

ridiculous focus on short term rounds of exotic debt instruments, excessive leverage, cost cutting and focus on cash, it is fair to conclude that future success will very much depend on a focus on markets and customers. How many pence are there in a pound and how many of these can be cut? Cost cutting is finite, whereas creating value for customers is infinite and is limited only by our creativity and imagination – surely the role of marketing.

It is also worth noting that the UK has 12 times more accountants per capita than Germany (Pearson 2013). Which country, I ask, has been more successful over the past 60 years? This represents a massive opportunity for the marketing and sales community.

A recent article on the future of marketing in Harvard Business Review re-emphasised the need for marketers with traditional marketing expertise and claimed that these basic capabilities are missing from our community. Another, in Management Today in October 2018, explained why product excellence is no longer enough. There are no bad products today. The consequence is that product excellence has to be augmented by differentiation in the market place.

In spite of my criticism of the state of marketing today, our research at Cranfield shows that successful marketers make a major contribution to corporate wealth by understanding markets, doing proper needs-based segmentation, developing quantified value propositions, competitive analysis, portfolio analysis and managing market place risk.

So, the time has come to tell the world about the real contribution that world class marketers make to the creation of shareholder value. This will not come from econometric models – although these are important – nor from simple measures of marketing effectiveness. Top executives still don't know how to convert, for example, brand equity to "real" equity, whilst single numbers such as the net promoter score just do not convince anyone. Hence the 'show-us-the-money' school at the top of most companies.



Liveryman Professor Malcolm McDonald

The most common objective of modern commercial organisations is the sustainable creation of shareholder value. This can be achieved only by providing shareholders with a total return yield that exceeds their risk-adjusted required rate of return for this particular investment. In today's highly competitive environment, the major sources of shareholder value creation are the intangible marketing assets of the business, such as brands, customer relationships and channels of distribution; the 80 per cent of the company's value that does not appear on the traditional balance sheet. Consequently, the critical future marketing strategies of a company, which indicate how these assets are to be developed, maintained and exploited, are the role of properly-trained marketing specialists, not some geek playing around with technology.

So a changed approach is necessary, which entails getting back to basics and this represents a major opportunity for our community.

The forecasts are that marketing is morphing into a technology-based discipline to cope with the new age of technology. Whilst this is almost certainly true, we must not forget to focus on the fundamentals of marketing and we must learn how to embrace technological developments as essential tools to help us in our quest to build real value for our target markets. Only this way will we let boards of directors see the major contribution we make to corporate strategy.

The Knowledge Development Committee of the Worshipful Company of Marketors during the next two years will be focusing on helping the marketing community to embrace the plethora of new technology innovations and tie them in to what really matters in the boardroom.

From this and other seminal papers on the state of marketing, it is difficult not to conclude that the discipline of marketing is destined to become increasingly less influential in the board room unless there is some kind of revolution.

The future can be bright for us all, but not without a fundamental paradigm shift.



Bowden Charter Dinner

The Bowden Dinner, held each year, is in memory of our founder Master Reginald Bowden and is always a splendid formal occasion. Our venue in October 2018, Saddlers' Hall in Gutter Lane, near St Paul's Cathedral, was very much up to our expected standard of history and elegance.

Reflecting the long and challenging history of the City of London, the first Saddlers' Hall was built in the 14th century and then rebuilt in 1672 after the Great Fire. A third building of 1822-33 was destroyed in 1940 during the Second World War and the current hall was rebuilt by 1958 in the charming Neo-Georgian style which we enjoyed at our reception and dinner.

Founded as a Guild in 1975, and becoming a modern livery company in 1978, the Marketors lies at Number 90 in the order of precedence and we gained our Royal Charter from Queen Elizabeth II in 2010. By contrast, the Saddlers' Company is number 25 on the roll with very ancient roots going back to the 12th century. The Saddlers' Guild became a Company in 1363 when granted a Royal Charter by King Edward III. In the 21st century,

the Saddlers' Company still retains strong practical links to the saddlery trade, sponsoring the Society of Master Saddlers and giving prizes for deserving young riders at equestrian events.

We Marketors are proud of our Latin motto 'Mercatura Aduivat Omnes' which means Marketing Benefits Everyone. The Saddlers' Company, although founded at a time when Latin was far more widely read and spoken than today, has for a motto a very English piece of advice – Hold Fast, Sit Sure. This felt very appropriate for a formal dinner as well as for riders. Personally, I always find avoiding the port and brandy helps one to sit sure with confidence and meet the challenges of formal dinners. By this I mean standing up and down frequently for all the demands of a dinner with several formal toasts.

The Marketors had a number of distinguished guests of the Company at the Dinner, who were welcomed by Middle Warden, Lesley Wilson. These included Mark Henderson, Master and a founder of the new Guild of Investment Managers, and also Past Master Currier, the Right Honourable Sir Gary Hickinbottom, Master Arbitrator, and Nick Salter, Master Actuary. In addition, personal guests attending included Alderman Prem Goyal of Portsoken Ward and Andrew Morris, Past Master Musician.

Tasoulla Christou, the Master's wife, is a freeman of the Musicians' Company and our evening was once again made more enjoyable by her music, this time *Three Songs for Autumn* specially composed for the Marketors, and performed in its world premiere by James Geidt and



The Master's Consort, Tasoulla Christou



Clerk Biagio Fraulo with our Clerk, John Hammond



Members standing to toast "The Guests"

Leo Nicholson. The three contrasting songs are based on poems about autumn by Katherine Mansfield, Edmund Spenser and Robert Louis Stevenson.

Our guest speaker, Roger Camrass, a leading consultant in digital transformation, is Director of CIONET UK, a Europe-wide network of Chief Information Officers with 7,000 members in 18 countries. The Master's theme for 2018 was 'The 2020 Chief Marketing Officer' with several events exploring the converging worlds of marketing and technology.

With a career spanning five decades in this sector, working on internet design in the 70s as an MIT research fellow, Roger was a pioneer of the IP network architecture that spawned the world wide web. So hard to remember that we used to live without it! Roger subsequently became involved in every major wave of innovation associated with the word 'digital' and has been a leading adviser and executive in the public and private sectors, delivering transformation projects for numerous global clients whilst at Ernst and Young, WIPRO, Arthur Little and Fujitsu amongst others. He is also a prolific publisher on consumer futures, IT and business strategy, a visiting professor at ESADE business school in Spain and at the University of Surrey, where he helped establish the Surrey Centre for the Digital Economy.

Roger brought together the various strands of the Master's theme for his year, 'The 2020 CMO', by summing up where he thinks technology is taking us and how life will unfold for the role of CMO into the next decade. It seems there is definitely much more change to look forward to and to work with.

Our Master, Richard Christou, thanked Roger for his excellent speech and pointed out that Reginald Bowden was the first Master of the Company at the age of 80, and was described by the media as 'The man who brought marketing to Britain', because of the new practices he brought back from the USA during his two-year posting with Horlicks.



Saddlers' Hall

The Master reminded us that new opportunities in marketing now, due to digital technology, were reflected in the Company's first use of live streaming for some events in 2018 as well as the posting of recordings on the company website. He also asserted that he believes the basic principles of

marketing are alive and well, and remain a constant despite the impact of new technology.

The Master revealed he chose Saddlers' Hall as the venue for the 2018 Bowden Dinner because he had started work in the City about fifty years ago in the Saddlers' offices next door, then leased to Stephenson Harwood and Tatham, solicitors, where he was employed as an articulated clerk. "I never imagined that in fifty years from then I would be here addressing you as Master of a livery company."

expert services. He then invited all present to join him in a stirrup cup before leaving. Once again I was left reflecting how lucky we all are to be in a livery company which is able to provide us with impressive City venues full of history, as well as looking to the future and all its challenges.



Guest speaker Roger Camrass

He then thanked the Prime Warden and Court of the Saddlers' Company for permitting us to use their hall as well as the Saddlers' Beadle and Hall Manager for his help in arranging the evening, also Party Ingredients for their provision of excellent food, drinks and service.

Finally, he thanked our Learned Clerk, John Hammond, and the Assistant Clerk, Liveryman Doreen Blythe for planning the Bowden Dinner, an event which would not have happened without their



Baritone James Geidt

The non-Aldermanic Sheriff

David Williams
Liveryman

After enjoying a year of pomp and ceremony as Master, one might well feel a bit flat. One option is to go for a civic office in the City of London. With two Sheriffs elected at Common Hall each year, the role certainly appears to hold some attraction.

By custom, at least one of the Shrieval positions is for an Alderman who may well progress further to become Lord Mayor. The other position is usually that of non-Aldermanic Sheriff, and does not have this pre-qualification.

Whilst not a necessity, being a Past Master certainly helps as it normally provides a wealth of contacts and the potential of electoral support from across the wider Livery. Preparation and timing is crucial in throwing your hat into the ring. Firstly, non-Aldermanic Sheriffs are not elected every year. Depending on the needs of the succession to the Mayoralty, the City may indicate to the Livery its preference for election of two Aldermanic Sheriffs in a particular year. Secondly if you are running, it pays to get your campaign off the starting blocks quickly and your supporters committed.

Case Study: The Honourable Liz Green had enjoyed a successful career in PR and Marketing with two international retailers, Next and then Tie Rack where she progressed to Head of Marketing. She brought all her promotional skills to the fore last year in successfully securing the role of non-Aldermanic Sheriff in an election that was unusually competitive with four candidates. In September 2018 Liz Green and Alderman Vincent Keaveny took office as our current Sheriffs of the City of London. Both Sheriffs, together with their Consorts Peter

and Amanda, are now living in the Old Bailey during their term of office.

Why did Liz stand?: Liz has always had a strong charity and community ethos. She was Consort Farmer to her mother in 2013, and in April 2016 she became Master Framework Knitter. Liz's knowledge of livery companies and their support of charities, as well as the tremendous fellowship between liverymen, persuaded Liz to stand for the Shrieval election. With a professional marketing background Liz felt her skills would complement those of the likely Aldermanic Sheriff Vincent Keaveny (legal) and Lord Mayor, Alderman Peter Estlin (banking). Having announced her intention to stand as a candidate, Liz attended over 200 events including those of the Marketors, meeting as many people as she could and building support. Crucially, she had a strong and knowledgeable campaign team, headed by Past Sheriff and PM Constructor Dr Christine Rigden.

What the role involves: There are three main roles for the Sheriffs:

- a) To support the work and agenda of the City of London Lord Mayor. Supporting the Lord Mayor is an extremely varied role. The Sheriffs attend functions both with him, and on his behalf, often promoting his mayoral agenda. The Mayoral theme this year promotes digital inclusion via the theme 'Shaping Tomorrow's City Today'.
- b) To look after HM Judges at the Old Bailey. This includes inviting guests to lunch each day and hosting themed lunches. As well as hosting talks and tours of their own for schools and communities, the Judges are great supporters of the Shrieval initiatives. This year they will preside over a debate, organised by Partnership for Young London, which will consider whether 16-year olds should have the right to vote. Other Old Bailey events

include the Annual Sheriffs' Challenge, a new Sheriffs' Chess Challenge for schools, and a careers talk.

- c) To recognise and support the good work of all those who contribute to life within the Square Mile. The Sheriffs attend Ward Club, Livery, Charity and military events and attend services, as well as going out on visits. Recent visits have included the Animal Reception Centre at Heathrow, St Giles Trust, The Poppy Factory and Veterans Aid.

Between being elected and taking office: The election was held on 25 June 2018. Liz did not have a Coat of Arms and following the election an email was already waiting when she and Peter arrived home asking her to urgently visit the College of Arms (she was there the next day!). Trying to work out what Liz wanted on her Arms was not easy but with the help of William Hunt they designed Arms which featured the Leicestershire Fox (both where Liz grew up and home to the Framework Knitters twenty-six Cottage Homes), sheaves of wheat which links to Liz's family farm, and the Hertfordshire Stag, where Liz and Peter have lived for over 25 years.

Once the Arms were designed Liz next met Grant Macdonald to talk about ideas for her Shrieval badge and chain. Inspiration for the shape took time before Liz had a 'lightbulb moment' and a cinquefoil, which has been linked to Leicestershire since the 11th century was the answer, together with a plain knit stitch running through the design. The badge features hand-painted enamel shields for the Framework Knitters, Walbrook, Coleman Street and Broad Street Ward Clubs, and the City Livery Club. Linking Liz's badge to the City Arms is a cone of yarn with a 'B' for Byford's, a hosiery company set up by Liz's paternal Grandfather in the 1920s. The shoulder pieces feature The Farmers Club, Liz's school crest, plus hockey sticks and golf clubs.



Liz's motto is 'Community, Service, Fellowship' and this is displayed underneath her Arms which are surrounded by wheat, oak leaves and acorns, highlighting Liz's love of the countryside. Time was of the essence to create the badge and chain - it caused Grant a few sleepless nights, but the end result could not have been better!

Clothing also had to be sorted, and whilst Liz borrowed both a violet and scarlet gown, the 'Old Bailey's' (both wool and velvet) as they are known had to be made. Liz was fortunate to be a reasonably similar size (albeit a larger build and shorter arms!) to a former Lord Mayor, which enabled her to simply have some of the items altered! The process involved five trips to St Albans for fittings with Liz sourcing shirts, buckle shoes, jabots and studs separately. In addition, endless 'lists' were being requested from the Corporation, together with suggestions for lunch guests at the Old Bailey.

Since taking office: Having taken office on Friday 28 September last year, Liz and Vincent attended the cadets music finals in Guildhall Yard the next day. The Woolmen's Annual Sheep Drive quickly followed on the Sunday with Alan Titchmarsh as the guest of honour. He was plainly happy chatting to all those present and having endless photos taken! With the Lord Mayor taking office in early November the first six Shrieval weeks were spent with Charles and Samantha Bowman, who helped ensure the new Sheriffs understood the required protocol. One of the Sheriffs' first

tasks is to oversee the election of the Lord Mayor, and with notes not allowed on the dais, it was quite nerve-wracking trying to ensure all instructions were quickly memorised! Alderman Peter Estlin was duly elected.

With a huge range of events to attend, picking out a highlight is impossible. Every day is different - ranging from welcoming 350 children to Mansion House for the Lord Mayor's annual party, to hosting themed lunches at the Old Bailey (these have included prisons, mental health, and apprenticeships), attending church services, business forums, Livery events, as well as speaking at various functions. High profile events included welcoming the King and Queen of the Netherlands to the UK in a ceremony at Horse Guards Parade and taking part in a 'for once' dry Lord Mayor's Show. A particularly historic event was the annual Quit Rents Ceremony, which dates back to the early 13th century. Following a sunny boat ride on The Thames Liz and Vincent processed to the Royal Courts of Justice and received their Royal Warrants from the Queen's Remembrancer. The Quit Rents were forms of payment and included two knives (one sharp, one blunt), six horseshoes and sixty-one nails in exchange for land in Shropshire and in the City Parish of St Clement Danes (no one knows exactly where either spot is located!). A very moving event was the formal opening of the Garden of Remembrance at St Paul's Cathedral to begin the World War commemorations.

Charities: Charitable activities are an important part of the Shrieval role and they include raising money for the Sheriffs' & Recorder's Fund, which has worked to rehabilitate prisoners since 1808 - whether for example helping set up as a window cleaner, funding an IT course or providing items such as a washing machine for a prisoner's family. A 'very social' bridge evening is planned for the Grand Hall and a horse ride through the City in July is also being explored. Plans for the annual Sheriffs' Ball (Friday 20 September 2019) in aid of the Lord Mayor's Appeal are underway. Liz and Vincent have also encouraged charities to use the Old Bailey for events and to date a debate, a charity's 40th anniversary, a fundraising Dinner and a Reception are all planned. Liz and Vincent also personally take guests on tours of the Old Bailey, which are always popular, in particular the cells and the iconic Court One.

It is clearly a very busy year as a Sheriff, with a diary packed full with formal and informal events and invitations that makes most Masters' year look a holiday in comparison. Without doubt it is a great and memorable privilege to spend a year helping to represent the City of London and to support the Lord Mayor.



A Marketer Down Under

Jonathan Williams
Liveryman



Sydney can often feel a long way from the traditions of the City of London. As one of the few Marketers living and working Down Under, I thought I'd share a few reflections about working life here and more specifically, being a marketer.

I came to Sydney in 2012 with my previous employer Google. It was for an exciting role where I could scale successful marketing campaigns I had previously launched in UK, while also exploring a new country and way of life. I'd heard positive reports of a dynamic local team down here, with a work-hard / play-hard culture that emphasised a healthy outdoor lifestyle, rather than four pints in the local on a Tuesday night.

Even so, after accepting the role, I remember my manager in London saying, "Why would you go there? I mean of course I too would love to work in Sydney, but you really want to be looking at Tokyo or San Francisco if you want to get ahead". I'm not sure he realised the contradiction in that statement. This is not an unfamiliar perception from UK, but what then followed was a journey of discovering many more aspects of working life in Sydney than I had imagined.

Firstly, the work ethos. I was surprised with the emphasis of quality, over quantity, of time spent in the office. Wholesome recreational time is really valued here and people are far less likely to compromise on their lives outside of work. I was refreshed when the first question I was asked on evenings out was "What do

you enjoy doing?" rather than the standard "What do you do?". That's not to say there aren't interesting work conversations to be had, it's just not assumed at the outset and the priority here is getting to know the person before the job.

Perhaps it's the reliable weather (or the relative lack of good local pubs), but there is no working late hours for the sake of keeping up appearances, unless of course there is a deadline to be met. But make no mistake, the hours in the office are extremely busy and productive, perhaps due to the self-imposed deadline of leaving on time. I personally start my day very early with a one mile swim in the ocean, and still make it to my desk for 8.30am.

More specifically to marketing, I have consistently noticed a difference in creative freedom. Global companies in Australia, particularly in the technology and internet industry, will find here a nexus of a mature marketing landscape. This provides a low risk environment in which to test new products or marketing campaign ideas. This experimentation produces results which are globally meaningful, and hopefully successful, yet any failure is sufficiently contained so as not to have significant budget loss or to affect the company's bottom line. As such, this encourages a culture of creative freedom and experimentation, slightly removed from the red tape and approval chains of larger markets such as UK and the US. Add to this the Aussies' love of humour and

lightheartedness, and you can really have quite a lot of fun with your advertising campaigns here.

The last observation is the nature of networking in Australia. One of the first things an expat will notice on their way to work in Sydney is the Australian's love affair with coffee. And it's fully justified when you experience the quality and artistry that goes into making coffee here. As such, the cafe is the popular meeting ground for informal and formal networking, and people don't require much persuasion to share thirty minutes of their time over a cappuccino. Organisations are generally "flatter" and the hierarchy, whilst present, is less rigid. On the whole this makes senior execs far more approachable and willing to share their time. Some of my most successful marketing partnerships have started with a simple LinkedIn message and an invite to a local coffee meet up.

There's definitely truth to it being labelled the 'lucky country', having not experienced a recession since 1991 (much thanks due to China). Yet I've also found the business culture has taught me much about working smarter and more creatively than before.

I'd be keen to connect with any other Marketers in Sydney - or indeed liverymen of other companies - and hear how the experience has gone for them. While New Zealand has established a thriving livery association with annual black tie dinners, unfortunately there is little livery activity here apart from the Air Pilots who have a branch.



Jo Williams playing the Last Post on Manly Beach Sydney for ANZAC day 2018, before the regular 7am morning ocean swim. In memory of Australian and New Zealand soldiers lost in war.

click here for more

Outreach Committee

Graham Storey
Liveryman

The Outreach Committee manages a dynamic number of amazingly diverse marketing projects across the UK that all have one thing in common. These projects are all for good cause organisations that have their own marketing objectives to achieve but often do not have access to experienced marketing professionals who can use their business experience to support an existing management structure to achieve significant marketing improvements.

Helping the organisations to successfully complete these projects creates many opportunities for Marketors to use their skills to support the marketing initiatives of charitable causes. Operating within a professional management and reporting environment, the Outreach volunteers provide charitable organisations with pro bono marketing support for the organisations' own people to do better marketing for themselves. The organisations being helped include registered charities, local initiatives to help solve local social problems, religious and educational establishments, local or specialised museums and even other livery companies.

One example is the Ironbridge Gorge Museum Trust Ltd, a registered charity whose twin

aims are education and heritage conservation. As one of the largest independent museums in the world, Ironbridge is in the privileged position of having its entire and multi-themed collections designated of national importance. The Trust is in the unique position of being able to use its collections, many within their place of production, together with the landscape and buildings to tell the story of the Ironbridge Gorge and how it became known internationally as the Birthplace of Industry.

Over the last four years the Worshipful Company of Marketors has provided support to the Trust's Chief Executive, Anna Brennan. Commenting on the WCM's work, Anna said: "At a time of significant change for the Trust, working with Glyn Cartwright from the Worshipful Company of Marketors has provided me with invaluable support and professional expertise in developing a new Strategic Plan for the Trust. It has been such a pleasure to have access to an experienced practitioner in Glyn, and through his open and insightful way of working, combined with his constructive challenge to what I proposed, it has enabled me to focus on the right areas and improve the way we work."

Living the life



Martin Riley is a liveryman of the Marketors but perhaps his greater claim to fame is that he is also the current Master of the Worshipful Company of Distillers. He has been working in the drinks industry since 1988 when he joined James Burrough, working on Beefeater gin. His last role was as the Chief Marketing Officer of the Pernod Ricard Group from February 2009 until his retirement at the end of 2014.

Based in Paris, he was responsible for overseeing all the marketing activities in the Group, working with six global brand companies and 75 market companies in developing the Pernod Ricard portfolio around the world; Chivas Regal, Absolut vodka, Havana Club rum, Jameson Irish whiskey, Martell cognac, Mumm and Perrier Jouët champagnes, Jacob's Creek Australian wine, Ricard, Ballantines whisky, Beefeater gin and The Glenlivet single malt.

Additionally he is a former President of the World Federation of Advertising and Adviser to the Greenwich University Business School. Martin was Grand Rectifier of the Gin Guild from 2015-2017.

More recently, in 2018 he became the Leader of the British Squadron of la Compagnie des Mousquetaires d' Armagnac.

He hails from Manchester and has a degree in modern languages from Oxford University. He has lived and worked in France, Ireland, Russia, Belgium and the UK. He is married to Nicola with four children and one grandchild and lives in London.

click here for more



Mentoring Committee

Peter Rosenvinge
Court Assistant and Chair,
Mentoring Committee

The Mentoring Committee, chaired by me, Peter Rosenvinge, met four times in 2018 and started 2019 in optimistic mood at our first meeting on 7 February. We are making good progress in putting the Mentoring Programme onto a solid footing and I am grateful to John Farrell and John Wheen for their excellent help and guidance in 2018 and to Nicky Oliver who joined in November and has got actively involved. Junior Warden Trevor Brignall has joined the Committee this year, but we could do with one or two more Committee members - please?

The early part of 2018 was a successful time for recruiting mentors and I am grateful to those members of the Company who have offered their time. I am also indebted to many of them for being patient, as we redoubled our efforts to recruit mentees, both within the Company and externally. If there are any members of the Marketors who would like to be either a mentor or a mentee, please let me know. We are particularly keen to hear from possible mentors, as our new partnerships are producing considerable interest from mentees. For them, this quality service which can really help with career aspirations, is entirely free.

Developing partnerships

Partly driven by last year's shortage of mentees, but also guided by the wider objectives of the Company, I have reached out to some major



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further education establishments to bring marketing professionals to the attention of our Mentoring Programme. Of course, in doing so, we make them aware of the Worshipful Company of Marketors more widely.

The University of Greenwich in particular is currently trialling our Mentoring Programme with its "Enterprise Challenge", which runs from January to March 2019. Seven mentors from the Company are acting as 1-to-1 mentors to students and graduates who have reached the second stage of this annual University of Greenwich competition and which includes both social and commercial ideas. Mentors attended a face-to-face launch event on 14 January to meet their mentee, and then arranged to speak to them via a phone call, email or face-to-face meetings approximately once a fortnight to help them to develop their business plan, ready to submit on 21 February. The main role at this stage is to guide students through a process of market research to test the assumptions they have made



in the lean canvas models they submitted. Students will pitch at a live final event in front of a panel of judges on 28 March to determine who will win a share of prizes worth £14,000.

"We are really pleased to be partnering with the Worshipful Company of Marketors for the mentoring of students in our Enterprise Challenge. There are a lot of very enterprising students at Greenwich with great business ideas. What many of them need is just a little guidance from a seasoned marketing professional. So, I am sure that mentors from the Company will make a great contribution as well as, I am sure, having a thoroughly enjoyable and rewarding experience."

Jonathan Sibson, Pro Vice Chancellor, Faculty of Business, at the University of Greenwich

I attended the CIM Levitt Group's AGM in November, having reached out to them as a partner for the Mentoring Programme. I was able to promote the programme, which has resulted in eleven senior/experienced marketing professionals from this CIM Special Interest Group coming forward looking for mentors. This means our pool of mentors is almost exhausted so members of the Company will be warmly welcome if they wish to get involved!

Almoners

The Almoners are here to support members and their families in difficult times, such as illness (physical or mental), bereavement, unemployment, relationship breakdown or loneliness. We are not professional counsellors but we can provide a friendly ear to listen to your concerns. We can telephone you or visit you from time to time. We can also put members in touch with our Chaplain at St Bride's (The Reverend Canon Dr Alison Joyce) and with the Marketors' Trust which can provide financial assistance to

Dr Keith Arundale
Lead Almoner and Past Master

members who are in necessitous circumstances. Whenever a member passes away we invite their partner to become a Companion. In this way families can keep in touch with the Marketors; they receive *Marketor* magazine and are invited to our events.

This year the Almoners have been in touch with the families of members who have unfortunately passed away and with those members who have been recovering from major surgery. Through the Almoners, the Trust has supported members

in financial difficulty. We also organised a Christmas lunch for Companions at Ironmongers' Hall in early December.

Your Almoners are David Cowell, Harry Druce, John Fisher, Sue Garland Worthington, Venetia Howes, Prof Mike Jones, Diane Morris, John Reid, Ian Ryder, Angela White Horan and myself. Please do contact any of us if you would like to have a confidential chat about your own circumstances or if you know of a member who could benefit from our support.



Christmas Lunch for Companions

Companions enjoyed a Christmas lunch in early December in the splendid surroundings of Ironmongers Hall. This was the second lunch that we have organised for Companions since the Company formed its Companions programme for the partners of deceased members two years ago. The Companions were joined by the Master and his wife, Tasoulla, and four of our Almoners together with their other halves. Those who wish to join the Companions are included on the mailing lists for Great Events, social events and the *Marketor* magazine.

Law & Marketing Committee

Leading the way on doing it right!

The last five years have witnessed many significant legislative changes including the General Data Protection Regulation (GDPR), the Data Protection Act 2018, the current amendment to the Privacy and Electronic Communications Regulations (post-Brexit) going through Parliament, as well as a raft of new measures over marketing to children, health products, competitions and prizes and other controls that impact cross-border trading.

It is important that every marketer should have the opportunity to learn about the important role that the law today plays in the practice of marketing.

How do Marketors make sense of what these changes mean from a strategic and operational perspective? Importantly, how can we work with other livery companies in achieving shared aims and objectives. And how can the Company help to influence the debate so that the marketing profession is strengthened and not weakened by such changes?

Those are some of the thoughts behind the recently reformed Law & Marketing Committee.

It will seek to:

1. Adopt a pragmatic and practical approach, not a theoretical approach. It will look at UK and European and global laws in the round and understand what is intended as well as the spirit of the law as it shapes global marketing practice;
2. Work with the marketing profession and relevant bodies, eg: ASA & ISBA, not showing favour to any one part or organisation;
3. Build relationships with a diverse group of stakeholders in particular City law firms;
4. Publish learned White Papers, hold events, lectures or conferences as appropriate
5. Support the powers vested in the Company by its Royal Charter (2010) of "Where appropriate, to originate and watch over petitions to Parliament in relation to general measures affecting the profession or craft of marketing". In other words: targeted lobbying, informed debate, building relationships with the legislature.

A call to action: Interested liverymen and freemen are invited to join this re-invigorated Committee and support its work. Meetings are held quarterly in Central London. For more information, please contact Jeremy Stern on jeremy@jeremystern.com or 0779 626 8 424

The Court Nominations Committee and succession planning

David Pearson
Past Master and Chair,
Court Nominations Committee

In the Winter 2017 issue of Marketor (No 78), as Chairman of the Court Nominations Committee (CNC), I wrote a fairly detailed article on the work of the Committee covering its composition, eligibility to be a Court Assistant, work of the Court and that of an individual Court Assistant. I also touched briefly on the issue of succession planning. I would like to expand on that last point because succession planning is vital for the long term future of the Company.

We are fortunate in that we have the excellent Clerk John Hammond and Assistant Clerk Liveryman Doreen Blythe performing administrative duties. We also have a part-time book keeper in Anita Twiddy, the daughter of Past Master Michael Harrison, and a part time Beadle James Hasler, the husband of Liveryman Rebecca Hill. Without their efforts the Company would very soon come to a halt. Nevertheless, the vast majority of work done in the Company is performed by its members on a voluntary basis. And similarly without that effort the Company would also come to a halt.

The leadership of the Company is also an essential feature and it is run on the classic livery model that has served well for nearly one thousand years. We change our Master every year, as do all the other livery companies except the Bowyers who, for mysterious reasons, change every two years.

Not everyone aspires to be Master and not everyone can be Master. But I found it a life transforming experience. When I was first approached to come onto Court I declined. I am very glad I changed my mind. It has been one of the best experiences of my life; rewarding and tremendous fun.

There must be a minimum of 10 Court Assistants and a maximum of 16. While not all Court Assistants are required to have the willingness to progress, the CNC must ensure there are sufficient Court Assistants with the potential to progress. In order to do this the CNC keeps

under review the status of Court Assistants; when they are due to seek re-election and their likely desire to do so. We maintain a list of potential candidates over different lengths of time. We discuss with these candidates their personal situation and the likely time-frame in which they might be ready to be considered. And we encourage members with potential to be active in the Company on a variety of fronts including attendance at events (especially the Great Events), participating in the work of Committees, donation to the Trust, introducing potential new members, and any other relevant way.

So if you have any aspiration to come onto Court and maybe become the Master one day, there are many possible routes but the best is to become more involved in the work of the Company. Start small by running an event or doing some Outreach work, and then develop by taking more continuous work as secretary or chairman of a committee. Raise your profile and get to know as many of your fellow members as possible. Ask any Master. They all did this.

While the Master is responsible for sounding out the next Junior Warden, the CNC can support this over time by taking a longer term view of succession planning, not just for the position of Junior Warden, but also for other key roles like Treasurer, editor of *Marketor* and Chairman of the Trust. Anyone who is interested please contact me at dcpearson@btclick.com or on 01582 462748. Alternatively speak to any member of the Court.

Livery Committee

Ian Ryder
Court Assistant
Chair, Livery Committee

We are the Livery Committee – proud to be an integral part of our Company and happy to see our numbers increase!

Our task is, essentially, a simple one, yet one that carries significant responsibility: we are the group who reviews all applications for progression to the livery from our depth of talent that is our Freemen.

The process to progress is very simple. You contact me to let me know you wish to do that, and I will send you a straightforward application form. No additional interviews to undertake, you simply send your completed form to me for review by the Committee. We are usually very quick to get back to

you, often within 48 hours, and then you are in the process!

In the last two to three years we have added no fewer than 50+ new Liverymen to our number and they have come from a variety of situations.

Some are fairly new to the company but got involved straightaway and wish to move on quickly. There are some who have been on board for a number of years and for whatever reason never got involved or wished to move up, and suddenly realised how they could enjoy their membership more fully. And then there are those who genuinely couldn't afford the time or money to get involved (working overseas /

travelling a lot can make it tough) but then get to a life point that allows them to progress.

To those who are already Liverymen, may I say Thank You for all that you do, and enjoy doing, to help us be what we are, and maintain our position and contributions to the City and the profession.

To those of you who are still thinking about, or maybe even haven't considered, moving up into the livery, I ask you to please seriously look at this move, and contact me at ian.ryder@gmail.com

After all, you did join a livery company...surely becoming a liveryman is what you'd like to do? I look forward to hearing from you!

Young Marketors' round table

Laura Giffard
Liveryman

We Marketors love a good get together. Our great events always well attended and packed with stimulating talks, delicious food and fine wines... But the best part of it all? The great company! Which got us thinking... wouldn't it be great if we could get together a bit more regularly? Perhaps informally, over a drink and share some great ideas? And so the 'Younger Marketors' initiative was born. Aimed at those aged 45 and under (but the young at heart are also most welcome) we launched our first get together with the aim of meeting one another and exchanging thoughts on how we see this initiative taking shape. We met on 12 July 2018 at the In&Out St James and enjoyed a delightful evening in their beautiful and peaceful courtyard. The G&Ts and wines flowed freely and jolly laughter filled the summer air. It is certainly an event to be repeated. Over the next few months I will work closely with Middle Warden John Farrell and the Fellowship Committee to formalise the initiative and see the 'Younger Marketors' group take shape. If you'd like to get involved, contact Laura Giffard laura@perq.studio



Starting from the left with the woman in the purple dress and going clockwise we have: Anouschka Elliott, John Farrell, Conor Gunn, Alex Conabeare, Andy Robinson, Michael Smeeth, Timothy Keen, Lesley Wilson, Andrew Cross, Laura Giffard

click here for more

Regimental Curry Night

Hugh West
Court Assistant Chair, AFCC

On Monday 15 October 2018, Marketors gathered at the Honourable Artillery Company's home in City Road for a Curry Night with 151 Regiment Royal Logistics Corps.



The evening, attended by over 100, commenced with a tour of Armoury House, the central portion of which was built in 1735 to replace a smaller 17th century armoury. The designer was Thomas Stibbs. The original interior on the ground floor was once a Great Room which was used for drills. It has since been divided into an entrance hall, The Queen's Room and the Ante Room. In the Long Room in which our event took place can be seen several

portraits of Royal Captain-Generals and of Colonel Commandants of the Company. The Court Room is still used for meetings of the Court of Assistants of the HAC and retains many of its 18th century features.

St Dunstan's Corps of Drums provided musical entertainment, performing with panache and skill in their smart red uniforms together with the renowned electro-acoustic harpist, Jemima Phillips.

The Curry Night has become a traditional event both for the Regiment and the Company, having been held in a large number of locations over the years. The curries laid on were once again imaginative, tasty and colourful, this year featuring chicken, lamb and vegetable. Red and white wine was served to wash it all down, followed by a cool glass of draught beer from the bar.



After dinner, Lt Col David Miller RLC gave a short presentation and Master Richard Christou responded on behalf of the Company, extending his thanks to the Regiment and to HAC for the opportunity to visit this historic venue close to the heart of the City.

WO2 Dean Gillson received the Marketors Prize presented by Freeman Mike West, together with a Certificate of Commendation and a cheque from the Marketors' Trust.



Monty's Motor

Liveryman Ruth Powell, member of the Armed Forces and Cadets Committee, getting into the 1938 Rolls-Royce Wraith Touring Limousine that was used by Field Marshall Sir Bernard Montgomery. The car was allocated to him when he was Commander in Chief of 21st Army Group.

This car was the first touring car to cross the Channel, and was disembarked on 'Juno' beach on 9 June 1944, only three days after the start of the Normandy landings. The car was subsequently used by Montgomery throughout the campaign in North West Europe, right through to when he took the German surrender on Luneburg Heath in 1945.

Montgomery personally presented it to the Royal Army Service Corps Museum, as his drivers had all been members of that Corps which was merged into the Royal Logistic Corps in 1993 (of which 151 Regiment is now a part). They were responsible for the car during the war after it had been damaged in an air raid. Subsequently it was restored by Rolls Royce – Hooper in 1978. It is now in the Royal Logistic Corps' museum.



The Beauty and the Sorrow

Gill Stevens
Liveryman

In a week of many moving events to commemorate the centenary of the 1918 Armistice, a group of Marketors gathered on a Thursday evening in the inspiring surroundings of Wren's St-Mary-le Bow church on Cheapside for a poignant, often uplifting, but ultimately chastening evening of performance and participation. Chastening, given the failure of the Great War to secure a lasting peace in Europe, with the continent – indeed the world – plunged into conflict again just over 20 years later. A conflict that, as Past Master Revd Sally Muggeridge informed us in her closing address, saw much of the very church we were sitting in destroyed by a German bomb.

But the focus of the evening was on the Great War, the "war to end all wars". Taking its name from the book by Peter Englund, which tells the story of the war through the stories of 20 very different people who experienced it, this ensemble piece was similarly chronological and intimate. Sarah Harrison and Court Assistant Keith Rowland, along with soprano Danielle Young, Ros Holbrow on clarinet and John Witchell on piano, took us on a journey from Kitchener's recruitment campaign and the (successful) attempts of underage boys to enlist – "Come back tomorrow and let's see if you're 19 then" – to the eleventh hour of the eleventh day of the eleventh month. A hundred years ago but especially vivid and relevant in this centenary year.

Along the way there were well chosen readings from the war poets – Siegfried Sassoon, Wilfred Owen, Rupert Brooke, John McCrae and Laurence Binyon all featured. As well as extracts from letters home and writers such as Vera Brittain, reflecting on how life would never be the same again without the fondly remembered young men of her once-charmed circle. The musical interludes provided time for

reflection, a highlight being Jean Hubert's *Variations on Tipperary* on clarinet and piano. This led us seamlessly into a rousing chorus of *It's a Long Way to Tipperary*, giving us the opportunity to exercise our own vocal chords before refreshing them in the interval with some wine and fellowship.

Other opportunities for nostalgic singalongs included *Good-bye-ee*, *Keep the Home Fires Burning* and a cheeky "inky pinky parlez-vous" from the *Mademoiselle from Armentieres*. All providing the promised light alongside the shade, which of course was there in abundance. "Does it matter? – losing your sight? ...There's such splendid work for the blind...and people will always be kind", as Sassoon wrote, reflecting on the patronising reaction from well-meaning people in 'Blighty'.

A splendid evening which was a fitting and stirring tribute to the sacrifices of those who, "shall not grow old, as we that are left grow old".

"At the going down of the sun
and in the morning,
We will remember them."

Bookshelf: The Livery Halls of the City of London

by Anya Lucas and Henry Russell

David Pearson
Past Master

This is a wonderful book produced by the Worshipful Company of Architects to mark the 30 years since it achieved full livery status. It tells the rich story of the 40 halls that is collectively one of the distinguishing characteristics of the livery movement. One of the observations most commonly made about livery halls is their capacity for absorbing, accommodating, and surviving changes and disruption. "The wonder is", noted W.A.D. Englefield in his introduction to a picture book on the halls, "that so many have resisted the combined efforts of time and history, war, fires and other calamities to efface them." Similarly, Bradley and Pevsner have observed that: "Their survival against the odds is a remarkable feature of the City's history."

Over 30 of the halls were destroyed by the Great Fire in 1666. A similar number were wiped out by the Blitz in 1940 and some were hit by doodlebugs later in the Second World War. But there have been other 'calamities' as well. There have been other fires and floods and attacks by damp rot and death watch beetle. Henry VIII confiscated some and, more recently, the authorities have taken hall land by Compulsory Purchase

Order. And livery companies have not always been wealthy and stable – sometimes halls have been neglected and fallen into disrepair.

As a result, some companies are in their sixth hall. In Mincing Lane, for example, there have stood six incarnations of Clothworkers' Hall; Thames Street has had three different Fishmongers' Halls, and Gresham Street five Wax Chandlers' Halls. There have been six Salters' Halls on three different City sites (Bread Street, St Swithin's Lane and Fore Street).

The book covers each hall in the order of precedence but gives each equal coverage with a description of the hall's building, its history, notable contents and other features. It is interesting to note that all the 26 most senior companies have a hall. At 27 the Cordwainers are the most senior without a hall.

Five of the halls are Grade I Listed: Goldsmiths', Skinners', Vintners', Stationers' and Apothecaries'. Another 14 are Grade II listed: Drapers', Fishmongers', Merchant Taylors', Salters', Dyers', Cutlers', Tallow Chandlers', Armourers', Carpenters', Innholders', Glaziers', The Proof House (Gunmakers'), Furniture Makers', and Watermen's. Thirteen are also designated as

Scheduled Ancient Monuments: Skinners', Merchant Taylors', Vintners', Dyers', Tallow Chandlers', Armourers', Painters', Stationers', Apothecaries', and Watermen's.

The book has a foreword by Alderman Charles Bowman who was Lord Mayor while the book was in production. By a remarkable coincidence Alderman Bowman read architecture at university.

The book is well written and endlessly fascinating but its crowning glory is a succession of magnificent photographs, many taken by Andreas von Einsiedel, the internationally-renowned interiors photographer. Given the variable lighting one finds in these buildings, he has performed marvels.

In earlier days of the Marketors there were several attempts to plan to have our own Hall. Various people helped with these attempts including Grosvenor Estates then run by the 6th Duke of Westminster, Gerald Grosvenor. There may be differing views about this idea but certainly one of the benefits of not having our own hall is that we can enjoy visiting most of the others. This book will give one the opportunity to learn more about them and remember how they look.

Test your own knowledge of the Livery Halls

How familiar are you with the livery halls of the City of London? Try putting names to the main occupants of these halls. Do you know where they are and how to get there? Most have been used by the Marketors in recent years.



Answers on back cover

Walking with the Romans

Martin Ashton
Liveryman

Those of us who work in or near the City of London can sometimes be oblivious to parts of Roman London that stand beneath us in the Square Mile. However, if you know where to go, many remnants of Roman London are actually staring right in front of us.

Our Roman City of London walk was designed to allow participants to step back in time to the heart of Roman London (or Londinium as the Romans called this place) and discover the beginnings of a 2,000-year-old City. That Londinium has long since crumbled. But, here and there, chunky fragments of our Roman heritage remain. So, one grey Saturday in September, 19 intrigued Marketors and their guests gathered at Tower Hill Station with our guide, John Steel, ready to learn about ancient Roman life in the City of London. The first thing we were shown was a 20th century sculpture said to be the Emperor Trajan. This figure was recovered from a reclamation yard in Southampton in the 1920s with a head that does not match the body!

The old Roman wall can still be seen at a handful of sites around the City. John took us to a courtyard of the Grange City Hotel on Cooper's Row and showed an impressive piece of surviving wall – a combination of both Roman and Medieval construction, but beautifully preserved, and one can even glimpse an old set of stone steps that used to run by the side of the wall. We were able to walk through the structure via an arch to get the full perspective of this wall segment and all of us marvelled at how impressive this was.

Our next stop was to Lower Thames Street and an office block. However, this particular office block had a surprise lurking beneath it. It is one of Roman London's most fascinating remains – the Billingsgate Roman House and Bath. After a brief explanation of the site at the entrance on street level, we descended to the basement to see the remains of the bath house. Whilst it does not cover a large area, the parts that are exposed,

coupled with the excellent presentation by the tour guides on the site, made it a fascinating visit. We certainly got a really good insight into how the bath house worked and the exposed tiles show how the underfloor heating system worked.

John then took us along the road to St Magnus the Martyr's Church on Lower Thames Street. The first Roman crossing across the Thames was in AD50. After this there was a Medieval bridge, finished in 1209 during the reign of King John which was dismantled in 1831 to allow for a larger bridge. The archway under the tower was the main pedestrian entrance onto the bridge and to the side are large stones, unlabelled and apparently without purpose. These stones are actually the remains of the old Medieval London Bridge, more specifically parts from the northernmost arch. Also, within the tower's archway, a piece of an old Roman Wharf dating from AD75. This was found on the nearby Fish Street Hill in 1931, illustrating just how far the banks of the Thames have moved over the space of 2,000 years.

Moving through the City, we ended up at the Bloomberg building in Walbrook – London's Roman-era Temple of Mithras. We descended seven metres below current street level to see a 3rd century AD temple built next to the river and dedicated to one of the Romans most mysterious cult figures, Mithras the bull-slayer. The virile young god from the east was beloved of soldiers who worshipped him by the light of flaring torches in underground temples, where the blood of sacrificial animals soaked into the mud floor. The immersive temple reconstruction uses carefully directed lights, haze and sound to bring the temple's remains to life, and to evoke the rituals and activities that took place within its walls. It was simply a fascinating and awe-inspiring visit. But John wasn't finished with us yet as there was more to see.

We went straight to the Guildhall and turned right into the impressive

Art Gallery. We descended the stairs, going past art works of London in bygone era, to the entrance of the London Roman amphitheatre which was only discovered in 1988. Built in AD70 as a simple wooden structure, the amphitheatre was substantially remodelled in the early 2nd century, taking its capacity up to 6,000 people. During this time the arena was used for public events, animal fighting, public executions and, of course, gladiatorial combat. We saw the remains of the original walls, the drainage system and an impressive digital projection that fills in the gaps. John informed us there was more of the amphitheatre to find – but the foundations of the Guildhall would be adversely affected if they had continued to dig. On the street level, one can see a wide circular design in the stone of Guildhall Yard marking the outline of the amphitheatre below.

This had been a splendid walk, but we were ready for refreshment. John took us past Trump Street (which bizarrely runs into Russia Row) and we made our way to Ye Old Watling Street pub – which also had a claim to fame. After being burned down in the Great Fire of London, the pub was rebuilt by Sir Christopher Wren in 1668 to house his workers and, most importantly, provide somewhere for them to drink. The plans for St Paul's Cathedral were actually drawn up in the dining room — where we had our lunch! Some of us stayed on as John entertained us with some London trivia. Did you know the last London public hanging was Michael Barret in 1868 in front of 2,000 people at Newgate Prison? That was five years after the London Metropolitan Underground had opened – which, in theory, meant some of the spectators would have taken the Tube to a public execution!

Another absolutely memorable walk with John Steel's excellent commentary enabled us to step back to the heart of Roman London and see some of the treasures that exist in our wonderful City.



100 Years of the Royal Air Force

Edward Fulbrook
Court Assistant

A gala evening to mark the 100th anniversary of the founding of the Royal Air Force

The RAF is the oldest and longest serving air force in the world. To celebrate this historic occasion, Boundless organised a special event in early July at the RAF Museum in Hendon, which has recently undergone a major transformation with a multi-million-pound investment programme. Marketors and their guests were amongst the 400 people who took part, in what proved to be, a very full and interesting evening.

The event began with a drinks reception in the museum's Historic Hangars, under the wings of a Lancaster bomber and the opportunity for a private view of the museum. During drinks, and later over dinner, we were entertained by Mandy Meadows and her band who performed a number of wartime classics. Mandy

had a personal connection to the evening as her grandfather was flying a Lancaster Bomber when he was shot down over France.

After the drinks reception, we moved across to the newly refurbished Hangar 1 where we dined alongside a magnificent 1944 Short Sunderland flying boat, part of a new state-of-the-art exhibition.

Our host and key speaker was Michael Napier, who joined the RAF in 1978 and qualified as a fast-jet pilot in 1985. Flying Tornados, his military career encompassed both the Cold War and operations over Iraq after the Gulf War. We also heard from Denis Williams who spent three years working on the Short Sunderland flying boats at RAF Seletar.

However, the undoubted highlight of the evening was Rusty Waughman, a 94-year-old WWII Lancaster bomber pilot, who gave us a very lively and entertaining talk about his time in the RAF and his and his crew's incredible luck in surviving a full tour of 30 missions.

The event concluded with a questions and answers session and we all received a signed copy of Michael Napier's book ***The Royal Air Force – A Centenary of Operations***.

All in all, a very enjoyable way to spend a summer's evening, with the freedom to wander around this amazing museum and see, first-hand, how flying and aeroplanes have developed over the last 100 years.



Glorious sunshine for the Lord Mayor's Show

Carole Seawert
Court Assistant

Venetia Howes
Past Master

Seven members of the Marketors joined the Lady Masters Association entry in last year's Lord Mayor's Show. The Lady Masters were celebrating 100 years since some women were able to vote in parliamentary elections for the first time. 2018 also marked the 35th anniversary of the first lady Master of a livery company (Sylvia Tutt, Chartered Secretaries) and of the first lady Lord Mayor (Lady Donaldson).

The group chose to adopt the suffragettes' colour scheme of Green, White and Violet, standing for Give Women Votes. The BBC live coverage of the show included an interview with the Chairman of the Lady Masters Association, Erica Stary, who explained all the hurdles she had to overcome in order to become a judge, after leaving school at the age of 16.

The agenda for the new Lord Mayor's year is 'Shaping Tomorrow's City Today' and several of the participants in the parade took on this subject, decorating their floats with a hi-tech theme. There was even a giant walking robot, a drone and a driverless car. In addition to this, there was the usual blend of traditional marching bands, colourful troupes of dancers, horses

and carriages. In total, around 7,000 people took part, forming a procession that was about a mile longer than the actual route.

The proceedings were watched by a sell-out party of Marketors, some of whom were stationed in Coppa Club, located right opposite the steps of St Paul's Cathedral. Others chose to view the spectacle outside in order to take advantage of the sunny weather.

This is the fourth year running we have organised an event in Coppa Club for the Lord Mayor's Show. It is an ideal occasion for Marketors to bring their family members and friends for a fun morning out and to get to know each other over an informal lunch. Thanks to Liveryman Henry Chung who was Event Director for the day once again.

In many ways, attending the Lord Mayor's Show was something of an action replay for me, albeit with a considerable time lapse between visits. I have very happy memories of being a child living in London's West End and the big treat in store when my father took me to see the Show. True to the Londoners' saying: "It always rains on Lord Mayor's Show Day", it almost always did!

Some 60 years later, attending the 2018 Show as a new liveryman of the Worshipful Company of Marketors, I found the event to be truly spectacular compared to my recollections of the 1950s. It was wonderful to see the floats, including that of the 151 Regiment Royal Logistic Corps, sponsored by the Marketors, from such a fantastic vantage point opposite St Paul's.

Enjoying a meal in the friendly company of fellow Marketors and their guests afterwards was very special. What's more, the sun shone throughout which was quite a contrast from the long walk home in sodden clothes all those years ago.

Mike Bugsgang
Liveryman



A tale of one city, two libraries and six colleges

David Pearson
Past Master

In 2018, the Master's weekend in September was in Cambridge and we were based in the modern student accommodation and conference centre of Trinity Hall. Following on from the very successful conference that took place earlier in the day at the Cambridge Judge Business School, the weekend began on the Friday evening with a private tour of the Wren Library in Trinity College, the Master's Alma Mater. The librarian first wanted to show us some of the magnificent grounds of Trinity, by far the largest, richest and perhaps most prestigious of all the Cambridge colleges. It was founded by Henry VIII in 1546, just prior to his death. He no doubt wanted to build a rival to Cardinal Wolsey's foundation of Christ Church in Oxford and endowed it with proceeds from the dissolution of the monasteries.

Thus enriched it attracted students from wealthy and powerful families and over the centuries its undergraduates have included the philosophers Francis Bacon, Bertrand Russell and Ludwig Wittgenstein; the writers George Herbert, Andrew Marvell, John Dryden, Lord Byron, William Makepeace Thackeray and Alfred, Lord Tennyson; six prime ministers including Earl Grey whose government introduced the great Reform Bill of 1832; scientists including James Clark Maxwell, author of the theory of electromagnetism; J.J. Thomson, discoverer of the electron; Ernest Rutherford who first split the atom; but above them all, Isaac Newton, who entered the college as an undergraduate in 1661. He

remained at Trinity until 1696, by which time his most important mathematical and scientific work had been completed. The college has provided 32 Nobel prize winners since they were first awarded in 1901.

Inside the magnificent Wren Library, the librarian had displayed extraordinary treasures including Newton's copy of the first edition of his Principia Mathematica, complete with his own annotations. Also in the library we saw the statue of Byron which was intended for the Poets' Corner in Westminster Abbey, but the poet's notoriety was such that the offer was refused.

We saw the Great Court, the Neville Court, and were even allowed to peep in the Dining Hall, normally

closed to visitors. But we dined in the Old Kitchens, a superb room still showing its traditional chimneys, ovens and racks. However, I think our dinner was prepared in more modern kitchens hidden away. It was a sumptuous meal consisting of Pinneys Smoked Salmon, followed by the tenderest Roast Scotch Beef with all the trimmings, rounded off with Trinity Crème Brûlée, apparently a college invention. Excellent French wines from the College cellars were served with these.

On Saturday morning we gathered for another tour, this time mainly focused on the wonderful surroundings of King's College with its world-famous chapel. King's was founded by Henry VI in 1441. Henry, much maligned in history, saw no

difference between education and religion and had already founded Eton College. King's was intended as a 'finishing school' for Etonian scholars, drawn from poor backgrounds, who would then practise or teach religion. For its first 400 years, King's only took its undergraduates from Eton, but now like most Cambridge colleges is open to all. The Chapel is an architectural marvel and its Christmas Eve service (*A Festival of Nine Lessons and Carols*) is broadcast to millions around the world.

In the afternoon we had another private visit to a world-famous library, this time the Pepys Library in Magdalene College. Our Learned Clerk is a graduate of Magdalene and he was able to facilitate this. The library comprises the personal collection of Samuel Pepys, left at his death in 1703 to Magdalene College to be preserved intact, with nothing added and nothing taken away. Three thousand books, 12 magnificent bookcases, evocative paintings and a unique 'partner' desk made the Pepys the very epitome of a 17th century library.

On Saturday evening we dined in another extraordinary building, the Old Hall of Queen's College.



Darwin statue at Christ's – his college

The Hall was built as part of Old Court in 1449 but in the 19th century was partially redecorated in the William Morris style with (now hugely valuable) tiles by the Victorian designer and revolutionary Marxist. The Hall was restored in 2005 and is no longer used by the undergraduates but, in the past, they would have included Erasmus and Oliver Cromwell. Our meal lived up to these extraordinary surroundings, consisting of Devon Crab, Prawn and Avocado with Sauce Gazpacho followed by two cuts of Lamb with Dauphinoise Potato, Parsnip Purée, Sticky Red Cabbage and Roast Garlic Jus; then a cheese course and finally a Blackberry and Thyme Eton Mess. The wines were a Ceps du Sud Viognier and a Tilia Malbec.

On Sunday morning we again gathered for a tour, this time focusing on St John's College. St John's was nominally founded by Lady Margaret Beaufort, mother of Henry VII, but actually there was no mention of these intentions in her will, and it was Bishop John Fisher (not to be confused with a certain Past Master) who made it happen. He was later beatified, one of three saints to be associated with the College, together with 12 archbishops of various countries, at least two princes, seven prime ministers and the winners of ten Nobel Prizes.

Our Cambridge Green Badge Guide managed to squeeze in another college visit to one of the smaller colleges, in her words, Christ's College 'only' has 450 undergraduates and 170 post-graduates, hardly small, but its academic standards are of the highest. Its alumni include John Milton, Charles Darwin and Jan Smuts, all three among the very cleverest of all men.

Our weekend finished in traditional fashion with a boat trip on the beautiful River Cam while we also lunched on a barbecue in relaxed manner. All those who took part in the weekend are grateful to the Master for his vision and yet again to Court Assistant Edward Fulbrook who has organised highly successful Master's weekends in Stratford, Lincoln, Oxford, York and now Cambridge.

HOWARD MANN OBE

*John Hooper CBE
Court Assistant*

Liveryman Howard Mann OBE, who passed away suddenly last September, aged 71, was a consummate marketer. Professionally, he spent his career in sales, marketing and general management both in UK and Internationally. He spent 42 years in the food and consumer goods industries, beginning his career with H. J. Heinz and the Mars Group, then moving to the Grocery division of Rank Hovis McDougall where he held both sales and marketing directorships before becoming Managing Director. He then moved to Canada to take on the role of President and CEO of McCain Foods Ltd.

Howard was always greatly respected and well-liked by the many advertising agencies he worked with. He had a very direct approach to business which could stop many a top professional in their tracks. After his retirement from McCain, Howard served as a non-executive director of six other companies, including Dairy Crest plc and The Body Shop International. He was a former Chairman of the British Food Export Council and of the export board of Food from Britain. He was appointed an OBE for services to the food industry.

Howard Mann was a special individual, a one-off, a meticulous professional and a true gentleman. His incredible breadth of knowledge on so many subjects, both serious and frivolous, was always imparted with an acerbic wit that could cut a foe in half or double a friend in stitches. He was a great supporter of The Solus Club, The Lords Taverners and the Worshipful Company of Marketors, becoming a Liveryman in 1993. He had a passion for many things – his family, his wine, rugby, football and the occasional cricket match, to name but a few.

The Company has expressed its condolences to Howard's widow, Celine, and his four children. He will be greatly missed by his many friends.

Diary Planner 2019

Tuesday 5 March	Pancake Race, Guildhall Yard
Tuesday 5 March	Magic Circle Show Magic Circle Museum, Euston Square
Friday 29 March	United Guilds' Service, St Paul's Luncheon
Thursday 11 April	Pub Quiz, Hoop & Grapes
Monday 29 April	Rededication Service, St Bride's
Monday 29 April	Spring Luncheon, Cutlers' Hall
15 to 16 May	Inter-livery Clay Shoot
Tuesday 21 May	Sons and Friends of the Clergy, St Paul's Cathedral
Wednesday 22 May	New Zealand Wine Tasting, New Zealand House
Wednesday 12 June	The Civic City, City Livery Club
Monday 24 June	Election of Sheriffs, Guildhall

26 to 29 June	Master's Trip, Alsace
Monday 1 July	Inter-livery Golf Day and Dinner, Verulam Golf Club, St Albans
Wednesday 17 July	Swan Upping, Henley
Wednesday 24 July	Annual Banquet, Mansion House
Wednesday 2 October	Election of Lord Mayor
Saturday 19 October	Fleet Street Walk
Wednesday 30 October	Bowden Charter Dinner, Butchers' Hall
Saturday 2 November	Jack the Ripper Walk
Friday 8 November	Silent Ceremony, Guildhall
Saturday 9 November	Lord Mayor's Show and Lunch, Coppa Club
Monday 9 December	Communications Industry Carol Service, St Bride's

Charterhouse June 2018



Past Masters Michael Harrison, Harry Druce, Richard Christou, Geoffrey Naylor and Andrew Marsden



A rare ex-pat reunion: Past Masters Harry Druce (1989) and Geoffrey Naylor (1987)

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