



WORSHIPFUL  
COMPANY of  
MARKETORS

# MARKETOR

ISSUE 89  
WINTER 2021/22

What a year it has been

Two thought-provoking interviews in the Marketing Leader series

Fellowship, learning and giving back



## Back at Mansion House


# MARKETOR

WINTER 2021/22 ISSUE 89

The Livery Company Magazine  
for Marketing Professionals

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Bowden Charter Dinner and  
Mansion House Banquet  
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## Editorial

Jane Wharam  
Editor, Liveryman

**Being asked to guest edit the last edition of this year's Marketor was a great honour and not one I undertook lightly, having been Editor for three years back in the '10s'. I was particularly keen to be part of Master John Farrell's team though, being a great believer in leading business from the front, which he most certainly has. And in such a year!**

We started in lockdown and I suspect that by the time you are reading this, we will be again. But we've still managed to be at the forefront of activity in the City. To paraphrase a quote by our former Clerk John Hammond in his last Clerk's Notices: "...the Marketors, they DO things." And we certainly have done a lot, particularly in the past three months, both online, as we had so brilliantly done since the first lockdown, and in person, like we used to do before anyone had heard of Covid.

To reflect this, the last quarter has been a bit of a game of two halves; we finished our Marketing Leader Series in great style, with the Master interviewing Eric Nicoli and Steve King, both titans of our industry. Other lively online events included 'the big debate' put on by the Law and Marketing Committee and two events concerning multiculturalism – one discussing diversity in advertising campaigns, the other a debate around the role of a D&I agenda for the Marketor – both fascinating.

Then there were the in-person events that finished the year, including the Marketors' Tribe 'drinks with a twist' event, featuring bright, lively, young and not-so-young Marketors (I'm sure they won't mind my saying that!), the Future Marketors at the Museum of Brands and the Great Events.

I wonder whether we ever imagined back in January last year that we would be able to meet and mingle at two Great Events in 2021? But manage it we did and in what style. The atmosphere at the Bowden Dinner in October could only be described as joyous, starved as we had been of seeing our friends in the flesh. Imagine then, those of you who didn't attend, what it was like at Mansion House in December. Being invited to a banquet at Mansion House is always a memorable event but this year it was even more special, as we had been denied the privilege last year because of the pandemic. Little wonder that the dinner had the highest number of attendees we have ever achieved.

The success of Great Events in particular is due to the hard work and dedication of the Clerk. We are very fortunate in having an Assistant Clerk in Doreen Blythe, who has been with us for the past 10 years, but at the end of 2021, there was a change of Clerk.

So, yes, I think I can say that it's been an action-packed quarter for the Marketors. Read on to judge for yourselves whether or not you agree.

## Clerks old and new

**The end of a year is often a time of reflection on what has been and to look forward to what is to come, and this year has a particular resonance for the Marketors in that we are saying 'goodbye' to former Clerk, now Honorary Liveryman, John Hammond and 'hello' to our new Clerk, Barrie Stewart.**

John was made an Honorary Liveryman at Mansion House in December – an honour bestowed on very few – having been our Clerk since April 2013. He is moving on to

become Clerk to the Arbitrators, so we are likely to see him with his Master at future events.

Meanwhile, Barrie comes to us from the Security Professionals, where he still sits on the Court. Like John, Barrie believes that the role of the Clerk is to support the Company. We are grateful to John for doing just that for the past eight and a half years and look forward to Barrie supporting us all, both virtually and in person, over the years to come.





# 2021 – That was the year that was!

John Farrell  
Master

## In my final article as Master Marketor I wanted to reflect a little on a momentous year for me in the Master's chair!

Taking over from Past Master Lesley Wilson was an exceedingly tough act to follow but there was no question that I benefited hugely from the hard work she and others had done in 2020, responding at speed to the unexpected new Covid-related challenges. In particular, the transformation of the Company from fundamentally an offline business to almost entirely an online business, undertaken in real time, was impressive indeed! I like to think that in 2021 we built further on these foundations in the first half of the year, and in the second half of 2021 we managed to combine the vibrant online programme with the traditional in-person events that make the fellowship of our company so special.

A particular highlight for the year was the establishment of the Marketing Leader Series, the first interview of which was with Sir Martin Sorrell within days of my Installation in January. Sir Martin set a high bar for the Marketing Leader Series, but I think it's fair to say that the subsequent speakers: Alan Jope, Baroness Martha Lane Fox, Eric Nicoli CBE, and Steve King, all rose to the occasion of being "grilled" by the Master in their own unique and highly entertaining and informative ways! All the interviews are available on the website, and well worth a look if you haven't already.

One of the first in-person events that we were able to undertake was the Marketors' Golf Day at Verulam, our traditional home for this event. A great time was had by all, even if the Master's main contribution to the golf day was embarrassing photos of me on the scooter rather than walking the course!

In an inspired moment of planning, one of our first events was aboard HQS WELLINGTON, literally days after the end of lockdown. This was inspired, not just because of the timing, but also because the predominantly outdoor venue enabled socialising whilst still observing all of the necessary protocols. The event was a great success and included the presentation of a beautiful decanter to our affiliate 151 Regiment to thank them for their wonderful service during the pandemic.

In the autumn we were able to enjoy our traditional Bowden Charter Dinner with all the glitz and glamour normally associated with a Marketors' Great Event. As well as great food and wine, we were fortunate to have a wonderful speech from 'one of our own', Past Master Andrew Marsden. It should be a source of great pride to assert that Andrew is 'considering standing' for Non Aldermanic Sheriff in 2022. Should that occur, I am confident that all Marketors will be fully behind Andrew's quest for higher office!

Lastly, we were able to enjoy a magnificent Christmas event at the

incomparable Mansion House, in the company of the Lord Mayor and the entire Civic Party. To have a record attendance at any event speaks volumes for everyone's commitment to the Company, but to do it in the teeth of a pandemic was really remarkable. We were fortunate to have the Lord Mayor Alderman Vincent Keaveny address us personally on this occasion, and he certainly highlighted what a vibrant and active company we are all fortunate enough to be part of.

I would like to close by thanking all of my Wardens' team for their support during the year, the Mais Past Master Roger Hood, all members of the Business Court and of course all the Past Masters for their wisdom and guidance along the way. And, of course, thanks to all Liverymen and Freemen of the Company for your fellowship and support during what, for me, has been a thoroughly enjoyable and unforgettable year!

It only remains for me to wish you all a happy, and hopefully more Covid-free, New Year in 2022!



The Master and Wardens





# Mansion House – a fitting end to the year’s events

Jane Wharam  
Liveryman

**It was a fine but chilly evening on Friday 10 December, however hundreds of Marketors were not to be put off by the weather or the looming threat of the Omicron variant. They were too delighted to be meeting friends old and new in person, and particularly so in the splendid surroundings of Mansion House.**

And who can blame them? The Mansion House banquet is the jewel in an already ornate crown of a normal Marketors' year. But this year had a particular attraction, coming as it did at the end of a very difficult 12 months for many, half locked down and half fearful of the new development in the pandemic. However, looking at the beaming faces, the cries of recognition of new Marketors who had only seen fellow members through a screen before and the atmosphere of the magical setting, one could imagine

that the previous two years had never happened. We stepped through that door on Walbrook and the cares of recent events slipped away – we were in another world.

### The world of Mansion House

As ever at Mansion House, everything was perfection. The staff who greeted us and ushered us in were their usual polite and efficient selves. Even queuing on the stairs to get to the Master's receiving line was an experience: on each bend of the stairs stood a Pikeman from the Company of Pikemen and Musketeers, the ceremonial unit of the Honourable Artillery Company, who effectively act as the Lord Mayor's bodyguards. This carpet guard, as it is known, lets us all know quietly but firmly that we are in the home of the Lord Mayor of the City of London and should obey his rules.

Then, at the top of the stairs, we were in familiar Marketors' territory, greeted by Doreen Blythe, our Assistant Clerk. Presiding over the handing out of menus and seating plans was our Chief Usher, Mark Chapman, and his team. As we waited, we were entertained by the London Banqueting Ensemble, resplendent in their red, gold and black uniforms. At this point we could see the ante-room to the Egyptian Hall, where we were to dine, but there was another portal – we must be announced to the Master and Wardens by our Beadle, James Hasler. And, before we knew it, we were in, being offered a welcome glass of bubbles.

### Ceremony and the Company

We may be a modern livery company but we do ceremony as well as any other traditional



*The Master and Wardens greeting guests*





*Newly clothed Honorary Liveryman John Hammond*

company. Although we were in his home, when the Lord Mayor arrived, flanked, of course by his guards, he was bidden to sign our book by our new Clerk, Barrie Stewart, who was appointed to the role at the Ceremonial Court just an hour before. The Lord Mayor then mingled with the other guests as we all gazed with awe at his dress. But all too soon, the reception was over, and we filed into the magnificent Egyptian Hall again presided over by the watchful Pikemen who waited for the ceremonial party to form, led this time by our Swordbearer, Liveryman Peter Rees.

#### **What a dinner**

Having welcomed the ceremonial party of Master, Lord Mayor, their wives and Marketors' guests with the usual slow hand clap, we were seated and served wine and water. As with the wine, the conversation at table flowed, only broken when we were served the sumptuous menu of smoked salmon, fillet of beef and 'trifle cake' – a Mansion House special recipe. Everything was delicious and eating and drinking were punctuated by the Beadle announcing when the Master and Wardens would like to take wine with the new Court Assistants, Liverymen, Freemen and Award winners.

Our Senior Warden Trevor Brignall welcomed our guests, Chris Daly, Chief Executive of the Chartered Institute of Marketing; Lieutenant Colonel Deborah Taylor, Commanding Officer of 151 Regiment Royal Logistic Corps;



*The Lady Mayoress, the Lord Mayor, Master Marketor and his wife*



*The Master with guests*





*The Master with guest Eric Nicoli CBE*

Phil Clark, Master of the Guild of Investment Managers; Sue Christensen, Master Tax Adviser; Robert Merrett, Master International Banker; Robert Bell, Master of The City of London Solicitors Company; Robert Flather, Master of the Stationers and Newspaper Makers; Margaret Coates, Master of the Plaisterers' Company; Sir David Wootton, Master of the Worshipful Company of Woolmen.

The Lord Mayor then thanked us for coming to his home and spoke of how many good memories he had of the Marketors over the years, congratulating the Master for his



*The Pikemen and Musketeers of the Honourable Artillery Company*

theme of 'leading business from the front'. He wished our former Clerk John Hammond well in his future role and welcomed Clerk Barrie to the Company.

**Thanks from the Marketors**

Finally, it was the Master's turn to speak. He started by welcoming all of us to 'this festive celebration of Fellowship', made all the more special by taking place in the magnificent Mansion House. He thanked the Lord Mayor and entire Civic party for being our guests and for the Lord Mayor's kind words about the Marketors and

wished him and the Lady Mayoress all the best for a wonderful year in office. As a token of the Marketors' appreciation and support, the Master then presented him with three cheques: one from the Marketors' Trust towards the Lord Mayor's Appeal, supplemented by another representing funds donated by the golfers at our inter-livery Golf Day in July, and finally a cheque from the Marketors' Trust's annual support for the Mansion House Scholarship Scheme.

The Master then addressed us and our guests directly, talking about the pride we should all have in our



*Master conferring the status of Court Assistant Emeritus on John Hooper CBE*



*The Master and the Lord Mayor*



*The Master with new Court Assistants*





Worshipful Company as, despite the challenging times, we have seen a growth in our membership numbers, a blend of online and offline activities, and events with greater frequency than ever, all supported by our 18 active committees who have never been busier.

Picking up on the Lord Mayor's reference to his theme for the year, the Master spoke about our new business initiatives, such as the introduction of Corporate Supporters, many of whom were at the banquet and the introduction of the Marketing Leader Series, featuring some of the most heavyweight marketing-based business leaders in the world. As he said, all of these activities have "rightly and appropriately" raised the Company's profile this year.

Finally the Master thanked his Wardens, Trevor Brignall, Glyn Cartwright and Diana Tombs, as well as our Mais Past Master Roger Hood and the whole of the Court for their support over the year. He also welcomed our incoming Clerk, Barrie Stewart, and Doreen Blythe, our wonderful Assistant Clerk, without whom the evening could not have happened.

At this point, the Master asked our former Clerk, John Hammond, to stand. He then asked us all to stand and toast John's richly deserved appointment as an Honorary Liveryman of the Marketors. Needing no further encouragement, we rose as one and toasted John, wishing him well in his future endeavours.

The Master closed his speech by wishing one and all a safe, but also joyful, happy Christmas and asked us to stand for one more toast – the Marketors!



The Master and the Lord Mayor

## Award winners presented at Mansion House



### Adam Bissmire-Mullen MSc

The Marketors' Trust awarded Adam the Cranfield School of Management Award in recognition of his dissertation: *Engaging the C-Suite: An Exploration of Executive Engagement Strategies in Complex Business-to-Business Environments*.

Adam's findings reveal that account-based marketers (ABMers) can offer support through executive research, customised marketing assets, and thought leadership. He concludes that thought leadership is considered the most effective way of engaging the C-suite.



### Dr Helen Thompson-Whiteside

The Marketors' Trust awarded Dr Helen Thompson-Whiteside the University of Portsmouth Award for *Sisters are Doing it for Themselves*, a thesis on the self-promotional work women undertake as they seek professional advancement.

The major finding of the research was that, despite an increasing expectation that professionals should market themselves, prior studies suggest women resist self-promotion. The thesis found women to be active in marketing themselves, but this causes them stress and invokes a negative reaction from others. Instead, it is our workplaces and not women that need to change.



### Reina Victoria Roriguez Requejo MBA

The Marketors' Trust awarded Reina Victoria the University of Cambridge Judge Business School Award in recognition of her dissertation: *The Value in Purpose and Sustainability for Corporates: WPP and the Triple Bottom Line*.

Victoria's paper explores the importance for businesses to embrace sustainability in their brands and invest in purpose-driven activities. However, sustainability and purpose must be embedded in the whole organisation and communicated effectively to maximise social and stakeholder value. This offers up an avenue to reposition marketing as a force for good.



### Harrison Smith MA

The Marketors' Trust awarded Harrison Smith the University of Westminster Award in recognition of his dissertation: *Creativity in Digital Advertising*.

Harrison's research examined the need for creativity in an advertising world that is shifting from traditional to digital methods. Past research has explored creativity in advertising in depth but since digital advertising allows for a far higher level of targeting, measurement and effectiveness it might be argued that there is less need for attention-grabbing creativity. Results showed this not to be the case.





# The Bowden Charter Dinner at Haberdashers' Hall

A personal perspective from a new Freeman

Zoe Phillips  
Freeman

**My journey to join a livery company started before I was a twinkle in my parents' eyes. On chatting with my Uncle Norman (second cousin to my late mother), I found out that on that family side my ancestor was, in fact, the first Lord Mayor of Zurich. There is a fountain and statue dedicated to him, Thomas Stussi, in Waaggasse, Zurich near a lovely little Italian restaurant called Santa Lucia. It made me quite proud. So, when, chatting with a friend in 2020 and early 2021, we were discussing this and how I could try to help to make a difference in my city, the subject of the Marketors came up. Having been in sales, advertising and marketing all my life, it made complete sense for me to apply.**

I definitely live and breathe the founding principle of the Marketors: 'Marketing benefits everyone' and hold the belief that 'we believe in the power of marketing to deliver economic and social good'.

So, after initial interviews and discussions, I eventually made it, taking the Freeman's Declaration to Her Majesty and the Company, dressed in evening gown and becoming a Freeman of the Marketors just before a significant banquet in the Marketors' calendar,

called 'The Bowden Charter Dinner', on Tuesday 5 October 2021. After almost two years of the horrific lockdown, we have all had to cope with in our own ways, it seemed a very special and privileged way to be allowed to eventually get together and celebrate, and this made the occasion even more special in my mind. It felt like we were all bursting at the seams to get out, celebrate, congratulate, share and support each other through whatever we each had learned to endure.



Walter Reginald Bowden, 1975

The Bowden dinner is an annual event. It is considered one of the great events that take place during a Marketor's year, when some 150 members and their guests come together to toast the good work over the year and the work that is to be continued. This last year, 2021, the celebratory dinner followed a Ceremonial Court at which I was admitted as a new Freeman and others admitted online in the previous 18 months were presented with their badges or other insignia.

The dinner is named after our Founding Master, the late Walter Reginald Bowden who had the vision to create a society of likeminded individuals, all passionate to make a difference to the City of London by ways of marketing and advertising and, as such, it continues today.

The event took place at Haberdashers' Hall in West Smithfield, itself an auspicious venue and home to The Worshipful Company of Haberdashers, a guild that dates back to 1371. The Haberdashers, one of the Great XII companies, are associated with HMS St Albans, which is also affiliated with the Marketors, in our capacity of supporting the armed



forces (including 151 Regiment Royal Logistic Corps, the Combined Cadet Force of St Dunstan's College and HMS St Albans).

Having no hall of our own, we hold our events at various halls, including Haberdashers'. The original Haberdashers' Hall was built in 1458 but destroyed by the Great Fire of London and so replaced in 1667, only to be destroyed by fire again in 1940 after an air raid. The current Haberdashers' Hall was opened by Her Majesty the Queen in 2002 and let's hope this magnificent testimony to the resilience and splendour of the Company lasts for centuries to come.

### The importance of brands

The guest speaker for the evening was Andrew Marsden, Past Master of the Company and a former marketer for some brands I guarantee you will have heard of – everything classed as fast-moving consumer goods, from fizzy drinks to white goods. Andrew relayed many amusing anecdotes from his time with several brands including Pepsi (do you remember the taste test?), Robinsons (what would Wimbledon be without it?), Vileda (changing the way we all mopped our floors) and Tango (have you been tangoed?). Why do we remember them? Andrew reminded us of the power of marketing.

Andrew presented the case for marketing and how proud we should be of being Marketors and the importance to any company of a 'brand'. He presented the case that the most important assets a company has are its brands, something which is often not recognised. However, if you look at a company's market valuation and its share price, the brand invariably holds the most value – far more than other assets that are on the balance sheet.

He reflected on the fact that most of the money invested in the market is invested in companies with very strong brands, with other money being raised for innovations and new brands. These are the areas that are about the management and creation of wealth of a company, so the brand shows the value of any company. When we reflect on where we are and the City of London – itself a huge brand – we have a responsibility to help







to nurture and grow brands, and to help them go from strength to strength.

**Marketing creates business success**

So, when we think about describing our job to members of our families, to friends and to acquaintances, we can hold our heads high and be proud that we have had incredibly valuable assets in our hands – we play an exceedingly influential and important role in the creation of success for any company. And, as Marketors, it is our responsibility to nurture these brands. We are fortunate enough to be custodians of these brands, but we know this is temporary before we hand them over to someone else for them to continue the success.

Andrew is now an international brand consultant and advises brands from Viking Cruises to Champagne Lanson, being well qualified to nurture another fizzy drink.

The evening concluded after toasts to Her Majesty the Queen, to The Prince of Wales, Duchess of Cornwall and other members of the Royal Family, the Lord Mayor and City of London and the Corporation – each of which I would proffer are significant brands in their own right.

I very much look forward to making a difference and am proud to be a part of the Marketors.



*Members of Court*



*Speaker Past Master Andrew Marsden*



*Zoe Phillips receiving her Freedom of the Company*



# Master 'jailed and bailed'



**Along with other Livery Masters, our Master, John Farrell, was ignominiously slung into jail on 6 September to answer to "various charges" and then carted off to the Tower of London, where he languished until sufficient bail money was paid over by Marketors desperate to keep him out of the crime reports.**

Wringing his hands, the Master said: "Despite protesting my innocence, the judge had no hesitation in sending me down. Happily the 'bread and water' at the Tower of

London was highly acceptable, and it felt almost premature when I was released! The Marketors' reputation remains unblemished!"

Of course, this was all in a good cause – namely the British Red Cross (BRC) – and we're delighted to report that this year, a record amount was raised for this worthy charity.

The BRC organises this annual event in which selected Livery Masters are 'arrested' by the City of London Police in the presence of the Sheriffs using trumped up spurious

charges concocted by their Clerks. According to Clerk John, our Master had committed a heinous crime!

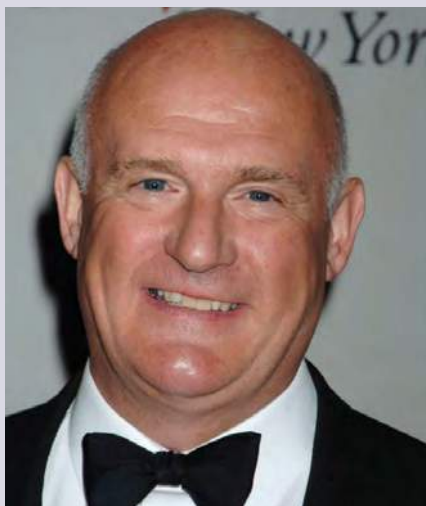
It's not quite the treatment meted out to ordinary felons, however! Following coffee with the Lady Mayoress they are carted off to the Tower of London, where they are 'tortured' with sponsored champagne and a splendid lunch. In return they agree to raise from their liverymen, colleagues, family and friends at least £1,000 in a 'bail payment' donation to effect their release after lunch.





# Eric Nicoli

Michael Gottlieb  
Freeman



**Eric Nicoli is a seasoned Chairman and businessman of more than 45 years, 41 of which have been as a friend of our Master since they worked together on the United Biscuits account.**

His Marketing Leader talk was heralded by the Yorkie theme tune from the 1970s advert – a fitting entrance which combined two of the major features of a stellar career featuring music and chocolate, amongst many other consumer goods. But his plan was originally very different: after a sterling education at King's College, resulting in a First Class Honours degree in Physics, he was all set for a career in nuclear physics but decided he did not want to be working alone in a nuclear reactor for the next four years! During a holiday job selling ice cream in Norfolk, he decided to explore different avenues – including working in the civil service – but fortunately for marketers all over the world, he responded to an ad from Rowntree Mackintosh for a market research role. On the basis that he loved York, chocolate and the people there, he accepted a job offer and spent a fantastic and happy eight years there before moving on to United Biscuits.

Eric's numeracy, powers of analysis and ability to write reports equipped him well for market research and led to rapid advancement. He soon found himself in the new product marketing function where, as one of a team of two, he was looking at opportunities in the chocolate blocks market. The cost of cocoa

had escalated dramatically and so Cadbury (who had 80% of the market with Dairy Milk; Mars had the other 20%) reduced the thickness of their bars in order to preserve size impression on the store shelf. This adjustment adversely affected the eating characteristics of the products and provided an opportunity for Rowntree to develop and launch a chunky chocolate bar 'like chocolate used to be'. Everybody loved the taste but the route to market proved more challenging.

Rowntree had decided on the brand name 'Trek' and developed a concept with potholers taking a break and satisfying their hunger. Everything was ready to launch – including the packaging – and JWT was primed to execute the ad campaign. Eric, however, thought

*“They got a bit of a slap on the wrist, while we lost a significant proportion of our business with them. But we clawed it back eventually.”*

the concept dull and uninspiring and, with the backing of his boss, stopped the whole campaign, meaning the packaging was wasted. With the words of his manager ringing in his ears – “You'd better be bloody right, sunshine!” – he set about devising a new concept with the help of the ad agency. At the time CB Radio was big and, apparently inspired by the hit song *Convoy*, the Yorkie bar was born and enjoyed incredible success, selling 10 times more than original estimates and grabbing 35% of the chocolate bar market. Yorkie as a brand is still selling today – (let them truckers roll 10-4)!

Further new product success ensued with the introduction of the Lion Bar but by then Eric had moved on to become the Marketing Director of United Biscuits.

Eric mentions the bravery of his boss at Rowntree in allowing him his head to develop Yorkie. However, what stands out to this author is Eric's bravery with his brands; this has been a constant theme throughout his career, as we shall see later.

## Own brand

One of the main challenges facing him at United Biscuits was the growth of private label products. At this point Marks and Spencer had 100% of such products with St Michael, Sainsbury had about 50%, while Tesco and Asda had virtually none.

Over the next 10 years, the quantity and quality of retailer brands grew and in 1997 Asda launched their version of Penguin, calling it Puffin. In biscuits, product recipes can be relatively easily replicated but Asda did copycat packaging as well, including a black and white bird and an identical livery. By this time, Eric was CEO of United Biscuits and was sufficiently offended by the obvious plagiarism that he stepped in to protect his brand. He went with his Chairman to meet the Chairman and CEO of Asda but was told to go away. Asda was UB's third biggest customer and accounted for £150 million sales, but Eric felt he had to defend his position in court and won the passing off case.

In Eric's own words: “They got a bit of a slap on the wrist, while we lost a significant proportion of our business with them. But we clawed it back eventually.” Ironically, the Chairman of Asda at the time was Archie Norman, who, of course, is now Chairman of Marks and Spencer who famously stepped in in exactly the same way in 2021 to protect their Colin the Caterpillar cake against Aldi's Cuthbert the Caterpillar cake. What goes around....

## Biscuit or cake?

Earlier on in 1991 there was an interesting incident with McVities Jaffa cakes. The rules laid down by



HMRC were that chocolate biscuits (being a luxury) were subject to VAT, whereas chocolate cakes (being food) were VAT exempt. HMRC saw an opportunity to increase their VAT revenue and decided to charge VAT on McVities Jaffa cakes. Eric defended his position in a tribunal and likes to think that the clinching evidence was that they had Jaffa cakes made in different sizes, from dinner plate down to normal size. The Judge was presented with the dinner plate Jaffa cake and asked whether this was a cake or a biscuit. He readily agreed it was a cake. He was then asked at what size/ stage does it become a biscuit? The answer was it was a cake all the way down. The tribunal ruled in Eric's favour, with the result of no VAT, keeping the cost of a Jaffa cake down and ensuring that our Master could enjoy consuming them!

#### If music be the food...

In 1993 Eric became a non-executive director of EMI and was asked to throw his hat in the ring when the Chairmanship became vacant in 1999. So, after 27 years in food marketing, he moved to the music group. There the incumbent executives regarded his view that recording artists are, in fact, brands as 'business school bull' (Eric interjected that bull was only half of the word they used!).

He had a lifelong passion for music and knew the business and the management. The business was split into three divisions: Recorded Music, Music Publishing and Retail. The challenge was that during the 1990s the music market had enjoyed a decade of double-digit growth. From 1999, the year Eric was appointed Chairman, the market suffered several years of decline, with illegal digital downloading kicking off. It is a testament to his leadership that EMI broadly maintained profits and improved market share despite sales halving over his eight-year stewardship. The legacy artists were, among many, The Beatles, Queen and Pink Floyd. And the contemporary artists selling many millions of records were the likes of the Spice Girls, Coldplay, Norah Jones and Robbie Williams.

Norah Jones is a great example of all Eric's skills and instincts as a marketer coming to the fore. At his first International MD's conference he heard Norah Jones and loved her but the global forecast from the industry experts within the business was for sales of only 500,000 albums. But Eric's instincts were proved right. Norah's album *Come Away With Me* went on to sell an astonishing 23 million worldwide. At the Grammys, she was nominated for five awards and won all five.

From a marketing perspective Eric thought it was important to know who bought these records and to inform marketing releases in the future, rather than just getting the stock answer "It's all about the music, man"!

Today, with the streaming model and the masses of data available, the major music companies employ talented marketing people to optimise marketing in the future. In Eric's day, just the mere mention of brands to the artists' managers caused huge offence and most simply would not embrace it.

Interestingly, Eric quoted the example of Garth Brooks, the biggest selling country artist with c.150 million albums. He had a degree in Marketing from Oklahoma University but because he understood marketing (and the EMI executives he had to deal with did not) he was sometimes difficult to work with. Eventually, Garth bought back his master recordings, entering into a distribution deal with Walmart.

When EMI was sold to Terra Firma in 2007, Eric left the company, having done a commendable job in horrible market circumstances, and delivering a good price for shareholders – particularly since the banking crash was just around the corner in 2008.

A great example of Eric's insight was that EMI was one of the first major music companies to get into bed with Steve Jobs and Apple with iTunes, paving the way for legal downloads and the streaming industry of today. As his digital head at the time said: "Without Eric we would not have got the deal done. His background is in physics and he

had a broader understanding of the technology than a lot of other music executives at that time."

#### Eric the NED

After EMI, Eric applied his expertise to a wide variety of non-executive roles. He has been on public and private company boards since 1985 and says that, along the way, he has worked with many fantastically effective – and a few unbelievably bad – non-executive colleagues. The best apply their experience and skills to help create value, ask the right questions in the right way and understand the need for a balance between support and challenge.

Eric was asked about boardrooms being overrun by accountants. He said that he understood the trend driven by an ever-increasing need for financial skills at board level. He was reminded of the amusing suggestion that the difference between an extrovert and an introvert accountant is that an extrovert looks at your shoes instead of his own when talking to you!

In terms of making the marketing case in the boardroom, the world has changed so dramatically, making the role of marketing director more difficult and much more complicated. With the benefit of so much more data, marketers can now target and reach only the people who are in the market for what you are selling: "If the music industry is getting into marketing because they have data, then it must be a good thing!"

Eric listed the basic principles of a good marketer: clear communicators with a good understanding of the importance of consumer and consumer focus and an appreciation of the role of the other functions – for example, Mars skilfully move people across functions routinely.

In conclusion, it is greatly to his credit that many of the brands that Eric Nicoli bestowed on the world – like Yorkie, Lion Bar, Hobnobs and Coldplay – are still being marketed and enjoyed in large numbers today.

EMI Digital Head quote taken from the book *The Final Days of EMI* by Eamonn Forde.



# Steve King, COO of Publicis Global

Jeremy Stern  
Liveryman

**Steve King has come a long way from his first job selling doughnuts in the south of France, to being the number two in one of the world's biggest media groups and the first Brit to sit on the board of ad giant Publicis.**

Following a career in ITV regional sales, he was involved in the creation of Zenith, the first stand-alone media agency that caused significant resentment from the established agencies, who were used to running media in-house. However, luck played a vital role. During a casual conversation with some clients in Asia, Steve identified that getting a return on investment was a key driver. Back in the UK, he positioned Zenith as 'the ROI agency' and it has stood the test of three decades.

The very open conversation between him and the Master covered a wide range of topics:

Given the challenge of launching the company in the USA, he encountered even more resentment from the giants of Madison Avenue. In addition, the USA is a massive media market: it has huge budgets with clients geographically spread and a wide range of differing consumer habits across the country. (There are 211 defined local media markets making national campaigns extremely complex). It reinforced his view that if you want to make it in a global role, you need to have worked in both Asia and the USA.

In his view Publicis is a global company that happens to be headquartered in France. In 2016 he was put in charge of uniting the two main Publicis-owned media companies, Zenith and Starcom. He succeeded in doing this under a banner of 'Trust, Talent & Transformation' and being as even handed as possible across the two component companies.

Nowadays media has rightly earned its place at the top table but there are still more pitches for media than there are on the creative side. So creative is a lot more 'sticky' than the media world, which is



more measurable. Media has also become incredibly complex, with the focus on digital marketing, data analysis and the legal implications of GDPR, but with an internal structure that seeks to avoid there being any barriers – under the mantra of 'no silo, no solo, no bozo'.

*“no silo,  
no solo,  
no bozo”*

The last decade has helped media to be a lot more attractive for new talent. Testing is so much easier with online campaigns and there are now so many different areas of specialism: the UK operation

alone has over 140 different job descriptions.

As for the current situation, Steve reported that (as at 10 November) the return to work in the UK was progressing well, in contrast to the spectre of lockdown in other markets, including Europe, the USA and elsewhere. He remains a supporter of office working, feeling that without it there is no buzz and less learning. It's also less rewarding and, overall, it's more dehumanising.

The final question was how he had survived so long working in the industry, effectively for the same company. His was modest response was: "I was never so bad as to be fired, never so good to be headhunted."



# Get uncomfortable about inclusion & diversity

Ruchira Neotia  
Liveryman

**A highlight of 2021 for me was a series of firsts – my first event as Event Director for the first event with our corporate supporter, Accenture Interactive. The icing on the proverbial cake was the topic in question: Get uncomfortable about inclusion & diversity. This is a topic that is also very personal to me, having had my fair share of living through this imbalance and now being actively engaged in ways to ensure D&I within the organisations I am involved in.**

The event was chaired by Senior Warden, Trevor Brignall and co-hosted by Jill Hughes, MD Accenture Interactive. Jill and Trevor opened the event by reminding us that we (Marketors and Accenture) have a joint mission and a shared purpose in encouraging a much greater representation of ethnical diversity within marketing. There have been strides made, but a lot more work is needed to change the status quo. A necessity is for all of us to get really comfortable about being uncomfortable around the various issues surrounding diversity and inclusion, thus prompting us to drive for systemic change.

Liz Barnsdale leads the D&I agenda for Accenture Interactive for Europe. She has been specifically charged with adding more 'oomph' to the D&I activities in Accenture and creating a blueprint for the organisation to create lasting change across the business.

Liz and two members of her team, Ayomide Akin and Paul Howlett, led a highly engaged audience of Marketors through how Accenture has been putting the D&I agenda at the heart of its company strategy.

The Accenture team covered a number of innovative programmes that are delivering on this agenda. Namely, the 'MOBOLISE' platform to get young black talent into creative industries and the Education Outreach Programmes, aimed at tackling the systemic inequality in the education system.

MOBOLISE is led by Ayomide, who recalls her discomfort at being asked why there should be a focus on black talent as opposed to 'others' and having to defend why ethnical representation is such a critical issue. As time progressed, she started to own her 'uncomfortableness' in answering that question and in defending why there needs to be a specific focus on ethnic minorities. MOBOLISE was an ecosystem partnership between Accenture Interactive and their client partner MOBO. MOBO Awards are annual British music awards that honour 'music of black origin'. The premise of this programme was very much around the absolute need for diversity in the creative space, as it is the cornerstone of true creativity.

Paul leads the outreach programmes for Accenture, covering the full age

range of young people on their journey of discovery into digital careers. The main goal for these programmes is to address the fact that D&I needs to start at the very foundation of our society – the education system. Accenture's outreach programme consists of three pillars: The Kidovation programme aimed at primary schools; the Academy of Experience, designed to drive diversity focusing on disadvantaged groups; and the Interactive Apprenticeship for school leavers.

As you can imagine, this session was extremely well received – particularly if the Zoom chat explosion was anything to go by! Our luminous presenters fielded questions on what made them the most uncomfortable, how Accenture measured success at Board level (they use a 360 degree value meter, including the lived experience of their own people), plus various ideas on further exploration. Needless to say, we fully intend to partner with Jill and her team on expanding on this topic via other events in 2022.

Finally, rather fortunately for those of you who missed out, this session was recorded and I encourage you to find an hour of your time to watch it. It is available via the Events page on the Marketors' website. I do hope that you are all now comfortable about being uncomfortable about inclusion and diversity.

## Our speakers



**Liz Barnsdale:**  
Managing Director  
Accenture Interactive  
UKI and European  
lead for Inclusion and  
Diversity, Accenture  
Interactive

Liz is the Client Resources Group and Energy Industry Lead for Accenture Interactive in the UK. Her work is around helping brands become human-centric by creating experience transformation across clients in Energy & Utilities. Liz is also Inclusion & Diversity Lead for Accenture Interactive UK & Ireland and the wider Europe region. Liz has led a brave and far-reaching agenda, driven by her passion for building diverse teams and creating an inclusive workplace as a route to business growth.



**Ayomide Akin: Digital  
Strategy Manager**

Ayomide is a Digital Strategy Manager at Accenture and has extensive experience in Product and

Venture strategy. She is passionate about using her expertise to drive racial diversity in the workplace and has launched MOBOLISE, a platform aimed at addressing racial inequality in the creative and tech sector. She co-leads Accenture's African and Caribbean Network and is focused on developing black leaders, building a home for black talent within Accenture, and using the power of product innovation to drive a truly inclusive and diverse workplace.



**Paul Howlett:**  
Management  
Consulting Principal  
Director

Paul is an experienced leader in the Sales Practice

for Accenture Interactive. He has extensive clientside experience within Consumer Packaged Goods (CPG) organisations and at Accenture focuses on the area of Sales Transformation. Prior to joining Accenture, Paul had commercial excellence and sales leadership roles with Brand Learning, Akzo Nobel and Johnson & Johnson. Paul has had a passion for nurturing future talent throughout his career, and currently leads Accenture Interactive's Education Outreach programme.





## An interview with Past Master Andrew Marsden about standing as Non-Aldermanic Sheriff

*Andrew with the Wellings Triplets – Stuart, David and Jonathan – born on Christmas Day 1960*

**The role of a Sheriff is a bit of a mystery to many. As you may know, there are both Aldermanic and Non-Aldermanic Sheriffs in the City of London. Past Master Andrew Marsden is intending to run for the latter position. Both Sheriffs are elected by members of the Livery at Common Hall on Midsummer Day each year.**

The Shrievalty is older than the Mayoralty. King Henry I gave the citizens of London the right to elect their own Sheriffs. This was followed in 1215 by the right to elect a Mayor each year.

Today, the Livery only freely elects one Sheriff – now described as the

Non-Aldermanic Sheriff – with the other recommended by the Court of Aldermen.

Marketor asked Andrew why he would want this unpaid, nearly full-time job; living away from home for most of the time...and having to spend a year in tights! The answer he says is straightforward.

"My Freedom Certificate says: 'Citizen and Marketor of London'. It has had pride of place over my desk for 25 years. Being part of the City, and especially the Livery, has been an important and hugely rewarding part of my life. So, now that I can, I want to deliver afresh on that promise I made 25 years ago.

As a professional marketer, I've spent my life building global brands. I believe my business strategy and marketing skills would complement the insurance and corporate finance skills of the likely members of next year's Civic team. And there are three big tasks to tackle.

Firstly, there's an important job to be done in marketing the City. The City faces existential threats – be that from Brexit, with the need to establish strong trading relationships outside the EU; from surviving Covid to thriving with it; from making the City green and pleasant to work in, while encouraging and funding sustainable projects world-wide.



Secondly, there's an important job to be done in marketing the Livery. I am from the Livery. I'm a Past Master; I sit on the Courts of three Companies; I chair the 15-strong Financial Services Group; and I'm on the Livery Committee.

We all know the enormous force for good the Livery represents. But it too faces existential threats – at a simple level from older members reassessing their willingness to travel into the City; at another from the need to demonstrate the relevance of what we do to a younger more diverse audience and from political critics. My answer is simple: 'Confuse the enemy – tell them the truth'.

We must improve our communication skills. We must show people how we don't just give money, but millions of pounds a year in pro bono time and talent to education and deserving causes.

Thirdly, there's an important job to be done marketing our charities. With their income slashed by Covid, compounded by enormous increases in requests for help, many charities are themselves in distress.

I've helped in some high-profile areas of charity work – multi-million visitor venues in education, the arts and physical recreation. But most of my efforts have been in the less sexy areas – drug and alcohol rehabilitation, end-of-life care, The Lord Mayor's Appeal Board.



Andrew with an Elder in Uzbekistan



Andrew speaking at the Bowden Charter Dinner

The Shrievalty contributes to the Lord Mayor's huge convening power, helping to bring focus and support to needy causes and I hope I can help here."

Sir Michael Bear, a Late Lord Mayor, recently summed up the role of the modern Sheriff, saying:

*"Sheriffs need to have an outstanding CV. They are required to be good communicators, be good convenors and confident public speakers; have credible networks and successful business experience, and above all excellent ambassadorial qualities. A successful Sheriff will also have strong commitment to the Livery, the respect of the Corporation Officers and Members and support from their family home team. Andrew Marsden has all of the above in spades."*

If you would like to sign up to support Andrew, please follow the link below.

SIGN UP <https://signup.andrewmarsden.london>



Andrew planting a cross on behalf of the Company at St Paul's



# Liverymen exercise their right to choose the Lord Mayor of the City of London

Martin Ashton  
Liveryman

**One of the unique benefits of becoming a Liveryman is the right to vote in the election of the Lord Mayor (and Sheriffs) of the City of London. Both are elaborate and ancient ceremonies and, when you are there, the sense of history hits you hard, in that the customs and ritual have been unchanged for centuries.**

This year, the main ceremony was conducted at Common Hall in Guildhall but, due to Covid distancing guidelines, I joined a few fellow Marketors in the overflow hall and watched the ceremony on a screen. Since attending the election, I have been asked many questions by both new Freemen and Liverymen. With the help of Past Master David Pearson, I have set out some of the answers here.

## **What is the Lord Mayor of the City of London?**

To give the role its proper name, The Right Honourable The Lord Mayor (of the City) of London, is an annually elected officer who is the first citizen of the City and only outranked by the Sovereign (when in the City). The Lord Mayor of London holds the oldest elected office in the United Kingdom, with an unbroken lineage reaching back to at least 1189, when Henry Fitzailwyn de Londonstone became the first recorded Mayor, appointed by the sovereign King Richard I. It is not the same as the elected Mayor of London, Sadiq Kahn. Both have different and distinct roles and responsibilities. The Lord Mayor of the City of London is elected by Liverymen and normally serves a one-year term.

## **Why do Liverymen have the right to elect the Lord Mayor?**

Thanks to a provision within the Magna Carta of 1215, only Liverymen are entitled to elect a new Lord Mayor, which traditionally happens once a year on Michaelmas Day (29 September), or on the closest weekday, in an

elaborate and ancient ceremony in Guildhall.

## **Who is the current Lord Mayor of the City of London?**

We have recently elected Alderman Vincent Keaveny as the 693rd Lord Mayor – taking over from Alderman William Russell, who served two terms (for the first time since 1866) in the post.

## **What qualifications are needed to become a Lord Mayor of the City of London?**

The qualification to stand for election is that one must have served as a City Sheriff and be a current Alderman. Since 1385, prior service as Sheriff has been mandatory for election to the Lord Mayoralty. By an ordinance of 1435, the Lord Mayor must be chosen from amongst the Aldermen of the City of London. Those on the electoral role of each of the City's 25 Wards elect one Alderman, who these days can submit for re-election at least once every six years but must retire at age 70.

## **What happens during an election of Lord Mayor of the City of London?**

This is one of the most special and memorable events of the City Civic year. The format and pageantry of this centuries-old custom is unrivalled. The first procession is that of the 110 Livery Companies' Masters or Prime Wardens or Upper Bailiff who take their seats – with those from the Great Twelve companies sitting at the front of the hustings, with the others sitting behind. This is followed by a second, grander procession of the Lord Mayor, Aldermen, Sheriffs and other Officers (plus The Mace and The Sword) who then take their seats on the hustings. The Common Crier and Serjeant-at-Arms then proclaim 'Silence' with a piercing voice across Common Hall and then direct 'all gentlemen to be covered in the Hall' and 'all those who are not Liverymen to depart

the Hall on pain of imprisonment'. The proceedings of the last Common Hall are then read by the Assistant Town Clerk.

Our role as Liverymen is to choose two candidates; the Court of Aldermen then select one of these to be Lord Mayor. This year the Court of Aldermen chose Alderman Vincent Keaveny as Lord Mayor for 2021/22. Then those present were asked to approve consideration of the candidate for the 2022/3 year (Alderman and Sheriff Nicholas Lyons) and then consideration for later years (Alderman and Sheriff Alison Gowman, Alderman and former Sheriff Timothy Hailes and Alderman and former Sheriff Professor Michael Mainelli, who is an Honorary Liveryman of the Marketors). Sometimes there will be several candidates standing for Lord Mayor, requiring a full poll. However, a vote by the Liverymen is still required even if there is one candidate.

It is worth noting that if an election for Sheriff is contested, then the Liverymen collectively make the final decision.

To allow Liverymen to vote without undue influence, the Lord Mayor leaves the Hall with the Aldermen who have passed the chair (already served as Lord Mayor), the Recorder and the Town Clerk. The election is by hand, but any Liveryman can demand a poll, in which case a date would be set for such an election by ballot. While this is rare, Past Master David Pearson's research shows it happened in 1840 and so cannot be ruled out in the modern age. The Lord Mayor and the Aldermen then vote in a separate room and the procession returns, this time with Alderman Vincent Keaveny, the Lord Mayor Elect, walking at the side of the Lord Mayor. After speeches, the dignitaries show themselves in Guildhall yard for photographic opportunities.



## What does the Lord Mayor of the City of London do?

The Lord Mayor of London is the City of London's mayor and leader of the City of London Corporation. The Lord Mayor's main role nowadays is as the UK's principal Ambassador for its Financial and Professional Services Industry. Their staff will work closely with the Foreign, Commonwealth & Development Office, the Department of International Trade, as well as UK Trade and Industry (UKTI) and the Lord Mayor will typically deliver hundreds of speeches and addresses per year, attending numerous receptions and other events in London and beyond. Usually, they make many overseas visits representing UK plc, either in person or virtually in these Covid times. When the Lord Mayor travels abroad on UK business, he

or she carries Cabinet rank and is particularly well received because he or she is not connected to a political party. The Lord Mayor performs numerous other functions, including serving as the Chief Magistrate of the City of London, Admiral of the Port of London, President of Gresham College, President of City of London Reserve Forces and Cadets Association, and Trustee of St Paul's Cathedral.

## What happens after the election?

The Lord Mayor takes office on the Friday before the second Saturday in November, at The Silent Ceremony. The Silent Ceremony is another ancient ritual held in silence where the new Lord Mayor swears the oath of office and is presented with the symbols of office. The transfer of power is complete once the new Lord Mayor dons their tricorne hat

simultaneously as the newly late Lord Mayor removes theirs. The very next day is the Lord Mayor's Show where, by tradition, the new Lord Mayor is shown to the 'people of London' in the designated gold-gilded State Coach, which dates back to 1757 and stops at the Court of Justice for the new Lord Mayor to swear their allegiance to Her Majesty The Queen.

## How do I get to vote?

Only Liverymen who were clothed prior to May in the preceding year are entitled to attend the ceremony (but not their spouses or other guests) and to vote. The Clerk notifies eligible Liverymen each year and issues a ticket, which must be used to gain entry. You need to be there in person to vote. This is another excellent reason why Freemen should be encouraged to apply to be clothed in the livery.



*The mayor of the City of London has been elected by the City, rather than appointed by the sovereign, ever since a Royal Charter providing for a Mayor was issued by King John in 1215.*

*Although Vincent Keaveney is the 693rd Lord Mayor of the City of London, he is only the first Irishman to take up the role.*

*The Lord Mayor Alderman William Russell and the Sheriffs, with Alderman Vincent Keaveney as Lord Mayor Elect.*







## Pomp and ceremony at the Lord Mayor's Show

Hazel Baker  
Freeman

**Pomp and ceremony – nowhere does it quite as well as London. The Lord Mayor's Show serves as a reminder to us all about the unique history and traditions of the City of London, in which we play our part.**

The bands of the Coldstream and Grenadier Guards headed up a procession of 128 floats to welcome the 693rd Lord Mayor of the City of London, Alderman Vincent Keaveny.

Regulars of the parade, Gog and Magog, are the traditional guardians of the City of London who have featured in the Lord Mayor's Show since 1554. They were accompanied by the Guild

of Young Freemen, a volunteer-run organisation made up of young people who share an interest in the rich history and traditions of the City of London. Other regulars included the Pikemen and Musketeers from the Honourable Artillery Company. The oldest regiment in the British army, they escort the Lord Mayor's State Coach during the Lord Mayor's Show and parade under Royal Warrant.

We enthusiastically waved and cheered as Senior Warden Trevor Brignall went by on an open-top bus for the Farringdon Ward Club, as they celebrated their Senior Patron Alderman Vincent Keaveny on being elected Lord Mayor.

My personal highlights included the five-piece band of traditional Taiko drummers from the Mizuho walking float and, of course, the Lord Mayor's golden state coach headed by the City Marshall, one of the Lord Mayor's three Esquires and the historic keeper of the peace. In the coach the Lord Mayor was accompanied by his Chaplain, the Swordbearer and the Common Cryer and Serjeant at Arms. The golden state coach is the oldest ceremonial vehicle in the world still in regular use.

After the parade, 51 people attended The Lord Mayor's Show Marketors' Lunch, where Court Assistant Carole Seawert gave a





short welcome speech, and Liveryman and Events Committee Chairman Martin Ashton offered our collective thanks to Liveryman Henry Chung for organising such a successful event. As a Freeman who joined in 2020, this was my first in-person event and was a fabulous introduction to the Marketors.



Watch the Lord Mayor's Show highlights: <https://www.londonguidedwalks.co.uk/marketors>







# Marketors flock to the Sheep Drive

*Carole Seawert  
Court Assistant*

**One of the rights previously given to Freemen of the City of London was the option of being hanged by a silken cord rather than by a hemp rope. Another was the ability to drive sheep over the river to market, without having to pay a bridge toll.**

In September 2013 the Worshipful Company of Woolmen decided to uphold the tradition of the latter privilege, by introducing a Sheep Drive in aid of charity. It has taken place every year since – apart from 2020.

So, this September, 10 Liverymen from the Marketors agreed that they, too, would practise their ancient right to take sheep across the river. The group met up for lunch beforehand and then assembled at the appointed time

on the north side of Southwark Bridge to receive their woolly briefing.

The mini flock of 10 sheep obediently trotted straight across, guided by the amateur Marketor herders. (No ewe turns...) Douglas, the cavapoo, looked on with envy from the sidelines. It was a fun day out, and a great way to meet up once again, after 18 months of not being able to meet face-to-face.

The 2022 Sheep Drive will be on Sunday September 25. Places sell quickly, so make sure you book early. It is open to everyone who has received their Freedom of the City. If you haven't yet had your Freedom ceremony at Guildhall, contact our Clerk who can send you the appropriate forms.





# Welcome to our new Freeman and Liverymen at the October Ceremonial Court



## Freeman Zoe Phillips

Zoe is an MBA, MCIM and Zoology Honours graduate of Manchester University. Starting as a medical representative for a global pharmaceutical company, she moved into marketing at Roche consumer health, then moved into global

marketing with Novartis and Ferring. Zoe has lived and worked in Switzerland, Belgium and Denmark and has held senior marketing and head of marketing roles at Pfizer and Novo Nordisk.

An active member of the HAC, Zoe is a snowboard guide for the Ski Club of Great Britain and a BASP first aider. She is an avid rider, a triathlete and author.



## Liveryman Philip Wright

With more than three decades of marketing and senior leadership experience both in the UK and abroad, Philip has also recently added a new string to his bow by becoming a City of London Guide.

Philip chose to be clothed in the Livery to further his ambition to give back to society and, having worked in the charity and fundraising sectors, amongst others, felt that his skills and experience lent themselves to this. He also wanted to increase his overall engagement with the Company.

# Congratulations to new Court Assistants at the December Ceremonial Court



**The title of Court Assistant Emeritus is bestowed upon Court Assistants if they have served with distinction for at least six years on Court as a Court Assistant, or in higher office, but is not considering progressing to Master.**

John Hooper CBE has met and far exceeded these criteria, with his outstanding contribution as Chairman of The Marketors' Trust and as a Court Assistant since 2013.

When awarding John with his badge of office, the Master said: "It is particularly appropriate that you follow in the footsteps as Court Assistant Emeritus of the Late Professor Martyn Davis, whose benefaction you dealt with and managed over so many years."





### Court Assistant Philippa Seal

An experienced Business Mentor, Philippa provides a mixture of practical and strategic advice for the founders and owners of Micros and SMEs, enabling them to grow their businesses into profitable and sustainable enterprises.

Philippa is currently Chairman of the Outreach Committee, firmly believing in the power of marketing to deliver economic and social good.



### Court Assistant Julian Boulding

Our Honorary Treasurer, Julian is President and co-founder of Thetetworkone, the world's largest network of independent marketing and communications agencies.

## Congratulations to our new Honorary Liveryman

### Honorary Liveryman John Hammond

John has been our Learned Clerk since April 2013 and throughout his time with the Marketors has served the Company brilliantly, always on hand to support the Master and Wardens.

As well as being responsible for day-to-day administration of the Company and the implementation of projects and strategies adopted by the Court, John has also had a ceremonial role, presiding over the Ceremonial Courts held before Great Events.

At the online General Meeting of the Company on 6 December, a vote was held on whether John should become an Honorary Liveryman and this was swiftly agreed.

John was duly clothed in the Livery at Mansion House on 10 December, where the Master and other Marketors present toasted John's "richly deserved appointment".





# Welcome to our new Freemen and Liverymen



## Freeman Harrison Smith

Harrison has been in Marketing within the aviation and aerospace industry for eight years and is currently the Marketing Manager for Martin-Baker, the world leading manufacturer of Ejection Seats.

He also holds the position of Co-Chair for Information Management on the SAFE Association board of directors, a charitable organisation dedicated to aircrew safety and survivability. Harrison holds chartered status with the CIM and recently completed a Postgraduate Diploma in Marketing Leadership as well as a Masters in Marketing Management.

Harrison enjoys snowboarding, travelling, playing an increasingly poor standard of football and anything to do with the countryside in his spare time.



## Liveryman Ruchira Neotia

Ruchira has a 20 year career as an international marketing leader across various industries. She relishes the challenge of building strong, high-achieving teams. She is also on the board of a number of organisations and is particularly passionate about children's rights.

In her spare time, she loves travelling and wine – although maybe not in that order – and is currently studying for the WSET Diploma.

On 10 Dec 2021 at Mansion House, Ruchira became the youngest Liveryman in the Worshipful Company of Marketors.



## Freeman Mocky Khan

A Fellow of the Chartered Institute of Marketing, Mokbul (Mocky) Khan is the Chairman of Greater London Region of Chartered Institute of Marketing. With over 20 years of senior marketing experience, his clients have ranged from the biggest brands, such as McDonald's, Fujitsu and Vodafone to start up businesses. His particular interest lies in relationship marketing.



# The Marketors' Tribe Xmas drinks with a twist

Laura Beccaria  
Liveryman

On the first Thursday of December, the Marketors' Tribe came together for their penultimate meet up of the year at the Williamson's Tavern just off Cheapside.

With so many amazing conversations around our group, it was clear that everyone was looking forward to the festive season, as well as what the New Year may bring. What's more, every attendee took part in a Secret Santa – but with a twist: the gift couldn't be any random tat or last year's unopened present. It had to be a marketing focused book that inspired them in the career. Luckily, everyone thought outside the box and no book was the same!

From the perspective of the organisers, Events Committee members Freeman William Frank and Freeman Malcolm Robertson, they couldn't have been happier with the evening turnout, despite both having sore heads the next morning.

"Personally, for me, the social side has always been a key backbone of the Company and this group," William explains. "It was nice seeing other members, and I'm happy that a few guests from the Future Marketors came down to enjoy the night. For a lot of people, this year started pretty bleak, but it was so good to meet together once again, face to face and let's hope we can do that a lot more in 2022."

The Marketors' Tribe is a vibrant community open to all Marketors who enjoy regular meet ups. We meet on the first Thursday of each month and host an engaging programme of social and professional events. To find out more, please contact Liveryman Laura Beccaria [laurafcbeccaria@outlook.com](mailto:laurafcbeccaria@outlook.com)

Book contributors: L-R by row:  
Elisa Schweiger, Sarah Amer, Conor Gunn, Malcolm Gilbertson, James Ashley, Laura Beccaria, Juliet Oman, Ollie Candon, William Frank, Steven Rowe, Martin Ashton, Robin Plender.







## Future Marketors at the Museum of Brands

Conor Gunn  
Liveryman

**One of the highlights of this year has been the growth of our Future Marketors programme. Through this, we offer early career marketing professionals, aged between 20 and 30, the chance to meet new people who are united by a common passion for Marketing. We introduce these Future Marketors to the social and charitable 'fellowship ethos' of our livery company. In time we hope that many of these Future Marketors will become full members of the Company.**

All our previous meetings and events had taken place online, so the Future Marketors committee were delighted to finally meet Future Marketors and potential candidates in person at the Museum of Brands on 25 October 2021. It was also lovely to see and re-engage with many of our previous Marketor Scholars winners who came to the event.

After a welcome from our Junior Warden, Diana Tombs, Robert Opie the founder of the Museum, gave a short speech outlining the background of how he came to set up the Museum and how it continues to evolve and grow.

The fact that the Museum only displays approximately 3 per cent of Robert's total collection does make you wonder about the other treasures and delights that we are yet to see. Robert is hopeful that we will get to see them on display some day.

The Future Marketors and guests then spent time exploring the museum.

Later the Master formally welcomed all members of the Future Marketors and presented them with certificates to mark the occasion.

There are many ways to measure the success of an evening like this.

Hearing the buzz of conversation on the night, seeing friendships being formed and the fact that everyone was so reluctant to leave, all pointed towards a highly successful event. The fact that, within 48 hours of the event, every prospective candidate who came along had sent us their completed forms (and their payment) asking to be considered for membership of the Future Marketors was another incredibly positive sign.

Since this event there have been Christmas drinks, where we saw existing Future Marketors' relationships develop and grow deeper. We are busy planning our calendar of activities for this cohort for next year. If you know of anyone who you think might be interested in membership of the Future Marketors, please ask them to email [conor.gunn@gmail.com](mailto:conor.gunn@gmail.com) and I can tell them more about the upcoming programme of activity.



# Scotch whisky – niche to global

Ben Sears  
Liveryman

**What a wonderful evening for the coming together of our two great livery companies to discuss the great success of Scotch whisky, an industry first begun in 1494. And there was no more appropriate place for the hundred or so guests to meet than London Scottish House in the presence of The Lord Robertson of Port Ellen, born himself on the Isle of Islay.**

Guests began gathering at 5.45pm and our panel for the event was piped in at 6.30pm sharp. The cup was given to the piper 'Slainthe Mhath' and the opening address was delivered in true style by Lord Robertson.

Next up were the Immediate Past Masters – Lesley Wilson for the Marketors and Kenny Mackay for the Distillers. Both gave their perspectives on why the Scotch whisky industry was, and continues to be, so successful. There was agreement that John Dewar and Johnnie Walker were two of the first great distillers and purveyors of Scotch whisky in Perth from 1846. They were also great brand champions for the wonderful whisky they produced.

## Why is Scotch whisky so successful?

The panel then discussed a number of key questions relating to the success and development of the Scotch whisky industry.

An easy one to start with was who takes the credit for the success? There was common agreement that any product needs to be both made and marketed to drive

sales. Consistency of quality and message have both been key, as we see in many of the great global brands of today such as Coca-Cola and McDonald's. The success of Scotch whisky was 50:50, a perfect partnership.

Then, how did Scotch whisky go global? Luck did play a role here. Brandy had been the spirit of choice of Europe but with the phylloxera beetle devastating vines in the mid-19th century, Scotch whisky had its chance. The industrial revolution also played a key role, and the British Army took the product across the world. Great quality and consistency of the early Scotch Whiskies, Dewar's and Johnnie Walker, did the rest.

## Particular tastes

Many other topics of interest were keenly discussed. Continuing market growth was put down to, amongst other things, the growth of single malts and regional heritage. Who drinks Scotch whisky? It is a product mostly drunk at home with friends, but some key markets do focus on the on-trade, as in Spain and many Latin American and Asian countries. On the question of who drinks Scotch whisky and why, it was agreed that it is an aspirational drink, quite simply the taste of success.

Before drawing the event to a close many questions came from the floor. Is gin a competitor? What are the biggest threats to the market?

What role will sustainability play in the future? What role are social media and influencers playing in the success of the industry? This event could clearly have continued much longer but time was nearly up.

Thanks were duly given by Martin Riley, a Liveryman of both Worshipful Companies, to Lord Robertson and the piper, the Chairman and panel members, the staff at London Scottish House and the Immediate Past Masters. It was heartily agreed that another joint event would be very much welcomed.

But the night was not over yet. It was finally time to taste the product. A range of Scotch whisky cocktails, including a Rob Roy and The Godfather were on offer. Happy and informed guests moved out into the night at about 9pm, buzzing about the success of the great Scotch whisky industry with its iconic global brands.

Although properly made with Scotch whisky, the Rob Roy cocktail was created in the USA and has been called the Scotch Manhattan in that it replaces an American whiskey, such as rye or bourbon with a Scotch whisky.

According to Johnnie Walker (other Scotch whiskies are available), it is made by combining 60ml of your favourite blended Scotch whisky (Johnnie Walker perhaps?), 30ml Sweet Vermouth and 2 dashes of Angostura Bitters to an ice-filled glass. The contents should be stirred, then strained and served neat in a cocktail glass.

Purists twist a piece of orange zest over the glass to release the aromatic oils and then some pop in a brandied cherry.









# Marketing and food – the big debate

David Pearson **Past Master**  
 Jeremy Stern **Liveryman**  
 Simon Leadbetter **Liveryman**  
 Karl Weaver **Liveryman**



**The Law & Marketing Committee hosted a lively debate on 8 July on a controversial topic: 'This House believes that the marketing community should oppose the possible tightening of rules on advertising and promotion restrictions that will apply to foods that are high in fat, sugar and sodium (HFSS)'.**

The event was brilliantly chaired in the Oxford debating style by Simon Leadbetter, our Chairman of Fellowship, as he has done with previous Marketing Tribe (Young Marketor) events. Pre-debate votes were gathered to understand the views of the chamber. Proposers and seconders then made their case, as did the opposers. Finally, rebuttals were made by both sides after questions were taken from the floor. A post-debate vote was held, and the winning team was the one who had changed most minds.

Speaking for the motion were no less than Phil Smith, Director General of ISBA, the body that represent British advertisers, and Liveryman Jeremy Stern, CEO of PromoVeritas, the compliance agency.

Speaking against the motion were Liveryman Karl Weaver, who has worked with numerous food clients at agencies such as Dentsu, WPP and Publicis, and Past Master David Pearson whose career includes senior marketing roles in the food industry with the likes of Mars and Pillsbury.

## The facts

For context, the proposed new laws are designed to help the nation make healthier choices and are planned to come into effect at the end of 2022. The main points are:

- Ban HFSS products from being on display at store entrances, aisle ends and checkouts and their online equivalents (home pages, landing pages for other food categories, and shopping basket or payment pages)

*“Following consultation with industry, the Government will restrict unhealthy food promotions in stores from October 2022.”*  
*The Department of Health and Social Care*

- Ban volume price restrictions such as 'buy one get one free' or '3 for 2' offers on HFSS products
- Ban free refills of sugary soft drinks in the eating-out sector
- Ban all advertising before 9pm on TV and introduce a total ban on online media

The products deemed to be HFSS and affected include soft drinks, cakes, chocolate confectionery, sugar confectionery, ice cream, puddings, biscuits, cereals, yogurts,

milk-based and juice-based drinks with added sugar, breaded and battered products, crisps, and savoury snacks and more.

The pre-debate vote was convincingly in favour of supporting the motion – 59% of the audience believed that marketing should take a stand against the tightening of rules on promoting HFSS products. And so, the debate began.

## The debate

Those in favour of the motion – putting the case against the tougher restrictions – argued that there were already a range of restrictions on marketing of HFSS products via the ASA and the CAP Code and they are having an impact. In addition, it will cause significant financial pain for brand owners, suppliers and retailers, many of whom will struggle to find products to fill the space vacated by HFSS food brands. The position was clearly laid out and supported by a considerable amount of evidence.

Those opposing the motion – arguing in favour of the tougher restrictions – talked to the worsening state of the nation's health, the sensitivities around Covid and obesity and the need for manufacturers to push harder to create healthy alternatives to sugary products that are contributing negatively to our society and economy. The position was heartfelt by both presenters, and a strong argument was given for food manufacturers to work more closely with government on relevant regulations that make for a better society.

The post-debate vote demonstrated a significant swing, with 28% supporting the motion. Therefore, with 72% of those present not supporting the motion, it was not carried.

Video link to the debate – <https://youtu.be/Dzh5UNbFZc0>



# Brandsplaining – is 21st century marketing still sexist?

Roz Morris  
Liveryman



**Is marketing in the 21st century still sexist and based on unrealistic representations of women's lives? Yes, it is, marketing**

**experts Jane Cunningham and Philippa Roberts told us, even though many men now think we're all now much more enlightened than we used to be.**

Jane and Philippa are described as the 'pioneers in marketing to women' and they've written a book called *Brandsplaining* (derived from 'mansplaining' which describes men habitually talking down to women) because they want to illustrate how the advertising and marketing industry has for many years loftily instructed women from a male point of view – and how it still does.

Jane and Philippa have long careers in advertising and marketing and rose through the ranks to become part of the leadership teams at DDB and Ogilvy. They noticed repeatedly how female customers were perceived in ways that were – at best – inaccurate and – at worst – diminishing and dismissive. So, after more than 10 years of attempting to right the wrong from the inside, they decided enough was enough, and left to set up their own research company, PLH, which is now the leading market research agency specialising in female audiences.

I was very pleased to host an online discussion in September for the Marketors, assisted by Events Chairman, Martin Ashton, where Jane and Philippa talked about their work on brandsplaining and set out their case for change.

Jane and Philippa told us that marketing stereotypes like 'The Good Girl' – pushing the advertising message that you'll be perfect

for men if you use our products – make women feel inadequate in the pursuit of perfection. This is reinforced by copy about 'ideal' homes, 'shining' surfaces, 'sparkling' dishes, 'gleaming' hair, 'flawless' skin etc. This reinforces a view of the world through the male gaze, putting women's roles as secondary to men. While current ads for men stress strength, purpose and intelligence, women are portrayed as empty vessels, with vacant stares or throwing their head back and laughing in ways generally non-threatening to men.

Backing these points with extensive research, they quoted an analysis of US ads between 1980 and 2010. This revealed women at work were shown in only 4% of ads. Most ads showed women in domestic settings for domestic products, with the underlying visual message that women belong at home, not at work.

They also pointed out that women over 50 become invisible in most advertising, except when promoting products for elderly people. This is in spite of older women being one of the largest segments of most Western economies.

A few older women – Helen Mirren, for example – are allowed prominence, but only with an unlined face, looking younger than their real age and so reinforcing the message that older women always need to look young.

There are now more women working in marketing than ever before, so why haven't things changed more? "The problem is

that the real power in agencies lies with the Creative Director and the CEO, and very, very few of them are women," Philippa pointed out. "However social media is creating a lot of change through female-led businesses and female influencers creating big businesses without



using all the traditional marketing methods."

Jane and Philippa argue that although many brands have now discovered feminism and are selling 'fempowerment', with go-girl slogans and viral hashtags, things haven't fundamentally changed and there is still a huge gap between the women who appear in the media and women's real lives and their real wants and needs.

In fact the 'fempowerment' ads create another problem for women because they tell women to 'be strong' or 'be the boss', so women still have to improve themselves, but now it's by changing their ways of thinking, not just their appearance.

So how do we create an innovative framework for marketing that is fresh and free of sexism? Asked by their audience of Marketors what is the one thing that all marketing professionals could do to make a start on changing things, Philippa suggested doing an audit of all their marketing, looking for 'The Good Girl' narratives and listing sexist attitudes, in order to plan to avoid these in future. Plus, the book *Brandsplaining* has a detailed 10-point plan for change.

Jane and Philippa have regularly appeared in the media discussing this very important subject and, as well as *Brandsplaining*, they are the authors of two other books on marketing to women – *Inside Her Pretty Little Head* and *The Daring Book for Boys in Business*.

<https://www.amazon.co.uk/Brandsplaining-Why-Marketing-Still-Sexist/dp/0241456002>





# Two new giving initiatives from The Marketors' Trust

Diana Tombs  
Junior Warden and Trustee



## Working with Unloc to develop young people's potential

**Unloc** is a non-profit social enterprise that is on a mission to help young people to develop their skills, potential and aspirations. It works with over 500 targeted schools and colleges across London, Hampshire and Cambridgeshire, reaching over 10,000 young people every year. It delivers on its mission by providing empowering programmes on enterprise, leadership, careers and student voice in schools, colleges and communities. This is an impactful, proven model: 94% of young people say that Unloc programmes developed both their skills and confidence.

The funding from The Marketors' Trust will help Unloc scale up both the depth and reach of its impact through two initiatives:

The first of these initiatives is focused on integrating technology into its existing entrepreneurship workshops with young people, creating opportunities for young people to be creative in their efforts to design and build marketing campaigns for the business ideas they come up with. Unloc received 14 iPads in October, funded by the Trust, to enable it to achieve this and it looks forward to rolling them out from January. The organisation anticipates they will be used by 20,000 young people in their lifetime!



The second initiative is focused on expanding its Enterprise workshops to primary aged young people. Unloc firmly believes that building the aspirations and entrepreneurial mindsets of young people needs to happen earlier – and the funding has enabled them to schedule five new half-day primary school focused workshops in 2021/22.

The Marketors' Trust looks forward to continuing our partnership with Unloc to expand its reach and impact on the lives of young people.

## The Trust funds bursaries to help arts, culture and heritage organisations

**The Arts Marketing Association (AMA)** helps organisations and individuals with training, networking and resources to upskill the sector and enable more audiences to access and benefit from arts, culture and heritage.

AMA members have marketing, communications and audience development responsibilities and it delivers a rolling programme of training events, regional meetings



and resources to keep them up to date with the latest trends, connected to peers and upskilled to ensure their organisation can reach more audiences. In 2018, AMA became an Arts Council England Sector Support Organisation.

The Marketors' Trust-funded bursaries have enabled the AMA to provide 27 arts, culture and heritage organisations in Greater London with team membership they would not otherwise have been able to afford. These include

museums, galleries, community spaces, theatres and an orchestra.

Employees from each organisation receive free training, support and networking opportunities to improve their marketing and communication skills, access knowledge, and improve their EDI (Equality, Diversity and Inclusion) awareness. This enables them to become more audience-focused, leading to genuine and long-standing relationships with underserved audiences, ensuring these audiences feel welcome and included, enjoy an experience that really resonates and continue to come back for years to come.

This increases the audiences the organisation is reaching by encouraging more of their local community to engage with their cultural offer for an in-person visit, by growing their digital audiences, by purchasing from their online shop or by donating to fundraising appeals. This results in more people enjoying and being inspired by arts, culture and heritage.





# PUTTING SOMETHING BACK INTO SOCIETY



## OUTREACH UPDATE FOR NEW AND NOT SO NEW MARKETORS

### What is the Marketors' Outreach Programme?

We Marketors have an Aim, written into our Charter, to give back to society. The Marketors' Outreach programme does that by matching the marketing needs of good causes with skilled and experienced marketing volunteers within the Marketors.

For those Marketors looking for new marketing experiences, the Outreach Programme provides the opportunity to run marketing projects that can be out of your professional comfort zone.

Joining Outreach can be like being seconded for a short time to a worthy charity by one's employer. These skill transfer programmes are becoming more common because, with the right people, they allow commercial businesses to support local good causes with advantages for everyone involved.

Outreach provides a wide variety of marketing help, some for organisations that are well known and others that are out of the



public eye. For example, we have helped St Paul's, the oldest church in the City, increase its visitor footfall, with review meetings in the same church steeple from which Pepys watched the fire of London.

Think how this could upgrade your CV if you are looking for your next job.

### Why join Outreach?

Helping others to make a real difference in their lives by enabling better marketing for good causes feels good, it's fun and can differentiate you from other marketing professionals.

Some Marketors wish to use their marketing skills to help their favourite "good causes". These can range from helping hungry children to get a nourishing breakfast at school each morning, to helping to provide a safe house and help for trafficked female sex workers who have now been freed but need to stay hidden from criminal gangs.

The volunteer time donated to Outreach projects varies but can be as little as eight hours, spread over some weeks. Some projects just need an experienced eye to understand, review and suggest improvements to a marketing plan. Others can take longer.

Want to find out more? <https://www.marketors.org/charity/outreach> or contact [outreach@marketors.org](mailto:outreach@marketors.org)





# Refit for HMS St Albans

*Andrew Cross*  
Past Master and AFCC Chairman

**HMS St Albans is a Type 23 frigate of the Royal Navy, the sixteenth and final ship in the 'Duke' class of frigates. Launched in May 2000, she was commissioned in June 2002. In July 2019 she was placed alongside in Her Majesty's Naval Base Devonport for her extensive refit.**

Lieutenant Commander Steve Adamson MBE, who is the Senior Naval Officer for HMS St Albans, is now responsible for her, leading the Royal Navy contribution of the refit programme. He is supported by Warrant Officer 1 Mick Driscoll as Assistant Senior Naval Officer.

## What's planned for the refit?

There will be 40 major equipment upgrades during this upkeep

period. The propulsion and power generation systems will be upgraded with overhauled propulsion motors and the main diesel generators renewed.

Other upgrades include fitting her with the latest surface to air missile system, while improvements to the main communications suite, the combat system and the main search SONAR, the medical facilities, the galley and staff quarters are also included in the refit package.

Notwithstanding these and other system upgrades, structurally the ship will be stripped bare and rebuilt to breathe new life into the hull for many years to come.

## Overcoming challenges

Covid-19 has been a significant challenge for the country and has impacted those at the waterfront. However, the Royal Navy have continued to deliver and are working tirelessly with the Waterfront Service Provider to regain momentum on the project.

There has been much to applaud at the waterfront in Devonport for the efforts both during and since the lockdown eased, and the Royal Navy, with their industry partners, are determined to deliver HMS St Albans back to the Fleet in world class shape.

Junior Warden Diana Tombs, Past Master/AFCC Committee Chairman Andrew Cross, Clerk John Hammond, 151 Adjutant Capt Tom Joyce and AFCC Vice-Chairman (Royal Navy) were invited to visit the ship in November 2021 to view progress with the refit, as well as tour the wider Devonport dockyard.

## Fit for the future

The refit is expected to be completed in 2023, although the first members of her crew will be appointed in early 2022, starting with the new Weapons Officers.

After trials, she will be allocated to her new role as part of the Royal Navy surface anti-submarine warfare flotilla based out of Plymouth with the rest of the anti-submarine Type 23 frigates: HMS Westminster, HMS Northumberland, HMS Richmond, HMS Somerset, HMS Sutherland, HMS Kent and HMS Portland.





# 151 Regiment RLC end-of-year report

**Despite the many on-going Covid restrictions, we managed to have a full year of activities with 151 Regiment RLC, our affiliated army regiment. Many of these have already been covered in previous editions of Marketor, so here's what we've done, both virtually and in person towards the end of 2021.**

At the end of August, 10 Marketors and guests joined 151 on their first day of shooting practice at Pirbright ranges. While the new shooting team were being put through their paces, we were instructed on the

use of the SA80, which is a major improvement on the old Lee Enfield Mk4 that many of had used during our CCF days. We were able to fire from both prone and standing positions with some excellent results from many members.

The annual curry night of the Regiment has always been a popular event and this year 25 Marketors and guests attended "Trident Night", which was a black-tie event at the Regimental HQ in Croydon. As well as the Marketors many Civic dignitaries were present,

and the Regiment welcomed the Worshipful Company of Carmen as another livery affiliate. The guest of honour was Brigadier Patch Reehal MBE, who gave the address and presented many prizes. Senior Warden Trevor Brignall also re-presented our decanter in front of all the regimental officers.

Finally, at the Mansion House Banquet we were pleased to have as our guests the Commanding Officer Lt Col Debs Taylor and Adjutant Capt. Tom Joyce.





AND THE WORD WAS  
MADE FLESH AND  
DWELT AMONG US

## 2022 – a busy year for St Bride's?

*John Wheen*  
Court Assistant

**As we emerge from Omicron, can we look forward to a positive, dynamic New Year? The answer is mixed.**

Certainly, support for the Marketors' church, St Bride's, is encouraging. Around 100 professionals turned out to the Communications Industry Carol Service in December, going on to the socially mixed after-party at "Fleets".

Helping to further increase footfall in church, the popular in-person lunchtime Recital Series has resumed in 2022, with twice-a-week bookings of promising new musical talent. And the outlook for Sunday service attendance has improved, as Sadiq Khan's congestion charge extension has been removed on Sunday mornings.

### On the front line

Perhaps sadly though, one of the highest growth areas for St Bride's is in its ministry to journalism. At the Journalists' Church, a candle is kept burning at a dedicated altar. This is in remembrance of those who have died or been injured in the pursuit of truth, or who currently face situations of immense personal risk.

A dedicated altar displays photo plaques of those who have fallen since 1990. There are now so many that they have to be displayed in

rotation. And just consider some of the professionals at risk in the second half of last year:

July: Peter R de Vries was shot in Amsterdam. Pulitzer Prizewinning photographer Danish Siddiqui was killed by the Taliban. Several foreign and BBC journalists were harassed in China.

August: Mexican TV News anchor Azucena Uresti received death threats from a drugs cartel. Twenty Journalists and six media outlets

were branded "foreign agents" in Russia, resulting in poverty as advertisers withdrew revenues. BBC correspondent Sarah Rainsford was expelled from Russia as a national security threat.

September: Journalist and "Me Too" activist Huang Xueqin disappeared in China before scheduled travel to study at Sussex University. She is still missing.

December: Azerbaijan published a media bill restricting journalism.





Russia liquidated "Memorial", which reported on human rights violations. Hong Kong closed one of its last independent media outlets "Stand News" and arrested seven senior staff.

To keep memories alive and give spiritual support to the press community, their annual Commemorative Service was held at St Bride's last November in the presence of HRH The Duchess of Cornwall.

Marketors' Chaplain Reverend Canon Alison Joyce said in introduction: "The world has never been in greater need of good journalism: and we have never had more occasion to be reminded of the human cost of good journalism than we are today."

Tim Davie, BBC Director-General, said in his keynote address that journalists share common beliefs: "That truth is the foundation of democracy. That power must be held to account. That those who abuse that power must be exposed and those who are the victims of abuse must be given a voice."

He noted that, for the first time in 85 years two journalists, Maria Ressa (Philippines – facing 100 years in jail) and Dmitry Muratov (Russia – Editor-in-Chief of Novaya Gazetta where six journalists have been killed) had been awarded the Nobel Peace Prize. This acknowledged that, while this is a moment of great risk for journalists, it is also a moment of great necessity. As the battle for truth heats up, he concluded, our debt of gratitude to journalists, crew, support staff and families grows ever greater.

Marketors stand together with these communicators. And we hope that, in 2022, we can resurrect our own annual Rededication Service, to be led at St Bride's by our Master (Elect) Trevor Brignall. We hope that the Chaplain might once again offer prayers at a full programme of Marketor banquets. And, in December, we hope to help double attendance at the Carol Service! All in all, we look forward to a positive, busy 2022 at St Bride's.



## Celebrating the season with the communications industry at St Bride's Church

Rhian Pamphilon  
Liveryman

**Gathering for the St Bride's Church 'Service of Carols, Music and Readings for the Communications Industry' felt very special as the haunting solo opening of *Once in Royal David's City* launched the event for the first time in two years.**

The Worshipful Company of Marketors joined our colleagues from the Advertising Association, Chartered Institute of Journalists, London Press Club and more for this final in-person event of 2021, followed by fellowship and refreshments at the after-party nearby.

Our Chaplain, the Reverend Canon Dr Alison Joyce, Rector of St Bride's, led the proceedings which featured all the best traditional carols and readings, and some more unexpected contributions. Piano accordionist Kevin Street played a selection of arrangements from *Wassail!*, reflecting the ancient tradition of wassailing – groups of merry-makers going from house to house singing carols. This predates the spread of Christianity in Britain and has of course evolved into Christmas caroling. We were then brought up to date with an arrangement of the Chris de Burgh song *A Spaceman came Travelling*, arranged by the St Bride's organist Matthew Morley and beautifully sung in harmony by the St Bride's choir.

The guest speaker of the evening was Emily Sheffield, Editor of the Evening Standard from July 2020 to

October 2021. Emily commented on the role of the media in reporting and informing during the global pandemic and gave some insightful observations on the move to digital channels over the time.

Closing the service with a rousing rendition of *Hark the Herald Angels Sing* is always inspiring, even if you have to sing with a mask on! And, along with Bible readings telling the Christmas story, the words of poet Benjamin Zephaniah were an apt choice for the current times, reminding us that "people need people".

All in all, a thoughtful celebration to tap into the spirit of the season, enjoyed by all.

Mark your diaries for next year's service on Monday 12 December 2022!





# Mike Hopkins

*Dr David Pearson*  
Past Master



**Liveryman Mike Hopkins died after a long illness on 6 July 2021. He was 87. He enjoyed a long and successful career in marketing, joining the Marketors in 1985 and becoming clothed in the Livery in 1987. In 1989 he was Chairman of the then Public Relations Committee and, in that role, he headed up a project to introduce some subtle but important changes to the corporate image of the Company. This was the work of graphic design consultants Hutton Staniford and, unusually, Mike paid personally for the cost to the extent of some £5,000, worth more than double that today. Senior Past Master Harry Druce recalls that: "There is no question this new corporate image should have continued, had it not been for financial constraints that had to be introduced in the next three to four years. Which meant changes in production and, in my opinion, the loss of a very good design concept."**

Michael Harry Colpoys Hopkins was born on 30 January 1934 at King's Lynn, Norfolk. At the age of eight he



went to Norwich School. He enjoyed school despite the war and the experience of over 1,000 incendiary bombs demolishing part of it. He excelled at rugby and won the County 'shot putt' in 1952. Today, Norwich School is still a beacon of education.

Mike was of an age when National Service was still required, and he did his in the RAF. He was an Officer in Administration, initially as Station Adjutant at RAF West Beckham in Norfolk, and then trained as a code breaker, serving at HQ Fighter Command at Bentley Priory, Stanmore. His formidable business career, based on marketing but stretching beyond that discipline, started in 1954 when he joined Chloride Electrical as a management trainee. He was soon passing both advertising and marketing exams, as well as studying graphic design and printing.



In the next 28 years he rose from Marketing Manager at Chiswick Products, then Reckitt & Colman, to Marketing Director with General Mills and then Nabisco until it was absorbed in a hostile takeover. I used to meet Mike in his Nabisco days, as I was also working in the food business and we were both clients of Peter Kraushar's new product development consultancy KAE and would meet at his regular dinners.

Just one year after the takeover his wife Hilary, aged just 52, died of cancer, so he took over her successful market research company. He later met Fran and they married in 1994. At



that time, he decided to take a real interest in wine and spirits, studying for the exams of the Institute of Wine & Spirits, qualifying in 1998. He became a judge of the International Wine & Spirits competition and is credited with having a superbly sensitive nose.

He returned to the world of marketing and advertising with the Marketing Society and the Advertising Standards Authority and even the Independent Television Authority's Advertising Advisory Board. He won the Dexter award for best business article in 1995.

Mike had a passion for Morgan sports cars. He was an early member of the Morgan Owners' Club and owned two of the three classic Morgans. The Secretary of the Club reports that Mike was well known and liked, not least for his description of the experience of "slipping into the almost supine unique driving position where you are part of the vehicle, viewing the world down a long bonnet with engine purr coming through the louvres and up the seat".



With his first wife Mike had two daughters Vanella and Colette. Vanella Jackson is a Liveryman of the Company.



# Executive engagement strategies: insights from an award-winning thesis



**I am delighted to be a recipient of the Worshipful Company of Marketors' 'Outstanding Contribution to Marketing Award'. My thesis project, which was developed alongside Dr Sue Holt at Cranfield University, focused on how account-based marketers can help key account managers to better engage senior executives in the C-suite. This layer of engagement has become more important than ever as the B2B buying centre becomes increasingly more complex.**

Account-based marketing, or ABM as it is more commonly known in practice, is a developing B2B strategy that has been gaining significant attention over the last several years, and particularly at the enterprise level of business. Some examples of companies engaged in ABM include Microsoft, Fujitsu, and DXC Technology, with some

practitioners claiming that it is the best marketing strategy they have in play.

I had the opportunity to interview several practitioners working at some of the world's leading technology companies, who provided me with a plethora of insights in regard to best practice ABM for executive engagement. The thesis findings reveal that account-based marketers can support key account managers through several initiatives, including executive research and insight, the development of customised marketing assets, and the generation of brain nudging, thought leadership content. Thought leadership is considered to be the most effective way of engaging members of the C-suite and plays a critical role in generating new dialogue, as senior executives who are pressed for time strive to seek unique solutions to their challenges.

Although the world of practice continues to explore ABM's potential, with the Covid-19 pandemic exacerbating the demand for relationship-driven marketing, this state of interest is not reflected in current academic literature, which is where my MSc thesis study came into being. The insights presented in this thesis will help existing practitioners and academics to better understand how ABM-ers can support key account managers, along with the advantages and disadvantages associated with the strategies discussed.

My project explores the strategies account-based marketers (ABMers) have used to support key account managers (KAMgrs) to engage senior executives.

The findings reveal that ABMers can offer support through executive research, customised marketing assets, and thought leadership. Thought leadership is considered the most effective way of engaging the C-suite.

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

### Dear Editor

Recruitment today for any business is challenging and many companies are looking to see how they can use "marketing" as a resource for helping their HR teams recruit. Social media and websites are, of course, the default to back up any recruitment campaign but what other ideas have you seen other companies implement for recruitment other than the traditional agency route where marketing teams have been able to leverage the appeal of the business to potential new hires?

**Liveryman Jo Edwards**

### Dear Editor

The Learned Clerk's recent email that the 2022 Installation Court will be online underlines that The Marketors are truly "well shod" as regards reacting to the many challenges presented by Covid-19 and its various variants.

After lots of superb Zoom events earlier in the year (which really were a lifeline to me in a solo lockdown situation), we had the great pleasure of the Summer Party on HQS Wellington and it was a truly delightful evening.

More recently I attended a 'Tribe' event at Williamson's Tavern in the City. Brilliantly organised by Laura Beccaria, William Frank and Malcom Gilbertson, it was heart-warming to meet so many bright, sparkling future Young Marketors at the event... I have seen the future and it looks great!

Yours sincerely,

**Steven Rowe FRSA**  
**Liveryman & Pioneer**





## Upcoming events

As we go to press, the outlook regarding in-person events is a little uncertain. We will monitor the situation closely, with the aim of including as many in-person events as possible as early in the year as possible. Please check our website for updates and look out for the individual event flyers which will be sent out by the Clerk by email.

**Wednesday January 26** **Ceremonial Court to install Master & Wardens (virtual)**

**Wednesday February 16** Talk by Alderman Professor Michael Mainelli, our Honorary Liveryman, on Metaverse (virtual)

**Thursday February 24** Law and Marketing webinar (topic tbc)

**Tuesday March 1** Annual Inter-Livery Pancake Race – Come to Guildhall and watch fellow Marketors take part in this annual event.

**Sunday March 6** City walk: Elevations, alleyways and hidden green spaces

**Thursday March 17** Marketors' Quiz evening  
Lamb Tavern

**Friday April 1**

United Guilds Service at St Paul's Cathedral, followed by lunch at a Livery Hall

**Thursday April 7**

The Lord Mayor's Platinum Jubilee Big Curry Lunch at Guildhall

**Wednesday/Thursday May 18 & 19**

Inter-Livery Clay Shoot; Marketors usually enter a couple of teams

**Monday July 4**

Marketors' Golf Day

**Marketors' Tribe** events take place on the first Thursday of every month. Please contact Liveryman Laura Beccaria on [laurafcbeccaria@outlook.com](mailto:laurafcbeccaria@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

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