



WORSHIPFUL
COMPANY of
MARKETORS

MARKETOR

SUMMER 2017 / ISSUE 76

THE LIVELY COMPANY MAGAZINE FOR MARKETING PROFESSIONALS



**FLAVOURSOME
SPRING LUNCH AT
APOTHECARIES' HALL**

**REMEMBERING
SIR PAUL JUDGE**

**WONDERFUL WEB BLUNDERS
PROGRAMMATIC FOR THE PEOPLE**



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The Master's Column

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Front cover photo: Splendid hats at the Spring Lunch won by L/R Liveryman Kate Holden, Mrs Georgina Landridge and Liveryman Ann Goodger

Spring lunch photographs by Ben Fisher
www.benfisherphotography.com

Other photographs courtesy of our members.

It scarcely seems any time since I was writing my first Master's Column shortly after the Installation Dinner in January - and now I'm almost halfway through my year as Master. It's been a fascinating time, giving me amongst other things the opportunity to glimpse into different worlds, including those of other livery companies. It's a great pleasure to be invited as a guest to lunches, dinners and other functions and to learn at firsthand what these companies are doing and how their functions differ from our own. For example, at Distillers' Company dinners, the person guarding the drinker's back in the Loving Cup Ceremony is actually given a dagger to hold in order to see off all possible assailants. I was informed by a member of another company that their speakers, including guest speakers, are told that they must speak for five minutes maximum and preferably less, whereas several other companies always have a guest speaker in addition to the Lord Mayor at Mansion House. The Solicitors' Company follows this pattern and at their most impressive banquet had a speech from the Lord Chief Justice following that of the Lord Mayor. You will perhaps be relieved we will not be adopting this practice for our own Mansion House Banquet and that in my speech I shall be trying to achieve five-minute brevity!

One thing that has really struck me over the last months is how wildly differing livery companies are all playing their part in the 21st century livery movement. I have been particularly impressed by how some of the older companies have adapted to remain relevant. An example is the Patten Makers Company, whose original calling was to make wooden pattens designed to raise the feet above the mud in the streets. The company started to fall into decline as the Paviers began paving the London streets, meaning pattens were no longer needed, but now help people needing orthopaedic footwear and work closely with Headley Court in the rehabilitation of ex-servicemen with severe foot injuries. Other companies such as the Mercers, Goldsmiths and Clothworkers use their considerable wealth to advance education both generally and in their own fields.

As a modern company we don't have such resources at our disposal but where we do make a really outstanding contribution

is through our Outreach work. We need more volunteers on a continuing basis to meet the demand for our services and this is a plea to all of you who have cited 'wanting to give back' as one of the main reasons for wanting to join this company to contact Brian Sweeney, the Outreach Committee chairman, and get stuck in. There's now an Outreach LinkedIn group and there will also be an Outreach corner at future events. So please do come forward, even if your time is very limited.

The recent general election has clearly demonstrated the seismic shift in communications, inexorably away from mainstream print and media channels towards social media. As a company we are not immune from such changes and under the chairmanship of Court Assistant John Farrell will, over the next couple of months, be reviewing our own communications activities and making recommendations on any changes or innovations that we should consider. And online booking really is about to become a reality!

The Company last year received a legacy of some £38,000 from the estate of a former member, Roy Randolph. Some of this is being used to bring the company history up to date. Paul Jagger, a Court Assistant of the Information Technologists' Company and author of the much applauded City of London Freemen's Guide, has been commissioned to do this and will have completed the work by December, in time for the 40th anniversary of the Court of Aldermen on December 13 1977 agreeing to the Marketors' Guild becoming a livery company. The Court have agreed that some of the remaining legacy should be used for a new Master's Badge, the current one being in a poor state of repair. The new badge will be suitably inscribed to reflect Roy Randolph's generous legacy and will be another fitting commemoration of the 40th anniversary of our becoming a Company.

Sadly, in what would otherwise have been a happy period for our company, a shadow has been cast over us by the untimely death of Past Master Sir Paul Judge, which came out of the blue and I think shocked everyone. He was a towering figure in our industry with so many outstanding achievements to his name. We are considering how best to commemorate him and will be seeking ideas over the coming months.

Sue Garland Worthington
Master ■



Middle Warden Phil Andrew presents a miniature sword to departing CO of 151 Regiment, Lt Col Mike Taylor MBE RLC (right)



Master at the steps of St Paul's Cathedral before the United Guilds' Service on March 31



On June 28 a group of Marketors spent most of the day at Canon UK's headquarters in Reigate learning to take better photos. Here we are (front l/r) Carole Seawert, Eric Allen, Matthew Trowbridge, Michael Harrison, Elizabeth Twiddy, Andrew Cross, Tom Tuke-Hastings, Ann Goodger (back l/r) John Hammond, Steve Bates (Managing Director, Cannon UK & Ireland), Richard Bernholt, Chris Griffin, John Fisher, Henry Chung.



Liveryman Roger Dawson with his guests Suzanne Stock (left) and Julie Knight (right)



Liveryman Kathy Fisher in another splendid hat



Liveryman Mike Barnato; Court Assistant Edward Fulbrook; Master Arbitrator Matthew Bastone; and Biagio Fraulo JP, Clerk Arbitrators' Company share a glass at the Spring Lunch



A spring lunch full of flavour

Our Spring Luncheon this year was taken in the beautiful Great Hall of the Worshipful Society of Apothecaries in Black Friars Lane. This was a perfect year to visit the Society, as they are celebrating 400 years of 'serving the city and medical profession'.

A medicinal meal

Generally at this point, it is customary to reflect on the beauty of the Hall, the oldest still standing, and talk about the history of our hosts, of which more later, but what struck me most was the magnificence of the meal.

Generally speaking, one doesn't attend these events for the food; of course, it's rare to have a bad meal but it's the conversation, speeches and fellowship that are important. Not so at Apothecaries' Hall.

At first glance, nothing stood out particularly – smoked salmon, rose veal, lemon and lime posset. But, it was what was

served with them that excited the imagination and palate. The smoked salmon came with saffron *crème fraîche* and wild garlic oil; the veal fillet medallions nestled in a tarragon *Véronique* sauce and the posset – a glory in itself – was served with lavender macaroons.

The common denominator here, which lifted the meal out of the ordinary, was the use of herbs, which were also used in the flower displays. I pressed my wild garlic flower and it's still wafting the gentle scent many weeks later.

Of course, the apothecaries of 1617 used herbs for medicinal purposes. Indeed the word 'apothecary' comes from *apotheca*, meaning a place where herbs, wine and spices were stored.

More than Grocers

Interestingly, apothecaries were originally members of the Grocers' Company, which dates from 1428. Together, they sold spices

such as pepper but, by the mid-sixteenth century, apothecaries had become the equivalent of today's community pharmacists, preparing and selling substances for medicinal purposes.

However, King James gave them their own Royal Charter in December 1617, saying some time later that the 'grocers, who do complain of it, are but merchants; the mystery of these apothecaries...should be a corporation of themselves'.

In 1632 they acquired premises in Blackfriars but this was destroyed in the Great Fire of London and re-built the Hall by 1672, where it still stands.

In 1673, the Apothecaries established a physic garden near the river (now the Chelsea Physic Garden), with the purpose of training apprentices in the identification and use of medicinal plants, such as herbs. They managed this until 1899, when they handed it over to the City Parochial Foundation.

More than just a meal

Having digested our meal with the aid of the glorious herb selection, we settled back for the toasts and speeches. Middle Warden Phil Andrew welcomed our guests, who were an august assembly of Masters, Clerks, senior business people and award winners. Of course, Phil made special mention of our guest speaker, Tom Ilube, describing him as a 'serial tech entrepreneur and cyber security expert'.

Tom is ranked first in the Powerlist 2017, an annual listing of the UK's 100 most powerful people with African or Afro-Caribbean heritage. However, in his thanks, Tom commented that, although he might be the most powerful black person in Britain, he isn't in his own home and described his personal brand as 'internet geek'.

He was more complimentary about brand GB, telling the story of his father, who came to the UK in 1957 to train as an electrical engineer. On leaving the Army, Ilube senior became an employee of the BBC – where his son serves as a non-executive director. Sadly he died four years ago so didn't get to see Tom's meteoric rise.

It's all about storytelling

Tom told us that his father was fond of proverbs, his favourite being that, until lions have their own storytellers, tales of the chase will always favour the hunters. He likened this to the Marketors, who tell the stories to and of the City.

One example of this was our work on Hammersmith Academy, which Tom founded. He thanked us for our work, saying that, with a strong brand, an entity's name will last for hundreds of years.

Tom's latest venture is the African Gifted Foundation which recently set up the African Science Academy, the first all-girls science and maths academy. As he pointed out, philanthropy in the 21st century is all about volunteering, highlighting that 'actions speak louder than money'.

Tom concluded by thanking the Marketors for inviting him to speak and for their help with his charities.

Endorsing the message

The Master thanked Tom for his thought-provoking speech and endorsed what he had said about brand GB showcasing the values of continuity, integrity and open-mindedness. Sue went on to say that the same could be said of livery companies, where teamwork combines camaraderie and giving back.

She concluded by thanking the Apothecaries for allowing us to use their magnificent Hall, the caterers and our Clerk and Assistant Clerk, without whose own brand of teamwork such events could not take place.

Jane Wharam
Court Assistant ■



L/R Master Information Technologist, Master Plaisterer, Master Stationer, Master Scrivener, Master Marketor, Master Arbitrator, Master Chartered Accountant, Master Tax Adviser & Master International Banker



Middle Warden, Senior Warden, Tom Ilube, Master & Junior Warden



The Swordbearer leading the Master and Honorary Chaplain from St Bride's

Each year, Marketors gather at St Bride's in Fleet Street to rededicate our Company. This splendid Wren church, famed in many ways, has been at the heart of the communications industry for years and is often referred to as the journalists' church – but there is much more to it than that. It has been a place of Christian worship for 1,500 years. Its basements and crypts are full of curiosities and include a pavement of neat cobbles from Roman times, an ossuary of the skeletal remains of 227 souls identifiable from their lead coffin plates and St Bride's burial records and, most chilling of all, a charnel house¹. This isn't usually open to the public but I was lucky enough to be given a quick tour by the Rev Canon Dr Alison Joyce when I came to talk to her about St Bride's and its role in our community and, of course, to find out a little more about her.

Canon Joyce came to St Bride's in 2014 from a parish in Edgbaston, Birmingham where she had been a priest for nine years. Alison was one of the first women to be ordained 29 years ago this year. She became a deacon in 1988 and a priest in 1994. Not unexpectedly, Alison has come across the usual prejudices to female priests. But she firmly says that as a priest she is here for everyone and it is always best not to judge. She paraphrased John Truslow Adams, saying: 'There's some good in the worst of us and some bad in the best of us.'

Alison is learned and witty, making her great company, which helps in such a social job. She is closely involved with the City of London through St Bride's association not only with the Marketors but the livery companies of the Stationers, Turners and Spectacle Makers. While there are at most about 500 people actually living in the St Bride's parish, its population swells more than a hundred-fold as people come to work at well-known companies such as Goldman Sachs, Deloitte, Freshfields and Unilever.

With this huge potential congregation of incomers, Alison seeks to make St Bride's



The Master and the Honorary Chaplain



Dedication, rededication and open to all

an open and welcoming place – very much in line with the Anglican doctrine. The church has a duty of care for everyone and, of course, everyone has the legal right to be married in their residential parish church. As the journalists' church and with world being what it is, this is a massive virtual parish.

As Marketors, we know this church to be wonderful – for me, its beauty is the way the light from outside bounces around the nave and the choir stalls. Its edifying nature brings a serenity to the whole space. This makes St Bride's a sanctuary – a safe harbour – for those working in the high-pressure businesses around and about. Each evening, the church holds an hour of silence from 5pm to 6pm – the lights are switched off and it is lit only by candles. The glass doors let people see into the peaceful place and they can choose to come and enjoy quiet respite for five minutes or an hour.

For Alison, as rector in a city that is never still, it has to be a challenge to reach out and bring the community in. But that is at the heart of Christianity as Alison tells me: 'Even if people come once a year to one of the 26 Christmas Carol services held each December – we can all share the joy and the light. The church is open seven days a week with the aim of being a place for the love and grace of good.'

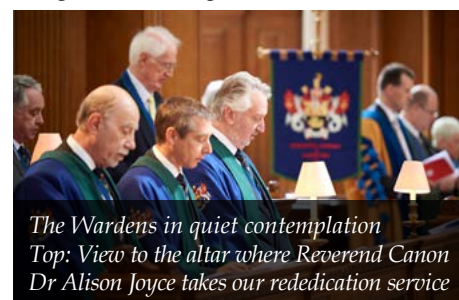
Interestingly, while we know that there's been a Christian church at St Bride's for 1,500 years, its location is thought to have been a place of worship for over 2,000 years with evidence of Roman burials there. Alison quoted TS Eliot: 'You are here to kneel Where Prayer is valid' (Four Quartets – Little Gidding). And you truly get that feeling at St Bride's.

This all helps build bridges with the people who swarm in and around the church each day. She enjoys the challenge of keeping people on board and has a curiosity about people. She related an experience she had with a Mrs X who was unfriendly and a little unreceptive. Alison decided that she was going to be nice 'no matter what'. Then one day this person broke down and revealed her own deep unhappiness in a loveless marriage and how it manifested itself in hostility to others. You never know about anyone's real circumstances and Alison feels strongly that by providing a safe place for people you can support their day-to-day lives, break down barriers, ease hurt and overcome insecurity.

I was amazed at Alison's ability to have a quote for every instance – there in her office, a book-lined crypt (cleared of bones...). I could have listened to her for hours. But I will leave you with a final one especially at these times 1 John 4:18: 'Perfect love casts out fear'.

Ann Goodger
Liveryman ■

¹ A charnel house is a place in or near a church where the bones or corpses are piled. They are often in places where space is short and it is thought that the long-dead don't mind.



The Wardens in quiet contemplation
Top: View to the altar where Reverend Canon Dr Alison Joyce takes our rededication service

Marketors' Trust awards for Claire Manning and Tatiana Calle

Two awards were presented at this year's Spring Lunch. Tatiana Calle wasn't able to collect hers in person for her dissertation on Mobile Location-Based Advertising. Tatiana took her MSc in Digital Marketing and Analytics at Regent's University. Her award-winning study looked at the influences of antecedent factors on acceptance intention towards mobile location-based advertising. The results suggest that although internet privacy concerns and personalisation are important determinants, intrusiveness and monetary rewards have a stronger impact on acceptance intentions towards mobile location-based advertising.

Claire Manning was awarded in recognition of her dissertation for her MSc in Marketing at Kent Business School, University of Kent. Entitled *Exploring Negative Publicity: a case study approach to determining the effects of corporate response strategy*, here is the executive summary of Claire's dissertation:

The overarching aim is to explore two companies that have been the subject of negative publicity due to a product-harm crisis and determine which corporate response strategy is more effective in minimising the severity and duration of detrimental impacts. Understanding the effectiveness of corporate response strategies is becoming crucial in the ever-evolving information age where negative information can be communicated to a global audience instantly.



Our guest speaker, Tom Ilube entertains us in Apothecaries' Hall. As well as being a serial tech entrepreneur, Tom is a noted philanthropist and founded the African Gifted Foundation. Tom was the first winner of the City Livery Club's prestigious Root and Branch Award for his work in setting up Hammersmith Academy.

The two companies investigated are: Tesco during their horsemeat scandal, and Whirlpool Corporation following revelations of faulty, fire-prone tumble dryers. The impacts will be depicted over the eight month period following product-harm crisis exposure, and will be measured by public awareness and publicity associated with the issue, as well as through measuring any variance in share price, reflecting investor faith in the profitability of each company.

Findings show that Tesco's rapid, informative response approach is preferable in diminishing

brand association with the negative event and on-going publicity. Whereas Whirlpool's decision to implement a 'no comment', 'evasion of responsibility' strategy has led to recurring negative associations and continuing negative awareness. Financial and market impacts measured through share price were not found to be affected.

It is recommended that this study is repeated using a multitude of cases in order to further determine the effects of corporate response strategies on negative publicity impacts.



John Hooper CBE, Chairman of the Marketors' Trust with Claire Manning and the Master



Chairman with Dr Anabel Gutierrez accepting the award made to Tatiana Calle from the Master

Wins at the Prince Arthur Cup 2017

Livery myth has it that the Marketors must have so many golfers to choose from for the annual Inter-Livery Golf Competition. This could not be further from the truth! Yes, we had four WCM members to play, but the fourth was the undersigned and going through a particularly bad patch.

Court Assistant John Farrell and Liveryman James Milne stepped up as 'Marketors' One', and Liveryman Andy Robinson had the dubious honour of becoming my partner in 'Marketors' Two'.

For all non-golfers, the Prince Arthur Cup is competed for over two 18 hole rounds on the Walton Heath championship courses, with two pairs from each livery company. Each pair plays alternate shots - which is fiendishly difficult when you have never played together before, on a strange course and in difficult weather conditions. Walton Heath's heather may look nice, but try hitting a golf ball buried deep within its clutches. The winners are the best livery over both courses with both pairs' scores combined - everyone has to play well.

Marketors' One (the Farrell/Milne powerhouse) did indeed play well. Over 36 holes they were one hole down - a brilliantly consistent result. They were all square in the morning and just one down in the rainy afternoon.

Marketors' Two were less consistent. I brought Andy Robinson down to my level in the morning, because both of us played shots that were unhelpful. Our score? Nine holes down.

Lunch at Walton Heath is as famous as its house merlot. This Marketor has form here, as on two previous occasions when forced to drink it, I ended up as one half of a winning pair in the afternoon.



Tony Lister congratulates Michael Harrison - one half of the afternoon winning pair

The rain started as we went out to play the other 18 holes - and kept raining for the rest of the day - but the merlot worked its magic. And Andy and I had clearly taken the correct dose. Soon we were one up against the course, and won the prizes for the best pair in the afternoon.

The overall result for the Marketors was a highly creditable seventh place which is possibly the highest that our company has ever achieved. All four have agreed to play again next year - no, we are not going to drink merlot for breakfast. (Perhaps we should?)

Michael Harrison
Past Master and Golf Captain ■



An evening on board HMS ST ALBANS

The Commanding Officer of HMS ST ALBANS, Commander Chris Ansell RN, hosted a reception for 200 guests on board the ship in West India Dock, Canary Wharf on March 8. The frigate's four-day visit to London coincided with International Women's Day (the Navy always sends a ship to the capital for this event) as well as the 100th anniversary of women in naval service.

A small group of Marketors was included in the guest list and, after a cocktail reception and a welcome from the Commander, we divided into groups for an exploratory tour around the ship. If you watched the recent Channel 4 three-part documentary, *Warship*, about life on board HMS OCEAN, you will have some insight into what it is like to spend several months at sea.

Four hundred people have to work, sleep, eat and enjoy time out in what seemed to me to be very cramped conditions without any natural daylight - below deck only the Commanding Officer's living quarters has a porthole. The stairways were more like ladders that we had to clamber up and descend backwards. Luckily we had been pre-warned to wear trousers and flat shoes and to ignore the ladies' dress code of 'cocktail dresses'.

When I asked how everyone keeps fit, the crew member who showed us round explained they jog around the upper deck: seven laps equals one mile. When the helicopter is in its hangar, they also use the vacant flight deck area for circuit training.

I asked what food was like on board and was told it was pretty good on the whole - and varied. For example, Monday night's supper is pasta, Tuesday is curry,

About HMS ST ALBANS

HMS ST ALBANS is the 16th and last of the Royal Navy's Type 23 frigates to be built and has been in service since 2001. Currently she is the Fleet Ready Escort for the Royal Navy and needs only 12 hours' notice to be ready for any tasking from the Government. Last year she spent six months in the Middle East and in, January 2017, escorted the Russian Admiral Kuznetsov carrier task group through the English Channel.

There are 180 crew altogether, of whom around 40 are women. Of this total number, 15 are flight crew who fly the Merlin Mk 2 helicopter. When we visited there were a further 220 personnel on board who were on deployment with the frigate.

Wednesday is Chinese, Thursday is theme night (such as Mexican), Friday is fish, Saturday is steak and Sunday is a full roast dinner.

We had a great evening exploring the ship from the lowest deck to the Captain's bridge. We also witnessed a fire extinguishing demonstration and a mock scenario in the Control Room tracking an enemy vessel, where everyone had donned fire resistant balaclavas and gloves. Towards the end of the evening, the daily Sunset Ceremony - where the union flag was lowered - was performed by female members of the crew. The following morning, 120 schoolchildren were due to be welcomed on board to learn, amongst other things, about opportunities for women in the Navy.

Carole Seawert
Liveryman ■

Insights into the workings of the City of London

On March 7, in a joint event with the City Livery Club, Marketors got a deeper glimpse into what many only admire from afar: an insider's look at the rich pageantry and process behind the City of London, the oldest continuous municipal democracy in the world.

We had insightful talks from Past Lord Mayor and City Livery Club Past President Alderman Sir David Wootton, Alderman Alison Gowman and Karina Dostalova CC. Marketors and City Livery Club members heard what it takes to reach the exalted levels of City of London government positions and the work each position of Lord Mayor, Alderman and Common Councilman entails.

Alderman Sir David Wootton began by honouring his wife's good humour at 'trading Sevenoaks for the Old Bailey' when he became Sheriff. He then set the scene with a brief description of the City, and his own City career as a Common Councilman, becoming Alderman for Langbourn in 2005, and an Aldermanic Sheriff before serving as the 684th Lord Mayor of London between 2011 - 2012. He gave an amusing account of some of the highlights of his year. The City, he described, has 25 wards, each represented at the Court of Aldermen by an Alderman who is elected every six years. They are summoned eight times a year and presided over by the Lord Mayor and each has individual committee responsibilities. These unpaid duties are very time

consuming and include such diverse roles as approving new Freeman of the City of London, approving the formation of new livery companies and acting as governors and trustees of a variety of schools, hospitals, charitable foundations and trusts with ancient City connections.

Alderman Alison Gowman outlined her experience as an Alderman for the Ward of Dowgate since 2002. She talked about her involvement in, amongst others, the Police Committee, ensuring the effectiveness of the City of London police and its resources. She is Chairman of the City Bridge Trust, a charity whose origins date back to medieval times and which today maintains the five bridges within the Square mile that span the Thames. It also contributes nearly £20 million a year in grants to charities working in Greater London. Alderman Gowman juxtaposed the ancient links inherent in the position to today's 'awareness of professions, trade and the international arena' which are important for anyone who could one day aspire to the Mayoralty. One of the more modern civic challenges is to encourage people who are eligible to register to vote. The 25 Aldermen and 100 Common Councilmen sit on the non-party political Court of Common Council, over which the Lord Mayor presides. Today it is the Court of Common Council which is chiefly responsible for the administration of civic government in the City.

Karina Dostalova CC, a liveryman of our Company, is one of eight Councilmen



representing the Ward of Farringdon Within. She was first elected in 2013 and re-elected in 2017. Each Ward has only one Alderman, however the number of Councilmen varies according to the size of the Ward. They are elected by both business and resident voters in each Ward. Councilmen can sit on up to eight committees either by election or appointment. Their work is wide-ranging, covering policy, resources, planning, finance, police and transportation, etc. and even includes animal welfare at Heathrow airport!

The audience asked the speakers many interesting questions and the answers displayed their deep commitment to working with the businesses, organisations and residents within the Square Mile. These three great speakers left their audience in no doubt of their passion and commitment to the City of London, its incredible history and, most importantly, its future.

Caroline Jarvis
Liveryman ■

Concert and canapés at 22 Mansfield Street

Mention Dvorák Rachmaninoff and Prokofiev to anyone....and their first thoughts are *The New World Symphony, piano concertos and Peter and the Wolf*. Very few people would reply that these world famous composers were prolific writers and composers of folk songs and arias. It was these lesser known compositions that formed the dynamic programme that enthralled and entertained the Marketors on their first visit to concerts regularly organised by Music at 22 Mansfield Street.

The evening at 22 Mansfield Street was part of the Master's programme to include a number of events aligned to the Lord Mayor's Appeal of using music to educate and inspire young people, improve their wellbeing and inspire them to be the best they can be.

Music at 22 Mansfield Street is run by arts philanthropists Bob and Elizabeth Boas,

in their beautiful town house home just off Portland Place. They raise money for The Nicholas Boas Charitable Trust that supports young musicians at the start of their careers with small grants to help with the costs of masterclasses, travel to auditions, vocal teaching and recordings. The Trust also sponsors ENO and other organisations helping young musicians.

This evening on March 22 featured seven young artists from the Britten-Pears Young Artist Programme, founded over 40 years ago by Benjamin Britten and Peter Pears. Its aim is to provide high-level performance training for the world's best emerging professional musicians. All the musicians had attended the renowned Aldeburgh masterclasses and performed at prestigious venues such as the Aldeburgh Festival, the Wigmore Hall and famous concert halls in Europe and beyond.

On arrival we were served pre-concert drinks before sitting down for the

concert. The young musicians held us spellbound during a diverse and highly entertaining programme.

At the end of the concert, over further drinks and canapés, we discussed the impressive performances of the young artists who joined us for very insightful conversations. The performers all stressed the importance of large and small funding, bursaries and scholarships from diverse charitable organisations. While we were impressed to hear about their wide repertoire, we were surprised to be told one of the musicians had sung on the soundtracks for *Shrek the Third* and *Prince Caspian*.

At the end of the evening we left with a wider appreciation both of the Lord Mayor's appeal and how funding young musicians can make a real difference to their lives.

Dr. Trevor Brignall
Liveryman ■

Tutored beer tasting in Greenwich

Since the Marketors have organised recent trips to a gin distillery and a winery, the next logical visit was to a brewery. So, in early May, 14 of us went to Greenwich for a beer tasting at the Meantime Brewing Company.

For many, 10.30 in the morning was a tad early to be drinking beer but it was all in the name of an educational tasting. Our tutor was an entertaining chap called Tom who had an encyclopaedic knowledge of beer and unbounded enthusiasm for his subject.

The genes that make up lager yeast differ by 50% from those of ale yeast. That's more than the difference between a human and an elephant.

We were told that the key characteristics in beer tasting include: the alcohol content, colour, malt character, sweetness/dryness, hop aroma, acidity, mouthfeel,



Meantime gives its spent grain to farmers to use as cattle feed. Cows fed on spent grain emit 40% less methane than those fed purely on grass.

carbonation, fruitiness, the head, and 'drinkability'. So much to consider with each mouthful.

We sampled six beers in total – from a pale ale to a rich dark stout. As I'm not a beer drinker, most tasted – to varying degrees – like fizzy medicine. However, the majority of my fellow tasters had very positive things to say about the drinks lined up in front of us.

Tom regaled us with all kinds of entertaining stories and surprised us with such facts as 'stout originated in London and not Ireland' and 'there are five seasons in a beer-brewing year – the fifth is festival season'.

The walls of the room in which the tasting took place were lined with hundreds of

bottles of beer from all over the world. The beer writer, Michael Jackson, had bequeathed his archive of beer to Meantime and it happens to be the largest collection of beer in private hands.

After a highly educational 90 minutes, we went

on a tour of the brewery. Most of us were expecting to see a small craft brewery but this is the second largest brewer in London after Fuller's in Chiswick. The Meantime Brewing Company produces 76 different kinds of beer and a total of 1.5 million pints a month.

The first lager-only brewery to be founded in Britain was the Bayerische Lager Beer Brewery set up in 1881 on Eltham High Street.

Tom explained that, to make beer, brewers use water and barley to create a sugary liquid called the wort which they flavour with hops and then ferment with yeast. The process may sound simple but the execution is, in fact, highly sophisticated with a number of different stages including malting, milling, mashing, lautering, brewing, cooling and fermentation. This is followed by maturation, filtering, bottling and packaging.

As we toured the brewery, we saw the vast vats and containers in which all these various processes were taking place. The conveyor belts were not in use, however. It was the weekend and so no bottling was taking place.

After the tour we had an informal, friendly lunch in the pub adjoining the brewery. Meantime runs tours seven days a week and it's a great way to spend a couple of hours with a few friends – even if you're not a beer drinker.

Carole Seawert
Liveryman ■

Inter-livery clay shoot

On May 17, over 100 teams from the City of London livery companies gathered at the Holland & Holland Shooting Ground for the annual Inter-Livery Clay Pigeon Shoot. This is a regular event in the Livery Year and much anticipated by the teams. Although many of the teams take the event very seriously, it is still great fun for the novice gun.

Not only were we fortunate enough to have a lovely day for the event, but the Holland & Holland ground was set up magnificently. The day started with a hearty breakfast in the clubhouse and then the teams went around the 100-bird set-up, which, this year had some pretty tricky stands, testing the skills of all of us!

Marketors fielded two teams who managed a not too disappointing result:

the A team came 72nd and the Bs 87th. We're going to do more practice and come back with a vengeance next year. This is a good reminder to Marketors who shoot and would like to join the team. Please let team captain Anthony Fraser (af@threadlessclosures.com) know and he will make sure you are notified of the practice dates and the event date.

All in all, there were over 400 guns at the event and unsurprisingly the Gunmakers' A team were the outright winners.

We were represented by two teams, the Marketors' A team included Victor Chopin-John, Graeme Doctor, Freddy De Lisle and Roger Howe. The Marketors' B team included Alex Conabeare, Andrew Cross, Anne Curtis and Theodore Hubbard.

Andrew Cross
Junior Warden ■



News from the Mayoralty and City Committee



Past Master Andrew Marsden with the Master

It's a busy time for Chair of the Mayoralty and City Committee Past Master Andrew Marsden. Andrew become Chair of the Financial Services Group of City Livery Companies in earlier this year. This group comprises Solicitors, Chartered Accountants, Chartered Secretaries, Actuaries, Information Technologists, World Traders, Management Consultants, International Bankers, Tax Advisers, Insurers, Arbitrators and of course, the Marketors – 12 of the modern livery companies.

This group aims to support the Lord Mayor in his overseas visits and with meetings in the City of London where he is promoting the City as a global financial and business centre.

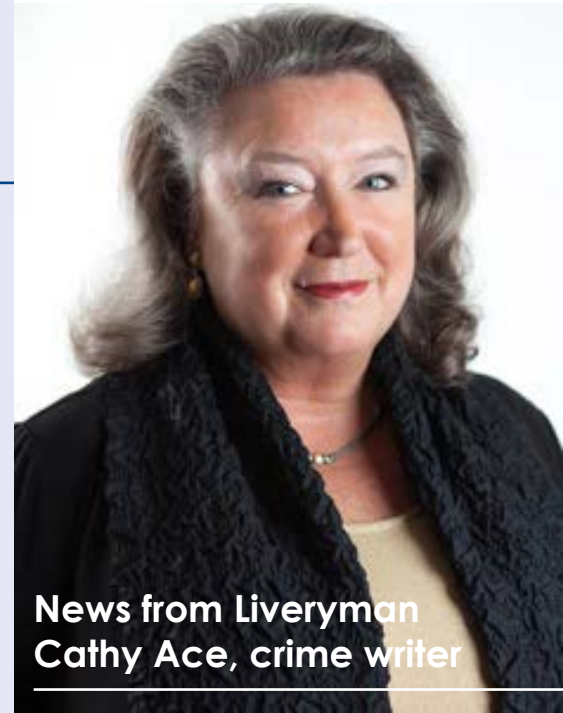
This year, the Financial Services Group are holding their inaugural Annual Lecture in memory of its founding convenor, Jeremy Goford Past Master of the Actuaries. It will take place on September 20 at the Mercers' Hall and its distinguished lecturer will be Alderman Professor Michael Mainelli.

Under the title 'London forever! Reality or Rhetoric?' Professor Mainelli will draw from decades of research into the mapping modelling and economics of cities, along with empirical data from sources such as his own firm's Global Financial Centres Index.

Past Master Andrew has also been elected to the Livery Committee of the City of London. This committee was created over 150 years ago to organise and supervise the election of the Lord Mayor and Sheriffs at Common Hall. While this role is still an important part of this committee's work, it also acts as a link between the Livery and the City of London Corporation. This Committee draws from all aspects of the City and includes two Aldermen, six Liverymen, six Common Councilmen and six Clerks. Andrew is delighted to be the only Marketor on the Livery Committee and will no doubt represent our Company well.



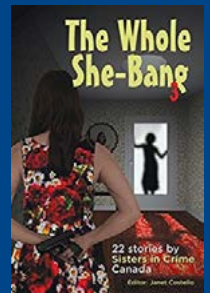
Alderman Professor Michael Mainelli



News from Liveryman Cathy Ace, crime writer

Following her success in winning a national Canadian crime writing award back in 2015, Cathy Ace was shortlisted for two more awards this year: the Arthur Ellis Awards for Excellence in Canadian Crime Fiction for Best Short Story and the Bony Blithe for Best Canadian Light Mystery.

Cathy became a full-time author four years ago and her first novel was published in 2012. She won the Bony Blithe Award in 2015 and honestly believed that would be the highlight of her career. Cathy was delighted to have been shortlisted for two such prestigious awards this year. In fact, Cathy can proudly say that she is the only woman in Canada who's been shortlisted for two national crime writing awards this year. Congratulations to our Liveryman author and you can find out more about Cathy here <http://cathyace.com/>



Happy winners with the Master - L/R Caroline Jarvis, Martin Ashton, Carole Seawert, Alan McKay, Master, Chris Brooks, Annie Brooks

Second-time victory at Master's Pub Quiz

The hotly-contested annual Master's Pub Quiz night took place at The Old Dr Butler's Head pub on April 4. Four of the company's committees fielded teams – Heritage, Events, Fellowship and Past Masters. A fifth team comprised guests and company members.

The Master, Sue Garland Worthington OBE, was appropriately the quiz master and ably assisted by her husband, Brian and Junior Warden, Andrew Cross. A raffle, in aid of the Marketors' Trust, raised £117.

Once again, the staff at The Old Dr Butler's Head made us feel very welcome, serving up a light buffet supper, after which the competition really heated up.

Despite the best efforts of the challenging teams, the winners were the Events Committee who held onto their title for the second year in a row. Well done to Annie Brooks, Chris Brooks, Carole Seawert, Caroline Jarvis, Martin Ashton and Alan MacKay.

Gail Cook
Liveryman ■

New faces, new connections, new futures

The world of marketing is multi-faceted and no more so than in our company. We know that Freeman and Liverymen come from a wide variety of marketing disciplines and market sectors. Members constitute a diverse range of business types, from owner-managed companies, to associate networks, to UK and global corporates, creative/design and media agencies, NGOs, consultancies and everything in between. And, of course, academia is well represented too with professors, authors and fellows amongst our throng. Not to mention the odd celebrity!

It's this diversity and eclectic mix of industries, specialisms and career paths that makes us so attractive as a membership organisation. Other professional bodies tend to major on a particular type of member or aspect of our industry, but none can rival the Marketors who represent a true microcosm of marketing in action and the evolving nature of our profession. What bonds us is our passion for marketing along with the values and ethos of livery life.

So, it was particularly heartening to see such a great quality and equally eclectic

mix of potential new members who joined us for our open evening on May 3. New members find us either through our website, through contacts in other liveries who recommend us, or through existing Marketor members who introduce new faces. For those considering livery life, our open evenings (held twice a year in the spring and autumn) are an invaluable way to learn more and get a sense of who we are and what we are about.

We structure these events informally over drinks and nibbles, but always include talks from the Master and Wardens, who explain their own personal journeys and outline each of our four Aims. We also explain some of the livery terminology and what it means to progress from Freeman through to Liveryman and (for those interested) onto Court and other offices of the Company. The anecdotes and insight that guests receive at one of these events helps to lift the veil on some of the mysteries of the ancient traditions that prevail in civic City life. We even dare to discuss fines and quarterages otherwise known as joining fees and subscriptions in the non-livery world!

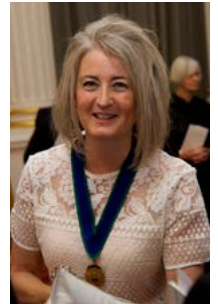
Of the 20 or so potential members who

came along to the May event, almost half have submitted formal applications to join and others will undoubtedly follow later in the year. All Marketors are invited to introduce a contact who might be interested in joining. Just look out for communications in Marketor, Clerk's Notices, Twitter, LinkedIn and, of course, our website. If you want to mark the next prospective members' date now, please put **Wednesday, October 4 (6pm to 8.30pm)** in your diary. It will take place in the City.

My door is always open to help, advise and talk to contacts you may wish to introduce – you can reach me here membership@marketors.org

Thanks go to Liveryman Tom Tuke-Hastings, Co-Founder of All about the Idea, who generously hosted the event and fed and watered our guests at his offices (part of Instinctif Partners in Gresham Street).

**Court Assistant
Lesley Wilson
Chair Membership** ■



New Freeman of the City



Ian Dockrey became a Freeman of the City of London on his 60th Birthday on May 26. In the photograph L/R Ian's daughter Charlotte, his wife Jackie and two daughters Katherine and Alexandra.



The Marketors sponsored the two Commanding Officers of their affiliates, Commander Richard Hutchings RN, HMS ST ALBANS, and Lt Col Mike Taylor MBE, 151 Regiment RLC to become Freeman of the City of London and the joint ceremony took place at the Guildhall in May. L/R Past Master Michael Harrison, Court Assistant Hugh West, Past Master David Pearson, Commander Richard Hutchings RN, Master, Lt Col Mike Taylor MBE RLC, Middle Warden Phil Andrew, Liveryman Dr Keith Williams



Murray Craig, Clerk to the Chamberlain's Court, Christine Hodder receiving her Freedom of the City of London and the Beadle

Making a difference to the Breck Foundation

The Breck Foundation teaches children and young people how to stay safe online. It makes them aware that your friends online are not the same as real life relationships. Their tagline of 'Play Virtual / Live Real' expresses this well. The Foundation trains police officers and first line responders raising awareness of safety on the internet. They work with parents, teachers, and those with safeguarding responsibilities so they understand the online threats to children.

The charity was founded in 2014 by Lorin LaFave in memory of Lorin's son Breck Bednar. He was tragically murdered following internet grooming. Lorin's vision is to promote a world where children and young people enjoy the internet and at the same time are aware of how to protect themselves from online predators.

As we know, the internet has dramatically changed the way children and young people interact. Being online is now a part of young people's lives but it also creates more opportunities for paedophiles to contact, communicate, and gain their trust with the intention of sexual exploitation.

The Breck Foundation prepares and equips children and young people to make safer decisions and wiser choices about their online relationships. They want young people to enjoy all that technology and the internet can offer but to navigate their online world safely.

In an increasingly internet-based world, the Breck Foundation's work is vital and has the potential to save lives.

The Foundation first approached the

Company in early 2016 looking for help with its marketing and promotion. It was so new that it didn't yet have its Charity Number.

It quickly became apparent that, before we could provide marketing assistance, we first needed to ensure that there was an achievable strategy in place, and it could be properly funded and well-resourced with volunteers.

The team, led by Middle Warden Phil Andrew, reviewed the aims of the Charity, giving greater focus on key areas and looking at a three-year planning horizon that includes a fundraising plan and mentoring led by Liveryman Peter Rosenvinge. This meant a sharper focus on the funds required and, more crucially, the paid and volunteer resources needed to realise the strategy.

The Foundation has focused on raising awareness via speaking engagements, as well as media appearances by Lorin LaFave - she is a regular on BBC Breakfast, ITV, radio and in the written press. Lorin has also spoken at many engagements ranging from child protection and police conferences to primary and secondary schools across the UK, including education within City of London schools and the City of London Police.

Since its launch in 2015, the charity now has a turnover of around £140,000 with a small team of staff that is set to grow to six over the coming months.

One area that has grown quickly is a sponsored 'technology-free day' in schools. The second annual 'No Tech 4 Breck' campaign was held recently. This 24-hour challenge of



forgoing technology such as phones, PCs, games consoles and tablets etc. aims to engage participants with Breck's story and at the same time introduce cyber balance by encouraging real life activities, making the day a memorable experience with friends and family.

The Breck Foundation wrote to Court Assistant Brian Sweeney, Chair of Outreach:

"The Worshipful Company of Marketors has helped our charity over the course of the past 12 months, meeting with us regularly throughout these early stages of our organisation's development. Their support has enabled us to have clearer focus when making a range of commercial decisions, a challenging area in the progression of any small organisation. We feel very fortunate to have the assistance of the Worshipful Company of Marketors, not only has this provided professional reassurance but both Phil Andrew and Peter Rosenvinge have a wealth of experience and expertise which they have generously shared with us."

The Breck Foundation experience was a personally enriching for those involved. It is a testament to the time and commitment of the Outreach Committee's volunteers that we have helped transform the Breck Foundation from a start-up organisation to a well-funded registered charity, with a large social media following and real potential to become a national force for good within the UK.

Mark Magnacca

Liveryman - Outreach Committee ■



Top: Lorin LaFave (centre) delivering a letter proposing greater inclusion of internet safety in Personal, Social, Health and Economic (PSHE) education schools

Volunteering platform launches to help young people in schools

Giving back is a big part of being a member of a livery company and we are delighted to announce that the Marketors are taking part in the first phase of the Livery School Link Volunteering Platform. This technology-driven concept lets teachers and schools put out requests for volunteers to livery companies with ease and transparency.

As we all know, our young people in schools struggle to find careers they are interested in. As experienced business people, we can help by going into schools and maybe inspiring them to explore a career in marketing.

Are you interested in helping with...

- **Motivational Career Talks** that inspire the next generation. Would you like to give

a talk to a class or an entire year group on topics such as how you moved from education into work and share your unique career insights and advice?

- **Supporting Career Days** at a school. This would mean having café conversations/speed networking in small groups, mock interviews and providing CV tips and advice.

Livery Schools Link promotes the platform to schools and teachers to encourage requests for volunteers. Once the requests come in, volunteers will be emailed about any matching opportunities they have registered an interest in.

As Marketors, we see this is an excellent initiative and would positively encourage



your support. You can find out more on Livery Schools Link website - www.liveryschoolslink.org.uk You will clearly see where you can sign up and create your volunteering profile. It's all about giving back and we all know that just a few hours a year can make all the difference.

Mark Magnacca

Liveryman - Outreach Committee ■

“Listen. Understand. That Terminator is out there! It can’t be reasoned with, it can’t be bargained with... it doesn’t feel pity or remorse or fear... and it absolutely will not stop. Ever.” Motion picture: The Terminator, 1984.

Have you been to see Robots? The exhibition currently running at the Science Museum. It’s a fascinating review of how we have arrived at making robots that look and behave like humans, and well worth a visit. Being a museum, the exhibition deals less with the moral and existentialist issue that arise, other than referencing various sci-fi films like The Terminator, Blade Runner and Ex-Machina. In addition to entertaining, such films attempt to address some of the ethical questions often in a scary yet surprisingly predictive way.

And so it is with marketing, the rise of programmatic advertising, and perhaps a frightening automated future.

Some of you may think you don’t understand programmatic advertising. Actually you probably do, but much of the jargon around the area makes it appear impenetrable. Below we overview and investigate whether programmatic raises fundamental questions about marketing in the same way robots do about our world more generally.

In the not too distant past advertising was booked via a phone call between a media owner and a media agency who struck a deal over placement and cost. Digital media enables this to be done automatically. Estimates vary but programmatic now dominates the digital display market, with spends exceeding \$60bn expected by 2018.

Here’s how it works. Web pages typically carry spaces for advertising. When you load a web page there is lots of information being gathered about you and your web behaviour. This data is sent back to an ad exchange where the inventory on the site is auctioned off to the highest bidder. The ad that wins appears on the page as you load it. The auction takes milliseconds and the process is referred to as programmatic real-time bidding (RTB).

To work out what ad space to buy advertisers will use a demand-side platform (DSP) which is automated software that bids on space available through ad exchanges. Consequently, there is limited human intervention, and the process allows ads to be targeted to groups of people accessible across a wide range of websites.

There are huge efficiency gains. There is no need to research where to place the ad. What to pay and issues of availability don’t need to be discussed. All of a sudden marketers have pricing control and access to lots of digital performance data and analysis.



Programmatic for the people

“And it absolutely will not stop.” Other channels like TV, out of home and press are heading programmatic.

This approach impacts the relationship with the agency. Programmatic significantly changes the nature of contracts, the type and number of people needed for execution and it raises numerous data governance issues. All of which has contributed to some clients deciding to take their programmatic buying in-house.

Some believe that programmatic will ‘terminate’ the creative. This turns out not to be the case, at least for now. Programmatic is a delivery method and creatives need to adapt, like they have done before, and they are. In fact, because the message can be personalised more easily with programmatic it usually means more creative content is needed to implement a successful programmatic campaign.

Significant problems arise. You may have read about viewability issues; fraud caused by bots (computer programmes that mimic human behaviour on the web) viewing ads that advertisers are being charged for. This is a big, growing and serious problem that will likely always be around in some form. It needs addressing but it means marketers should focus attention more on outcomes than inputs. For years the industry has concerned itself with ad impressions of one sort or another with limited regard for whether the desired shift in consumer perceptions or behaviour (a purchase) is achieved. If the market works then the quality of the inventory, bots or not, should be reflected in the price paid once it is related back to the business outcome.

Context is another tricky area. Interestingly, programmatic means advertisers now know less about where their ads are placed because they are not bought through a channel, like a newspaper title, rather placement results from bidding in an automated auction for types of people based on data about them. But some people, with the characteristics that are being bid for, may frequent sites an advertiser does not want its brand associated with, yet the inventory appears valuable. One recent example is Jaguar Land Rover’s response to concerns that its advertising may be benefiting extremists or other inappropriate online activity on YouTube earlier this year. With around 300 to 400 hours of video being uploaded to YouTube every minute this is very difficult to regulate.

Actually there are fundamental issues of control around how marketing develops brands. The notion that you can define a brand, tell people about it and expect them to buy it is very last century. Brands are now more the outcome of how people experience a business across all touchpoints. “Your brand isn’t what *you* say it is. It’s what *they* say it is” Marty Neumeier, Flip (2016). Now, more than ever, marketers have to listen to tribes of humans and support them as they show how a brand might contribute to their ‘being’ rather than their ‘having’, and build a cohesive experience around a business purpose. Programmatic is a powerful tool in this version of our future. It’s for the people. After all, the T-800 does come back in *Terminator 2* as a protector, not a killer.

Karl Weaver
Liveryman ■

At the sign of great British brands in Lombard Street

Lombard Street is a treasure trove of medieval signage, some still in use today as corporate branding. But, how did they come about: the giant grasshopper, black horse, anchor, spread eagle and fiddling cat?

In the Middle Ages signage was restricted to premises selling alcohol, so displaying a cluster of grapes was enough to attract customers. Remember most could not read and streets did not have names back then.



When religious establishments provided accommodation to travellers, religious symbols were popular (eg The Pope's Head). As competition increased, the need for individualisation grew. Sometimes owners' names were translated into images (e.g., Cox and Son became two cocks), and so branding was born.

Signs also increasingly came to signal political allegiances. Where noble houses provided hostleries, coats of arms were displayed. Others made more direct statements: The King's Head most likely supported Cromwell. Ye Olde Cheshire Cheese admonished passers-by to buy local not imports. The Reformation led some religious symbols to mutate to hide religious affiliation – so St Catherine and Wheel became Cat in the Well or Cat and Fiddle.

By the mid 1800s street names and numbers became the standardised system to identify properties, and fascia boards with signwriting above shop windows began to replace signs.



Lombard Street in the City has a particularly interesting story. The Lombardy goldsmiths, forerunners of today's bankers, took the premises of Jewish goldsmiths in the early 1300s, giving the street its name.

After the Great Fire of 1666, there were 97 houses in Lombard Street. It was home to Aldermen, Lord Mayors, goldsmiths and keepers of jewels to kings, queens and cardinals. At the time, there were at least 26 goldsmiths here keeping 'running caches' (deposits), all trading at different signs – including the Grasshopper, Spread Eagle and Black Horse.

Lombard Street was also home to Lloyd's Coffee House for over 80 years where it cemented itself as THE marine underwriters.

Also, Lombard Street was home to the General Post Office from 1690 to 1829. The Royal Mail moved here to curtail organised private mail transport among patrons of coffee houses such as Lloyd's. While it moved to St Martin's Le Grand, it maintained a branch in Lombard Street until 1951.

At the time of Edward VII's impending coronation, it was suggested to decorate the street with the old signs of the houses. A total of 23 were produced and hung in time for the coronation in 1902. Unfortunately, only a few have survived and are still visible in Lombard Street whether hanging or carved in stone. Three of the best known signs (now logos) in British banking today can be found here:

At the Sign of the Black Horse, No. 53: This was the original site of the Black Horse, first recorded in use in 1677. John Bland, a goldsmith, leased No 53 from the Vintners' Company in 1728. He moved to No. 62, taking the sign with him. By 1864, when the firm was trading as Barnett, Hoare and Co they amalgamated with their neighbours at No. 60 – Messrs. Hanbury, Lloyds and Co. Originally a Birmingham private bank, it had premises in Lombard Street as early as 1769. They had their own sign (the Beehive) which they continued to use in conjunction with the Black Horse after the merger. Today, the building still sports the Black Horse and Beehive in stone, as well as on the iron railings and stone friezes in Pope's Head Alley.

At the Sign of the Black Spread Eagle, No. 56: Messrs. Freame and Gould, Quaker goldsmiths, were here in 1728, eventually joined by Freame's son-in-law, Mr Barclay. As business grew, other properties in Lombard Street were acquired. No. 54



was the official address, but the sign at that house, 'The Bible', was deemed inappropriate for a Quaker business, so they kept the Spread Eagle. Eventually, they occupied the entire block from George Yard to Gracechurch Street. When Barclays Bank sought a Grant of Arms in the 1930s, the College of Arms determined the eagle needed differentiating from other users' versions. Three crowns were added as Nos. 43 and 55 had been at the signs of the Three Crowns and the Three Kings, respectively. The spread eagle has since undergone the almost standard logo updating process; it went from black to blue and was declawed and less heraldic looking to seem less imposing and aggressive, yet retaining the stature and heritage of a world respected bank. The eagle sign is missing in Lombard Street unless you count the one holding up the lintel in some of the doorways; but you can see both the old and new, black and blue, hanging on Fleet Street near Temple Bar.

At the Sign of the Grasshopper, No. 68: Sir Thomas Gresham, a mercer, had his shop and home here in the 1500s, calling it the Grasshopper, presumably after part of his family crest. Gresham founded the Royal Exchange (where the grasshopper still flies as the weathervane and the Mercers' Maiden adorns the great gates) and Gresham College. By 1703, Stone and Martin were trading at the Sign of the Grasshopper. Martin & Co went on to acquire the freeholds of a number of adjoining properties, including what had been Garraway's Coffee House (hence the plaque to Garraway's in Change Alley also features the Grasshopper). By 1969 when they merged with Barclays, Martins was the sixth largest clearing bank in the UK. The Grasshopper still hangs in Lombard Street and you will also find it carved into the lintel of the Martin's building.

So, in a mere 260m of street are signs of some of the earliest forms of commercial communication in what for centuries was London's Wall Street and home to great British brands.

Liveryman Debra Marmor
Mayorality and City Committee ■

A full life well lived

- Sir Paul Judge was born April 25 1949 in Forest Hill, London
- Educated St Dunstan's College, Catford London
- Won an Open Scholarship to Trinity College, Cambridge in 1968
- Later Thuron Fellow at Wharton School Pennsylvania
- Early career at Cadbury Schweppes becoming group planning director in 1985
- In 1985 led buyout of Cadbury Schweppes to form Premier Brands
- In 1986 named 'top 40 under 40' by Business Magazine
- Sold Premier Brands in 1989
- In 1990 made £8m donation to University of Cambridge to create Judge Business School
- In 1992 became a Freeman of the Worshipful Company of Marketors and was clothed in the Livery the same year
- In 1992 appointed Director-General of the Conservative Party
- Transferred to the Cabinet Office in 1995 as a ministerial adviser
- Knighted in 1996 for services to politics and public service
- Chaired many organisations including Food from Britain, the Royal Society of Arts and the Chartered Institute of Marketing
- He was President of the Chartered Management Institute and in 2005 he was Master Marketor
- Became Alderman for the Ward of Tower in 2007
- Appointed a Brother of the Venerable Order of St John in 2009
- 2013-2014 Aldermanic Sheriff of the City of London
- Died in London on May 21 2017

As well as our company, Sir Paul was also a member of the Worshipful Company of Clothworkers, the Company of Educators, an Honorary Liveryman of the Worshipful Company of Management Consultants and was Founder Master of the Guild of Entrepreneurs. He received an honorary Doctor of Laws degree from the University of Cambridge, honorary Doctor of Letters from the University of Westminster and an honorary Doctor of Science from City University.

Sir Paul was involved in numerous organisations and companies and was known for his many positive contributions – he will be missed. He leaves his wife, Barbara and two sons from his second marriage.

A memorial service is to be arranged and we will hear details through Clerk's Notices. ■

Alderman Sir Paul Judge – an appreciation

The passing of Past Master Sir Paul Judge on May 21 came as a deep shock to us all. We knew he had been seriously ill with septicaemia. He was taken ill on April 19 last year, the day of our Spring Lunch at Grocers' Hall and so could not attend. I next saw him at the Past Masters' annual lunch at the Guildhall on July 7. He was on crutches and told us that his knee had grown to the size of a football. We were drinking champagne and he amused us with stories that he'd been much higher on the drugs they gave him in hospital.

I had known Sir Paul for many years primarily through the Marketing Society where we were both Fellows. In 2003, he invited me to join the Marketors and I did so the following year. Our paths often seemed to cross but while I was a Fellow of the Royal Society of Arts he was its Chairman; while I was a Fellow of the Chartered Institute of Marketing he was its Chairman; while I did some advisory work for the Museum of Brands, Packaging and Advertising he was its Chairman; while I was a member at Chatham House he was a Special Adviser there; and while I was a member of the Conservative party he was its Director General.

That had been a full-time executive position for which he took no remuneration. He turned round their failing finances, reducing their overdraft from £19m to £2m before transferring for a time to the Cabinet office as a Ministerial adviser. But he became disillusioned with party politics as many do but in his case he tried to do something about it by founding the Jury Team political movement and party. This was intended as a truly independent force and, while it did not succeed, it was nevertheless a commendable effort.

He then turned his attention to the City, becoming Alderman for the Ward of Tower in 2007 and Aldermanic Sheriff in 2013-14. He hoped to go on to be Lord Mayor and stood twice but was not elected. As Master last year I was asked to give a reference for his candidacy and inter alia I wrote the following:

"Sir Paul has had an outstanding business career and is one of the pre-eminent marketers of his generation. After gaining his MBA from the Wharton School he started his career with Cadbury Schweppes, becoming its group deputy finance director at the age of 28. I did not know him at the time but have met people who did who all spoke of his



Sir Paul Judge with the City tradition of the Loving Cup at the Bowden Charter Dinner in October 2016

acute business skills. He rose rapidly through the ranks and in 1985 led the buyout of their food businesses to form Premier Brands which was successfully sold in 1989. Since then he has combined a business career with continuous public service in many capacities.

He has served on many international boards with interests in South Africa (banking), Togo (President's International Advisory Council), France (Advisory Board for HEC in Paris), Greece (Athens University of Economics and Business), Russia (Presidential Academy of National Economy and Public Administration), Serbia, (Chairman of the British-Serbian Chamber of Commerce), Dubai (private equity), USA (mattress and bedding). In Britain he has served on the boards of Boddington Group, Grosvenor Development Capital, and the WPP Group."

My friend Alderman David Graves said on his passing: "He had a stellar City career and his ambition to become Lord Mayor will not now be realised."

In 2013 when I was Chairman of the Heritage Committee I arranged for interviews with some of our older Past Masters to be recorded on video for posterity. Sir Paul kindly allowed us the use of his sumptuous penthouse flat by the Thames. I asked him to introduce the video and with just a moment's thought he gave to camera a superb introduction focusing on the history of the City of London. With tragic irony I did not ask Past Master Venetia Howes, who conducted the other interviews, to interview Sir Paul.

David Pearson
Immediate Past Master ■

Bookshelf

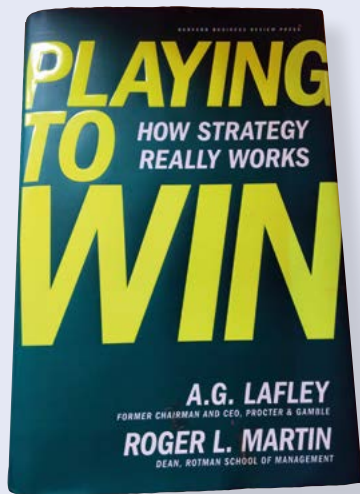
I must admit I go in fits and starts with business books. Sometimes I'm really in the mood for something useful, inspiring and memorable. At other times the last thing I want to do is read about business when I want to relax.

However, I can happily tell you that the three books I've chosen for this article are all very good reads. They are not stuffy and full of indigestible marketing phrases. They are all useful, inspiring and memorable and you could read them on the beach this summer.

'Playing to Win, How Strategy Really Works', published in 2013, has two authors. AG Lafley is the Former Chairman and CEO of Procter & Gamble, and Roger L Martin is Dean of Rotman School of Management, so this book is unusual because it's written by a businessman and an academic.

The book deals with the inside stories of many P&G brands and how the company has worked to develop new brands like Swiffer and Febreze and also how it has kept older names at the top of their game. It is especially interesting in its detailed descriptions of how the authors worked together to construct a new 'masstige' market in skincare. It details the research and the ups and downs of establishing Olay – known for many years in the UK market as the rather old-fashioned and cheaply-priced Oil of Ulay – as a new market leader in skincare, delivering better skincare results and costing more.

'For Olay', the authors point out, 'the how-to-win choices were to formulate genuinely better skincare products that could actually fight off the signs of ageing, to create a powerful marketing campaign that clearly articulated the brand promise (Fight the Seven Signs of Ageing) and to establish a masstige channel, working with mass retailers to compete directly with prestige brands.'



The book analyses how to produce winning strategies for brands and how to apply them successfully. It takes the reader behind the scenes at P&G and shows how a global business can utilise its own under-used resources and also collaborate to create effective new partnerships.

It is also strong on the use of blue sky thinking on away days. Recognising the need to ensure that all suggestions are examined equally, and that progress is made examining ideas directly stemming from the away days.

Neither in my experience is always the case.

The second book I recommend is 'Wilful Blindness – Why we Ignore the Obvious at our Peril', published in 2011. It's by an old friend of mine, Margaret Heffernan, a businesswoman and former BBC journalist. We worked together many years ago on BBC Radio Four's World at One Programme. But there is no old pals reason for my choosing this book. Margaret has

written several business books, but Wilful Blindness has been her most successful, selling more than two million copies worldwide.

The idea for the book comes from the 2006 case of the US Government vs Enron. The presiding judge instructed the jurors to take account of the concept of wilful blindness as they reached their verdict about whether the chief executives of the disgraced energy corporation were guilty of corruption. It was not enough for the

defendants to say that they did not know what was going on in their company. If they failed to observe the corruption

unfolding right before their eyes, not knowing was no defence. The guilty verdict sent ripples across the world.

Margaret Heffernan's detailed research and case studies illustrate the phenomenon of wilful blindness. She shows why and how groupthink in businesses and organisations can lead to huge problems and apparently inexplicably unprofessional behaviour, often causing deaths and injuries. For instance, engineers who have been told to save money can ignore safety risks – as with BP and Deepwater Horizon – and nurses in badly-run hospitals can neglect and even persecute dying patients.

There are, sadly, many examples of wilful blindness and she examines what it is in human nature that makes us so prone to it. For instance, we are taught from

infancy to obey authority, to develop selective vision as a key social skill, and so we can become institutionalised into doing wrong things as part of a bad organisational culture. The book has struck a nerve across the world and it lingers in the mind. There is a lot to learn from it.

Finally, my third recommendation is a new book published this year called 'Little Wins, the Huge Power of Thinking Like a Toddler' by Paul Lindley, the

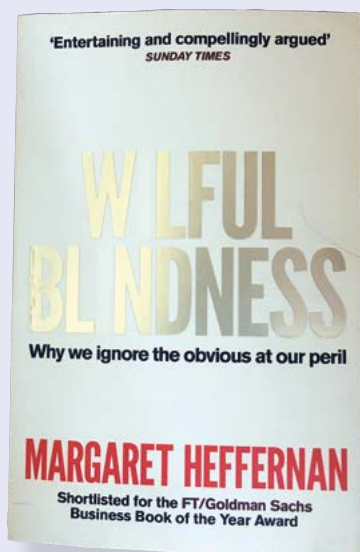
founder of Ella's Kitchen. Basically, he tells us all to act like a toddler in terms of trusting our gut instincts, be creative (play with your toys upside down), think big, stay stubborn, be resilient, be honest, tell the truth like a toddler, and above all have fun. I admit did wonder how the author would make this idea last for a whole book. But I think he pulls it off and it is a fun and thought-provoking read.

Playing to Win – How Strategy Really Works by A.G.Lafley and Roger L. Martin Harvard Business Review Press 2013

Wilful Blindness – Why we Ignore the Obvious at our Peril by Margaret Heffernan Walker & Company 2011

Little Wins – The Huge Power of Thinking like a Toddler By Paul Lindley Penguin Books 2017

Roz Morris
Court Assistant ■



Big fat marketing **Blunder's** from bad covfefe, to blackface

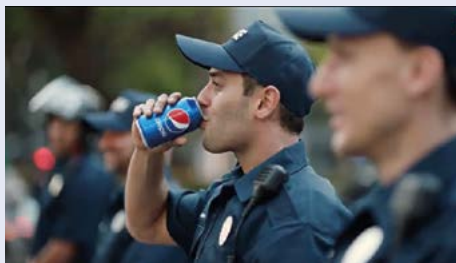
As Harry Potter creator JK Rowling said: 'It is impossible to live without failing at something, unless you live so cautiously that you might as well not have lived at all, in which case you fail by default.' So (perhaps spoken in a Dumbledore voice), failure is inevitable but not always a bad thing. Liberation from fear of failure in the marketing world can lead to some spectacular moments – and if it all goes the other way and you end up with reputational egg on your face then at least (according to JK Rowling) you're really living. Just ask these guys...



United Airlines underlines its own bad behaviour

There are few people on the planet who don't know about the April 2017 incident in which a UA passenger was brutally dragged off a plane by security staff for no reason other than that they wanted his seat for their own people. Not only was the company's response apathetic at best but the CEO then sent an email around to frequent fliers marketing changes to policy and a new approach to voluntary rebooking and lost bags. The email title? 'Actions Speak Louder than Words'. Unfortunate.

Pepsi blunders into protest



We are living in times of protest where there's a lot at stake for a lot of people. Pepsi recently tried to capitalise on this with an ad proposing itself as the enabler of world peace, with privileged rich kid Kendall Jenner handing a Pepsi to the fuzz to avert a riot. Max Lenderman, whose US ad agency has built cause-driven projects for big brands like Nike and Microsoft, pointed out why the 'protest' themed ad got social media so riled up: 'You have to persuade millions of people that you come from a place of good rather than a place of capitalism, so to speak.' Twitter said the ad was patronising, clumsy and mercenary – plus, Pepsi faces being sued by the San Francisco Police Department for using near replicas of its uniforms. A bad day in the Pepsi office all round.

Walkers Crisps own goal

Earlier this year, Walkers Crisps launched a Twitter campaign called 'Walkers Wave' as part of a competition to win Champions League tickets. Twitter users were encouraged to snap a selfie and then post it to Twitter with the hashtag #WalkersWave. The selfie then became part of a personalised video with Gary Lineker and was automatically tweeted and captioned by Walkers' Twitter account. Cue poor old Gary animated all over Twitter next to 'selfies' of Fred West, Harold Shipman and a whole parade of other murderers, paedophiles and criminals. Not the happy faces Walkers wanted associated with its brand.

And the rest (in brief)

Google created a 'mic drop' button as part of an April Fool's Day marketing campaign that sent a GIF of a Minion doing a mic drop if you hit the button, signalling the end of a conversation. Unfortunately, the GIF button was right by the 'send' button so the Minion ended up accidentally featuring in sensitive emails, from promotions and disciplinary messages to condolences for recent loss.



Sony advertised a new white PlayStation with the slogan 'White Is Coming' and an image of a white woman with her fist around the neck of a black woman, pushing her down. No explanation needed as to why that was a spectacularly bad marketing fail.



President Trump hit 'send' too soon on Twitter and accidentally tweeted about press 'covfefe' rather than 'coverage'. House Representative Mike Quigley introduced the 'Communications Over Various Feeds Electronically for



Engagement' (COVFEFE) Act, a marketing ploy to give his president more brand credibility – making a mockery of the entire US law-making system in the process.

And finally, a mention for two huge global brands who should know better – Nivea and Dunkin Donuts. Nivea for the 'White is Purity' deodorant marketing slogan, which put race perceptions back a decade. And Dunkin Donuts for actually creating an image of a white woman in blackface make-up to advertise its charcoal donuts. Yes, really.



Although these big brands (and governments) have had a few years now to get used to the way that social media folk can trash an expensive marketing campaign, or off message ads can destroy a reputation, it seems they never learn. So, here's to the next 12 months of fumbles, foolishness and fails from marketers all over the world.

Steve Pailthorpe
Liveryman ■

Getting to know... Court Assistant John Farrell

Court Assistant John Farrell runs his eponymous global consultancy from the fabulous new Saatchi building in Chancery Lane. John is a non-executive director and chairman of a number of advertising and marketing services companies. He is also Visiting Professor of Marketing at Nottingham Trent University, his alma mater.

Where did you grow up?

Rickmansworth but I also lived in Devon for a while. Then there's the six months when I lived above a funeral parlour in Bolton...

Who would play you in the film of your life? Well, I'd like to think George Clooney or even Brad Pitt.

If you were an animal, you would be...
A lion.

What was the first record you bought with your own money? George McCrae 'Rock Your Baby'.

What is your favourite London building? Houses of Parliament.

What London shop are we likely to find you in? Grieves & Hawkes.

What is your first London memory?
Going to the Tower of London as a child.

Where have you had your best meal in London? You never get a bad meal at Scott's of Mayfair

Which brand do you most admire?
There have been many - but right now, it has to be Apple. It has evolved in both

scale and scope over the years, it's not perfect but it's true to its core.

Who is you marketing hero? Sir Richard Branson - a true marketer.

What's the best piece of advice you have ever been given? A couple of good ones - be true to yourself and if you don't know the answer, don't be afraid to say so.

What is your preferred mode of communication? Face to face.

Do you have a favourite tipple? I do like wine but I have been enjoying a couple of gins recently. They are Monkey 47, a German gin and Gin Mare, a Spanish one.

What was the last film (or play or opera) you enjoyed? I have just been to Verona and enjoyed Rigoletto there.

What is your most trusted news source? BBC News website.

How do you get around? Black cab and I drive too!

Have you had a life-altering event?
I've had several: personally, the birth of my three children and professionally, eight years in New York running a global advertising agency network.

Where is the best place you have been on holiday? The Algarve - we have a house at Quinta Do Lago near to a flamingo reserve - it's hard to beat! But I just had a month's sabbatical in Australia where I also managed to hit a hole in one on the golf course at Barnougle, Tasmania.



John Farrell on holiday with his wife, Sian Stonewall

Which book would you recommend people to read? I would recommend the Bible - there's so much wisdom and guidance within its stories. It gives you a lot to think about.

Do you have a motto or a saying that you refer to? I think it's good to live everyday as if it's your last and avoid sweating on the small stuff - it's too easy to miss out.

What are your favourite qualities in other people? Honesty and loyalty - we all need friends to tell us when we are not doing so well.

What is your idea of misery? Turbulence when in an aircraft at night.

What is your idea of perfect happiness? It has to be lunch on the beach in Portugal with my wife and children. ■

HMS ST ALBANS Marketors' Cup and Prize 2017

Whilst in dry-dock, on Thursday June 22 2017, Liveryman Andrew Robinson, Freeman Stewart Shuttle, Liveryman



Hugh West with Lt Jenny Reid RN

Keith Rowland and Chairman AFCC Court Assistant Hugh West attended the ship's prize giving ceremony. The 2017 Marketors' Cup is awarded annually to a member of the ship's company who has done most to raise the profile of HMS ST ALBANS and/or the Royal Navy. This year it was presented to Lt Jenny Reid RN at a ceremony on the flight deck of HMS St Albans together with a miniature sword and a cheque from the Marketors' Trust. She is now ADC to the Admiral. The other prizes, including the Haberdashers' Cup and Lady Susie Essenhigh's Plate, were awarded by the ship's Captain, Cdr Chris Ansell RN, and Rear Admiral Alex Burton RN, an alumnus of St Dunstan's College, who is Assistant Chief of Naval Staff (Ships), with Sir Robin Knox-Johnson CBE, RD and bar, in attendance.

Call to Usher

Our Great Events always run like clockwork and this comes down to the series of well-placed linchpins and cogs plotted out by the Master, Clerk and Beadle. But the oil that makes those cogs run smoothly are our ushers led by our Chief Usher, Mark Chapman.

Making sure that everyone is in the right place at the right time is what makes a great event truly memorable. Have you ever thought of being an usher at one of our great events? Any member of our company can volunteer for this role and have the honour of wearing an usher's gown. It's a great way to get to know more people in our company. If you are a newish Freeman or even a gregarious Liveryman - why not think about enjoying yet another aspect of our company and be an usher for the next Great Event?

You can get in touch with Chief Usher Mark Chapman by email through the Clerk at clerk@marketors.org. ■



Marketer's Marketer

Liveryman Keith Weed, chief marketing and communications officer at Unilever was voted the Marketer's Marketer in a poll among Campaign's Power 100 in February. It was reported in Campaign that Keith accepted the award saying that it was the greatest time to be a marketer. He also made the case for sustainable growth, warning against 'trying to sell more stuff' and instead advocated 'reinventing marketing to what it used to be - providing consumers with a better solution to the alternative.' ■

Congratulations, Francisca

Francisca Posada-Brown, who some of you may recall was our Cass Business School Scholar in 2016, has been awarded one of the prestigious WPP Fellowships. Eight to twelve Fellowships are awarded each year from a pool of around 2000 applications.

Francisca said that the application process took four months with many steps on the way. The final hurdle was a two-day assessment during which she was interviewed by none other than Feona McEwan, the wife of the late Past Master John Petersen. The Marketors' network reaches far and wide.

The Fellowship is for three years: the Fellows work at a WPP group company of their choice somewhere in the world for one year and then move on to another group company in another country for each of the remaining years. At the end of the Fellowship there is the prospect of a permanent position within the WPP Group Company. ■

Time for a new Marketors' tie, umbrella, notepad or cufflinks?

Here are the new Marketors' merchandise items, all are available immediately from stock.



Umbrella £24.00 (ex P+P)



Notepad £14.00 (ex P+P)



Silk tie £28.00 (ex P+P)



Cufflinks £32.00 (ex P+P)

Please send your orders to:

Edward Fulbrook FCIM FIDM
3 Greenholme Court
89 Greenhill Main Road
Sheffield S8 7RE

Tel / Fax 0114 237 5998
Mobile 07515 011 907
edwardfulbrook@btinternet.com



Congratulations to Karina Dostalova who was re-elected as a Member of the Court of Common Council for The City of London representing the ward of Farringdon Within in March. As part of her role as Common Councilman, Karina is a Member of the Markets Committee, Port Health & Environments Committee and Open Spaces: Hampstead Heath & Queens Park Committee.



Croatia's undiscovered wines fit for a queen

We Marketors seem to develop our careers in all sorts of different directions. Liveryman Mikki Hall recently started up a new business, Wines by Aizia, importing and promoting wines from her native Croatia. Here is her story:

Wine is at the heart of everyday life in Croatia, grown in almost every region of the country for centuries. Yet, for most UK consumers, Croatian wine remains undiscovered despite its impressive pedigree. The plains of Stari Grad on the island of Hvar, for example, are a listed UNESCO World Heritage Centre and the oldest continuously cultivated vinicultural site in the world, dating back to the 4th century BC.

For the coronation of Her Majesty the Queen in 1953, Buckingham Palace ordered 11,000 bottles of Traminac wine from Ilok Old Cellars. This 1947 vintage white wine, specially chosen for its intense perfume, full body and intense flavours of rose, orange blossom and tropical fruits, can still be bought today.

Croatia produces some outstanding award-winning wines, but they are difficult to find in the UK. Wines by Aizia aims to change this. The business combines Mikki's passion for wine and marketing knowhow enabling her to import specialist wines from her home country of Croatia that will appeal to the UK market.

By working closely with selected wineries

and small local producers, Mikki is able to access a premium selection of the best Croatian wines at competitive prices. Later this year, Mikki plans to offer wine tasting tours to Croatia, visiting a selection of carefully-chosen vineyards. Guests will be shown around the cellars and the estates by the winemakers and English-speaking guides and, of course, will enjoy a tasting of the best local food and wine.

Mikki Hall adds: 'I am excited to be bringing Croatia's excellent wines to the UK, giving consumers the opportunity to discover the great variety and quality available.'

You can find out more on the website: www.aiziawines.com or contact Mikki directly mikki@aiziawines.com. ■

A letter from Italy

This May, I moved back to my native Italy after years away pursuing my career, and importantly, becoming a Marketor. Over the past five years, I have lived and worked in London and two years ago I joined our company. Work-wise, I set up and managed the EMEA branch of a global mid-sized market research agency, SIS International Research, under the mentoring of Ruth Stanat, founder and owner of the company and of course, a fellow Marketor.

To keep in touch, I would like to entertain you with some stories and great adventures from the Italian branding world. The success and the allure of Italian goods hardly go unnoticed. The denomination "Made in Italy" includes not only great and famous brands but also a niche of minor, almost unknown excellence which have earned their place in the Mount Olympus of luxury. The "Made in Italy" brand survived the financial crisis that has whipped Italy over the past decades, thanks to the different brands which continue to make this country full of contradictions, a great marketplace for luxury, class, tradition and elegance.

Hopefully, this letter from an Italian Marketor will become a regular one in our magazine.

I have plans to take you out to drink excellent wines that are served in the four corners of the Earth. I will drive you through the Tuscan hills, maybe in the new Fiat500 cabriolet – photographs included. And maybe you'll see me wearing that pair of Prada sunglasses that we all saw in the last issue of Vogue! We can discover together why panettone has become so famous across the globe and how little unknown places in the heart of this country can possibly be full of tourists from Asia and America.

I will try to keep it fresh as we journey through the Bel Paese and its brands, heritage, elegance and tradition. Actually, I am sure I will learn much about my country and its culture that I will probably end up overwhelmed by the amount of stories and experiences that could be told.

Well, I am not a journalist, but I am a decent storyteller and I will do my very best to make sure that you will not turn this page too soon! Like many of you, I



have had the chance to travel quite a few times across the globe and enjoy observing and learning different traditions and cultures. And I hope you will like these Italian stories as I want to delight you in this journey across Italy.

In the meantime, I would welcome any requests for insights into special topics, traditions and brands. Until next time... ciao!

Federica Sacchi
Liveryman ■

Only Connect.... a conversation with Diane Morris

This July, Diane steps down from the Court of the Worshipful Company of Marketors after many years of sterling service. When talking to Diane, it seems to me that she has given a good deal of her time connecting and bringing people together, whether with the Marketors or any of the other organisations she has been involved with.

Diane has worked and travelled in the Far East, living in Tokyo and Singapore as well as spending time in the US in both New York and Florida. Originally from Nottingham, Diane came to London and the LSE in 1968. After graduating with a BSc, she went on to take an MCam at what was the College of Distributive Trades. At that time, the head of the College was Professor Martyn Davis – now Court Assistant Emeritus of the Company – perhaps an early indicator of her future involvement with the Marketors.

As well being a Marketor, Diane is also a Liveryman of the Worshipful Company of World Traders and currently sits on their charity and education committee. She became involved with the livery following an introduction by Mei Sim Lai OBE, whom many will know as one of London's uber-networkers. Diane had been President of the City Women Network (CWN) from 2003 to 2006 and knew Mei Sim through that organisation. Indeed, when talking to Diane about the large number of voluntary and networking groups she had been involved with, I wondered how she managed to fit in work!

Her career began with a job with IPC Women's Magazines and from there she went on to Asia and BBC Worldwide, Time Inc, Fortune and Business Week. Eventually Diane

set up and ran her own successful business, an advertising sales agency in both Tokyo and Singapore. The nature of Diane's work brought her into contact with many people and she could see the benefits of networking both socially and business-wise. With Diane's affable and gregarious nature, it seems very natural that she became so involved with all the organisations she joined. Whether organising events, lectures or conferences, her energy has actively contributed to the growth and development of these networks. Diane's ability lies in attracting high level and interesting speakers to events as well as a thorough understanding of how people like to meet their peers. One of the first networks Diane was involved with was the Foreign Executive Women network; in the 1990s it wasn't so easy for women executives to get together. This group drew together women working abroad and provided that extension from business to social that's often welcome.

While in New York she became involved with TIAW – The International Alliance for Women. TIAW brings together over 40 different networks around the world and it is chiefly known for its World of Difference 100 Award. By connecting so many networks globally, TIAW is able to recognise the women and men who have advanced the economic development of women, locally, regionally and globally. Diane served as TIAW's President from 2008 to 2010. In 2015, this organisation recognised her significant and long-term contribution to economic empowerment with the Mandy Goetz 21st Century Award.

When Diane came back to London, she joined City Women Network, the oldest women's network in the City of London – it



will be 40 years old in 2018. As President and board member from 2003 to 2006, Diane built its events programme and attracted many to its membership.

And, of course, then came the Marketors, joining as a Freeman in 2004. Diane is now a Liveryman and as Court Assistant has overseen the Events, Membership and Fellowship Committees with her inimitable style and warmth.

Talking to Diane and hearing all her adventures across the globe, I wondered what she will do next and it turns out that she still has lots going on. This June, she has been Chairman of the Judging Panel for the EUWIIN Awards in Bari, Italy. These biennial awards are for European women inventors and innovators. She assured me that she is filling her spare time easily with trips to Sweden and Iceland in the pipeline. Diane says that what she really likes is being able to sit and read and not feel guilty about doing something else! That and keeping an eye on her daughter Beth's lovely dog, Falkor all make for a nice life. But once Diane steps down from our Fellowship Committee she will be joining the Almoners and, of course, we look forward to enjoying her company at our many events.

Ann Goodger
Liveryman ■

What is your brand's tone of voice and why does it matter?

'Tone of voice' is the way your brand comes to life via the written word – both the words chosen and the style it's written in. Think of it as your verbal identity. Your company or brand's tone of voice is just as important as the way you look, because it's a key part of who you are.

Take a look at some of the materials your organisation produces. Pick up a brochure, open up a couple of web pages, read a sales letter and an internal email. Then ask yourself:

- Does the way you come across in your writing truly reflect your brand values?
- Are the style and tone of writing identical in all the items you have read?
- Are the pieces you have just looked

at free of industry jargon that your customers may not understand?

- Is this the kind of material you would want to receive?

If your answer is 'no, not really but why should it matter?', I would argue that tone of voice is what differentiates you and what sets your organisation apart from your competitors. It is what helps to build your brand, create your personality, generate trust and identify who you are – in order to foster customer loyalty.

REMEMBER YOUR AUDIENCE

Using the right words can help persuade and motivate your audience to act – whether that's to buy from you, to subscribe, to sign a petition or to donate money. And, if you get your tone of

voice right, it also ensures that what you are saying (and writing) is more easily understood by the audiences you want to reach. So think hard about who will be reading what you write. Will your words resonate with your audience? Are you speaking their language? Are you communicating clearly and effectively?

HOW TO GO ABOUT DEVELOPING A NEW TONE OF VOICE

There is a whole continuum of tones of voice – so how do you go about choosing one? Here's a brief overview of how to develop a single style of language that aligns with your visual identity, as well as with your firm's personality, culture, values and attitude.

Visioning the future: Beam me back, Scotty

'Beam me up, Scotty' is one of those phrases many will recognise from its genesis in the hit TV series Star Trek. I was at the Museum of Brands where they have been looking back at what the storytellers of the past imagined the future would bring with advances in science and technology – hence 'Beam me back, Scotty'.

When Star Trek was first broadcast in 1969 who would have thought that nearly 50 years later the popularity of these imaginative tales of space travel would have created a whole fandom of 'Trekkies'? The Star Trek took place on the SS Enterprise with Captain Kirk and his crew exploring worlds way beyond our own. Imagine that – but then think about the International Space Station. It's a team of people orbiting the earth learning more and more about how we can do better with the resources we have. It might not be the final frontier but who knows what the next 50 years will bring?

Personally, I am so fascinated by the International Space Station that I have signed up for an email alert from NASA to tell me when it passes over my home! (You can do this too here: <https://spotthestation.nasa.gov/>)



So much of science fiction is about technology enabling mobility in space – Dan Dare, Pilot of the Future first appeared in the Eagle comic in 1950. The very British hero dressed like an army officer and steered his space ship 'Anastasia' around the universe. The stories were set in the 1990s the time when NASA's Space Shuttle was regularly flying into space. So, while probably not as far as the Interplanet Space Fleet ventured, no doubt the guidance of Arthur C Clark, who was a special adviser on the story line, helped here.

While we may not have mastered the time travel capability of Dr Who and his Tardis, at times the austerity of the Daleks can be recalled with the phrase 'unexpected item in bagging area'! Thunderbirds, Captain

Scarlett and Stingray have all captured many childhood imaginations. At the Museum I have stood with my siblings recalling

Sunday tea time in front of the TV and relishing those memories of the fun and enjoyment of our heroes' adventures.

The blockbuster is Star Wars – 40 years on and still thriving as new and old faces play out their escapades to a very wide age range indeed. What is amazing is the growth of merchandising around these brands. Star Wars has truly broken the mould with its vast range of collectibles, from Lego space ships to the character dolls – many of these are highly sought after and attract premium prices on internet auction sites.

Reflecting the spread of merchandising, Pu-Zu the ethical shoe company has designed a Star Wars range that enables women, men and children to clad their feet as Rey, Finn, Poe, BB-8, Chewie or even a Stormtrooper! This might be a fantastic brand stretch and, while the technological capabilities played out on screen aren't there yet, the marketing has probably exceeded all expectations.

As part of the Museum of Brands' feature, 'Beam me back, Scotty', there are several learning experiences looking at brand evolution, graphic design, customer profiling and gender in focus centred on this genre. If you would like to know more about these, you can contact rose@museumofbrands.com or just have a look at their website.

Ann Goodger
Liveryman ■

Start with your organisation's core values. Come up with between four to six words that you think sum up who you are as a business, what you stand for, and how you want to be perceived by your target audience.

Once you are happy with your agreed choice of individual words, ask yourself: 'What is the personality of our organisation? Are you formal or fun? Are you respectful or maverick? How you sound needs to align with who you are as an organisation.

Come up with a list of words and phrases that you would definitely want to use in your newly-found way of sounding and those that will be a definite 'no no'. From here, start experimenting with example text until you are all agreed on the new tone of voice.

Once you have developed this new way of sounding, you need to encapsulate it in a clear and detailed set of guidelines with plenty of before/after examples that bring your new tone of voice to life. This will be your bible from now on. It goes without saying that the guidelines need to be written in your new tone of voice.

Embarking on a new tone of voice can be an arduous journey but, once you start to reap the rewards, you will be glad you did so.

Carole Seawert is a marketing copywriter and tone of voice expert. A future article will explain how to introduce your new tone of voice throughout your organisation.

Carole Seawert
Liveryman ■

Grand Prix for Ruddocks

Congratulations to Ruddocks, Marketer's designers and printers, on their success at the Transform Awards Europe. They won three gold awards, two silvers and the overall Grand Prix Award for Excellence in Branding for their work for British Steel.

The Transform Awards recognise best practice in corporate, product and global brand development work undertaken across Europe.

Naturally everyone in the Ruddocks team is delighted with this success and Creative Director Ian Cant said: "To be shortlisted in every category we entered in was a real honour, but to win six awards was a little surprising to say the least, particularly with the household brands and global agencies we were up against. And, of course, to walk away with the Grand Prix was especially rewarding."

Wednesday 19 July	Swan Upping, Henley/River Thames	Tuesday 10 October	WCM Annual City Lecture, Liveryman David Haigh on Nation Brands before Nation and another, Investec, Gresham Street
Monday 14 August	Private Visit to Clarence House and Supper	Tuesday 17 October	151 Curry Evening
Monday 28 August	Bank Holiday	Wednesday 25 Oct	Bowden Charter Dinner, Vintners' Hall
Monday 4 September	Tri-Livery Digital Media Group Augmented Media, Augmented World, Stationers' Hall	Wednesday 1 Nov	Information and Induction Evening for Freemen
Friday 8 September	City Walk : Fleet Street & Temple followed by lunch at Middle Temple	Wednesday 15 Nov	'Critical Themes for Marketing' Event with the Knowledge Development Committee
Fri 15 – Sun 17 Sept	Master's Weekend in York	Saturday 11 November	Lord Mayor's Show
Wednesday 20 Sept	Financial Services Group Inaugural Lecture 'London Forever! Reality or Rhetoric?' with Alderman Professor Michael Mainelli, Mercers' Hall	Sunday 12 November	Remembrance Sunday, St Bride's
Friday 29 September	Election of Lord Mayor, Guildhall	Monday 11 December	Communications Industry Carol Service, St Bride's

Augmented Media, Augmented World

On September 4 2017 there will be a tri-livery roundtable at Stationers' Hall. Hosted by the Stationers'. Information Technologists and Marketers' Companies, this event will feature a panel of experts from the field of augmented reality. They will explain what it is all about, how people are responding to it, how it is being used to grow brands as well as the operational and legal implications.

The experts are Jamie Stone, GSK Global Head of Design & Shopper/Nutrition & Digestive Health, Omaid Himaizi, Global Head of Brand Experience at Blippar and Bryony Hurst, Partner in the Disputes Team at Bird & Bird. Once the experts have shared their insights, there will be a panel discussion where challenging questions are encouraged.

The event opens with a short drinks reception at 6.30pm with the panel session starting at 7pm. There will be an opportunity to meet the panel and other guests over a light buffet and drinks once the formal part of the evening is over. Tickets are available online at www.stationers.org/events. They cost £25 inc VAT with a special discount from guests under age 30 (£20 inc VAT).

Please follow us on Twitter (@marketors) and keep an eye on the website for changes or other information

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