



WORSHIPFUL  
COMPANY *of*  
MARKETORS

# MARKETOR

ISSUE 94  
AUTUMN 2023

Reflections from the Non-Aldermanic Sheriff

Marketors go to Sheffield

How to segment mid-sized B2B potential customers

## Our Mansion House banquet

# MARKETOR

AUTUMN 2023 ISSUE 94

The Livery Company Magazine  
for Marketing Professionals

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# Editorial

Carole Seawert  
Editor and Court Assistant



**For the first time since before Covid, the Marketors were able to enjoy a weekend away, without fear of last-minute lockdowns forcing plans to be cancelled. You can read all about the Master's weekend in Sheffield on pages 14 and 15. Then, following this, there was a varied mix of summer activities for members to enjoy, such as the inter livery golf day we host and the inter livery clay shooting competition,**

**as well as the Beerfest in Guildhall and the special visit to the crypt at St Bride's.**

If you have ever wondered what an Alderman actually does, look no further than page 12 where Honorary Liveryman Alderman Prem Goyal explains all. And Past Master Andrew Marsden reflects on his 'year in tights' in his role as the Non Aldermanic Sheriff. Having attended 493 events during his 12-month tenure, Andrew clearly had a busy and action-packed year.

Liveryman Prof Malcolm McDonald explains how to segment mid-sized B2B potential customers on the basis of their likelihood to succeed commercially in his insightful thought leadership piece on pages 20 and 21. It would be great to publish more thought leadership articles on the latest marketing thinking, so please do get in touch if you would like to contribute something for the winter issue: editor@marketors.org.

## Meet our new Clerk

**We extend a warm welcome to Honor Page who joined us as our Clerk in September. Honor was born in Singapore and, as a daughter of a career army officer, she lived in Germany and Malawi as a child. She went to school in Sussex.**

Honor followed in her father's footsteps, beginning her working life as an army officer. She spent three years with the Royal Horse Artillery which included a four month emergency tour in Northern Ireland in the troubled 70s.

During her working life she has been, among other things, a manager with Marks & Spencer, the Chief of Staff to an American newspaper publishing company, and the Events and HR Manager at St Paul's Cathedral (where she met her husband, Michael).

Her first day at the Cathedral was the day of the United Guilds' Service – and so livery companies entered her life! She then worked for the Stationers' Company for a year, moving on to the Mercers'



Company for 15 years, and then to the Loriners' Company for nearly 12 years.

Honor and Michael live in Royal Wootton Bassett where Michael is a Licensed Lay Minister with the Church of England. They have a mad spaniel named Ambrose.

Honor said: "I am thrilled to have been appointed as Clerk to the Marketors' Company and look forward to learning more about the Company, meeting the members and supporting the Master, Wardens and Court, as well as the Company's fellowship, growth and charitable endeavours."

**My theme for the year is 'enjoy, engage, and embrace'. Here are just some of the ways you have supported this theme over the past few months:**

**Enjoy**

The sense of enjoyment was very apparent at our Installation Dinner at the Drapers' Hall at the start of the year. And our members continue to enjoy themselves, whether at the weekend away in Sheffield or at the various events our committees organise. You will see how evident that enjoyment is from the photographs that accompany the articles in this magazine.

**Engage**

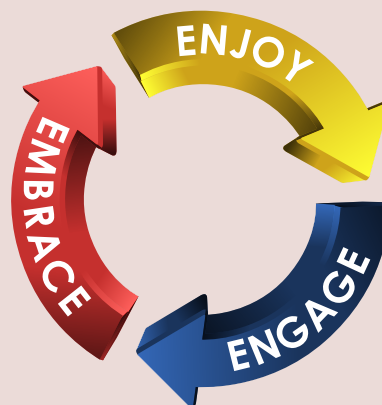
Thanks to the hard work done by many of our members (you know who you are!), we have been able to engage with a broader audience than we normally would. For example, we have had a presence at events such as the Big Marketing Meet Up in Belfast, the Educate North Awards in Manchester, the Academy of Marketing Conference in Birmingham, the CIM in Henley, and at the AI presentation at Media Monks.

All this is in addition to the continued work we are doing this year in strengthening our alliances with our fellow livery companies, such as the Stationers, the Management Consultants, the Watermen, the Tax Advisers, the Information Technologists and the Distillers – not forgetting our contribution towards the work of the Financial Services Group.

And of course our inter livery golf tournament engages with many of our fellow livery colleagues. Our 17th tournament in July was, once



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*The Master announcing the winner at the recent Educate North Awards  
Photo: Courtesy of Educate North Awards*

# Eight months into my year as Master

*Dr Glyn Cartwright  
Master*

again, a tremendous success. And last, but by no means least, we continue to have a regular presence at the annual inter livery clay shooting competition which took place this year in May.

**Embrace**

I embrace the fact that, in these difficult times, our membership has remained strong. This reflects the value our members put on being part of the Worshipful Company of Marketors.

We should also embrace the recent legacy of £25,000 the Trust received from Diana Lesley Delens, the wife of one of our late members. We are most grateful for her generosity.

And we should continue to embrace the great venues that being part of the Worshipful Company of Marketors allows us to visit. It is a privilege for us to be able to dine in places such as Drapers'

Hall, the Mansion House, and Cutlers' Hall in Sheffield.

But for me, the greatest thing for us to embrace is the fellowship that we have within our Company. The quality of our membership and the shared vision that we have never ceases to inspire me.

**Looking ahead**

By the time you read this we will have celebrated Past Master Andrew Marsden's year as Sheriff at the spectacular Sheriffs' Ball, where the Marketors had a very strong presence.

But we have much to look forward to in the near future. We will mark another Bowden Charter Dinner which will be my final Great Event as Master. And, thanks to the great work from Past Masters Michael Harrison and Dr Roger Hood, supported by Court Assistant Keith Rowland, we have a fabulous Lord Mayor's Show to look forward to, as we celebrate Alderman Michael Mainelli – one of our Honorary Liverymen – becoming Lord Mayor.

All that remains is for me to thank you all for the support you have given me during my year as your Master. I hope that, nine months in, you are ENJOYING it, ENGAGING in as many things as you could, and EMBRACING our fellowship and the great and good things that we have done.

Thanks to all of you for your continued support.

# Mansion House banquet – the warmest of welcomes

Jarmila Yu  
Freeman

**The Mansion House Banquet is one of the Marketors' highlights of the year and, as a relatively new Freeman, many of my new Marketor friends recommended the event to me. It provided the perfect opportunity for me to meet in person those I had started to get to know online through working on Outreach projects and on the Mentoring committee.**

A major draw was the opportunity to hear from the guest speaker, Honorary Liveryman the Rt Hon Lord Heseltine CH PC. As such, wild horses – and the industrial action on the train lines on the day of the event – were not going to keep me from attending. On arrival, pausing in the magnificent lobby before climbing the stairs to join the Master's receiving line and then entering the Salon, I was delighted to see that everyone felt the same way, as the event was very well attended, given the strike.

Held at the purpose-built home of the Lord Mayor of the City of London, the Mansion House provides living

and working space and a grand venue for ceremonial entertainment. Everyone at our banquet received the warmest of welcomes, particularly when we got to be welcomed by the Lord Mayor himself.

Special credit must be given to the organising team and to all the staff who played a role in greeting and ushering us in. Attending a number of Marketors events within a relatively short space of time has contributed to imbuing me with a sense of belonging – I've found my tribe! If you've recently joined, I know you'll be feeling the same.

From the first glass of champagne on arrival to the evening's close with a nightcap at the Stirrup Cup, the evening was filled with great conversation, a sumptuous dinner and delicious wines. There were entertaining keynotes, recognition for the Marketors' Trust awards – and other good and charitable works – demonstrating the Company's ethos and purpose. There were also new appointments, and a celebration of those joining or

progressing onto the Court and to Livery – all set against the backdrop of simply stunning live music and the unique grandeur that is the Egyptian room at Mansion House.

Echoing the words of our Master, the dinner was indeed a truly great opportunity to ENGAGE with fellow Marketors and their guests making new connections, EMBRACE the great venue and the wise and entertaining words from prominent speakers, and ENJOY another highly memorable evening.



*Lt Jake Whittaker, Head of Army Section CCF St Dunstan's College, receives his 'Adult Instructor Award' from the Master and from the AFCC Chairman, Court Assistant Keith Rowland*



*Left to right: Alderman Prem Goyal OBE, The Lady Mayoress, the Rt Hon the Lord Mayor Alderman Nicholas Lyons, Master Dr Glyn Cartwright, Lord Heseltine, Marian Marsden, Non Aldermanic Sheriff Andrew Marsden, Alderman Tim Levene*



*Left to right: Master Tax Adviser Bob Harland; Master Scrivener John Hammond; Master Marketor Dr Glyn Cartwright; Master Stationer and Newspaper Maker Tony Nash; Master Arbitrator Christopher McArdle*





# Lord Heseltine: A journey of opportunistic success in business and politics

Keith Rowland  
Court Assistant

Our keynote speaker, Michael Heseltine, despite never formally working in marketing, has proudly established himself among strategic thinkers throughout his illustrious career. A path driven by a combination of shrewdness and serendipity led him to navigate the business world, and later, the political arena, with remarkable success.

Having begun his career as a property developer, his journey into publishing began with a directory of *Opportunities for Graduates*. This venture served as a stepping stone and, soon after, he acquired a trade magazine focused on bespoke suits in Savile Row. Recognising its potential, he transformed the magazine into *Town*, renowned for its high-quality content and appeal.

The Chartered Institute of Management magazine came up for bidding, which he skilfully seized. He turned it into *Management Today*, Haymarket's first big success.

Heseltine continued to build his publishing empire. *Campaign*, *Marketing*, and *PR Week* were all born from his keen eye for opportunities and his dedication to creating high-quality publications that resonated with their respective audiences.

Throughout his ventures, Lord Heseltine demonstrated a knack for capitalising on favourable circumstances. Luck may have played a role, but it was his vision and acumen that turned these opportunities into resounding triumphs.

Heseltine's ability to grasp market needs was not limited to the world of publishing. As he ventured into politics, he applied the same principles to understand the desires of constituents. In 1951, with a girlfriend, a Land Rover and an Alsatian, he fearlessly challenged a Labour seat in an area of South Wales where Conservatives had never been seen before. He increased the Labour majority from 16,000 to over 19,000! However, he served as a Conservative Member of Parliament from 1966 to 2001, was a prominent figure in the governments of Margaret Thatcher and John Major and served as Deputy Prime Minister and First Secretary of State.

In both his publishing ventures and his political career, Lord Heseltine's story reflects the tenacity and foresight of a true entrepreneur. It exemplifies how embracing opportunities and understanding market needs can lead to remarkable achievements.

Today, Lord Heseltine's legacy stands as a testament to the power of seizing opportunities, whether in business, politics, or any other endeavour. His journey continues to inspire strategic thinkers, reminding us all that success often lies at the intersection of preparation, luck, and an unwavering commitment to making the most of every chance that comes our way.

# 2023 Marketing Thesis Award winners

Congratulations to the 2023 winners of the Marketing Thesis Awards, provided by The Marketors' Trust.

## Dr Mick Hayes, University of Portsmouth

Supervised by Dr Robert James, Mick examined *Forward to Victory: an investigation of commercial advertising in Britain during the Second World War*. The research highlighted the important role of advertising during the Second World War as a cultural and historic artefact. In particular the thesis noted that the pragmatism

of advertisers, derived from their need to serve specific business and marketing objectives and their understanding of their audiences, meant that their messages gave a more realistic view of the war and its progress than official government communications. This meant that advertisements provided a useful window into how industry and the public were impacted by the war. The study reveals the value that marketing has in society during war.



## Dr Karen Middleton, University of Portsmouth

Supervised by Liveryman Professor Sarah Turnbull, Karen examined *How advertising got 'woke'*. The institutional role of advertising in the emergence of gender progressive market logics and practices. The thesis identified how females are stereotyped more often than males in advertising. Such stereotyping is seen to be harmful because of

the pervasive nature of advertising; while women are placed in inferior roles to men in advertising depictions, these roles are so cultivated in society. Nevertheless, in recent years a welcome surge in 'femvertising' or advertising that celebrates female empowerment has been observed. This thesis considers this change in advertising practices, providing an account of the rationale and mechanisms that have led to more socially-responsible gender portrayals.

## Dr Theresa Robberts, Chester Business School

Supervised by Dr David Perrin, Theresa examined *Small and Medium Enterprise (SME) Corporate Philanthropy (CP): Exploring how CP is managed and appraised for its impact on communities*. The thesis identified how SME organisations practise and appraise their strategic corporate philanthropy activities. As very applied and practical

research, the central focus of this research was to understand the way key decision-makers of SMEs manage strategic corporate philanthropy (SCP). A bespoke SCP Appraisal Tool for SMEs was developed by Theresa as part of the thesis. The impact of utilising a separate Appraisal Tool from that used to measure CSR was observed by focusing on the impact the relevant projects have on the community and the SMEs' corporate objectives.



## Anna Rozumowski, Oxford Brookes Business School

Soon to have her PhD Viva and supervised by Professor Janine Dermody, Anna examined *Evaluating trust based on impression formation in business encounters*. The thesis builds on the idea that humans engage with, and buy from, people they trust. More specifically, she argues trust is essential to relational marketing

strategies where a direct interaction between customers and sales personnel occurs. This thesis explores what trust is and how it 'works' via social interaction and impression formation in this buyer-seller relational exchange. It focuses on perceptions of warmth/likeability and competence/expertise that translate into impressions of trustworthiness and considers how sales personnel can enhance customers' trust perceptions of them during a video buyer-seller consultation.

## New Court Assistant

### Kate HOLDEN

Kate is a Non-Executive Director and Board Advisor with expertise in business transformation, strategic marketing and a particular focus on digital service delivery in complex environments in the Media, Information Services and Education industries. She currently works across a broad portfolio of organisations, including the University of Warwick, the Institute and Faculty of Actuaries and several tech start-ups in the media sector.

This follows a fast-track career with some of the most respected global brands including RELX PLC, Pearson PLC, Financial Times and McGraw-Hill Education.

Kate joined the Marketors in 2013 and became a Liveryman in 2015. During this time, she has supported the company as Secretary to the Events Committee, both as a Mentor and a Judge through the Mentoring Programme and as a Marketing Advisor for a Charity through the Outreach Committee.



## New Liverymen



### Helen CHRISTOPHER

Helen is an internationally experienced marketing leader and is Global Marketing Manager at Verisk. She is a Fellow of the CIM where she is part of their mentoring programme and also a CIM

regional ambassador for the B2B industry. Helen joined the Marketors in 2019 and has been active from the outset: she is a member of the Membership Committee, an Event Director and a mentor. She is also on the Outreach volunteer list.

### Professor Moira CLARK

Moira is Professor of Strategic Marketing at Henley Business School and Founder and Director of The Henley Centre for Customer Management. She consults, researches and publishes widely in the marketing arena on Customer Engagement, Customer Experience and Service Excellence. Her

recent article for the Company website is entitled *Digital Divide; Are Marketors Doing Enough? A* member of the Marketors since 2015, Moira has been a strong supporter of Company events and has participated in our Mentoring programme. She actively encourages Henley Students to engage with the Marketors.



### Marcus HARRIS

Marcus is an entrepreneur with two successful, and one failed, business under his belt. Running a business is, however, only one of his interests. Another is being a professional actor and presenter, with a main claim to fame being ITV's 1978

adaptation of Enid Blyton's *Famous Five*. He has also served as a local government Councillor and as the Mayor of his home town. A member of the Marketors since 2019, Marcus has supported a number of Company events and is looking forward to joining our Mentoring programme.

### Vittoria TRAGLIA

Vittoria is a dynamic leader with an ingrained entrepreneurial spirit. Her diverse background spans corporate, SME, academia, and start ups, with 15 years' experience in the UK and Europe. Passionate about growing and innovating businesses, she is currently working

at King Abdullah University of Science and Technology in Saudi Arabia. Since joining the Marketors in 2022, Vittoria has quickly made a significant impact, particularly through her role on the 2025 Jubilee Committee. She has also volunteered to work with the Outreach and Mentoring programmes.





# New Freeman

## Alessandro FRAGIACOMO

Alessandro is the Global Influence Business Director at Ogilvy where he drives global marketing campaigns for the Coca Cola Company and its brands. He has previously worked agency-side with clients including Amazon, Google and the BBC.

He has worked in-house for The Walt Disney Company, lastminute.com and Stellantis. In 2021 he was recognised in the prestigious global INFLUENCER Top 50 list for his work and influence in marketing. He also teaches Influencer Marketing in universities in Italy and the UK.



## Ismael GONZALEZ

Ismael is the Founder and Managing Director of a boutique consulting firm with a niche focus service in Digital, Experiential and Sustainable strategies for the retail sector. He was the Managing Director of Miss Sixty Spain and the Senior Director Retail &

Franchise, Iberia for Adidas Spain, overseeing business in eight countries. In 2023, he gained an MSc in Strategy and the Environment from Birkbeck College, University of London and has taken an Executive MBA at EAE Business School in Spain.



## Kate HAMILTON

With 30 years' experience, Kate is a technology marketer with expertise in assembling, leading, and fostering award-winning teams operating in global settings. Kate is Vice President, Marketing at Proximity, a London based global Fintech company.

She is also a Board Trustee at the Royal Institution, home of the BBC Christmas Lectures. Kate was Chair of the Chartered Institute of Marketing from 2019 to 2021 and is an Honorary Fellow of the CIM. Professionally qualified as a Chartered Marketer, Kate gained an MBA from Henley, the IDM Diploma in Direct Marketing and Bachelor's degrees in Business Studies and Chemistry.

## Francis MAINOO

Francis is Head of Sales for Moore Kingston Smith, a Top 10 UK firm of accountants and tax advisers. He has over 20 years' experience in professional and financial services, having worked at Merrill Lynch, Ernst & Young, Grant Thornton and private equity houses. He has a Bachelor's degree in Business Studies and completed the Harvard Business School Executive Leadership Programme. He has also achieved the Duke of Edinburgh's Award, the Lord Lieutenant's Commendation and the rank of Company Sergeant Major in the Army Cadet Force.



## Natasha RAWLEY

Joining during lockdown and choosing to be admitted in person at the Mansion House, Natasha is a digital marketing expert and Founder of The Creative Caboodle. She supports independent businesses with digital marketing, content creation, social media management, UGC campaigns and social commerce marketing.

Natasha has written many articles advising independent businesses on the digital marketing landscape and trends. Her volunteering roles have included Chairwoman and Chief Executive of Friends of Charing Cross Hospital and trustee of Pitshanger Community Association.



## Adeline ROCHE

A specialist in strategic marketing, Adeline has worked for Unilever, P&G and LVMH. Her experience includes brand building, brand development and digital marketing. Currently, Adeline is the Senior Product manager for the UK&I markets at Estée Lauder, leading the

development of campaign adaptation and execution for the skincare category. Having completed her Master of Science in Management on the 'Grande Ecole' programme in Emlyon business school and its partner in Shanghai, she gained an Erasmus scholarship at the renowned BI Norwegian Business School. Adeline is looking forward to contributing to the Outreach programme.

Photo: Kate Henderson

# Reflections of the Lord Mayor

Dr Trevor Brignall  
Immediate Past Master

Starting in 2014, 'Reflections of The Lord Mayor' is the annual event celebrating the vital role of the Lord Mayor of London. In June, Alderman Vincent Keaveny CBE provided his own reflections of his time as Lord Mayor during his tenure in 2021-22.

Speaking to an audience at Stationers' Hall, Vincent gave a lively and engaging account of a momentous year at a time of profound change, here in the UK and globally.

Each Lord Mayor's year is different and unique. Vincent had the honour of serving when there were two monarchs, three prime ministers and four chancellors! That entailed some challenges, such as when the annual dinner given by the Lord Mayor for HM Judges fell on the day that many of Boris Johnson's cabinet ministers resigned. No-one knew whether there would be a Lord Chancellor by the evening and, even if there was, whether they would attend. As it turned out, Dominic Raab did indeed join the Lord Mayor and the judges for dinner.

## People and purpose

Vincent explained every Lord Mayor has an appeal for charitable causes, covering a

three to four-year period known as 'the continuum' and agreed between the current Lord Mayor as well as those following them. Vincent was one of three Lord Mayors centring on the three pillars of environmental, social and governance (ESG). His year concentrated principally on the social dimension, with the theme of people and purpose, the key elements being social mobility and retention and progression of people from lower socio-economic backgrounds in the financial services sector.

Standing at the West Door of St. Paul's, on the day of the Platinum Jubilee Service in June, Vincent wondered how it came about that he, as an Irishman, was standing there. The first Roman Catholic since the Reformation to serve as Lord Mayor took office in 1887. Vincent was one of the few who followed him.

## A career in law

Originally planning to spend two years in the City, before returning to Ireland, he fell in love with London and spent 30 years as a City solicitor. Joining a livery company, he was encouraged in 2013 to stand as an Alderman, and elected Sheriff for the year 2018/19 but, due to

Covid, had to wait until the Silent Ceremony on the 12 November 2021 to take the office of Lord Mayor.

Only weeks after the Platinum Jubilee (where his responsibilities included lighting a beacon in the City of London), Vincent, as Lord Mayor, had to undertake a series of solemn duties, following the death of the Queen. These included attending both the Accession Council and HM Queen Elizabeth II's funeral. He also made the formal proclamation of HM King Charles III's accession to the throne on the steps of the Royal Exchange.

## UK and international travel

Vincent's mayoral programme included travel to UK financial centres and extensive travel to 18 countries. On these trips he enjoyed a warm welcome and heard about their huge interest in the City – especially our financial and professional services and our leading role in green and sustainable finance.

Vincent was in office at a time of difficult political relations between London and Dublin and emphasised the positive links between the two countries – the family, social, business, sporting and cultural ties. Vincent and his wife, Amanda, went so far as to include Irish dancing at the Lord Mayor's annual dinner for the Court of Aldermen!

As with previous Reflections, Vincent welcomed questions that covered a range of topics, including how their dog, India, enjoyed life living at the Mansion House.



Photo: Gerald Sharpe Photography

**Unlike High Sheriffs who are appointed by the Crown, for nearly 900 years the City's Sheriffs have been elected by the Livery... "to keep the City safe from harm and preserve the King's rights".**

**So, what do the Sheriffs of today do exactly?**

We live at the famous Old Bailey, the country's only privately-owned court, where we support the judges and bring in influencers to help their understanding of the daily horrors the judges face.

I have also been running special events on causes I support – including the 'glass ceiling' women often face; the different needs of the City's 17,000 microbusinesses; the need to understand half the world's stock market value (\$75tr) is in intangibles – largely brand value; the plague of cyber-crime; the positive impact of a decade of same sex-marriage; the global impacts of the war in Ukraine; and celebrating young achievers.

'The City' is one of the business world's strongest financial brands so, when we're not attending to duties at The Bailey, we support the Lord Mayor in his civic and ambassadorial roles in promoting the financial and professional services of the UK both at home and abroad. Nowhere else does such a Civic Team exist.

The Corporation is not just a local authority. If it were, it would simply be absorbed into Hackney. Rather, it is a place with a thousand years of history of welcoming people from all over the world and of celebrating commerce and culture, held together by the rule of law.

This last year has been full of activity – State occasions, attending over 230 dinners/lunches, business meetings, presenting awards, attending church services, and officiating at both the Sheriffs' Challenge and Awards for Bravery etc, etc, etc.

But these numbers belie a stronger truth. For me it has been a period of real personal reflection. Here are a few of them:

- There was that peculiar moment, as I stood on Horse Guards with the King, the Prime Minister and Heads of the Armed Forces,



## My year in tights

Andrew Marsden  
Past Master and 2022-23  
Non Aldermanic Sheriff

to greet the President of South Africa, when I reflected on social mobility, and how education and hard work pays off, as it has for millions of other ordinary folk, for countless immigrants, and hopefully will continue to do.

- Then, whilst attending the Lord Mayor's 800th Anniversary Awards; the Mansion House Scholarship Scheme and meeting the astonishing young people who benefit from these; of presenting the Diversity Awards; the Old Bailey Witness Volunteers Awards. These made me reflect on how fortunate we are in this country to benefit from the gift by volunteers of their time and philanthropic activities to help others. Nothing like it exists elsewhere.
- When, at the Diplomatic Reception at Buckingham Palace, where every Ambassador remarked on the national events that made up 2022... the death

of her Late Majesty; the ascent of King Charles; the roundabout of UK Ministers and Prime Ministers. They said how lucky we were to enjoy such stable transitions of power. No military rebellion. No street violence.

- When I represented the City on a visit to Ukraine where people – from senior Ministers to humble taxi drivers – told us how welcome we were and thanked the UK for being the first to support them. It caused me to reflect on how privileged we are to live in a western liberal democracy... and how we must support their reconstruction. Slava Ukraini!

So I hope that in the upcoming days, despite the current economic exigencies we all face, we all find the time to reflect on our blessings.

Thank you for allowing me to serve this great city as Sheriff. It has been the privilege of a lifetime.

# What does an Alderman do?

Dr Trevor Brignall  
Immediate Past Master

**Immediate Past Master Dr Trevor Brignall interviewed Honorary Liveryman Alderman Prem Goyal OBE to find out the role of Aldermen and Alderwomen in the City of London.**

## Can you tell me about an Alderman's main areas of activity?

Aldermen and Alderwomen promote the financial and professional services (FPS) sector, support Square Mile businesses, govern the City of London, enjoy fellowship in Livery and serve a City ward. Capitalising on the City's convening power and non-political approach, they play a significant role in a large number of business summits and events of national importance, Council committees, civic events, and livery activities throughout the year.

### 1. Promoting Financial and Professional Services

– The City drives the economy, generating over £85 billion in economic output annually, and accounts for one in every five FPS jobs in Great Britain. The Lord Mayor is an ambassador for the FPS sector, representing 2.5 million jobs in the UK, two thirds of which are outside London, and contributing about £100 billion to the Treasury. Given the importance of the sector to the City, the capital and the country, the main responsibility of Aldermen is to support the Lord Mayor in promoting the FPS sector overseas and throughout the country.

**Example:** Besides engaging with business and political leaders at events in the City, I support the Lord Mayor and the Policy Chair of the Corporation, Chris Hayward, on overseas and regional visits to promote the FPS sector.

**2. Supporting City Businesses** – Being home to one of the youngest, most highly skilled and international workforces in the country, the Square Mile contributes to the wider economy, generating £1.1 billion in business rates. We engage and convene locally, nationally and globally with businesses, profiling issues and opportunities that are relevant to them.

**Example:** I engage with several organisations geared around helping City businesses. I am the Founding Chair of the City of London Chamber which provides a dedicated voice and forum to convene, support and champion around 22,000 businesses operating in the Square Mile. We also collaborate with several membership organisations, including the Green Finance Institute, Innovate Finance, TheCityUK, the Centre for Finance, Innovation and Technology, and the Heart of the City.

### 3. Governing the City of London Corporation

– We represent businesses and residents in our respective wards in the City of London Corporation by serving on the Court of Common Council and its committees.

We also work proactively on the Court of Aldermen through its two Standing Committees: the General Purposes Committee, which primarily handles operational and financial matters, and the Nominations Committee, which has oversight of the Aldermanic appraisal arrangements and deliberates on future Sheriffs and Lord Mayors. The Court of Aldermen also works closely with the Policy Chair to help bring our shared vision – to ensure the City of London remains a world-leading "Destination City" – to fruition.

**Example:** As a member of the Communications and Corporate Affairs Committee, I've represented the Corporation at the Conservative, Labour and Liberal Democrat party conferences every year since 2019.

### 4. Celebrating Fellowship in Livery

– Aldermen lead, actively engage with and support livery companies to share a passion for promoting fellowship.

**Example:** Being a member of the Goldsmiths, World Traders and other livery companies, I enthusiastically attend black-tie dinners and church services, support charitable efforts and introduce new members. Recently I've been appointed as a Livery Liaison for five livery companies, a scheme launched by the Court of Aldermen to further support the Livery. I'm also proud to be an Honorary Liveryman of the Marketors.

**5. Serving the Ward** – Each Alderman represents and serves one of the 25 wards in the City.

**Example:** Besides helping the constituents with jobs and training and loan and grant applications, I celebrate a thriving and vibrant community in Portsoken, my ward.

Prem's experience constitutes just one example of the work of the Court of Aldermen, but is by no means a full picture of what everyone on the Court does.



# Spotlight on Dr Keith Arundale, Mais Past Master

Keith Rowland  
Court Assistant



**In this issue, our occasional 'Spotlight' series focuses on Dr Keith Arundale and his role as Mais Past Master.**

After an illustrious 28-year career with PwC, where he played a key role in the Global Technology Industry Group, Keith Arundale embarked on a portfolio career that led him to become a respected academic and an authority in venture capital finance. Keith's passion for sharing knowledge led him to write a book on *Raising Venture Capital Finance in Europe*. This was published in 2007 during his year as Master. Over the last 14 years, Keith has been responsible for teaching and examining undergraduate and postgraduate students in private equity & venture capital from a variety of disciplines at Henley Business School, University of Reading. In 2018 he completed his PhD at Glasgow University with his research focused on analysing the reasons for the historic poor performance of European VC funds,

leading him to interview 110 venture capitalists in UK, continental Europe and USA about their investment practices. His subsequent book on this research was published in 2020. As the current Mais Past Master, he continues to share his expertise for the benefit of the Company.

### The rise to Master

Keith joined the Marketors in 1997 as a result of becoming a Fellow of the CIM and was admitted at the Bowden Dinner at Vintners' Hall. He soon joined the Awards Committee under the late Prof Martyn Davies. When he became the Treasurer he was elected to Court, then to Junior Warden and Master in 2007. In his Master's year Keith also started and then project managed the petition for the Royal Charter, which was granted in 2010.

Following some governance issues, the Court decided in 2013 to improve the effectiveness of the Master & Wardens Committee by appointing an experienced Past

Master to be an equal member of the committee to give guidance where appropriate, acting akin to a non-executive director. Lord Robert Mais (1911-1993) was Master of the Cutlers' Company and then of the Paviers. He served as Alderman for the Walbrook Ward before being elected as Lord Mayor in 1972. He was Master Marketor in 1984. The Mais Past Master position is in his memory.

### Role of Mais Past Master

The Mais Past Master will have served as Master at least five years before appointment, must have retained voting rights on Court and should have maintained an active interest in the Company. The role is that of a confidant, adviser, mentor and diplomat, but must not influence the Master's programme or intentions, other than on governance matters. The position provides a link between the Past Masters and Master & Wardens, maintaining continuity, although there is no ceremonial or City status for the role. The tenure is normally three years; the successor is proposed by the current Master and Mais Past Master. The other Past Masters are consulted and the appointment is approved by Court.

Keith took over in January 2022, following in the footsteps of esteemed Past Masters Tom Corrigan, Peter Goudge, Dr Roger Hood and Jim Surguy. Serving as Mais Past Master requires a deep understanding of governance matters and a keen interest in the Company's continuity and good standing in the City. During this past year Keith has been involved in confidential and detailed deliberations on the recruitment of a new Clerk, the resignation of the Senior Warden, the election process for Junior Warden and Past Masters' voting rights. Past Master Keith says it is an exacting role, requiring tact and discretion, but absolutely fascinating and most enjoyable as it reconnects him to the day-to-day life of the Company.

# Sheffield: livery, industry, aristocracy

Dr Glyn Cartwright  
Master

**The Master's weekend for this year was in Sheffield. As it was the first Marketors' trip away since Covid, it was extra special to enjoy two days of fellowship together.**

The weekend began on the Friday evening at a reception at the Mercure St Paul's in the centre of Sheffield. Our guest speaker was Dan Fell, CEO of Doncaster Chamber of Commerce, who was the driving force behind Doncaster gaining city status in November 2022. Dan's other claim to fame is that, when appointed, he was the youngest ever Chief Executive of a British Chamber of Commerce. Dan spoke in glowing terms about the powerhouse that is South Yorkshire.

## Industrial heritage

The following morning, we experienced some of the working background that Sheffield is most famous for. We were shown around an old industrial steel works called Magna by an ex-worker at the plant.

We were privileged to be taken down into the heart of the

steelworks, where we could really sense what it must have been like to have been working there in the hot and noisy conditions existing when the Magna plant was in its heyday. Back then, it produced over 18 million tons of steel a year and employed over 10,000 people.

That afternoon, we had a walking tour of the bijou area of Sheffield known as Kelham Island. This used to be the heart of Sheffield engineering works and was an example of how a working area was changing into a new vibrant part of the city, with microbreweries, street-food eateries, as well as five-star restaurants.

## Dinner at Cutlers' Hall

After a day of seeing the working heritage of Sheffield, we experienced a different side of the city on Saturday evening. We were given a guided tour of the magnificent Cutlers' Hall. This grand building was rather like the Tardis, as we walked from one hall into another on what seemed to be a never-ending journey.



Marketors visit the Magna Steel Works

The dinner at Cutlers' Hall was excellent, as were our two guest speakers: our Past Master Andrew Marsden, the City of London's Non Aldermanic Sheriff, and Dame Julie Kenny, Master of the Cutlers of Hallamshire. We were two local lads and one lass who were proud to be celebrating in the place where we all grew up.

**Stately homes**

On the Sunday, the magnificence continued as we immersed ourselves in the aristocratic side of this part of the world. We were given a tour of Haddon Hall, a beautiful medieval manor house that has been in the same family for over 700 years. Indeed, the family still lives there.

As the finale, we visited Chatsworth House, home to the Cavendish family since 1549. In all the UK, there could not be a finer example of a British stately home.

What was most special for me as Master this weekend? It was the effort that everybody went to in order to get to this weekend. Particularly with a train strike taking place.

Our members showed their true marketing credentials by being creative in the way in which they managed to reach Sheffield. This included the sharing of cars, taking buses and coaches and travelling early to avoid train strikes.

A huge thank you to everyone who came.

**I enjoyed** seeing you all experience (and often be surprised by) what you saw in Sheffield.

**I embraced** the effort all of you made to get to this weekend. I also embraced Dame Julie's comment to my wife, Katrina: "how on earth did the Marketors manage to get so many people to Sheffield?"

Finally, I loved **engaging** with you all, and getting to know all of you in a way that only such weekends as these can facilitate.

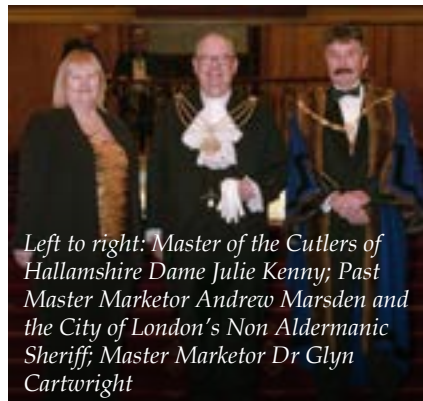
This weekend will be something I will remember for the rest of my life with fond affection.



*Haddon Hall*



*Chatsworth House*



*Left to right: Master of the Cutlers of Hallamshire Dame Julie Kenny; Past Master Marketor Andrew Marsden and the City of London's Non Aldermanic Sheriff; Master Marketor Dr Glyn Cartwright*



*Dinner at Cutlers' Hall*



*Marketors explore Kelham Island, a newly-rejuvenated part of Sheffield*

# AI at Media Monks

Julian Boulding  
Middle Warden

**Early in July, a lucky few of us were invited to a client breakfast, arranged by our Corporate Supporter, Media Monks – widely recognised as one of the leaders in the field of creative marketing technology.**

We were there to learn about Generative AI. And we did – the kind of Artificial Intelligence that writes ads, movies, marketing plans, media communications, magazine articles, viral videos, legal opinions and pretty much everything else that creative people used to do. So what did we learn?

## **What exactly is Generative AI?**

That's easy. It's "an umbrella word for different algorithms that can generate content after being trained". (Thanks to Media Monks' Chief Growth officer for EMEA, Maria Nordstrom, for that.)

**Who's leading the charge?** That's easy too: ChatGPT for words and Midjourney for pictures.

Then over to Media Monks' CEO and Co-Founder, Victor Knapp, for the grown-up stuff.

**Is it really significant?** Yes. Goldman Sachs estimates it will lead to a 7% rise in global GDP.

**Is it dangerous?** Absolutely.

**For people** – Google, Meta and the like are laying off tens of thousands

of people. Front-end programmers face a dismal future and informed estimates say that 20% of attendees at this year's Consumer Electronics Show in Las Vegas had already been fired.

**And for corporates** – even more so. Your private material quickly leaks out into the public domain and is used in ways and contexts you would rather it was not. And your own AI uses material from the public domain in ways which get you into even more trouble – your words become false, your phrases offensive, and you can be sued for breach of copyright when your AI uses other people's words without their permission. Because that is what AI does.

**So is it best avoided?** Well, not if you are Media Monks. They have created 'Monks GPT' using their own pre-vetted material so they can't run into brand safety or third party IP issues.

## **That's not much good to us, is it?**

Well yes, it is. Because we can learn from what they (and their clients) can now do.

BMW uses 'atomic production' to create innumerable variations in visual content, with minimal need for original film and video production.

Nike predicts what images will

best create the desired effect on customers, using a library of ten or 15 images, rather than the 10,000 they used to use.

Michelle Lam, a strategist at RG/A (a competitor of Media Monks), has dialogues with her younger self, created by AI from her own original teenage diaries.

And Media Monks? Well, they can do all that. They pre-test ads with AI-created personas, to accurately predict their effect on a whole spectrum of potential customers. Better? You bet. Faster? By definition. And cheaper? Of course, time is money.

So we can do it too. We think. Although some of Victor's explanations went rather over our head, so if any of this is inaccurate, that's our fault, not his.

So to wrap up and bring us back to safe ground, we returned to the reassuring voice and patient smile of Maria Nordstrom, who had started us off.

Except that we didn't, because she had cloned herself into an avatar, trained by Generative AI to perfectly mimic her voice, appearance, mannerisms – and every word the real Maria Nordstrom would have said.

Was she ever actually there?



Left to right: Victor Knapp (Media Monks), Master Dr Glyn Cartwright, Maria Nordstrom (Media Monks), Middle Warden Julian Boulding, Court Assistant and Hon Treasurer David Elmer



# Our 17th inter livery golf day

Carole Seatvert  
Court Assistant  
& Golf Day Event Co-Director

**When the date of the Lord Mayor's Charity Golf Day at Royal St George's was announced, the organisers of the Marketors' inter livery golf day uttered a collective groan of despair. It was the same date as ours (which was already firmly in the calendar). However all was not lost. We succeeded in attracting 19 teams (instead of the usual 25) and we still managed to raise over £1,700 for the Lord Mayor's charities during the course of the day.**

The 19 teams represented members from 16 livery companies, from the Actuaries to the Upholders including a Past Masters' Association (the Zoomers). Our army affiliate, 151 Royal Logistic Corps, also took part once again. In the livery world, our golfing day is second only to the Prince Arthur Cup in popularity, and those who come always enjoy an excellent day of fellowship and fun.

Each team played a round of 18 holes and also entered the 9-hole putting competition. In addition,

there was the individual virtual hole challenge in the Professional Studio which this year was the tricky fifth hole at Pebble Beach in California.

## A win for the Marketors

Congratulations to the Marketors Team 1 who won the team trophy for the first time in the 17-year history of our golfing day. The trophy for the individual highest score went to Robbie Wallace who was playing for Marketors Team 1.

## Thank you to our sponsors

Our thanks go to SMP who were a Silver Sponsor of the day and also to those Marketors who were hole sponsors. Their collective generosity enabled us to give some great golfing-related prizes for the day's various competitions and challenges.

After the day's play, everyone enjoyed a three-course dinner in the clubhouse, followed by the prize giving and raffle draw.

The raffle prizes were as follows:

- **First prize**

Luxury stay for two at Sopwell House, the Georgian country house retreat and spa, kindly donated by Sopwell House.

- **Joint second prize**

Round of golf for four people at Westerham Golf Course, kindly donated by SMP.

- **Joint second prize**

Round of golf for four people at Surrey National Golf Club, kindly donated by SMP.

- **Third prize**

Afternoon tea for two at the Hilton Brighton Metropole, kindly donated by Visit Brighton.

## My thanks go to:

- Past Master Michael Harrison, who is the mastermind of the whole day and without whom this event would not happen.
- Verulam Golf Club, who made everything run smoothly for us.
- The team of helpers from the Marketors whose assistance on the day was invaluable: Liverymen Christine Hodder, Ben Sear and Stewart Shuttle.

## 1 July 2024

If you are a golfer, save the date for next year: Monday 1 July 2024. Bring friends, family, clients or colleagues to make up your team of four. As one of our livery guests told us: "It was (our) first golf day and it couldn't have been a better introduction to livery golf. A wonderful day, wonderfully run."



The Marketors 1 team won the team trophy. Left to right: Robbie Wallace, Steve Blake, Freeman Charles Doyle, Tracey Barr

*Left to right: Immediate Past Master Dr Trevor Brignall, Court Assistant Martin Ashton, Master Dr Glyn Cartwright, Middle Warden Julian Boulding and Liveryman Geoff Chaplin*



## Beerfest in Guildhall Yard

*Martin Ashton  
Court Assistant*

The City Beerfest, a fixture since 2013, is organised by the City of London Corporation in partnership with the Worshipful Company of Brewers to raise money for the Lord Mayor's Appeal. A prepaid ticket includes four half-pint beer tokens and one limited edition City Beerfest glass and gives access to some refreshing beers on display at Guildhall Yard. So it made sense for a group of Marketors to come together on a gorgeous summer evening to enjoy beer, food and live music (from the UnSwung

Heroes brass band) in an intimate surrounding. Judging by the number of people in the yard, this year's Beerfest really caught the mood of the City of London. The Master, Immediate Past Master and Middle Warden, along with Court Assistant Martin Ashton, Liveryman Geoff Chaplin and Liveryman Alex Conabear made up the Marketors' contingent for the evening.

Our Middle Warden sampled a 7%ABV Stronghart cask ale from the McMullen brewery which

was described as liquid Christmas pudding. My personal favourite was the Ice Breaker Unfiltered Pale Ale from Green King – a delicious citrus and tropical taste. It was an ale for the glorious British summer. The team at Five Points brewery invited me to join a tour of their brewery in Hackney – so perhaps if other Marketors are interested we will arrange a visit!

We enjoyed the evening immensely and, of course, we will be back in July 2024. Watch this space for future details.

## Inter livery clay shooting competition

*Venetia Howes  
Past Master*



*Liveryman Victor Chopin-John and Past Master Venetia Howes size up an overhead target*

Raising money for charity and building fellowship between members of different companies are the aims of the inter livery clay shooting competition. It's so popular that it runs over two days. To encourage mixing, the teams score for each other – an innovation from our new hosts this year, West London Shooting School. They set up a well-organised (ie: pretty testing) round of targets, an excellent barbecue buffet, and even splendid weather.

The Marketors' team of Liveryman Victor Chopin-John, Past Master

Venetia Howes and her husband Roger Howes took part on 18 May. For various reasons we were unable to field a fourth member on the day but (with the organisers' approval) Victor and Roger shared an additional turn to make up our team score – not our best ever, but great fun. With our thanks to Liverymen Neil Buckley and Ann Curtis for their help in the preparation of the event.

Diary date for potential team members next year: 15 or 16 May 2024.

# Educate North Awards

Prof Phil Harris  
Liveryman



Left to right: Dani Sinha, ENA Co-Host & ITV presenter; Dr Glyn Cartwright, Master Marketor; Iain Nixon, Vice Principal for Partnerships & Commercial of the Education Partnership North East; Jim Hancock, ENA Co host & former Political Editor BBC & Granada.  
Photo: Courtesy of Educate North Awards

Manchester in April. A good number of CIM Fellows and Academy of Marketing members attended, as well as Marketors. The Master, Dr Glyn Cartwright, was a guest of honour at the event. He presented the Business Industry Collaboration Award to Education Partnership North East for their entry, *Meeting the needs of the Advanced Manufacturing Sector*.

Northern members of the Marketors attended the Educate North Awards 2023 dinner at the Midland Hotel,

A lifetime achievement award was presented to cancer drug pioneer

and philanthropist, Professor Nicola Curtin of Newcastle University. Liveryman Professor Phil Harris, who helped found Educate North Awards, is chairman of the committee. He presented the University of the Year award to the University of Lancaster for its innovation and entrepreneurship.

Phil described the awards as 'a startling reminder of the excellence, innovation and brilliance of so many institutions against a backdrop of uncertainty and serious challenges across the sector in the North and the UK as a whole.' Over 400 attended the event and this gained national and regional media attention.

## Big Marketing Meet Up Belfast

Peter Rees  
Liveryman

The Master was one of a number of the conference speakers in Belfast earlier in the summer at an event entitled 'Big Marketing Meet Up Belfast'.

Hosted by TV presenter Sarah Travers, this took place in Belfast's MAC centre, located in the heart of the Cathedral Quarter, a vibrant hub for the city's culture and art scene. The conference attracted around 160 delegates from across Northern Ireland, making it one of the largest marketing events to be held in the province.

The agenda was wide-ranging and topical. The 12 speakers covered many interesting subjects, including artificial intelligence, marketing football, sustainability and consumer behaviour.

The Master's talk was entitled *In the Pursuit of Excellence – How to never stop growing in your marketing career*. His passion is education and the transfer of knowledge and his presentation focused on the following areas.

- Read industry publications and blogs.
- Attend conferences and workshops.
- Take online courses.
- Experiment with different marketing strategies.
- Learn from your mistakes.
- Get feedback from others.
- Set clear goals for yourself.
- Be proactive. Don't wait for opportunities to come to you.
- Be persistent. Don't give up on your dreams.

## The 2023 Brigantes Breakfast

David Williams  
Liveryman

**The Brigantes was founded by, and for, Liverymen who live in the North or who have other northern connections.**

Their annual northern lunch for City of London Liverymen and their guests was held at the spectacular Royal Hall in Harrogate on Friday 7 July with the Immediate Past Lord Mayor, Alderman Vincent Keaveny, attending as the principal guest.

The Brigantes Breakfast always provides the perfect opportunity for Liverymen from right across the City of London companies to meet together in prestigious venues in the North.

A reception began at 11.45 with an interesting talk given by 'Antiques Road Trip' expert Philip Serrell. As always, it was well attended, with 67 companies represented. The fully-refurbished Royal Hall provided an impressive venue for the breakfast/lunch that followed which included a superb entertainment based on the *Les Misérables* musical. The 'breakfast' stretched to an eventual conclusion at 5pm!

This event was well supported by Marketors. In addition to the Master, seven other Marketors were there. Harrogate, with its floral gardens and well known Betty's Tearoom, plus its fascinating Victorian health spa, provided further attraction for visitors.

A fuller article on the Brigantes will appear in the next issue. Meanwhile for more details of City of London Liverymen in the North, contact Brigantes Administrator Fiona Robinson on [livery@brigantes.org.uk](mailto:livery@brigantes.org.uk)

# Segmenting mid-sized B2B potential customers on the basis of their likelihood to succeed commercially

Emeritus Professor Malcolm McDonald  
Liveryman

This 'potential to succeed' is based on a marketing strategy competence test which research at Cranfield University School of Management carried out by Professor Malcolm McDonald has shown to be a good proxy for identifying companies with a good future because of their commercial competence

This particular version of the questionnaire is for a company to complete about its potential business customers.

**Which of the following best describes how this customer operates in its own market?**

## 1. Concentration of sales and marketing efforts

- 1.1 They target all customers in the market – score 0
- 1.1 They focus on particular customer groups differentiated by who they are (i.e. by business sector, by their size) or by their location – score 1
- 1.2 They focus on particular customer groups differentiated by the needs they have – score 2
- 1.3 Unknown/it's not clear – score 0

## 2. Extent to which their marketing strategy directs which sales and marketing actions they should follow and which they should avoid

- 2.1 They have complete freedom of action (within the confines of their capabilities) – score 0
- 2.2 Their marketing strategy imposes some constraints but there is still a high level of freedom – score 1
- 2.3 Their marketing strategy is very specific about most of what they should do – score 2
- 2.4 Unknown/it's not clear – score 0

## 3. Understanding of competitive advantage

- 3.1 They aren't clear and can't substantiate why customers should choose them rather than their competitors – score 0
- 3.2 They put forward reasons why customers should choose them but can't substantiate them – score 1
- 3.3 They clearly understand why customers should choose them and have market-based proof to back it up – score 2
- 3.4 Unknown/it's not clear – score 0

## 4. Extent to which they meet customer needs

- 4.1 Their offers meet only the basic functional needs associated with the core product/service – score 0
- 4.2 Their offers not only meet the basic functional needs but also the needs associated with supporting services (before and after sales services, distribution, guarantees, add-ons etc) – score 1
- 4.3 Their offers meet basic and supporting service needs plus the intangible needs of their customers (brand name, reputation, image) – score 2
- 4.4 Unknown/it's not clear – score 0

## 5. Extent to which they take into account competitors' strategies

- 5.1 They appear oblivious to what their competitors are doing – score 0
- 5.2 They take into account some, but not all of their competitors' strategies – score 1
- 5.3 They take full cognizance of their competitors' strategies in what they do – score 2
- 5.4 Unknown/it's not clear – score 0

## 6. Extent to which they take into account forecast changes in uncontrollable external factors (technological, legislative, social etc.) which may impact them

- 6.1 They only go as far as today and tackle tomorrow when it comes – score 0
- 6.2 They take into account some, but not all of the forecast changes – score 1
- 6.3 They take account all of the forecast changes – score 2
- 6.4 Unknown/it's not clear – score 0

## 7. Countering their relative weaknesses compared with the competition which affect their ability to succeed in their market

- 7.1 They neither address their weaknesses nor try to diminish them by boosting their strengths – score 0
- 7.2 They are trying to fix their weaknesses either directly or by boosting their strengths – score 1
- 7.3 The strength of their strategy makes their weaknesses irrelevant – score 2
- 7.4 Unknown/it's not clear – score 0

## 8. Use of its relative strengths compared with the competition which affect their ability to succeed in their market

- 8.1 They make little or very limited use of their strengths – score 0
- 8.2 They are trying to make use of their strengths – score 1
- 8.3 Their strategy highlights their strengths and builds them up – score 2
- 8.4 Unknown/it's not clear – score 0

**9. Ability to achieve its financial and non-financial objectives**

- 9.1 Their strategy will not deliver the objectives – score 0
- 9.2 Their strategy will only deliver the financial objectives – score 1
- 9.3 Their strategy will deliver all the objectives – score 2
- 9.4 Unknown/it's not clear – score 0

**10. Adequacy of resources (physical resources, financial resources and staff capabilities) to implement their strategy successfully**

- 10.1 They don't have the resources to implement their strategy – score 0
- 10.2 They have one but not the other type of resource – score 1
- 10.3 They are fully resourced to implement their strategy – score 2
- 10.4 Unknown/it's not clear – score 0

**How did this customer score?**

As a guideline:

16-20 – going places and pretty well guaranteed to succeed.

11-15 – they will succeed, as long as the competition is weak.

6-10 – they will survive as long as the competition is weak.

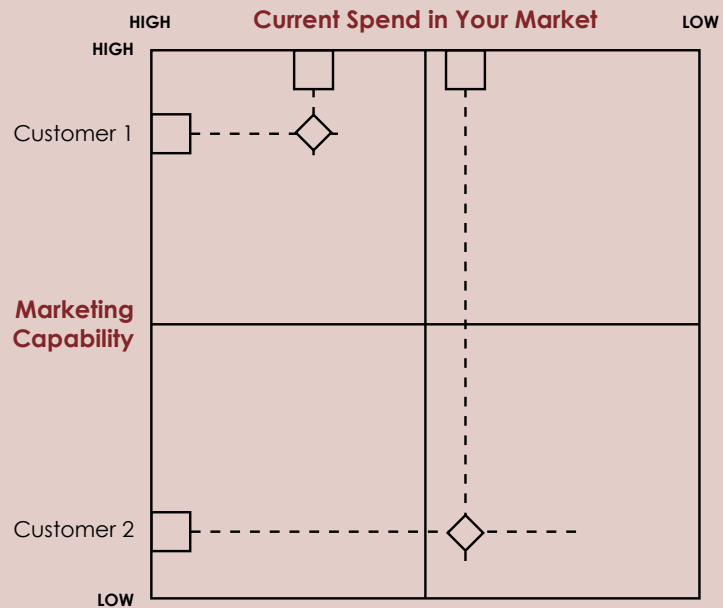
<5 – not much hope for the future.

**Plotting the results:**

Take the top and bottom scores and set the highest score on the vertical axis to the top score plus one and set the lowest score on the vertical axis to the bottom score minus one. Spread the scores along the axis and position each customer on the vertical axis according to their score.

Using the range of current spend in your market of these customers, set

the high position on the horizontal axis to the highest spend rounded up to the next whole unit of measure and set the low position on the horizontal axis to the lowest spend rounded down to the next whole unit of measure. Spread the spend along the horizontal axis according to each named customer. Then, for each customer on the vertical axis locate their position on the horizontal axis and mark the point of intersection.



**Top left box – box 1**

These are the customers for whom there is a future and with whom you need to develop your business. We will call this Box 1 (top left)

Clearly, these are the customers you need to focus on, as they have a high spend, are very competent and probably have a bright future, so working with them will be an excellent investment for today and the future.

**Bottom left box – box 2**

Those customers in box 2 are obviously a high risk for you, in spite of their high spend, because they are not very commercially aware and may, therefore, be less successful in future. Nonetheless, focus on them because of their spend, but be cautious about investing too much of your resource into them, as their success may turn out to be transitory.

**Top right box – box 3**

These customers, although they have a lower spend, can be relied on to succeed and should continue to do well, so you should be safe in continuing to deal with such customers.

**Bottom right box – Box 4**

These customers should be relatively low in your priorities (low spend combined with low commercial competence).

You can be sure that all those customers in each box do not have the same requirements and will require different propositions.

The next stage, therefore, is to split these customers into different groups, or segments, within which customers share the same level of interest in the same, or comparable, set of needs satisfied by a distinct marketing proposition. This is where market segmentation becomes extremely relevant.

# Empowering small charities

Conor Gunn  
Liveryman



**The Marketors' Trust will donate £30,000 to help small charities fund marketing campaigns.**

As Marketors we believe in the power of marketing to deliver economic and social good. Embracing this ethos, Marketors believe in channelling our expertise to give back to the wider community. In recent years our commitment to this cause has expanded.

The company's 'give back' initiatives now span a wide spectrum, including the award-winning 'Marketing for Charities' online programme series created by Liveryman Peter Rees. A more recent addition is the *Fundraising Guide for Smaller Charities: Tips for a Bigger, Brighter Future*, authored by Court Assistant John Wheen. These efforts, supported by our ongoing mentoring and outreach programmes, underscore the Marketors' commitment to making a tangible impact across all our charitable endeavours.

At the heart of our give back activities is the Marketors' Charity Marketing Grants Programme, funded by The Marketors' Trust.

The programme's third iteration, launched in September 2023, continues the tradition of our support for smaller charities. Often,

smaller charities are brimming with interesting marketing campaign ideas, but lack the funds to make them a reality. It's within this sphere that the Marketors' Charity Grants Programme emerges as a beacon of hope.

The programme's goal is to offer a lifeline to these smaller charities, enabling them to execute impactful marketing campaigns. We have already seen the huge effect our support can have, as evidenced by the compelling success stories shared in the previous edition of Marketor magazine (No. 93). The article chronicled the triumphs of the 2022 grant recipients, underscoring the transformative influence of the awards. More detail on the 2022 winners can be found on our website <https://www.marketors.org/news/winners-marketors-charity-grants-2022-announced>.

## **2023 programme now open for applications**

Building on the success of the previous two years, the 2023 Grants Programme will once again offer a total grants fund of £30,000: two top grants of £10,000 and four grants of £2,500 each.

This year, the programme is open to charities registered with The Charity Commission for England and Wales,

which have an annual income of between £10,000 and £200,000 and whose main activities are focused on UK causes. The winning charities will also be offered marketing advice and support from the Company's Outreach team for the development and execution of their campaigns.

All the necessary information, including full programme details, eligibility criteria, and the application process can be accessed on the Marketors' official website at <https://www.marketors.org/marketors-trust-charity/charity-marketing-grants>

**Closing date for applications is Monday 6 November.**

## **Marketors – spread the word!**

Attention all Marketors! It's time to drive awareness for our programme and ensure its reach extends far and wide among smaller charities. We're asking each and every one of you to champion and support this cause.

We know that many of you are involved with smaller charities as volunteers, trustees, or advisers.

Please make sure all relevant charities are aware of our programme and encourage them to apply.

To increase awareness of this great initiative we will be promoting this campaign across all our social channels. Every 'like,' 'share,' and 'comment' on our company's content becomes a force multiplier, amplifying the scope of this campaign, extending the reach of this campaign, and helping us share this opportunity with as many people as possible.

Together, let's ensure our programme reaches the widest possible audience.

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



# Promoting and rewarding the best in marketing research and teaching

*Prof Phil Harris*  
**Liveryman and Awards  
 Committee Chairman**

This year is proving to be exceptionally good one for the Worshipful Company of Marketors and the Awards Committee. In partnership with our friends across academe and the profession, particularly the Academy of Marketing (AM) and the Chartered Institute of Marketing (CIM), we are continuously enhancing our reputation and building and supporting the best in marketing.

## Marketing Thesis Awards

We had an excellent range of quality applications from across the UK for our Marketing Thesis Awards which were very well organised this year by Dr Sarah Louise Mitchell, with the support of Professor Sarah Turnbull and the wider committee. It was very difficult to choose the winners but, after a detailed balanced assessment, four were chosen (see page 7). There are some great contributions to knowledge, ideas and people.

In the next academic year, Marketing Thesis Awards will be offered to all universities and colleges offering advanced thesis

work in marketing. Please promote this award as widely as you can to your colleagues, contacts and friends. We are looking for innovation and for the best. If you would like more details, do contact us.

## Teaching Excellence Awards

This year, the Marketors have been delighted to sponsor, support and help develop the Academy of Marketing (AM) Teaching Excellence Awards. The dissemination of quality ideas, sharing advanced, practical knowledge and sound teaching is at the heart of world-class marketing. It is critical to our profession and its development. We are proud of our partnership with AM and its Education Sub Committee, led by Professor Laura Chamberlain of the Department of Marketing at Warwick University and by Chair of the Academy, Professor Ann Marie Doherty of the Business School, University of Strathclyde. We have been working closely with AM over the past year to strengthen and promote marketing teaching and are pleased to help

fund and share the best ideas and practice across academe and the profession. More details of the dissemination and sharing of this award-winning research and work will be announced later this year and developed jointly with our Education and Knowledge colleagues, most notably Dr Fran Hyde who has become a member of the AM Education Committee.

## Marketing and dance

It was good to be invited this year to attend the Academy of Marketing's Annual Conference Dinner at the University of Birmingham in July where our Master presented the first recipient of the WCM-sponsored Teaching Excellence Award. It went to Associate Professor Pilar Rojas-Gaviria of Birmingham University Business School for her wonderful work on dance and marketing.

The challenge of teaching and understanding consumer behaviour is the focus of this work. It helps students understand different consumers, develop creative empathy, and teaches them the process to build skills to discover insights rather than provide them with specific formulaic insights. To achieve these ambitions, Professor Rojas-Gaviria's team has collaborated with the Birmingham Royal Ballet and immersed the students in the ballet experience as both consumers and marketers. In this partnership, students have also helped by applying their learning to design thinking to formulate recommendations for the Birmingham Royal Ballet to develop a more diverse and wider audience.

The creativity and flair of the initiative lifted us all. Thank you, Pilar.

The Awards Committee held meetings in May and plan two more this year – in October and December. We look forward to working with the Senior Warden, Professor Ian Ryder, who joins our committee over the forthcoming weeks.



*Associate Professor Pilar Rojas-Gaviria of Birmingham University Business School received the Academy of Marketing Teaching Excellence Award which was sponsored by the Marketors.*



# AFCC carpet guard

*Tony Norton*  
Freeman & AFCC Committee member

Members of the Army and Royal Navy sections of St Dunstan's College Combined Cadet Force, one of our military affiliations, once again formed a carpet guard at our Mansion House banquet in July. Their turnout was immaculate and they formed up smartly on the stairs to line the route to the receiving

line. After we were all seated for dinner, they marched in to receive our thanks for their contribution to the splendour of the evening.

St Dunstan's College, of which the late Past Master and Aldermanic Sheriff Sir Paul Judge was an old boy and Chair of Governors, is very proud of its CCF, who march in our

entry in the Lord Mayor's Show. The College has a history dating back to 1446. Initially situated in the City of London, in 1888 it reopened at its current site near Catford. Today it is an independent school which provides a broad and rich programme of learning for children aged 4 to 18.

## Education and Knowledge Development Committee

*Dr Fran Hyde*  
Freeman & EKDC Chairman

Working alongside the Awards Committee to build the association between the Marketors and the Academy of Marketing's (AM) community of marketing academics, we certainly 'made our presence felt' at their annual conference at the University of Birmingham in July. Liveryman Dr Sarah-Louise Mitchell and I spoke about the Company at the conference AGM and our leaflets went into all conference bags. The AM annual conference was attended by over 350 marketing academics from universities in the UK and beyond, making this an important contact point for us with marketing educators. With discussion under way for a WCM/AM event in early spring 2024, plans are also in progress to continue a WCM presence at next year's conference in Cardiff. The Academy of Marketing Education

committee would also like our support next year to develop competence and confidence in the use of marketing case studies via a CPD event, open to marketing educators.

It's hard to be in two places at once, so sadly we were unable to cover the Marketors' stand at the London Careers Festival in July. Aware that this event will now always clash with the AM annual conference, I will start planning early to make sure that we are able to join other livery companies at this important event in 2024. If you are able to help, please email [f.hyde2@uos.ac.uk](mailto:f.hyde2@uos.ac.uk).

Developing our **Thought Leadership** pieces continues to be an important part of our committee's work and a key way that we can promote ourselves through our most

valuable asset: the expertise of our members. The Thought Leadership posts on our LinkedIn page are our most effective posts. Early data analysis looking at LinkedIn impressions, website page views, and time spent on page show solid traction. This data, kindly provided by Iconic Digital, is proving useful in seeing how effective these pieces are in engaging a range of people in marketing debates, as well as connecting and directing people to the Marketors. Planning what we feel would be most effective over the next eight months will involve the EKDC making some specific approaches to individuals to write on certain topics. We hope that you will respond positively, if asked. For more details and expressions of interest, please contact Omaid Hiwaizi on [omaidhiwaizi@gmail.com](mailto:omaidhiwaizi@gmail.com).

*Dr Keith Arundale  
Mais Past Master*

## Class of 2005 to 2007

It was the time when Hurricane Katrina killed 1,000 people on the US Gulf Coast, the London terrorist bombings killed 52 people and injured 770, the then Prince Charles married Camilla Parker Bowles in a civil ceremony at Windsor Guildhall, pubs were allowed to open for 24 hours, a whale was discovered swimming in the River Thames, and Madeleine McCann was reported missing. On the financial side of things, huge private equity backed deals such as Alliance Boots were transacted, just before the banks crashed and the late Sir Paul Judge (2005), Roger de Pilkington (2006) and Dr Keith Arundale (2007) served as Masters of our Company in their respective years. To celebrate and remember these vibrant years, our Fellowship Chairman, Martin Ashton, organised an informal get-together of members who joined the Company in 2005 to 2007. Hosted by Past Master Keith, it was held on 20 April in the Plaisterers' Court Room. This was part of the "Class Of...." initiative where Past Masters bring together Freemen who joined in their year.

On behalf of our late PM Sir Paul and PM Roger (who left the Company after retiring to Blackpool), PM Keith welcomed members and, through a retrospective slide show, reminded members of some of the highlights of Company events from those years. These included the international trips to Malta (2005) and Pittsburgh (2007) and the more local trip to Blackpool (2006). There was much reminiscing of those heady, pre-crash years over wine and sandwiches kindly organised by our Deputy Clerk. Keith's Middle Warden for his year, Past Master Peter Goudge, and Keith's wife, Kathy, were also there.

If any Past Master would like to organise a 'Class of' for their year, please contact Court Assistant Martin Ashton.



## Fellowship – your route to getting involved

*Martin Ashton  
Court Assistant  
and Fellowship Chairman*

*Left to right: Court Assistants Martin Ashton and Susan Rawlinson; Martin Copland; Liveryman Debbie Pearson; Court Assistant Keith Rowland; and Past Master Dr David Pearson at Blackbook winery*

Whilst some of us have specific reasons for joining the Marketors, it can sometimes be a challenge to get to know the structure of the Company, get involved and meet like-minded people. Whether you are a new Freeman, long-term Liveryman or a member well into their retirement, the Fellowship committee exists to help you feel involved and offer you the opportunity to participate in one of the City's most innovative and exciting Livery companies.

Over the last few months, there have been several events organised by the Fellowship Committee to ensure we achieve that aim.

We currently have one active Special Interest Group – the Wine Circle led by Past Master Dr David Pearson. It's designed to appeal to members with a keen interest in the subject. In May, members paid a visit to the Blackbook urban winery in Battersea. We joined a tour and tasting given by owner Sergio Verrillo – it felt a little surreal to be in the middle of a winery in a Battersea rail arch. However, some of the wine surprised and delighted us, and we enjoyed a post-winery dinner in the new Battersea Power Station nearby.

The Marketors' Tribe have been discussing Artificial Intelligence over the last few months and Hannah Hattie Matthews, Chief Brand Office of Science Magic hosted a discussion for us entitled 'The Future of Marketing: exploring the possibilities of AI and Web3'. This explored the latest innovations in

these spaces and inspired us with real-world examples. We were grateful to the agency Isobel for their generous use of space, roof terrace and refreshments.

In July, we hosted a Fellowship evening at Plaisterers' Hall for recent Freemen. The evening was designed to talk about the aims and structure of the Company, the Committees and progression through to Livery. We will be holding another event later in the year, giving all recent Freemen the opportunity to attend.

Finally, do you have any suggestions for Fellowship? Do you want to get involved with the Committee or simply want to know about an event that you might want to come to? Perhaps you have an idea for a Special Interest Group or are interested in the Marketors' Tribe. Then please contact me at [msa44@hotmail.com](mailto:msa44@hotmail.com).

For the Marketors' Tribe, please contact Laura Beccaria at [laurafbeccaria@outlook.com](mailto:laurafbeccaria@outlook.com).





# The Loving Cup – has it had its day?

*Zoe Phillips*  
**Freeman & Heritage Committee Vice Chairman**

*David Williams*  
**Liveryman & Heritage Committee Past Chairman**

**“The Master drinks to you in a Loving Cup, and bids you all a hearty welcome.”**

**Prior to the onset of Covid in early 2020, such were the words of the Beadle immediately after dinner at a Great Event such as Mansion House or the Bowden Charter Dinner.**

However, with the onset of Covid, many livery companies have had to pause or cease the loving cup ceremony for a time. A result is that many newer Marketors have yet to experience this unique, ancient practice.

The loving cup ceremony dates back at least to Anglo Saxon times with guests sharing a common cup to signify fraternity. Today it is a symbolic gesture towards King Edward the Martyr who, according to popular legend, was assassinated aged just 17 at Corfe Castle in 978 – orchestrated by his step-mother Elfrida just after he had returned from hunting.

In Great Britain, loving cups are large goblets, often made of silver, with either two or three handles. Whatever shape or material they appear in, they are to symbolise friendship and unity. The ones that belong to our Company have two handles and, importantly, lids. A lid was historically vital as by raising it, the next person in line was prevented from wounding you with a dagger or sword!

In former times the loving cup traditionally contained mead but today could well be madeira or

simply wine of dubious origin, and possibly, quality.

There was a huge formality to passing the loving cup around the dining hall. New members and guests can always acquaint themselves online before the event if nervous about the procedure. Note that the cup comes to you with an obligatory napkin tied to one handle and that it should be used to carefully wipe clean the rim after drinking before passing on the cup to your neighbour.

Post-Covid, has the ceremony had its day? While some livery companies have not resumed the practice, others have introduced innovative replacement ceremonies to maintain the tradition, such as passing around chocolates within

the loving cup. The Worshipful Company of Nurses which gained its livery status in May passes around a Florence Nightingale lamp. And the Tobacco Pipe Makers and Tobacco Blenders offer a pinch of snuff!

Just as many churches have now returned to the common cup for communion services, so more livery companies may decide to return to the traditional loving cup ceremony.

Although the execution may have changed, the meaning stays the same – a sign of uniting people in friendship. And, whilst the ceremony should be learned and correctly followed, it should never be taken too seriously. If we do revert, hopefully newer members will now know what to do!

We have 11 loving cups in our Company treasure that have been kindly donated to us over the years. Here's a list in chronological order, showing who the donors were and when the cups were given:

Silver Loving Cup	Past Master Tony Bellm 1976
Silver Loving Cup	Leslie Smith 1976
Silver Loving Cup	D F Short 1977
Silver Loving Cup	Past Master Tony Bellm 1979
Crystal Loving Cup	Peter King 1987
Silver Loving Cups (set of 6)	The Economist 1990 (2), Nomura 1990 (2), Not Assigned (2)

Even if loving cups are not part of a Marketors' Great Event ceremony, your Heritage Committee will make every attempt to display them – so do take time out to look for sparkling silverware!

## Scotland is special – and Marketers need to plan campaigns accordingly

Jeremy Stern  
Liveryman and Law  
& Marketing Committee Chairman

Michael Caine became famous for his catchline 'Not a lot of people know that', but the line also applies to many marketers' knowledge of the laws affecting marketing. It is probable that most of us will regard the UK as homogeneous when planning future marketing campaigns. We may have different accents in different parts of the country, but surely we can run the same campaign in Aberdeen as we do in Exeter?

Well, if you are an alcohol brand, the answer is a definite NO. Scotland for the last few years has had its own set of rules relating to the marketing of alcohol, as one major brand recently found out to their cost.

### Money-off coupons

In April 2023 a nationwide trial campaign offered consumers a coupon worth £2.50 off a pint of Inch's cider. However Heineken, the company behind Inch's, failed to take into account the regulations surrounding alcohol promotions that apply specifically in Scotland.

Consequently, and in a blaze of negative publicity, the campaign had to be cancelled 'mid-flight' at a significant cost.

Promotions links to alcohol purchase are not illegal in Scotland, but you need to consider the following:

### 50p per unit

Scottish law sets a minimum unit price of 50p per unit of alcohol. This means that any marketing activity whether in the 'On-Trade', (pubs and restaurants) or the 'Off-Trade', (supermarkets and off licenses), needs to adhere to this requirement. The unit price of alcohol cannot drop below 50p as a result of a direct price cut or a coupon or similar.

### Restrictions on promotions

You cannot offer alcohol as a prize or award, unless the alcohol is in a sealed container and consumed off the premises.

Any drinks promotion that "encourages, or seeks to encourage, a person to buy or

consume a larger measure of alcohol than the person had otherwise intended to buy or consume" is banned. So that cuts out 2 for 1 deals and if there is a prize promotion, entry should be limited to one person for the duration and discounts should not be offered at the same time as a prize promotion.

In the case of Inch's, there were two issues. Firstly that the £2.50 coupon risked bringing the net price of the product below the legal minimum and secondly, that the launch coincided with their Cider & Patch Plants' Promotion, which was running across Great Britain, and by attempting to run both promotions concurrently, they further risked being non-compliant under the rules about encouraging additional consumption.

Luckily Heineken pulled the campaign in Scotland, otherwise they could have found themselves in a wee bit of trouble!

Whoever said that marketing was easy!

*The new Liverymen about to be clothed at the Ceremonial Court at the Mansion House in July. Left to right: Helen Christopher, Prof Moira Clarke, Marcus Harris, Vittoria Traglia.*

## Progressing to Livery

The Livery Committee\* was pleased to support the admission of a number of new Liverymen at the July Court meeting and some of those admitted were then clothed prior to the Ceremonial Court at the Mansion House banquet. Following this success, we continue to canvas applications from active members of the Company and so it is timely to highlight some aspects of the personal profiles of those recently admitted in order to encourage others to also apply.

One of those admitted is a relatively recently-joined member of the Company who has rapidly become closely involved with the activities of the Company, in their case the 50th Jubilee working group. Another has been a member for some time and has been a stalwart in the Events area. Another is a widely published academic in the Marketing field enhancing the 'fame' of the Company with her work and her association with us. Yet another has been a member of the Company for some time but with significant commitments to their local community, has not been able to spend time with the Marketors, however, with those commitments now reducing, they now have capacity to contribute to the Company and are leaning into the Mentoring efforts. And, finally, one is a successful marketing entrepreneur now looking to give

back by supporting our Company's charitable purposes through our Outreach and Mentoring programmes.

As these profiles indicate, the Livery Committee and Court welcome a wide range of applications to ensure that the Livery reflects the full breadth of our purposes across Fellowship, Craft, Charity and the City. Given this, the Livery Committee is keen to encourage applications from any Freeman who has been admitted to the Freedom of the City, and who is ready and willing to support the Company in any of its areas of activity.

If you would like more details, either regarding the Freedom of the City admission process or to make an application to become a Liveryman, then please, in the first instance, contact the Clerk's office. Similarly, if you know of someone whom you believe should apply to become a Liveryman but may be too modest to do so, then please let the Clerk know so that we can invite them to apply. The Livery Committee looks forward to hearing from you.

*\*The Livery Committee comprises: Past Master Jim Surguy; Senior Warden Ian Ryder; Court Assistants Susan Rawlinson and John Zealley (Chairman) and Liveryman David Cowell.*

*John Zealley  
Court Assistant  
& Livery Committee Chairman*

*Fergus Naughton  
Freeman & St Bride's Liaison*

## St Bride's Crypt visit

On August 16, the Company was invited to an exclusive tour of the hallowed church crypts of St Bride's, led in person by the Reverend Canon Dr Alison Joyce, Rector of St Bride's. The church site has been a place of Christian worship for over 1,500 years but has a history that extends beyond into Roman times, and has played a key role in London's extraordinary past.

This past was brought to life by a glorious talk and presentation by Revd Alison which took us through the centuries past: the Plague, the Great Fire of London, Sir Christopher Wren – the architect of the church we see today – all the way up to present-day Fleet Street. We then descended into the deepest recesses of the church which included the Charnel House containing thousands of visible human remains.



*In the crypt at St Bride's: left to right, Fergus Naughton, Malcolm Douglas, David Elmer, Claire Moran, Rhian Pamphilon, Dr Alison Joyce, Roz Morris*

For those still hungering for more, the evening ended with a cheese tasting hosted by 'Mons' Cheesemongers. Their experts talked us through a selection of six outstanding cheeses accompanied by some well-earned wine. Thank you again to Revd Alison and all at St Bride's for inviting us.



*John Jeffcock*  
Court Assistant and Mentoring  
Committee member

## Top Tips for Mentees

**Have you thought about being mentored by a fellow Marketor? It's free, fun and very fruitful!**

**In the first of a series of articles on mentoring, Marketors' Mentoring Committee Member, John Jeffcock, guides us through the theory and the practice of mentoring, from a mentee's perspective.**

Being mentored can help you grow professionally and develop your career, skills and expertise. It is very different from being managed or coached; mentors help their mentees to identify new ways to improve and develop, often drawing upon their own experiences in the process. Mentees will report increased confidence, self-esteem and motivation. Following the top tips presented below will help you to ensure that your approach to being mentored brings success.

### 1. Meet your mentor

Try and aim to have an informal meeting (virtual or face to face) with your potential mentor before officially beginning the mentoring

relationship to determine whether you and the mentor are right for one another. It is useful to prepare some questions for this meeting to help you understand whether it could work. You are free to walk away at this point with no questions asked if you feel it is not right.

### 2. Honour your commitment

Make your mentoring sessions a high priority. Avoid re-scheduling or cancelling your appointment unless you absolutely have to. Similarly, you should give the mentor your full attention during your sessions.

### 3. Initiate and set the agenda

Before you start, develop a clear understanding of what you want to gain from the partnership and determine the ways in which you would like your mentor to help and advise you. You are responsible for your own learning and so setting the direction for the relationship is essential.

### 4. Be open and honest

Mentoring can only work when you as the mentee are prepared

to share information willingly and openly with your mentor. Try and be as honest as possible when responding to your mentor's questions, comments and insights.

### 5. Adapt, don't adopt!

Only use your mentor's experiences as a guide for how you should act. Something which went well for your mentor may not work well for you, so you should avoid using their experiences as a template for your own journey.

### 6. Ask your mentor questions

You may like to ask your mentor questions about their experiences. This might be to understand why they took a certain action, or to learn the outcome of a decision they made.

### 7. Follow through

Your mentoring sessions may end, whereby you and your mentor agree on some next steps for you to action. It is important that these next steps are appropriate, realistic and achievable. If your mentor makes a suggestion you don't feel is feasible or relevant, you should be honest and try and propose more appropriate alternatives.

### 8. Review progress

As things progress, it is important to review your progress against the objectives you initially set. Your mentor may provide you with some tools or individual exercises to help you do this. It may help to spend some time reviewing your own progress and making a note of the areas you still feel need work.

### 9. Provide feedback

At the end, the programme coordinator will ask you for some feedback as part of their evaluation process by completing a short form. To help you provide honest, detailed and relevant feedback, it is a good idea to record the outcomes you and your mentor agree.

The Marketors' Mentoring Programme was initially set up to enable members to be mentored by a fellow Marketor. So, if you feel mentoring could help you, please contact the Mentoring Committee Chairman, Peter Rosenvinge: p-rosenvinge@sky.com.

# Marketors' support for Act4Africa is a template for success

Gina McAdam  
Liveryman & Outreach  
Committee Member

**In Spring 2022, the Marketors announced the inaugural winners of The Marketors' Trust's Charity Marketing Grants Programme, designed to help charities with an annual income of between £10K and £200K.**

Garnering the maximum grant of £10K was Act4Africa, a charity whose stated mission is to "promote gender justice and support women and girls in Uganda to thrive independently through a transformative and holistic approach to health, education, agriculture and livelihoods". Act4Africa had applied to the Marketors for support for a "Strong Mothers' Club" grassroots campaign aimed at raising funds in the UK to run a training and support programme for adolescent mothers. The goal was to secure 100 new donors, with a monthly donation of £35, within six months.

Freeman Malcolm Gilbertson, Managing Director and Creative Director of branding agency Silverback Studios, assumed the role of Outreach Director on behalf of the Marketors' Outreach Programme, advising and guiding Act4Africa on how best to use marketing to achieve their goals. Following an initial meeting with Act4Africa principals, Malcolm prepared a comprehensive report recommending several courses of action. For example, Act4Africa could re-activate past donors and supporters by employing the correct marketing strategies, using their existing CRM system. At the same time, the effective use of social media platforms such as Facebook (including the use of Facebook ads) and Instagram would help attract new donors.

Targeting the correct demographic with the appropriate, emotive messages, was also seen as key, i.e. middle-class UK mothers who could empathise and relate to the needs of young Ugandan mothers, sharing their maternal instincts including the pull to provide for their children's needs before their own. Creating positive and empowering

content, engaging photography, an impactful website landing page and utilising Google analytics to quantify the impact of the campaign were also proposed.

The charity set about creating test ads for Facebook, however actual testing was pushed back by the hacking of the charity's Facebook account. Nevertheless, in November 2022, Jack Smedley of Act4Africa described the campaign's progress:

"The Act4Africa Strong Mothers' Club... thanks to the generous gift of both time and money from the Worshipful Marketors Company [sic], is ready to be deployed.

"Malcolm Gilbertson, a man with considerable expertise in the field of programmatic marketing, gave us invaluable advice on targeting the correct demographic and helping us zero in on our audience of mothers so we can be laser-focused with the media money and extract maximum return on investment from the generous donation from the Marketors... Without their on-going

support, this campaign would not be anywhere near as effective..."

In April 2023, the test campaign got underway, and by May, data for the first round of testing had been collated to inform the next phase. Sharing feedback with Malcolm, Barbara Blaber, Managing Director of Act4Africa, said: "Click through rates have been promising overall, and have given a clear steer on one aspect of the creative used which is being incorporated in the next iteration. The good news is it looks like we have had a couple of donations as a result of the testing.

"As a very small charity, it's important that we focus our resources on things that really make a difference. The support we have received from the Worshipful Company of Marketors, both in funding and in kind, is helping us achieve this. The report that Malcolm produced at the outset of the project was excellent, demonstrating a real understanding of what we are trying to achieve as a charity."





## Upcoming events

<b>Thursday 19 October</b>	Crazy Golf Challenge, 8 Brown's Buildings
<b>Sunday 29 October</b>	Hallowe'en Walk, Covent Garden
<b>Wednesday 1 November</b>	'Tequila in the Spotlight', joint event with the Distillers, HMS President
<b>Thursday 2 November</b>	Informal pub get-together, Lamb and Trotter, 6 Little Britain
<b>Saturday 11 November</b>	Lord Mayor's Show followed by lunch at Cote, St Paul's
<b>Thursday 16 November</b>	'Marketing means business' fellowship dinner, Henley Business School

<b>Thursday 23 November</b>	Joint Commemorative Service St Bride's Church, followed by lunch
<b>Wednesday 6 December</b>	Informal pub get-together, Lamb and Trotter, 6 Little Britain
<b>Monday 11 December</b>	Carol service, St Bride's Church
<b>Thursday 25 January</b>	Installation Dinner, Guildhall

### Come and enjoy the Lord Mayor's Show

We hope to see lots of Marketors with friends and family members cheering on our float in the Lord Mayor's Show on 11 November. This will be followed by a convivial lunch at Cote St Paul's. Contact Court Assistant Annie Brooks to book your places at lunch on [violet sistersnogger@gmail.com](mailto:violet sistersnogger@gmail.com).

For information about the Marketors' Tribe, contact Court Assistant Laura Beccaria on [laurafbbeccaia@outlook.com](mailto:laurafbbeccaia@outlook.com)

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

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