



WORSHIPFUL
COMPANY *of*
MARKETORS

MARKETOR

ISSUE 88
AUTUMN 2021

Looking forward to the rest of 2021

Major new giving initiative from The Marketors' Trust

New Letters section



**SUMMER PARTY –
BACK TOGETHER AGAIN**


MARKETOR

AUTUMN 2021 ISSUE 88

The Livery Company Magazine
for Marketing Professionals

Contents

Editorial	2
Welcome to our new Clerk	2
The Master's Column	3
Summer party on HQS Wellington	4-6
Marketors win at Inter-Livery Clay Shoot	7
Golf in St Albans and Pebble Beach	8
Interview with Baroness Martha Lane Fox	9
Interview with Alan Jope	10-11
Marketors' four-year plan	12-13
Lord Mayor's Covid-19 Award	13
City of London where tradition meets modern	14-15
The rise of ESG	16
London Careers Festival	17
Marketors' Survey	18
New Chairman and Trustees for The Marketor's Trust	19-20
The run of a lifetime	20-21
The Marketors' Charity Marketing Grants Programme	21
Welcome to our Corporate Supporter Associates from S4 Capital	22
Prospective members Open Evening	23
Welcome to our new Freeman	24-27
Faith in the City	28-29
The experience of three mentors	30
Outreach help Choral Directors	31
Archive of Market and Social Research	32
151 Regiment adopts social media	33
Legal and Marketing – friend or foe?	34-35
St Bride's leads Fleet Street recovery	36
Is Conscious Capitalism the future?	37
Letters to the Editor	38-39
Upcoming Events	40

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Summer party and Mansion House photography by Ben Fisher
www.benfisherphotography.com

Editorial

Diana Tombs
Editor, Junior Warden

When I took over from Middle Warden Glyn Cartwright as Editor for this issue, we had our fingers crossed that we might soon be able to meet in person, so I'm seriously delighted that I'm putting this issue of the Marketor to bed after three highly successful in-person events. First off the mark was the Inter Livery Clay Shoot at which we entered two teams, followed by the Marketors' hosted Inter Livery Golf Day at Verulam Golf Club. A few days ago (as I write this) we celebrated our first truly social in-person event with a Summer Party on board HQS Wellington on the Thames. It was wonderful!

My main focus for this issue was to make it as colourful and pictorial as possible and my thanks to all the contributors who worked hard and imaginatively to come up with images to support their reports and articles. It is a larger than normal issue, running to 40 pages, due

entirely to the many and varied events that have taken place over the last few months. Well done to all the Committee Chairs and Event Directors.

I must express my grateful thanks in particular to Mike Rigby who kindly volunteered to help with the editing of this issue and to Carole Seawert who, once again, proof-read everything, down to the last comma and apostrophe. Without their help, the task of editing would have been very daunting.

We now look forward to the Autumn season, with a packed programme of virtual and in-person events and I look forward to passing the baton on to another Editor. Please remember that we now feature a Letters section in the Marketor so if there is something you feel passionate about you would like to share, please send a letter to editor@marketors.org

Welcome to our new Clerk Barrie Stewart

Trevor Brignall
Senior Warden



Barrie's first career was as a police officer, initially in Tayside Police and latterly in a senior role in the City of London Police, which ignited his passion for the City. On

retiring from the regular Police, he rejoined the Special Constabulary and continued with a number of specialist roles. At that time he also entered the world of private security management and worked with a number of City financial institutions and most recently at the City University.

A Freeman of the City of London and Liveryman of the Security Professionals Livery Company since 2006, Barrie became their Master in 2014. He has also acted as a Trustee and Treasurer of his Company's Trust and is on their membership committee. When his livery

company went through a period of interregnum between Clerks, Barrie stepped in to support the Master, undertaking administrative roles and organising their Civic Banquet and Annual Lecture. He remains an active Court Assistant. He is also a Council member of the City Livery Club and member of their wine section.

Barrie has also been heavily involved in the principal security industry membership body and been very active on their validation board.

He is a keen 'do it yourself' individual and enjoys undertaking projects in his own home and garden and those of his family.

Barrie believes the role of the Clerk should be to serve the whole membership of a livery company and very much looks forward to supporting the Marketors going into the future.

Barrie brings high order administrative, communication and IT skills and we look forward to welcoming him to our Company on 1 October as Clerk Designate.

The Master's Column

John Farrell
Master

In my previous column for the Marketor, I asked the question whether 2021 will be any different... happily, it looks like it will be!

I further promised that when it was safe to bring us back together we would do so and I am writing this piece immediately after the Marketors' Summer Cocktail Party on HQS Wellington, where for the first time in 18 months, the Company had the opportunity to come together in large numbers to enjoy the fellowship that makes the livery and our Company so special. There is coverage elsewhere of the event in the magazine, but from a personal point of view it was wonderful for me and for my wife, Sian, to have the opportunity to finally enjoy in-person interaction with fellow members of the Company. I was particularly pleased to welcome some of our Corporate Supporters and other new members for what, of course, was their first taste of an in-person Marketor event!

So far, so good!!

My year as Master seems to be rushing by, but happily the events programme keeps on delivering social, sporting and professional events for all members' tastes.

The Marketing Leader Series has continued, with rave reviews for both Alan Jope (Worldwide CEO, Unilever) and Martha Lane Fox. They both provided wonderful insights into what it takes to be "leading from the front", and the Marketing Leader Series continues to reinforce the stature of our Company.

Many people have asked me whether we will continue with our programme of online event



activities and the answer is a resounding yes. Going forward I can envisage a combination of online and in-person event activity, which makes the Worshipful Company of Marketors' programme the envy of all. In the first half of this year, the online programme of traditional events and new stimulating debates has created great interest and there is no reason whatsoever why these shouldn't continue in parallel with the reintroduction of in-person events, including Great Events. On the subject of Great Events, I am pleased to confirm that in the second half of 2021 we will have:

- The Bowden Charter Dinner on Tuesday 5 October 2021 at Haberdashers' Hall.
- A glittering Christmas event at the Mansion House, in all likelihood in the company of the new Lord Mayor, Alderman Vincent Keaveny, on Friday 10 December.

As I said, these in-person events are in addition to our already exciting programme of online activities.

Good sports!

As we were emerging from Covid, several Marketors took advantage of the opportunity to indulge their sporting passions in the form of the Marketors' Golf Day at Verulam Golf Club and the Inter Livery Clay Pigeon Shoot, where your Marketors' Team enjoyed more success than your golfers! Golfers will try and redeem themselves in August at The Prince Arthur Cup at Walton Heath.

The rest of 2021:

From a mid-year reporting perspective, I'm delighted to tell you that the Company is in excellent health. Membership is holding up very well and new initiatives to introduce our Corporate Supporters and Future Marketors are progressing well also. I want to thank every Committee Chair who has contributed massively to the success of the Company so far this year; without all of your voluntary efforts the Company certainly would not be in the great shape it enjoys today.

I appreciate that the last year has been a tough one for many of our members but I hope that the future will see further cause for real optimism and many opportunities for us to reconvene in our traditional style.

For sure there has never been a better time to be part of a successful, supportive and stimulating livery company. Your Worshipful Company of Marketors!!



Congratulations to our Assistant Clerk Doreen Blythe

Liveryman Doreen Blythe celebrated her 10th anniversary as Assistant Clerk to the Company earlier this year. Master, Wardens, Court and all members join in congratulating her and acknowledge our gratitude for her sterling service and contribution. We are delighted that Doreen will be staying on in her role.

Return to live events!

Marketors light up the Thames with our first in-person event for 18 months

Martin Ashton
 Liveryman & Chair of
 Events Committee

On a balmy summer's evening in July, over 80 Marketors and their guests finally met up again in person for an evening to celebrate Fellowship and Livery. It may have been a long time coming but it was so good to meet old friends, make new friends and realise just why the Worshipful Company of Marketors is so special to everyone associated with it.

Who would have thought back in January 2020 just how the world, and indeed our own lives, would change so dramatically? Time now to put all this behind us and to 'meet again'.

The HQS Wellington, the Headquarters Ship (hence HQS) of the Honourable Company of Master Mariners, proved to be the perfect location for a drinks party. We could overlook the sights of London on the Thames and appreciate just how good it was for the Marketors to be back in person.

The Master made a short announcement thanking everyone for their patience and commitment during what had been an exceptional and difficult period in the Company's history. He mentioned the Marketing Leaders Series which has, over the last six months, featured world class

speakers such as Sir Martin Sorrell, Alan Jope and Baroness Lane Fox and the Series will continue with more business leaders to come. The Master also welcomed our Corporate Supporters who were in attendance – S4 Capital, James Hambro and Accenture. The plan for the second half of the year is for more in-person events including two Great Events – the Bowden Charter Dinner in October and Mansion House in December with, hopefully, the Lord Mayor in attendance.

The Master then introduced Lieutenant Colonel Deborah Taylor, Commanding Officer of 151 Regiment Royal Logistics Corps and presented her, on behalf of the Company, with a specially commissioned decanter to thank 151 for all their great work during the pandemic. Colonel Debs thanked the Master and spoke of the challenges that 151 had faced over the last year and challenges

they face going forward but, come what may, 151 remain 'ready to do what is required' for the greater good. Colonel Debs then presented an award to Court Assistant Keith Rowland for his services on behalf of the Company to 151 Regiment.

Back to drinks and onto the top deck, to enjoy a blood red moon over the sights of London on the Thames and enjoy the company of Marketors and their guests.







The Master Marketor presents a specially commissioned decanter to Lieutenant Colonel Deborah Taylor, Commanding Officer of 151 Regiment in recognition of their great work during the pandemic



Colonel Debs presents a special award to Court Assistant Keith Rowland on behalf of 151 Regiment for his services on behalf of the Company



Marketors win the Glorious Twelfth Team Cup and £1,000 for charity at the 2021 Inter-Livery Clay Charity Shooting Day

Venetia Howes
Past Master



Marketors teams L-R back John Curtis, Steve Pailthorpe, Roger Howes, Chris Kitto, Andrew Cross. Front Roshni Lillies, Venetia Howes, Anne Curtis



PM Andrew Cross holding Cup aloft



Everyone watches John Curtis in action, learning for when it's their turn



'Novices' L-R: Afo's partner Sarah, Freeman Afo Babatunde and Liveryman Ruchira Neotia

It's one of the largest shot-gun shooting events in the country. More than 400 people in about 115 teams from 80 livery companies competed over two days in June, raising money for the Lord Mayor's Charities, among others.

The Marketors have taken part for at least 12 years, always in the spirit of fun rather than competition. But this year we hit the jackpot. Our A-team won the Glorious Twelfth Team prize and Liveryman Anne Curtis came third in the individual Ladies' Competition.

Our team members had assembled on 1 May for a practice, where we were joined by three novices trying their hand at clay-pigeon shooting for the first time.

On the day of the event, Marketors A comprised Past Master Andrew Cross, WO2 Chris Kitto of 151 Regiment, Roger Howes and John Curtis (husbands of Venetia Howes and Anne Curtis). Marketors B were Past Master Venetia Howes, Liverymen Anne Curtis and Steve Pailthorpe, and guest Roshni Lillies.

The top team prize of a splendid silver cup and £1,000 to the charities of the recipients' choice is awarded to the team that comes 12th. This is part of the organisers' strategy to avoid the same teams always winning everything (the Gunmakers, as a random example!). Our prize money will be shared between The Marketors' Trust and two charities supporting the homeless, one in the City and one in Croydon, home of 151 Regiment, one of whose Warrant Officers shot in the winning team.

Golf in St Albans and Pebble Beach, California

Carole Seawert
Court Assistant &
Golf Day Event Director

Everyone agreed: it was great to be back. After last year's enforced cancellation, the 15th Marketors' Inter Livery Golf Day took place on Monday 5 July. As usual, our hosts were Verulam Golf Club in St Albans and, as usual, it was a warm, sunny day.

104 participants

We welcomed a record 26 teams this year, who were a mix of regulars and first timers from right across the livery world. We also invited a team from our military affiliate, 151 Regiment Royal Logistic Corps. Other non livery teams were James Hambro & Partners who had kindly agreed to sponsor the event once again, Whiteoaks International, and Verulam Golf Club.

Master John Farrell, Liveryman Andy Robinson and Liveryman Richard Mayer captained the three Marketor teams. And Freeman Charles Doyle made up the fourth person of a guest team which was a player down, due to self isolation.

Ryder Cup Challenge

As in previous years, players had other competitions, in addition to the round of 18 holes, to test their skills: the putting contest and a 'virtual hole' Ryder Cup Challenge.

Entrants to the virtual competition donated a £10 entry fee in aid of the Lord Mayor's Charity Appeal. This time, the on-screen challenge was the 7th hole at Pebble Beach, dangerously close to a sheer edge that dropped down to the Pacific Ocean. Several of the golf balls ended up in the waves with a loud computerised splash.

With the entry fees to this Ryder Cup challenge, plus the proceeds of a raffle, we succeeded in raising over £1,600 on the day for the Lord Mayor's Charities.

Grateful thanks go to Sopwell House, James Hambro & Partners and Verulam Golf Club for providing the raffle prizes.

The results

- The 2021 winning team was the WC of Environmental Cleaners,



Verulam Golf course

with the WC of Makers of Playing Cards coming second.

- The individual with the highest score was Gareth Thomas from the Environmental Cleaners. In second place was David Brown, also from the Environmental Cleaners.
- The putting competition was won by Tony Jarvis from the WC of Framework Knitters.
- The Ryder Cup Challenge was won by Ted Rees from the WC of Information Technologists.

Golf Day 2022

This is the only inter livery event hosted by the Marketors and it's a great profile raiser for the Company, as well as an ideal (and informal) way to meet many of our livery colleagues. It's also a hugely popular day within the livery. As one of our guests told us: "It really has become one of my favourite golfing events. Beautifully organised, great course, excellent facilities."

If any Marketor would like to take part next year and enjoy a fun day on the golf course, please contact carole@seawert.co.uk Your three other team members can be fellow



Is that the Master in a mobility scooter?!

Marketors, work colleagues, clients, family members or friends.

A big 'thank you' to Past Master Michael Harrison who, as in previous years, was instrumental in putting this event together. Thanks also go to a superb team of volunteers on the day who helped the competition go so smoothly: Junior Warden Diana Tombs, Liveryman Stewart Shuttle and Liveryman Christine Hodder. And our thanks finally to our sponsors, James Hambro & Partners.



Master Marketor's Team



Team winners: Environmental Cleaners

Interview with Baroness Lane-Fox of Soho CBE

Christine Hodder
Liveryman & Event Director



Martha Lane Fox – businesswoman, philanthropist and public servant – was the co-founder of the iconic Lastminute.com. As revealed in the interview, the original business plan in 1998 was simple: to launch a website and use a fax machine to make the bookings! The pioneering spirit of this business changed the use of internet forever and, by the time Martha left in 2005, her legacy in the digital marketing space was secure.

The Master's interview touched on the many aspects of Martha's incredible digital career - she serves on the Boards of WeTransfer, Twitter and Lucky Voice, to name but a few. In 2019, she was named the most influential woman in digital for the last 25 years and made a crossbench peer in 2013. Her journey is even more remarkable in that she has had to rebuild her life and career after a serious car accident in 2004.

There were many highlights of the Master's Interview with Martha. Her appointment by the then Prime Minister Gordon Brown as Digital Champion for the UK led to the launch of GOV.UK. She was also the author of *Manifesto for a Networked Nation*, leading the challenge to increase British internet engagement – and considering the last 18 months or so, the Master

pointed out 'Thank goodness she did!'

As Chancellor of the Open University the remote learning business model that it has used for years has never been more relevant post pandemic. Martha had read recently that anyone under 50 would have 11 to 15 careers in their lifetime and a 21-year-old is likely to have 48 to 50 careers. As skills need to change through a working life, learning remotely means the Open University has never been more relevant.

In response to a question on Martha's role as a Board Member of Twitter and the role of social media when it comes to abuse, Martha argued that different platforms are different in size and scale and hence in the level of responsibility the company has to society. Her view is that the response to abuse from social media platforms will need to be two part – firstly, increased responsibility from the providers to manage and verify content and secondly, more regulation from global governments. She reassured us that Twitter takes its responsibility to abuse very seriously.

Striking the balance between freedom of expression and the role of social media is a cultural sensibility across different jurisdictions. While believing in both personal responsibility and the responsibility that platforms have, Martha reminded us that we are witnessing every kind of human behaviour online and that no technology can hope to stop all negativity. We have had enormous shifts in a blink of an eye and a decade from now we will see how it has all played out and by then we may have better regulation with new societal norms. Legislation always takes a while to catch up with reality and we currently don't

have legislators and policymakers who understand enough about technology to change regulation effectively.

In Martha's role as Chair of 'WeTransfer', we learned that it has a community of 75 million users and believes it has an active role to play in society. The company aspires to be a leader and a symbol in how to run a successful technology company, mindful of the consequences of putting purposeful growth ahead of growth at all costs.

Martha also discussed her role as Chair of the House of Lords Committee, looking at the long-term implications of Covid and making recommendations on how Britain can best recover from the crisis. This has been a huge task that involved reaching out to the public for their views to inform how the committee saw their concerns. The report has focused on three areas (i) hybrid nature of living (ii) the long-term implication on parents and families, particularly looking at children born just before or during the lockdown and (iii) the shifts in UK towns and cities.

Martha believes working from home was a trend pre pandemic and, post pandemic, there will a trend for more hybrid working but that working from the office is far from dead. For a start, half of all jobs in the UK cannot be done from home and that won't change.

On her legacy, Martha hopes she shows that if you work hard and are kind to people you can be successful in the things that you choose to do. She has tried to live by that mantra herself and she is much more concerned to have that as a legacy than anything else.

You can watch Martha's interview with the Master in full on the Members' site under Events.

Some of the comments received after the event:

She has vast experience and, displays balance in her views. What an absolute pleasure of an hour! Would love her to come to

a Marketor physical event as a speaker in the future.

Excellent content from both sides. A true inspiration and certainly a trend setter of diversity, style and vision. It is good to have someone who

presents in the NOW world.

Excellent - the spirit of an entrepreneur!

Excellent and inspiring individual covering an almost impossible range of expertise.

Interview with Alan Jope, CEO of Unilever

Joanna Elliott & James Kelliher
Whiteoaks International

Global consumer marketing in the era of Covid and social responsibility

Heightened social and environmental concerns, rapidly advancing digitisation and marketing mistakes were among the many topics addressed by Alan Jope, the CEO of Unilever, during his interview conducted by the Master as part of his Marketing – leading business from the front series.

As the boss of one of the world's largest and most geographically diverse consumer goods businesses with a presence in 190 countries, Jope has unique insights into marketing. Besides being at the helm of a business that employs 150,000 people and has direct relationships with up to four million producers and farmers, Jope is also on the international business council of the World Economic Forum and chair of Generation Unlimited and vice chair of the Unstereotype Alliance, which are both organisations with a strong social agenda.

He began his career with Unilever in 1985, later working in leadership roles in North America and Asia, including doubling the size of the business in China, before becoming head of the beauty and personal care division.

Sustainability is good for everyone

Throughout the course of the conversation, it was clear how important sustainability and social responsibility are to Jope and to Unilever. *"The thing I feel most strongly about is the false paradox about the existence of a trade-off between sustainability and financial performance,"* he said. *"The minute businesses feel they have to compromise to do the right thing, the model of sustainability goes out of the window."*

"We have found that when we put brands on a sustainability agenda they grow faster because they are more aligned to the consumers of today and tomorrow. We have also saved about €1bn of costs through responsible sourcing."

He said the commitment to sustainability was why Unilever uses advanced AI technology to track the source of vital ingredients, such as palm oil. Sustainability was also a strategic advantage, reducing exposure to major adverse events through diversity of sourcing and helping attract talented young people to a business not solely driven by profit maximisation. He said human diversity is also important to Unilever, with women now occupying 51 per cent of its 14,000 managerial roles.

Sustaining success through effective marketing is also a vital priority, with two-thirds of Unilever's executive team having marketing backgrounds. *"We are a company of brands, and people in aggregate need to be sufficiently skilled in marketing,"* he said.

Campaigns to be proud of

Campaigns by Unilever brands that have given him most pride include the Domestos-driven push to increase sanitation, installing and providing access to 28 million clean and safe toilets. Dove has generated 70 million conversations with girls about improving self-esteem. Hellmann's is addressing food waste and Lifebuoy is saving lives through educational campaigns on the importance of handwashing. Unilever has also invested €100 million in a fund for female black and minority ethnic entrepreneurs in the US, who find it difficult to raise money. *"It shows what a fantastic profession marketing can be because we have the opportunity to change our social norms with our brands. Way beyond the boardroom and P&L, marketing can be hugely influential on society,"* he said.

Successes and mistakes

From a marketing perspective, success in China when he was there had been built through focus on a core portfolio of brands and on significant investment in local talent. Unilever China now has

revenues of €3.5bn and its staff is two-thirds Chinese nationals. But he admitted that Unilever had made some notable marketing mistakes, most recently with two beauty and haircare brands that had caused offence in the context of the Black Lives Matter movement. The company had immediately stepped in to correct them and was ready to hold up its hand.

Jope believes the global shift to e-commerce stimulated by Covid is here to stay, as part of the growing digitisation "of everything" including where large corporations like Unilever spend on media. Fundamental principles about understanding consumers and what they want still nonetheless apply, he stressed. Successful marketers still need to be curious about the world around them.

Other long-term effects of the pandemic would be felt in hybrid work patterns and acceleration of digital technology. Unilever was already reaping substantial efficiencies from the implementation of cutting-edge technology such as digital twins and was exploring the use of AI and ML (Machine Learning) for the creation of new products. He did not, however, believe working from home would continue on its current scale. Evidence from Microsoft had shown that while business and personal networks had held up during the pandemic, new networks for collaboration were not emerging.

"Marketing is changing so fast," he said. *"It bears no resemblance to 30 years ago when I started. The pace of technology is such that if you snooze a bit you will fall behind. But the fundamentals still apply – you must have customer insight."*

Audience Q&A with Alan Jope

Q: I teach the basics of marketing such as market segmentation and strategic marketing planning (as well, of course, as positioning and branding and all the other stuff). In Alan's experience, have the foundations of marketing become less important given the inroads of 'digital' into the marketing domain? (Professor Malcolm McDonald)

A: The basics are MORE important in a fragmenting and complex world. Segmentation, the 4/5/6 Ps, etc. But clarity of proposition stands out as still the single most important principle and big, enduring creative ideas as the scarcest assets.

Q: What role do you see for 'Direct to Home' channel development in FMCG. Do you think manufacturers like Unilever will get more directly involved in this? (Ankur Shiv Bhandari)

Q: Do you see home delivery in the future for Unilever products, bypassing the retailer? (Chris Griffin)

A: We call it 'Direct to Consumer'. It will get more important over time. It all comes down to the economics of CAC:LTV, and Churn. For FMCG, it works best for very premium products (and so basket sizes over £50) or recurring-revenue subscription models.

Q: Where is Unilever in adopting digital advertising, how important is it to your future and what are the challenges? (Tim Brown)

A: Incredibly important. Digital is now about half our ad spend. Across all categories. Highest in China, lowest in countries like India. But even in India it is already over 20% of spend. A big challenge is navigating online privacy. It's imperative to understand that just as consumer data is critical, so is handling privacy responsibly. Changes are happening due to consumer privacy concerns and the industry needs to be conscious of this when deploying any form of data-driven marketing.

Q: Interested to hear about the growth in ecommerce and direct to

consumer and the challenges this creates for brands (Mark Beales)

A: Need to think about different forms of ecommerce – pure play, omni-channel, direct-to-consumer, B2B. Each requires a different portfolio which is the most difficult challenge. In general, the north star is to go for high value density. ecommerce will be at least 50% of Unilever's growth for the next few years!

Q: Can Alan please comment on the three words on everyone's lips this week - NO, not Super Champions League - but Colin the Caterpillar and the impact on brand value being destroyed by copycat products? (Senior Warden Trevor Brignall)

A: Copycat products are hugely damaging to brands and businesses. And, depending on the type of product, there's also a risk to consumers who may think that copycats are of the same standard or have the same ingredients.

Q: To date western consumer brands have grown strongly in China for several decades. When, if ever, do you think we will start to see Chinese consumer brands in the West? (David Haigh)

A: Great question. At the moment, there is so much domestic growth that international expansion is a distant second priority. But lookout in a few years' time.

Q: How do you manage the relationship between your values as a company and the cultures which you serve? Is there a developmental process in place? (Richard Martin)

A: Easy. Our company values are non-negotiable. To use a controversial example, LGBTQI+ rights are absent, even criminalised, in some countries that are massive for Unilever e.g. Indonesia. Our value of Respect, which means being very inclusive, means that we welcome the LGBTQI+ community inside Unilever Indonesia – and anyone who has a problem with that is not the right fit for Unilever.



Q: With a large and well diversified product range, do you believe there are still desirable gaps in your portfolio which you would like to fill? (Jim Surguy - ex Unilever Grad trainee)

A: Yes ... Hygiene, Skin Care, Health & Wellbeing, Luxury Beauty, and Plant Based Foods.

Q: Question from me is whether or how ESG considerations are built into the Unilever business? Particularly for a younger cohort who seek these qualities out. For example, do you have a specific target around plant based or cruelty free products? (Omaid Hiwaizi)

A: We have a whole host of commitments from tackling climate change to building better societies, including our work on plant-based and cruelty-free... <https://www.unilever.com/planet-and-society/>

Q: With my Cranfield hat on, what knowledge, skills and behaviours are business school graduates not coming to you with - ie what do I need to do re teaching and learning? (Stan Maklan)

A: The skill of learning, unlearning, and relearning is still in short supply. Our best people are curious about the world around them and are constantly re-skilling... especially in the digital, data, and infotech space.

New four-year plan for the Marketors' Company

Trevor Brignall
Senior Warden

Introduction

In 2019 the Company's Court approved 'The (Re)-Forming our Future' strategy. This plan centred on the Company's future shape and priorities – the agreed key imperatives being to:

- selectively widen the target membership market
- increase membership numbers, while retaining quality
- maximise retention

Earlier this year, the Court approved the Company's Four-Year Plan to deliver the first stage of its long-term strategy. This plan, summarised below, contained detailed activities devised and agreed with each Committee for the current year.

In addition to specific Committee activities, the Committees will enhance their inter-working to create additional synergies for the Company and its membership.

Selectively widen the target membership market

The Corporate Supporters Programme

The Corporate Supporters Programme will be exclusively limited to five organisations.

Each Corporate Supporter will have the opportunity to associate with the Marketors' Outreach, Mentoring and Awards programmes. The relationship between these organisations and the Company will seek to work on wider industry issues.

Each Corporate Supporter is invited to nominate three Associate Liverymen (Senior Executive Level) and two Associate Freeman (younger executives/ talented marketors) for approval by Court.

These organisations will be eligible for two free advertisements in Marketor Magazine, and its online versions, and have the first option on corporate sponsorship opportunities.

Our Associates will receive the following:

- Complimentary access for members to City Lecture (for example, Tim Delaney of Leagas Delaney gave the lecture in 2019)
- Complimentary access for up to two Great Events (including Mansion House) per year
- Option to purchase up to ten additional tickets for company use at Great Events
- Access to Marketors' Professional Mentoring Programme (as both mentors and mentees)
- Invitation to one networking dinner per annum for Associate Liverymen, with Master, Wardens and Past Masters
- Access to all events in the Company's annual programme, e.g. Inter-Livery Golf Day, webinar programme on latest marketing issues, industry speaker programme, City Walks, Lord Mayor's Show as well as City Civic and Social events, and peer discussion.

Future Marketors

This initiative targets younger people who do not currently meet the Company's entry requirements.

The trial of a 'Future Marketors' programme, begun in 2019/2020, is envisaged to lay the foundations for the Company to build its own membership pipeline to supplement the work of the Membership Committee.

The group will organise its own events programme but, subject to space availability, will be able to attend Company events. The Future Marketors programme also offers participants access to the Company's Mentoring and Outreach offerings.

Increase membership numbers, while retaining quality

The Four-Year Plan seeks to increase membership numbers while retaining quality.

Post-Covid lockdown, the Company will resume holding in-person Open Evenings for prospective members. In addition, the Four-Year Plan envisages an increased use of social

media for recruitment activities – particularly as the marketing profession is moving increasingly to a digital world.

The Four-Year Plan also highlights Committees working closer together to enhance the membership journey, from being offered a 'buddy' on joining to an integrated Fellowship programme that reinforces that 'full membership' is achieved by taking the Livery (as Freedom is only the first step of the journey).

In terms of membership quality, several initiatives are already underway and delivering results. These will be augmented during the life of the Plan.

In addition to continuing our new initiative to target the people on the list of the UK's top 100 marketors we will liaise with the CIM to encourage recruitment from their senior (Fellowship) membership. We will also hold exclusive events for senior marketing executives to enable them to learn more about the Company.

The Leadership Programme, led by the Master will:

- i) support the belief that the Company can engage with world-class 'captains of industry'
- ii) bring the Marketors to the attention of the wider industry, especially senior marketors, enhancing the Company's standing with the latter
- iii) gain coverage in the trade press and Marketor.

Communicating internally and externally

During the life of the plan, the Company will inform the membership, the City, professional marketors, and professions related to marketing about the Company and its activities through consistent messaging and articulation of our competitive value proposition designed to appeal to target membership segments.

As the Company enters an increasingly digital age, it will

maximise social media channels for recruitment and communication and regularly review its website while delivering an effective public relations programme, including the notable successes of the Company's Committees, through our relationship with Whiteoaks.

We will ensure the Marketor magazine remains relevant and will further develop our internal email communications.

We'll also continue to preserve the Company's history and ensure these records are available digitally to members.

Events

The Company will promote and deliver a programme of high-quality events that are well managed and maximise attendance.

During the Four-Year Plan, the Company will continue to support events initiated by AFCC, Membership, Fellowship, Livery, Education & Knowledge Development, Law & Marketing and Future Marketors Committees.

Enhancing the membership journey

For all new Freeman, we will set the expectation that Freedom of the Company is only the first step of the journey. The 'buddy' system for all new Members will be strengthened and enhanced, and we look to involve new/recent members in Committees. In addition to Committee involvement, Company members will be encouraged to play a part in the wider Livery and City Civic.

In terms of activities, we will create a minimum of three Special Interest Groups and formalise 'Class of Year ...' to encourage fellowship among members who joined the Company in a specific year.

During the life of the plan, we will maintain progress to increase the number of Liverymen while leaving 'headroom' for senior industry entrants – enhancing the positioning of Livery as aspirational. We are also planning to hold Livery only events.

Additionally, the wider services from the Almoners, Mentoring and St Bride's will be more widely promoted to the membership in a post-Covid environment along with the support from other areas of the Company.

Reaching out beyond the Company's membership

While continuing to provide mentoring services to Company members, the Mentoring Committee will build on its successes providing mentoring to University students, early-stage careerists and experienced marketing executives.

The Company's successful Outreach and Awards programmes are planned to go from strength to strength, both seeking to widen their current areas of activity and prioritising organisations to target that are aligned to the Company's key founding principle of using marketing to benefit others.

Our Education & Knowledge and Law & Marketing Committees will continue to provide valuable insights that address key industry matters and offer the opportunity to work with external organisations and other livery companies to jointly hold lectures and seminars.

In addition to strengthening our relationship with 151 Regiment RLC and St Dunstan's, we look forward to re-establishing our relationship with HMS ST ALBANS once its refit is completed.

Marketors Outreach Project wins a Lord Mayor's Covid-19 Livery Award

Andrew Cross
Past Master

At the end of 2020, livery companies were invited to recommend a member of their Company to be recognised for the contribution they made during 2020 in support of the City and communities impacted by the Covid pandemic. Companies were encouraged to identify someone who merited recognition for what they had done during the year to address or mitigate the particular challenges provoked by the pandemic, which had a positive impact on communities affected by Covid.

On 19 July 2021, the first day of lockdown easing, the Lord Mayor hosted an award ceremony and reception at Mansion House. Among the 26 livery company members who received awards was Liveryman Peter Rees. He was accompanied by his wife Ridade and our Clerk, John Hammond.

The award was given for Peter's contribution to the Outreach 'Marketing for Charities programme'. This is a series of 15 briefing videos which, together, provide eight hours of training for those who work with, or for, charities and related organisations. This free training was promoted and made freely available earlier this year to all other livery companies and many not-for-profit organisations.



The City of London Corporation where tradition meets modern

Adrian M. Bastow
Common Councillor
Liveryman

Since becoming a Common Councillor for Aldersgate Ward I have been really surprised at the breadth of the remit of the unique City of London Corporation and, in addition to representing my Ward, I have enjoyed a whole new range of experiences and had the opportunity to meet some truly inspirational people.

The work of the City of London Corporation is principally carried out through an extremely diverse range of committees ranging from Finance to Policing, Licensing to Markets, and Port Health & Environmental Services to Planning and Transportation.

Within the City, the Corporation owns and runs both Smithfield Market and Leadenhall Market but it also owns land beyond its boundaries, including open spaces (parks, forests and commons) in and around Greater London, including most of Epping Forest and Hampstead Heath. Old Spitalfields Market and Billingsgate Fish Market, in the neighbouring London Borough of Tower Hamlets, are also amongst its real estate portfolio. Indeed, the development of the new combined fish, meat and fruit and vegetable markets on the former Barking Power Station site is a strategic decision recognising the need to relocate to provide improved access.

The City has its own independent police force, the City of London

Police and the Common Council is the police authority. The City Corporation also runs the Hampstead Heath Constabulary, Epping Forest Keepers and the City of London market constabularies (whose members are no longer attested as constables but retain the historic title). Additionally, it owns and helps fund the Old Bailey, the Central Criminal Court for England and Wales.

Through the City of London Academies Trust, which currently oversees four secondary academies, three primary academies and one sixth-form centre, the City Corporation strives to "provide world-class experiences and deliver exceptional educational outcomes". The Trust's academies work closely with one

Photo credit: Tristan Surtel - Own work, CC BY-SA4.0

maintained primary school, two co-sponsored academies and three independent schools that the City of London Corporation supports.

The London Port Health Authority, which is the responsibility of the Corporation, is responsible for all port health functions on the tidal part of the Thames from Teddington to the Estuary including various seaports and London City Airport. Its remit includes food and feed imports as well as infectious disease, illness or death on board a vessel or aircraft! The Corporation oversees the running of the Bridge House Estates, which maintains London Bridge, Blackfriars Bridge, Southwark Bridge, Tower Bridge and the Millennium Bridge.

I was also fascinated to learn that



Photo credit: Mark Allen/LSO/Barbican

the Corporation runs the Heathrow Animal Reception Centre, which is the Live Animal Border Inspection Post for Heathrow airport. The Centre has been a world leader in the care of animals during transport and both receives and cares for millions of animals including fish, reptiles, zoo animals and pets.

The City is the third largest UK patron of the arts. It oversees the Barbican Centre and subsidises several important performing arts companies.

Amongst its many functions the City Corporation is one of the largest funding charities in the country. Through the City Bridge Trust, the funding arm of the Bridge House Estates, surplus income after meeting its responsibilities for the maintenance and replacement of the bridges is used for charitable purposes benefiting the inhabitants of Greater London. Since 1995 a staggering 8,000 grants totalling over £400 million have been awarded.

The Lord Mayor's Big Curry Lunch has grown since it started in 2008 and today is one of the most popular annual fundraising events supporting the veterans of her Majesty's Armed Forces who have served in Iraq and Afghanistan. Not deterred by the Covid-19 pandemic, the 2021 Lord Mayor's Big Curry Lunch evolved into a very successful series of online virtual fundraising events and activities.

There has always been a balance between innovation and tradition. One such tradition is the mediaeval post of ale-conner. An ale-conner is an officer appointed to "ensure the goodness and wholesomeness of bread, ale, and beer, as well as regulating the measures in which they are sold and their prices". Needless to say this sounds very interesting but alas I discovered that whilst the City of London still has four serving ale-conners the title is now but a sinecure!

Beating the Bounds is another tradition which is maintained each year on Ascension Day close by All Hallows by the Tower, the oldest church in the City of London. It

originates from a time before maps were commonplace and the custom was used as a way of passing on the knowledge of where the parish boundaries lay. The south boundary of the parish is mid-stream in the Thames, but that doesn't deter the beating party from their task and each year the party board a boat which takes them out onto the river to beat that boundary mark. After they return to the shore the procession moves around the parish, stopping at various points for the beating party to mark the boundaries with canes.

Incidentally, our Marketors' church, St Bride's, also performs the Beating the Bounds and at times members have joined in.

The City of London Corporation also strives to be modern, forward thinking and innovative and one example is the Green Finance Initiative which was launched in 2016 in partnership with government. The initiative brings together international expertise from across the financial and professional services sector and aims to:

- provide public and market leadership on green finance
- advocate for specific regulatory and policy proposals that might enhance the green finance sector worldwide
- promote London and the UK as a leading global centre for the provision of green financial and professional services.

Other practical examples of the City Corporation's green credentials include Beech Street, much of which runs underneath the Barbican, being restricted to zero-emission vehicles, cyclists and pedestrians for an initial trial for 18 months, while air quality and traffic are monitored. The City Corporation also became the first UK governing body to run a full



Photo credit: Spitalfields Life

fleet of Electric Refuse Collection Vehicles collecting residents' waste and recycling in the Square Mile.

There are approximately 100 Common Councillors serving a term of four years and as most committee meetings take place during the daytime it helps if you can control your own diary. I was also attracted by the fact that to all intents and purposes "party politics" do not play a role.

Without a doubt as a Common Councillor one gets to experience things, take part in traditions and visit places that you would not normally have access to; it also affords the opportunity to meet dignitaries and a whole host of interesting people that otherwise may not have been the case.



Photo credit: Justin Grainge, Financial News

Tell us who you are – the rise of ESG

James Kelliher
Liveryman &
CEO Whiteoaks International

There has been a distinct rise of 'humanisation' in the past 18 months. The upsurge of Zoom meetings as a replacement for face-to-face contact has shed a little light into the previously murky private lives of our clients and colleagues. The result: we've all become a bit more accepting and we're seeing the more human side of business. Especially in the B2B environment. We've also seen a massive move toward embracing ESG (environment, social, governance) driven in no small part by the fact that we are more human and we expect the brands we do business with on both the business and personal front to show their human face and act responsibly.

This has gone beyond choosing responsibly sourced food at the local supermarket. Instead, an increasing number of customers want to work with businesses that share their values. Which is where ESG is starting to play a huge role.

We recently created a report on this topic, based on qualitative interviews with business leaders and discovered five key themes that resonated.

ESG as standard

Moving forward, ESG is a given. It's a standard that brands expect from their partners and suppliers. Companies are taking this seriously – a sentiment reflected in the rise in roles globally related to ESG such as chief sustainability officer and head of sustainability¹. From our own experience, this is certainly a talking point among new and existing clients, as well as suppliers and other stakeholders.

Take action

While there's a lot of talk around the subject, implementing a solid ESG strategy doesn't stop with creating a policy. For brands to be taken seriously, they need to put those words into action and embed their values throughout. And this needs to happen from the top down – everyone must buy in for this mindset to become a way of corporate life.

It's a commitment

For many organisations, it's not enough just to have that ESG policy in place and the plans around it to make it a reality. Those values and behaviours associated with ESG should be communicated to all stakeholders, starting with staff and branching out to partners, suppliers, clients, prospects and the wider ecosystem. It's not enough to have a blog every six months or a static page on the company website. Communicating values is a continuous and evolving commitment.

It's two way

Like most endeavours, ESG requires talk and action. But it also requires listening. Taking the temperature of the market, of audiences and understanding what challenges they are facing means brands can tailor content and messaging to address that, build rapport and trust, and ensure engagement is authentic.

Making connections

With emotion playing a role in B2B purchasing behaviours now more than ever, this is the time for brands to show their customers who they are. Make those connections; talk about their values. People buy from people. More than that, people buy from people whose values reflect their own – a sentiment that came across strongly in our interviews.

¹ <https://www2.deloitte.com/global/en/pages/about-deloitte/press-releases/the-chief-sustainability-officer-will-rise-to-prominence.html>

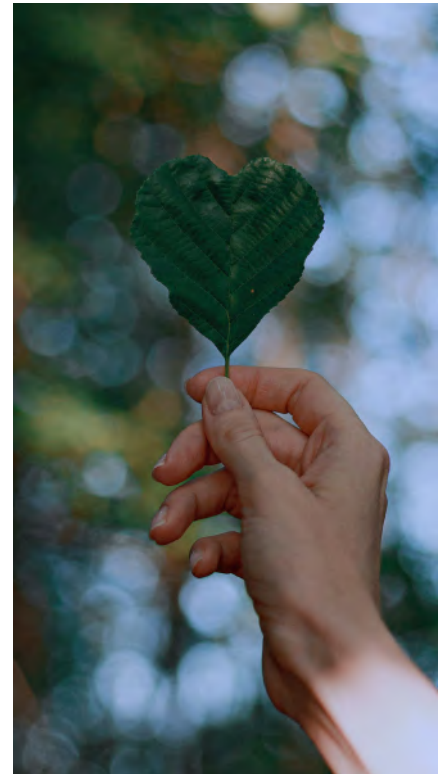


Photo credit: DNK.PHOTO on Unsplash

Moving forward

It will take a while before every brand is on the same page when it comes to developing, living and communicating an ESG policy. In the meantime, the companies that are well into the process will have a distinct advantage over their competitors – only if they're doing the doing, embedding their values and making those human connections.

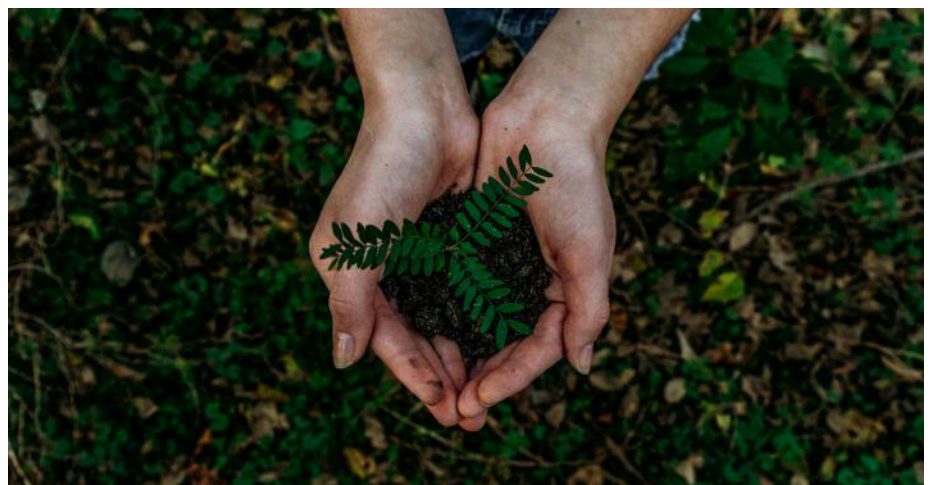
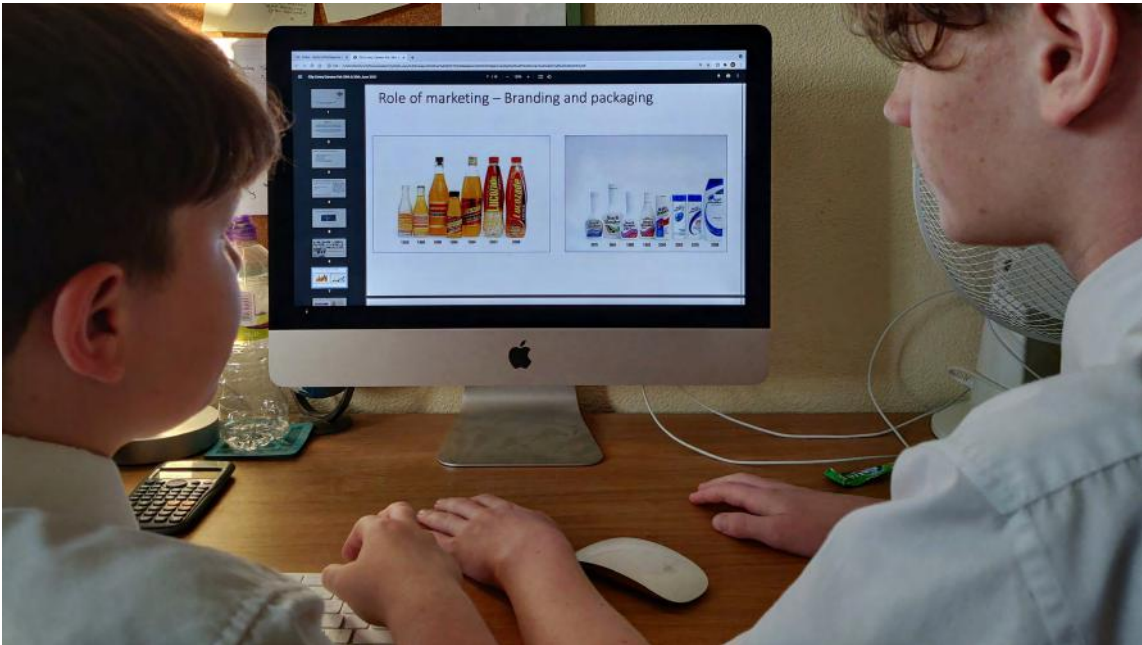


Photo credit: Noah Buscher on Unsplash

Teaming up with Accenture Interactive for London Careers Festival

Michael Lynch
Court Assistant & Chair of the E&KDC



The students were also provided with helpful information on routes into a marketing career including academic options and modern marketing apprenticeships.

In advance of the presentation sessions, the team had multiple planning meetings including technical trials to ensure our IT systems worked and that we were able to meet our timing requirements and switch between

A team of volunteers from our Education & Knowledge Development Committee (E&KDC) collaborated with colleagues from Accenture Interactive, the first of our Corporate Supporters, to deliver online information and advice sessions to schoolchildren about careers in professional marketing.

The event took place virtually on 29 June and in preparation the team needed to create an engaging PowerPoint slide-deck which could be delivered to an audience of children in multiple twenty-minute-long sessions. The brief for the contributor sessions – very well organised for livery company participants by Livery Schools Link – was to provide entertaining and helpful information to schoolchildren to better enable them to consider a future career in professional marketing. As well as livery company contributors at the Careers Festival there were also a large number of leading commercial organisations all looking to help the 1,200 student participants who were expected to attend this virtual event.

The Marketors' team consisted of Michael Lynch, Sunila Lobo, Murray Chick, Debbie Pearson, Mike Ricketts, Nicky Oliver, Kim Watts and Senior Warden Trevor Brignall. The skilled and enthusiastic Accenture Interactive team most directly

involved were Nityasha Pillai, Digital Business Integration Consultant, Aaliyah Inglis-Mangal, Digital Business Integration Consultant and Jill Hughes, Managing Director.

Liveryman Sunila Lobo explained: *"After discussions we were able to collaboratively create a presentation to use as the basis for the live presentations. It can also be used as a helpful reference point if any student wants to access it outside the Careers Festival event. Thanks are also due to the team at the Museum of Brands via Court Assistant Chris Griffin and Liveryman Mike Ricketts who kindly supplied us with some helpful images demonstrating how some example brands and packaging had developed over time."*

The presentation itself included encouraging students to think about their own favourite brands and the reason why they liked them. After covering the important role of marketing in business success, some detail was included on the role of branding, design and packaging as well as communications and advertising and the important role of research to understand markets and customers. The emphasis was very much on getting students to think about the skills needed for marketing roles such as creativity, curiosity and attention to detail.

presenters in as elegant a way as possible. On the day we presented separately to four classrooms of children so we reached up to 120 participants. Liveryman Murray Chick who led for the Marketors at all the sessions added: *"I'm pleased that we did participate in this event, that everything went smoothly and I must say that Nit and Aaliyah, from Accenture Interactive, did a brilliant job in delivering their slides and in helping students to understand the practicalities of exploring alternative pathways to develop careers in marketing."*

Nit Pillai, Digital Business Integration Consultant from Accenture Interactive commented: *"It was a great session and I'm sure the students found it very informative. Looking forward to working with you again in the future."* This view was further supported by Senior Warden Trevor Brignall: *"This working together between Marketors and Accenture Interactive has been a great success and skilfully blended both of our organisational requirements and objectives enabling us to together support younger people as they consider challenging and rewarding marketing careers."*

Accenture Interactive

Marketors' Survey reveals a strong shift to social responsibility

Rich Martin
Freeman

Over 100 Marketors participated in our biggest survey yet. Your expert views garnered a greater profile for the Company and showed an uncanny similarity to the Jury at Cannes this year.

The PR and Comms committee would like to thank Marketors for taking part in our spring survey. We gained many valuable insights that we will be taking forward as the Marketors' proposition continues to develop.

The outcomes have also generated publicity for the Company in three online news outlets over the last month. The coverage focussed on the first of the major themes covered by the survey.

Impact of the pandemic on social responsibility

The headline finding was that 70% of respondents believe the pandemic has made consumers more concerned about social responsibility and values, with longer-term consequences for our profession. More than three-quarters (78%) say the next decade will see greater emphasis on social good and transparency. This prediction echoed the results at Cannes this summer, where 27 of 38 (71%) Titanium or Grand Prix winners were based on social good themes. This is an acceleration of a trend that started during austerity.

MasterCard and Starbucks both won with innovations aimed at helping the LBTQ+ communities while Beats developed a way of making treatment for cystic fibrosis enjoyable.

Impact of the pandemic on marketing as a discipline

More than two-thirds (67%) say marketing coped well with the pandemic and 57% say it gave

marketing the shake-up it needed. 67% also believe the pandemic will make businesses think more strategically about marketing in future.

The Master commented: "As businesses struggled with the drastic effects of the pandemic, the marketing function understood the sudden shifts in consumer and business behaviour, providing leadership and a route to resilience in very tough conditions. As we move forward, companies that place marketing at the heart of their strategies are far more likely to adapt and succeed in the new environment."

Interestingly, only 4% of respondents believed that Covid would have a negligible impact over the medium and long term.

Impact of the pandemic on marketing levers

The change in economic conditions has also changed the competitive landscape. In the last 12 months, 68% of respondents to the Marketors' survey say CMOs will need to be obsessed with their customers to excel in the next decade, and 64% say marketing leaders need to improve their ability to build strategies around what customers think and feel.

"For any business now it is imperative to understand the changes in what motivates consumer behaviour," added Farrell. "Marketing has never been better placed to lead business from the front. As we move beyond the pandemic, marketing will provide the necessary insights, creative ideas and leadership that fuel business growth."

Impact of technology on marketing

While the "Black Swan" of the pandemic has caused the most radical shift in terms of accelerating trends, some themes have continued to be vitally important to the marketing community. While some 77% believe digital technology has transformed the ability to reach customers, with 33% saying it has reduced marketing's influence on business and 20% believing it has reduced creativity. As media consumption has become ever more digital, however, and innovations become more mainstream, we have to meet consumers where they are. 72% of respondents believe that technology will have a good effect on marketing over the next ten years.

This in turn will demand a broader skill set, with 70% of respondents concluding that marketers will need expertise across data, technology and finance in addition to their core marketing skills.

Marketing in the boardroom

CMOs will need to be better salespeople over the next decade, with 60% of Marketors agreeing that they will only succeed if they are able to create a compelling business case for marketing investment. 71% believe that CMOs will retain leadership responsibilities for marketing.

We hope to survey members yearly in the future and look forward to canvassing your views.

New Chairman for the Marketors' Trust

Diana Tombs
Junior Warden & Trustee

After nearly nine years' outstanding service John Hooper CBE stepped down as Chairman of The Marketors' Trust at the June Trustee meeting to be replaced by Court Assistant Phil Andrew.

Over the years John has been instrumental in building the Trust's reserves through encouraging regular member donations and has spearheaded most of its giving initiatives. He has supported Company committees and encouraged them to apply for Trust funds, for example to give academic awards or to commission learned papers on marketing topics. He has also acted as the Trust's ambassador to other marketing organisations. During his tenure as Chairman, the Trust has fulfilled all its core aims of supporting

our marketing industry and its professional bodies, encouraging the professional development of career marketers, supporting the Mayoralty, the City of London Corporation and the Company's Armed Service affiliates and, of course, ensuring that the Trust responded to any requests from our Almoners for looking after our own in need.

Phil has been a Trustee for several years and, more recently, became Vice-Chairman. He takes over as Chairman at an important time for the Trust as it re-structures its Trustee Board and undertakes a major review of its giving strategy.

Phil is CEO of StepChange Debt Charity, Europe's largest debt advice charity, helping over 600,000

people a year. He has almost 30 years' experience as Chairman, CEO, CFO, NED and Treasurer in government-owned organisations, blue-chip companies and charities in the UK, Ireland, Russia, France and the Far East. Phil is a Chartered Marketer, qualified treasurer and Chartered Accountant.

Prior to joining StepChange Phil was CEO of Working Links and prior to this CFO, Sodexo UK & Ireland and CEO, Sodexo Justice Services. Over the last 15 years he has specialised in environments where social good is the primary objective but in an environment requiring very high levels of commercial efficiency. Phil is Non-Executive Director of Raven Housing Trust and was, until recently, Chairman of the Breck Foundation, an online safety awareness charity.



NEW CHAIRMAN'S STATEMENT

I am absolutely delighted to be taking over as Chair of The Marketors' Trust. John Hooper has been an extraordinary force for good within the Trust for many years and has created a Trust with strong financials, rigorous processes

and clear goals. I want to add my personal thanks to him for the fabulous contribution that John has made. They are enormous boots to fill!

Looking to the future; we have a healthy financial position with substantial reserves. This allows us to continue helping many of the causes we give to now as well as looking to new giving opportunities where giving has the greatest impact. In other words, those requests that have the greatest Social Return on Investment.

We are going to be coming out to members over the coming months with a survey to ask you what you want our focus areas to be. Initial soundings suggest that education, introducing marketing to young people who may find access impossible without help, and creating longer term

sustainable giving opportunities for the disadvantaged could be key. However, we want to know what you think.

Whilst the Trust is an independent body, it is clear that our success is inextricably bound with that of the Company. We are looking forward to working in partnership with the Company over the coming years, particularly with greater connectivity between Trust giving and Company Outreach. In this way, those who come to us for expertise are also given the opportunity to apply for funding (where appropriate) and vice versa.

As we build the strategy based around your feedback I would always be delighted to hear from you. Please do not hesitate to contact me at marketorstrust@marketors.org if you have any ideas or suggestions.

The Marketors' Trust appoints three new trustees

As part of the Trust's strategy to diversify its Trustee Board to include Trustees who are independent of the Company Management (ie. the Court) it has recently appointed three new Trustees. Each will

be taking the lead for different portfolios, such as Governance, Giving and Investment oversight.

John Hooper CBE, Chairman of The Marketors' Trust welcomed them to the March Trustee meeting.

The timing of their appointment means they will also be fully involved in the development of the Trust's new giving strategy and its implementation.



DESIRÉE CLARKE NOBLE (Des) is Managing Director and Head, Brand and Marketing, Europe and Asia-Pacific at RBC Capital Markets, part of Royal Bank of Canada (RBC) where Des and her team manage all brand and sponsorship partnerships, events, business marketing, content and CSR activities across the regions. She is a member of the RBC Diversity Leadership Council, Europe, and was co-chair of RWomen UK, RBC's gender diversity network.

Des is originally from New Zealand where she worked in fashion and wine before moving to London in 2000. She has 20 years' experience in financial brand and marketing. She is passionate about supporting charitable organisations and has taken part in many local and global long distance sportives, triathlons, marathons and ultramarathons to raise funds for various causes.

Des recently joined the newly-formed Advisory Board helping guide The Barbican Centre's strategy as they head into their 40th anniversary in 2022.

DAVID COWELL worked as both an Executive and Non-Executive Director of organisations across the public, private and not for profit sectors in many countries, an experience that has made him very aware of the crucial role that education, a key aim of The Marketors' Trust, plays in people's life opportunities.

He is a Bishop's appointment to the Bishop's Council of Diocesan Trustees for the Diocese of Lincolnshire and is Chair of the Audit and Governance Committee to the Bishop's Council and the Lincoln Diocesan Trust and Board of Finance.

He currently serves as Non-Exec Chair of the Lincolnshire Coop, an organisation comprising several distinct businesses in property development, food retail, pharmacy, post offices, travel, funeral homes and crematoria, focussed upon delivering benefit to its members and the broader community.



ALAN MACKAY was born and raised in Scotland. Graduating in law from Glasgow University in 1983 he then immediately founded Browning Mackay Marketing to serve the de-regulation of advertising in UK professional services at that time. In 1987 he joined investment firm 3i, was promoted to the board of 3i plc in 1991 and began over three decades in the Investment industry. In 2014 he co-founded specialist healthcare firm GHO Capital, where he is today Managing Partner.

Alan served as Chair of the the British Venture Capital and Private Equity Association (BVCA) in 2017 and is current Chair of the European Health Care Private Equity Association. He serves on the board of a number of companies in the UK, US and EU.

He is a Fellow of the Chartered Institute of Marketing and serves as senior adviser to a number of City of London based investment companies, including Gresham House plc.

The run of a lifetime

Julian Boulding
Court Assistant & Hon Treasurer



The Marketors' Trust regularly reviews many interesting (and mostly worthy) requests for funding support. Just now and again, one makes us think a little more than usual.

One of our Company's newest members, Freeman Evelyn Truter, came to us with a question. Can any member of the Company ask for the Trust's support for a charitable cause they believe in? This was a new question; most of our requests come from other charities and institutions, often with a connection to the marketing profession. But we are not restricted to these.

Evelyn's question was linked to a personal story. Her mum was an inspirational figure, to Evelyn and many other people. She was a trained Nursing Sister, a classically

trained singer and an accomplished pianist and guitarist. Sadly, she developed Multiple Sclerosis and passed away in 1995. Ever since, Evelyn has worked to support research into this terribly sad disease, which afflicts more than 130,000 people in UK.

One morning, she was out for a run and had an idea: to undertake a fundraising ultra-marathon, where she would run a kilometre for every year of her mum's life, in under eight hours.

The problem was, she had no experience as a long distance runner – and her mum died at the age of 52! Undeterred, Evelyn has spent all winter and spring in training to go from couch to a 52km ultramarathon in just six months.

The Marketors' Trust announces a major new giving initiative

The Marketors' Charity Marketing Grants Programme

To inspire and enable smaller charities to run marketing campaigns that will have a real impact in support of their cause.

The Company and The Marketors' Trust have launched a major new initiative: to award grants to smaller charities to fund excellent marketing campaigns, which the charities could not otherwise afford to run.

The programme, which is being funded by The Marketors' Trust, supports the Trust's aims of promoting both the profession of marketing and charitable giving. It also reflects the feedback received from members in the survey conducted by the Trust that the Trust's giving should seek out more giving initiatives that focus on marketing while supporting good causes.

The programme also reflects and delivers against the Company's belief in "the power of marketing to deliver economic and social good".

Originally scheduled to launch in Spring 2019, the programme was postponed because of the pandemic. The last 18 months have seen charities very badly hit and many are struggling for survival. We

believe it's imperative that we now do everything we can to encourage and support charities to embrace marketing to raise their profile, fund raise, engage with volunteers and deliver for their causes. This programme is in response to this.

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

The scheme will be open to all UK registered charities with an annual income of between £10,001 and £100,000 and full details including an application form will be available on our website from launch at the end of September.

Eligibility criteria will make it clear that the grants are for "marketing campaigns" and not for staff costs, capital investment or general SEO/PPC activities.

All valid applications will be considered by a judging panel, with the winning charities announced in Spring 2022.

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



If you are involved with a charity, please make them aware of this opportunity to apply for a grant for a marketing campaign in support of their cause. Full information is available on www.marketors.org under Marketors' Trust/Charity Grants Programme.

And by the time you read this, she will (we are confident!!) have completed the run of her lifetime, all around her native Bristol and River Severn area, finishing at the iconic Clevedon Pier. Her target was ambitious: to raise £5,200 from friends, family and colleagues, which would represent £100 for each year of her mum's life.

We could not say no, and the Trust agreed an appropriate contribution. This has now helped Evelyn well past her original target, to the stage where she will now raise over £8,000 for Multiple Sclerosis research at the University of Plymouth. Contributions are still welcome after the event, and Evelyn would be pleased to point you in the right direction, if you wish!



The Marketors' Trust welcomes opportunities to engage actively with members' own personal good causes. At our last Trustees' meeting, we agreed to set aside £10,000 over the next 12 months for this purpose. There is no set amount per cause – perhaps we'll be able to support 10, or 20? But they have to be good ones, that a member of the Company personally cares deeply about.

Do you have a cause in mind? Please, get in touch, and we'll discuss it at our next Trustees' meeting.

Welcome to our Corporate Supporter Associates from S4 Capital



MARTIN VERDULT – Associate Liveryman Managing Director, MediaMonks S4

Originally from The Netherlands, Martin Verdult joined MediaMonks London as Managing Director in 2018. His start coincided with a new era for the company in its merger with Sir Martin Sorrell's S4Capital, a creative services partner designed for a new age that integrates first-party data, digital content and digital media. In the years since, Martin has worked with brands both local and global to build marketing efficiencies, strengthen consumer relationships and push the limits of creativity. He is working on building a modern agency culture, with a strong focus on people's wellbeing, diversity & inclusion and sustainable production.

SASHA SCHMITZ – Associate Liveryman Managing Director, MightyHive S4

Having worked in the marketing and advertising world for 10 years in both the UK and USA, Sasha has always focused on how to harness the science of data and digital media with the art of content and creativity. Originally from San Francisco, Sasha was tapped to lead MightyHive's expansion into the UK and Europe in 2017, which led to the founding of its London office. Now, as the EMEA Managing Director for S4Capital's MightyHive, she continues to scale the business and its partnerships across Europe. In 2019, Sasha was placed on Ad Age's Women to Watch List, Europe.



JON BIGGS – Associate Liveryman Executive Creative Director, MediaMonks S4

Jon has been creating, designing and occasionally even building digital 'things' since the late 1990s. As Executive Creative Director for MediaMonks London he leads the strategic and creative output of the UK office, building an award-winning team that combines exciting conceptual thinking with smart digital creativity; creating campaigns, content and activations for global brands. Jon has shared his digital 'expertise' speaking at events such as D&AD, Cannes, Dubai Lynx, Advertising Week Europe and Shanghai Advertising Forum and shared his 'expert' opinions judging for D&AD, Creative Circle, Effies and Shots among many others.

ERIN CRUMP – Associate Freeman Enterprise Consulting Manager, MightyHive S4

Having worked in EMEA and APAC markets, Erin holds seven years of experience in media and marketing spanning FMCG, retail and automotive clients. In her role, Erin has advised brands in digital transformation, ensuring they have the correct systems and touch points in place to capture robust data and the skills to plan and activate that data to drive business outcomes. Erin leads the EMEA client relationship with leading consumer goods brand, Mondelez, helping them to actively deliver business intelligence.



SOPHIE DEAN – Associate Freeman Business Manager, MediaMonks S4

As a Business Manager at MediaMonks London, Sophie has been focused on driving digital transformation for its clients for over two years. Starting out her career as an intern in the creative and digital agency space, Sophie now focuses on delivering strategic, consultative service to enterprise clients, crafting end-to-end content, media, and data solutions for brands like Google, P&G and Cisco. Her projects range from fully-integrated social campaigns, to B2B strategy, to platform development.

A prospective members Open Evening in May

Kim Tasso
Freeman

On the Thursday evening before the late May Bank Holiday weekend, a dozen guests joined Master John Farrell, our Clerk John Hammond, Court Assistant Keith Rowland and Liveryman Rhian Pamphilon for one of the regular virtual prospective members Open Evenings.

Varied backgrounds

The backgrounds of the prospective new members were as diverse and interesting as our Marketors' community. There were strategists, digital marketers, communications professionals, agency folk and some academics. From global brands to start-ups, the range of industries and sectors represented was broad too: telecommunications, technology, real estate, industrial automation, financial services, media, food and drink, insurance, affordable housing and even athletics.

Keith wowed everyone with his video and slide whirlwind tour of formal, social, educational and fun activities enjoyed by the Marketors – and our association with the military. The Clerk provided his usual fascinating glimpse into the history and traditions of livery companies.

But what was most interesting – having attended several such events – were the questions asked by the prospective members.

Marketors beyond the City

During the introductions, it was clear that the virtual format meant guests were able to join us from beyond the City environs: Reading, Guildford, Kent, Bath as well as a sprinkling of people, like me, in South West London. There was even someone from Preston in Lancashire which prompted the question “Do you have to go to London to participate in events?”.

I learned that some Marketors are overseas. There was a lively discussion about the successful transition to digital events during Covid making it easier to transcend physical distance. The future programme would be hybrid – online and in person – to continue to engage far-flung members. And

we learned about the Brigantes – The City of London Liverymen in the North who organise dinners, sporting and social events in their part of the country.

Pro Bono and Outreach projects

Another question related to pro bono Outreach projects we undertake. Here our attention was directed to the range of case studies on the website which include the Gurkhas, the Postal Museum, Hammersmith Academy, the Bicycle Helmet Initiative Trust, and the world heritage site at Ironbridge Gorge Museum Trust in Shropshire.

Freedom of the City of London

Someone asked why it was necessary to become a Freeman of the City of London before you could become a Liveryman of the Worshipful Company of Marketors. I knew, of course, about the tradition of being able to drive your sheep across London Bridge without paying tolls.

But I hadn't realised – until the Clerk explained - that in days past you would become a Freeman of the Company on completing a seven-year apprenticeship. In some companies a “master piece” would be required as a specimen of the skill required to practice the craft. The Freedom of the City was the right to trade or perform your craft in the Square Mile.

Why join the Marketors?

From his personal perspective Master John Farrell explained why people join. He said it's an “*unusual and stimulating*” group of people in the professional discipline of



marketing, and they will “drive you into other dimensions of the marketing world”.

He summarised most members' motivations as wanting to give something back, to be a member of a warm fellowship and to attend both grand and educational events. He reminded us that his theme for the year is ‘Marketing... leading businesses from the front’ so its importance to senior marketing leaders was obvious, which was confirmed by our ability to attract the world's leading marketers to our events. He mentioned speakers such as Sir Martin Sorrell, Alan Jope of Unilever and Baroness Lane-Fox, and talked about initiatives to co-create events with our corporate sponsors James Hambro, Accenture and S4 Capital.

Marketors, Marketeers or Marketors?

I've heard the question “*why is it Marketors not Marketeers?*” before. Several answers were provided during the session. One was that when Fellows of the Institute of Marketing founded the Worshipful Company they wanted to differentiate the general population of marketers from the Marketors who were members. Or it was an attempt to brand us differently with an ‘or’ suffix like doctors and solicitors that might convey similar professional recognition. There was even the suggestion that “marketeers” sounded uncomfortably similar to “racketeers”.

Congratulations to Hon Treasurer Liveryman Julian Boulding upon being elected Court Assistant



New Freeman admitted in April 2021



ELLIOTT CRANMER

Elliott is Managing Director of a Video Marketing agency. Journalistic and broadcast values underpin the company's authentic video marketing approach. He was formerly a newsman at ITN and Producer Director at the BBC. The National Film Archive houses a selection of his work as part of a limited collection of the nation's best films since the medium was invented. Elliott's special interests include being an RHS qualified horticulturalist and former Producer Director of the BBC's Chelsea Flower Show. He plays the guitar and participates in endurance sports events.

JACQUES EDELING

Jacques is Starcom UK Programmatic Group Director, providing leadership and consultancy, and developing infrastructure and processes for programmatic operations. Born in Johannesburg, South Africa, he has been living in London for the last five years with his wife Caroline and son James, who was born at the height of the first lockdown in May. He is a flyfishing enthusiast (mostly rainbow trout), rugby fan (Springboks then England), cricket fan, tennis fan and classic car enthusiast.



MOHAMED MURAJ

Assistant Vice President, Marketing and Attraction, Mohamed oversees the talent attraction of graduates, apprentices and professional hires across Barclays. Outside of the 9-5, he is a fully trained volunteer Covid vaccinator, working with the NHS and St John Ambulance to administer injections. He has a special interest in social media, FinTech, technology, watches/horology and jewellery.

JOHN NEWCOMB

CEO of the Builders Merchants Federation, the trade association for the building materials supply chain, since 2012. During his tenure he has overseen the introduction of initiatives that have broadened its relevance and appeal and the BMF has grown in member numbers and influence to become the voice of the merchant industry. John is the current President of UFEMAT, the European trade body for the merchant industry and is a Liveryman of the Worshipful Company of Builders Merchants. He received the Trade Association Forum's prestigious Leadership Award in 2019. He was appointed to the Construction Leadership Taskforce in 2020 working with government and trade bodies to co-ordinate the construction industry's response to the Covid-19 pandemic.





ANTHONY NORTON

Anthony first went into marketing in 1980 with Britvic Canada Dry where he launched Britvic 55 and Dr Pepper. In 1985, he joined Mattel as Marketing Manager on Barbie and Masters of the Universe. Anthony moved to Europe's largest licensing agency CPLG as Deputy MD to develop licensing programmes for Really Useful Group, Worldwide Fund for Nature and more. In 1991 he established Norton PR with his wife Michele with clients such as LEGO, Warner Bros, Cartoon Network, Disney, Crayola and many more. Anthony enjoys photography, country sports, cooking and entertaining. A Freeman of the City of London and Board Member of The City of London Gresham Club.

EVELYN TRUTER

After a successful sales career, Evelyn switched to marketing in 2008 and has enjoyed various national, European and global roles. She has recently taken a new leadership position as the Head of EMEA Marketing at Xerox Corporation. Evelyn is an independent thinker, energised by creating ideas to grow new business opportunities and offering inspiration to mobilise her team. In her free time she is a long distance runner, tennis player and bell ringer and enjoys cooking and family walks with their dog. Evelyn also has a penchant for interior design and a passion for sustainability. Her focus, in her professional and personal life, is always to make ideas happen.



MARTIN WIGGINS

A Liveryman of the Worshipful Company of Insurers and a Freeman of the City of London. Since forming WHJE in 2012, Martin's role balances working directly with clients – helping them to create, shape and engage their brands – from a global rebrand to a piece of thought leadership, to more mundane activities. Since the start of the pandemic, apart from a brief period in Autumn last year, he has been working at home, giving him the chance to catch up on his 'to do' list. When he could his 'spare' time has been spent yacht racing, supporting his wife's floristry business, spending time with friends and just being a 'dad' to the family.

MICHAEL WOLFE

Mike is currently Head of Brand & Marketing at Pension Insurance Corporation. Previously he was Marketing Director at XL Catlin, a specialist insurer operating in the Lloyds of London market. Mike has enjoyed work placements in the US, China and Argentina as part of his MBA and is a Fellow of the Chartered Institute of Marketing. When not working, he spends most of his spare time watching rugby and (trying) to play football with his two boys. He has been actively involved in fundraising and various activities for several charities including Crisis for homelessness in London and The Roundhouse Foundation.



New Freeman admitted in July 2021



KWAI CHI

Kwai Chi is a veteran of social media and influencer marketing with an award-winning career spanning 15 years in key leadership roles. Kwai switches between two roles. As CEO of agency Power of Chi he has a roster of clients including O2 and Franca Manca. As Principal Social Media Marketing Manager for Intuit globally he is responsible for developing high profile digital, influencer, and social media marketing campaigns for the brand, including double top trending TikTok campaign “#beyourownboss” and 17-times award-winning live video series “Ask The Expert”. Kwai is a former winner of MediaWeek 30 Under 30, a Fellow of the CIM, a guest lecturer at Middlesex and Birmingham City Universities and has most recently joined the TEDx family as a TEDxBonnSquare speaker.

PAUL DAVEY

Already a Liveryman of the Framework Knitters, Paul applied to join the Marketors because he wanted to join a livery company related to his professional interests. As founder and Managing Director of Davey Co, a business agency specialising in the sale and valuation of country inns, pubs and restaurants as trading businesses, Paul sets the strategy and oversees all the company’s marketing which is seen as fundamental to their business model. The focus is primarily privately owned businesses in suburban, market town, village and destination locations throughout England and Wales. Paul lives in Stonesby, Leicestershire near Melton Mowbray, married to Philippa with two sons. He is a retired Army Reserve Officer, formerly with the Royal Yeomanry and enjoys country field sports, good wine and fine ales.



JOSE IVARS-LOPEZ

Jose is a seasoned financial professional specialising in Cross-Border payments and Digital money. Previously Head of Banking Partners and Global Head of Marketing for Currencies Direct he is currently Country Manager for Ria Financial, a Euronet Worldwide company. He has a Diploma in Marketing at the College of Communication (University of the Arts) and an MSc in Business and Sports Management. He is a semi-professional mountain athlete with vast experience in high altitude expeditions in remote areas and a Fellow of the Royal Geographical Society. He lives with his wife and two stepchildren (and lurcher Leila) in the Surrey countryside.

RAJ KUMAR

Raj was named as one of Marketing Week’s top 100 most effective marketers and Financial Service Marketer of the year 2020. Fellow of the Marketing Society. Head of Strategy/ brand governance and now Group Brand & Rep. Director at Aviva. Previously Head of Marketing at Experian and before at Nokia. Raj serves as NED at Swim England and PTI, a Prince of Wales’ charity.





DIANNE LUCAS

Dianne is a Chartered Marketer and Managing Director of specialist strategic marketing consultancy CMDi. As an MD, she is passionate about helping her team and clients achieve extraordinary results with clarity and integrity. As a Chartered Marketer, she is passionate about brand purpose, innovation and the psychology of 'who, what and why'. In her spare time she enjoys being in touch with nature, dog agility training with her miniature poodle Monty, staying healthy and doing exciting new things – like becoming a Freeman!

RUSS POWELL

Russ spent 12 years working client-side for a range of B2B technology companies while at the same time pursuing a parallel career as a stand-up comic. He is now the founder/MD of Sharper B2B Marketing, which he launched in early 2020 with a mission to tackle the three main frustrations he felt with B2B marketing: Lack of creativity, marketing (and marketers) being undervalued and poor commercial awareness. Away from work Russ is a dad to 2 little herberts, a keen runner, an enthusiastic (although not entirely proficient) golfer and a self-confessed bookworm.



KELLY WU

Kelly is Head of Membership Development at The Reform Club, one of the most prestigious private members' clubs in London with a long and intriguing history. She is responsible for membership, marketing and member communications. She previously had several senior positions in private and public sectors, including as Director of Strategic Partnership and Investment at FitnessGenes, Membership Development Manager at STEP (Society of Trust and Estate Practitioners) and Lead International Affairs Officer at Lord Mayor's Office, Birmingham City Council. Kelly is a keen gallery goer with a special interest in contemporary arts. She enjoys reading politics and history, classical music, photography, yoga and travelling around world learning different cultures.

Refer a member

Addressing all Marketors: if you know a good, experienced marketer, please do recommend the Company to them. We are looking for new members with a diversity of talent to ensure the Company stays professionally fresh and relevant over the coming years.

They will need to be of good standing and enthused by the values of the Livery: the City traditions, the craft of marketing, giving back and fellowship. Membership of the Marketors is an honour, so it should be someone you respect and trust.

Email membership@marketors.org



Taken from the cover of Niki's book, *Faith in the City of London*, this photo illustrates the modernity of today's church: 400 clerics filling Paternoster Square for the then Bishop of London, Richard Chartres' farewell celebrations in 2017 with their faces lit by their mobile phones, rather than the more traditional candles.

Who knew there was so much faith in the City of London?

Annie Brooks
Liveryman & Event Director

On 14 April 2021, 27 Marketors and their guests took a virtual tour with photographer Niki Gorick to discover what faith in the City of London means and how they have become compatible, if unlikely, bedfellows over the years. Fascinating to discover that so many faiths have a place in the Square Mile and that this spiritual life is full of contrasts, diversity and surprises.

Harvest Fishfival



An outstanding wet fish display laid out every October by Billingsgate fish merchants at St Mary-at-Hill church, all part of its 'Harvest of the Sea' harvest festival service. Although Billingsgate Market is now based in Poplar, the fishmongers still come back to celebrate and raise money for charity by selling off the display after the service.



Easter traditions

Did you know that you can find donkeys processing through City streets on Palm Sunday? They go to the steps of St Paul's Cathedral to receive a special blessing from the Bishop of London.

To mark Good Friday and the Way of the Cross, another procession sets off from St Mary Moorfields, the City's only Roman Catholic Church. Roman Catholic worship was once illegal and had to be secretly practiced in small chapels.



Diversity of faiths in the City

Despite surviving the Great Fire and the Blitz, St Ethelburga's on Bishopsgate was decimated in 1993 by an IRA bomb. It reopened in 2003 as a Centre of Reconciliation and Peace welcoming people of all faiths. Because there is no gurdwara temple within the Square Mile, the Sikh business community hold weekday prayers inside St Ethelburga's large Bedouin tent in its garden.

The Jewish religion has been well represented here for over 300 years and is still going strong at Bevis Marks synagogue.

Romanians of the Christian Orthodox faith were relative newcomers to the City and had no dedicated place to worship. Fifty years ago they started to share the Anglican Church St Dunstan-in-the-West. Family focused, they centre on a magnificent, richly carved altar that they transferred piece by piece from a Romanian monastery and installed at St Dunstan.

With no mosque within the Square Mile, the Muslim community hires rooms for Friday prayers. One of their favourites is the Worshipful Company of Wax Chandlers' livery hall.

The modern side to worship in the City, The Salvation Army's International Headquarters by the Millennium Bridge, was opened in 2004. It's a stunning building, well worth a visit for its excellent café!



The Rabbi leads a traditional blessing before the Ark as Torah scrolls during a wedding



Revd Rose Hudson-Wilkin at Trinity House as Chaplain for Water Conservators

Women rising through the ranks

The pioneer was Revd Katharine Rumens, Rector at St Giles' Cripplegate at the Barbican since 2000, the first woman to be appointed to such a position within the City. Revd Rose Hudson-Wilkin MBE QHC was Priest in Charge of St Mary-at-Hill, while also being Chaplain to the Queen and the Speaker of the House of Commons. She is now Bishop of Dover.



PM Revd Sally Muggeridge in St Stephen Walbrook hosts an evening celebrating the contribution of women to City business with her guest, business leader Glen Moreno

Younger female vicars are also coming up fast. At her son's christening the Bishop of London wittily stated that "For the first time in over nine centuries, the Rector (Revd Laura Jorgensen, at St Botolph without Aldgate) has had a baby!"

Ceremonial robes of all types are certainly very much part of everyday life in City churches, particularly here in St Stephen Walbrook, as it is the parish church for Mansion House next door.

An age old practice

One of the many surprises was just how long faith has been around in the City of London. Seven metres below its modern European headquarters, Bloomberg has reconstructed the remains of The Temple of Mithras. It's free to visit and a wonderfully immersive experience of pagan worship in Roman London from almost 2,000 years ago recreated with light and sound.

All photographs © Niki Gorick

Why every Marketor should consider mentoring – the experience of three mentors

Alan Dodds, Liveryman

In January, I started as a mentor in the University of Greenwich career mentoring programme for postgrad and final year students from the University's Marketing faculty, preparing to transition from academic life to the world of work.

During my long career I have benefited from mentoring and professional coaching, however this felt different and special. It could be that being in the middle of a pandemic highlighted the unique challenges facing future marketers starting out on their careers.

Maybe it was that, for the first time in a generation, I was mentoring a talented student with a fresh perspective on how future markets could develop.

Mentoring is, by its very nature, a two-way process and, as a mentor, it was important to use all my skills and experience to share, support and encourage my mentee. The two-way communication, despite being on Zoom, was a positive experience and we built the rapport required for a successful mentoring relationship. The challenges faced by today's mentees are real and making a difference is no academic exercise.

Ultimately, it is down to mentees to decide which career path they follow. However, an experienced mentor can provide guidance and insight into the mentee's key assumptions, in their job search or career development.

For me this was an inspiring, positive experience and probably the most satisfying activity I have engaged in with the Marketors in recent times. I recommend all Freeman and Liverymen explore the Marketors' mentoring programme either as a mentor or a mentee.

Julian Boulding, Court Assistant

For a few years now, some good-hearted members of our Company have mentored students of Marketing at the University of Greenwich in their "Enterprise Challenge" – a kind of Dragons' Den competition for aspiring entrepreneurs. One year, our mentees actually won!

In 2021, we extended the collaboration to include Greenwich's career mentoring programme. The ability to chat with an experienced marketer every two or three weeks has been a hugely appreciated support, both practical and emotional, and a welcome diversion for our own mentors too!

The University provides superbly organised support in matching mentors with mentees, helping mentees to set objectives and mentors to plan a series of discussions on different topics.

I'd highly recommend this to any member of the Company, if you can spare a couple of hours a month to help a younger person get started in a marketing career. We'll be looking for new members from September. Please get in touch.

Peter Rosenvinge, Chair of Mentoring Committee

Having come up with the suggestion of this mentoring opportunity to Greenwich, I thought I should at least back the initiative in a practical way by being a mentor myself. I also knew how the pandemic was affecting those students who planned to work in events, hospitality or travel/tourism in particular.

Then the doubts set in. My main commercial marketing experience was over 30 years ago and since then I have been involved in charity marketing and fundraising. But as soon as I met Justin on the first of our fortnightly Zoom chats, I was surprised by how my practical, task-focused side came to my rescue! On one or two occasions I linked Justin to people who could advise on the travel and tourism industry in the UK, not least because Justin is from the southern United States.

Throughout Justin has been a delight to work with. The main goal was to find him a job in the UK before his student visa expired, as he wants to stay here. Imagine my delight when he got that magical job offer. Quite apart from how he felt (and he did all the work), it gave me a great feeling too. We were supposed to stop our fortnightly catch ups in June, but we've agreed to carry on, so that I can keep a watchful eye on his first few weeks in the job and I really look forward to our chats.

He seems to have found it worthwhile, commenting: "Having a mentor, especially as an international student, was a great way for me to grow both personally and professionally."

Greenwich wants us to supply mentors again next year and I strongly recommend members to put their names forward. There is excellent support from the University of Greenwich's professionals including a briefing session.

**CONTACT Peter Rosenvinge, Chair, Mentoring Committee
E-mail: p-rosenvinge@sky.com
Telephone: 07905 903403**



Choral Directors reach more singers thanks to Marketors' Outreach

Graham Storey
Liveryman & Vice Chair Outreach

During this pandemic, most of us have seen and heard more choirs performing on Zoom or similar, than we ever did in "the good old days" before social distancing when we visited a theatre or village hall to enjoy a choral performance. But behind every single choir performance there is a lot of admin work and creative activity by one or more organisers, and many hours of choir practice. That all needs to be organised and expertly managed to enable each choir member to give of their best in a carefully orchestrated choral performance.



The Association of British Choral Directors ("abcd") is the only UK organisation dedicated to supporting those leading choral music, both amateur and professional. It is committed to promoting, improving and maintaining opportunities for the professional development of those leading singing of any kind, whether in the classroom or in the community.

When "abcd" saw a reduction in membership numbers leading to a decrease in operating funds the "abcd" Chair of Trustees Leslie East OBE approached the Worshipful Company of Marketors to seek a marketing review and plan a return to profitability that could be incorporated in the "abcd"

revised strategic plan. The Outreach volunteer for the "abcd" project was Court Assistant John Wheen.

The details of Outreach project reports are confidential because during every Outreach project the Outreach Director asks many questions to help the client organisation and often has access to confidential sources of information. Desk and online research showed the number of identified choirs in the UK with an indication of their speciality and original founding body such as a Church, School, Workplace, Community, etc.

Some additional processing, based on specialist knowledge, helped identify geographic location groups within the UK and the probability of a good match between individual choirs and the "abcd" offer for choral directors. This research generated a number for UK people actively providing choral direction. For the "abcd" management team, this target group are people who potentially would see the value of joining the "abcd" for the improvement of each associated choir, and membership as a useful way of enhancing their personal credentials in their career progression as a choral director.

One of John's many recommendations was to improve communications, especially with the target group of potential new

members. This included looking critically at [https://www."abcd".org.uk/](https://www.) so it could be used more effectively by the target groups. This included optimising the website user experience regardless of the device they were using – PC, TV, tablet or mobile phone.

Leslie East said: "The timing was perfect as it coincided with preliminary discussions about our next five year strategic plan. It was refreshing to have such a sympathetic and knowledgeable project leader as John Wheen. The final report was very much to the point, relevant and, above all, helpful."

Marketors who would like to know more about Outreach please contact outreach@marketors.org



Initial course - encouraging the right posture



Learning how to control different parts of one choir



Talis Spem - The Choral Director's training leads up to a major performance



Taking a choir through the score

Pioneering resource for all: The Archive of Market & Social Research

Peter Bartram
Liveryman & AMSR Trustee

A lively webinar to introduce Members to the Archive of Market and Social Research was chaired on 20 May by Event Director Julian Boulding, who is also a Trustee of The Marketors' Trust.

Julian introduced the three AMSR participants: AMSR Trustee Peter Bartram, a Liveryman since 1993; Adam Phillips, AMSR Chief Executive; and Patrick Barwise, Chairman of the AMSR Trustee Board and Emeritus Professor of Management and Marketing at London Business School.

Peter began by emphasising that since most marketing activity is underpinned by research, the Archive is for all members, not just those with a research background. Full details of the 130,000 pages of material already collected in the Archive, mostly online, may be freely accessed via www.amsr.org.uk.

Adam described the development and content of the Archive, emphasising that it can especially help members of the Worshipful Company, which does not have its own library or archive of historical achievements in marketing.

AMSR is a registered charity, sustained by 40+ hard-working volunteers and financial support from over 100 corporate, institutional and individual donors – much needed as it costs about £35,000 a year to run.

In addition to its usefulness to commercial marketers and researchers, the Archive also appeals to social and cultural historians and other academics. To help them, a Query Response Team has been set up and the first of a planned series of e-Books published: *Postwar Developments in Market Research*, free to download on the AMSR website.

The AMSR's immediate priorities are to expand the network of related archives, establishing it as a central hub providing access to other sources; to create 'Specialist Collections' likely to appeal to younger researchers; and to curate collections which can be used for teaching undergraduates and even schoolchildren.

Patrick emphasised the need to explore the potential among business academics, to incorporate data analytics into the Archive, and to expand AMSR marketing, increasing its awareness and usage. He added that *"no-one else anywhere in the world has done what we are doing"*, and urged all Marketors to look at the website, donate material, volunteer their marketing expertise, and supplement the splendid and much appreciated financial support provided by the Marketors' Trust

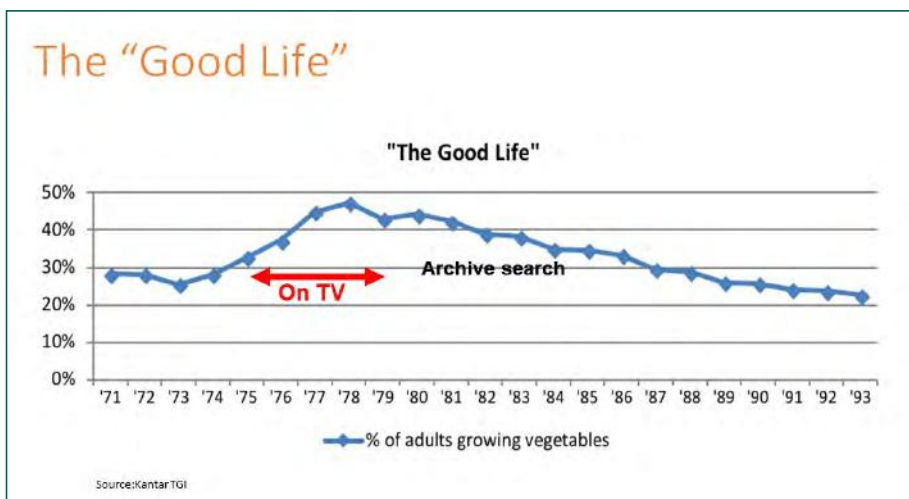


with a personal donation. *"We're a small, volunteer-led charity, and we run a tight ship. Your support will enable us to scale up faster towards the bright future ahead."*

In the Q&A session, as many as 13 connected topics were raised by members including several Past Masters. There were questions on the numbers supporting the Archive financially (about 100, including most recently a remarkable £50,000 legacy), the numbers actually using it (929 in December 2020, and growing) and its most surprising and interesting items. The speakers' responses included the extent of the decline in religious belief, the use of Polaroid cameras in bedrooms, and the impact of the TV series 'The Good Life' on vegetable growing.

Final comments by participating members indicated they had not heard about the Archive before and were very impressed by what they had learned.

If you have any queries about the Archive, please see the website at www.amsr.org.uk and/or contact peter.bartram1@btinternet.com, phone 01737 812983.



151 Regiment moves towards strategic social media

Dr Annmarie Hanlon, **Liveryman**
and Andrew Cross, **Past Master**

One rainy Saturday morning towards the end of May the 151 Regiment RLC returned to Aldershot, meeting together for the first time since the pandemic started.

As a Reserve Transport Regiment, 151 ensures their team are fully trained which takes a number of different forms. While many of the regiment were refreshing their driving skills with large trucks (some with a 40 feet wheelbase), the officers and senior NCOs were looking at their screens during a joint initiative between 151 Regiment and the Marketors.

Responding to a call from the Commanding Officer, Lt Col Deborah Taylor, the aim was to demonstrate the benefits of social media to the Regiment. The Regimental Training Warrant Officer organised an online Teams meeting with Chairman of the AFCC Past Master Andrew Cross and with Vice-Chairman Court Assistant David Elmer. Several other Marketors also joined the session.

Using social media effectively can be a challenge for organisations because, for many, there is a gap between using social media and gaining engagement. This often relates back to the stakeholders who need to be considered.

Social media is often used at a tactical level by organisations who simply post, pin or share without considering the wider strategic implications and what's actually right for the organisation. As a result, many organisations try to win new customers through social media, without understanding that more fundamental actions may be required related to the product offer, the place of purchase or the price points, rather than simply having an entertaining video on TikTok.

One entertaining video on TikTok can take days to create but could also alienate existing customers and damage the reputation of the brand. Such examples demonstrate the lack of digital marketing strategy within an organisation.

My own PhD research indicated



there were seven strategic purposes of social media:

1. To interact and engage with customers so they make contact using the format that's easiest for them.
2. To entertain customers.
3. To provide offers to entreat, to sell or encourage conversion actions.
4. To gain reviews, as we trust the words of strangers more than friends.
5. To deliver customer service.
6. For customer segmentation.
7. For brand management or awareness.

While this may seem a long list, most organisations should only use

the strategic purposes relevant for their brand which may be just two or three of these elements. For example, I would be nervous if my dentist used social media to entertain its patients!

You may think some elements are missing, such as sharing content, but the research indicated this (and several other elements) was simply a purpose of social media, rather than a strategic benefit for organisations.

As the Regiment's trucks roared across Aldershot and the puddles became deeper, Team Trident's senior team discovered how best to use social media. We all agreed that this collaboration with 151 was a great way to share knowledge and we look forward to more in the future.



Legal and Marketing - friend or foe?

Helen Christopher
Freeman & Event Director

The debate 'Legal: Marketing friend or foe' in June was a joint event between the Marketors' Company and the Solicitors' Company. When faced with a marketing compliance challenge, do we get it right? The debate explored this question and looked at ways to create a new reality, one that bridges the gap between the two professions.



The interactive session, chaired by Liveryman Jeremy Stern, looked to find a solution to unify marketing and legal practitioners (legals) through debate. The debate concluded with a test of the audience's knowledge of current marketing compliance regulations - the CAP Code - overseen by the Advertising Standards Authority (ASA).

The lively debate was led by Shelley Davies, Managing Director of promotions specialist PromoVeritas, who outlined the challenges of working with lawyers based on her extensive marketing experience. While Oliver Bray, Senior Partner at leading law firm RPC talked about the way he deals with maverick marketers, their crazy ideas and tight timescales. Mandy Kaur, Legal Director at Pizza Express gave her client-side opinion and practical advice of working with marketing from a position of saying "yes" and moving the perception of legal practitioners from being the no-fun police to the fun enablers.

In the second part of the event members of the audience were asked to be the "judge" and review real life adverts. Jeremy asked the audience first to identify what the basis of complaint might have been, and then judge whether or not the ASA upheld the complaint or not.

If you would like to test your own knowledge, try the quiz on the facing page.

Take-aways

- Don't overstate or be deliberately provocative to get attention. An ASA complaint is not good and certainly nothing to be proud of!
- Typically, legals are more cautious and marketers more creative, but contrary to popular belief legals want to help and, given sufficient time, can usually come up with a compromise. Marketers – don't go rogue.
- Top tip! Be proactive, not reactive. Involve legals in the early conversations about concepts and align them and agencies, rather than as an afterthought when things go wrong.
- Sharing knowledge between law and marketing is important. Set up an internal chain of communications between marketing and the legal advisers to make signing off easier.
 - Empathise with each other's plight
 - Consider reasonable timings i.e. legal advisers should not procrastinate but it's unreasonable for marketers to

expect a turnaround within 24 hours.

- Be aware of the seriousness of new directives, including the impact of International law, on your plans.
- Marketers should have some basic knowledge of the rules (B/CAP Code) and the law e.g. UCPD and GDPR. You shouldn't drive a car without knowing the highway code!
- Based on the results of the poll at the end, our knowledge of the law is "fair", so if you want to swot up, here are some useful resources:
 - Oliver Bray's book Advertising Law and Regulation; he is working on the 3rd Edition (hopefully digital).
 - The Advertising Codes ASA and CAP on www.asa.org.uk.

Conclusion:

Legal advisers want to be the marketer's friend. Embrace their knowledge and support to avoid costly court cases and help protect your company's reputation, brand and consumer trust. Work with them, and give them sufficient time and information to enable them to support you.

CORRECT ANSWERS

Playboy – Missguided

The Complaint: The ad was offensive and irresponsible. It used a model who appeared to be under 18 and was portrayed in a sexual way.
The ASA View: The Playboy name and logo bring certain expectations, but the model was dressed in a long coat and a casual hooded top and trouser set, with only her midriff exposed. Her poses were not sexual in nature and were in line with typical 18 years of age.
RESULT: Ad did not breach the rules.

Ben & Jerry's NEW moo-phoria

The Complaint: As an HFSS (food and drink that are high in saturated fat, salt or sugar) product Ben & Jerry should not be designing a poster that appeals to children, and they should not be placing it close to schools or where children congregate.
The ASA View: Ads for HFSS products must not be directed at children either through the ad or its placement. In particular, media should not be used if more than 25% of its audience is likely to be under the age of 16 and, in case of posters, not within 100 metres of a school. This did occur through a foul by the media company, and therefore the placement of this ad breached this rule.
RESULT: Ad breached the Code.

Daily Mail FREE Marmite

The Complaint: A number of consumers claimed that the promotional product was out of stock and front page flashes failed to make it clear there was a limited quantity available.
The ASA View: They noted that although an estimate of likely demand had been carried out, there was no documentary evidence to demonstrate that a reasonable estimate of likely response had been produced. In fact, some stores had fewer than ten jars in stock. As a result, Iceland was not capable of meeting the likely demand for the product.
RESULT: Ad breached the rules.

You be the judge and test yourself against the ASA Panel

The public complained about the three adverts below. You might also wish to complain about the images but the quiz does have an educational purpose.

Put your knowledge to the test! What do you think the complaints were, and do you think they were upheld or rejected by the ASA?



What could be wrong with this ad?

- Bad fashion sense
- It's misleading because it uses the same model in all images
- It uses a child model
- Overt sexual images
- It misappropriates the Playboy brand

And was the complaint upheld?

What could be wrong with this ad?

- It's illegal to advertise a High Sugar product
- Advertising placement is around children
- Cow with Wings is insulting to religion
- Moo-phoria is a made-up word

And was the complaint upheld?



What could be wrong with this ad?

- Limited availability of product
- They couldn't satisfy all claims
- It didn't specify which stores
- It discriminates against those who don't like Marmite

And was the complaint upheld?



<< Correct answers opposite

St Bride's leads Fleet Street recovery

John Wheen
Court Assistant & St Bride's Liaison

By summer 2021, nearly 50% of retail outlets in Fleet Street and Ludgate Hill had closed.

Then to the delight of those left working in nearby offices, some stores sprang back to life. Marks and Spencer's Food Hall in Paternoster Square reopened at the end of June. Adjoining outlet Starbucks re-emerged as "Squirrel" gift shop.

Long-closed favourite All Bar One, venue of the St Bride's Carol Service after-party, was refurbished and returned as "Fleets".

Given such a bleak former outlook, who would have thought that the Marketors would be able to anticipate a traditional run-up to the 2021 Christmas season? But that now certainly looks possible, as we exit Covid lockdowns in favour of longed-for delights.

Throughout the crisis, St Bride's has been a beacon of hope, always open when legally possible. Marketors' Chaplain Canon Dr Alison Joyce's sermons have given us comfort and her team have planned for the day when Fleet Street recovers.

At last, that time seems to be arriving. Firstly, by team work through lockdowns, a new St Bride's website has launched at <https://stbrides.com>. Marketors' Outreach Director Nikos Kokkinos helped brief suppliers M&CXD and LUV Corp Ltd to produce an easy-to-navigate, high stature site.

Secondly, St Bride's entire professional choir are able to perform for us again, with their angelic mix of poignancy and celebration. And it's likely that after being banned for months, we'll even be able to sing along with them!

Remembrance Sunday on 14 November at St Bride's is a significant part of normality in Fleet Street. Traditionally the Master Marketor joins other leaders to lay wreaths, remembering all those who died in wars. This year we hope to enhance the majesty of the occasion with Past Master Andrew Cross, current Chairman of AFCC, arranging for members of St Dunstan's College Cadets to form a carpet guard at St Bride's, to welcome us to the service.



A beacon of hope, St Bride's steeple rises above Fleet Street



Closed Fleet Street icons included Manon Café, purveyor of the City of London's best hot chocolate



Old and new neighbours near St Paul's Cathedral



The "Fleets" – all lit up!

Then on Monday 13 December, the long-awaited Communications Industry Carol Service will remind us that it really is a Fleet Street Christmas! Hark the Herald Angels Sing indeed!

Whilst the venue for the after-party has yet to be confirmed, if "Fleets" is chosen we can look forward to an evening of unexpected recovery – they're currently offering "1.5 hours of non-stop Pornstar Martinis for £22.50". Cab anyone?

Is Conscious Capitalism the future for business?

Roz Morris
Liveryman & Event Director

Capitalism has achieved a lot of good things since the Industrial Revolution, but there have also been huge mistakes and abuses, so it needs to change to regain trust and make the world a better place. That was the message from Timothy Henry, one of the founders of the Conscious Capitalism movement when he gave an online talk to Marketors on 13 May.

Timothy is one of the co-authors of *The Conscious Capitalism Field Guide – Tools for Transforming Your Organisation*, published by Harvard Business Review Press in 2018. He has served as a trustee of the non-profit, Conscious Capitalism Inc. for 12 years. He was co-CEO and Managing Partner of BRIDGE, a global consulting and leadership firm, with over 30 years of experience working as a trusted business advisor, from Fortune 20 to entrepreneurial owner-managed businesses, across the globe. He's a former Principal at Booz, Allen and Hamilton in New York and Tokyo and is Chair of the Board for Syntrio Inc, a training company for HR compliance and ethics issues. He is a Canadian and a graduate of Oxford University and the University of Southern California.

The Conscious Capitalism movement started in 2008 during the financial crisis. Companies such as Whole Foods, Patagonia, Southwest Airline and Costco were among the first to take up this way of doing business. Thousands of businesses have followed their example.

In his talk and PowerPoint presentation Timothy explained that Conscious Capitalism is a philosophy that believes there are fundamental questions requiring new thinking for business people in the 21st century.

It is not enough to say: 'My business is here to make money'. We all need to ask ourselves: 'What is the purpose of our business?' Conscious Capitalists believe



there is nothing wrong with profits. However profitability alone is not enough. Business creates prosperity and enables progress, but marketing and business values have to be aligned and businesses have to emphasise that trust, collaboration and compassion are central and everyday principles, not add-ons for marketing purposes.

This is not just an ideal, Timothy told us. Younger customers are voting with their dollars and pounds, and buying from companies that state their purpose in making the world better. Surveys show that Millennials are rejecting the idea that a company must maximise profit for its shareholders to the exclusion of everything else.

Meanwhile the current legal structures of capitalism, in the US and the UK especially, mean companies with short-term strategies that work only for their own benefit, not for companies and employees, are frequently under attack from activist shareholders.

Conscious capitalism goes further than CSR (Corporate Social Responsibility) because it is a more comprehensive and holistic approach to the relationship between business and society. Conscious capitalism is rooted in a company's philosophy, whereas

CSR programs are often attached to traditional business models as separate entities.

The four guiding principles behind conscious capitalism are, a higher purpose, stakeholder orientation, conscious leadership and conscious culture; and these principles go through the organisation from top to bottom. Conscious capitalists believe the flourishing of human beings is at the centre of business. This is a concept being worked on by some very large businesses, such as Unilever with its policy of combining purpose and profitability for its brands.

Timothy's talk provoked plenty of questions from his very engaged online audience of Marketors. These included Whole Foods selling itself to Amazon, the growth of ESG (Environmental, Social, and Governance), and investors increasingly applying these non-financial factors to identify material risks and growth opportunities. There was also debate about existing UK laws under the Companies Act 2006 already providing for directors to have a legal requirement to act in good faith to promote the success of the company for the benefit of its members as a whole i.e. employees, suppliers, customers and others, and how and whether this law is being applied.

Letters to the Editor

The views and opinions expressed are those of the writers and do not necessarily reflect the views and opinions of the Company.

We welcome letters from all Marketors on any topic dear to their heart (within reason!). Please keep these letters to no more than 400 words. Images to accompany them also welcome. Please email to editor@marketors.org.

Dear fellow Marketors

A letter from France

I go back to the very embryo of our Company in 1975 as a Guild.

The Livery in the City of London allows one to gather many wonderful memories; mine was no exception. With the celebrations of the 800th anniversary of the Mayoralty in my year as Master (1989) I was given so many outstanding opportunities to enjoy, with my wife Valerie, the pageantry of the City and the many celebrations of the 800th year. We raised over £50,000 for our charity and those of St Paul's Cathedral, St Bart's Hospital, and the Lord Mayor's charities.

We decided to live in another part of the EU, south west France. My business past had given me several years of marketing in Europe, in Sweden, Denmark, Belgium, France and Germany where I became CEO of our German operations. These opportunities gave me an excellent understanding of the motivations that gave so many people in Europe the drive to recover from the devastation of WW2.

This move gained pace in 2003, when the British Government decided, with the USA, to invade Iraq. This was against national opinion and certainly had no authority from the United Nations. I knew I could not stay in England while politicians acted illegally.

It has since been proven with the enquiry that this was against international law, the eventual outcome has been a disaster in Iraq and turned the entire Middle East into a cauldron of uncertainty with country after country being invaded by embryo factions, leaving whole families destitute. The news from the area is always a reminder of the mistakes made by politicians from so-called democratic countries.

So we have made our home here and are totally entrenched in the French way of life. The health service is superior to that in the UK, from personal experience and, while social charges are higher, the impression one has is of a much fairer society in contrast to England where the gap is constantly increasing. We have found many attractions to life in France. The reduced level of stress and lifestyle has a very big appeal and offers so much for a very contented retirement, enjoying bridge and other social activities.

One can enjoy many attractions from the exceptional countryside and historic cities, towns and villages with excellent vineyards producing exceptional wines and cognacs, accessible via express trains and a first class system of autoroutes.

On many occasions we have been back to the UK and

when the present crisis is past we hope to attend future great events in the Marketors' calendar. I have been greatly impressed with the progress of the Company over recent years under the leadership of some very exceptional Masters, and I can say without contradiction the founding fathers would be very pleased and proud of the embryo Guild they conceived in 1975. Now an example to all.

Four years ago, British politicians decided on yet another ideology that Britain on its own could return to the glories of the days of the Empire, persuading the people to vote in a referendum that was full of lies and unfounded promises, and not allowing British people living in the EU to vote – people who had helped so much in the time of war.

It is perhaps not surprising that, like thousands of other Expats, we have been forced to obtain French residency.

In the past few years one has been able to view the politics from Westminster with disbelief, with the possible break up of the Union and increased problems in Northern Ireland.

The lies and actions of English politicians seem to be never ending. The latest disaster is with the new variant of Covid coming from India allowing 1000s of return visits to be made to the Indian State, with the ultimate rise in deaths and illnesses putting extra strain on limited NHS resources. How can one be expected to consider a return to a country that is being ruled by people who lie to suit their own agenda?

Yours in Livery, born in London, loved England and its wonderful countryside and the Livery movement that will always be part of my life.

Harry Druce
Past Master and Founder Member

Dear Editor

I would like to share with you a story of how marketing has made a big difference to a very special group of WW2 veterans and their families.

In 1990 Edwin Horlington MBE launched an appeal to find comrades from the little-known and ill-fated 1941 Greek Campaign. Even though this was before the internet, Edwin tracked down and united fellow veterans, many of whom (50 years on) had never talked about their experiences. As a result of Edwin's efforts, The Brotherhood of Greek Veterans was formed. Sir Patrick 'Paddy' Leigh Fermor DSO OBE became its Patron and a book of the veterans' accounts: *Tell Them We Were Here* was published. Memorials were erected and annual



The Kalamata Memorial

services (which still continue) started to be conducted in Kalamata and at The National Arboretum. The Brotherhood was never a club or association in the formal sense. Members joined the group for comradeship and the desire to ensure the men who were left behind were not forgotten.

For many years The Brotherhood was a thriving community of veterans and their families, but with the passage of time, they became increasingly smaller in numbers. Fewer new people were joining, hindered by the lack of a presence online. Due to my husband's late father having been involved in this campaign, I volunteered to set up and run a website (www.wv2greekveterans.com) on their behalf. This has proved invaluable in raising the profile and forging connections, particularly with Australians and New Zealanders whose troops were heavily involved. This year is the 80th anniversary and I am pleased to report that The Brotherhood is growing again among veterans' children and grandchildren and there is now a thriving Facebook Group. Sadly, we only have one known surviving veteran, Jack Simmonds who is 101 years old. At the start of this year I took a few weeks out to upload onto the website an extensive archive (developed over many years) of 540 veterans' stories (based on first-hand reports, detailed research and other sources). It has been a privilege to support these veterans and their families and to create (what will hopefully be) a lasting legacy through the online archive.

Liveryman Mary Peterkin

Dear Editor

Whatever happened to marketing?

Ten years ago HBR, the Harvard Business Review, reported how business needs were changing and forecast how the seven C-level jobs in the C-suite would evolve to meet them. They saw little change in the status of Chief Executive Officer, Chief Financial Officer or Chief Legal Officer. They expected the positions of Chief Human Resource Officer, Chief Operating and Chief Information Officers to strengthen. But they were equivocal about the role of the Chief Marketing Officer or CMO.

Someone needs to speak for customers in strategy and investment decisions, and HBR expected CMOs to step up. But few CMOs have made their mark in the boardroom. The marketing media has reported many high profile

promotions and demotions, with CMOs renamed or replaced by Chief Customer Officers, Chief Growth or Digital Officers, or even Chief Branding and Technology Officers. Many boards have dropped the idea of giving marketing a seat at top table.

There have been intense debates about marketing, and marketing has failed to live up to expectations. But, as a passionate missionary for marketing, I also see many companies failing to achieve their potential for want of a marketing perspective or strong customer advocate when business models, strategy and investment are discussed and decided. So, what's gone wrong?

Over the last 25 years, marketing has been distracted and has taken its eye off the ball in three key areas:

1. Marketing has become preoccupied with short term campaigns and has struggled to demonstrate attractive returns on marcoms investment within a short timescale. That's not surprising. Strong growth, brand building and the financial returns that accrue from them need time. As do significant changes in Product, Place, Pricing and Promotion (the famous 4 Ps of the marketing mix). But marketers often overlook time.
2. Marketing enthusiastically embraced digital everything. Agencies became digital agencies, marketing directors, digital marketing directors, and so on. Digital marketing measurement makes it seductively easy to focus on ephemera such as likes, views and clicks, rather than customer acquisition, sales growth and margin improvement.
3. Most marketing people have confined themselves to just one of the 4 Ps – Promotion, or marketing communications – and neglected Product, Place eg distribution, channels to market, and Price. Hence the hurtful jibes about the CMO being the CPO (Chief Promotion Officer) or the CCO (Chief Colouring In Officer).

But these 3Ps are the foundations and other functions have filled the gap, and they're eating marketing's lunch. Product, Place and Price are three quarters of the marketing mix – in effect the cake – while Promotion is the decoration on the cake.



No-one is excluding marketing. With blind spots for Product, Place and Price, marketing is excluding itself from power and influence. It's also reinforcing its reputation as the colouring in department, the people who expensively decorate someone else's cake.

Customers need marketers to represent their interests in the C-suite, but marketers can't get in and stay there unless they own and master all the 4 Ps of marketing.

Freeman Mike Rigby

Celebrating TWO Great Events this Autumn

After such a long spell of virtual meetings, it is a delight to have not one but two Great Events to look forward to this Autumn. Our Bowden Charter Dinner is planned to take place on 5 October, an occasion to celebrate the foundation of our Guild under our first Master Reginald Bowden and the grant of Royal Charter in 2010. This will also be the first opportunity we have to officially welcome all the Freemen admitted since the start of the Covid pandemic and all Liverymen who were clothed virtually during this period.

Then on Friday 10 December we hope to be at Mansion House, hosting a banquet for the Lord Mayor. Usually held in the Summer, we are delighted to have secured the Mansion House for a great pre-Christmas celebration.



Upcoming events

**Wednesday
September 29**

Marketing Leader Series:
Eric Nicoli, Businessman, and former Chairman of YO! Sushi, HMV Group, Tussaud Group Ltd, Vue Entertainment and uSwitch Ltd

Tuesday October 5

Bowden Charter Dinner, Haberdashers' Hall

Wednesday October 13

Presenting Accenture's work in the D&I space (online)

Tuesday November 2

151 Regimental Curry Night, Croydon Barracks

**Wednesday
November 3**

Scotch whisky from niche to global. Joint event with Distillers' Company, London Scottish House

**Wednesday
November 10**

Effective multiculturalism in marketing, a Law & Marketing event (online)

Saturday November 13

Lord Mayor's Show and lunch, Côte Brasserie, Fleet Street

Sunday November 14

Remembrance Sunday, St Bride's

Thursday November 18

Marketing Leader Series:
Steve King, CEO of Publicis Media and COO of Publicis Group

Tuesday November 30

Annual quiz, venue tbc

Friday December 10

Annual banquet to the Lord Mayor, Mansion House

Monday December 13

Communications Industry Carol Service, St Bride's

Younger Marketor events take place on the first Thursday of every month. Please contact Liveryman Laura Beccaria on laurafbceccaria@outlook.com for more information

Please check regularly on our website for updates and book via the emails sent by the Clerk to all Marketors

Master Marketor:

John Farrell

E: master@marketors.org

Senior Warden:

Trevor Brignall

E: seniorwarden@marketors.org

Middle Warden:

Glyn Cartwright

E: middlewarden@marketors.org

Junior Warden:

Diana Tombs

E: juniorwarden@marketors.org

Clerk:

John Hammond

E: clerk@marketors.org

Assistant Clerk:

Doreen Blythe

E: clerk@marketors.org

Guest Editor:

Diana Tombs

E: editor@marketors.org

Worshipful Company of Marketors

Plasterers' Hall

One London Wall

London EC2Y 5JU

T: 020 7796 2045

E: info@marketors.org

www.marketors.org

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

Chairman:

Karl Weaver

E: communications@marketors.org

 **Follow us @marketors**

Design & Print:

 **Ruddocks**

T: 01522 529591

E: sales@ruddocks.co.uk

www.ruddocks.co.uk