



WORSHIPFUL
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MARKETORS

MARKETOR

ISSUE 92
WINTER 2022/23

Bowden Charter Dinner at Mansion House

Meet our newest Freemen

Marketing strategy risk assessment for the C-Suite



Marketors out in force for the Lord Mayor's Show

MARKETOR

WINTER 2022/23 ISSUE 92

The Livery Company Magazine
for Marketing Professionals

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Front cover photo of the Marketors in the Lord Mayor's Show by Dare and Hier Media

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Editorial

Carole Seawert
Editor and Court Assistant

Happy New Year! This edition went to print while we were relaxing over our Christmas and New Year break. As you turn the pages of this winter issue of Marketor, you can read about all the activities we enjoyed over the last three months of 2022: from our participation in the Lord Mayor's Show, to the rum evening we held jointly with the Distillers, to the glittering banquet at the Mansion House.

As usual, we have a mix of City and marketing thought leadership articles as well as a round-up of our social events and committee achievements.

In his column on the facing page, the Master looks back over the highlights of his year and the many successes the Company has enjoyed. And I'm sure you will echo his best wishes for our Assistant Clerk, Doreen Blythe – who we all hope makes a speedy recovery from her recent road accident.

If you haven't served yet on a committee, or it's a while since you

have done so, the article on pages 24 and 25 summarises what each of our committees does and who to contact to find out more. And if you have ever wondered what our Beadle gets up to, James Hasler explains the whole story on page 11. We also turn the spotlight on Past Master Tom Corrigan who recently celebrated a milestone birthday – his 90th.

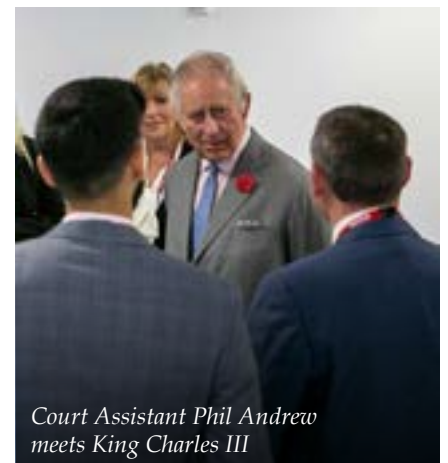
Congratulations to Liveryman Peter Rees who, in October, won the prestigious *Clarity in Communications Award* from the Company of Communicators for his pro bono charity marketing programme. You can read all about this achievement on page 34.

I'm sure you will agree it's been an action-packed three months for the Marketors. 2023 promises to be equally as busy. Don't forget, if you have an idea for an article you would like to submit for the spring issue of Marketor, you can get in touch with me at editorial@marketors.org

Phil Andrew meets the new King

Court Assistant Phil Andrew was delighted to be invited to meet His Majesty the King in November, making Phil the first Marketor to be introduced to the new monarch. The King requested a private meeting in Leeds with a small number of Yorkshire-based charities to discuss the cost of living crisis. Phil attended in his capacity as CEO of StepChange Debt Charity, the UK's largest debt advice charity.

King Charles was keen to hear how the cost of living was impacting daily lives and was saddened to hear that, at StepChange alone, they are expecting to help around six million people in 2022 through the website. His Majesty was also concerned to note that the most common client types needing StepChange assistance are single parents, renters and those under 30, but that there is increasing demand



from families in full time work with mortgages. It was heartening to see his genuine concern and surprise at the sheer numbers at a time when government funding for the charity is substantially reducing. StepChange offers free, impartial and confidential debt advice and money guidance.



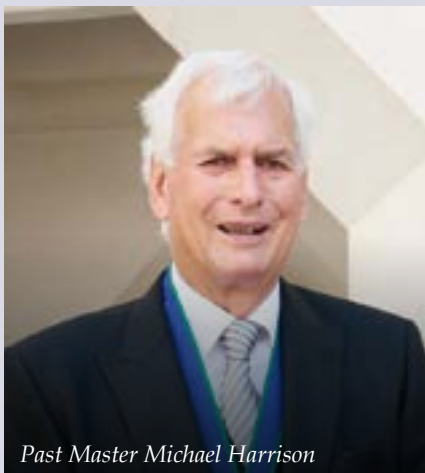
The Master's Column

Dr Trevor Brignall
Master

Much has happened during my year as Master. As I write, I'm delighted that our Assistant Clerk, Doreen Blythe, has returned home from the hospital and is steadily recovering. We'll keep you informed of her progress and send her our best wishes for a speedy recovery.

Since January, there have been so many tremendously successful events that would take all this edition to cover fully. It was great for us to get together in March, for the first time in my year, at the delayed Installation Dinner. We also celebrated the best of British heritage by attending Beating Retreat by the Royal Marines and our summer party, once again on HQS Wellington.

The two highlights of the year were Past Master Andrew Marsden being elected the Company's first non-Aldermanic Sheriff and our entry into the Lord Mayor's Show. Our Show entry of six Bentleys, arranged by Past Master Roger



Past Master Michael Harrison

Hood, escorted by Marketors who walked alongside the cars, together with the contingent from St Dunstan's, created a real buzz with the crowds. We were excited to have well-known child actress Tallulah Conabeare, the daughter of Liveryman Alex Conabeare, riding in one of the cars. We all owe a huge thanks and are indebted to Past Master Michael Harrison for organising our entry and making it a huge success.

As in recent years, many Marketors viewed the Show from Ludgate Hill and several were invited by Sheriff Marsden to view the Show from the Mansion House, while the Wardens and I were in a carriage that processed in the Show,

In the last four months, the country has seen two monarchs, three Prime Ministers and four Chancellors. During this period, in addition to the installation of Past Master Andrew Marsden as Sheriff, we have celebrated our Honorary Livery Alderman Professor Michael Mainelli being supported by the Court of Aldermen for the Mayoralty in November 2023.

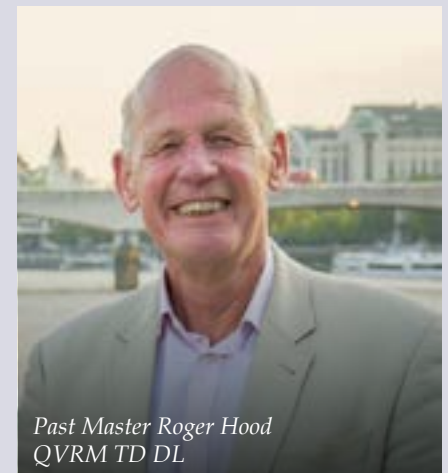
This year, our Mansion House Banquet was combined with the Bowden Charter Dinner. At this event, it was an honour and a privilege to welcome Andrew, accompanied by his Consort, Marian, as our principal guest, together with Michael, and his wife Elisabeth, as official guests in the presence of the Lady Mayoress.

In recent weeks, inflation has reached levels the likes of which have never been experienced by

our younger members but inflation should fall back by the middle of 2023. The financial markets have stabilised and are now pivoting to growth and investment – creating opportunities for the marketing profession that we must maximise.

As I said in my Mansion House speech, marketing should be central to the change in society and the economy. Marketing is the discipline that brings ideas and creativity, encouraging an entrepreneurial culture. The City creates an environment in which entrepreneurship flourishes. The UK has more unicorns than any other country. Marketing is the key that unlocks their shackles, enables their growth and, importantly, their brand value, maximising their valuations.

As we return (hopefully relaxed and recovered) from the festive period, can I take this opportunity to send you, and your loved ones, my best wishes for a peaceful and happy New Year.



Past Master Roger Hood
QVRM TD DL



Mansion House banquet – a wonderful evening in splendid surroundings

David Williams
Liveryman

Our annual visit to the Mansion House is always regarded by members of the Company as the truly “Great Event”. Sadly, the date in September originally chosen for it coincided with the funeral of Her Late Majesty The Queen. Delayed until 30 November, this glittering event once again served to brighten the run-up to Christmas.

The event was much enhanced by the presence of a Carpet Guard from the Combined Cadet Force of St Dunstan’s College, the Army and Royal Navy sections smartly lining the entrance as the Master Dr Trevor Brignall and his guests processed into the Egyptian Hall. We had the joy of seeing the Master escort in our very own Sheriff Andrew Marsden, also doubling in the role of representative Lord Mayor, a huge honour for him and our Company.



Marketors and their guests enjoying the reception and the dinner



Past Master Lesley Wilson receives her Past Master's badge from Master Dr Trevor Brignall

During the meal, the Master asked the new Court Assistants, Liverymen, Freemen and Award Winners to stand and be recognised.

While we stood to lustily sing the *Grace Laudi Spirituali*, the traditional Loving Cup Ceremony unfortunately remains in abeyance. No evening in the splendour of the Egyptian Hall would of course be complete without Koenig's *Post Horn Galop* – stridently sounded with antiphonal and competitive effect from various positions above us on the balcony.

After the royal and civic toasts, the Senior Warden welcomed the guests and proposed the toast to them.

Responding, the representative Lord Mayor spoke of the continuing vitality of the City and the role that finance plays in our economic prospects, emphasising the critical role played by marketing in promoting the City around the world. Andrew concluded by proposing a toast to the Company.

The Mansion House Banquet, and the General Meeting and Ceremonial Court preceding it, were another magnificent feat of efficient organisation and liaison, with John Hammond's able assistance as Acting Clerk as well as Michael White's as Deputy Clerk.

It necessitates a lot of thought and planning to get it right on the night. The effort was certainly much appreciated by all attending.

All Mansion House and Ceremonial Court photography by Harry Pseftoudis.



Sheriff Andrew Marsden and his Consort Marian Gamble inspect the carpet guard provided by the Cadets from St Dunstan's



L to R: Senior Warden Dr Glyn Cartwright, Sheriff's Consort Marian Gamble, Sheriff Andrew Marsden, Master Dr Trevor Brignall, the Lady Mayoress, Middle Warden Diana Tombs, Junior Warden Prof Ian Ryder



L to R: Tony Jarvis – Master Framework Knitter; David Stringer-Lamarre – Master Glazier; Dr Chris McArdie – Master Arbitrator, Nick Dunlop – Master Insurer; Mark Glover – Master Communicator; Jason Van Praagh – Master International Banker; Senior Warden Dr Glyn Cartwright; Dr Trevor Brignall – Master Marketor; Middle Warden Diana Tombs; Chris Sutton – Master Management Consultant; Junior Warden Prof Ian Ryder; James de Sausmarez – Master Chartered Secretary and Administrator; Rob Wirszycz – Master Information Technologist; Michael Shapiro – Master Word Trader; Moira Slight – Master Stationer; Jonathan Renz – Master HR Professional; James Bryer – Master Chartered Accountant

New Court Assistant Emeritus

Chris ROBINSON

From 1994 until he retired in 2004, Chris was Managing Director (Corporate Pensions) at Legal & General Investment Management, responsible for its pension-investment-only business. By the time he retired the company had become the largest manager of UK corporate pension schemes, with £100 billion of assets under management. Whilst Marketing Director for the Investment Management Company (in the mid 80s) he was responsible for Legal & General entering the index fund market.

Following retirement, he joined the Marketors in 2005. After a six-year stint as Honorary National Treasurer of The Arts Society he agreed to become our Company's Treasurer

and was appointed in January 2013, when he was also elected onto Court and became a Trustee of the Trust. After four years he had to resign as Treasurer for family reasons, but took on the role of Treasurer and Trustee again two years later on a temporary basis. In the end it lasted a further two years until Past Master John Farrell persuaded Julian Boulding to take on the role! Chris ceased being a member of Court in February 2022, having served for the maximum of nine years.

He was also one of the initial members of the Court of the Guild of Investment Managers when it was set up in 2018. He is Chairman of their finance committee and a Trustee of their charitable trust.



New Court Assistant



John ZEALLEY

John is Managing Director of Waterside Associates, which advises its clients on their growth strategy and marketing agendas. In his early career John worked with both McKinsey and Procter & Gamble. Until recently, he was a Senior Managing Director at Accenture.

John joined the Marketors in 2005 and became a Liveryman in 2006, joining the Heritage Committee in the run up to the 40th anniversary

celebration. He also addressed the 2022 Livery Dinner on the challenges and opportunities currently facing marketors.

With a focus on consumer industries, John has served multinational clients around the world. He also acts as a mentor and advisor to SME and start-up businesses with ambitious growth goals. He actively supports his local community in Westminster and is a Governor of Oxford Brookes University.

New Liveryman

Vladislav DOBROKHOTOV

Vladislav is a Russian-born Finnish entrepreneur with a proven track record in operational leadership of both profit and not-for-profit organisations. He has been planning and executing launches of new businesses, products and services in B2B and B2C markets in Finland and the UK.

He is currently the executive director of British & Commonwealth Chamber of Commerce in Finland, and he raises funds for such UK charities as ABF The Soldiers' Charity and The Royal Commonwealth Society. He joined the Worshipful Company of Marketors in 2019 and obtained the Freedom of the City of London in 2020. He is a member of The Lord Mayor's Big Curry Lunch Committee, where he is in charge of organising international satellite events.



New Honorary Liverymen



Murray CRAIG

Murray Craig retired as the Clerk of the Chamberlain's Court of the City of London earlier in 2022. For the past 25 years, he had been responsible for conducting the historic ceremony where people are admitted to the Freedom of the City of London. The ceremony dates back to 1237 and has been conducted by the Clerk since

1294. Murray was the 37th person to hold the office, which he always undertook with impeccable grace and dignity.

Although Murray is no longer in this role, he is still a regular in the City as he is a City of London Guide. Not surprisingly his guided walks specialise in livery companies, Guildhall and the Barbican. To our great good fortune, he is a very good friend to the Marketors.

Prem GOYAL OBE

Prem's early career was as a professional engineer. He completed an MBA at UCLA, and worked in New York, Tokyo, Zurich, and London. Serving as patron or trustee of some twenty charities, he was awarded an OBE in 2012 for services to the economy and promoting charitable services.

Prem serves on several City of London Committees and is also a council member of the London Chamber of Commerce (LCCI). A life member of the Guild of Freemen, he is also an active member of the City Livery Club, The Royal Society of St George (City Branch), and the United Wards Club. He advises several major organisations, including Hinduja Investments and Project Services.



Amanda MCKENZIE OBE

Amanda's marketing career included eight years as the Chief Marketing and Communications Officer and the first-ever female member of Aviva Group Executive, as well as a former director at British Airways, BT, Hewlett Packard and British Gas. She was also an independent director of Lloyds Bank and chaired their Responsible Business Committee.

Before taking on her current role as Chief Executive of Business in the Community, Amanda was seconded from Aviva as Executive Advisor to Project Everyone, a campaign for the United Nations to launch their Sustainable Development Goals.

Amanda is a Fellow and Past President of the Marketing Society, Freeman of the City of London and received an OBE in the 2014 New Year Honours List.

New Liveryman

Jacques EDELING

Jacques is the Starcom UK Head of Programmatic. Starcom sits within the Publicis Group providing media trading services for a wide range of clients covering most sectors of business. Jacques has 14 years of marketing experience with a strong focus on programmatic and digital media trading channels. As the Starcom UK Head of Programmatic,

Jacques provides leadership and consultancy in addition to developing MarTech infrastructure and processes for all programmatic solutions offered across Publicis and Starcom.

Born in Johannesburg, South Africa, he has been living in London for the last six years with his wife Caroline and son, James, who was born at the height of the first lockdown in May 2020.



New Freeman

Neil BUCKLEY



Neil Buckley is a Director of SMP GROUP PLC where he has worked for 33 years. SMP GROUP is a market leader in POS, OOH and Exhibitions and Events. Neil has a strong focus in marketing and sales, building the company to a £50 million turnover business with 200 employees.

He has spent 12 years in the Round Table, progressing to Marketing Director of Kent and then onto Marketing Director on the board of the Round Table. Neil has spent lots of time raising valuable funds with charities such as Children in Need, Anthony Nolan, Reverse Rett and RNLI.

Alessandro D'AMICO



Alessandro is a Brand Management expert with international FMCG experience in different product categories. He is currently accelerating growth at Heineken as Brand Manager for the number one Premium Continental Lager Beer 'Birra Moretti', which has over £1B+ value sales in the UK.

Alessandro previously worked at Unilever and General Mills as a marketing executive, driving global and local brand strategies. He holds an MSc in Management at the Charles III University of Madrid and a BSc in Economics at the Catholic University of the Sacred Heart in Milan.

Lucas GARVIN



Lucas Garvin is a Strategy Director at Publicis Media UK. He has worked for Publicis Groupe ever since starting his advertising career in 2014 in the US. While there, he worked in various media roles for US and global pharmaceutical clients.

He transferred to London in 2018 where he has been responsible for managing media strategy and account planning for global clients. Lucas holds a BSc in Human Science from Georgetown University.

Nicholas BOYD-VAUGHAN



Nicholas originally trained as a singer at the Royal College of Music Junior Department and the Royal Welsh College of Music and Drama, before

forging a career in arts marketing. He is Communications & Marketing Director for the award-winning international talent management agency Intermusica and became a company director in October 2022. Over his 12-year career, he has held positions at the Royal Opera House, St Martin-in-the-Fields, the National Opera Studio and the Independent Society of Musicians.

Nicholas is also a Visiting Lecturer for Middlesex University and Chair of Pegasus Opera Company. He is a Fellow of the RSA and a Member of CIM, CIPR, ISM, AMA and Association of Chairs.

Zachary BUSH



Zak is experienced in leading and empowering the digital presence and transformation of professional services organisations. Working amongst businesses based in the

Kevin HARRIS



Kevin's career started with Specialised Travel in 1996, managing travel and events for the English Rugby Football Union and leading European orchestras and musicians. He joined the start-up team of Hills Balfour in 1999, helping its development into the leading Sales, Marketing & PR agency in the UK travel sector.

Kevin founded MDSG in 2007 and has led the company to become a market leading and award-winning agency. Specialists in the travel, leisure and tourism sector, clients have included countries, regions, states, cities, and attractions from five continents, plus some of the world's largest tour operators and airlines.

Douglas MULVIHILL



Douglas is the Marketing Director of Proservartner, a leading international business consultancy based in London. Douglas has over a decade of experience working with major B2C and B2B brands in tech, FMCG, education and life sciences across Europe and the US.

Douglas has extensive experience growing brands and delivering their message to target audiences and new markets. A Londoner at heart, he now resides in Witney, Oxfordshire, enjoying a slightly slower pace of life. He's a big Arsenal and boxing fan but also enjoys reading ancient history books and watching documentaries.

Sarah WHITE



Sarah is a high-energy Chartered Marketer with over 25 years' experience within the B2B marketing sector. Driven to succeed, Sarah has a rich and diverse background working with professional services, global B2B businesses, consultancies, start-ups and technology businesses. A dynamic strategist, she has a proven track record in delivering results for the businesses she works for.

Sarah has built a successful career in Marketing Director, SVP and CMO positions around the world. She is tactical and agile, with a sharp eye to seize the opportunities and maximise the performance of marketing activities.

UK, EMEA and globally, his focus is on brand awareness and lead generation. He graduated with a first class Honours degree in Marketing from Lancaster University.

Currently working for Colliers, a global commercial real estate conglomerate, he is the interim Head of Digital, with his remit covering high-end sales/lettings and bespoke property consultancy services.

Zak also volunteers for Queer Britain, the UK's first dedicated LGBTQ+ museum based in King's Cross and is a freelance content creator for home/lifestyle/clothing brands.

Dr Sue HOLT



Sue has been involved in lecturing, research and consultancy in a number of key areas of marketing for over 20 years. Prior to working

with Cranfield, Sue pursued a wide-ranging management career in both the public and private sectors, including working for the Prime Minister at 10 Downing Street and for the Speaker in the House of Commons.

With a distinction in her MBA, Sue completed a PhD in Global Account Management and is currently the Director of Cranfield's flagship Open Programme on Key Account Management. Sue has also co-authored a seminal book on 'Implementing Key Account Management' which was published by Kogan Page in 2018.

2022 Academic award winners

Congratulations to the 2022 winners of academic awards provided by The Marketers' Trust who are:

Angeliki Douma, UNIVERSITY OF WESTMINSTER



Angeliki is studying for an MSc in Marketing Management from the University of Westminster, supervised

by Dr Donna Mai. She examined 'Determinants and Barriers to the

Consumption of Sustainable Fashion Offered by Fast-Fashion Brands: An extended theory of the planned behaviour'.

In response to growing waste, governmental regulations and consumer demand, we have seen the emergence of eco-conscious or otherwise called slow fashion brands and eco-friendly product lines developed by fast-

fashion retailers. The broad term of sustainable fashion marketing has emerged for apparel and related consumer behaviour that is less damaging environmentally or socially. Despite the fact that this market segment has been often considered unattractive for fast-fashion companies, the results show they represent a market for these products.

Sophie Attard, UNIVERSITY OF LONDON, BIRKBECK COLLEGE



Sophie is studying for an MSc in Management with Marketing from the University of London,

Birkbeck College, supervised by Dr Benedetta Crisafulli. She explored

'Listening to Branding: Proposing a method to evaluate consumers' perceptions of sound in branding'.

Digital audio increasingly plays an important role in the lives of consumers in the UK. A 2021 report by the Radio Joint Audience reports that 89% of the UK population tune in to the radio regularly, with 48.9 million adults spending an average

of 20.2 hours listening to audio content each week. These trends indicate that the time is right for British-based organisations to focus their marketing efforts on harnessing sonic branding to overcome the cluttered media environment and to communicate brand values in ways that are relevant to consumers.

Judith Fletcher-Brown, UNIVERSITY OF PORTSMOUTH



A PhD student from the University of Portsmouth, supervised by Dr Sarah Turnbull, Judith's research

is 'Innovating Social Marketing to Affect Cancer Healthcare Resources for Vulnerable Consumers

in an Emerging Country Context: A Midstream Approach'.

In India, discourse about breast cancer is still taboo, with the survival rate approximately 50%. Ethnographic field work reveals actors at meso marketing level (including community nurses equipped with bespoke technology), and a brand's corporate social media campaign,

can facilitate 'breast self-examination' intervention. This study extends previous observations about meso level actors by contributing three nascent conceptualisations to encourage social marketing scholars and practitioners to adopt technology-led interventions for vulnerable consumers in challenging health and wellbeing contexts.

Amira Mukendi, UNIVERSITY OF BATH



A PhD student from the University of Bath, supervised by Professor Pierre McDonagh, Amira's

research explored 'Mainstreaming Sustainable Fashion?: The Role of

Sustainable Fashion Influencers'.

Sustainable Fashion (SF) influencer communications brings together marketing communications, sustainability and social media influencers. As a result of this study, SF influencers can be better understood as a promotions channel. Having a more informed influencer marketing strategy will

position British firms and NGOs to reach more people, not just in the UK, but around the world. This study also enables practitioners to reflect on their marketing practices to see who is being excluded, what stereotypes may be perpetuated in the company culture and communications, and how these issues may be addressed.

What does a Beadle do?

James Hasler
The Beadle

Historically, livery companies had the Master, Wardens, a Beadle and a part-time Clerk who would officially scribe new members to the company into company documents.

In those days the Beadle was to a certain extent 'every man' to livery companies: authority, councillor, confidant and the person within the organisation who did the Master's bidding.

If an event was to be organised, it was the Beadle who did this, normally by word of mouth. If the Master wished the company to meet for a meeting, it was the Beadle who would bang on all the doors saying, 'be by my staff at such and such a time, in such and such a place as the Master wishes to address you'.

The Modern Livery Beadle is mainly a ceremonial role mixed with that of the Toastmaster. It involves driving events forward, guiding those present and leading from the front, under request of the Master, through the Clerk.

But what is a Beadle? For that we have to go back a very long way. Thought to be taken from the Latin 'Bidellus or Bedellus' found within the words that meant herald, the Beadle normally worked as a Minister's assistant or Court constable, due to their authoritative nature.

By the Middle Ages they had moved more into the community, being more of a staff-carrying village constable, keeping law and order, and very often being linked to charitable institutions such as the workhouses. The most famous literary illustration of this being Mr Bumble in Charles Dickens' *Oliver Twist*.

Moving further down through the years, even more varied institutions had Beadles. Some used them as glorified security guards (see the

Burlington Arcade), whereas others used them to assist a senior figure and to give law and order within that environment. This included several educational establishments who still have them today like the Universities of Oxford, Cambridge, Durham and London City.

However, it is the last destination that the Beadle is now most commonly found and associated with. 'The City' uses Beadles in two very important institutions: ward clubs and livery companies. Mr Bumble was a Ward Beadle.

Ward Beadles have tricorne hats and carry a mace whereas Livery Beadles are recognisable by their tasselled gowns and they

mainly carry a staff of office rather than a mace.

The tassels used to be dipped in aromatic oils. If you imagine walking through the City 150 years ago, it was quite an unfragrant place. As the Beadle leads every procession, all those following would walk in the 'waft' of the Beadle, which was made pleasant by the smell from the oils.

Nowadays lunches, dinners and banquets are organised by the Clerk who then instructs the Beadle to get everything in place and to run that event to military precision, giving a 'good show' on behalf of the Master.

If you become a Freeman or Liveryman of a company, it is the Beadle who will bring you before the Court at your installation. It is the Beadle who leads every procession ahead of the Master and Wardens of the company and it is the Beadle who will guide and make sure that the Master and Wardens are all attired correctly and guided throughout any event allowing them to relax and enjoy being a part of it.

It's a privilege to be the Marketors' Beadle; it enables me to work in some of the most historical buildings in the City and to meet a great network of people.



The Marketors' Beadle, James Hasler

Photo courtesy of the Haberdashers' Company

Shared philanthropic endeavour

Dr David Pearson
Past Master

The latest Pan Livery Impact Report <https://liverycag.org.uk/2022-pan-livery-report/> describes Livery initiatives and stories, highlighting the breadth and quality of these projects and the impact they are having for beneficiaries.

- Aggregate giving is £75m – up 4.4% on 2020, making the Livery among the top charitable movements in the country.
- Funds donated or raised by Liverymen and Freemen increased by 11%.
- Liverymen provide over 143,000 hours per annum in pro bono voluntary support to the charitable sector.

Financial support to education and research increased to just over £30 million. There was a significant increase in a wide variety of educational programmes designed to respond to educational needs arising from the pandemic. Many livery companies continue to provide bursaries and scholarships to disadvantaged pupils.

There were several other commonly supported themes eg armed services, mental health, domestic abuse, homelessness, employability, re-offending, arts and culture, families and communities, and older and disadvantaged people.

An increasing element of philanthropic giving is provided by the time and effort volunteered, including:

- Over 1,000 School Governors and Charity Trustees appointed by their livery companies whose combined efforts amount to over 45,000 hours per annum.
- Trustees of the charitable funds devoted some 35,000 hours per annum to assessing applications and making grants.
- Volunteer support of more than 37,000 hours per annum provided to frontline charities in a wide range of activities.
- Professional volunteer support of more than 26,000 hours to charities and other not-for-profit bodies in lieu of the need for commercial support. This category is growing in importance as modern livery companies are better able to prioritise donation of their expertise alongside their charitable fundraising.

The Livery Kitchens Initiative evolved early in the pandemic when several livery companies recognised the opportunity of exploiting their unused kitchens and resources to support NHS staff. As things came under better control, the initiative switched from hospitals to charities tackling food insecurity.

Over 175,000 meals were delivered to four Barts Health NHS Trust hospitals and 16 East London communities, identified by the food distribution charity City Harvest. Five kitchens were involved: Grocers, Drapers,

Fishmongers, Merchant Taylors and Party Ingredients. The Fruiterers matched every meal with fruit; the Hackney Carriage Drivers provided over 1,000 journeys for chefs during lockdown; and the Fuellers provided fuel funding for transport.

No Going Back is a project that reduces re-offending and the £18bn pa it costs the taxpayer. Livery Companies have not only provided the funding but are also sharing their knowledge and expertise through membership of the steering group. In addition, members are volunteering to mentor ex-offenders and provide access to jobs within their business networks.

Pollinating London Together was established in 2019 out of a need to raise awareness of the importance of biodiversity, the decline in insect species – especially pollinators – and the potential impacts on how we live. Biodiversity is built around the provision of green spaces: the important 'lungs' of the City that help improve air quality, absorb street noise and provide vital relaxing spaces. The City has 376 open spaces totalling 32 hectares; these include both private and City of London Corporation managed spaces such as parks, gardens and churchyards. At rooftop level there is an increasingly important resource for biodiversity. Lady Russell, the Lord Mayor's wife in the years 2019 to 2021, arranged for beehives on top of Mansion House.

How to invest in a world of high inflation

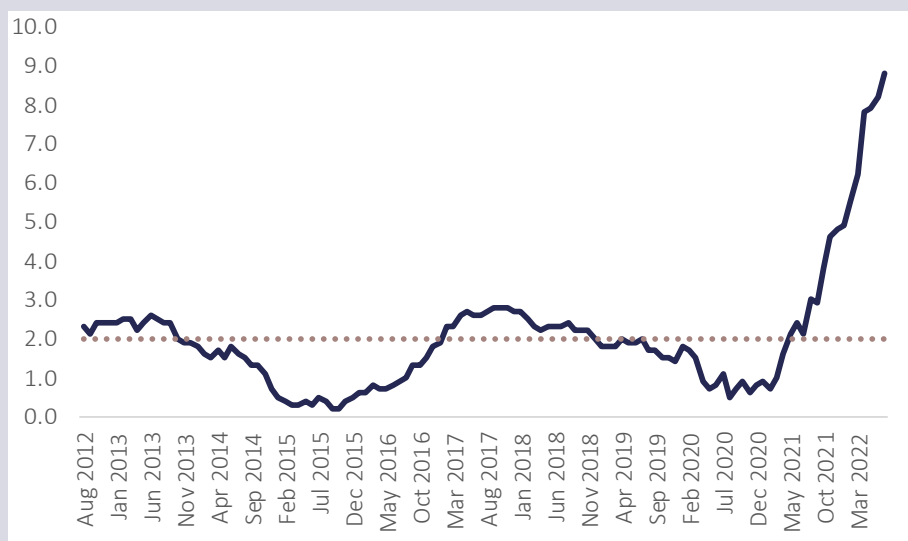
Patrick Trueman
James Hambro & Partners,
WCM Corporate Supporter

How can investors respond to this year's spike in inflation from an investment perspective? Patrick Trueman from James Hambro & Partners considers some of the implications of inflation for equity investors.

The transition from a low-inflation world to an environment of rising prices has been rapid and dramatic. But as energy prices skyrocket and the cost of living balloons, the UK is now facing the prospect of inflation exceeding 13% over the next few months, the highest level seen in this country for over 40 years.

Annual UK inflation rate for the past 10 years

Current forecasts suggest UK inflation will peak in the first quarter of next year before falling rapidly. Economic growth is already slowing down and the OBR recently forecast that we are already in a recession which will last around a year. Slowing economic growth will reduce demand, which should in turn help to bring down inflation. But there are also reasons to suggest that inflation could remain structurally higher than it has been over much of the past decade.



Source: Office for National Statistics, 17 August 2022.

The weakening in the value of the pound against many other currencies has pushed up the cost of imports for an economy heavily reliant on bringing in commodities and goods. There are also other factors which suggest higher prices might be more structural. A tight labour force and a skills shortage in a number of areas continue to impact a number of industries. Deglobalisation, increased geopolitical tensions and Brexit have increased the costs of importing goods.

So how can equity investors take steps to protect against inflation in portfolios?

Equities: be selective

Research into the US equity market shows that since World War 2, equities have tended to deliver positive real returns (returns in excess of inflation) in periods in which inflation has been above 5%, but when inflation has moved above 10% real returns have dropped dramatically.

Unsurprisingly there is a great disparity in the way different businesses cope with periods of higher inflation. Firms that have

pricing power, enabling them to raise prices to offset higher labour and input costs, are best placed to cope with inflation. In such an environment we at James Hambro & Partners typically favour investing in companies with relatively high margins as they can provide a buffer against rising costs.

Looking more closely at different sectors and industries, cyclical sectors such as materials, industrials and energy firms tend to perform relatively well in inflationary environments. Even in periods of very high inflation, miners and energy companies have generally provided returns in excess of inflation. By contrast, defensive sectors and more growth focused industries have tended to underperform.

Don't panic

The period between now and early 2023 could be very painful from an inflation perspective. Markets are likely to remain volatile as investors try to second guess the scale of interest rate rises from the Bank of England, their impact on inflation and on an already slowing economy. The scale of government support and the impact of tax rises and cuts to spending announced in the recent autumn statement will also have an impact.

However, there are some reasons to be more constructive on the longer-term outlook for inflation. Supply constraints that were a result of pandemic related lockdowns appear to be easing. There are now more signs that inflation will peak around the end of the year before falling back sharply over 2023. Next year our worries might be focused less on inflation, but on the economic cost of the policies aimed at taming it.

For illustrative purposes only and should not be construed or relied upon as advice.

Annual Sheep Drive over London Bridge

Zoe Phillips
Freeman

An advantage of becoming a 'Freeman of the City', mandated in medieval times, is the ability to drive your sheep across London Bridge to sell at market, without paying the toll – a sort of sheep, or wool, tax. If you were not a Freeman, you had to pay.

A zoologist and fervent animal lover, I naturally jumped at the chance on 25 September (although my ancestors were arable farmers rather than ovine). It's difficult to obtain slots to the event so I was chuffed to be squeezed into the last pen at 4.07pm.

I was surprised to find not just many four-legged friends wandering about, but an eclectic mix of Freemen from many livery companies and a magnificent Livery Fair, selling everything 'sheep' related – from ponchos to cushions. It was a fascinating insight into the wool industry. There was also a

chance to see sheep shearing in action and see some wonderful, rare breeds from across the country.

The event is held annually and set up by the Worshipful Company of Woolmen, with assistance from British Army Cadets from across London and The Youth Company. Championing the Charity 'Campaign for wool' is the Patron, HM King Charles III.

Ticket proceeds go towards charities, so it's an incredibly worthwhile event. If you haven't



Liveryman Jacques Edeling, Liveryman Simon Leadbetter and Freeman Zoe Phillips

been I would urge you to take part or at least to watch the spectacle and visit the super fair.

To quote the Woolmen: "There is no substitute for wool!", and the day proved there is no substitute for tradition, friendship, generosity, and fellowship.

The Lord Mayor's Appeal – City Giving Day Quiz

Annie Brooks
Liveryman

The annual City Giving Day, now in its seventh year, is an opportunity for City businesses and the Livery movement to raise valuable funds for the Lord Mayor's Appeal and other charities, as well as to celebrate the value those businesses bring to society. So, when the Marketors were invited to put together a quiz team for City Giving Day, the answer was, of course, a resounding YES. The event took place on 27 September and was held simultaneously over three City venues – ABG Chartered Accountants, BACB Bank and Standard Chartered Bank.

Our quiz was hosted by the extremely hospitable Kay Merryman and her team at ABG. We all arrived looking bright and cheery as most participants had adhered to the City Giving Day theme and



l to r: Annie Brooks, Chris Brooks, Kathy Fisher (in front), Gill Stevens, Martin Ashton, Alex Barnett

were wearing something red (my favourite colour – so an easy one for me!)

There was some formidable competition as we were up against another 14 teams including two from the Worshipful Company

of World Traders – their A Team came first and beat the Marketors' Team by just one point! The overall winners over the three venues were the FS Club 7 team representing Z/Yen Group Limited. Many congratulations to them. And special thanks must also go to our Quiz Master Nick Boardman for coming up with some challenging questions.

After two changes of personnel due to a diary clash and illness I would like to thank my magnificent teammates for a fun filled evening for such great causes – Liverymen Martin Ashton, Kathy Fisher and Gill Stevens and Alex Barnett and Chris Brooks who stepped into the breach at the 11th hour.

If you'd like to find out more about the Lord Mayor's Appeal, do visit www.thelordmayorsappeal.org

The interior of Westminster Abbey

Five London Royal Buildings – a virtual walk through history

*Martin Ashton
Liveryman*

The sad passing of Her Majesty Queen Elizabeth II and the accession of King Charles III brought with it a focus on royal buildings, particularly in London. Due to their location, an actual walking tour was not possible. So we asked John Steel to put together a virtual walk that would focus on five royal London buildings that we would watch online within one hour.

Starting at the Tower of London, John told us that it is officially known as 'His Majesty's Royal Palace and Fortress of the Tower of London'. Inside the White Tower, originally built by William the Conqueror, is St John's Chapel which dates back to 1078 and is the oldest Norman chapel in the UK. John also informed us that, despite what people may believe, only seven people have been beheaded inside the Tower of London including three queens. Most executions took place on Tower Hill.

From the Tower of London, we went to St James's Palace, established by King Henry VIII. Whilst St James's Palace is not open to the public, it is associated with diplomats and ambassadors who are 'appointed to the Court of St James's'. This

year in Friar Court, the Accession Council met to confirm the death of the Monarch, Elizabeth II and the accession of King Charles III.

Next up was Kensington Palace, a residence of the British royal family since the 17th century, when William III and Mary II (the only time we have had joint Monarchs) asked Sir Christopher Wren to redesign it. It was also the birthplace of Queen Victoria. Various modern royals such as Princess Margaret, Charles and Diana, and William and Kate have also lived here.

The fourth palace we visited was Buckingham Palace. Originally known as Buckingham House, it was bought by King George III for his wife Queen Charlotte. The first monarch to live in Buckingham Palace was Queen Victoria in 1837. Every monarch since has made it their London residence. Edward VII commissioned a statue of his mother in front of the palace which was unveiled in 1911. John showed us a remarkable photo of King George V standing with

his cousin Kaiser Wilhelm II at this unveiling – just three years before World War I.

Our final visit was to Westminster Abbey, known as a Royal peculiar, which means the building belongs to the Monarch. Known for coronations, weddings and special services, it is currently being prepared for the coronation of King Charles III and the Queen Consort which will be on 6 May 2023. The Coronation Chair was made by order of King Edward I to enclose the famous Stone of Destiny, which he brought from Scotland to the Abbey in 1296. Every monarch since has sat on that chair. The

Stone of Destiny is now in Edinburgh Castle but will be returned for the Coronation.

John rounded his talk off by showing us postal boxes which feature different royal cyphers (including that of Edward VIII) and by mentioning that the coins of King Charles will see him face left.

This was a fascinating insight into British history through five different London royal buildings, inside one hour.





The sign carriers about to set off on the parade

The Master and Wardens: l to r: Junior Warden Prof Ian Ryder, Senior Warden Dr Glyn Cartwright, Middle Warden Diana Tombs, Master Dr Trevor Brignall

The Marketors' affiliate, St Dun



The Marketors' military affiliate, 151 Regiment RLC



The Worshipful Company of Armourers and Brasiers



The Worshipful Company

Marketors turn out in force for the Lord Mayor's Show

November 12 was an early start for those Marketors involved in our float for the Lord Mayor's Show. We mustered in the Plaisterers' Court Room for 9am where refreshments had kindly been provided. The excitement was bubbling under for us all as we looked forward to a remarkable day ahead. We were blessed with the weather – it was a beautifully bright sunny November day – an added bonus

for those who were either walking or travelling in convertible cars. Oh the cars! We caught our first glimpse of them when we walked round the corner to Aldersgate Street where they were parked, polished and pristine.

It is Bentley Cars' centenary this year and, thanks to Past Master Roger Hood, the Marketors were lucky enough to have the involvement of the Bentley Drivers Club UK. They

provided six Bentleys, ranging from the 1920s through to the brand new (three-week-old!) Flying Spur Hybrid. Our thanks must go to them for making the day so much fun and so comfortable, as well as to Sign Specialists who provided the signs for the Marketors to carry.

There were so many highlights on the day. One of my favourites was a small boy asking us in our car if we were the Royal Family! It was



St Dunstan's Marching Band and Cadets



Onlookers admire the fleet of Bentleys



1928 Convertible; drivers Chris and Liz Card; Passengers: PM Brian Scanlon and Court Assistant Keith Rowland



of Grocers



The Rt Hon The Lord Mayor Alderman Nicholas Lyons



Non Aldermanic Sheriff, Past Master Andrew Marsden

Annie Brooks
Liveryman

wonderful to see so many happy, smiling faces lining the streets of our glorious City after what has certainly been a difficult couple of years.

How did the Marketors get to be in the Lord Mayor's Show? The company was invited to submit a float because Past Master Andrew Marsden had been elected as the Non-Aldermanic Sheriff for 2022-23. I volunteered to join the 10-strong

'Float Committee' who all reported into PM Michael Harrison – he was the liaison point with the Pageant Master's Office. The float consisted of the Marching Band and Cadets of St Dunstan's, 12 placard-carrying Marketors and six Bentleys. It was a splendid team effort: the Committee worked on different aspects of the float production and around 25 Marketors took part in the parade – including the Master

and Wardens – plus, of course, Sheriff Andrew Marsden. Then, we were all cheered on by many other Marketors who lined the pavements to support us. Team work certainly made the dream work on the day.

After the parade, 60 Marketors and guests enjoyed an informal lunch at Cote by St Paul's expertly organised, as in previous years, by Liveryman Henry Chung.



The moment for the metaverse is now

Laura Beccaria
Liveryman

On 6 October, we were invited to Accenture's Fleet Street offices for a lively debate on the topic of the metaverse. Over the course of the evening, we explored how consumer behaviour is evolving and how brands can respond to new opportunities. Josh Woods, from Accenture's Metaverse Continuum Team, proposed that 'The Moment for the Metaverse is Now', while Freeman Dr Fran Hyde, Deputy Dean of Suffolk Business School took the opposing stance. Liveryman Roz Morris expertly chaired the event, maintaining momentum and allowing plenty of time for our audience to share their thoughts and pose their questions to the debaters.

Josh kicked off the debate by asserting that there can be no doubt, "the metaverse is coming, whether we like it or not". But he acknowledged that there are still many unanswered questions. What exactly is it? How big will it become? How much time will we spend engaging with it? And ultimately, how will it impact marketing and brands?

For the purpose of the debate, we defined the metaverse as: a new real-time world of synthetic spaces where we can hang out, play and work that encompasses digital presence, digital identity and digital possessions.

To build on his position, Josh traced the history of the web, from the internet of data (focused on providing information), through to the internet of people (rise of collaboration, connection and content) and the internet of things (where seemingly everything is now connected). Now, enter the metaverse: an internet of place and ownership, bringing with it an opportunity for brands to show up in entirely new ways, unbound by the limitations of the physics, chemistry and biology we know in the real world.

Josh presented the metaverse as an opportunity for brands to get ahead and begin some thoughtful experimentation with these new technologies. He acknowledged some of the dystopian realities presented by sceptics but insisted that the metaverse brings with it a true potential to tackle real-world problems: from reducing unnecessary air travel through immersive collaboration, leveraging digital twins to drive efficiencies, right down to building a world where the marginalised can truly express themselves and push the boundaries of their identity in a safe space. He ended on a rallying cry to all marketers to build a safe, equitable, diverse, secure evolution of the internet: the 'responsible metaverse'.

It was then over to Dr Fran Hyde who presented a powerful counter argument. She acknowledged that while it can be very tempting for marketers and brand owners to get swept up in the latest trend and chase after the golden goose, they would be much better off doubling down on the fundamentals of a good marketing strategy.

She continued by tracing the many failings of the internet's past and existing incarnations: from lack of access due to device poverty and the associated cost of equipment needed for VR and AR, down to safeguarding issues brought about by legislative gaps and lack of action from large corporates. She also asked us to consider the issues of misinformation, disinformation and security arising in a synthetic world where anyone can present as who they like.

She concluded by reminding us that while the promise of synthetic worlds as the next frontier sounds attractive, the metaverse poses real risks for brands and organisations: "companies need to carefully evaluate the reward of being 'first movers' vs. the risk of the unknown".

The debate concluded with an audience vote, seeing Dr Fran Hyde crowned as winner for having swayed the most opinions in favour of her position.

Rum's time to shine: 2023?

Mike Bugsgang
Liveryman

The rhythm of steel drums welcomed members of the Distillers and Marketors and their guests to HMS President, the shore-based venue on the Thames, close by Tower Bridge.

Martin Riley, Past Master of the Distillers, opened the proceedings by highlighting the fact that this was a fitting location for the gathering, bearing in mind the Royal Navy's close association with rum dating back to 1740 when the 'Daily Tot' of the spirit was introduced.

The chairman for the evening, author and marketing guru David Wethey, introduced the panel, using poetic license by likening them to Geoffrey Chaucer who set out from the nearby Tabard Inn to record the tales of his fellow pilgrims:

The Inventor's Tale: Steven Wilson – CEO/Owner Cockspur Rum Company, Barbados

The Marketer's Tale: Geoff Robinson – Global Ambassador, Santa Teresa Rum

The Lawyer's Tale: Andrew Watson – Founder/Owner, Ripping Yarns Distillery, Surrey

The Rum Lover's Tale: David Elmer – Rum Aficionado

David Wethey then shared his favourite quote about rum by the late Archbishop Desmond Tutu: "I wonder whether they have rum and Coke in Heaven? Maybe it's too mundane a pleasure, but I hope so – as a sundowner. Except, of course, the sun never goes down there. Oh, man, this heaven is going to take some getting used to."

Asked how best to describe rum, the panellists responded with a range of answers including a spirit that takes you on a journey, its versatility with varieties such as gold, spiced, flavoured and dark, and the scope it offers businesses, for example, distilleries in Venezuela and Surrey. The chairman suggested "fun and sun in a glass" would be an ideal descriptor.

Recent media reports had intimated that rum was about to threaten whisky's market leadership as the top spirit sold in the UK. The panel agreed that rum sales had seen tremendous growth in the past five years, particularly flavoured rums. The reason put forward was that rum is a more unisex and versatile spirit than whisky. This position is reflected in the fact that rum is the main ingredient in the world's three most popular cocktails.

Looking to 2023 and beyond, there was consensus that rum can take market share from virtually all other alcoholic drinks. It was felt that the rapid growth of premium gins witnessed in recent years had peaked and would decline. The UK has become the world's number three market for rum and more countries will start to produce the spirit in the future.



l to r: guest Emma Yeats, Liveryman Martin Ashton, Liveryman Nicola Wordsworth and Freeman Kelly Wu

Questioned regarding potential threats to growth of the rum market, the panel identified one in relation to consumer health because of the sugar content of the product.

The chairman invited questions from the audience and these covered the importance of heritage, such as that which exists in the Scotch whisky market, the use of casks in production and can brands be brought back from the past?

Summing up, WCM's Middle Warden, Diana Tombs, emphasised how the Marketors enjoyed partnership events with the Distillers. Martin Riley thanked the event chairman and panel and presented them with Marketors umbrellas (very useful that evening) and Distillers Company cufflinks.

Having had their appetites whetted during the discussions, to the sound of the steel drums, everyone then sampled a selection of rum cocktails including Zombies and Mojitos with Venezuelan street food, all provided by Cockspur, Santa Teresa and Hattiers rums.

The panel members were (l to r): Steve Wilson, Geoff Robinson, Andrew Watson, WCM Court Assistant David Elmer



Latest news from The Marketors' Trust

Chloe Webb
Liveryman and Trustee

In an evolving economic landscape, the charity sector has been hit hard on multiple fronts, with the recent rises in the cost of living and the lingering impact of Covid-19 both impacting fundraising. Budgets are under pressure across the third sector with the need for charitable support frequently exceeding the provision of services. In many cases, marketing departments are the first casualties of cuts during an economic downturn.

The recent launch of the Charity Grants Programme has provided a welcome opportunity for smaller charities to apply for grants for marketing campaigns to support their cause in a time of financial uncertainty. Following on from its debut in 2021, the grant fund has been increased this year with a focus on UK charitable activity. The entries were judged in November and, at the time of writing, the winning charities had not yet been announced. You can see the list of winners on the News section of our website. A total grants fund of £30,000 was split into two top grants of £10,000 and four smaller grants of £2,500 each.

Further afield, we all watched the news of the devastation in Pakistan and the impact on people's lives. Two million homes were destroyed or damaged when five times as much rainfall as the 30-year average hit parts of the country. The Trust has made a donation to the Disasters Emergency Committee (DEC) to support them in their mission of providing urgent support to those needing help to survive.

DEC's appeal was launched in response to overwhelming destruction and humanitarian need caused by the extraordinarily heavy

rainfall, submerging the country in muddy, dangerous flood waters. Stagnant water left behind as the floodwaters receded has caused a huge increase in waterborne diseases. DEC charities are providing emergency relief. Many people have been left homeless and exposed to the elements, forced to leave everything behind. DEC charities and partners are providing temporary shelter, household items, medical treatment, emergency food support and clean drinking water. They are also helping people keep themselves safe from waterborne diseases and to quickly treat people who have become infected.

In October, the Trust again sponsored an award at the City of London School Prize Day which takes place each year at Guildhall. These are presented to pupils

who have achieved outstanding exam results and excelled in all areas of school life. In line with one of the Trust's core objectives of encouraging excellence in marketing education, we have funded the Young Enterprise Award. Support of this award also demonstrates our continued championing of charitable purposes connected with the City of London. In attendance at the Prize Day was Representative Lord Mayor, Sir William Russell alongside other Aldermen and Sheriffs of the City of London.

The continued work of the Trust is made possible by your generous donations and a big thank you to all members of the Company who give. If you would like more information about ways to give to the Trust, please contact the Clerk's office.





Seismic or small, change is all around us

With technology and human ingenuity,
we can make change work for you
and your business.

Let there be change

accenture

Marketing strategy risk assessment for the C-Suite. Will a plan deliver economic and social good?

Organisations like Johnson & Johnson, P & G and Shell create shareholder value by having an inspiring vision, clear strategies, rigorous segment and brand prioritisation, consistent innovation, superior value propositions, high employee morale, tight cost control and concern for all stakeholders. Our best scholars have argued this case for decades and the proof that ignoring stakeholders other than shareholders does not pay off in the long run is beyond doubt.

Short termism has without doubt been the principal enemy of marketing. Any fool can maximise profit by cost cutting, downsizing and the like, especially in growth markets, but without getting the stakeholder balance right, disaster eventually ensues. ICI was a classic example of an organisation which was benign to stakeholders, but which systematically destroyed shareholder value and, in the process, destroyed whole communities.

This article argues that without creating added shareholder value (SV), even if they pay attention to all other stakeholders, organisations have no future.

It then sets out a methodology for risk assessment for the C-Suite which will ascertain whether the marketing strategy creates or destroys SV.

The central role of risk assessment in value creation

Let's first look at the concept of risk. For most companies, the current share price already reflects some expected future growth in profits. Thus, these current investors and, even more particularly, potential future shareholders, are trying to assess whether the proposed

business strategies of the company will produce sufficient growth in sales revenues and profits, both to support the current share price and existing dividend payments and to drive the capital growth that they want to see in the future. At the same time they also need a method of assessing the risks associated with these proposed strategies as, obviously, these will have a direct link to their required rate of return. This is where marketing can play a role.

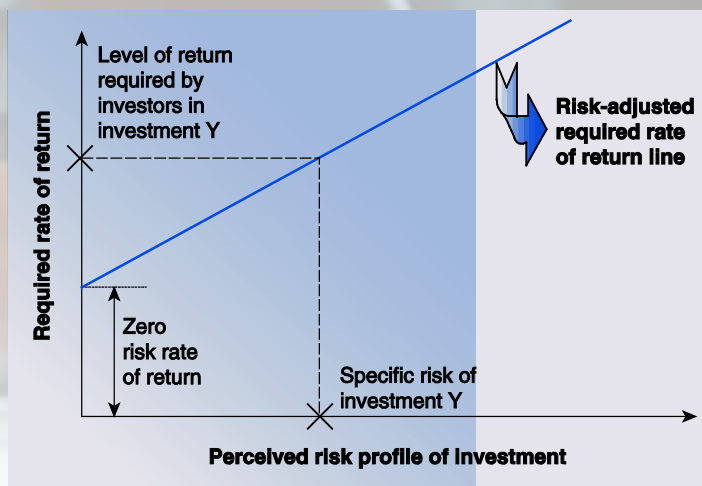
As Figure 1 shows, the perceived risk profile of the investment drives the level of return required by investors in each particular investment.

Figure 1 Risk-adjusted required rate of return

Logically, therefore, a normal, rational, risk-averse investor requires an increase in expected future return from any more risky investment in order to compensate for any potential volatility.

No amount of discussions will alter this inarguable fact of life. It was ever thus and certainly long before Rappaport proposed EVA (the antecedent of SV).

In most government-backed debt investments investors know in advance exactly what their return will be (ie the interest rate payable is stated on the debt offering). However this is clearly not the case



with most equity risk perceptions and hence required rates of return. Further, if the historical track record of a company's shares shows significant volatility in share prices and even dividend payments, investors will require much higher returns from the company as they extrapolate from this past performance to the future likely performance of the company's shares. Thus, life is much more challenging for a highly volatile company, caused by shareholders' natural dislike for risk.

The new opportunity for CMOs from SV

In the best companies, senior managers carry out proper due diligence on declared future business strategies, taking into account the associated risks, the time value of money and the cost of capital.

Optimal business strategies seek to increase returns whilst reducing associated risk levels and it is these that will create SV. Remember, investors are interested in SUSTAINABLE shareholder value, as it is this which impacts the capital value of shares, not results in a single year manipulated by short termism on the part of managers.

Professor Malcolm McDonald
Liveryman

Whether we like it or not, SV will persist as the most logical method of measuring corporate performance, for unless it is created, all stakeholders will suffer. This provides an unprecedented opportunity for CMOs to show the true worth of their work, especially as today intangible assets (which of course include relationships with customers), now account for about 65% of all corporate value in the UK.

I set out below a very clear methodology for calculating whether marketing strategies create or destroy shareholder value. It is this level of sophistication that will get the undivided attention of the boardroom.

Valuing market strategies

Background/facts

- Risk and return are positively correlated, ie as risk increases, investors require a higher return.
- Risk is measured by the volatility in returns, ie high risk is the likelihood of either making a very good return or losing all your money. This can be described as the quality of returns.
- All assets are defined as having future value to the organisation. Hence assets to be valued include not only tangible assets like plant and machinery, but intangible assets, such as customer relationships.
- The present value of future cash flows is the most acceptable method to value assets.
- The present value is increased by:
 - Increasing the future cash flows
 - Making the future cash flows 'happen' earlier

- Reducing the risk in these cash flows, ie improving the certainty of these cash flows, and, hence, reducing the required rate of return.

Suggested approach

- Identify your key products for markets.
- Based on your current experience and planning horizon that you are confident with, make a projection of future net free cash in-flows from your markets. It is normal to select a period such as three or five years.
- These calculations will consist of three parts:
 - Revenue forecasts for each year
 - Cost forecasts for each year
 - Net free cash flow for each product for market for each year
- Identify the key factors that are likely to either increase or decrease these future cash flows.
- These factors are likely to be assessed according to the following factors:
 - The riskiness of the product/market
 - The riskiness of the marketing strategies to achieve the revenue and market share
 - The riskiness of the forecast profitability (eg the cost forecast accuracy)

(Please note that a detailed methodology for doing these calculations is spelled out in McDonald M et al "Marketing and Finance " Wiley 2013)

Now recalculate the revenues, costs and net free cash flows for each year, having adjusted the figures using the risks (probabilities) from the above.

- Ask your accountant to provide you with the overall SBU cost of capital and the capital used in the SBU. This will not consist only of tangible assets. Thus, £1,000,000 capital at a required shareholder rate of return of 10% would give £100,000 as the minimum return necessary.
- Deduct the proportional cost of capital from the free cash flow for each segment for each year.
- An aggregate positive net present value indicates that you are creating shareholder value, ie achieving overall returns greater than the weighted average cost of capital, having taken into account the risk associated with future cash flows.

Three actions for CMOs

There are only three things a CMO can do to influence SV. The first is to invest in markets and customers that earn more than the cost of capital. The second is to reduce expenditure on customers and markets that earn less than the cost of capital. The third is to reduce the risk inherent in their strategies.

Measurable benefits to the business

With legislation around the world placing more and more emphasis on control procedures and corporate governance, and with the increasing potential penalties on individual directors, the need for an objective, recognised and well-structured review and approval process should be obvious.

Is 2023 the year you get involved with a committee?

Our committees are organised in a way that helps to ensure we deliver on our four Aims.

Aim 1: Serving the civic City and upholding livery traditions

The Aim 1 Committee works to raise your awareness of the civic City and to promote participation in civic affairs. We encourage Freemen to attend City Briefings and Liverymen to vote in the annual elections for the Lord Mayor and Sheriffs. We also serve as the liaison with the Financial Services Group (FSG) of 13 livery companies. The FSG supports the Lord Mayor and Aldermen with industry briefings for overseas trips or visiting business delegations, in promoting the City brand and promoting corporate social responsibility.

*Past Master Michael Harrison
mharrisonassociates@gmail.com*

Aim 2: Marketing practitioner and educational leadership and excellence

Awards

Our role is to encourage, recognise and reward marketing excellence through academic awards and bursaries working in collaboration with Business Schools and Universities. We are also piloting a new award to encourage people from all backgrounds to enter the marketing profession through marketing apprenticeships. All these awards are funded by The Marketors' Trust.

*Prof Phil Harris
phlharris007@gmail.com*

Education and Knowledge Development

The Education and Knowledge Development Committee (EKDC) supports the successful development of marketing practitioner and educational leadership. We do this by organising activities that stimulate debate and discussion between livery companies, business leaders and the wider marketing profession. We also get involved in the Livery Careers Festival every year, to help encourage secondary school pupils to consider marketing as a career.

Dr Fran Hyde f.hyde2@uos.ac.uk

Introduction from the Senior Warden

Words seem so inadequate when trying to describe how privileged I feel to become Master later this month of our great livery company. The focus for my year will be on greater engagement with all our members. This means I hope you will all be at the centre of the enjoyment and impact we will have in the coming year.

At the heart of this engagement will be our committees and our regional initiatives. I will be supported by a phenomenal group of fellow Marketors, not only my fellow Wardens, Treasurer, Court Assistants and Past Masters, but MOST importantly a team of talented, passionate and capable Committee Chairmen and Regional Champions.

They are being empowered to engage with more members and the wider marketing community, with the objective of our having even greater impact.

But this objective can ONLY be achieved, with YOUR engagement. We need you!

Below is a list of all our committees. Think which one you have most empathy with and would enjoy being part of. Then let the Chairman know of your interest. At this stage, you are not committing to anything. The Chairman will explain what the Committee's objectives are and which projects they are developing. Then if, and only if, it is something you have time for, and think you would enjoy, get involved.

As I've said, this year we intend to engage with you even more than we have before, BUT engagement is a two-way action, so we also need you to engage with us.

Looking forward to 2023.

Dr Glyn Cartwright

Heritage

We preserve the history of our Company by collecting, annotating and cataloguing written and visual records of our activities. This includes making digital copies of documents and images, which you can access via the members' area of our website. We also curate and display the Company's treasures which have been generously presented to the Company by members and other donors. We use our records to communicate the Marketors' history to both members and a wider audience.

*John Wheen
heritage@marketors.org*

Law and Marketing

The committee's objective is to consider the impact that planned legislation will have on our members and the industry in general. As part of this, we work with the marketing

industry and professional bodies such as the ASA and ISBA to support their efforts for moderation and change. We also publish articles, hold events or conferences to communicate relevant content to Marketors.

*Jeremy Stern jeremy.stern@
promoveritas.com*

Aim 3: Attracting, supporting and involving our members

Membership

The Membership Committee's objective is to attract and recruit suitably qualified candidates to join the Company and to propose them to Court. We manage enquiries, organise open evenings and interview candidates to ensure they understand the benefits and obligations of joining us.

*Dr Annmarie Hanlon
membership@marketors.org*

Fellowship

An important committee whose role is to ensure new Freemen are welcomed when they join us. We also encourage members to take the Freedom of the City and, in due course, to apply for Livery. And we encourage all Marketors to engage in the Company's committees and activities by developing a range of Fellowship initiatives.

Martin Ashton
fellowship@marketors.org

Livery

The Livery Committee has the responsibility to mentor Freemen through the process of becoming 'fully clothed' Liverymen. We work closely with Membership and Fellowship to encourage and assist our new (and not so new) Freemen to progress to full membership and the additional privileges this brings. We manage the Liveryman application process and recommend potential new Liverymen to Court.

This committee is by invitation only.

John Zealley
john.zealley@gmail.com

Court Nominations

The role of the Court Nominations Committee (CNC) is to identify from the membership future leaders of the Company who will join our Court and, potentially, become Master at some point. We interview nominees and make recommendations to Court which makes the final decision.

The members of this committee are appointed by the Court.

Sue Garland Worthington OBE
susan@ziggery.eclipse.co.uk

Mentoring

The Mentoring Committee is available to help members with guidance and support through regular mentoring. We also have relationships with the University of Greenwich and Queen Mary University of London and provide mentors to help their final-year students make the transition into the world of work. We have a wide pool of experienced mentors from within the Marketors but we are always looking for more mentors as we expand our mentoring initiatives.

Peter Rosenvinge
p-rosenvinge@sky.com

Almoners

The team of Almoners provides a confidential befriending service to any Marketor who is facing a difficult time such as physical or mental illness, bereavement, unemployment, relationship breakdown or loneliness. While we are not professional counsellors, we provide you with a listening ear, as well as an occasional phone call or visit. We can also put you in touch with our Chaplain and with The Marketors' Trust who can help members and their dependants 'in necessitous circumstances'.

Sue Garland Worthington OBE
almoner@marketors.org

Aim 4: Improving society through charitable giving and marketing-led outreach

Armed Forces and Cadets

The Armed Forces and Cadets Committee (AFCC) works to maintain the Company's links with our armed forces affiliates: 151 Regiment, Royal Logistic Corps (London's only logistic regiment), HMS ST ALBANS (the last of the Royal Navy's Type 23 frigates) and the Combined Cadet Force at St Dunstan's College in Catford. The Committee supports a variety of fellowship activities and outreach projects as well as attending events such as capability exercises, dinners and receptions, and military briefings.

Keith Rowland
armedforces@marketors.org

Outreach

Our pro-bono work involves offering advice and guidance to charities and non-profits that can't afford the professional fees for sound, relevant marketing support. The Outreach Committee coordinates a pool of Outreach Directors who give up their time and expertise to guide organisations – local, regional and national – as they use marketing to maximise the reach and potential of their vital work. It may be tactical, like help to design a promotional campaign, or it may be strategic, like guidance to devise a marketing strategy.

Philippa Seal
outreach@marketors.org

St Bride's Church

Our links with St Bride's in Fleet Street, known as the "Journalists' Church", is a strong one. You can engage with St Bride's in a number of ways. For example, by attending the Communications industry Carol Service every December or by volunteering to serve through stewardship, by staffing the shop or tidying up after events and services.

WCM Contact: Fergus Naughton
fm.naughton@gmail.com

St Bride's Chaplain: The Rev Canon Dr Alison Joyce
alisonjoyce@stbrides.com

Two committees that fall under 'Central Resources', rather than our aims are:

Communications and PR

The objectives of the Committee are to inform the membership, the City and the wider marketing profession about the Company and our activities. This includes collecting, editing and uploading content to our website and our social media channels, producing the Marketor magazine and producing regular email communications. We also produce and maintain brand and writing style guidelines.

Steve Pailthorpe
communications@marketors.org

Events

The Events Committee promotes and delivers the Master's programme of events for his/her year, helping to provide value to members and to foster fellowship. We are actively looking for new people to join us on the Committee who can come up with new ideas for events and who will act as Event Directors. Our aim is to have one Event Director undertake one event each during the year. It's a great way for new Freemen to meet other Marketors.

Michael Gottlieb
events@marketors.org

The Awards Committee needs you

Professor Phil Harris
Liveryman



Professor Phil Harris

Fostering innovation, ideas, best practice, creativity and entrepreneurship, as well as developing people and talent, are at the heart and soul of our marketing discipline. This is true, whether it be in academe, business, charity, education, government, not-for-profit, policy making or services. Locally, regionally, nationally, or internationally, we should be rewarding, developing and supporting the best to become marketers.

I was delighted to be asked to become the next Chairman of the Awards Committee to help focus us on these aspirations. I hope we can build on the great work of our past Chairman, Sue Garland Worthington and others such as Mike Jones, as well as our great committee members, who have ensured we are kept focused on those

developing their skills and careers to benefit business and society.

We offer a number of annual awards to students, particularly at the advanced level in universities and colleges, to promote the best in education and research. We have supported bursaries for members to attend advanced courses at Harvard and are active in promoting new ideas and awards. We have helped strengthen the connections between academe, business charities and professional bodies such as CIM and AM. We wish to foster the best and award and support all the talents from whichever walk of life or background they come from. To do this we need your support.

We welcome suggestions for new committee members to join us and also welcome new ideas.

Professor Phil Harris

Phil is Professor Emeritus in Marketing & Public Affairs, University of Chester, Professor Extraordinarius at the University of South Africa, Pretoria, RSA and Fellow of the Good Governance Institute, London. He is also a past Chairman of the Marketing Council (UK) PLC, Board member of the Chartered Institute of Marketing, Professor of Marketing at the University of Otago, New Zealand and Founding Director of the Centre for Corporate and Public Affairs at Manchester Metropolitan University. He was awarded the CIM President's Medal in recognition of his contribution to the development internationally of the Marketing Profession and Education.

Prior to becoming an academic, he held positions in the international chemical and foods industries with ICI and RHM and has chaired or been a board member of the American Marketing Association, Academy of Marketing (UK), and the Australian and New Zealand Marketing Academy. He is a visiting Professor in China and India.

He has advised governments on Medium Sized Businesses and Small Business and helped found, in the UK, the Educate North Awards in 2015 and the University Enterprise Challenge Initiative in 2016. He is very focused on developing high quality entrepreneurs regionally

and internationally both in the not for profit, private and public sectors.

Phil is one of the founders of research and theory development in strategic public affairs management, lobbying, political marketing and governmental communication. He is founding editor of the Journal of Public Affairs and has authored over 200 articles, 20 books and examined/supervised over 40 doctorates. He is Editor in Chief, Palgrave Encyclopedia of Interest Groups, Lobbying & Public Affairs (2022) which has just been published as a 'living' digital work and in hardback form.

All aboard the training train: Marketing apprenticeships and Technical (T) levels

Michael Lynch
Court Assistant & Chairman
Education & Knowledge
Development Committee

A new approach to training could provide an infusion of well-trained marketing professionals who will be capable of driving forward 'the power of marketing to deliver economic and social good'. Marketing apprenticeships and the new marketing 'Technical (T) levels' which are 'coming down the track for launch in 2025' have the potential to transform the marketing profession.

Apprenticeships can be traced back to the medieval craft guilds and are closely associated with City Livery. But what is the current state of play with marketing training, and how are Marketors playing an active role in shaping and supporting this?

Apprenticeship levy

The Company has long championed apprenticeships. In 1995 we created a proposal for our own apprenticeship including a Rules Guidebook and Syllabus. Modern marketing apprenticeships were established in 2003 and given a significant boost in 2017 with the introduction of the Apprenticeship Levy, a hypothecated payroll deduction from employers with a pay bill of over £3 million (they pay 0.5% of payroll). It is 'use it or lose it': employers can access the levy to spend on apprenticeship training and, after 24 months, unclaimed levy contributions are unavailable but are recycled to fund apprenticeships for smaller companies.

An apprentice's learning is dictated by a standard which is established via a 'Trailblazer group' made up principally of employers. The Trailblazer group defines the knowledge, behaviour and skills required by a well-trained professional. Standards are then approved by the Institute for Apprenticeships and Technical Education (IFATE) which has a supporting practitioner advisory board called the 'Route Panel'.

WCM involvement

Many members of the Company have been involved with the development of marketing apprenticeships. Junior Warden Professor Ian Ryder was an early volunteer through trailblazer groups and Liveryman Dr Sunila Lobo chaired the digital marketing trailblazers. Court Assistant Michael Lynch chaired the Level 7 marketing leadership trailblazer group and is on the Route panel for marketing apprenticeships and T levels.

Not only are Marketors helping develop marketing training standards but they are also supporting delivery through training provider organisations such as Freeman Imran Farooq at MMC Learning, Richard Goodwin at The JGA Group and Kiran Kapur at Cambridge Marketing College. Universities and Business Schools are also providing apprenticeship training, including Cranfield School of Management which recently announced an innovative collaboration with the Chartered

Institute of Marketing to provide a Level 7 Marketing and Leadership apprenticeship. Freeman Professor Stan Maklan was instrumental in this initiative.

T Levels are a relatively new UK initiative, offering 16+ year olds an alternative to A Levels. Each T level is equivalent to 3 A levels. In 2022 IFATE announced that a new marketing T level would be launched in 2025. A consultation on the course content was recently supported by an advisory board panel which included Senior Warden Dr Glyn Cartwright and Liverymen Debbie Pearson, Jeremy Stern and Dr Annmarie Hanlon, as well as contributors sourced via the Chartered Institute of Marketing and the Market Research Society.

Early training is key

In our Education and Knowledge Development Committee we support marketing education. So, it is appropriate to give the last word to a leading Committee member and the UK's very first chartered marketer professional, Professor Malcolm McDonald: "The discipline of marketing is destined to become increasingly less influential unless we continue to encourage and support a fundamental paradigm shift in our community towards professionalism. With the active support of knowledgeable and experienced marketing practitioners, early career professional training can be a key part of the solution." Let's all get on board with that.

Ruchira Neotia
Liveryman

A visit to The Wine Library

On 21 October, the Wine Circle members were treated to a vinous Italian adventure, courtesy of The Wine Library, and hosted by Chairman Past Master Dr David Pearson. In the hallowed surrounds of fabulous Trinity Square, we clambered down a small flight of steps to a wonderfully cosy and rather well-stocked & appropriately-named wine bar.

An afternoon of great conversation and general camaraderie over a shared passion for wines began. Non-conformity and surprise were the theme of the day and proceedings began with a deliciously crisp and bright white wine from Veneto (home of Prosecco), delighting with a most Chablis-esque texture. We then moved on to a maverick un-Valpolicella (red) which could not be called a Valpolicella given its single varietal status, using only Corvina grapes. A marked improvement upon a basic blend, our palates sent thanks to the risk-taking winemaker. The brooding, dark berry and sweet spice-laden Primitivo from the 'instep' in the heel of Italy was the wine of the afternoon, its heft lifting the flavours of the charcuterie and cheese. The wines were introduced by a rather knowledgeable sommelier, Tom, who ably fronted very enthusiastic questions.

An event worthy of the Marketor spirit with stories shared, glasses clinked, palates delighted.

A strategy for ensuring member involvement in the Company

Martin Ashton
Liveryman

The Fellowship Committee exists to ensure we fulfil Aim Three of the Company: 'Attracting, Supporting and Involving our Members'. Ultimately, we want everyone who joins or belongs to the Company to have a long and fruitful journey and one upon which both they and the Company thrive.

Acting on the excellent work that previous Chairman and Past Master Andrew Cross did over the last year, I will be ensuring that we continue that strategy and adapt it to what our members want. As such, we will be working on the following initiatives in 2023:

- 1. The Marketors' Tribe** A vibrant community of Marketors, formed to promote the wider involvement of our younger members and those currently active in the marketing profession. Our aim is to bring together the 'future leaders' of the Worshipful Company of Marketors across a mix of social, cultural and professional events. For any questions, event suggestions or to join our WhatsApp group, please contact Liveryman Laura Beccaria.
- 2. Special Interest Groups** We have established in the last year two special interest groups, namely the Wine Circle, which has already had its first events,

and a Travel and Tourism group. One or two more are currently in development and more details will be in the next issue of *Marketor*.

- 3. Regional Champions** Our membership spans the UK, not just the Home Counties and London. As such we have established Regional Champions who will be ensuring members in their regions can attend their own events and be part of the Marketors without always having to travel to London.
- 4. 'Class of' initiative** Having run a few successful online versions a couple of years ago, we will resurrect this in 2023 giving everyone who was admitted in a particular year the chance to meet up again. Watch out for your year!
- 5. Fellowship is everyone's role** We all have a role in nurturing, encouraging and involving our members, new and existing, to be part of the Company – that way we continue to recruit and retain our membership and this is in everyone's interests.

If you are interested in joining the Fellowship Committee and helping us achieve our strategy in 2023, please contact Martin on 07905 446776 or msa44@hotmail.com



Autonomous selfie drones, virtual influencers, hybrid subcultures and shoppable channels where people converse and convert... Life in digital has launched an explosion of novel consumer behaviors and new expectations for highly tailored, socially conscious experiences. The potential of emerging technologies, met with consumer-driven ingenuity, has given way to the transformation of digital and the dawn of a new era: virtualization, the new frontier for business growth.

It's time to repair our relationship with digital.

Virtualization
*and the New Era
of Growth*

Download
the report





Upholding our heritage

John When
Court Assistant & Chairman
of Heritage Committee



In the dark, dingy basement vault of Stationers' Hall, Marketors' Archivist Henry Chung pulls on his blue rubber gloves. He approaches

the Marketors' wooden storage racks, shared with other livery companies. "This is the problem", he explains as he extracts several wet pages from one shelf.

An outbreak of damp, due to a water leak, has led to mould growth and several documents from the 20th century are damaged beyond repair. Fortunately they are of low significance and recent structural renovation at Stationers seems to have stopped the leak.

Inspection and repair of treasures and documents is just one of the responsibilities of the Heritage Committee. An important annual duty, it highlights what Marketors need to do to preserve our history for future generations. And with handy dusters and polish kept in the vault, we can clean those items of our treasures that will benefit from some TLC.

This year's inspection coincided with two other unusual curatorial tasks. The Heritage Committee was lacking a location diagram for our historical items so Henry, assisted by your Heritage Chairman, produced one. Also, the Master had requested that Heritage should source documents from the inauguration of the Guild of Marketors in 1975. As 2025 will be our 50th anniversary, we needed some research to assist

Junior Warden Professor Ian Ryder (prospective Master for 2025) in compiling a celebratory plan.

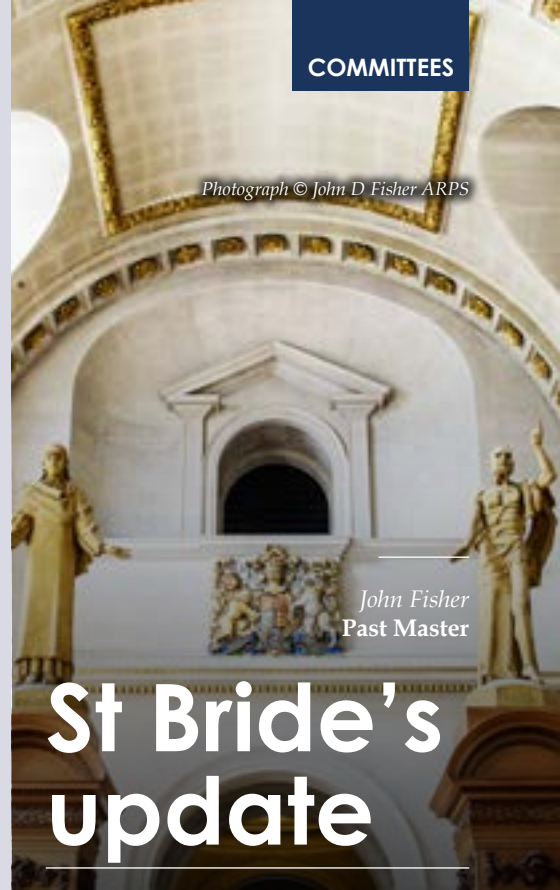
The results were positive, treasures were cleaned, and rubber gloves removed!



A typical storage rack

Photograph © John D Fisher ARPS

The Company's vellum Royal Charter was granted in 2010. Presented by HRH Prince Philip (our first Honorary Freeman) at the annual Bowden Dinner, renamed for the occasion as the 'Bowden Charter Dinner'.



John Fisher Past Master

St Bride's update

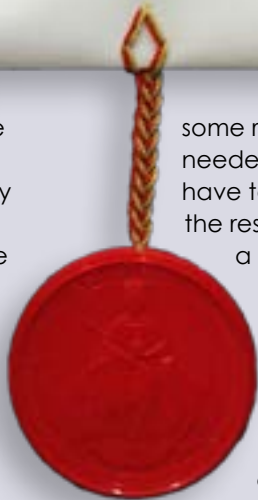
Whatever your beliefs, or lack of them, our relationship with St Bride's Church on Fleet Street is one of the important pillars on which the Worshipful Company of Marketors is built.

We are not alone in this, as having a link to a church is a feature of many livery companies in the City. However, as St Bride's is also the 'journalists' church', it forms a vital link to the Communications Industry. This manifests itself every year with our invitation to attend the Communications Industry Carol Service in December.

The pastoral team at St Bride's will happily provide help and support to any member of the Company who needs it and all Marketors are encouraged to offer their marketing skills to help the Church when needed. So it is an active two-way street.

You can find out the latest events at St Bride's in the members' section of our website but I encourage you to bookmark a link to www.stbrides.com and also subscribe to their newsletter (<https://www.stbrides.com/subscribe>) so you will be reminded of upcoming events on a regular basis. Many of these are very special and involve some inspirational music recitals.

We discovered, however, that there were two major items of concern. Our Company Banner, presented by Founder Master Reginald Bowden in 1979, had suffered moth damage and was literally in danger of falling apart. We needed to urgently source a replacement for 2023. Then, removing the frame from our 2010 Royal Charter, we discovered mould growth on the rear of the vellum. A sure sign that



some restoration work was needed. We may even have to consider mounting the restored Charter in a new, hermetically sealed frame – but that should ensure our "modern" livery company can enter middle age with confidence!



Mould damage

Influencer Marketing: Can you trust what you read?

Jeremy Stern
Liveryman and Chairman Law &
Marketing Committee

Most brand marketing plans today include the use of 'influencers' as a means of communicating the brand message. It may require a B-list actress tweeting about a new fashion brand, or a footballer endorsing a new financial service.

However, all too often these campaigns lead to run-ins with the Advertising Standards Authority (and other regulatory bodies), as brands and influencers regularly flout the rules either through ignorance or on purpose.

The key issue is one of appropriate tagging – clearly indicating that the views expressed in the post, tweet, message or reel are not necessarily those of the person but are actually there only as a result of a payment from the brand. Usually this is achieved via “#ad” at the front of the message. As lead enforcer of marketing good practice, the ASA is now naming and shaming influencers who, despite numerous warnings, consistently fail to disclose the identity of paid-for posts. They now appear on a 'hit list' on the ASA's website and in ads taken out by the ASA, highlighting to consumers those influencers who continue to ignore the rules. See www.promoveritas.com/news/ for numerous examples of bad practice.

In addition, the UK's top regulatory authority, the Competition and Markets Authority (CMA), has also stepped in to try to bring order to the situation. The CMA has forced dozens of leading influencers to sign legal undertakings that they will follow the ad disclosure rules in their posts and make it clear when they have been paid or otherwise incentivised (including gifted items) to endorse a product or service. Failure could result in a court appearance – for both the brand and the influencer – for misleading consumers. Negative PR that few brands would want.

Bad PR is not the only sanction – in the US, the SEC recently fined Kim Kardashian \$1.26 million for failing to disclose that she was being paid for posts promoting a cryptocurrency.

Ignorance of the rules is no excuse, but the following should help to ensure that brands and associated influencers do not end up on the front page for all the wrong reasons:

- **Training** Get up to speed

with the rules. Know what you need to do, how to select the right influencer and who can advise you on compliance.

- **Contracts** Clear and simple contracts help the brand control the dialogue and determine the responsibilities of both parties.
 - **Due diligence** Do thorough background checks on potential talent. Make sure there is nothing in their previous posts that will embarrass you, or that they are not on the ASA hitlist!
 - **Clear briefing** Create a clear framework that the influencer has to follow – what can be said, what cannot be said.
 - **Check and recheck** Always review copy for a post before it is published to ensure compliance. Make sure that #ad, #advert, #advertisement or #paidpartnership are clearly displayed at the beginning of the post.
- For more information, contact Liveryman Jeremy Stern, Chairman of Law & Marketing Committee, on jeremy@promoveritas.com or 0203 325 6000.

Marketors' Mentoring Programme boosted by growing university partnerships

Peter Rosenvinge
Court Assistant and Chairman of
Mentoring Committee

The Marketors' Mentoring Programme is delighted to announce the start of a new partnership with Queen Mary University of London (Queen Mary). We agreed to a trial this winter, with 14 Marketors kindly giving their time, skills and knowledge to support final year undergraduates make the transition into work. This follows a successful, similar partnership with the University of Greenwich's postgraduate students, now running for the third year.

Queen Mary is one of the UK's leading research-focused universities and a member of the Russell Group. It has a large proportion of students who are the first in their family to go to university. In November 2021, Queen Mary was ranked as the UK's top university for social mobility, as a part of a new report by the Institute for Fiscal Studies in partnership with the Sutton Trust and the Department for Education. The study looked at the proportion of students from low-income backgrounds at each university, and how well those students have moved up the income ladder by age 30.

Informed career choices

Queen Mary's Mentoring Officer, Melissa Cofie, said: "This is where the support of our professional mentors is invaluable." She described how the University's Career Mentoring connects undergraduate students from the School of Business and Management with members of their alumni community or with an experienced working professional. Through these one-to-one relationships, students are supported to make better informed career choices, develop their employability skills, and gain confidence with applying for graduate jobs. She

aims to match students to a mentor who can guide and share their own experiences to support their mentee's goals, with training and support from her team. This year, they have adopted the Skills Builder Framework, a nationally-recognised framework that aims to develop employability skills, which will inform the sessions and the evaluation of the programme.

Advice and guidance

Professor Mike Noon, School of Business and Management, Queen Mary, commented: "The mentoring provided by the Marketors builds connections, confidence and career knowledge. This opportunity is especially important for our students because the overwhelming majority don't have access to professional networks for career advice and guidance. It gives them support in applying for and finding work experience while they study."

Our established programme with the University of Greenwich (featured in *Marketor* Autumn 2022) is valued at the highest level by the University, as Vice Chancellor,

Jane Harrington, stressed: "We want our graduates to be confident and work-ready from day one. We can only ensure this by working with such industry professionals as the Marketors. That is why we are absolutely delighted to be partnering with them again on our Career Mentoring Programme."

Network of mentors

Peter Rosenvinge said: "I am very proud of fellow Marketors' vital contribution at a very challenging time for young people starting a career. Over four years we will have provided sufficient mentors to help 74 students into work, via the above two programmes at Greenwich and Queen Mary, plus the Dragon's Den style Enterprise Challenge Programme at Greenwich, which we have supported each spring since 2019. The generosity of our mentors to give back goes right to the heart of why the Marketors exist."

For more information about the Marketors' Mentoring Programme, please email Peter at p-rosenvinge@sky.com



Students at QMUL. Photo: Jason Senior (www.redpix.co.uk)

L to R: Liveryman Peter Rees, Master Communicator James Gurling, Master Marketor Dr Trevor Brignall, Master Glazier Philip Fortey

Peter Rees wins Clarity in Communications Award

Gina McAdam
Liveryman and Member of
Outreach Committee

Peter Rees has been a Liveryman of the Marketors' Company for 22 years. His commitment to marketing and to the success of our Company remains undimmed. He has devoted over 300 days to Outreach projects, having been a member of the committee for many years, including two terms as Chairman. On 24 October, Peter received the prestigious Clarity in Communications Award 2022, given by the Company of Communicators, for his work as the author and producer of the Marketors' pro bono Charity Marketing training programme.

Below is an account of what his award means, both for our Company and the charities we strive to support.

This award recognises excellence in communications by an individual or company that is not a professional communications practitioner. Those vying for the award must belong to the livery movement and/or to the charitable sector. The award is made in partnership with the Worshipful Company of Glaziers and Painters of Glass, who commissioned the unique glass roundel created by artist Emma Butler-Cole Aiken to be

presented to the winner.

Peter's Charity Marketing training programme provides advice for charities and non-profit organisations via 15 online videos. Comprising eight hours of briefings, it aims to increase charities' self-sufficiency and equip them with the marketing tools and techniques to manage the challenges they face. The programme was communicated using an integrated communications mix of both online and offline tools and channels. Livery companies and charities alike have benefited from the programme's expertise, including the Worshipful Company of Engineers, Worshipful Company of Insurers and Wellbeing Scotland.

The judging panel was particularly impressed by the use of professional marketing techniques for the benefit of charity sector communications, providing valuable assistance in the promotion of their vital work. No professional support of the kind had existed before.

In essence, the Charity Marketing training programme's success has been its ability to make marketing clear and accessible to charities



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MARKETORS

OUTREACH
PROGRAMME

unable to afford professional market rates. Moreover, a concerted effort had been made to encourage uptake by as many and as wide a range of charities and non-profit organisations as possible.

At the ceremony at Glaziers' Hall in October, Master Communicator James Gurling and Master Glazier Philip Fortey presented the award to Master Marketor Dr Trevor Brignall and Liveryman Peter Rees.

Presenting the award, James Gurling said: "It is a pleasure and privilege for me to present these awards as my last act as Master of the Company of Communicators. It has been really wonderful to see the spirit of charity flourish in these trying times and for the livery movement to play its full part in helping those very much in need. The nominations were all of high quality, fittingly becoming of the traditions and customs of the City of London but also of the standards of professionalism within Communications and Public Relations."

Spotlight on Tom Corrigan OBE

Brian Scanlon
Past Master

Tom Corrigan, who celebrated his 90th birthday last year, joined the Company in 1977 just after its foundation and served as Master in 1995.

Tom was born in London to a family with Irish roots and he qualified as a chartered accountant in that most severe of professional societies – the Scottish Institute. After a period of National Service, where he obtained a commission, Tom pursued a career in industry. At the early age of 27 he had become the Group Chief Accountant for an oil company. He was soon headhunted for a role with the papermaker Inveresk and the mould for his career in industry was cast. From his position as Chief Financial Officer, he went on to become its Chief Executive and then Chairman. During this time, he served terms as President of the British Paper & Board Industry Federation and Vice-President of the

European Confederation of Pulp, Paper & Board Industries.

Tom was then invited to become Chairman of the Post Office Users' National Council and he entered the different world of the public sector. Unusually, for someone who was not a civil servant, he then played a leading role in the schemes for Charter Mark Awards and the Queen's Awards for Exports. His work was recognised with an OBE.

Tom has long and extensive associations with the Livery movement. His Mother Company is the Makers of Playing Cards and, through his illustrious career in papermaking, he became a Liveryman of the Stationers and Newspaper Makers' Company.



He would go on to serve both companies as Master.

Tom married his wife Sally in 1963 and has two married daughters and three grandchildren. He has always been active in sport and continues to play golf at Walton Heath, where he was Captain in 1987.

As Master of the Marketors, Tom set about putting the finances of the Company on a firm professional footing for the first time. He addressed the urgent need for a new Clerk and was instrumental in the selection of Gaye Duffy. To work with Tom as a Warden was to be nothing less than a Masterclass. As a Past Master, his sound advice and counsel continues to be sought.

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James Hambro
& Partners

Nicola Barber would be delighted to have a further conversation on

+44 (0) 20 3817 3391

or NBarber@jameshambro.com



Upcoming events 2023

Tuesday 24 January	Tri-Livery Digital Media Group Event: How the Virtual World is Shaping the Real World Stationers' Hall
Thursday 26 January	Installation Dinner Drapers' Hall
Tuesday 21 February	Pancake Race Guildhall Yard

Thursday 9 March	Bob Dylan memories night Water Rats, King's Cross
Friday 24 March	United Guilds' Service followed by lunch St Paul's Cathedral
Friday 12 May to Sunday 14 May	Master's Weekend Sheffield

The **Marketors' Tribe** events take place on the first Thursday of the month. For information, please contact Liveryman Laura Beccaria on laurafcbeccaria@outlook.com

Past Master Andrew Cross is recruiting for the Marketors' team for the Inter Livery Clay Pigeon Shooting event in May. If you would like to take part, please contact him on ajc@zuzumi.co.uk

Please check for updates on our website and book via the emails sent by the Clerk

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