



WORSHIPFUL  
COMPANY *of*  
MARKETORS

# MARKETOR

ISSUE 96  
SPRING 2024

Winners of The Marketors' Trust Charity Grants Programme

Personal branding and authentic brand activism

Member Spotlight and Bookshelf back by popular demand



## Reputation Matters

# MARKETOR

SPRING 2024 ISSUE 96

The Livery Company Magazine  
for Marketing Professionals

## Contents

Editorial	2
Livery Climate Action Group	2
The Master's Column	3
United Guilds' Service	3
Installation dinner	4-5
Installation Ceremonial Court	6-7
Meet the Master	8
What does the Remembrancer do?	9
The Marketors' Trust	10-12
The Shine School Media Awards	13
Guildhall pancake races	14
FSG networking evening	14
RAF Air Vice Marshal shares insights and anecdotes	15
Knowledge Mile lecture: SMEs	15
Swapping the 4Ps for pirouettes	16
Thought leadership: personal branding	18
Thought leadership: authentic brand activism	19
Marketing blunders	20
Awards Committee	22
Armed Forces & Cadets Committee	23
Education and Knowledge Development Committee	24
Fellowship & Livery Committee	25
Heritage Committee	26
St Bride's Liaison	27
Membership Committee	27
Mentoring Committee	28
Outreach Committee	29
Marketors' Red Cross stall	30
Spotlight on Michael Lynch	30
Bookshelf	31
Companions' Christmas lunch	32
Events diary	32

Front cover l to r: Junior Warden John Zealley, Middle Warden David Elmer, Senior Warden Julian Boulding. Seated: Master Professor Ian Ryder.

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# Editorial

Carole Seawert  
Editor & Court Assistant



**Welcome to the first issue of Marketor with our new Master, Professor Ian Ryder, at the helm. In this edition, you can read about his installation at Guildhall and find out more about him in the interview conducted by the Senior Warden, Julian Boulding.**

What does the Remembrancer do? If you are not quite sure, then Past Master Dr Trevor Brignall provides all the answers on page 9, in an exclusive interview with Paul Double.

This time, we have a special focus on The Marketors' Trust as we announce this year's winners of

the Charity Grants Programme and throw the spotlight on the Trust's recent achievements, as Phil Andrew hands over the chairmanship to David Cowell. Chloe Webb, from the Trust Committee, also explains who the recipients of the Trust's charitable giving will be in 2024.

The Thought Leadership articles, written by Dr Sarah Louise Mitchell and Ishwari Patil focus on personal branding and authentic brand activism. And Jeremy Stern showcases promotional blunders from three leading brands as a cautionary tale.

In the rest of the magazine, there's the usual mix of news of the activities organised by the Events team and a round-up of the initiatives undertaken by our hard-working committees.

And last but not least, **Bookshelf** returns by popular demand on page 31. We have featured the writing talents of five members of the Company. As always, if you have an idea for an article for a future issue of *Marketor*, please contact [editor@marketors.org](mailto:editor@marketors.org).

## Livery Climate Action Group: the path to net zero

Dr David Pearson  
Past Master

**The City of London Corporation has adopted a radical Climate Action Strategy which breaks new ground and sets out how the organisation will achieve net zero, build climate resilience and champion sustainable growth, both in the UK and globally, over the next two decades.**

By adopting the strategy, the City Corporation has committed to:

- Achieve net zero carbon emissions from our own operations by 2027
- Achieve net zero carbon emissions across our investments and supply chain by 2040
- Support the achievement of net zero for the Square Mile by 2040

- Invest £68m over the next six years to support these goals, of which £15m is dedicated to preparing the Square Mile for extreme weather events.

Linked to this, Alderman and former Sheriff Alison Gowman has set up a Livery Climate Action Group which over 100 livery companies support. I sit as the Marketors' representative on the LCAG.

Livery companies with a hall clearly have a greater carbon footprint than those which don't but, together, if all the livery companies reduce their emissions substantially that can make a significant impact.

If you would like to help with the project to reduce the Marketors' carbon footprint, please contact me at [dcpearson@btclick.com](mailto:dcpearson@btclick.com).

On 25 January I received a huge honour and recognition when I was appointed Master of our excellent WCM. Until you have been there and stood before a large audience of esteemed marketing professionals and their guests, it is quite impossible to imagine the glow of pride, the feeling of responsibility and the coat of humility that this brings.

It also brings a tsunami of emails, messages and invitations, and it is extraordinary how many invitations clash.

However, in my case, the overriding responsibility is our members – and the whole variety of different needs and expectations across our very diverse ages, backgrounds and experiences.

**Introduce your colleagues**

Membership is our life blood. Please look around your friends and contacts and help strengthen your Company by proposing them for membership. I will be delighted to welcome all those whom you invite to the livery home for marketing professionals.

We are all proud members of the livery community and, more especially, of our own WCM. We are all driven by the desire to 'give back' as well as being part of a unique fellowship of like-minded professionals.

**Member journey**

I've spent the last 35 years of my career with a special interest in researching and understanding CJ / CX (Customer Journey / Customer Experience) mapping. So I'd like to see us understand our own member journey better during my year.



# The Master's Column

*Professor Ian Ryder  
Master*

**'Reputation Matters'**

My principle and my focus this year is 'Reputation Matters' and, as marketing experts, you know the importance of that. We are all responsible for our reputation – in all we do, say or write, and I ask that we all bear that in mind in our everyday, as well as our 'livery' lives.

This is especially important since trust is what determines 'reputation' (please see my Master's Blog on the website). And, in today's increasingly AI-obsessed world, trust is actually hard to find and determine.

If I may humbly borrow from *The Knowledge*, an excellent (free) daily news briefing, and an article in their 8 March output:

"In Google's brave new world, truth counts for little" ran their headline.

The short article that followed shows us a very unhappy view of how warped our picture of the world can become when our information searches are incomplete, managed and biased. It shows how AI can be programmed to manipulate and control the information we receive and displays a scary view of Orwell's horrifying predictions from 75 years ago.

**You are the WCM's future**

However, one absolute truth is that you, our members, are our past, present and future. We exist only because of your membership, and because of the generous contributions of time, energy and experience volunteered both by our committee members and their Chairmen and by all the other Marketors who help them. Thank you.



*L to r: Julian Boulding, Rhian Pamphilon, Professor Ian Ryder, Valerie Boakes, John Zealley, David Elmer.*

On Friday 15 March, a group of ten Marketors attended the United Guilds' Service at St Paul's Cathedral. Every year since 1943 (except for Covid), St Paul's has held a service especially for livery companies. And every year, the cathedral is filled to capacity with over 2,000 members from right across the livery world. The service is also attended by the Lord Mayor

and Sheriffs, the Court of Aldermen and other senior representatives from the Corporation of London.

After the service, the group of Marketors repaired to Plaisterers' Hall to join those from other livery companies for a celebratory lunch.

If you haven't been to a United Guilds' Service, make 28 March 2025 a date in your diary.



# New year, new adventures

Vanella Jackson  
Court Assistant

**It was a dull January afternoon as I found myself heading to Guildhall. I'd just changed into my evening outfit in the ladies' toilet of a restaurant. I was setting out on a new adventure: to become a Court Assistant with the Company.**

I couldn't be late. I had to be there, dressed for dinner, by 4.15 pm. I sat in the back of the cab and re-read the order of events. Only two things to say... "I am" and "I do so declare".

I was on time and soon met Steve and David who, like me, were going to become new Court Assistants. They were instantly likeable. We swapped stories, laughed, touched on politics, ethics and living a life driven by values. A perfectly normal encounter with a Marketor.

Luckily, David was going to lead our gang and all we had to do was follow. We rehearsed "I do so declare" several times, making sure not to drop the "so". Then we were on and invited into the Court. We got through it without hiccups. There was a lot of handshaking.

I had experienced this amount of handshaking once before, when I became a Liveryman. I reflected on what a wonderful, welcoming thing it is, to make a real connection with someone through the act of shaking hands.

As we waited, before dinner, I chatted to Past Master Dr David Pearson, who talked about how unique the organisation's approach to leadership is. One year only as the Master, just like the President of Switzerland – a country with a successful economy and that has consistently avoided conflict. So no time to waste, a clear focus on the impact and changes you want to make, then move on and support the next Master. This idea of bringing in constant change, with new thinking and new ideas is exciting. It is a strategy for always evolving and innovating.

I queued for more handshaking down the stairs. A delicious dinner was served and conversation, as always, flowed easily.

Then the Senior Warden Julian Boulding, the 'new Baldrick', was on his feet, engaging as ever, cracking jokes and making people feel excited about what we were about to hear from the renowned marketer and Honorary Liveryman, Amanda Mackenzie OBE.

Amanda's message was clear. Anything we do needs to have impact as its focus. Without impact, nothing is worthwhile. She argued that we needed this focus now more than ever, as change is coming faster and is more distracting than ever before.

She said standing still is not an option. What we need is to use all our marketing skills to help support sustainable growth. This is what marketing contributes to the world. It always has the potential to create real value and drive change and innovation. It also shapes how society behaves and what we value.

The new Master followed with a message that dovetailed perfectly with Amanda's. He asked us all to think about how we work together to contribute to and support the reputation of the Marketors.

'Reputation Matters' is the Master's new theme. For him, reputation is created by making a valuable contribution and always delivering on your promises. This, in turn, builds trust.

He said reputation is our collective responsibility and that everyone has a contribution to make. I liked this, as it felt like a call for greater collaboration and teamwork, to get more done. He finished by saying we should all appreciate what everyone brings to the party. And to do so with an open heart, generosity and thankfulness.

It was January – a new year, a new Master and new opportunity for more impact, through working together. Impact that will build our reputation and drive sustainable growth. New adventures for us all.



At a busy Installation Ceremonial Court at Guildhall in January, we not only installed the new Master and invested the Wardens but also appointed the new Clerk, the new Honorary Treasurer and three new Court Assistants. We also clothed eight Liverymen and admitted five Freemen.



*Honor Page is officially installed as our Gallant Clerk by the outgoing Master*



*The new Master, Professor Ian Ryder, is robed by the Beadle*



*Senior Warden Julian Boulding*



*Middle Warden David Elmer*



*Junior Warden John Zealley*



*Court Assistant John Wheen takes over as Honorary Treasurer from David Elmer*



*New Court Assistants: l to r: Steve Pailthorpe, the Master, Vanella Jackson, David Cowell*



*New Liverymen: l to r: Adeline Roche, Dr Fran Hyde, Alessandro D'Amico, Fergus Naughton, Martin Pezet, Jarmila Yu, Neil Buckley, Eric Allen*



*2024 Court*

# New Freeman

## Cait ALLEN

Cait has over 25 years' experience in marketing, in both operations and strategy and at CEO level. She is currently CEO of the British Chiropractic Association where her focus has been on income, sustainability and greater resilience. Cait previously worked at the National Oceanography Centre, which involved working with

international partners to create the G7 Navigation plan. A former CEO of the National Association of Round Tables Great Britain & Ireland, Cait has significant experience working with third-sector organisations. In her spare time, Cait has been a school governor, a mentor for university students and has supported young offenders with English literature.



## Jeremy DAVIS

Jeremy has had a stellar career in sales and marketing – especially in financial services and computing sectors. He has worked for blue chip companies including IBM, Accenture, and currently, the London Stock Exchange. He is a

Member of CIM, Associate member of CISI, speaks five languages including Japanese and is an expert in AI, blockchain and other aspects of digital technology. To relax, he climbs serious mountains like Kilimanjaro and Everest (up to Base Camp, at least) to raise money for charity.

## James THOMPSON

James has enjoyed a high-profile marketing leadership position at some of the world's top companies, including Unilever, Avon and Diageo. Most recently, he was the Global CMO for Heineken with oversight responsibility for the branding, marketing and development of the Heineken business. At Avon, he was part of

the leadership team charged with driving its purpose, commercial, marketing, digital and cultural transformation. During his time at Diageo, he worked on three continents, including in North America as Chief Marketing and Innovation Officer, in Asia Pacific as Chief Marketing and Innovation Officer, and as Managing Director, Global Reserve.



## Matthew WILKÉ

Matt is a performance marketing specialist who led the centralisation of all media buying across Europe for the Coca-Cola Company into a Programmatic-first strategy. He is also an experienced media planner, strategist and buyer with omnichannel experience. Whilst biddable, or programmatic media,

is his forte, he is also experienced in Out of Home, TV and Radio. Born in Scotland, his family moved to South Africa when he was young, where he studied music and copywriting. He came to London in 2020 and works for Total Media as Digital Business Director. In his spare time, he is involved with Gents Who Vent, the Young Westminster Foundation and the Grand Lodge of Scotland.

## Patrick ZINGA

Patrick leads automated media, data and MarTech at Heineken UK. As a digital specialist, his role focuses on data strategy, from CRM to managing first-party data (1PD) to segment audiences. Before joining Heineken he worked on the agency side: with Dentsu

on secondment to IKEA to review activities across global markets, and with Publicis-Starcom, leading digital strategy for brands including VISA, Airbnb and GSK. In his spare time Patrick is a qualified youth worker, supporting underprivileged children. He is also a mentor at MEFA (Media For All), supporting early career starters from diverse backgrounds.



# Meet the Master

Julian Boulding  
Senior Warden

**Senior Warden Julian Boulding interviews our new Master, Professor Ian Ryder.**

## **Tell us something about yourself.**

I was born in Manchester, two streets away from the real Coronation Street. At 10 years old, I got a scholarship to Manchester Grammar – but as all my friends were going to Audenshaw Grammar, I chose to go there instead. I have always loved sport and music. I did football, rugby, lacrosse, athletics, tennis, squash, badminton, golf, bike racing and off-roading. I also coached football and squash. In my late teens, I played drums and was still being asked to play in a pro band when I was in my mid-40s.

## **And your career?**

In the Salford University Computer Laboratory, I studied Computer Science. I was a CTO by age 28. Then I took an International Advanced Management programme at IMD in Lausanne. There I specialised in marketing, mostly B2B, and never looked back.

My foray into academia began when I was at DEC, then the world's second largest tech company. No-one in B2B at that time had a clue what marketing brands was really about. I was asked what the essence of a brand was in 1987 and my reply: 'a brand is a promise', found its way into folklore. Over 200 articles and papers and book contributions later, I was here!

## **What achievement are you most proud of?**

Of course, I am extremely proud to have become a professor. Major change programmes at the British Computer Society (now The Chartered Institute for IT), and the HP 'Invent' positioning, also feature strongly. But if I must choose just one, it would be the transformation change I led at the British Olympic Association back in the mid-90s, which led to the creation of Team GB.

## **When and why did you join the Marketors?**

I joined in 2005. A great friend of mine, PM David Hanger, collared me on the first tee at Wimbledon golf club! David has been a very dear friend for 40 years, since we met when he was Ad Director for the Economist and I was a Marketing Manager at HP. He is a real professional and one of life's very rare, true gentlemen – and still an actively involved Past Master with the WCM.

## **How does the outside world see the Marketors?**

The outside world generally has no idea what a livery company is, let alone a POV about our company specifically. This is a marketing challenge – perhaps a role for the Marketors – that could benefit the whole of the livery?

## **Have you chosen a theme for your Master's Year?**

Not a theme – but a principle: 'Reputation Matters'. Do you really know what customers and non-

customers think and know about you? Do you realise how very important reputation is? It is an outcome of trust, and trust is an outcome of keeping your promises and doing what you say you will do.

## **And your plans?**

We need to implement a sustainable business model at the Marketors. I'd really like to be able to leave you, and the Masters to come, with a basis for a stable breakeven-to-positive OPEX model and a happy, high energy, fun and engaged membership. I also want to create a strong feeling of 'team' within our Court, our Committees and our volunteers; and to encourage collaborative initiatives with other livery companies.

## **What is your vision of the future of marketing?**

Managing customers (acquiring, owning, retaining, CJ/CX), and managing brands, all to enable growth: this will remain the core marketing role. For sure, AI is changing marketing. But man plus AI is far more potent than either one alone – and man has the edge of having a real brain!





# What does the Remembrancer do?

Dr Trevor Brignall  
Past Master



**Past Master Dr Trevor Brignall interviewed Paul Double (pictured above), who recently retired as the Remembrancer, to find out what this key City role entails.**

**Could you explain the origins of the role?**

In 1570 or 1571 the Corporation of the City of London created the office of Remembrancer, responsible for keeping in remembrance the important affairs of the Corporation. The position evolved into one dealing with important Mayoral and Corporation correspondence, much of which was with Parliament. In 1760 the role was made available for purchase. Brass Crosby, the highest bidder, paid £3,600 (£900,000 today). The role subsequently reverted to being

by election with fees and a daily allowance when Parliament was sitting and it became a salaried City Law office in 1821.

**What are the key elements of the role?**

The traditional role is described as the channel of communications between the Lord Mayor and the City of London and the Sovereign, Royal Households and Parliament. The Remembrancer is also the City's Ceremonial Officer and Chief of Protocol. Practically speaking, on a day-to-day basis, it is an eyes and ears position and a guardian of the City's constitution,

with law, parliamentary drafting and protocol thrown in. The Remembrancer's responsibilities include monitoring legislation introduced into Parliament and reporting to the Corporation anything that is likely to influence the City of London's interests. Offering briefings to MPs and submitting evidence when select committees are investigating matters of interest to the Corporation is also part of the Remembrancer's work, as is seeking amendments to parliamentary bills on matters of interest to the City.

**How did your background equip you for the role?**

My early life was at the Bar and rather specialised government service. I was asked to act as

Counsel to the City to promote a City private bill in 1985 and have acted in that role since, but in 2002 was also privileged to be elected as City Remembrancer. I took office in 2003. Before that, I had been given the opportunity by the Corporation through various positions as Counsel to the City Remembrancer to participate in the broader work of the Office and that appealed to my interest in public affairs and protocol. I consider myself fortunate to have been given the opportunity to be part of major national events which the City organises including, at an early stage, back in 1986, the granting of the Honorary Freedom of the City of London to Diana, Princess of Wales and the State Visit of the King and Queen of Spain, (the latter of which I again experienced, but as Remembrancer, in 2017).

**There are several myths about the role; are they true?**

The Remembrancer is admitted to the Speaker of the House of Commons' parliamentary "roll A" which confers an entitlement to act as an agent to promote and oppose private parliamentary bills. That confers an entitlement to access to the under gallery of the House (which is near to the Serjeant at Arms but not beyond the bar of the House). Having been admitted to Mr Speaker's parliamentary roll, the Remembrancer has the right of audience before parliamentary committees on private bills. However, contrary to the popular myths, he does not speak on the floor of the House, nor sit near or behind the Speaker, nor see parliamentary bills or other papers before they are available to members of the House and publicly, nor have authority over the Commons or its procedures, yet alone the Speaker. Mr Speaker Hoyle would have a few choice things to say if it were to be suggested that the Remembrancer influenced him!

**A longer version of this interview is available on our website.**

# 2023 Charity Grants Programme winners unveiled

Conor Gunn  
Liveryman

The Marketors' Charity Grants initiative aims to inspire and empower smaller charities in launching impactful marketing campaigns in support of their respective causes.

In the third year of this programme, The Marketors' Trust is proud to award a total of £30,000 in grants to six extremely deserving charities. The top two grants of £10,000 each have been awarded to Harry's Hat and Been There, while Papa's Park, The Children's Heart Federation, The Cecil Hepworth Playhouse Theatre, and The Trollope Society each receive £2,500.

## JOINT WINNER



**Harry's Hat**, a user-led registered charity, is dedicated to supporting children with hydrocephalus (water on the brain) and their families across the UK. Hydrocephalus is a life-threatening condition which one in every 770 babies born in the UK each year will develop. It is the number one reason for brain surgery in children and yet there is little awareness of the condition and its impact. The £10,000 grant will bolster their 'Here when you need us' project, reinforcing core messaging to ensure families facing hydrocephalus know they are not alone.

## JOINT WINNER



**Been There** is a mental health charity providing free 1-to-1 mentoring for adults dealing with body image issues from mentors who have 'been there' too. This charity won a grant from us in 2022 and the judges were delighted to select them for a repeat grant in 2023. This year's Marketors' grant will help further grow awareness of the Been There charity and its services and bring users, volunteers, and donors into the community for longer-term support and advocacy.

## RUNNERS-UP

**Papa's Park**, managed by the Pulross Area Play Association, operates a community park in Brixton, South London, with a focus on improving residents' quality of life. The £2,500 grant will aid in overcoming challenges, increasing awareness, and rebuilding facilities to ensure the park's sustainable future.



**The Trollope Society**, dedicated to the study and enjoyment of Anthony Trollope's works, operates the Big Read programme. Facilitated through Zoom and supported by academic experts, the programme engages Trollope enthusiasts in reading and discussing selected works, fostering a vibrant community of literary enthusiasts.



**The Cecil Hepworth Playhouse Theatre for the Community (CHPTC)** enriches the community through arts experiences, workshops and educational opportunities. The grant will further support their efforts in promoting the health benefits of the arts and building community engagement.

**The Children's Heart Federation**, the leading national charity supporting children with heart conditions, receives support from The Marketors' Trust to develop an online dedication page. This initiative will create a shared safe space for loved ones to connect, share stories, and pay tribute to children who have lost their battles with heart conditions.



# The Marketors' Trust changes Chair

Diana Tombs  
Liveryman



Outgoing Chair Phil Andrew

**At the March meeting of the Trust, Phil Andrew, Chair for the last three years, stepped down and Court Assistant David Cowell took over the role.**

Phil oversaw a very active and successful period for the Trust, during which approximately £250,000 was donated to good causes, including for education, opportunities for young people and hardship grants.

His aim over this period was to re-enliven the Trust's strategic direction and move from a very safe reserves position to widen its reach, and in ways that could really make a meaningful impact.

Following a survey among members, who are the Trust's donors, priority was given to causes that would encourage younger people to get involved in marketing and embrace it as a career, resulting in the highly successful relationship with the charity, Unloc.

## Charity Grants Programme

The launch of the annual Charity Grants Programme invited smaller charities to apply for grants to run marketing campaigns they would not otherwise have been able to. This has now completed its third year and has seen 17 smaller charities benefit in this way.

During his tenure, Phil oversaw the bringing of the Martyn Davis

Trust under the umbrella of The Marketors' Trust. It is this legacy of the late Court Assistant Emeritus Martyn Davis that enables the Company to send someone to Harvard's Advanced Management Programme once every five years.

The other major restructuring of the Trust was completed in 2023, with a switch from having individual Trustees to having the Marketors

Company as the sole corporate Trustee with a committee appointed to managing its affairs, making it easier for members to become involved.

When I interviewed Phil for this article, he said: "I'm delighted that David was successful in his application to be Chair of the Trust. He has proved to be an enormous asset, especially through the governance restructure; he understands the Trust well and is aligned with our strategy. I feel that I am leaving the Trust in safe hands."

He also wished to record his thanks to the 'unsung heroes': the Trust Treasurers and Anita Twiddy, our bookkeeper, who do a huge amount of work behind the scenes to keep our finances in order.

## Introducing new Chair David Cowell

Originally from Formby in the North West, David spent many years working in London, the wider UK and around the world before settling in Lincolnshire. He married his wife Sally in 1981 and they have three grown up children and seven grandchildren.

He has worked as an Executive Director, Non-Executive Director and CEO of organisations across the public, private and not-for-profit sectors. This experience has

left him with the abiding view that a company is only as good as its people. So, for him, whatever plans are in play they need to be viewed through the lens of our fellow Marketors and 'the man on the Clapham Omnibus'.

David wants to build on the Trust's successes over the last few years, giving mainly to smaller charities where our donations can really make a difference and continuing with programmes such as the Charity Grants.

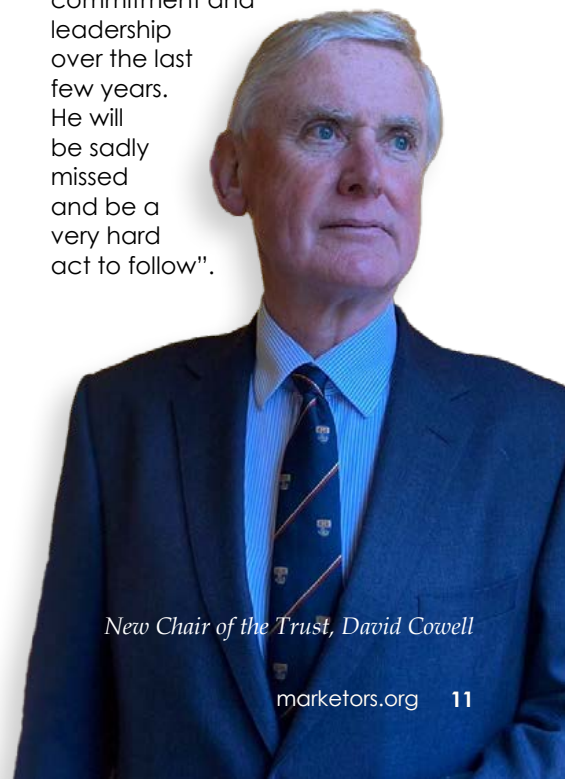
A key priority is to balance the books: over the last three years, giving has far exceeded the Trust's income; we now need to ensure that, while continuing our giving, we retain adequate reserves to cover our commitments.

He is also keen to invite suggestions from members on causes they would like to see us donate to and to have discussions about what we consider to be 'success'; how do we measure what value has come from our activities?

## A call for more committee members

On the governance front, David would like to encourage more members to serve on the Trust committee, to have between 12 and 15 members, ideally including some younger Marketors.

David also wishes to put on record his thanks to Phil "for his hard work, commitment and leadership over the last few years. He will be sadly missed and be a very hard act to follow".



New Chair of the Trust, David Cowell

# The Marketors' Trust – how your donations are making a difference

Chloe Webb  
Liveryman



Our continued support of **Unloc Learning**, an educational non-profit empowering youth as changemakers, enables them to broaden their reach by scaling events, increasing volunteer involvement, and elevating project visibility through focused campaigns and impactful films.

In today's economic turbulence, The Marketors' Trust committee's selection of annual beneficiaries from numerous worthy causes was even more of a challenge. The 2024 giving list prioritises alignment with Trust objectives. Here's a glimpse into where your donations will make an impact in the coming year.



The **Lord Mayor's Appeal's** strategic aim is to create A Better City for All that is inclusive, healthy, skilled and fair. Its thought leadership initiatives offer excellent learning, development and engagement opportunities for employees across the Square Mile and beyond.

The **Sheriffs' & Recorder's Fund** is a London-based charity supporting the rehabilitation of prison leavers and their families through individual grants and prison-based rehabilitation projects.

Livery Masters face mock arrests by City of London Police during the **British Red Cross** 'Jailed & Bailed', held at the Tower of London. In exchange for release, they donate their bail payments.

The **Mansion House Scholarship Scheme** awards scholarships to overseas students and business executives at an early stage of their careers to study or undertake training

or work experience in the financial services sector within the UK.

Established in 1891 with a clear social and cultural purpose, **St Bride Foundation** was originally set up to serve the burgeoning print and publishing trade of nearby Fleet Street.

**City & Guilds** is a global leader in skills development across a variety of sectors to meet the needs of today's workplace. Their qualifications and apprenticeships are valued by employers across the world, helping individuals develop their talents and abilities for career progression.

The **Charity Grants Programme** is wholly funded by the Trust. See our

feature on page 10 for details of this year's winners.

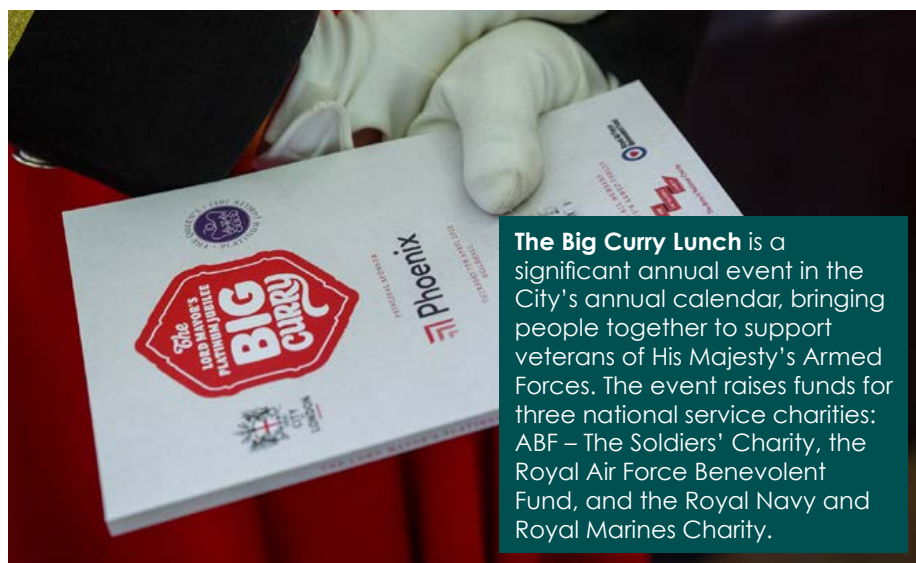
The **CIM's Global Marketing Excellence Awards** recognise and celebrate exceptional global marketing efforts by organisations, teams, and individuals.



The Trust sponsors various marketing education awards, including **The City of London School's Prize Day**, the **Academy of Marketing Teaching Excellence Award**, **Cranfield initiatives**, and the **Shine School Media Awards**, which honour outstanding newspaper, magazine, or multimedia projects in UK secondary schools (see next page).

**Hardship grants** form a core part of the Trust's giving strategy. When the situation arises, the Trust is able to provide financial support to members and/or their dependants. During 2024, the Trust is scheduled to allocate 10% of its giving to beneficiaries through hardship grants.

The work of the Trust is only made possible through your generous donations. If you would like to make a donation, please visit our page on the website or contact the Clerk's office.



The **Big Curry Lunch** is a significant annual event in the City's annual calendar, bringing people together to support veterans of His Majesty's Armed Forces. The event raises funds for three national service charities: ABF – The Soldiers' Charity, the Royal Air Force Benevolent Fund, and the Royal Navy and Royal Marines Charity.

# The Shine School Media Awards

Natasha Rawley  
Freeman

**For the past six years, the Worshipful Company of Marketors has supported the Shine School Media Awards as part of the Marketors' Outreach programme and via The Marketors' Trust.**

An endeavour of the Stationers' Foundation, the Shine School Media Awards is a free national competition that rewards UK secondary school pupils (both state and private) who produce an outstanding newspaper, magazine, or multimedia project.

Past Master Michael Harrison was first introduced to the Shine School Media Awards in 2018 by Terry Mansfield CBE when he was asked to serve on the board as a marketing expert.

Michael said he understood straightaway the importance of being involved in such an incredible charity, both as a representative of the Worshipful Company of Marketors and as a marketer.

As Michael explained: "The wonderful work these pupils are being encouraged to produce for these awards are all skills the marketers of tomorrow require. There are 24 categories, from Writer of the Year (Fiction and Non-Fiction), Editor of the Year and Scoop of the Year to Best Printed Publication, Best Cartoon, Best Photography, Best Audio and more. Encouraging the practice of communication in written, visual and audio forms, as well as the creativity needed to elevate them to win, are all talents needed for future marketing careers."

Shine gives the pupils an aspiration to strive towards and also provides the schools with excellent resources and best-practice toolkits to support teachers.

Michael added: "Gifting financial support and taking a proactive role within this charity not only means we are supporting our future livery members, but we have also created positive inter-livery co-operation and a good working relationship between the Stationers' Foundation and the Worshipful Company of Marketors. This has given both organisations valuable insights into each other's positive attitudes towards helping tomorrow's talent to Shine."

Richard Chapman, Chair of Shine, commented that the monetary grants the Shine School Media Awards receives from The Marketors' Trust enable the awards to buy the essential mailing lists used to spread awareness about the awards. He said: "School mailing lists and contacts change annually and the grant received from The Marketors' Trust allows the charity to purchase a fully-cleansed school mailing list every year. Using an up-to-date list ensures we can contact as many schools as possible from all different UK regions."

Richard went on to say: "For the winning pupils, it's not just the incredible feeling of achievement. Each award winner is also encouraged to join the Shine School Media Awards alumni. Keeping them involved with the Shine Awards community and watching their career journeys progress is incredibly fulfilling. It also gives the pupils a sense of accountability to update the board on their ongoing achievements in life and career progression."

Emma Gallagher from King Edward VI Handsworth School for Girls shared her feedback: "It is a privilege to meet experts and benefit from their advice. It's a world we don't normally have access to. The work experiences students have been offered are incredible and will make a real difference in their lives."

You can learn more about the awards via their website, [www.shine-schoolawards.org](http://www.shine-schoolawards.org). Entries are currently open for the Shine School Media Awards 2024.

Shine will always benefit from more sponsorship. If you or your Company would like to explore this, PM Michael Harrison would love to hear from you.

Photography  
by Lucy  
Young



# Rain flips pancake race expectations

Professor Ian Ryder  
Master

## Like many, I love pancakes – to eat!

On 13 February, life delivered to me another 'first': getting dressed up in suit, tie, gown, badge – and trainers. Yes, the annual Inter Livery Pancake Races in Guildhall Yard had arrived....

Unfortunately for this 20th event, so did the rain. And rain, pancake tossing and running around in gowns and fancy dress don't mix too well.

However, for only the second time in its history, this fabulous event moved inside and our Team Leader, Events Chairman Neil Buckley, queued in the rain to get our bibs and hats and then led us into the Crypt where everyone gathered for a reconstituted event.

As it turned out, my trainers were not required as we were all assembled, in the presence of the Sheriffs, for a pancake tossing knockout. And sad

to say your Master only managed 78 but was blown away by the eventual winner who managed an incredible 84 in 30 seconds.

The fancy dress competition, which came after the outside photo shoot in the rain, was fun. Our very own Jacques Edeling had bravely turned up as the Coca Cola Santa and looked the part – but everyone was upstaged by our fellow Plaisterers' Hall entrant Phillip Cowen dressed as Queen Victoria.

Our other stalwart racer, Fergus Naughton, who looked ready to enter the Olympics in his shiny, new trainers, didn't get the chance to perform, but nevertheless did his best for Team WCM. Big thanks to Neil, Jacques and Fergus.

Despite being rained off, it really was a fun event and I'd encourage you to head there next year to support Julian and the Jubilee Team as they Go for Gold.



Master Professor Ian Ryder with Liveryman Jaques Edelman as Coca Cola Santa

# Pub lock in at the Hand and Shears

Dr Glyn Cartwright  
Immediate Past Master

**In 2023, the Masters of the 14 companies in the Financial Services Group (FSG), met three times to have dinner together and to enjoy our 'fellowship'.**

At these meetings we discussed the needs of all our companies. And, indeed, what our members were looking for from their membership. A common theme which emerged



from this was that all our members, while enjoying our own unique livery events, would welcome the opportunity to engage with the wider livery community

And so the pub 'lock in' concept was developed and discussed with the landlord of the Hand and Shears (located close to the Worshipful Company of Information Technology). This has been driven, and will continue to be driven, by the Masters of the 14 FSG companies.

Whilst everyone thought this idea would be good, everyone was nervous as to what the actual

attendance would be at such an event. It was agreed to trial the first event on Monday 5 February.

It was with an optimistic mindset that we all arrived at the venue an hour before the 6pm start. To our delight, many people arrived early and we could not have squeezed any more into the venue, as over 100 turned up. This fantastic success was made even better by the surprise attendance of an Alderman and of the Lord Mayor himself.

Lord Mayor Professor Michael Mainelli stated that this was an event he totally supported. As a result of the success, it has been agreed we will replicate this event on the first Monday every quarter. At the time of writing, the next event is scheduled for 8 April when we hope that even more members of our companies come to enjoy this fantastic event where we can all meet like-minded members of other livery companies.

# RAF Air Vice Marshal shares insights and anecdote

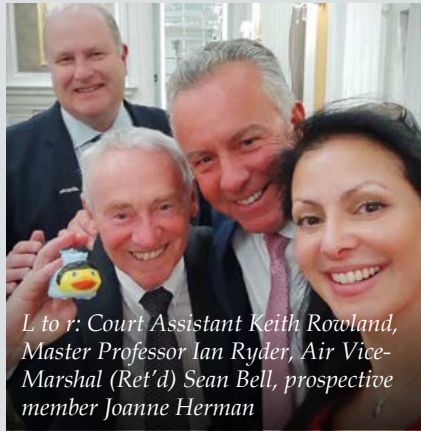
Keith Rowland  
Court Assistant

At the end of January, the magnificent Royal Air Force Club in Piccadilly provided the backdrop for a very special briefing from Air Vice-Marshal (Ret'd) Sean Bell, a specialist on the Ukraine and Gaza conflicts for Sky News.

Sean flew Harrier fighter jets in the RAF and was deployed into a wide variety of operational theatres. His emergency at 15,000 feet led to his ejecting and subsequent hip replacements. Since 2022 Sean has been providing military analysis for Sky News in their coverage of the Ukraine war, and is the co-host of the RedMatrix Podcast.

He is an Ambassador for the Royal Air Force Association (RAFA), so we were delighted to be able to raise over £500 in return for his time.

After hors d'oeuvres and a glass of wine, Marketors and fellow Liverymen from the Air Pilots, Fletchers and Tax Advisers as well as guests from 151 Regiment Royal Logistic Corps, took their seats for our fireside chat. Keith Rowland juggled the roles of interviewer and chairman, setting the scene with Sean's career, his in-depth



L to r: Court Assistant Keith Rowland, Master Professor Ian Ryder, Air Vice-Marshal (Ret'd) Sean Bell, prospective member Joanne Herman

highly qualified knowledge of the current conflicts in the world, and the work of the RAFA. We discussed the background to the wars, the motives of the protagonists and the possible outcomes, before throwing the floor open to questions. The conversations were insightful and optimistic, so that after an hour and a half we were ready for another drink. The evening was closed by Professor Ian Ryder, Master Marketor, noting his first event in his year.

Thanks to Tony Norton for his contacts and efforts in organising the evening.



Air Vice-Marshal (Ret'd) Sean Bell

Dr Glyn Cartwright  
Immediate Past Master

## Knowledge Mile lecture: SMEs

It was a pleasure for me to be invited by the Lord Mayor, Professor Michael Mainelli, to give a lecture as part of his 'Knowledge Mile' series of talks.

This enabled me to share the findings of my research about what business leaders in the SME sector of the market were looking for from a business development programme.



Those of you who know me are aware that this is a great passion of mine and, in my post-Master year of the Worshipful Company of Marketors, my focus will be on how to spread the findings of my research to the wider SME audience.

The Lord Mayor described my lecture in one of his posts on LinkedIn, which is detailed below.

"Through extensive research, Dr Glyn Cartwright, Immediate Past Master, The Worshipful Company of Marketors, has discovered a frustrating lack of relevant evidence offered to SME professionals and leaders attending training and development programmes. Overly dense in business information, these courses result in low levels of understanding while not providing the impetus for real action. This lecture will examine Glyn's perspectives on how positive changes can be made, backed by the successful outcomes of the Erasmus and UKCES programmes he has written and delivered."

This series of lectures highlights the strength of knowledge and experience within the livery movement in the City of London, and I would like to thank the Lord Mayor for giving me the opportunity to participate in this fantastic initiative.

## Swapping the 4Ps for pirouettes

Elliott Cranmer  
Freeman

**At the end of February, MediaMonks hosted an event where we could challenge ourselves with the question of how to keep marketing education relevant. Marketers, together members of the Academy of Marketing (AM) and the Chartered Institute of Marketing (CIM) joined together for a long anticipated inter-organisational evening of debate on the topic.**

Before the panel debate and Q&A began, a case study unbalanced any preconceived ideas about where our debate was heading.

Dr Pilar Rojas-Gaviria, Associate Professor in Marketing and an academic researcher, has been trialling new teaching methods to marketing undergraduates at Birmingham University. In 2023 Pilar was running two courses at the same time. One course, was traditionally focused and contained all the usual models, presented in all the usual ways.

The other course, as far away from the usual as you could imagine: students learning about consumer behaviour and insights into audience behaviour through the language and practice of ... dance! Ballet to be precise, not just any old rumba, but certainly a decent hop, step, and a jump away from the usual text book tutorial.

The Birmingham Royal Ballet was Pilar's choice for the medium

through which to teach post graduate level marketing. Pilar described it as a teaching technique referred to as 'Embodied Pedagogy' – employing the mind AND body to learn.

Pilar said: "By the end, the differences between the traditional course and this experimental approach were seismic. This has changed my approach to teaching marketing completely."

However, the journey to these outcomes was not plain sailing.

Surprisingly, it was the students themselves who provided a block. They were more used to traditional learning of marketing models and theory, and so at first they first found difficulty, and some fear, in adopting a more creative process to their learning.

"I thought the students would be excited about the chance to leave the lecture theatre and head out to experience ballet," continued Pilar, "but it was they who were more nervous than I about swapping the 4Ps for a pirouette."

So how to keep marketing education relevant? It seems the students themselves already have a view about what is relevant, or what they *believe* will be relevant. But what of the industry?

Our host for the evening, Joanna Cotton, MediaMonks UK and Ireland Managing Director, had just been reviewing their own staff specialisms and skills base to find out what relevant means for them.

For Jo's team, the appetite to learn and grapple with new current consumer issues is really one of the key requirements, marketing trained, or not. Does

this leave marketing education per se at the door then?

The panel was chaired by Professor Nicola Newman, Professor of Business Education and School Director of Education at the University of Birmingham and comprised Jo Cotton from MediaMonks; Professor Ian Ryder and Dr Glyn Cartwright from the Marketers; Dr Lucy Gill-Simmen, Vice-Dean for Education & Student Experience in the School of Business & Management and a Senior Lecturer in Marketing at Royal Holloway University of London; and Maggie Jones, Director of Qualifications and Partnerships at CIM. They debated the topic of how to keep marketing education relevant and represented a broad range of opinions. Questions from the floor stretched the questions around relevance further.

In this downright 'fuzzy' world, perhaps new teaching methods are required more than ever.

Just like in Pilar's experimental teaching techniques, challenging the norms about what and how education is relevant is fundamental to making us better trainers, and so ensure that everything of value we 'know', is passed on.

This was an important area in bringing together the Marketers, the AM and CIM. Members of the different organisations found common ground and we anticipate more working together soon.

A great evening all round and, rightly, a key question around education for the Marketers to champion as we grapple with how to pass on our knowledge to the next generation of professionals.

*L to r: Joanne Cotton MediaMonks, Maggie Jones CIM; Dr Glyn Cartwright Immediate Past Master Marketer; Dr Lucy Gill-Simmons Royal Holloway University of London; Professor Nicola Newman, University of Birmingham; Associate Professor Pilar Rojas-Gaviria, University of Birmingham; Master Marketer Professor Ian Ryder.*





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# Beyond the hype to personal branding

Dr Sarah-Louise Mitchell  
Liveryman

**What is the point of being good at marketing if you don't market yourself? When was the last time you took an honest look at how you come across to others? There is a lot of hype about personal branding. Having read every book I can find on the subject and listened to so very many podcasts, frankly there is also a lot of nonsense. But that if you cut through all that, what I have discovered is it is really about how we invest in ourselves in a way that conscious, clear and consistent.**

I am lucky enough to have created, and to lead, the Personal Branding course at Oxford Brookes, compulsory for all final year marketing undergraduates. What I try to do is give young people space to think about their futures and the tools to make it happen. This goes beyond assessing skills and strengths and filling gaps on CVs, found in traditional employability courses. It is about harnessing all their marketing knowledge and applying it to themselves, such as thinking more broadly about their brand equity: what makes them who they are? We tend to go where our energy is – so where do you spend yours?

Just important as *doing* this for our students is *how* we do it. I am a big believer in hands-on immersive learning, using creative techniques to engage and reflect. Through games, the students learn through

doing. These include playing skill superpower charades, thinking-hat deep dives (literally with paper hats; De Bono would be proud!), interview roulette where the roll of the dice shapes the role play. Combining Chat GPT with making origami fortune tellers is my personal favourite: an exercise that explores the new language of marketing job descriptions.

There are seven pillars of wisdom that underpin the course which I hope will also give you food for thought.

- 1. Your brand purpose.** What is it that makes you happy? If you really care about homelessness, then go do something that brings social good. People now work for an awfully long time, so make sure it is a path that brings you joy.
- 2. Your brand strategy.** What do you want to be known for? Having clear focus makes it easier to be credible and also to learn. What is your USP? A scatter gun approach no longer works. Spend your time wisely.
- 3. Consider your target audience,** as all good marketers do. Where do they go? Online that might be industry specific forums or #topics. In person that might be talks and events run by bodies such as the Marketors and the RSA. Turn up. Be present. Network.

- 4. Be authentic.** If you are not, in this digital age especially you will be quickly found out or, perhaps worse, land a job pretending to be someone you are not and then find you don't fit in.
- 5. Your reason to believe.** Where can I easily see the evidence that you are credible, that you have transferable skills that differentiate you from others? We talk about life-wide learning, so it is crucial to have things you are passionate about. We encourage volunteering, leadership roles in uni societies, pro bono digital campaigns for nonprofits and online learning for specific skills needed for your path.
- 6. Communications.** We talk about comms to reach your target audience. Our assessments are all exercises in content creation: blogs, podcasts, films, infographics and response to two interview questions (they choose three to five options). Are all your brand touch points consistent?
- 7. Invest in yourself.** The measure of success is never how many jobs you applied for. It is about thinking properly and creatively about what you want to spend your life doing and then developing a marketing strategy to get there. Don't follow the herd. Do it your way. It will be much more fulfilling and a lot less depressing.

# Authentic brand activism: a blueprint for transformative change

Ishwari Patil

Marketer Academic Award Winner

**In the constant buzz of today's world, phrases like 'We support this', 'We will stand up for this', and 'This matters' reverberate through our lives. But amidst this cacophony, have you ever paused to wonder: what exactly are brands doing when they utter these words? And, more importantly, how does their activism impact us as consumers?**

Welcome to the realm of brand activism. The concept of brand activism has emerged as a critical tool for companies seeking to navigate complex social and environmental challenges. Authentic brand activism, in particular, represents a strategic imperative for organisations looking to differentiate themselves in the marketplace and make a meaningful impact on society. In this article, we delve into the strategic rationale behind authentic brand activism and outline a blueprint for leveraging it as a catalyst for transformative change.

## The rise of authentic brand activism

Gone are the days when brands could afford to remain neutral on social and political issues. In today's hyperconnected world, consumers expect more from the companies they support. They seek authenticity, purpose, and a demonstrated commitment to positive social and environmental outcomes. The importance of authenticity often emerges as one of the most significant factors affecting consumer buying decisions. Based on global research conducted by Accenture in 2019, it was found that 62% of customers expect companies to take a stance on social issues. As a result, brands are increasingly recognising the importance of aligning themselves with causes that resonate with their values and purpose.

## The strategic imperative

Let's start by exploring the underlying motivation – the 'why'.

Put simply, brands are compelled to take a stand because there's no other option. In today's landscape, consumers, particularly Millennials and Gen Z, expect companies to clearly articulate and champion their positions on social and political matters. According to a 2018 study by DoSomething, 76% of respondents reported either making purchases or considering doing so to support issues endorsed by a company. Conversely, 67% indicated they had ceased purchasing from or were willing to stop buying from companies whose values misaligned with their own.

## Some great examples

Let's take a closer look at two notable examples of authentic brand activism in action.



Ben & Jerry's, the beloved ice cream brand, has become synonymous with social justice advocacy. In a bold move, they championed the legalisation of same-sex marriage in Australia by banning some of their ice cream flavours and advocating for inclusivity with the powerful statement, 'Love comes in all flavours'. This not only reinforced their brand identity as champions of equality but also spurred a nationwide conversation and

contributed to significant progress in the fight for LGBTQ+ rights.



Similarly, Dove, the renowned beauty brand, has made waves with its 'Real Beauty' campaign, which challenges conventional beauty standards and promotes body positivity and self-esteem among women and girls. Through its authentic activism, Dove has not only strengthened its brand reputation but also made a tangible impact on societal perceptions of beauty and self-worth.

## Looking ahead: a call to action for brand

In conclusion, the imperative for brands to engage with social issues is undeniable, yet the path to effective engagement demands a holistic approach. Prioritising internal alignment, cultural diversity and transparency lay the foundation for authenticity. Acknowledging past shortcomings and committing to meaningful change demonstrate humility and integrity. Public statements must be accompanied by supporting grassroots efforts. The roadmap to meaningful engagement mandates ongoing commitment, adaptability and a willingness to evolve, ensuring brands not only meet but exceed the expectations of their stakeholders in a dynamic and demanding landscape.



# Marketing blunders!

Jeremy Stern  
Liveryman and Law & Marketing  
Committee Chairman

Most of us marketing practitioners would regard our industry as being fun and satisfying. We create lovely content that helps to sell more of the products or services that our customers need. However that does not stop the ASA receiving almost 40,000 complaints a year about advertisements and promotions. Clearly some marketers are not following the rules. And that is certainly the case with prize promotions. Their apparent simplicity and ease of creation belies their significant risk, both to company finances and brand reputations. In addition, promotional campaigns are often run by junior staff with limited knowledge of the rules or what could go wrong. In this article we look at a few examples of promotional disasters and how they could have been avoided.

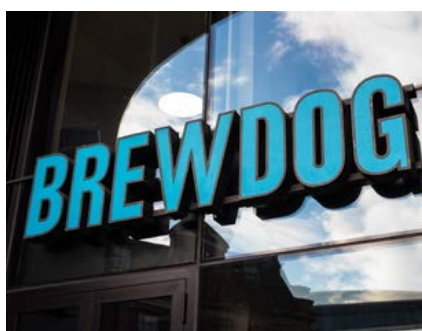
## Pepsi. Where's my jet?

Last year one of Netflix's top viewed programmes was a documentary, *Pepsi, Where's my Jet?* What started out as a loyalty scheme to encourage repeat purchase in the USA ended in widespread negative media coverage and legal action.

Consumers were encouraged to purchase Pepsi and collect points which could be redeemed for various tiers of gifts. Incredibly one of the gift options was a Harrier Jet, a fighter plane available for seven million ring pulls. Student John Leonard noted that Pepsi was allowing people to buy ring pull equivalents for 10c each. He pooled money with some investors to acquire sufficient points for the jet, having rightly calculated it was worth a lot more than the \$700,000

he needed. He sent his claim to Pepsi, however it was rejected. Pepsi said that offering the jet was an error. Legal action then ensued for breach of contract, fraud, unfair trade practices and misleading practices.

## All that glitters is not gold



The Brewdog 'solid gold can' debacle in the UK from 2021 stands out as a notable misstep in the brewer's marketing history. The company took the Willy Wonka principle to a higher level, claiming to have hidden 50 'solid gold cans' in multi-packs of their beers, nationwide. Find one and it was yours. The problem was that the cans were not solid gold, which would obviously have weighed a lot and been worth a lot. They were simple standard cans, gold plated. Those lucky enough to find them were furious and the ASA upheld 25 consumer complaints, ruling that Brewdog's advertising was misleading. In an attempt to rectify the situation, Brewdog boss James Watt personally paid out over £500,000 to the winners, admitting he 'falsely thought' the cans were actually made of solid gold.



## Everyone's (not) a winner!

High street pharmacy Boots was red with embarrassment as a result of a simple prize draw open to Boots Card members. The prize was a trip to Barcelona, with spending money. Unfortunately, the agency working for Boots issued a "Congratulations, you are a winner" email to all 9,000 entrants. Oops. Their attempt to rectify the situation was to offer the unhappy 'winners' a £10 shopping voucher.

## How to run it right

- Know the rules.
- Do not leave matters to juniors.
- Getting sign off for the creative is not enough. You need to consider compliance all the way down to the back end, such as fair winner selection or proper judging.
- Don't just rely on lawyers. This area needs a professional blend of knowledge of both the law and the codes as well as the latest on marketing practice and social media trends. Use a professional prize administrator to relieve you of this legal responsibility.

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



# The Awards Committee builds on success

Professor Sarah Turnbull  
Liveryman

**The Awards Committee has a clear role within the Company to recognise excellence in marketing by encouraging the learning, practice, research and teaching of marketing through a range of awards, grants and scholarships. Given this remit, the Awards Committee has been working hard to build awards and associations which enhance and foster the Company's recognition and reputation within academia, business, education, and society.**

The Awards Committee is chaired by Professor Phil Harris who commented: "It is essential that we recognise and reward those creating the best in marketing, whether it be in professional practice, teaching or research, and that excellence is disseminated and fostered across the UK."

## Marketing Thesis Prize

The annual Marketing Thesis Prize is a good example of how the Awards Committee has contributed to fostering the reputation of the Company within higher

education. Led by Dr Sarah-Louise Mitchell, the Marketing Thesis Prize recognises excellence in research in a marketing topic. In many cases, previous winners have focused on research topics which have examined the impact of marketing on society and help to gain recognition of the importance of marketing to the economy and society more widely.

Dr Mitchell said: "It is an honour to lead these prestigious awards. As well as enhancing the Company's reputation within academia, we have seen how the awards can attract new members to the company. This year will see the Marketing Thesis Prize launched on a national scale which we hope will raise awareness of the Marketors even further within higher education."

## The Marketing Academy Foundation

The Awards Committee has built a successful relationship with the Marketing Academy Foundation to raise awareness of Marketing Apprenticeships. The grant has enabled the Foundation to develop more opportunities for young people to start a career in marketing.

The support provided by the Marketors is designed to attract new host organisations that can offer degree apprenticeships in marketing. This initiative is led by Freeman

Kiran Kapur on the Awards Committee who said: "Marketing apprenticeships provide young people with an opportunity to enter marketing

and we are supporting the Marketing Academy Foundation to raise awareness within organisations through creating a video and purchasing a marketing database. Filming for the video took place in March and it will be exciting to see the video when it is completed."

## The Academy of Marketing

The Awards Committee has also developed a good relationship with the Academy of Marketing (AM) and last year initiated the sponsorship of the 2023 AM Teaching Excellence Award. The award was presented at the Academy's annual conference which was held in Birmingham. Following on from the sponsorship of the award, a special event was hosted in London, organised by Dr Fran Hyde, in association with the Academy of Marketing and corporate supporter MediaMonks. The award winner Dr Pilar Rojas-Gaviria presented on "How to keep marketing education relevant? The future of learning marketing from early career to CMO". The event drew together a panel of experts for discussion, including leaders from industry, academia, The Chartered Institute of Marketing and the Worshipful Company of Marketors. Professor Harris acknowledged: "This demonstrates the value of sponsoring awards such as the Academy of Marketing's Teaching Excellence Award and shows the potential we have for engaging with business, education and society." (See page 16 for the full event write up.)

The Awards Committee has also overseen the sponsorship of the Chartered Institute of Marketing's Michael Baker Award. Professor Harris commented: "These awards recognise excellence achieved in the Chartered Institute of Marketing course and being associated with the institute has furthered the Company's reputation in marketing education."

*Dr Karen Middleton (right) from the University of Portsmouth received a Marketing Thesis Award in July 2023. She is pictured with Dr Judith Fletcher-Brown, also from the University of Portsmouth, who had received a Marketors' academic award the previous year.*



Tony Norton  
Freeman

## RAF: we're official



After two years of discussion and negotiation we are now 'official'. We have signed the agreement with RAF Cranwell that delivers the long-awaited RAF affiliation with the Worshipful Company of Marketors.

Seen above at our recent Installation Dinner is Group Captain Tina Jessup, Station Commander of RAF Cranwell and Master Professor Ian Ryder signing the official documents that gives the Company the opportunity to support RAF Cranwell.

The Master commented: "This is a proud moment for the Company. We can now deliver to RAF Cranwell the prospect of a long, strong and exciting relationship."

The Master and Wardens will be attending various ceremonial events at Cranwell, starting with this year's Officers' Graduation Ceremony on 30 May. We will also begin to see RAF uniforms at some of our events, as the Station Commander and her team start to become part of the Marketors' family.

RAF Cranwell is not new to the world of livery companies. It already enjoys affiliations with the Honourable Company of Air Pilots and the Worshipful Company of Armourers and Brasiers, both of whom have supported us in our affiliation process, for which we thank them.

In many cases of affiliations, such as this, the relationship is purely ceremonial. As Marketors we aim to provide pro bono marketing support to the RAF both locally and nationally through the team at RAF Cranwell and make it a truly working relationship where our skills as marketing professionals benefit the RAF and its marketing objectives. We want it to be a 'sleeves rolled up' relationship that sits alongside the ceremonial aspects of the relationship.

## All at Sea with HMS St Albans

Tony Norton  
Freeman

HMS St Albans has returned to sea after a major four-year refit at His Majesty's Naval Base Plymouth. The Type 23 frigate shines like new, thanks to the extensive work completed during the overhaul. As the ship undergoes simulated sea exercises with seasoned sailors guiding the new recruits, it marks a crucial step towards full operational readiness.

Ahead of setting sail, HMS St Albans role played being at sea – while staying firmly tied up – giving the

team the chance to run through their drills safely with experts from Fleet Operational Sea Training on board to check all is well.



Cdr Helen Coxon takes over the vessel from Lt Car Byron Linn

## A morning at Ash Ranges with 151 RLC

Tony Norton  
Freeman

**Ash Ranges cannot be found by postcode. This directs you to a field behind security fencing and, unless you are in the know, you will spend the day driving around Surrey. High tech people would find it from What-Three-Words (fired.storm.buns). Old school, it's just past the Swan.**

One way or another, our group of Marketors found it, reporting to the Guard Room promptly at 0900. We were met by our host, Capt Jill Marshall RLC and we followed her down to our allocated range for a 'brew'.

WO1 Neil Herbert was in charge and gave us the safety briefing. We were familiarised with the SA80, the British Army's standard infantry rifle. Then we proceeded to fire 20 rounds each at 25m. The sights are zeroed for 300m, so we all fired below the mark.

Competition time! Ten rounds per target, two targets. Our Beadle, James Hasler, and Andy Robinson, Geoff Chaplin, James Gatoff and Richard Bernholt all showed well. Chairman Keith Rowland scored 99%, but Middle Warden David Elmer and Keith's sister Ann tied at the top with 100%. Keith will never live it down. We are grateful, as always, for 151's hospitality. Then we repaired to the pub for lunch.



Richard Bernholt eyes up the target

# Education and Knowledge Development Committee

Dr Fran Hyde  
Liveryman

Developing our **Thought Leadership** pieces for *Marketor* and LinkedIn continues to be an important part of the EKDC's work and a key way that the WCM can promote itself through its most valuable asset: the expertise of the members. In 2023 we felt that it was important to recognise and encourage contributions to Thought Leadership from our association with Cranfield University. So, thanks to funds from The Marketors' Trust and the hard work of Freeman Professor (Emeritus) Stan Maklan who undertook the reading of an impressive short list to mark his retirement, we recognised the work of two Cranfield students with our first 'Marketing Thought Leadership Awards'.



Ishwari Patil

Julia Cieslak's winning submission was entitled: *'Is there mileage in feature subscriptions for luxury cars? An exploration of the conditions and boundaries under which consumers may subscribe to car features and the implications for how the service is offered'*. Julia's work was a carefully-designed project which included original insights and useful marketing thinking for those in the automobile industry, as well as on marketing activity targeting high net worth individuals.

Ishwari Patil conducted a project entitled: *'Exploring the relationships between authenticity, brand identification and brand love and*



Julia Cieslak

*their outcomes: purchase intentions, positive word of mouth and boycott actions in the context of brand activism'*. This was a very detailed piece of work in which great effort had been taken to understand, in some depth, and to include different areas of academic work on branding and then consider and present an original proposition developing marketing thinking significantly in the important area of brand management.

Julia and Ishwari both received their awards from the Master at the Ceremonial Court preceding the Installation Dinner at the Guildhall in January. Ishwari has distilled her work into a Thought Leadership piece for *Marketor* which you can read on page 19.

For 2024, and with thanks to the continued support of The Marketors' Trust, we are working with Cranfield University on a new project to explore and provide some new thinking around the area of 'Trust'. Thanks to Master Professor Ian Ryder, Freeman Professor (Emeritus) Stan Maklan and Kate Hamilton for this initiative and again to Stan Maklan for his work supervising the student involved. More details of this work and a 'Trust' event which is being planned for the autumn will emerge in due course.

## Sheriffs' Challenge

Sadly, in 2023 the EKDC was unable to be part of the Sheriffs' Challenge. Last year, the subject for schools to debate in the challenge was *Should the City of London do more to improve learning and career opportunities for those from less privileged backgrounds?* Despite numerous emails, our partner, Hammersmith Academy, failed to engage which was disappointing. As this is now the second year we have not been able to work with Hammersmith Academy, we have asked the organisers for a new school for WCM to sponsor and work with for the 2024 Sheriffs' Challenge. If any members have suggestions, please contact Dr Fran Hyde on [f.hyde2@uos.ac.uk](mailto:f.hyde2@uos.ac.uk).



*Tribe members get together at the National Liberal Club, l to r: Martin Ashton, Bridget Kendrick, John Zealley, Serafino Manca, Dr Glyn Cartwright, guest Jorge Del-Bosque, Laura Beccaria*

## Welcome to your Fellowship and Livery Committee

*Martin Ashton  
Court Assistant & Fellowship and  
Livery Committee Chairman*

**Joining the Worshipful Company of Marketors marks the beginning of an exciting journey, eagerly anticipated by all new Freeman as they explore the diverse opportunities offered by the Company. This year, we have merged the Fellowship and Livery Committees, making it easier for new Freeman to progress swiftly while ensuring smooth integration for both new and existing members.**

In 2024, our committee, led by me as Chairman, includes Laura Beccaria (Marketors' Tribe), Serafino Manca, Vlad Dobrokhotov, Martin Pezet and Afo Babatunde. Our main aim is to foster integration among our members, by encouraging active participation in events and committees and by nurturing camaraderie among individuals who share common interests, values, and aspirations. Progression and integration are at the heart of our mission.

### Guidance and support

Entering the Marketors can feel overwhelming for newcomers, but our committee is dedicated to ensuring that each Freeman receives personalised guidance and support. Our upcoming in-person Freeman evening will introduce you to the Company's objectives and help you on your journey towards attaining the Freedom of the City and becoming a Liveryman. It's open to existing Liverymen, too, who wish to refresh their knowledge of the Company.

As a Freeman, you gain access to numerous opportunities within our Company – from getting involved in committees and mentoring programmes to helping with outreach initiatives and coming along to events.

### The Tribe

Our thriving Marketors' Tribe group, both in person and online (via a dedicated WhatsApp group), has become extremely popular, serving as a place for fellowship and showcasing the expertise within the Marketors. We have speed networking, socials and other events planned for 2024. If you're interested in learning more, please contact Laura Beccaria at [laurafcbeccaria@outlook.com](mailto:laurafcbeccaria@outlook.com).

We also have a special interest group – The Wine Circle – led by Past Master Dr David Pearson. This hosts exclusive wine tastings and visits throughout the year. We are looking to increase the number of special interest groups we have in the Company this year and feel free to email me with ideas.

### Progressing to Liveryman

Elevation to Liveryman status is an honour reserved for those who have obtained both Freedom of the Company and Freedom of the City of London. However, please note that the number of Liverymen within the Marketors' Company is regulated by the Court of Aldermen, underscoring the

exclusivity and distinction within our Company and the wider Livery community.

The Fellowship & Livery Committee accepts applications from Freeman who wish to become Liverymen and it is the Court who decides who progresses. We consider all candidates who have contributed to the Company, whether through committees, charitable programmes, knowledge development activities, or by attending fellowship events.

### Freedom of the City

To apply for the Freedom of the City, contact Suzie Rendle, Deputy Clerk at [clerk@marketors.org](mailto:clerk@marketors.org) who will ensure your application is sent to the Chamberlain's Court. The ceremony is very special, so we encourage you to make the most of it and invite friends and family. After you have gained your Freedom of the City, let me know and I will send you the relevant application to become a Liveryman. Once this application is approved, you will have a unique and special ceremony to be 'clothed in the livery' at the next Ceremonial Court and all the associated benefits that brings you.

Now is the time to embrace the opportunity to be part of one of the most forward-thinking livery companies in the City of London. To discuss how you can do this, email me at [misa44@hotmail.com](mailto:misa44@hotmail.com) for more information.

# Restoration of the Company's Royal Charter

The Marketors' Royal Charter was granted in 2010. The vellum charter was presented to the Company by HRH Prince Philip, our first Honorary Freeman, at a special event in Guildhall on 19 October 2010 called the Bowden Charter Celebration. This was recorded by both a commemorative brochure and an accompanying DVD. This well-attended and memorable occasion in our history took the place of the annual Bowden Address and Dinner traditionally held in October.

Master Professor Ian Ryder gave his thoughts about obtaining a charter: "I personally went through the process with the Privy Council to obtain a Royal Charter for the



Chartered Institute for IT, so for me, our charter carries the weight of authority and responsibility for our role both as a livery company, and representative of our profession. The Royal Charter was applied for, supported by the Court of Aldermen and granted by the Privy Council. It grants both a legal right and provides public standing for the organisation. Of that, we can be justly proud."

Alas, a decade later the condition of the wood framed charter had deteriorated due to exposure to excess moisture and therefore needed some remedial work. There was mould growth on the rear of the vellum, which needed cleaning. As the former Vice-Chairman Archives, Henry Chung took on the responsibility, along with our former Heritage Committee Chairman, John Wheen, to hire specialists to carry out the remedial work.

The process and extent of the Royal Charter's remedial work was as follows:

## Cleaning

Plowden & Smith Ltd, a fine art restoration specialist, was engaged to clean the charter professionally. This involved the following:

- To remove from the present mount and frame.
- To surface dry clean in an extraction (fume) cupboard to eliminate any mould/spore remains.
- To mount into a conservation standard, made-to-measure mount; hinging method.

- To photograph the hidden text (if any), so we could decide how to display the charter in a new frame.

The next step was to replace the frame that would then preserve the 'cleaned' charter.

## Framing

A company called Darbyshire Ltd was engaged to custom make the frame for the refurbished charter. Their frame consultant, Paul Tame, explained: "The mount we are proposing will hold the sheets of vellum in place without glues or clips. If clips were used, they would pinch the vellum and, in moving, would mark the vellum." This is especially important as we do move the charter several times during the year for our Great Events.

To help mitigate the risks of the effects of humidity and atmospheric change, Darbyshire Ltd has employed specialist framing materials such as art-sorb, foil lining and resistant backboards such as Dibond to the frame.

The Royal Charter is now preserved in a new face gilded frame with black side walls and 4.4mm laminate UV filtering low glare glass. The Heritage Committee was very pleased to reveal the renovated piece at the January Installation Dinner.

Since 2011, the Company has held a Bowden Charter Dinner each year in the autumn in joint commemoration of our Founder Master Reginald Bowden and of receiving our Royal Charter.

Dr Sunila Lobo  
Liveryman & Heritage  
Committee Chairman  
Zoe Phillips  
Freeman & Heritage Committee  
Deputy Chairman

# The Master's blessing

Fergus Naughton  
Liveryman & St Bride's Liaison

Following the wonderful Installation Dinner at Guildhall on 25 January, the new Master, Professor Ian Ryder, received the annual blessing from the Company's Honorary Chaplain, the Reverend Canon Dr Alison Joyce, during a service at St Bride's Church, Fleet Street. This took place on Sunday 18 February.

As many of you know, St Bride's Church has a long association with the Marketors and shares a unique relationship with journalism and all aspects of the media. The church's current structure was designed by Sir Christopher Wren, but the original site dates from medieval times and is one of the most historic churches in London.

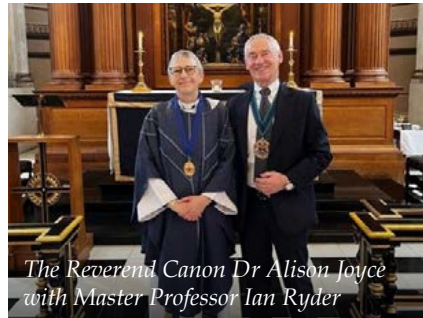
And so it was fitting that following the blessing of the Master at St Bride's, the healthy contingent of Marketors present for this august occasion was fortunate enough to get a long table beside a log fire in Ye Olde Cheshire Cheese pub across the road for a slap-up Sunday roast. This is very much becoming a tradition in itself, with many stories of the past shared and plans for the future extolled, and we look forward to an even bigger

gathering next year as this tradition continues to grow.

## Sesquimillennial

With this in mind, we are delighted to announce that St Bride's Church is this year celebrating 1,500 years of its founder St Brigid of County Kildare, Ireland. You can find out more information at [stbrides.com](http://stbrides.com) and we encourage all those of any denomination or faith, or those of none, to come see the splendid architectural works, embrace the ancient history, and live the feeling of being in a place of history now, the past millennia and the years to come.

There will be many more events to come at St Bride's so please keep



The Reverend Canon Dr Alison Joyce  
with Master Professor Ian Ryder

a look out for updates from the Clerk's office and we can all sit by the fireplace at Ye Olde Cheshire Cheese and talk of old and new.



St Brigid of County Kildare

# Introduce your colleagues

John Jeffcock  
Court Assistant & Membership  
Committee Chairman

There are three great things you can do to help the Membership Committee and your livery company. These are:

- 1 Recommend a marketing graduate to us: the Membership Committee is looking for a volunteer Marketing Executive to work with the Committee. It will be no more than an hour a week and will give them access to leading Marketors. This is an ideal role for someone starting out in marketing, who is looking for a marketing in career.
- 2 Volunteer to interview candidates: the Membership Committee is looking to increase the total number of net members by 20 this year. That means we need to conduct around 40 interviews and we are looking for members to join the interview

team who are interested in securing the successful future of the company.

- 3 Recommend a member: we would like to invite every member to recommend one new member every three years. Not much to ask for! It is also the best way to ensure the quality of new members, as you can vouch for them. So why not recommend someone in 2024 and then take the next two years off?

The member who recommends the most number of successful candidates by 31 December 2024 gets a free magnum of Veuve Clicquot champagne. Why Veuve Clicquot? Because Madame Clicquot was widowed at 27 and went on to build a global brand. So she is a good example to all Marketors.



# New mentoring programme with Royal Holloway, University of London

Jarmila Yu  
Liveryman

**The Marketors' Mentoring Programme is delighted to announce a new partnership with Royal Holloway, University of London. We agreed to a pilot which ran with five Marketors kindly giving their time, skills, and knowledge to support five students at the School of Business and Management (SoBM).**

This follows on from similar partnerships with the University of Greenwich and Queen Mary, University of London.

The purpose is to help talented individuals – especially those interested in marketing – to develop their understanding about marketing careers. It offers a high-level, confidential mentoring service to students, to aid their marketing career path decision-making, and improve their job search approach and application skills.

## Senior level support

In proposing the pilot, we received support from the top. Professor Julie Sanders Vice-Chancellor & Principal said, "We're committed to our students at Royal Holloway acquiring the skills they need to give them the choice and opportunity now and into the future. This mentoring scheme is a wonderful example of this idea in action."

Dr Lucy Gill-Simmen, Vice Dean for Education and Student Experience at the SoBM and Senior Lecturer in Marketing, added: "I'm absolutely delighted to be working with, and to be championing, this mentoring scheme with the Worshipful Company of Marketors. To offer our students such a unique opportunity

to benefit from the guidance of such high-calibre marketing professionals and to tap into their expertise is a gift. This is just the beginning, and I'm so excited to see where this leads our students as they set out on their journeys to land their dream job."

The pilot launched on 27 October 2023 on National Mentoring Day, with an attractive integrated marketing campaign. Receiving 60 applications, we added group mentoring to the plan. Now 33 students are able to participate.

## What the students said

At time of writing, sessions have started, with encouraging feedback from the students:

"After hearing more about the industry and the mentor's experience within the first session, it further ignited my enthusiasm to work in marketing."

"I value this opportunity because marketing is a career I see as the future, especially digital marketing, and being able to learn from the best mentor out there is a very valuable opportunity."

"Being selected for this prestigious mentoring programme has enabled me to authentically connect with a seasoned marketing specialist and gain a well-rounded insight into the facets of marketing."

And Liveryman Nicky Oliver, one of the mentors, said: "It's very exciting to be involved with this new collaborative marketing initiative. I'm a very active advocate for mentoring; the benefits for a mentor



are countless including developing self-awareness and confidence."

## Helping new marketors

As the proposer, I couldn't be more thrilled at how the programme is unfolding. This activity is deeply meaningful, not only as a way for the marketing profession to better support and attract new talent into the industry, but also to bring additional personal fulfilment, satisfaction and success to both the mentee and the mentor. Students are often inspired to enter the marketing profession but it can be hard to break into the industry straight from education. This programme is a valuable way the Marketors can help the new generation of marketors embark on successful careers in marketing. Join us, be a mentor!

Chairman of the Mentoring Committee, Peter Rosenvinge, has the final word: "I'm delighted that we're able to add Royal Holloway School of Business & Management to the select group of education institutions that we support by providing mentors. The generosity of our mentors to give back goes right to the heart of why the Marketors exist."

To support this mentoring programme, contact me on [jarmila.yu@uniquemarketing.com](mailto:jarmila.yu@uniquemarketing.com).

# History of a successful outreach project: the Archive of Market and Social Research

Gina Consing McAdam  
Liveryman



When it comes to deciphering history, wasn't it Churchill who reflected that 'those who fail to learn from history are doomed to repeat it'?

Indeed, one of the recently-concluded projects of the Marketors' Outreach Committee – aimed at ensuring teachers have access to the market and social research needed to prepare their A-level lessons in British history – may go some way to addressing this threat.

## Campaign targeting UK schools

Between February and June 2023, Liveryman Jarmila Yu took on the role of Outreach Director supporting the Archive of Market and Social Research (AMSR) charity as they launched a campaign targeted at UK schools. This initiative offered access to 'living, searchable, digitised archives' containing thousands of survey reports from the 1960s onwards. Jarmila's advice would help the AMSR to develop the outline of an integrated marketing campaign to launch the archive and drive up awareness, registration and use of the resource in schools.

Jarmila said: "I reviewed the AMSR's plan, provided ideas, participated in the agency briefing, and reviewed the campaign promotional assets and messaging. I also connected them to the head of history at leading independent school LVS Ascot for end-user feedback on the product and campaign. The school, led by Principal Christine Cunniffe, supported us in reviewing the campaign and giving valuable target audience insights that we used to sharpen our thinking and messaging."

Jarmila promoted the campaign to contacts in her own 'little black book of educators' to help

spread the word. She said: "When I attended a segment of the Independent Schools Association annual conference in May 2023, I had the AMSR campaign postcard with me to refer to in various conversations!"

## Template for success

The process Jarmila undertook is a template for the successful Outreach Director. She explained: "I booked a first call with the AMSR to meet their team and have them bring their organisation and their project scope to life for me. That was the opportunity to quickly consider if I was the appropriate Marketor to support them and play back to them how I could best help them.

"We agreed the focus of that aid to support their objectives. We then swiftly got to work. Virtual calls allowed us to meet easily. Everything was done over Zoom and email. All in all, there were 4.5

hours of advisory work from my side involved. We covered a lot of ground."

## Invaluable help

Feedback from the AMSR leaves no doubt of the project's success. Ian Brace of the AMSR said: "Jarmila has helped the Archive of Market and Social Research charity enormously as pro bono advisor on behalf of the Worshipful Company of Marketors, helping us to create a marketing campaign to schools. Her guidance throughout has been informed and detailed: in particular her ideas and advice on how to approach the content of the press release, email and other documents have been invaluable in ensuring that they have been structured to draw in the target market with the key messages given prominence. We would not have managed that without her. She was always available to us and is a delight to work with."



Jarmila Yu at the annual ISA Conference

*John Wheen*  
Court Assistant & Honorary Treasurer

## Marketors support British Red Cross market



*WCM build-up team (l to r) Zak Bush, John Wheen, Bob Burgess and Dr Annmarie Hanlon*

**For the first Guildhall Christmas Market after the pandemic, the British Red Cross approached the Marketors for help. We were asked to book a stall at the 2023 market, buy £600 worth of Christmas crackers, courtesy of The Marketors' Trust – and sell them for as much as we could! All proceeds were to go to the British Red Cross.**

Past Master Dr Trevor Brignall and Outreach Chairman Philippa Seal asked John Wheen to organise the event, assisted by Outreach Director Dr Sunila Lobo. What appeared to be a simple job in fact required specifying, pricing and storing the crackers, producing display material and recruiting volunteer Marketors to build and staff the stall. We also needed training in credit card payments via a 'Charity Go' app.

Marketors were well up to the challenge! Over two market days, sales were a sell-out £1,200, so a 100% profit! Livery stalls generated an impressive £33,000 of a total £100,000 market profit.

We'd like to thank all our trusty volunteers of Zak Bush, Bob Burgess and Dr Annmarie Hanlon for the build up, and the successful sales team of Adele Thorpe, Zoe Phillips, Adeline Roche, Dr Annmarie Hanlon, Kathy Fisher, Dallas Swallow and Nicky Oliver. A brilliant Marketors' effort!

## Spotlight on Michael Lynch

*Kate Holden*  
Court Assistant

**As part of our occasional series of throwing the spotlight on a member of the Marketors, we meet Liveryman Michael Lynch and discover the power of fellowship, giving back and lifelong learning.**

In today's fast-paced professional world, the value of lifelong learning cannot be overstated. Michael Lynch, a seasoned marketing professional and passionate advocate for education, exemplifies the transformative impact of continuous learning on career progression and personal fulfilment.

Michael's marketing journey began in the City for a FTSE100 insurer, where he held various roles before deciding to pursue a full-time MSc in strategic marketing at Cranfield School of Management. Equipped with greater knowledge and new skills, Michael returned to the corporate world, assuming marketing leadership positions in global investment management and financial institutions including National Savings & Investments (NS&I), one of the UK's largest savings banks, and most recently, on a secondment at UK Export Finance (UKEF) where he is currently Deputy Director, Head of Marketing & Communications.

Alongside his corporate work, Michael's commitment to giving back through voluntary initiatives has a distinct focus on marketing. As well as being Vice Chair and NED at the Chartered Institute of Marketing (CIM), Michael is an NED at London Mutual Credit Union. His other activities range from teaching CIM programmes to serving as a judge for Marketing Effectiveness on the Financial Services Forum and contributing to the development of marketing apprenticeships and T-Levels alongside fellow Marketors. His involvement with the Marketors extends to having chaired the Education and Knowledge Development Committee and, most recently, he organised a successful gathering that connected Marketing academics, executives, CIM board members and the Master, Past Masters and Wardens



in a discussion on 'Marketing means Business' at Henley Business School. And there are additional similar events in the pipeline, all with a primary focus on marketing and fostering enjoyable interactions, meaningful conversations, and connections.

This is precisely what initially drew Michael to join the Worshipful Company of Marketors – an organisation that embodies strong values centred around fellowship, connectivity, and the ethos of giving back. The livery company serves as an ideal platform for its members to engage in meaningful initiatives through its committees, thereby achieving personal and professional fulfilment.

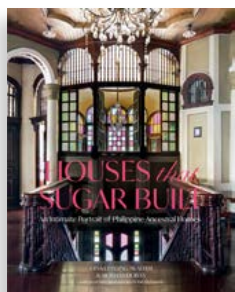
Reflecting on his career, Michael emphasises the importance of staying abreast of industry trends and fostering collaboration to nurture the next generation of marketers. He says: "There has never been a more opportune time to embark on a marketing career, with businesses increasingly recognising the pivotal role of professional marketing in driving tangible business success. There are immense opportunities with the rapid technological advancements such as Artificial Intelligence, and marketers would benefit from expanding their skills through continuous professional development."

His advice to aspiring marketers is clear: "Get trained, become chartered, stay chartered and aim to join the Marketors!"

# A showcase of books by our members

## Houses that Sugar Built – an Intimate Portrait of Philippine Ancestral Homes

Gina Consing McAdam and Siobhan Doran



This book showcases the splendid 20<sup>th</sup> century houses built in the Philippines by families, like the author's own, who made their

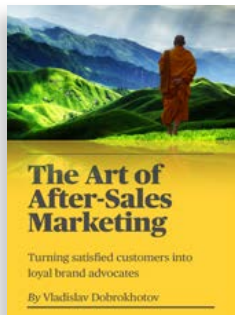
money from producing sugar. Gina felt the book was needed to tell an important part of Philippines history, largely unknown outside the country, and whose stories could be lost forever if she did not capture them.

It explores the architectural legacy found in the ancestral houses of Iloilo, Negros Occidental and Pampanga, the three main sugar-producing provinces of the Philippines. Working with award-winning photographer Siobhan Doran, Gina gained unique access to houses, some never before photographed, and obtained interviews with the heirs of these large private residences. Co-author Siobhan Doran won the architectural category of the Paris Photo Prize and is a finalist in the 2024 Sony World Photography Awards.

Liveryman Roz Morris

## The Art of After Sales Marketing – turning satisfied customers into loyal brand advocates

Vlad Dobrokhoto



This short book is practical. Its focus is how to culture the maximum out of existing client relationships by improving their experience. What stands

out is that the personal approach is key. And, by having a high-quality integrated activity plan of

marketing tactics, if well executed, is usually the most profitable way of growing any business. Reference – 'a 5% increase in customer retention could result in an increase in profits of between 25% to 95%', Bain & Company, Prescription for Cutting costs.

In summary, the focus is to highlight the importance of deploying old-style marketing approaches and, at the same time, actively utilising technology and modern marketing activities, the key driver being to maintain the personal touch consistently for all touch points. The book cites the importance of creativity by using examples of artists in businesses such as Patagonia and Steven Spielberg.

Liveryman Nicky Oliver

## Customer Relationship Management – Concepts, Applications and Technologies

Daniel D. Prior, Francis Buttle, and Stan Maklan (Fifth Edition)



In the realm of modern business strategy, Customer Relationship Management has ascended to paramount importance. While the foundational

theories of customer experience, engagement, and journey management remain unchanged, their practical applications have undergone seismic shifts, largely due to technological advancements.

Now in its fifth edition, this meticulously researched book, co-authored by Freeman Professor (Emeritus) Stan Maklan, offers comprehensive insights into the complexities of managing customer relationships amidst rapid change. Through practical frameworks, case studies, and illuminating examples, the authors adeptly navigate the dynamic landscape of CRM, merging theoretical underpinnings with real-world applications. They offer invaluable perspectives on integrating technology,

data analytics, and customer-centric strategies to elevate client experiences and foster organisational growth.

*Customer Relationship Management* stands as an indispensable resource for professionals, academics, and students alike, providing invaluable guidance on nurturing and sustaining meaningful client relationships in today's multifaceted marketplace.

Court Assistant Martin Ashton

## Charity Marketing: Contemporary Issues, Research and Practice

Dr Fran Hyde and Dr Sarah-Louise Mitchell



This is a pivotal publication, marking a decade-defining milestone in the charitable sector. Through meticulous analysis

of current academic research, its content seamlessly integrates theoretical frameworks with practical applications across topics such as volunteering, fundraising, digital engagement and social enterprise. The book brings together thought leaders to share their expertise and is an indispensable resource for dedicated students and professionals alike who aspire to excel in charity marketing.

It is a 'must-read', emphasising the crucial role of marketing in shaping the effective practice of charities. Offering insightful theoretical perspectives and philosophical reflections, the book stands out as a beacon in the study of marketing within the charitable domain. Hyde and Mitchell's work not only illuminates contemporary challenges but also provides actionable strategies, making it an essential companion for anyone striving to navigate the dynamic landscape of charity marketing with precision and foresight.

Liveryman Professor Moira Clark



## Companions' Christmas lunch

*Dr Keith Arundale  
Mais Past Master*

As has become the tradition in recent years, a pre-Christmas lunch was organised in December for Marketors' Companions by Mais Past Master Dr Keith Arundale and his wife Kathy. This time, it was in the splendid surroundings of Ironmongers' Hall. Companions attending were Joan Crighton

(widow of Liveryman Neil) and Brenda Flynn (widow of Past Master John). We were delighted that our former Assistant Clerk, Liveryman Doreen Blythe (widow of Past Master Ian), was able to join us. Past Master Venetia Howes with her husband Roger, Liveryman Angela White Horan with her husband

John, and Past Master and Lead Almoner Sue Garland Worthington also attended along with our Clerk, Honor Page. Companion Lynette Attwood (wife of Liveryman Tom) and Keith's wife Kathy were due to attend but sadly were not well on the day.

## Upcoming events

**Thursday 16 May** Inter-Livery Shoot, West London Shooting School

**Thursday 16 May** Tribe keynote speaker on liveries & the City

**Monday 3 June** Marketors' Summer Party, Stationers' Hall and Garden

**Saturday 8 June** Tribe family fun day

**Monday 1 July** Marketors' Inter-Livery Golf Day, St Albans

**Thursday 11 July** Beating Retreat, Horse Guards Parade

**Tuesday 17 September** Tribe pub quiz

**Sunday 29 September** Woolmen's Annual Sheep Drive

**Thursday 3 October** **City Lecture**

**Monday 21 October** **Bowden Charter Dinner, Goldsmiths' Hall**

Please check for our calendar of social events on our website and book via the emails sent by the Clerk's office.

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