



WORSHIPFUL
COMPANY of
MARKETORS

MARKETOR

ISSUE 86
WINTER 2020/21



Royal Charter celebrations
Lockdown lectures
Meet our corporate associates

Building Back Better

marketors.org

The Livery Company Magazine for Marketing Professionals


MARKETOR

WINTER 2020/21 ISSUE 86

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for Marketing Professionals

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Event photography by Ben Fisher
www.benfisherphotography.com
Front page: London – ready for us to come back to

Editorial

Karl Weaver
Court Assistant

I'm delighted to bring you this winter edition of Marketor Magazine, although slightly nervous that I am following in the footsteps of some very talented editors.

Our livery company is thriving in so many ways, despite the strange times we are living through. Our theme is 'building back better', working from the strong foundations we have laid with marketing having the power to deliver economic and social good.

An incredible 22 Masters attended our Bowden event, celebrating 10 years since we received our Royal Charter. Our Company continued to grow through 2020, as we welcomed 26 new Freemen and 10 Corporate Supporter Associates. We gave five academic awards, kicked off the Future Marketors initiative, held numerous educational events and continued to deliver much needed outreach support to charities.

It's been over 20 years since I joined the Marketors and I think this has been one of the most active, vibrant and defining years this century. More broadly, it's great to read PM David Pearson's report on how the City of London Corporation is building back better as well.

Those of you who are into cars will have a particular appreciation for the article on how one of our members is bravely building back the Vanwall brand. If you have spent time on track you will know that when exiting a tight bend there is a point where the car ends its rotation and you can load it with more throttle. Although the track in front of us may not be completely clear my hope is that in 2021 we can will accelerate away from some of the challenges of 2020.

Best wishes for 2021.

Should Marketors think differently?

Omaid Hiwaizi
Liveryman

What are the questions you are asking yourself about our industry? What are we missing? What's going right? What's going wrong? What's new or different that people don't know about?

We are upping the ante on #ThoughtLeadership blogs that Marketors have been writing throughout this year. So, here are a few provocative thought starters to inspire you:

- Do marketing and advertising people influence cultural changes or merely respond to them?
- How has marketing benefitted from the pandemic?
- What is a digital marketing strategy? Is it any different from a marketing strategy?
- Have we forgotten the basics of marketing? (What are the 'basics' anyway?)
- Is data privacy helping or hindering marketing? Be honest, how much do you really understand about GDPR?
- Who needs market research when you can do it with AdWords? Research - just an academic exercise?

If you are moved by these or similar themes, why not write a short piece on it as one of our blogs? Maybe there's something else that has provoked thoughts in you or made you think differently, that you'd like to share?

We're looking for short pieces 400 to 900 words to publish on the Marketors' website, LinkedIn, our magazine, other social media platforms and beyond. They should be in your tone of voice and will be credited to you as a Marketor member.

#ThoughtLeadership articles are fuelling debate in our profession and across our industry. Are you an advocate for our livery company? Marketor contributors this year have amplified the voice of the Marketors' Company, ensuring we reach more parts of the marketing world and attract attention. All adding to the name and fame of the Company.

If you want to respond to one of the questions above, or have another question you'd like to answer, please email Omaid Hiwaizi (omaidhiwaizi@gmail.com).

The Master's Column

Building Back Better

Lesley Wilson
Master

Owning the Zoom



Guess what we're calling the recently-formed Past Masters' Association? Yes, you guessed it - The Zoomers. Congratulations to our Honorary Liveryman Adèle Thorpe, the inaugural president and already organising us in virtual social gatherings.

There are some wonderful new friends in this photo, fellow Masters who have shown outstanding leadership for their livery companies during the pandemic, and from whom I have learned a huge amount. I particularly wish to highlight Hilary Lindsay (Chartered Accountants), Rosemary Beaver (Insurers), Fiona Morrison (Actuaries), Margaret Bickford-Smith (Arbitrators), Denise Fellows (Management Accountants), Pamela Taylor (Educators). A truly exceptional group of female Masters who have given me moral, emotional and intellectual succour throughout my tenure.

Reasons to be cheerful

I'm writing my column in November, with trepidation that every word I write will be woefully out of date by the time anyone is reading this! Such is the unpredictability of our current world. But I do believe there are reasons to be optimistic about high-efficacy vaccines becoming available in the spring and that we can move from pandemic to epidemic episodes with much less deadly consequences. I contracted Covid-19 during the second wave, falling victim to household infection from my asymptomatic daughter who started university in October. I consider myself extremely lucky to have sailed through it, save for mild cold symptoms and a sudden and extreme loss of my sense of smell which prompted me to get tested. Then isolated! Between 'herd immunity', therapeutics, and vaccination we have good reasons to hope for a strong and positive climb out of this pandemic towards the end of the year.

City and Livery Build Back Better

But what of our future? The future is never the same as the past of course – there's always a natural

course of evolution and it just so happens that 2020 accelerated evolutionary trends. In my view that is no bad thing, not if we build upwards and onwards from our heritage, embrace change and aim for an even stronger and better livery.

The age of the office is not over, it's just different

Sheriff Chris Hayward is heavily involved in the future of the City and livery. In a recent talk he reiterated the Corporation's intention to maintain and promote London's pre-eminence on the global stage. Although only 60,000 of the previous 500,000 commuters are regularly travelling into the City, the feared exodus of firms has not in fact materialised. And the view is that the younger generation will demand environments where they can both work hard and play hard and the City's opportunity is to create a twin cultural and commercial playground. Who wants to be forever in a house-share, balancing laptop on another work zoom, alone in their bedroom? Chris challenged the view that the age of the office was dead. Working patterns will undoubtedly allow for more working from home and



The Master joins the 2020 Past Masters' Association – "The Zoomers" – Virtual Cheese and Wine Tasting

phased presenteeism. Iconic new developments such as 1 Undershaft and 22 Bishopsgate are adapting fast to accommodate socially-distanced environments to facilitate a new way of being together. Chris reminded us that commercial property developments and infrastructure projects work on a 25 to 30 year horizon. In that context, Covid-19 is just a two-year blip.

There were more planning applications from overseas investors in April this year than there had been for the last five years, signalling market confidence for the long-term outlook. You will read more detail of the City of London Corporation plans in the AIM 1 article in this magazine, penned by PM David Pearson.

The livery has survived plague and pestilence over hundreds of years

Livery companies are changing and adapting too, accelerated by the impact of Covid-19. Although current conditions feel painful and disheartening whilst we experience lockdown and restrictions, in reality Covid-19 is also a two-year blip for livery. We are a resilient institution as witnessed by hundreds of years of existence.

In the September magazine we featured in detail our Company's strategy and vision for the long-term. Whilst we expect 2021 will remain largely under Covid-19 conditions, we push ahead on our plans to open the livery to more parts of our industry. We're recruiting Corporate Supporters which ensures we engage more with businesses in the City and build connections for our community. We're encouraging Future Marketors as part of our drive to reach out more and be more inclusive, ensuring we are representative of our profession and the evolving business landscape, leading the way for the next generation of marketors who will one day pick up the mantle of livery leadership.

The future has arrived

The Marketors' Company was founded on 'marketing {commercial activities} benefits everyone' in 1975. Today we proudly stand for the power of marketing to deliver economic and social good. It's never been more important.

I repeat what I have said before. I see a very positive future for livery and for the Marketors. As business and society evolves, as we return to the City for work and play, we will have a richer community with both remote and face-to-face ways to engage. As the ravages of Covid-19 gradually fade behind us, we can be confident we are well down the path of **Building Back Better**.

Our Master prepares to take flight at the start of a year of incredible change



The 2020 Bowden celebration zooms in

Carole Seawert
Court Assistant

The Founder's dinner is a highlight of any livery company's year. Therefore, it was with some sense of disappointment that I was putting on an evening dress in order to sit in front of a computer screen, rather than in some grand livery hall.

On the other hand, I was glad to know our Master, Wardens and Clerk had decided to go ahead with marking the occasion of the Bowden Charter Dinner and the tenth anniversary of the granting of our Royal Charter. Even more so, when I learned that over 200 of us had registered for the Zoom event.

For those who didn't attend, here's my first-hand account of the proceedings:

The evening began with a Ceremonial Court where we welcomed our new Corporate Supporters, James Hambro & Partners and Accenture Interactive UKI, and also presented the annual academic awards.

After the Corporate Supporters were welcomed (see page 16 for biographies), the Master and the Chairman of the Marketors' Trust, Court Assistant John Hooper CBE, conferred the 2020 academic awards to five postgraduate marketing students (see page 19). The five award winners now become Marketor Scholars.

With the formal Court proceedings over, it was time to join the main anniversary celebrations on another Zoom link. Among the VIP attendees were the Rt Hon The Lord Mayor Alderman William Russell and the Lady Mayoress Hilary Russell; Alderman & Sheriff Professor Michael Mainelli and his wife Elisabeth; Sheriff Christopher Hayward and his wife Alex; Alderman Alison Gowman; Alderman Vincent Keaveny and his wife Amanda; and Alderman Tim Hailes. We were also joined by: Dame Fiona Woolf DBE DL and her husband Nicholas; Alex Galloway CVO, former Clerk to the Privy Council and his wife Suzanne, Master Glazier; the Venerable David Meara (our chaplain back in 2010 at the time our company was

granted Royal Charter) and his wife Rosemary; Murray Craig, Clerk of the Chamberlain's Court; and Paul Jagger who wrote our company history.

Other special guests included Chris Daly, CEO of the Chartered Institute of Marketing; Sophie Devonshire, CEO of the Marketing Society; Lt Col Deborah Taylor, CO of our army affiliate 151 Regiment Royal Logistic Corps; and her Adjutant Captain Thomas Joyce. We also welcomed Masters of 20 livery companies right across the spectrum, including members of those among the Great XII, those ancient and modern, as well as our close friends in the Financial Services Group. In order of precedence, they were the Master Salter, Clothworker, Pewterer, Butcher, Upholder, Glazier, Farmer, Air Pilot, Furniture Maker, Scientific Instrument Maker, Chartered Accountant, Actuary, Insurer, Arbitrator, Engineer, Environmental Cleaner, Chartered Architect, Constructor, Firefighter, Management Consultant and Educator.

The Master and Wardens, accompanied by the Civic party, joined us to the familiar strains of Handel's Scipio. The evening was then blessed by the Acting Chaplain, the Venerable David Meara.

After toasts to the Queen and the Royal Family, the Master read out a letter received two days earlier from our Honorary Freeman HRH Prince Philip, who sent his congratulations on our ten year anniversary of the granting of our Royal Charter.

We were then shown a video of the Royal Charter event from 2010, where the Duke of Edinburgh had presented the charter to PM Venetia Howes who had been Master ten years ago. Since I only became a Marketor in 2013, I greatly enjoyed the opportunity to see footage of this historic event in our company's history.

This was followed by the Master's speech. She began by saying that we may be a young company but we have royal patronage

and a lineage of respected and prestigious Masters and members. She went on to say that we have stayed true to our public service duties enshrined in our founding principle – 'marketing benefits everyone', updated for our times as 'we believe in the power of marketing to deliver economic and social good'.

The Master made the point that, through the pandemic we have transformed, innovated, engaged and progressed – and our support for our profession, (particularly early careerists) has continued unabated. As does our philanthropic spirit, demonstrated in thousands of hours of give-back – in outreach, mentoring and Almoner support, as well as in the generosity of members donating to the Marketors' Trust. The full version of the Master's speech is reproduced later in this edition of Marketor.

The Master then handed over to the Senior Warden, John Farrell, who introduced all our special guests and proposed a toast to them.

At this point, the Beadle introduced the Lord Mayor who congratulated us all for reaching this anniversary milestone. He remarked upon how resourceful livery companies have been during this year in transitioning to virtual ways of working and connecting. He then went on to say that he is proud of the work the



The Rt Hon The Lord Mayor
Alderman William Russell

livery has done during lockdown which is why, later this year, he will be launching a new award to recognise the contribution Liverymen have made during Covid-19.

He explained that he was recently re-elected to serve a second term and is only the second Lord Mayor to do so. The first was William Cubitt back in the early 1860s whose largesse to the City was so great in his first year that they wished him to continue for another 12 months. Serving a second term will allow our current Lord Mayor to provide continuity to the City during a time of great change.

The Lord Mayor then pointed out that, no matter what happens, the City, London and the UK will continue to work hard, to innovate and to build on trading relationships. His updated mayoral theme is

'Global UK – the new future' and this will be a key part of his international engagement to ensure we emerge from this pandemic stronger together. He concluded by congratulating the Marketors on the tenth anniversary of our Royal Charter and by proposing a toast.

The formal proceedings were concluded by two special presentations. Firstly, the Master handed the Lord Mayor virtual cheques towards a number of charitable causes supported by the City Civic. Secondly, she presented a gift to 151 Regiment Royal Logistic Corps in recognition of the outstanding work of the regiment at the frontline of the Covid support force.

Following a final toast – to the NHS, all key and frontline workers and 151 Regiment – the Commanding Officer, Lt Col Deborah Taylor, gave

her thanks to the Marketors for our continued support and friendship.

The evening then continued with everyone being divided into small break out groups where we could chat informally. This was a great chance to catch up with friends we hadn't seen all year and also to meet new faces.

Who would have guessed at the beginning of 2020 that our Bowden Charter 10-year celebration would have been via Zoom? And who would have realised that, as a company, we would embrace this new digital medium so readily?

It was an excellent evening of celebration and we look forward to 2025 when we celebrate the next key milestone in our company history – 50 years since our formation.

How St Bride's stayed ahead of the Covid-19 curve

John When
Liveryman

The story of St Bride's in 2020 showed innovation and determination in the face of restriction and apprehension. By the time of the second lockdown on 5 November, Marketors' Chaplain Canon Dr Alison Joyce and her team were well practised in the art of virtual communication.

Here's what they had coped with:

March 22 (Mothering Sunday) – Knowing lockdown was imminent, St Bride's launched virtual church services using archive choral material and new sermons from the Chaplain

March 23 – All churches closed until further notice. St Bride's relied upon the congregation's generosity and casual donations via their "Just

Giving" website donate button to receive limited income

June 15 – Church opened for private prayer only

July 5 – Tourists and visitors allowed into church

July 12 – Spoken services resumed without congregational singing or communion wine. Due to the popularity of online services during lockdown, these continued

September 6 – Choral services resumed on Sunday mornings

November 5 – Second lockdown. Virtual services with new sermons. Private prayer permitted. Remembrance Sunday service cancelled

November 24 – Oxford vaccine announced. Hope for return to normality by Easter 2021

December 2 – Church reopened for services with restricted numbers and no singing. No corporate Carol services held in church, but St Bride's own Christmas services permitted

After such disruption, we enter 2021 with some hope. Whilst the Marketors' Rededication Service may again need to be delayed, before too long we look forward to normal Sunday services and singing majestic hymns with St Bride's glorious choir. But we shall never forget the efforts of the Chaplain and her extraordinary team in bringing comfort and hope to us all through the 2020 pandemic.

The Master's Bowden address

Lesley Wilson
Master

“What fabulous footage of the Guildhall event on 19 October 2010 to celebrate the granting of our Royal Charter, presented by HRH Prince Philip the Duke of Edinburgh.

Much of the work in securing charter status was driven by Past Master Keith Arundale – and the presiding Master in 2010 was Past Master Venetia Howes, both of whom you saw in the footage and are here this evening. We also have a number of guests with us from that event in 2010 – Dame Fiona Woolf, The Venerable David Meara and Alex Galloway as well as many new friends and supporters since.

At a meeting of the Privy Council in April 2010 Her Majesty the Queen approved the Order, ordering the Lord Chancellor to apply the Great Seal to the charter of our company. 10 years on, I am delighted and privileged to be Master in the year that marks the 10th anniversary of this event – and I am particularly delighted that this important Company landmark is being held in the presence of the Rt Honourable the Lord Mayor Alderman William Russell and the Civic Party, and an astonishing number of Marketors and guests.

A very warm welcome to you all. It's wonderful to see so many faces!

There are many other reasons that 2020 will go down in history – HOWEVER, this evening is all about us and the history and heritage of the Marketors' Company – and to celebrate and honour the achievements of livery, past and present.

Normally of course, at this time of year we hold the Bowden Charter Dinner. Reggie Bowden was our Founder Master having worked his way up from sales executive at Michelin Tyres to worldwide marketing director at Horlicks. Aren't these just two great brand names! Back in 1946 he joined professional body ISMA with the objective of promoting marketing as a profession. Nearly 30 years later the City of London was concerned with updating livery to ensure it represented new professions and Reggie seized this moment to form the guild in 1975. By the way, I'll let you into a little secret. The guild's original name was “The Guild of Merchant Adventurers”. And at that time only five guilds had been granted a charter since WWII. A mere two years after that,

the Company achieved livery status – in record time. And here's another little secret. Our Court gave Lord Mais honorary membership in helping the formation of the guild. When the Lord Mayor at the time made his theme ‘the world is our market’ he asked the Institute of Marketing under Past Master Tony Bellm's leadership for help, whilst reminding these “young” Marketors that dinners for livery companies should really be held in the square mile. Something in the magic of that exchange MAY have helped the guild achieve livery status so quickly – but that is legend and not necessarily historical fact.

Fast forward to tonight. I suspect that when we come to hear from our current Lord Mayor shortly, you will hear – broadly speaking of course – a return to the theme of ‘the world is our market’!!

Reggie continued to serve the Company until his death in 1990. Past Master Harry Druce, who is here this evening with his wife Valerie, remembers Reggie well. Not that long before his death, when Reggie was 93 years old, Harry met Reggie (sounds like the name of a film) at the Chartered Institute of Marketing's headquarters at Cookham, and enquired how he'd arrived, thinking that another member must have driven him from his home in Surrey. ‘I drove over’ he said without hesitation, as if that was an entirely normal activity for a 93 year old!

Many other Marketors and friends here tonight also remember well his daughter, Jean Bowden-Rose, who sadly passed away very recently. But such was the family love for livery and for the Marketors, Jean's eulogy included many words about livery as she often accompanied her father to Marketor events and it was one of Jean's proudest moments to be received by the Duke of Edinburgh on presentation of the Royal Charter.

The granting of any Royal Charter shows that the company receiving it is held in high esteem. The Marketors had many supporters in making the petition, including the Actuaries, Basketmakers, Chartered Accountants, Master Mariners, Solicitors, Stationers, World Traders – many of whom are represented by Masters here this evening – and by the Chartered Institute of Marketing, the Marketing Society,

Continued overleaf

Continued

the Advertising Association, The Market Research Society, Cass Business School and the Industry and Parliament Trust. A long line of great support, and in all cases, a long line of friendship to this day between these bodies and the Company.

I am pleased to report that 10 years on, the Company is in very good shape. We have 365 Freemen and Liverymen. Despite conditions this year, we admitted 26 new Freemen and progressed many Liverymen. Many of those took part in our first ever virtual Ceremonial Court format. Also this year we saw the first fruits of our new strategy come to life, welcoming our first Corporate Supporters to the fold – Accenture Interactive and James Hambro & Partners – and earlier this evening Court received eight of the senior marketing executives who have now joined us as associate Marketors from those businesses. More to come soon.

I'm also delighted that we have successfully trialled our first cohort of Future Marketors, associate status for under 30s marketors to provide the mentoring and interaction that gives these young professionals a helping hand on the career ladder. In the same age bracket, I'm also pleased to say we continued unabated with our customary academic awards this year with the support of the Marketors' Trust. Five young award winners received grants and certificates earlier this evening for outstanding academic performance in their marketing field. In current conditions we feel that supporting the younger generation is absolutely central to our purpose as a company.

We've kept up all our outward looking activities of the Company, including many projects to help charities fund raise and market themselves, and we've also provided our livery company friends with guidance on marketing techniques useful for membership attraction and engagement, as well as responding to requests for pro bono help for marketing expertise. In a 360 degree turnaround from f2f events, since March we put together in double-quick time a large and varied programme of online professional and social events which have attracted hundreds of participants. We're pleased to find that all of this, as well as other fellowship and almoner initiatives, has resulted in new ways of us deepening our fellowship.

Our founding principle was Marketing Benefits

Everyone. We remain true to that today, encapsulating for our times in our belief – the power of marketing to delivery economic and social good. All of this – delivering our aims with purposeful intent – signals that 10 years on from Royal Charter and 45 years on from our formation as a guild, the Marketors are continually expanding and innovating as a Company, in support of our profession, demonstrating our commitment to supporting the next generation of marketors, and at the same time widening and enriching the diversity of livery and the strength of our community.

Now, I move on to a special presentation.

151 Regiment Royal Logistic Corps is our Company's first affiliate relationship – we've been great friends for over 20 years now. Unfortunately, thanks to a little thing called a global pandemic, we have not been able to meet with 151 since February and we have sorely missed the camaraderie of the great spirit that exists between the Marketors and the Regiment. The Regiment has been a tiny bit busy. Under the auspices of Commanding Officer, Lt Colonel Deborah Taylor, 151 formed part of the MOD's Covid-19 support force in Wave 1, and are now back on high alert for Wave 2 – but we are very fortunate to have Colonel Debs and some of her extraordinary team here this evening. Reservists from 151 played and continue to play a key role in Operation Rescript, transporting and distributing NHS supplies to hospitals and care homes, large-scale movement of vital equipment around the country and setting up Nightingale hospitals and Covid-19 testing facilities.

It is my honour and delight to present you with a very special gift in recognition of the outstanding work of the Regiment at the frontline of fighting this unseen enemy.

Our unique gift is being hand-crafted by a young Goldsmith student, Benjamin James Ryan, and it is not quite finished yet. But I can share some photographs of what it will eventually look like when we can present the real deal in person.

Lt Col Debs Taylor, on behalf of your proud livery company assembled here this evening, may I present you with this gift, a lasting tribute and a huge thank you to 151.

I now propose a toast to the NHS, all key and frontline workers, coupled with 151 Regiment, Royal Logistic Corps."

What is a Royal Charter?

The Marketors' Story

Dr Keith Arundale
Past Master

At a meeting of the Privy Council held in Windsor in April 2010, Her Majesty the Queen approved an Order ordering the Lord Chancellor to apply the Great Seal to the Charter of our Company. This was the magnificent culmination of three years work starting from the initial proposal that I made to Court when I was Master back in 2007 that we apply for a Royal Charter – see “Timeline to Charter”.

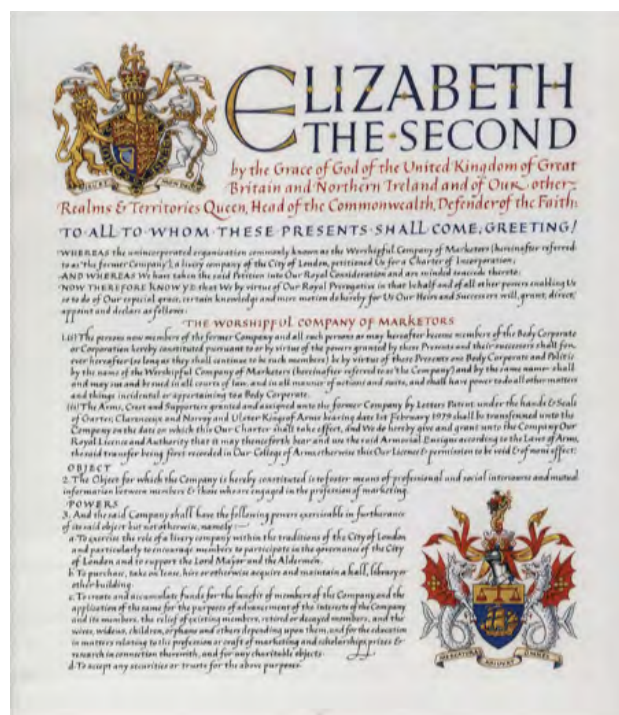
We were most fortunate in the tremendous support that we received from a number of people throughout the Charter application process, in particular our charter adviser, Keith Lawrey, Honorary Clerk of the Guild of Educators and a recognised expert on livery company constitutions and Royal Charters, the “non-objectors” to our Petition and the Windsor Herald of the College of Arms who arranged for our Charter to be hand-written and illustrated. It was indeed a privilege to have project managed this for our Company, as Master and then Past Master through the three years of the Charter application process.

You might, however, be wondering what exactly is a Royal Charter and why did the Marketors apply for one?

Royal Charters have a history

dating back to the 13th century. Normally granted by the sovereign on the advice of the Privy Council, their original purpose was to create public or private corporations (including towns and cities) and to define their privileges and purpose. Our own Chartered Institute of Marketing was able to demonstrate pre-eminence, stability and permanence in its field and duly received its Royal Charter back in 1989.

Over a thousand Royal Charters have been granted. A Royal Charter is the traditional way of incorporating a body, thus turning it from simply a collection of individuals into a single legal entity. A body incorporated by Royal Charter acquires all the powers and liabilities in law of a person, including the power to sue and be sued in its own right. Indeed before the ability to register a company, Royal Charters were once the only means of incorporating a body.



Royal Charter celebrations at the 2010 Bowden Dinner

companies, professional institutions and charities.

It was the incorporation aspect that first led the Marketors to seek a Royal Charter back in 2007 in my year as Master. The Marketors was founded on 1 April 1975 as a Guild of the City. On 14 April 1978 Letters Patent were presented to the Guild, under the Mayoralty Seal following the approval and acceptance of our Constitution and Ordinances by the Court of Alderman, enabling our Company to become the 90th Company on the City Roll of Livery Companies. As we were not "incorporated" as such (eg. as a limited liability company or a company limited by guarantee) any member of the Company could potentially be held liable for any debts of the Company. We therefore sought to incorporate the Company by Royal Charter in order to avoid this situation. The advantage of a Royal Charter over the setting up of a company limited by guarantee, for example, is the privilege to refer to our Royal Charter status, as the grant shows that our Company is held in high esteem.

An application for a Royal Charter takes the form of a Petition to The Sovereign in Council. The application needs to be supported by contemporary organisations and government departments, as well



Then Master Venetia Howes at the 2010 Bowden Dinner

as other livery companies, stating that they believe the Company to be worthy of the grant.

It is necessary to list "non-objectors" (ie: supporters) in a Petition for the grant of a Royal Charter. Our supporters included several livery companies (Actuaries, Basketmakers, Chartered Accountants, Master Mariners, Solicitors, Stationers, World Traders), the Chartered Institute of Marketing, the Marketing Society, the Advertising Association, the Market Research Society, MSSSB, Cass Business School and the Industry and Parliament Trust.

The Petition was accompanied by a Charter and Byelaws, which were

based on the Company's existing Ordinances, suitably amended so that there was no duplication with the Charter on the grounds that these three documents are our constitutional documents and should complement each other. Once approved by the Court of Assistants the draft Charter and Petition were approved by the Court of Aldermen (with the kind assistance of our late Past Master Alderman Sir Paul Judge).

Having obtained the support of the Court of Aldermen and our non-objectors, the next stage in the process was to present our draft Petition to the Privy Council Committee. If, at this stage, the Privy Council Committee deems that the case for a charter has merit, then the Petition is published by the Privy Council in the London Gazette to allow other interested individuals or organisations to comment or to lodge counter-petitions. Fortunately all of this was satisfactory and Her Majesty the Queen duly approved the Order for the Lord Chancellor to apply the Great Seal to the Charter of our company.

Our Royal Charter was presented to the Company by His Royal Highness the Duke of Edinburgh, KG, KT, our Honorary Freeman, at the Charter Ceremony and Bowden Dinner on 19 October 2010.



HRH Prince Philip at the 2010 Bowden Dinner

Marketors Royal Charter – Timeline to Charter

21 June 2007	Initial proposal presented to Business Court by Master Keith Arundale
8 November 2007	Draft Charter presented to Court for review and comment
28 February 2008	Draft petition approved by Court
June to Sept 2008	Letters received from non-objectors
October 2008	Informal approach to Privy Council by our Charter advisor, Keith Lawrey, about our request for Charter
26 February 2009	Revised Constitution and Ordinances and Draft Charter approved by Court
14 July 2009	Draft Charter and Petition approved by General Purposes Committee of Court of Aldermen
2 February 2010	Petition presented to Privy Council for formal consideration
11 February 2010	Notice of Petition appeared in London Gazette
12 April 2010	HM Queen approved Order in Privy Council ordering Lord Chancellor to apply Great Seal to Marketors Charter
24 September 2010	Calligraphed first page with crests (via College of Arms) and remaining Charter on vellum collected from Crown Office for framing
19 October 2010	Charter ceremony at Guildhall

Memories of our Founder Master

Harry Druce
Founder Member & Past Master

I have many memories of our Founder Master. One occasion was in 1988, an annual dinner at Moor Hall for Fellows of the Institute of Marketing. I had just arrived and, waiting in the reception area was Reggie Bowden. After our usual greetings I enquired how he travelled to the event, imagining that another member would have driven him from his home in Surrey to Cookham. "I drove over" he said without any hesitation. I found this very difficult to believe as he was 93 years old and a cross country journey was no easy task. But, this this was our founder Master!

His life was full of remarkable achievements; Fighting in the Great War in the Honourable Artillery Company, transferred to the Northumberland Fusiliers, and in 1918 transferred (by choice) to

the 10th Gurkha Rifles. Reggie was badly wounded at the Battle of Arras, but on recovery became a regular officer in his beloved Gurkhas eventually retiring 1923 with the Rank of Colonel.

In his marketing career he was a sales executive with Michelin Tyres and Horlicks, eventually rising to be Worldwide Marketing Director. Reggie knew that if Britain was to win the battle for commerce then marketing would have to achieve professional status if it was to attract the most talented men and women. In 1946 he joined ISMA to achieve this objective. Reg worked tirelessly for the Institute, and the National Marketing Awards were his brainchild.

This was the period when The City of London was concerned with

updating the Livery to ensure it represented the new professions. Reggie recognised the opportunity this presented for Marketing and, in 1975, formed the Guild of Marketors. Reggie was founder Master and or Guild achieved full Livery status in just two years, a record at that time.

It was in 1975 that I received a personal invitation from Reggie to become a founder member, along with 39 other Fellows of the Institute of Marketing.

Reggie was an outstanding man and continued to serve until his passing on Tuesday 18 September 1990. His daughter Jean Bowden Rose accompanied her father on many Livery Events and continued to be involved in the Company until her recent passing.

Our first Honorary Liveryman – Jean Bowden-Rose RIP

Venetia Howes
Past Master

Jean was the Founder Master's daughter and frequently accompanied him to Great Events. In recognition of her support for the Marketors she became a Freeman of the City of London and our first Honorary Liveryman. She continued to attend our dinners for many years, most recently accompanied by her friend and priest, Father Andrew Wadsworth.

Father Andrew writes: "It is easy to decry livery companies as dining clubs for the aspiring and the wealthy. But my attendance at the Marketors dinners in the City escorting Jean showed their worth. This is seen in the pro bono work done quietly for the individual, in the promotion of the central focus of the Livery company, in this case Marketing, by way of fostering professional standards and enterprise. All the time generating wealth for the nation, promoting social cohesion, and creating the common good."

Another of Jean's passions was the Conservative Party. As a young woman she was Secretary to the South East Area Young Conservatives, where she met Liveryman Angela White-Horan (as she is now) who was then Vice-Chairman of Kent YCs. Angela

recalls, "Those were the days when the YCs had a wonderful programme of events and parties, annual conferences at seaside towns, all organised by the various committees. It was a wonderful training ground for all the things one did later in life, especially in voluntary work." (It was also a renowned marriage bureau - Angela subsequently married Roger White, then Chairman of the SE YCs.)

Jean helped to make Conservative Party conferences run smoothly in the 1950s and 1960s, and she canvassed in marginal constituencies in General Elections. Ultimately she became President of the Bognor and Littlehampton Conservative Association. Whatever one's politics, the democracy of which we are rightly proud depends on people like Jean in the background working away. She



Jean Bowden-Rose being presented to HRH Prince Philip

felt it was a duty to make politics happen and to do so honourably wherever possible.

Faith, duty and service were the watchwords by which Jean lived. She was committed to the creation of a better world through her family, the Church of England, the Conservative Party and the Marketors, but Jean's political and religious beliefs did not preclude her from valuing people for who they were. She was good company and assured me that her father would have approved of women Masters. One of Jean's proudest moments was to be received by the Duke of Edinburgh on the occasion of the Royal Charter Ceremony. We shall miss her.

Keith Weed awarded a CBE in Queen's New Year Honour list

Karl Weaver
Court Assistant



Keith Weed CBE

Huge congratulations to Liveryman Keith Weed who has been awarded a CBE as part of the Queen's New Year Honours List, for his services to the advertising and marketing industry. Keith established himself as one of the most influential CMOs in the world during his nine-year stint on the Executive Committee of Unilever. There he helped to shape the company's shift towards digitisation and sustainability by setting up the Unilever Sustainable Living Plan.

Keith is a main board director of WPP PLC and Sainsbury's PLC, President of the Advertising Association and a director of

Business in the Community. He was named the new president of the Royal Horticultural Society in 2020, with a focus on increasing the charity's commitment to sustainable practices and prioritising the mitigation of climate change.

"I'm deeply honoured to receive a CBE in the New Year's honours list for services to the advertising and marketing industries," Keith said. "It's very much a shared recognition with all those building more purposeful, environmentally and socially sustainable businesses across the industry."

Welcome to our new Freemanen

Diana Tombs
Court Assistant

On Thursday 24 September we held our second virtual Ceremonial Court to welcome 10 new Freemanen-elect into our Company.

Over 40 members of Court and guests attended, with the Master presiding, Clerk officiating and the Beadle hosting the Zoom.

The applicants all gathered in a break out room to have a chat and their (screen) photographs taken, while Court convened. They were then invited in by the Beadle for the ceremony and welcomed by the Master, before being led by the Clerk to make their declarations in the "new usual" way.

They were then introduced to all present members of Court before being invited to lift a glass for the traditional toast.

With all the formalities successfully completed, the Beadle started to really enjoy himself! He had those present randomly allocated into small groups of four to six people and sent into separate break out rooms – I think I counted at least eight or maybe even nine rooms. He gave us just a few minutes to

chat before bringing us all back together again and sending us into a different break out room with a different, randomly-allocated group of people. It was fun and a good way for all the new Freemanen to meet members of Court as well as each other.

All new Freemanen who are admitted in a virtual ceremony will have the opportunity to also be formally welcomed when we are finally able to get together in person for a Great Event.



The Clerk ensuring livery traditions continue, from his Marketors' bunker at home



The Court raising their glasses and asking 'half full of what did you say?'

New Freeman admitted 24 September 2020

SAMANTHA ANDREWS



Samantha works in strategic B2B marketing by day specialising in ABM, deal-based marketing, sales enablement, c-level marketing, data and customer insight in enterprise businesses. Over the years she has had the pleasure of working with global clients such as Microsoft, Salesforce, Infosys, Panasonic Business, State Street, Nutanix and Oracle to achieve growth. Outside work she is a Trustee and Chair of the Marketing Committee for a cancer charity supporting young people (CATTs), a consultant to the Innovation team at The Prince's Trust, and a mentor for rising women in business.

DR SEVERINA CARTWRIGHT



Severina is a Lecturer in Marketing at University of Liverpool Management School. Prior to joining ULMS Severina taught various undergraduate and postgraduate modules at Coventry University as a Lecturer in Digital Marketing. In 2018 she received an academic award from the Marketers' Trust for her PhD. Severina has worked as a social media marketing consultant, European marketing channel executive, research project manager and has held other positions within industry. Severina's research focuses on business-to-business marketing, relationship marketing, social media marketing and digital marketing.

GEOFFREY CHAPLIN



Geoff has recently retired as the Retail PoS Hardware Solutions Director at Fujitsu. With a background as a Chartered Engineer, Geoff has been in the IT industry for 42 years, initially in client and product support, then moving into a variety of marketing and product management roles focusing on the retail sector across Europe, USA and Japan. Geoff was responsible for the full lifecycle management of a range of innovative retail and hand-held solutions for in-store use. Geoff is married with two daughters and lives just north-west of London.

SIMON JOHNSTON



Simon is a results-driven marketer with in-house and agency experience across UK, European, North American and Asia-Pacific markets, working with a diverse range of brands including Honda, Domino's Pizza and Allianz. He founded Shortarm, a specialist marketing agency for the automotive industry, in 2013 and is currently Marketing Director at Markel UK. Simon lives with his wife and son in Oxfordshire and spends his spare time renovating their 17th century thatch cottage and enjoying road trips across Europe.

FAIZAL GARA



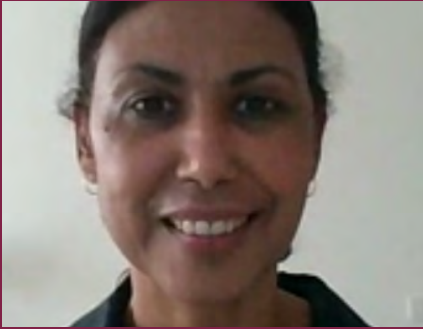
Faizal has spent almost nine years in marketing, most notably working on the 2012 Olympics. He was contracted by a leading Electronics Manufacturer and was involved in the public relations, relationship management, branding and promotion of this company during this period. Since 2013, Faizal has been employed by an Aviation Consultancy firm, firstly as a Business Development Manager and then as Commercial Manager. Faizal fits the typical stereotype of a Londoner born and bred who supports Manchester United!

NATASHA RAWLEY



Natasha founded and ran an Information & Record Management and Storage company for 17 years before selling it in 2019. During this time she pioneered a new marketing style within the industry, moving from a very corporate marketing culture. In 2018 she set up Auxiliary Marketing to support and elevate female entrepreneurs and their brands with marketing and business strategy paired with content, creative visuals and digital communication. Natasha is also Chairwoman of FOCxH Charity, a mother to Ellie and Chester, and a passionate photographer.

CHANTAL COLEMAN



Chantal has 20 years' experience working in various marketing roles within healthcare. She moved to London from Sydney, Australia about 10 years ago. Currently, she works in medical communications for a global pharmaceutical company. Outside work, she enjoys staying active, spending time with her family, and travelling.

KIRAN KAPUR



Kiran began her marketing career in financial services, including several years as a consultant. She then moved into tutoring marketing qualifications. She has been the CEO of the Cambridge Marketing College since 2016, introducing marketing apprenticeships. She is a keen amateur musician.

RICHARD GOODWIN



Richard runs The JGA Group, a nearly 30-year-old vocational training company with a specialism in marketing-related apprenticeships. Prior to JGA, Richard held a variety of sales and marketing positions at British Steel and The Stationery Office and was Managing Editor of The London, Edinburgh and Belfast Gazettes. Richard is a fan of London and in his spare time delves into the history and culture of the city.

ANNE WALLACE



Anne is an Investment Marketing Director at Ninety One, formerly Investec Asset Management. She is responsible for creating and executing global marketing campaigns, as well as managing a team. She was a finalist for Marketing Influencer of the Year in 2019 and has worked in the financial sector for over two decades. Anne has been a school governor and junior coordinator of her local tennis club. She is a keen walker and has recently completed the West Highland Way.

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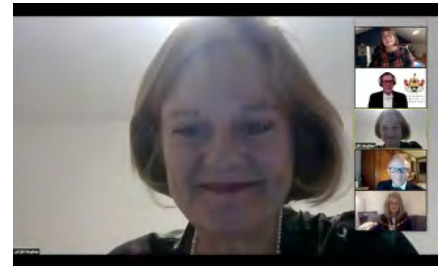


Accenture UK Ltd – MARK BEALES

Mark has over 18 years' international marketing and sales experience at Nestlé, developing and managing market leading global and local brands across a diverse range of categories. He moved to Brand Learning (now part of Accenture Interactive) 11 years ago where he was a Board Partner with responsibility for the UK & EMEA Business Unit. He has experience in developing and delivering capability change programmes for multi-national clients across Pharmaceutical, FMCG, Homeware, Industrial (B2B & B2C), Retail, Drinks and Financial Services clients, as well as developing their strategic marketing skills and portfolio and brand strategies. Mark is now a Managing Director at Accenture and Client Operations Director at Brand Learning. Outside work he has a passion for cars, loves taking photographs and, when he wants some peace and quiet, he goes fly fishing.

Accenture UK Ltd – JILL HUGHES

Jill Hughes has been a marketer for 30 years. She began her career in the world of consumer brand marketing, working for Unilever across a diverse portfolio of brands in haircare, foods, ice cream and frozen foods. Her last role in Unilever involved building innovation capabilities globally and it was this role that crystallised an ongoing passion for building marketing capabilities more broadly. To follow this passion, Jill moved into consulting, initially working as a Principal Consultant in Marketing for PriceWaterhouse Coopers. She then joined Brand Learning, a business specialising in building Marketing and Sales Capabilities for growth. In her 19 years with Brand Learning, Jill has worked across industries and categories, working with companies including Barclays, Novartis, Kellogg's, Pfizer, Roche and Legal & General. Three years ago, Brand Learning was acquired by Accenture and Jill is currently a Managing Director in the Marketing Advisory Practice within Accenture Interactive. Jill believes that building the capabilities of our marketing talent has never been more important – as we continue to stay apace with rapid changes in customer expectations and technological developments. Outside work, Jill is a mum to two teenage daughters. She enjoys supporting their musical and dramatic activities – and participates in her own from time to time, singing and performing in an adult choir of similar enthusiasts.



Accenture UK Ltd – NINA HOLDAWAY

Nina has 25 years' experience in marketing and commercial roles, both client and agency side. She started out with Unilever, in strategic brand development roles, then moved to HJ Heinz where she ran one of the business groups for several years and had the privilege of turning the ketchup bottle upside down. Fourteen years ago, Nina joined Brand Learning, a marketing capabilities consultancy, where her remit was to service clients across UK & EMEA at board level. Nina has worked across industry sectors such as Consumer Goods, Retail, Life sciences and Financial Services, leading large-scale change and capability programmes. Just under four years ago, Brand Learning became part of Accenture Interactive and Nina currently holds a role as an MD within the Marketing Advisory practice. Outside work, Nina enjoys spending time with her family (mother of three teenage girls), she loves exercising – has a real passion for skiing – and very much enjoys interior design.

Accenture UK Ltd – MAMTA SINGH

Mamta is a strategic Brand & Marketing practitioner with 17yrs+ experience in partnering global CPG brands to drive consumer-centric growth through designing and implementing Strategies, Structure and Capabilities. She built her marketing muscle in various global and local marketing roles at Starwood, Marriott and Dun & Bradstreet. Mamta then made the transition to the agency side to work with Havas, Brand Learning and Kantar Consulting/ WPP working with mix of CH, Pharma and CPG clients over the last few years. In her most recent role pre-Accenture last year, she spent five years at Kantar Consulting/ WPP working across WPP brands (Wavemaker, Ogilvy, Futures, WPP and Kantar) to lead end-to-end Marketing Transformation programmes for clients focused on defining future Growth Strategies, building Marketing Capability Academies and redesigning Marketing Operating Models. Mamta is now a Senior Manager within the Marketing Advisory practise in Accenture Interactive. Outside work, she loves globetrotting with her partner of 20 years, exploring National Trust parks and hiking relatively easy-medium difficulty trails across the country.





**James Hambro & Partners LLP
– NICOLA BARBER**

Nicola is a Partner and Head of Charities at James Hambro & Partners, having begun her investment career in the City in 1987. She is an experienced equity investor and portfolio manager and leads on the firms Sustainability and Corporate Social Responsibility initiatives. Nicola is married with two teenage children and treasures family time as well as walking, gardening and being outdoors.

**James Hambro & Partners LLP
– DINO LUCIANO**

Dino joined James Hambro & Partners in August 2016 as Portfolio Manager. He is now Deputy Head of Private Clients. Dino is married and has three young children who keep him busy in the evenings and on weekends. He enjoys playing golf when he can although admits to being a fair weather golfer. He is also a season ticket holder at his football club, Tottenham Hotspur.



*Andy Steel, Partner & CEO of
James Hambro & Partners*



**James Hambro & Partners LLP
– HARVEER BHO GAL**

Harveer is an Assistant Portfolio Manager at James Hambro and Partners and works on the Charities team headed by Nicola Barber. Harveer joined James Hambro and Partners just under a year ago, having graduated with First Class Honours in Economics and Mathematics, and now has his sights set on completing his CISI professional qualifications. Outside work, Harveer holds a keen interest in

reading as well as sports and fitness with a particular fondness for badminton, which he likes to play as often as he can.



*John Zeally, Senior Managing Director,
Accenture Interactive*

**James Hambro & Partners LLP
– CHARLOTTE BRAYTON**

Charlotte is a Chartered Financial Planner who joined the financial planning team at James Hambro & Partners in 2018. She began work in the financial services industry after obtaining a combined honours degree in Mathematics and Spanish from the University of Exeter in 2013, which included a year in Madrid teaching English. In her spare time Charlotte usually enjoys travelling, exploring London's food venues, and attending the theatre, all three of which have sadly been hampered by the recent events of 2020. She is instead the proud owner of several window box flower displays that are still blooming despite the November weather.



*Michele McGrath, Managing Director,
Accenture Interactive UKI*

Building back a classic brand

Iain Sanderson
Liveryman

Like many youngsters, my first exposure to the Vanwall F1 team name came via a Scalextric set, for me one that a school friend had in his parents' attic. We would play 'green v red' or Britain v Italy, pitting the Vanwalls against the Ferraris. We'd take this a step further, 'Moss V Hawthorn' or 'Brooks v Collins' to make it personal. I don't recall who won in the attic, but was vaguely aware that Vanwall prevailed, probably due to the subsequent infamy of the late great Sir Stirling Moss, Vanwall's lead driver in 1958.

Roll forward 50 years and the opportunity to lead the resurrection and indeed relaunch of the Vanwall marque is one I relish, albeit with the fear and trepidation necessary to protect the Vanwall legacy.

I acquired the Vanwall trademark back in 2012. It came directly to me via my founding of the Lightning GT car project, a 100% electric supercar which launched in 2008 to global acclaim. Britain had a Tesla in its midst, but as a certain academic-leaning Business Secretary advised me in 2011, "Electric cars will never happen in my lifetime". I bumped into him in late 2019, he was very much alive although had politician's amnesia about that 2011 prediction. The Lightning Project lives on, albeit in a quieter fashion than envisaged at the outset.

Vanwall won the inaugural F1 World Constructors' Trophy in 1958. Back then the best six race results in a season counted, Vanwall had a perfect score having won six races



out of the nine they entered. The Driver's Championship was won by Mike Hawthorn in a Ferrari by just one point from Moss. This could easily have been different if Moss had protested the result in Portugal when Hawthorn arguably stretched the rules. However in those days lawyers didn't go to races and, as a proper gentleman, Moss didn't protest. The first five drivers in 1958 were all British. What a year for

'team GB' that was, albeit bitter sweet with drivers being killed on a regular basis.

The Vanwall victory broke Britain's losing F1 mind-set. After 30 years of pain and trailing the silver cars of Germany and the reds from Italy, the continental grip on F1 was broken. Britain has never looked back. To this day British drivers have won more Grands Prix than any other country, and seven of

"The best cars are the ones with the greatest stories." – Jay Leno



Congratulations to our academic award winners

the top 10 teams are based in the UK. I regularly state that the 1958 Vanwall car was the most important one ever built in Britain because its victory turned us from persistent losers to perennial winners in the automotive world's pinnacle sport, F1.

Tony Vandervell, founder and financier of the Vanwall brand, had achieved what he set out to do, 'beat those bloody red cars'. It was Tony v Enzo as much as green v red. Tony won. After 1958 full factory support was withdrawn, the team carried on at half speed for a few more races, but Vanwall's race was both run and won.

The 2020 and onwards strategy is simple. The core business is heading back to where Vanwall started – the race track. We're going to build six continuation cars, exact tool room copies of the 1958 cars with their Chapman (the founder of Lotus cars) chassis, Rolls-Royce and Norton based engines, and for F1 the first use of disc brakes and other innovations. These will be hand built by the world's best, Hall & Hall of Lincolnshire, employing many and preserving great British craftsmanship skills which much of the world still looks to us for. Backing this up, we have brand partnerships and the re-release of the generic book on Tony Vandervell and Vanwall with new revelatory material about the great story behind the team and its illustrious, almost film star, drivers.

We announced the plan on 19 October, which was the 62nd anniversary of when Vanwall secured the title for Britain back in 1958 at the last ever Casablanca F1 race. The coverage in the global automotive press has been truly immense. The Vanwall name, whilst not mainstream, is certainly on the grid once more. In the coming months we've a lot more to say about Vanwall, especially with one its core values being innovation. So, with the automotive world changing at a faster pace than it has done for over 100 years, Vanwall's place in that evolution will mean an extra chapter in the next Vanwall book.

We'll keep the Marketers informed.

NEIL DAVEY MPhil



University of Cambridge Judge Business School

This award is given in recognition of Neil Davey's dissertation on "A novel distribution strategy for solar solutions in emerging markets", undertaken for his MPhil in Technology Policy at the University of Cambridge Judge Business School.

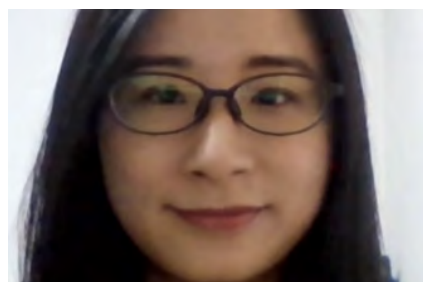
DR ELISA SCHWEIGER PhD



University of Bath

This award is given in recognition of Elisa Schweiger's dissertation on sensory marketing and shopping behaviour, undertaken for her doctorate in consumer behaviour at the University of Bath.

PO YUK LAM MSc Cranfield School of Management



FELIZITAS HERKEL MSc



Middlesex University

This award is given in recognition of Felizitas Herkel's dissertation on "The effect of fear appeals on recycling and plastic reduction intentions amongst young UK consumers", undertaken for her Master of Science in Corporate and Marketing Communications at Middlesex University London.

THEA WINSNES MSc



University of Westminster

In absentia: This award is given in recognition of Thea Winsnes's dissertation on "Clothing and accessories in Norway – a struggle between fashion and janteloven", undertaken for her MSc in Marketing Management at the University of Westminster.

This award is given in recognition of Po Yuk Lam's dissertation on "The antecedents and consequences of cognitive and affective trust in social commerce: the distinct impact of content effectiveness on trust and of trust on purchase intention", undertaken for her MSc in Strategic Marketing at the Cranfield School of Management.

Meet our Master Elect John Farrell

Karl Weaver
Court Assistant

Q: Where were you brought up?

A: I was born in London and moved to Devon at an early age. My family relocated to Rickmansworth in Hertfordshire when I was ten, after my Father died. That's where I went to school, and my 92 year old mother still lives there today.

Q: What was your earliest ambition?

A: My parents were keen for me to become a doctor, but I had an early aversion to anything to do with blood, so I decided that career would probably not work out well for me. Tennis is a passion of mine, and I wanted to be professional, but found out at 16 that I wasn't quite good enough.

Then, whilst I was thinking of where to go to university, an old friend of mine got a job at an advertising agency in London. He was having a great time and doing well for himself, so I thought I would give it a shot.

Q: How did you choose your degree subject?

A: My degree is in Business Studies from, what is now, Nottingham Trent University, and with a major module in marketing. A marketing focus in a degree was slightly unusual as it was still an emerging academic discipline at the time, but becoming mainstream. I was fortunate to have some really talented marketing tutors, and wrote a thesis on the industrial relations area of worker-directors, a hot topic at the time.

Many years later I was invited to join the board of the university and am currently Chair of their Business School.

Q: What was your most enjoyable role and why?

A: Looking back the role that gave me the most pleasure was as global CEO of D'Arcy Masius Benton & Bowles, one of the top advertising agency networks in the world at the time. I was based in New York, and I felt a real sense of achievement from relatively humble beginnings back in Rickmansworth. I spent nine years there and eventually we sold the

business to the Leo Burnett Group in 2000 and then the combined business to Publicis Groupe a couple of years later.

Q: When did you make a conscious decision to follow a career in marketing?

A: My career in marketing agencies moved so fast I didn't have time to consider anything else. I was MD of the largest promotions and direct marketing agency in the UK at the age of 27, and Chairperson on the number one group of advertising and marketing agencies in the UK in my early 30s. So I guess you could say the decision to follow a career in marketing communications was made for me!

Q: What do you do now? How do you make a living?

A: My day job now falls into two connected areas. I advise companies operating in the marketing services and technology space on how to grow their businesses. Also, I help those companies monetise the asset they have created, which usually means selling the business. I've been very fortunate to have led the successful exit of 16 different agency businesses over the past five or six years.

Q: When and how did the Marketors come to your attention?

A: Past Master Andrew Marsden brought the Marketors to my attention. He suggested I get involved. He was very persuasive, demonstrating that the Marketors do wonderful things and that I could help build the profile of the company. There were several other members that I knew and respected, including John Hooper, David Pearson, Diane Thompson and Michael Harrison, and I felt comfortable in applying to join because of the profile of the people involved.

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

A: Early on I got involved with the Marketors' Trust, assisting John Hooper and the other trustees. I've been involved in numerous other committees and Chaired Comms & PR. I also worked closely with the current Master on developing the new strategy for the Company.

Q: What do you see as your most significant contribution to the Company to date?

A: As part of the new strategy we have set out to gain a number of Corporate Supporters who each make a financial commitment to the Marketors over a three year period. I led many aspects of this part of the strategy and I am truly proud that, despite the pandemic, we have secured our first two, and the associate Freeman and Liverymen have been admitted and welcomed. We also have plans to try and get three more. Corporate Supporters



John Farrell, looking masterful

is one of the cornerstones of our strategy for the future. It will drive the profile for our Company, attract new members and send a signal to the marketplace in terms of the importance of what we do. Associating with the right partners makes us relevant and interesting for the marketing community.

Q: How do you see the relevance of the livery movement in the 2020s?

A: The livery needs to reassert the things that made it great in the first place. The giving back, the fellowship and caring for people. It needs to combine these fundamental values in the context of a changing world, making faster progress in areas like diversity and inclusivity. I believe the livery movement can do this as, at its heart, there is a sense of wellbeing and fellowship, which is real and genuine.

Q: What are you going to achieve for the Company in your year as Master?

A: It would be fantastic to complete the year with at least some in-person events! Whatever the pandemic brings I hope we have a year where the marketing community picks up on my theme of 'Marketing, leading business from the front'. The 'building back' opportunity for marketing in a post-Covid world is to re-establish marketing into c-suite again, as a core discipline in driving business. Something that has sadly become less the case over the past 10 to 20 years.

Marketing connects many of the

areas that make a successful enterprise, like sustainability, diversity, innovation, and yet it is too often regarded as a cost. We will have to work hard to build marketing back as a true investment, fundamental to what a business needs to succeed.

During my year, the programme of business leader interviews will reflect this. Interviews with people who have a background in marketing discipline, and have evolved as high achieving leaders themselves. We have much to learn from these people.

Q: What will be your chosen charity this year and why?

A: Great Ormond St. I have a long history with this charity, right back to when I helped write the appeal strategy for them, which involved Diana, Princess of Wales. GOSH was a hugely successful appeal. This will be my nominated charity for additional help beyond what the Company continues to do for many other charitable interests over the year.

Q: The pandemic changes a Master's year. How will you make the most of it?

A: I'm naturally optimistic by nature and I'm going to enjoy it, whatever comes our way. The first half will inevitably have some restrictions on what we can do face to face, but I will still drive the agenda we have and we have already proved how we can still connect with people. The current Master has laid down the blueprint, demonstrating

that we can keep in touch and do so much more together as a Company.

Q: What aspect of being Master Marketor has the most appeal to you?

A: The role is a great opportunity for me to make people outside the Company more aware of our relevance and role. There is still an historic perception outside the livery of ermine and chains, yet a lack of understanding of the calibre of the people involved and the tremendous good works that the Company does. I want to help raise the profile and work to overcome those perceptions.

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

A: An old mentor of mine, Brian Francis of Francis Killngbeck Bain, told me don't pretend to be someone you are not. This sounds quite basic, but was at a time when many agency people were trying to position themselves as thought leaders and gurus. If you are good at what you do then do that. And be yourself.

Q: What is your favourite thing to do with your free time?

A: My perfect day would involve 18 holes of golf, an excellent lunch with friends, then dinner and a movie with my wife and kids in the evening.

Q: Tell us something that very few people would know about you. Keep it clean please.

A: I was an adopted child, and have a severe garlic allergy!

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The Future Marketors

Keith Rowland
Court Assistant

Early in 2020, Court approved two new initiatives for associate members of the Company: **Corporate Supporters and Future Marketors**. We put together a **Future Marketors project group** with members from several committees: **Membership, Fellowship, Events, Mentoring, Communications & PR** as well as representatives from **academic Marketors and Younger Marketors**.

The aim is to create a group for professional marketors in the earlier stages of their career, probably in their 20s (a demographic we have not served for some time) who are not yet ready to apply for the Freedom of the Company but who may do so in future.

The first step was to invite our personal contacts to form an inaugural group of 20. Oxford Brookes University alumni and Cambridge Marketing College students and apprentices are well represented in this initial group. Previous Marketor award winners under 30 are also welcome. This pilot group is helping us define our offering, mainly around mentoring, events and fellowship, and (if the pilot is deemed successful by Court) spreading the word in advance of opening up this opportunity further.

The launch was on 29 September with the Master in attendance. After listening to our vision, 16 inaugural members broke out into small groups. There was a real buzz



A Zoom call, with people smiling a lot

created with over 2,200 views of the LinkedIn post and many positive comments from the attendees.

We kicked off our autumn lecture programme with a heavy hitter. Liveryman Keith Weed is former CMO of Unilever, an independent director on boards including WPP and Sainsbury's, President of the Advertising Association, President of the Royal Horticultural Society and Director of BITC. He was named the World's Most Influential CMO by Forbes in both 2017 and 2018. So, on 13 October, 10 Future Marketors, some Younger Marketors and other members of the Company were entertained and educated by his presentation of "A Life in Marketing".

Future Marketor Isabelle Solly said

she "thought it was an absolutely fantastic talk and so glad I joined! I think persistence beats resistance stuck in my mind – along with being less Eeyore!". Isabelle summarised Keith's five points:

- Bring the outside in and the future forward. Own the outside. Have a point of view of the future and share internally. Serve customers better, generate consumer-led growth.
- Put people first. Understand the customer needs and lifestyle. Don't lose this focus with time spent on admin.
- Brands are a force for good. Brands are here to serve society
- Unlock the magic. A focus on technology means the creative has been lost. Marketing as a balance of art and science
- Build capabilities. Keep learning. Keep up to date and lift the stakes

We received more excellent feedback on LinkedIn and Future Marketor Tom Callaghan's post in particular received a lot of attention.

In 2021, the challenge will be to scale up. Master and Wardens have recommended we go into Phase 2 trial, to refine and enhance through the year. It is hoped we will attract up to 50 Future Marketors to the group, building a network for them and a pathway to joining the Company as Freeman one day.



Keith Weed not in the garden

A new strategy for the City of London Corporation

David Pearson
Past Master, and Chairman,
Aim One Committee

The City of London has been affected by the coronavirus pandemic as severely as any other business centre, with only an estimated 10% of the normal workforce physically in the City. Nevertheless the City of London Corporation, led by The Rt Hon The Lord Mayor Alderman William Russell, has been developing new and imaginative strategic approaches for the City to 'build back better' on a very wide front.

The report titled *London Recharged: Our Vision for London in 2025* gives the view that, long term, there will always be a need for a central collaboration hub that brings together people and ideas, and the City is well placed to be that hub. Firms that the Corporation has spoken to are committed to a major London presence. They see a vibrant workplace as a crucial element of collaboration and innovation for employees. The Corporation has worked closely with consultancy Oliver Wyman, Arup and more than 40 senior figures from industry and policy, including our own Liveryman Dame Elizabeth Corley DBE, to develop these ambitious recommendations.

The post-Covid-19 economic recovery is, of course, still the main concern for all businesses. The adaptability and resilience of the UK's financial and professional services businesses has been a pandemic success story. Catherine McGuinness, Chair of the Policy & Resources Committee at the City of London Corporation, welcomed the Chancellor's winter economic plan and at the same time called for the government to enable a safe, secure and flexible return to the workplace as soon as possible.

The UK is taking a leadership role in globalising green finance and in pioneering clarity in standards,

demonstrating credible pathways for transition and opening up access to capital and industrial products. So far, supply for sustainable finance products does not meet investor demand.

In November the City of London Corporation co-hosted the Green Horizon Summit together with the Green Finance Institute and the World Economic Forum. This brought international policy and industry leaders together to address the barriers to growth in green finance. The Summit covered five major themes:

- Reporting, Risk, and Returns
- Financing the Energy Transition
- Infrastructure and Green Growth
- Resilience and adaptation
- Nature and net zero

The speakers included HRH The Prince of Wales; Christiana Figueres, founder of Global Optimism; Michael R. Bloomberg KBE, founder of Bloomberg LP and Bloomberg Philanthropist; António Gutierrez, the ninth Secretary-General of the United Nations; Christine Lagarde, President European Central Bank; Andrew Bailey, Governor of the Bank of England; his immediate predecessor, Mark Carney; Larry Fink founder, Chairman, CEO Of Blackrock Inc; The Rt Hon The Lord Mayor Alderman William Russell; Alderman Vincent Keaveney; and Liveryman Dame Elizabeth Corley DBE.

The Summit concluded by focusing on the actions and commitments financial firms need to make ahead of the 26th UN Climate Change Conference of the Parties (COP26), which will be hosted by the UK government in Glasgow in 2021.

The Corporation has also launched its Climate Action Strategy for the Square Mile and has made

radical plans to tackle climate change, reaching net zero by 2040, a decade ahead of the national goal. It will tackle emissions, climate resilience and create hundreds of green jobs. It believes that no other major financial centre is as ambitious in its commitment.

Many policy ideas have also been generated to ensure the City of London continues to attract the best global talent. The introduction of a new immigration system at a time of an unprecedented pandemic is, of course, a huge challenge. But it also presents a unique opportunity to hit the right reset button.

Innovation is crucial to financial services in building back, and this has been a pivotal year, with accelerating demand set against increased competition for capital. The Corporation has been working with Innovate Finance to help deliver the relaunched Fintech Strategic Review announced by HM Treasury, chaired by Ron Kalifa OBE. This in-depth examination of the sector will underpin growth in innovative financial services-UK wide. Alongside, the Lord Mayor is opening doors to investment into UK firms as he heads a delegation of leading-edge UK innovators on a virtual visit to the USA and Canada.

The Lord Mayor and his team are to be congratulated on seeking to take every opportunity to innovate and build back the financial sector and related services following the challenges of the pandemic.

This article was written before further lockdown restrictions were put in place for London and the South East. It is too early to assess the impact such changes will have on the City of London Corporation's new strategy.

Tri-livery annual lecture 'The power of AI to deliver economic and social good'

Andrew Marsden
Past Master

As a Stationer, a Past Master Marketor and Chair of the Financial Services Group of Livery Companies, of which the Information Technologists are members, you couldn't have had a more interested listener joining the 200 other people at this year's excellent virtual Tri-Livery Roundtable.

We hear so much about how artificial intelligence (AI) will change the way we work in the future, how it will cause structural unemployment in repetitive professional jobs and to those in low skilled areas. But this evening's panel, expertly chaired by Marketor Roz Morris, revealed that AI is not only already well established in our lives, but is often a force for good.

Maxine Ricketts, Chair of 'AI4C' created by the Worshipful Company of Information Technologists to help charities, gave us a simple working definition of AI: 'any computer system that performs tasks previously performed by humans', typically with reference to big data. Maxine told us that charities are already triaging incoming calls using chatbots to answer simple questions and focus enquiries, getting to key issues more quickly and amassing data faster than humans.

Dr Christina Messiou, the distinguished radiological researcher, in a riveting presentation, showed how AI is driving forward innovative imaging for the benefit of oncology patients.

She showed how Myeloma (bone marrow cancer) patients are benefitting from whole body MRI imaging to accurately detect the disease. The process is non-invasive, with no injections or radiation and reduces the time from 30 to 2.5 minutes. However, Dr Messiou reminded us of the significant shortage of both qualified people and investment, with only one in 10 NHS treatment centres currently able to deliver this analysis. This emerging form of 'Precision Medicine', using algorithms to measure disease beyond that possible by human experience, will need a digital ready workforce – informaticians, data scientists and medically qualified programmers.

Jonathan Sinclair, of Bristol Myers Squibb, told us how AI-driven cyber security is required to deliver the scale, speed and high levels of accuracy necessary to defend our networks from organised crime, and drive the global information security programmes now required.

Ben Gancz is a former Metropolitan Police/NCA detective who has specialised in child protection. This is both psychologically demanding and repetitive work for humans so he has developed 'human-in-the-loop' AI systems and automatic image classifiers to help detect indecent images of children, reducing the associated fatigue for humans. This where AI can automatically look at millions of images and support, what is ultimately, a human assessment.

As is often the case, the question and answer session which followed was revealing. AI, more accurately the 'machine learning' or 'scale computing' aspects which are not 'conscious' except in science fiction, will unquestionably deliver improvements and efficiencies in our lives but raises some profound societal questions.

The use of AI will require the digital 'upskilling' of existing workforces, or their reallocation towards more added value roles as opposed to repetitive tasks. A lot of junior roles could disappear, but a variety of new job titles will emerge, including those related to training and validating the algorithms used. There is a growing need to ensure training data is balanced and algorithms are not carrying biases.

Additionally, there are issues around collating massive data sets and of ensuring personal privacy is protected. Legislation, even in local geographies, is often slow to keep pace with the pace of change. Exactly who will regulate this emerging global phenomenon is as yet unclear.

As ever, we were reminded that the key issue with any computer system will remain the need to clearly define the problem we are actually trying to solve.

Ben Gancz concluded an altogether fascinating evening by reassuring us that all the research still shows 'people do like speaking to other human beings'.

Keith Rowland
Court Assistant

151 responds to Covid-19

After a busy summer for our affiliate regiment, on 19 October the Commanding Officer of 151 Regt Royal Logistic Corps was finally able to tell the Marketors about their work.

Over 40 Marketors joined the briefing from Lt Colonel Deborah Taylor about Operation Rescript, the military response to the Covid-19 Crisis, where reservists

were mobilised in support of the NHS to distribute ventilators and personal protective equipment in the nation's latest hour of need. "Col Debs" was also able to give us some insight as to the broader challenges for the Army Reserve which is far more integrated into the British Army than its predecessor, the Territorials.

Three of our next generation Future Marketors were in the audience, all of whom have since expressed an interest in joining, and found her to be an inspiration. Hopefully next year will see us able to visit the regiment and tell them more about the livery, as well as take part in their annual shooting day, which was cancelled in 2020.

The reality of Augmented Reality in 2020

Omaid Hiwaizi
Liveryman

This webinar was presented by Omaid Hiwaizi, Liveryman of the Marketors and an Emerging Technology Marketer, ex CMO Blippar; and James Simpson, Liveryman of the Lightmongers, Creative Technologist, founder of Copper Candle and previously of The Royal Opera House and Royal Shakespeare Company.

Omaid opened the webinar with a definition of Augmented Reality as “a technology that combines computer-generated images on a screen with the real object or scene that you are looking at”. It is currently used in applications on smartphones, tablets and digital headsets in areas such as engineering maintenance, shopping, wayfinding and games.

Omaid then gave an update on the progress of AR since the 2017 tri-livery event “Augmented Media, Augmented World” (which he spoke at), explaining how AR has become “Extended Reality” (XR), incorporating AR, Virtual Reality (VR) and Mixed Reality (MR). This was followed by an overview of the multi-billion opportunity in AR and its adoption amongst millennials

and businesses. For example, the equivalent of one in seven of the world’s population has downloaded AR game Pokemon Go. Omaid also demonstrated the AR feature in Google Maps, Blippar’s OnePlus smartphone launch in AR and the AR fashion show delivered by London Fashion students via HoloMe. He concluded by saying that AR’s key applications were in adding a deeper human engagement to digital communications.

James described how XR is being used both in the theatre and live events industry and in the creative arts – particularly in response to the pandemic. He started by showing how better productions could be designed with the technology by pre-visualising them. For example, his VR model of the Royal Opera House allowed set designers to see how their scenery ideas work before they are built physically, enabling quick changes to all aspects of the production.

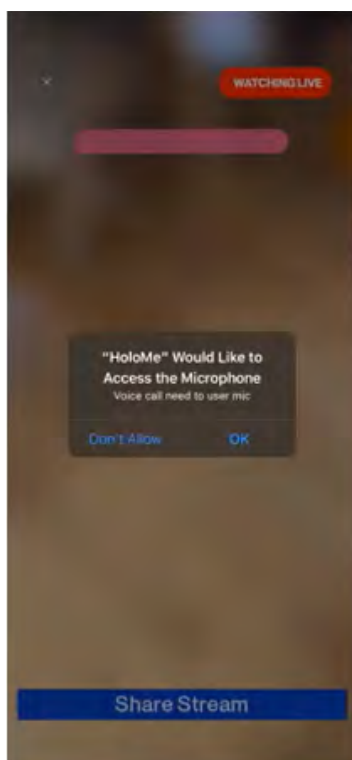
James then showed a MR experience via HoloLens which allowed designers to visualise the show in situ in the theatre, with the

set and actors dropped into the actual theatre setting. The second half of James’ demonstration was about the application of XR to theatre performances. The pandemic had created this opportunity as theatre needed to find a way to carry on without access to the actual buildings. He explained that storytelling existed since the birth of human kind – from stories around the campfire, through to amphitheatres, theatres, the cinema, television, down to the smartphone screen. XR represents a return to the campfire experience.

James demonstrated a trade show experience using VR storytelling showcasing mental health issues in the theatre, then a VR immersive theatre show where the actors controlled digital characters (avatars) remotely, a project where separate live performances could be spliced together in VR, and finally a live streaming performance with live moving avatars in a theatre scene, being controlled real time by the movement of a live performer.

For those viewers who had downloaded the HoloMe app we were then able to see a hologram of Omaid in “live AR communication”, giving a section of the presentation projected into their rooms.

The session wrapped up with numerous searching questions and comments about the technology, the rate of adoption, how it felt to experience it and how odd it was for Marketors and guests to have Omaid appear in their personal space!



Omaid appears, and no R2-D2 in sight



Inter livery clay shoot

Alex Conabear
Liveryman



Roger Howes shooting a clay (we hope)

There are many things which are different this year, but particularly the lack of in-person shared experiences which we are so accustomed to as human beings and on which we rely for fellowship.

With nearly all physical events in the livery calendar cancelled or moved online, it was touch and go whether this year's Inter Livery Clay Shooting competition would happen at all in 2020. Our Marketor teams were preparing for their practice shoot

when the pandemic hit the UK and of course all such activities closed down until late summer when the restrictions began to ease. The organisers of the annual Inter Livery Clay Shoot, which raises funds for the Lord Mayor's Appeal, were determined to do everything they could to safely run the event. Their perseverance and hard work resulted in 55 livery company teams taking part in the shoot over two days in September 2020.

We Marketors entered one team of four guns, with Liveryman Alex Conabear captaining, IPM Andrew Cross, Roger Howes and WO2 Christopher Kitto from our affiliate 151 Regiment The Royal Logistic Corps. The weather was good and the 11 stands provided the customary mix of challenging shots and fun for the novice and expert shot alike. This year the safety aspect was not only focussed on the weapon handling, but also the social distancing and hygiene, with fewer attendees, but with the usual very high standard of catering. Lunch was served out in the grounds in the glorious sunshine.

It was particularly good to have WO2 Christopher Kitto with us for the shoot. We have a close relationship with our armed forces affiliates and it was fascinating to hear about the activities and challenges of 151 Regiment The Royal Logistic Corps.

There were some excellent individual performances from Andrew, Roger and Chris, with our team achieving a very respectable 212 clays overall, putting us in 30th position (out of 56 teams).

The event did highlight the importance of occasions where we are in the same physical space as each other and are able to share far more than can be communicated through any digital media.

Futureproof your marketing career

David Elmer
Liveryman

In a thought-provoking tour de force, Kate Harrison (Partner at Savannah Group) gave an insightful analysis of her many conversations with CEOs and boards around what they really want from a CMO. The presentation distilled conversations Kate has had over many years, into clear and actionable points, culminating in a check list for the ideal "futureproofed" CV.

After a distinguished career as a

marketing leader, Kate is now a partner at the search consultants Savannah Group and, by her own count, has had over 30,000 conversations about what boards require for marketing across a wide range of industries, both in the UK and globally.

So, what is the biggest single secret to a CMO's success? None other than customer obsession. You might ask, what's new about that? Surely

we Marketors have known for years that it's all about the customer. You would be right. However, what is important for any board, is how a CMO delivers that obsession and the leadership characteristics needed to embed a focus on the customer throughout the organisation.

In this year of Covid-19, or as Kate put it – the year of the bizarre – we have all been too aware that

change is the only constant. A CMO who can understand not just the data but how to fuse this with an understanding of consumer psychology, moods and mindsets, marrying head and heart, is the one who adds most commercial value to the board. The CMO should not own the customer but rather champion the customer throughout the organisation.

The key leadership characteristics needed for delivering customer obsession include empathy, determination to surprise and delight customers, humility to create learning collaborations and a true service mindset. Boards are also looking for senior marketing

professionals who can make a strong business case for marketing investment and who are agile and flexible, with the ability to “test and learn” in equal measure. Kate pointed out there are not many marketers that are as good at learning as they are at testing.

Diversity of thinking was another key characteristic along with a high level of integrity and high scores for IQ, EQ and DQ. That last one was a new one for me, and Kate explained it is the Dignity Quotient. Nowadays an individual will be at risk if they do not earn the trust, show respect for and value others. Boards are looking for collaborators not dictators.

If you want to see Kate's checklist for a “futureproofed” CV, you will have to look at the presentation charts in the members section of the Marketors' web page. It's a must for anyone who wants to improve their CV or LinkedIn page. There are more gems than I can include in this article but you can see the webinar in full in the same location. If the subject really interests you, check out the white paper on “Becoming Customer Obsessed” which is on the Savannah Group webpage <https://www.savannah-group.com/insights-research/>

We are all broadcasters now

Roz Morris
Liveryman

It all started after our first lockdown in March. No more face to face meetings for anyone. No more running face to face media training and presentation training courses for me. Suddenly, like many of us, I was working on Zoom or Teams, or other video conferencing platforms.

It was a culture shock which brought new and unexpected challenges for maintaining professional standards in meetings when working from home. We all, as one commentator memorably observed, began seeing an awful lot of other people's bookcases, kitchens and even bedrooms.

I was struck by the fact that I had never seen so many badly lit people. This occurred both at online meetings and on TV, where spokespeople were talking to us from their homes instead of studios. Many people were looking in the wrong direction, some were out of focus, some were too small, some too large on screen and even more were looking a bit scruffy.

And then it hit me. Too many people are thinking that an online business meeting is like a phone call. But it isn't. It's an onscreen

performance that requires the skills of a broadcaster.

I realised that we are all broadcasters now. But that's not all. Working from home means we have to be the producer and director as well as the presenter.

So, as a media and presentation trainer and a former BBC and ITV broadcaster, I started offering clients my expert advice on how to look better online.

When I presented my webinar ‘How to Look Even More Professional Online’ for the Marketors on September 16, I demonstrated the seven key steps to success on screen. These are:

- Background and shot composition – check your background. Is it very ‘busy’? Will your audience spend more time looking at what's behind you than listening to what you say?
- Lighting – Have you got light on your face? Sit facing a window so the light falls on you. Be prepared to put a lamp behind your computer screen pointing towards you or put a table lamp

on either side of your screen.

- Framing – Use the Rule of Thirds – sit in the middle of your screen and with your head towards the top middle square.
- Sound – Consider investing in a good quality microphone.
- Eyeline – Try to keep your eyes on the camera, not on what else and who else is on your screen.
- Appearance – Wear smart casual or smart clothes with no fussy patterns or tweeds. Block colours are best. Always comb your hair (yes, this means you Boris)
- Avoid interruptions – Make sure you have a quiet place where no dogs, cats, parrots, children can interrupt. If not using your phone for your meeting/interview, put it in airplane mode.

To sum up; It really pays off if you always look professional on screen. Then you'll know that you're doing your best and people aren't silently marking you down as untidy or continually asking themselves why you're sitting in the dark.

Outreach helps secure Age UK Wirral's future

John Wheen

Chair of Outreach Committee

Each year the Marketors' Outreach team receives around 70 requests for pro-bono help from good causes. Lacking marketing expertise, smaller charities are perhaps the easiest to help, often requiring advice on fundraising or attracting new volunteers.

Larger charities, however, also call for help. Increasingly faced with declining profitability and resources, even if employing professional marketing staff, they sometimes need an independent marketing consultant to identify strengths, weaknesses and possible routes ahead.

Such was the case with a recent client, Age UK Wirral (AUKW). Whilst a brand partner of the national Age UK Network (founded in 2010 by the merger of Age Concern and Help the Aged), the organisation is completely independent and autonomous, working across the Wirral area with an annual income and expenditure of around £3 million. Outreach was called in because even before Covid, AUKW had experienced a decline in new volunteers and unrestricted income which threatened their ability to provide services to local older people.

Defining the problem

As they saw it, some local residents believed that Age UK was a centrally-funded national organisation and required little financial and volunteering support locally. Assessment by Outreach however, discovered that awareness was only part of the difficulty.

AUKW also needed to address declining donations and legacies

(down 41% in 2019 vs 2015) and a collapse in income from fundraising events (down 95% over five years to 2019).

Marketing issues

Addressing the perceived lack of local support, the service offer was investigated. There was no consistency between services advertised on the linked National AUK website and the Wirral's. It was also very difficult to understand what AUKW actually did unless you worked there. So service descriptions consistent with the national site were recommended.

The key market, caring for those over 75 years, was forecast to increase by +25% through to 2030. Trends also suggested a rise in cases of dementia, placing more demand on AUKW's dementia services.

A total of 17 service areas were assessed and marketing advice given. Given Covid, a difficult area was retail, where 17 shops contributed only a very small amount to revenue. We concluded that some would likely be operating at a loss and that some rationalisation was needed, whilst keeping a presence in each Wirral district. By November, the client had reduced the number of outlets to 11.

Social media

Except for care home and day care sectors, AUKW's services had little competition locally. We concluded that increasing presence through social media would enhance volunteering and donation rates. Outreach Director Liveryman Dr Anmarie Hanlon produced a

low cost plan (£500 per month), targeting 15 key categories from Wirral Borough Council to existing and potential volunteers.

Her recommendations included refocusing the Twitter account, increasing numbers of Facebook fans and developing an Instagram account to support recruitment of volunteers.

Fundraising

To address the shortfall in legacies, donations and fundraising, we recommended employing a marketing executive to draw up a costed, post-Covid communications strategy. Working with individual and corporate trustees, patrons, sponsors and supporters, they would also arrange events such as garden parties, visits to arts functions and dinners with auctions.

Additionally, we recommended employing a self-funding Funds Bid Writer.

Client response

Many of Outreach's suggestions for securing AUKW's future are underway and were well received. Chief Executive Jamie Anderson said: "We really appreciate Outreach's work and insight and have worked over recent months to incorporate a number of the suggestions into our new strategic plan."

Outreach's supporters enjoy making a difference. If you'd like to know more about how you could contribute, please contact our Vice-Chair Philippa Seal at outreach@marketors.org.



Local people, helping local people



WORSHIPFUL
COMPANY of
MARKETORS



Marketor Treasures

Tim Keen
Freeman, and Curator of
Marketors' Company Treasures

The Heritage Committee is excited to report that in the year that marks the 10th anniversary of our Royal Charter, we now have an illustrated guide to the Company's treasures.

Like all livery companies, the Marketors has received donations as treasures, including badges of office, loving cups and ceremonial silverware, since our formation in the 1770s. Although our collection isn't as vast as some of the older companies, such as the Mercers, Grocers and Drapers, it is nonetheless impressive. As we celebrate the 10th anniversary of the granting of our Royal Charter, it is the perfect opportunity to showcase the treasures. They tell the story of the Company's history and illustrate the pride felt towards it by the members who have generously donated these precious items.

Members of the Company will be used to seeing our Master and Wardens wear their badges of office. These are perhaps the most visible and regularly used treasures in our collection. Each one proudly displays the armorial bearings of the Company – featuring a ship to indicate exploring markets and a pair of scales to represent marketing and mercantile activities – and our motto 'Mercatura Adiuvat Omnes / Marketing (commercial activities) benefits everyone'.



The rose bowl donated by Elizabeth Russell Jones in 1989. Intended to be placed in front of the Master's Consort at formal dinners, holding roses (but other brands of chocolates are permitted)

We have two beautifully crafted Master Badges. Unfortunately, the first which dates from 1779, has become fragile after 40 plus years of wear by successive Masters. Fearing that it will not last another 40 years, a replacement was made last year, funded by a legacy from the late Roy Randolph. Roy, who died in 1999, played a huge part in the founding of the Company and, along with many bequests,

donated the Founder's Badge and Commemorative Sword.

As well as the Master Badges, each of the Wardens has a silver gilt and enamel badge. These also date from 1779, but being slightly less intricate, have fared the test of time better. As beautiful as the badges may be, they serve the very practical purpose of identifying the wearer at all the events they attend throughout the year.

If, prior to Covid-19, you attended one of the Company's magnificent formal dinners, you will no doubt remember taking part in the Loving Cup ceremony. This ceremony is said to date to Saxon times when King Edward the Martyr, while drinking from a two-handled vessel, was caught off guard and murdered. As a result, a ritual of drinking with trusted companions either side of you has evolved. The ceremony is now customary at City banquets and provides a very entertaining ice breaker.

In our collection we have 11 loving cups, dating from the 1720s to the 1990s. Ten are made from sterling silver, but unusually, we also have a crystal glass example. This was presented to the Company by Peter King in 1987, while he was a Court Assistant.

Among our treasures are a handful



A selection of our Company treasures. Tim usually keeps these under lock and key, but laid them out on his dining table for this photo (photo actually taken at Stationers' Hall)



A bronze bust of our Founding Master, Reginald Bowden. Not easy for the Clerk to transport after the excitement of one of our Great Events

of decorative items that can't be said to have a useful function like the badges of office and the loving cups. These include an object that had the Heritage Committee baffled, until we searched in the Company's digital archives. It was in fact a silver gillt rose bowl commemorating the centenary of the inception of the Royal Canadian Mounted Police. It was donated to the Company in 1989 by Elizabeth Russell Jones, wife of Court Assistant and Archivist Russell Jones. We discovered that it was intended to be placed on the dining table at Company functions in front of the Master's Consort as a tribute to their contribution and support during the Master's term of office. Sadly, this tradition has slipped, but we are hoping to bring it back to life.

Our collection is currently a little short on painted portraits

of the Masters, compared to the collections of other livery companies. This could be because of our age and the prevalence of photographs or maybe our Masters are a little shy! However, we do have an unusual monotype portrait and a wonderful (and heavy) bronze bust of the Founding Master, Reginald Bowden.

Most of the treasures have been donated by our members, such as Roy Randolph. In the guide, we have tried to provide some background on these generous benefactors. You will read, for example, how Past Master Tony Bellm (Master 1979) who donated two of our silver loving cups, not only had a successful career in the pharmaceutical business, but also competed in Le Mans. You'll also discover how our long-standing relationship with The Economist, which generously donated two

more loving cups, was forged by Past Master David Hanger (Master 2004), whose career at this magazine spanned many years, culminating in the positions of Publisher and Board Director.

Our Company is a very forward thinking, modern company. But it is right that we remember where we've come from and our treasures help us to do this. Sadly, it's not very often that we have a chance to display them. We hope that the new guide, *Treasures of the Marketors' Company*, will allow everyone to get a glimpse of the treasures and learn about their origins. The guide can be accessed online, just log into the members' area to see more detail.

Who does The Marketors' Trust Help?

Diana Tombs

Court Assistant and Trustee of
The Marketors' Trust

The Trust has four core objectives which haven't really changed with time. Although primarily aligned with the "Charity" aim of the Company, the Trust's aims in practice align with all the '4Cs' of Livery: Company, Charity, Craft and the City. Taking each of these in turn, starting with "Company".

COMPANY

A founding aim of the Marketors' Trust was **the relief of any current or former Member of the Company (and their dependants) who is in 'necessitous circumstances'**.

This reflects the basic principle that "Livery is for Life" which is intrinsic to what Livery stands for and has done for many centuries.

This remains a core aim of The Marketors' Trust today. The Trust continues to respond to any requests from the Almoners for financial relief for Marketors who may be facing difficult times. The Trust is working closely with the Almoners to provide support as necessary.

CHARITY

"Charity" arguably covers everything the Trust does but, under this heading, we think of it as mainly relating to **the awarding of grants to charitable organisations or individuals connected**

with marketing excellence or educational advancement.

An example of this is the Trust's agreement with the Museum of Brands to provide funds in support of the Museum's Professional Development Programme for early and mid-career marketors. This has been running for two years and supports around 15 talks and events per year, reaching 1,000 professional marketors.

CRAFT

The Marketors' Trust has a long standing programme in support of its aim of **the Education of persons connected with Marketing.**

Each year, the Trust, in close collaboration with the Awards Committee, makes awards and bursaries to people who are actively pursuing best practice and the achievement of marketing excellence.

At the (virtual) Ceremonial Court on 6 November, five award winners were presented with their awards. You can read more about these individuals and their achievements in the Charter article in this magazine.

The Trust also supports appropriate applications from the Education & Knowledge Committee to commission cutting-edge research or thought leadership papers.

CITY

The Trust's fourth aim is **any other charitable purpose, particularly connected to the City of London.**

The Marketors' Trust makes a donation every year to the Lord Mayor's Appeal, a long standing campaign that aims to find solutions to London's most pressing societal issues. It works on four key pillars, to create a City that is Inclusive, Healthy, Skilled and Fair. All even more critical in the context of the current Covid-19 pandemic.

Each year the Trust also supports the spiritual and pastoral work of St Bride's, the Parish Church for media, marketing and advertising, with which we have a strong relationship.

Each year we also make available grants totalling £2,000 for the Master to allocate to various charities of their choice each year. These have ranged in the past from Cycle-Smart Foundation to Live Music Now.

The wording of this fourth aim is intentionally broad to allow the Trust to respond to proposals and requests from any Member or any outside charitable organisation that makes a good case for funding, appropriate within our overall aims.

At our Charter celebration on 6 November, the Lord Mayor was presented with £7,500 of donations to the City's charities, thanks to the generosity of donors to the Trust.

A big thank you to past and present Marketors

None of this giving would be possible without the support of past and present members of the Company, most of whom give generously to the Trust, within the constraints of their personal circumstances.

Most of this giving is through a monthly, quarterly or annual direct debit form (available from the Clerk's office) although we also welcome one-off donations and bequests in Members' wills.

We sincerely thank all of you who support the Trust.



The Trust helps charities, like Music Now



The latest information regarding all our events can be found on our website.
Please visit www.marketors.org for details.
Please follow us on Twitter (@marketors) and keep an eye on the website for changes or other information

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Marketor is published on behalf of the Worshipful Company of Marketors by the Communications & PR Committee.

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