



WORSHIPFUL
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MARKETORS

MARKETOR

ISSUE 101
WINTER 2025/26

The Marketors' Trust at 50

Thought Leadership: Trust in AI

Winner of the Harvard Bursary



The Autumn Charter Dinner

MARKETOR

WINTER 2025/26 ISSUE 101

The Livery Company Magazine
for Marketing Professionals

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Autumn Charter Dinner photography by Ben Fisher.

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Front cover l to r: Vanella Jackson, Franziska Gregor, Veronica Heaven (speakers at the Autumn Charter Dinner)

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Editorial



Photo: Andy Sillett

Season's greetings to you! As we look forward to a new year, we look back to the key activities of the company over the past few months, starting with the Autumn Charter Dinner on page 4

where we had three impressive guest speakers and announced the winner of the 2025 Harvard Bursary. In this issue, you can also be introduced to 14 new members who have joined the company since the last issue of MARKETOR

Carole Seawert
Editor & Court Assistant

and discover those who have progressed to Liveryman and Court Assistant. In this issue we have two thought leadership articles: you can read about *Trust in AI and its influence on consumer purchasing decisions* as well as *The rise of travel retail: a new frontier for brands*.

We report on eight events which have happened since the summer – from crazy golf and driving sheep to the Tri-Livery panel discussion and the campus tour plus dinner at Cranfield University. As ever, our Committee Chairmen and Committee members are busy people who work tirelessly behind the scenes. You can keep up to speed with everything they have been doing in the last section of this magazine.

Finally, if you have a suggestion for an article that you would like to appear in the magazine, please email editor@marketors.org with your idea.

The Marketors' Trust celebrates 50 years of giving

David Cowell

Junior Warden

& The Marketors' Trust Chairman



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more than double the annual donations we have received. This is clearly unsustainable, especially with inflation eating away at the purchasing value of our income, and we have only funded at this level by drawing down on our reserves.

To join us in celebrating our 50th year, we invite all members of the Company to please consider donating to the Trust, at whatever level you can afford, to allow us to continue our good work for the next 50 years.

Email TrustChairman@marketors.org

Following hot on the heels of the Company's 50th year, 2026 sees The Marketors' Trust celebrating 50 years of charitable giving in support of our aims which are:

SUPPORTING charities and the disadvantaged

INSPIRING excellence in marketing

CARING for Marketors in need

We will be celebrating our 50th year with a £100,000 giving programme, led by our flagship programme, the Marketors' Charity Grants, and a renewed focus on our marketing education initiatives, targeted at all levels from schools and apprentices to undergraduates and business school higher degrees.

We sincerely thank all those Marketors, past and present, who have given and who continue to give generously to the Trust to enable us to maintain our support of worthy causes. For the last three years, however, we have given

Julian Boulding
Master

The future of the Marketors

At the close of our Jubilee Year, we look forward, not back.

Before our recent Great Event at the Painters' Hall, I asked Ben Fisher, our photographer, to take the picture on this page. I wanted to be seen with a book. I had chosen Walter Isaacson's brilliant biography of Steve Jobs. At the last minute, I changed it for Jeremy Kahn's latest work, *Mastering AI*.

Our front cover features the three unforgettable speakers at our Autumn Charter Dinner: Veronica Heaven, Junior Warden of the Entrepreneurs; Franziska Gregor, Managing Director of Serviceplan Culture, in Berlin; and our own Junior Warden Elect, Vanella Jackson.

Vanella (the daughter of a Marketor) has transformed the energy level of our Outreach activity, chairing that committee with the equally go-ahead Elliott Cranmer. Their brand identity work with this year's Master's Charity, the Medical Mission Sisters, will be incredibly valuable to some of the world's most vulnerable women and children. Next year's sleepout for Centrepoint has already got people talking.

Franziska travelled all the way from Berlin to the Painters' Hall in Little Trinity Lane to tell us about the difference between influencers and communities in social media: why, for a brand owner, Taylor Swift herself is less important than the 'Swifties'.

Veronica was promoted to Junior Warden by the Entrepreneurs' livery company, from being chair of their DE&I Committee. (Shouldn't we have one of those?)

It's not just the people 'on stage' at our great events. It's our regular members too.



Like Jarmila Yu, the new Chairman of our Knowledge Development Committee. She looked past its recent focus on academic-style papers, to proactive mentoring and debates about AI and Employability: surely the most critical issue for young graduates joining the marketing profession, and current practitioners, moving up their career ladders.

Like Claire Scaramanga, our new Chairman of Membership, building on the vital work of John Jeffcock in optimising our assessment process, with a "direct-to-applicant" engagement programme. Claire doesn't just pass them down the line, she meets and talks regularly with prospective members, who now feel that we really care about whether they will join.

Like Max Richardson, who sorted our social media content programme. And (until recently) Laura Beccaria, who kick-started the Marketors' tribe, with Martin Ashton.

For some, the process of change can be challenging.

But the results will make our Company what we want it to be: a Company that you will want to bring your friends, families and

guests to; a Company that global CMOs will clamour to join.

This is NOT a contest between old and young, male and female, Past Masters and Court Assistants. It's about all of us.

I look with equal admiration and gratitude to the three Muses on our front cover, the Kick-Ass Babes, to use their own words; and to the man who recruited me to the Marketors, Past Master Dr David Pearson.

David has been an active member of committees for as long as I can remember. He formed our first Special Interest Group, the wine committee. He chairs our Climate Action Group. When I went to Stationers' Hall recently, for the launch of *The City Unlocked* book, who was the first Marketor I saw? David, of course. He hadn't just popped in for a glass of wine, he had written the book – or at least, the chapter about the Marketors.

The best Marketors bring their experience to the table, but also challenge the status quo. They want to try new ideas.

They are the ones who look to the future.

Because that is what Marketors do.



Autumn Charter Dinner

Peter Rosenvinge
Court Assistant & Mentoring
Committee Chairman

The Marketors' Autumn Charter Dinner took place on 21 October at Painters' Hall, which I have not personally visited before. The wonderful book, *The Livery Halls of London*, tells me that in the Middle Ages there were two separate guilds, the Painters and the Stainers, whose main difference was that the Painters worked on solid services and the Stainers on fabrics.

The two guilds merged in 1502 and this is the third Painters' Hall, with the Great Fire of 1666 destroying the first hall. The second incarnation was destroyed by the Luftwaffe in 1941, a lack of water in the adjacent buildings, low tide and the destruction of water hydrants assisting the Nazis.

Impact Report

With thirsts quenched at the reception, we ascended the portrait-lined stairs to the Livery Hall, where a copy of the Marketors' Impact Report was on each seat, clearly illustrating how the Marketors give back. For example The Marketors' Trust has donated £370,000 over the last three years, the Outreach Committee provided quality pro bono support to 20 charities this year and the Mentoring Committee helped a record 82 students in 2024/5 into the workplace.

Award presentation

On the night, Court Assistant Conor Gunn was presented with the prestigious Harvard Advanced Management Program Bursary, and Dr Tiantong Liu of Warwick Business School and Dr Yujiao Wang of Chester University received their PhD Thesis Award prize of £1,000 each for *The Effect of Task Framing on Preference: Choosing Versus Rejecting and Understanding*

Consumer Perspectives on Expiry Dates respectively.

Three inspiring speakers

Senior Warden David Elmer introduced our all-female group of three speakers, evidencing that the proverbial glass ceiling is now smashed. First up was Veronica Heaven, the Founder and CEO of the Heaven Company, a leading London corporate responsibility and sustainability agency, who has also recently been elected Junior Warden of the Entrepreneurs. Veronica spoke of her hope and optimism for the future, despite reminding us that 15-25 year olds spend an average 122 hours per month on social media, with its many negative influences, the equivalent of a full time job. She ended with a strong rallying call for the Marketors to help give young people causes to believe in, a sense of belonging and the opportunity to inspire others.

Having set the pace, Franziska Gregor picked it up admirably! Franziska is the MD of Serviceplan Culture, a division of Serviceplan, which is Europe's largest independent marketing and communications agency group. She was also TikTok's Head of Partnerships. She emphasised the

need to talk to the people we do not normally reach – not Taylor Swift but the Swifties. You do this by actually entering the community and defining your target groups by their interests, not by their age or culture. 'Be part of the community' is the new tag. "Look someone in the eye and communicate on an authentic level", were inspiring words for her conclusion.

Junior Warden Elect and Outreach Committee Chairman, Vanella Jackson, was the last but by no means the least of our speakers. Vanella was previously Global CEO of Hall and Partners, one of the world's leading market research agencies. I had been inspired by her when sitting alongside at the Installation Dinner in January and she was on good form tonight, reminding us that everyone – but especially the young – are looking for something, anything even, they can believe in. She encouraged us all to believe that marketing does not just sell products or services, but is about how we see the world.

The Master closed, thanking the speakers and adding his own positive views on the future, reminding people why they might wish to join the Marketors and wishing the Master Elect every success for his forthcoming year.





Conor Gunn awarded the prestigious Harvard AMP bursary

Building and developing world-class leadership in marketing is pivotal to the success of our discipline, people and the Company.

We are very fortunate that, as a result of the considerable generosity of the late Court Assistant Emeritus Martyn Davis and the Charitable Foundation he set up, The Marketors' Trust was able to offer an outstanding opportunity for a member of the Company or a marketing professional of appropriate standing to attend the Advanced Management Program (AMP) at the Harvard Business School in 2026.

Professor Phil Harris, who coordinated the bursary selection process, commented on the appointment of Conor Gunn to this prestigious award: "After a vigorous selection process and interviews in June, Liveryman and recently-appointed Court Assistant, Conor Gunn, was unanimously chosen as the candidate to be offered this prestigious bursary. The announcement was made on 21 October at the Autumn Charter Dinner at the Painters' Hall by the Chairman of The Marketors' Trust, David Cowell, to great applause."

This bursary offers a life-changing opportunity, enabling an individual to attend the Harvard's AMP, which is regarded as the global gold standard in executive education. It presents an amazing opportunity for the recipient to undertake this transformational course and enhance their knowledge base, contacts and experience.

On receiving the bursary, Conor said: "I'd like to express my thanks

to the Worshipful Company of Marketors for this extraordinary opportunity, and for the trust they've placed in me. I hope to bring back valuable insights that will enhance not only my own leadership journey, but will support the wider marketing community, and contribute to the continued success of the Marketors."

Previous recipients of the bursary have included Lesley Wilson and Tom Tuke Hastings, both in 2015, and Phil Andrew in 2020. Commenting on his experience, Phil said: "The AMP at Harvard was extraordinarily rewarding and a life-changing experience. As well as learning from some of the most respected business professors in the world, I made some lifelong friends. There is no doubt that the programme turbocharged my career and I will be forever grateful to Martyn Davis, The Marketors' Trust and the Company for the opportunities it created."

We held regular briefings throughout the year with Vicki Good, the course leader of the Harvard AMP



Conor Gunn receives his award from Trust Chairman David Cowell

programme in London, and on Zoom. We recruited an advisory and selection panel for the process which was organised by the Chairman of the Awards Committee on behalf of The Marketors' Trust. This was chaired by the Trust's Chairman David Cowell and also included the Master Julian Boulding, Phil Andrew, Vicki Good (Harvard), Diana Tombs, Professor Ian Ryder and Professor Phil Harris.

We would particularly like to thank Professor Mike Jones who gave excellent and ongoing advice and support to the process, as a former organiser.

As for candidate selection, Harvard is focused on identifying accomplished leaders with substantial experience and who are preparing for broader roles. While many participants come from large corporations, Harvard is increasingly encouraging leaders in smaller companies and not-for-profit organisations with broader spans of control and leadership needs.

Harvard's aim is to assemble a cohort of global leaders who can learn from one another. They look for "individuals who, despite coming from diverse industries and cultures, are encountering similar challenges and can effectively coach and support one another. When reviewing applications, we carefully assess several key factors to ensure candidates bring significant value and expertise. Our goal is to create a cohort of peers who are very diverse in terms of culture, industry, function, etc, but who have significant wisdom and experience, and can coach, advise and challenge one another."

The Marketors' Trust charity

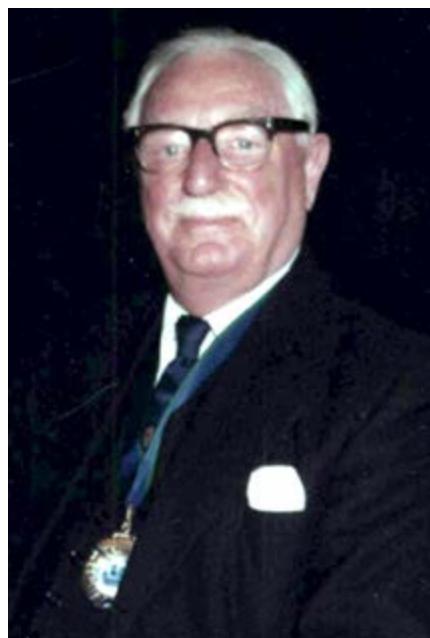
1976-2026: 50 years of giving

Back in 1976 our Founding Master, Reginald Bowden (pictured below), had a vision. Along with six other Founding Fathers of what was then the Guild of Marketors, he set up a Charitable and Educational Trust. Reginald backed his vision with a generous donation of £1,000 (nearly £10,000 in today's money).

The early focus of the Trust was on supporting members or their dependants who may find themselves in "necessitous circumstances" and that remains an important part of the Trust's current remit.

As the Trust's reserves grew, more emphasis was put on educational initiatives, again something that continues strongly to the present day. By the end of 2015, the Trust's reserves had grown to over £700,000, entirely through the generosity of members past and present, for which we are most grateful.

Over the last decade, we have funded over 100 marketing education awards, working with the CIM and other marketing bodies, with Universities, City & Guilds and Business Schools. We have also made over 100 grants to charities. We have made annual donations



to the Lord Mayor's Appeal and other City charities, as well as to our Affiliates and St Bride's Church.

As we celebrate our 50th anniversary, The Marketors' Trust's strategy is to retain a minimum of £700,000 in our reserves, index-linked to future proof these. Any legacies will be added to this and the income from these reserves and annual donations received will be distributed as and where these monies are most needed.

The Marketors' Trust structure

The Marketors' Trust is a charity and was historically governed by a Board of Trustees. In 2023, the decision was taken, in line with the approach adopted by many other livery companies, to change the Trustee structure to make the Worshipful Company of Marketors the sole Corporate Trustee. It was felt that this would help encourage more members to volunteer to serve on the Trust Committee, as it would relieve them of the usual risks and administrative requirements of being legally Trustees.

This means that the Court is now the Trust's sole Trustee, while also recognising the fact that the Company and the Trust remain distinct and different entities in legal, accounting and operational terms.

The Court has formally delegated to The Marketors' Trust Committee all the responsibilities of managing the charity, while retaining oversight. This decision has been encapsulated in clear Terms of Reference to enable the Trust Committee to operate effectively.

The Marketors' Trust Committee and... VOLUNTEERS WANTED!

The Trust Chairman is appointed by the Court. The Master, the



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Diana Tombs
Liveryman & Marketors' Trust
Committee Member



Middle Warden and the Honorary Treasurer sit on the Committee as ex officio. The Chairman of the Awards committee also sits on the committee as ex officio, if willing to serve.

The Trust Chairman can appoint other Liverymen and Freemen to the Trust Committee and we are eager to encourage a cross-section of our members to put their hands up and become involved in all the Trust's good work.

We are looking for two types of volunteers: those who wish to join the Committee and contribute generally, and those willing to take the lead in various aspects of the Committee's responsibilities. For example:

- **Lead for general Giving**, who will liaise with applicants for monies from the Trust, outside the major schemes such as the Charity Grants and the Awards programmes
- **Lead for Fundraising**, especially important in this, our 50th year
- **Lead for Communications**, again especially important this coming year but always important, as we try to increase awareness of the Trust's activities amongst our members and in the wider marketing community.

Any member interested in potentially joining The Marketors' Trust Committee, please contact the Trust Chairman TrustChairman@marketors.org

Celebrating our 50th with a £100,000 giving programme

Our historic annual income would equate to a donations budget of only around £40,000-£50,000, although we have ambitions to increase this. We have decided that it is fitting to celebrate our 50th year with a £100,000 giving programme, funding the balance of this by drawing down from our reserves.



Marketors' Charity Grants programme

This is our flagship programme, which is celebrating its fifth anniversary in 2026. Launched in 2021, funded by the Trust and supported by the Outreach team, its aims are to inspire and enable smaller charities to run marketing campaigns in support of their causes.

Since its launch, the programme has benefited 29 charities across the UK. What unites them is a clear understanding of the power of marketing – not just as a fundraising tool, but as a catalyst for growth, engagement and long-term sustainability for their charities. Many have demonstrated creativity, insight and strategic thinking that would put much larger companies to shame.

The Marketors' Trust has empowered these charities to amplify their voice and deepen their community impact. While we can't capture the full scale of that success here, the lead for the programme, Court Assistant Conor Gunn, has picked on a few stories which stand out.

In Manchester, **Jewish Action for Mental Health (JAMH)** used their grant to launch *Lighting Lives – Because Every Life is Worth Living*. Through a blend of digital outreach,

print campaigns and face-to-face engagement, they raised more than £75,000 to provide culturally sensitive mental health support.

The charity **London Search and Rescue (LonSAR)** supports both the Metropolitan Police and the City of London Police in locating vulnerable missing individuals. Its professionally trained volunteers operate 24/7, all year round, in all weather conditions.

LonSAR faced ongoing challenges – particularly low public awareness and limited understanding of its reliance on charitable funding. With the help of our grant and support from the Outreach committee they have strengthened their digital presence, raised awareness of their work, increased funding, deepened community engagement and also been able to expand their operational capacity.



But it's not just about the money. The awareness and confidence that smaller charities gain from our support often proves even more valuable. For example, **Harry's Hat**, a charity raising awareness of hydrocephalus, used their grant to boost their communications strategy. The increased visibility led to national exposure when their work was featured on *BBC Countryfile* – a transformative moment for a small charity.

Similarly, our grant to **Park Yoga** gave the organisation the confidence and capability to develop new partnerships, ultimately collaborating with *This Girl Can (TGC)* and *We Are Undefeatable (WAU)* on the Let's



Get Out There campaign. This partnership expanded Park Yoga's reach to 55 venues across England, helping over 4,100 people each week access free support for their health and wellbeing.

What unites all these stories is a shared belief that good marketing isn't just for big brands – it's a powerful tool for positive change.

These examples represent only a fraction of the incredible work being done by the charities we've supported. From Papa's Park and The Cecil Hepworth Playhouse Theatre for the Community to The Children's Heart Federation, Been There, Spark Foundation and Long Covid Support, every organisation we have supported has its own inspiring story – each demonstrating the power of community, creativity and purpose-driven marketing.

As we move into the Trust's 50th year our focus remains on empowering more charities to harness the power of marketing – not as an afterthought, but as an essential part of building sustainable impact.

Marketing Education Awards programme

While funded by The Marketors' Trust, this programme is led by our Awards Committee, under the chairmanship of Court Assistant Professor Phil Harris.

There are four main award and prize giving areas for the Company and their impact has greatly enhanced our reputation and standing. With the support of the Trust, the Awards Committee hopes to strengthen this positive and collaborative fellowship leadership

position for WCM in 2026, to include exploring the opportunity to set up a Marketors' Education Endowment fund.

We have a very high and growing impact in the marketing education arena through the awards programme which is targeted at supporting the key professional academic bodies in the UK: the Academy of Marketing and the Chartered Institute of Marketing (CIM), via their professional awards for marketing education. We also work with Business Schools across the UK to give awards for the leading-edge doctoral student theses.

In a more recent initiative, we are developing support for apprenticeships in marketing, which enable those who would not know of the discipline to grow their expertise and knowledge, working through the Marketing Academy Foundation.

We have a very active and well-focused committee who are proactive in promoting the leadership and vitality of the best of marketing. We collaborate with the leading professional and academic marketing bodies and aim to build active partnerships promoting development and quality in marketing education.

Funding, encouragement and support from The Marketors' Trust has helped foster the quality

standing of our awards, and by reaching out nationally and internationally we are attracting the best people to our discipline as well as new members and supporters to the Company.

Supporting the City and our affiliates

As the charity of a livery company, we support the City's and the Mayoralty's charitable initiatives to alleviate poverty and foster opportunities. These historically include donations to the Sheriffs' & Recorder's Fund which supports the rehabilitation of prison leavers in London and the Lord Mayor's Appeal Fund which aims to find solutions to the most pressing societal issues in London and beyond.

We also support St Bride's in Fleet Street, which celebrated its 1500th year in 2025 and is the Marketors' affiliated church. It is the Communications and Journalists' church and welcomes members of all faiths and none to visit, whether to appreciate the architecture and its history, light a candle, sit quietly, pray or recharge.

An example of the Trust's support for our Armed Services Affiliates is our donation to the Big Curry Lunch, which funds the support of two veterans of His Majesty's Armed Forces to go on the LifeWorks programme, which focuses on finding employment, education

and training for Armed Forces veterans.

Supporting marketing and good causes

Our giving programme includes supporting the marketing industry and marketing initiatives generally, but our focus is on giving where we can make the greatest impact.

A new initiative in 2025 was the Trust also sponsoring individual members taking part in charity challenge events.

We also, of course, fulfil our core original aim, as set out in the Trust Deed, to make hardship grants to members or their dependants who may find themselves in necessitous circumstances, as guided by our Almoners.

Fundraising for our 50th

Historically, The Marketors' Trust has depended for its income on the generosity of current and past members of the Company to whom we are eternally grateful. Income however has neither kept pace with inflation nor our giving ambitions and we need to significantly increase our fundraising activity if we are to maintain all our giving programmes into the future.

Marketors' Charity Summer Ball in aid of The Marketors' Trust

Master Elect David Elmer has announced that the Company will be holding a Fundraising Charity Summer Ball on 5 June at Merchant Taylors' Hall to raise funds for The Marketors' Trust and in celebration of the 50 years since its formation.

This is an exciting first for the Company and the Trust and an event to look forward to. The Merchant Taylors are one of the Great Twelve Livery Companies and their Hall is a grade II listed building dating back to the 14th century. It will be a perfect setting for what is billed to be a spectacular evening.

The Trust will also be launching a fundraising appeal during the year and we'd like to involve as many members as possible. If you don't already give to the Trust, please consider doing so to allow us to continue our giving programme. Email TrustChairman@marketors.org



What does a Ward Beadle do?

Keith Rowland
Liverman

The City of London, with its 25 wards, functions almost like a collection of miniature boroughs, each with its own Alderman, Common Councillors and, perhaps most intriguingly, a Ward Beadle. Among these keepers of tradition is Biagio Fraulo, the Beadle of Bread Street Ward.

The City's wards are the oldest administrative units in London, and their governance stretches back nearly 1,000 years. Today, the 25 wards collectively elect 100 Common Councillors and 25 Aldermen. The Aldermen form part of the Court of Aldermen, a body from which future Aldermanic Sheriffs and Lord Mayors are chosen, while the Common Councillors help oversee the Corporation of London's modern responsibilities, everything from policing to open spaces, cultural heritage, and economic development.

The Ward Beadles, of whom there are 29 today, pre-date even the office of Sheriff, tracing back to the reign of King John in the early 13th century. Historically, their duties focused on maintaining public order in the ward and summoning citizens to "Chief Folk-Moots" (now

Ward Motes and Common Hall) and even administering fines for non attendance. Over time, the role has shifted from a law enforcement and judicial function to a largely ceremonial one.

Biagio Fraulo was elected Beadle of Bread Street Ward in 2022. The ward today is represented by Alderman Sir William Russell (Lord Mayor in 2019/20 and 2020/21), and also by two Common Councillors, including the Honourable Emily Sophia Wedgwood Benn, granddaughter of the late Labour grandee, Tony Benn.

A Beadle's duties today are both practical and ceremonial. They open and close the annual Ward Mote and other Ward meetings, assist in conducting elections, and ensure that order and decorum are maintained. Beyond these administrative tasks, the Beadle accompanies the Alderman to key civic events such as the Spital Sermon, instituted by Edward VI in 1543 to commemorate the founding of Bridewell and Christ's Hospital, two charitable institutions that evolved into schools. They also appear at grand occasions like the United Guilds Service, the Common Hall for electing the Lord Mayor and Sheriffs, and the Silent Ceremony, during which the new Lord Mayor formally assumes office without uttering a word, save for their oath.

Bread Street Ward also hosts its own unique tradition: the Admiral Phillip Service at St Mary-le-Bow Church, honouring Admiral Arthur Phillip, the first Governor of New South Wales and founder of modern Australia.



Beadle of Bread Street Ward, Biagio Fraulo, with Alderman Sir William Russell



Biagio Fraulo's early career was in the telecommunications industry. With an MBA from Bayes Business School, he founded Southgate Consultancy, reflecting his keen interest in sustainability and technology. At Cisco Systems, he was instrumental in setting up the European Green Programme, promoting sustainable business practices.

Biagio has built a distinguished record of service within the City's livery companies and guilds. He has served as Clerk to the Worshipful Company of Arbitrators and was the Founding Clerk of the Guild of Investment Managers; a position he still holds. He was also previously Clerk at the Guild of Mercers' Scholars, which supports alumni of the Mercers' Company's schools in their journey toward livery membership. Most recently, he was appointed Secretary of the Woolmen's Charity.

Beyond the Square Mile, Biagio serves as a magistrate at Highbury Corner Magistrates' Court and since 2021 has held the post of Under Sheriff of Greater London, acting as a deputy to the High Sheriff, the King's representative responsible for law and order in the county.

He lives near Potters Bar, Hertfordshire with his partner Geralda 'Gee'; they have three daughters. Biagio balances his City responsibilities with family life and his dual football loyalties: Arsenal and Napoli, a nod to his heritage from southern Italy.



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Meet our new Freemen

Roger Bradburn



Roger brings over three decades of leadership in higher education management. He has served as Business School Dean and Academic Director across more than 30

countries. Prior to his academic career, Roger held a number of senior strategy and marketing roles for Philips, ITT and TT group and co-founded a successful energy management business.

Katie Buckett



Katie has 15+ years of marketing experience, specialising in brand strategy, digital marketing, crisis communications, and PR. She co-founded OneFifty

Consultancy, a social-first digital agency with £5M turnover. Named by the FT as one of Europe's fastest-growing companies, OneFifty has won 120+ awards, including PRCA's Agency of the Year.

Sarah Clay



Sarah started her career in film and moved into marketing and PR. As Founder and CEO of Sarah Clay Social since 2017, she has led social media strategy and LinkedIn

marketing for major clients including ITV Studios and The Outward Bound Trust. She is also a published author and sought-after speaker, known for her expertise in digital marketing and LinkedIn.

Camilla Davison



Camilla is a highly experienced Global Marketing Director with a career spanning over three decades across B2B and B2C sectors. She has held senior marketing leadership roles at Kimberly-Clark, Tenneco, and ZF Aftermarket. Her expertise includes brand building, innovation, category strategy, and marketing-led business transformation.

Sam Fenton-Elstone



Sam has over 18 years' experience in digital strategy, media and AI-powered marketing. He is CEO and Co-Founder of Anything is Possible, a full-service agency delivering media, creative, SEO, PR and AI products. A recognised thought leader, award-winning entrepreneur and mentor, he has launched innovative AI marketing platforms and built high-performing teams.

Ary Ganeshalingam



Ary is an accomplished FMCG and social enterprise marketer with over 20 years' experience leading global brands including Chivas Regal, Glenlivet, Jacob's Creek and Budweiser. As Global CMO and lecturer, he combines strategic insight, creative activations, and stakeholder management to drive commercial growth, social impact, and mentoring across diverse markets.

Liz Henderson



With senior marketing experience across blue-chip, private equity and not-for-profit sectors, Liz brings strategic insight and a data-driven approach to modernising marketing. A committed volunteer, Liz supports a foodbank café and is on the board of The Samaritans. She is also well networked, founding the City of London Association at the London Chamber of Commerce.

Jackie Hughes



Jackie is a strategic advisor and international business leader, with over 30 years of global marketing experience across 20+ countries. Her senior roles at Omnicom, WPP, Ogilvy, Kantar, and Kellogg's included working with major brands such as Unilever, Visa, Amazon, Ford and HSBC. A trained mentor and accomplished speaker, she also contributes pro bono to global NGOs.

Natalie Lennon



Natalie is an accomplished marketing leader with a proven track record of driving strategic initiatives and delivering impactful campaigns. As Managing Director of LEAP, she has led the company's strategic marketing efforts, redefining its positioning and go-to-market strategy. Her expertise spans integrated marketing, brand storytelling, and revenue growth.

New Liverymen

David Mansfield



David is Chairman of RAJAR and a seasoned marketing leader with a career spanning over four decades. A Fellow of the Center for Evidence-Based

Management, David began his career as a marketing executive and later became CEO of Capital Radio Group PLC. He regularly shares his expertise through talks, webinars and advisory roles.

Prof Robert Morgan



Rob is the Sir Julian Hodge Chair and Professor of Marketing & Strategy at Cardiff Business School. He is a passionate strategist specialising

in product innovation and entrepreneurship. An award-winning business educator and researcher, Rob has taught across Europe, North America, South America, and Asia. He has published 200+ works and consults on innovation, market strategy, and policy.

Crispin Reed



A Freeman of the Worshipful Company of Educators, Crispin lectures on marketing and research methodologies at three UK universities. He has considerable

global experience, spanning Asia and UK operations for both US and German firms. Crispin spent 20 years in top agencies, including Leo Burnett, and later held senior roles in brand consultancies before founding his own firm.

Dilbar Suleymanova



Dilbar manages BP's brand integrity across all channels. She ensures adherence to brand guidelines, advises on asset usage, leads internal communications

on brand strategy, and develops AI brand policy frameworks. With a background in global agencies, she has successfully led major brand and digital transformation projects for clients like Mastercard, Unilever and Vodafone.

Oliver Thomas



Oliver is a marketing professional and brand strategist with extensive experience in startups, scaleups and global firms. He is Marketing Lead at Ipsos UK's

Media Cluster, where he drives strategy, brand growth and revenue generation. Previously, as Head of Brand & PR at Wagonex, he achieved 200–300% growth in audience metrics and search impressions.



Welcome to our four newly-clothed Liverymen, top: Jeremy Davies, middle: Ejiroghene Odogun, bottom Claire Scaramanga (l) and Natalie Edwards (r) with Fellowship & Livery Committee Chairman Martin Ashton.

New Court Assistants



Welcome to three new members who have recently joined the Court: left to right: The Master, Conor Gunn, Jarmila Yu, Prof Phil Harris

Trust in Artificial Intelligence and its influence on consumer purchasing decisions

This is a summary of the Knowledge Exchange event at Plasterers' Hall on 28 October, organised by the Knowledge Development Committee.

Introduction

Artificial intelligence (AI) has rapidly transformed how consumers interact with brands, make decisions and complete purchases. Recommendation engines, chatbots and voice assistants have become part of everyday retail and service experiences, offering speed, convenience and personalisation. Yet, as these systems grow more autonomous, the question of *trust* becomes central. Why do people rely on AI tools, and when do they hesitate?

The study *Trust in Artificial Intelligence and Its Influence on Consumer Purchasing Decisions* was conducted to address this question. Sponsored by the Worshipful Company of Marketors, it explores how consumers decide to trust or reject AI during purchasing processes, and how that trust shapes behaviour. For marketers, understanding this relationship is critical. Trust in AI not only influences whether consumers use automated systems but also affects how brands can deploy such tools responsibly while maintaining authenticity and human connection.

Purpose and approach

While existing research explains technology adoption in terms of perceived usefulness, ease of use, and social influence, these frameworks treat trust as a fixed belief. They do not fully capture how consumers negotiate confidence and control in real-

world settings where AI operates as a decision partner.

To explore these dynamics, the study adopted an exploratory qualitative design. Semi-structured interviews were conducted with 15 senior marketers and members of the Worshipful Company of Marketors. As experienced professionals who both design and observe consumer interactions with technology, they provided insight into the signals that shape trust and the boundaries that limit it. Interviews were carried out online during August 2025 and analysed to identify key themes and patterns in how marketers perceive and manage trust in AI.

The conversations revealed that trust in AI is not a single, static concept but a complex process of evaluation and adjustment. Participants described trust as something that develops gradually, depends on experience and context, and is easily eroded by inaccuracy or loss of control.

Key Findings

1. BUILDING AND SHAPING TRUST

Trust in AI builds through a combination of *credibility, familiarity, convenience, brand reputation and transparency*. Consumers rely on AI when they believe it can provide accurate and useful outcomes but withdraw quickly when errors occur. Repeated, reliable experiences encourage confidence, while inconsistency erodes it.

Convenience emerged as a surprisingly strong driver. Consumers' trust in AI does not necessarily stem from a belief in its infallibility, but rather from the convenience and

ease it provides. Even when results are imperfect, people value the reduction in effort and decision fatigue. Familiarity reinforces this effect: regular interaction builds a sense of comfort, transforming initial curiosity into habitual reliance. Trust in AI is more behavioural than belief-based – driven by practicality and efficiency rather than an assumption that the technology is flawless.

Brand reputation also plays a vital role. Trust is often transferred from established human brands to the AI systems they endorse. When consumers recognise and respect a brand, they are more willing to use its automated tools. Transparency is the final piece of this puzzle. When people understand how AI generates its outputs – or at least feel that the process is visible – they are more likely to accept its recommendations.

2. VARIATIONS AND BOUNDARIES OF TRUST

Trust in AI is not universal. It varies across age groups, levels of experience, and perceptions of risk. Younger consumers tend to be



The Knowledge Exchange event team, l to r: Jarmila Yu, Claire Scaramanga, Prof Stan Maklan, Nidhi Nischal from Cranfield University, Martin Ashton

more open to AI for its convenience, whereas older consumers prioritise reliability and control. Those with higher digital literacy often approach AI with more scrutiny.

Participants repeatedly noted that consumers draw a line between tasks they are willing to delegate and those they prefer to manage themselves. This boundary is shaped by the perceived importance or risk of the decision. In low-stakes contexts, such as product suggestions or price comparisons, trust and reliance are high. In high-stakes decisions involving financial or personal consequences, consumers want human oversight. This behaviour reflects what the study identifies as a "trust ceiling" – a psychological limit beyond which people are unwilling to surrender authority, regardless of the technology's capability.

3. DELEGATION VS CONTROL

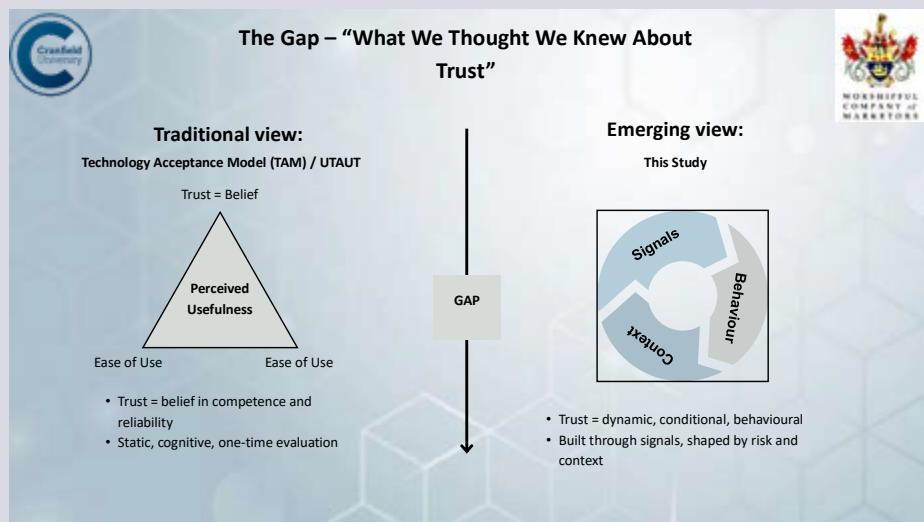
AI is most trusted when used as a support tool rather than as an independent decision-maker. Consumers prefer to collaborate with AI, using its recommendations to inform their own judgement. This hybrid approach – human plus AI – produces the strongest sense of confidence.

Participants observed that consumers are more comfortable allowing AI to automate routine or repetitive actions but prefer human validation for complex tasks. Errors or perceived bias reduce willingness to delegate. Consequently, maintaining the right balance between automation and human control is essential. Trust grows when AI assists, not when it replaces.

4. BELIEF VS SHORTCUT

Finally, the research shows that trust operates in two modes. The first is belief in capability, where consumers rely on AI because they see it as competent and sophisticated. The second is trust as a shortcut, where reliance occurs for reasons of speed and convenience. These two modes are not mutually exclusive but exist on a spectrum.

Brand identity and authenticity strongly influence which mode dominates. When AI outputs align



with a brand's established tone and values, consumers accept them readily, often without realising the message came from a machine. However, when automation produces generic or impersonal content, consumers quickly disengage. Authenticity therefore acts as the bridge between technological performance and emotional connection.

Managerial Insights

The findings provide actionable lessons for marketing practitioners.

- Prioritise reliability and transparency.** Consumers must perceive AI systems as accurate and consistent. Clear communication about how AI operates fosters confidence and mitigates fear of hidden manipulation.
- Leverage convenience responsibly.** Efficiency drives adoption, but over-reliance on convenience can erode credibility. Marketers should balance speed with quality and oversight.
- Protect brand authenticity.** Trust in AI is easily lost when automated messages feel detached from brand personality. Ensuring AI systems are trained on brand-specific tone, language, and ethics preserves identity.
- Maintain human oversight.** Involving humans at critical points reassures consumers that accountability remains intact. The "human-in-the-loop"

approach turns AI from a threat into a trusted collaborator.

- Segment audiences by trust level.** Younger consumers may respond to convenience messaging, while older audiences value reassurance about control and transparency. Tailoring communication to trust tendencies enhances engagement.

These actions transform trust from a fragile condition into a managed relationship.

Conclusion

The study demonstrates that trust in AI is not static but continuously negotiated between belief and scepticism, efficiency and authenticity, automation and control. While traditional adoption frameworks explain why consumers accept technology, they do not fully capture this dynamic. The introduction of concepts such as convenience as a driver and the *trust ceiling* offers marketers a richer understanding of consumer behaviour in the age of intelligent systems.

For marketing professionals, the challenge is not merely to make AI work but to make it trustworthy. Brands that maintain transparency, respect human judgement, and embed authenticity in every automated interaction will be best placed to harness AI's power while safeguarding long-term consumer confidence.



worlddutyfree

Ian Moore
Liverman

The rise of travel retail: a new frontier for brands

In an era where traditional High Street stores face challenges, a different retail sector is experiencing significant growth: travel retail. This sector is uniquely positioned to thrive in today's globalised world, particularly as international tourism continues to rise. Let's explore why travel retail is becoming the next big opportunity for brands.

The origins of travel retail can be traced back to the early 20th century, with the establishment of the first duty-free shop at Shannon Airport in Ireland in 1947. Since then, the sector has experienced exponential growth, driven by the increasing number of international travellers and the rising demand for luxury goods.

Key market insights

The global travel retail market was valued at USD 66.30 billion in 2024. The market is projected to grow from USD 72.51 billion in 2025 to USD 145.46 billion by 2032, exhibiting a CAGR (Compound Annual Growth Rate) of 10.46% during the forecast period. Asia Pacific dominated the travel retail market with a market share of 51.21% in 2024. (Fortune Business Insights).

Growth of the travel retail market

Since 2015, international tourism has steadily increased and this trend is expected to continue over the next two decades. This growth fuels the travel retail sector, which is booming alongside the rise in global travel. For brands, with travellers having time to browse in an exciting environment, this presents a lucrative opportunity to tap into a diverse and engaged consumer base.

The dominance of beauty brands

The travel retail market is hugely important for beauty brands as they are leading the charge in travel retail, accounting for about a third of all sales in this sector. With exclusive, travel-sized versions of their products, these brands create a sense of urgency that encourages quick purchasing decisions. This strategy is effective in introducing their offerings to new consumers who are eager to indulge during their travels.

Winning strategies for travel retailers

Travel retailers succeed by creating inviting environments that blend casual and luxury experiences. Unlike traditional retail settings, travel retail spaces are designed to be inclusive and cater to a diverse market. This captive market consists of travellers who have time to browse and are often ready to spend, making it an ideal setting for brands to showcase their products and engage customers.

The travel mindset also influences consumer behaviour. Many travellers adopt a more relaxed attitude towards spending, especially if they have leftover currency or wish to reward themselves after a business trip or, indeed, to bring gifts to friends and relatives. This mindset, combined with enticing store settings and celebrity endorsements, elevates the shopping experience and encourages indulgence.

Innovative retail concepts: pop-up sites

Pop-up sites add excitement and flexibility to the travel retail

experience. These temporary setups allow brands to quickly adapt to new promotions and trends. Pop-up sites are an excellent way for brands to capture impulse purchases without committing to permanent store investments.

Actionable strategies for brands

- **Develop travel-sized products:** create exclusive, compact versions of popular products to cater to the travel market.
- **Design inviting spaces:** ensure retail spaces are open and inclusive, encouraging exploration and engagement.
- **Introduce pop-up stores:** use pop-up sites to introduce new products and create buzz without long-term commitments.
- **Engage with travellers:** develop marketing campaigns that resonate with the travel mindset, offering rewards or incentives for purchases.

Conclusion

The travel retail sector offers a unique opportunity for brands to reach new audiences and increase their market presence. With strategic planning and innovative approaches, brands can capitalise on the growing number of global travellers and the relaxed spending habits that accompany them.

Please note that Duty Free in the UK was abolished in 1999. However, Duty Free, but excluding Tax Free purchases, was re-introduced in January 2021.

From valiant lions great unicorns grow

"I'm playing all the right notes – but not necessarily in the right order!" So said the comedian Eric Morecambe so memorably to the famous conductor Andre Previn.

In Reading Thames Valley Berkshire we have all the keys for success, hosting a significant cluster of global tech firms (Bayer, Cisco, Fujitsu, HP, Huawei, Microsoft, Nvidia, Oracle, Verizon), venture capital and professional service firms and cited as one of the best locations for AI businesses in the UK, but the ecosystem is not that well connected. So when you get marketers, accountants, entrepreneurs and investors together you can create something new and distinctive. We have co-founded the Reading Tech Cluster to better connect tech firms in the region with the vital help they need for success.

Reading is a key part of the wider Thames Valley economy, one of the UK's most successful regions. The area – which includes Slough, Windsor, Maidenhead, Bracknell, Basingstoke, Wokingham, Reading, Henley-on-Thames, Theale, Newbury and Swindon – was initially transformed by the construction of the M4 motorway.

Digital Equipment Corporation (DEC) was the first international tech company to come to Reading in the 1960s, followed by Microsoft and many other large tech companies, attracted by the proximity to London and Heathrow Airport. In recent decades the Reading entrepreneurial ecosystem has developed strengths in advanced engineering, digital tech and AI, creative industries, renewable

energy, life sciences, healthcare, and a range of financial and professional services.

It is home to the University of Reading whose research-intensive campus includes specialist areas such as meteorology, climate science, business, agriculture and food science. Recent infrastructure projects have included the rebuilding of Reading railway station, the construction of Crossrail (Elizabeth Line) linking Reading to central London and the City, and the opening of the Thames Valley Science Park, now home to the huge Shinfield Studios complex with its 18 sound stages (owned by the University of Reading).

With two academic colleagues, I have completed a study of the Reading Thames Valley Berkshire ecosystem drawing on 18 semi-structured interviews with stakeholders (universities, corporates, VCs, banks, support organisations, MPs, and entrepreneurs). Thematic analysis identified four dimensions of ecosystem development:

- 1. Infrastructure and resources:** facilities and services exist but are poorly coordinated and visible. Entrepreneurs face challenges in accessing finance, talent and affordable office space due to limited signposting and fragmented support.
- 2. Network connectivity and knowledge collaboration:** weak integration among actors, though some sub-networks work well such as Henley Business Angels.



3. Support gaps: deficits in mentoring, scale-up finance, and commercialisation support. Talent shortages and high living costs compound the challenge.

4. Strategic leadership & positioning: absence of a unified vision; branding and promotion of Reading as a tech hub remains weak. No dominant "ecosystem champion" exists.

"Reading needs a personality; it needs somebody to stand up and fight for it; it needs some good PR."

To address these challenges the RTC was formally launched by the Vice-Chancellor of the University of Reading in July 2025, with a highly successful Investment Summit, at which eight high-growth tech companies from around 40 applicants from the Thames Valley pitched their business propositions to the local VC firms and business angels amongst the 185 stakeholders present.

Our brand logo, the lion, is taken from the Berkshire coat of arms and has become an iconic symbol of Reading. The unicorn horn represents success. The RTC's main aim is to connect stakeholders in the region and create as many unicorns as possible within the tech sector. RTC will also act as a signposting service for entrepreneurs to sources of finance, local accounting and law firms, marketing consultants and other advisers. It also hosts investment forums and thought leadership through webinars and podcasts.

We are securing significant sponsorship to run the RTC operations and are now open to members.

The three founders with the Vice-Chancellor of the University of Reading. Left to right: Councillor Biyi Oloko, Vice-Chancellor Prof Robert Van de Noort CBE DL, Michael Cooper OBE, Dr Keith Arundale

“Are you the Lord Mayor or something?”

Peter Rosenvinge
Court Assistant

On 8 September in bright sunshine, I successfully walked the 12 miles of St Joseph's Hospice's Great East End Walk in memory of my Mum who died 47½ years ago, accompanied by our Master and previous fellow member of the Mentoring Committee, Julian Boulding.

Firstly a big 'thank you' to The Marketors' Trust (and Diana Tombs in particular) whose £250 at the start of my fundraising efforts got me off to a great start. If you are planning on doing a challenge event, speak to Diana!

Secondly, and by no means least, a huge shout out to the Master who was only supposed to come for the 9.30 photo opportunity, but who did the whole walk in his full Master's gear (gown, badge, suit, the lot), walking with me, my wife and my sister. For FOUR and a HALF HOURS! He was asked many questions from

curious locals, including if he was the Lord Mayor.

St Joseph's Hospice is the official hospice for the City of London and East End, providing palliative and end of life care for over two million people and celebrates its 120th anniversary in 2025. Founded by five young nuns from Ireland and funded by a generous Jewish benefactor in 1905, the Hospice today opens its doors to people of all religions and also no religion. In 1905 tuberculosis was the big killer. As the 20th century progressed, cancer became the dominant reason for admission, but now the Hospice helps far more people outside the Hospice than in, and in many different ways.

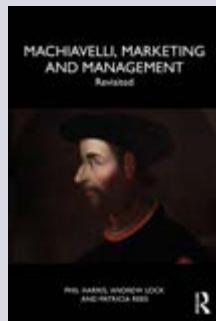
The Great East End Walk (every October) is a lovely mixture of the affluent (futuristic City landscapes, the River Thames and Tower Bridge)



L to r: Peter Rosenvinge, Kari Rosenvinge, the Master Julian Boulding

and the tight-knit community that is the East End, where roads like Cable Street remind you of a fascinating past.

Book Review



Machiavelli, Marketing and Management
Phil Harris,
Andrew Lock &
Patricia Rees

Like many great artists, great philosophers are not truly

recognised until after they have died. Machiavelli, born in the late 1400s, identified behavioural traits, particularly in the areas of leadership and marketing communication, that are still as relevant today as they were when originally written.

This reinforces what many senior marketing professionals believe, that whilst the tools made available to them constantly change, and at an ever-increasing speed, the key principles of strategic marketing remain the same.

This book related this concept to the macro and microenvironment and to political and economic situations, and helped the reader better

understand the reasons why myths can often become realities. These understandings cannot be ignored in marketing.

It gives a relatively brief, but nonetheless clear, background to Machiavelli and his beliefs. It succinctly and clearly identifies the principles of successful and powerful leadership. It also gives us insights into the growth of populism that we are seeing around the world today. But at the same time the book highlights the benefits of common sense if communicated clearly to the masses.

Surprisingly, this publication highlights the dark side of some Machiavellian observations about leadership and communication. These observations describe how effective leadership often emanates out of reckless, divide-and-rule strategies, which are often overlayed by harnessing fear and demonstrating power to ensure a speedy and effective achievement of objectives.

But if the knowledge of the power of these behavioural traits is recognised and then overlaid with

a sincere sense of humanity, these can become a force for good.

What I found a little frightening was that when these traits that Machiavelli had identified were related to current day commercial and political leaders, it became even more evident that whilst their strategies may appear to be chaotic, they perhaps were far from it.

Indeed, the key take aways from this book for me were how relevant all of these concepts are in today's political and commercial world, made even more relevant by the growth in the digital and technology-driven world in which we now live. All of this is driven by ideologies manipulated by successful leaders.

The big question is: do the ends justify the means? For marketers, recognising this reinforces the requirement to not only try and identify the true needs of our customers, but as importantly, understand their underlying beliefs and the real solutions they are looking for.

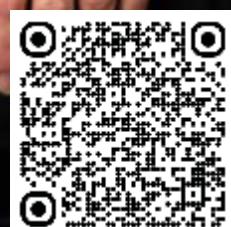
Dr Glyn Cartwright
Past Master

Proud sponsors of the 2025 Worshipful Company of Marketors' Interlivery Golf Day

*“The BEST PLAYERS
never lose SIGHT of the
LONG GAME.”*

“Like in golf, building a meaningful future takes patience, perspective and a steady hand. We help people, families, charities and livery companies plan with confidence, shaping not just what's next, but what truly lasts.”

– Caroline Gee
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Kelly Wu
Liveryman

My experience at the Sheep Drive

This September, I had the rare and delightful opportunity to take part in the Woolmen's Sheep Drive & Livery Fair – celebrating one of the centuries-old traditional rights of Freemen of the City to drive sheep over London Bridge. As I am someone who values heritage and community, this event was more than just symbolic; it was a deeply meaningful way to honour the historic rights of Freemen and connect with the rich tapestry of the City's past.



With this annual event now switched to the quieter Southwark Bridge, the atmosphere was electric, with fellow Marketors, curious friends and the tourists passing by ... all sharing in the moment. The sheep, who were calm, well behaved and led by experienced handlers, trotted across the bridge with surprising grace, seemingly unfazed by the crowd around them. The camaraderie among participants was heartwarming, and the smiles and photos taken by passersby made it feel like we were all part of something very special. It was surreal to see such a pastoral scene unfold against the backdrop of one of London's busiest landmark bridges.

I chose to take part because the event is I believe in the importance of keeping our tradition and customs alive – not just in the history books, but as living expressions of identity and belonging. The Sheep Drive offered a rare opportunity to step into history, quite literally, and to reflect on the freedoms and responsibilities that come with being part of this unique community.

It was a joyful, grounding experience that connected me to the City in a new way.

Carole Seawert
Court Assistant
& Golf Day Event Co-Director

Tee-rrific turn out for an un-fore-gettable day

On 7 July, we welcomed 17 golfing teams to Verulam Golf Club in St Albans, who took part in the Marketors' 19th inter-livery golf day. They were from right across the livery world, including teams from the City Livery Club and a Past Masters' Association, as well as from two of our corporate supporters.

When the day dawned to a persistent downpour, we thought it would be a case of 'swinging in the rain' but, by the time the teams started arriving, the rain had stopped and the sun came out.

As usual, teams played a round of 18 holes, followed by a putting competition, also of 18 holes. For a donation of £10 to the Lord Mayor's Appeal, individuals could take part in the virtual hole challenge. This year, the chosen hole was the 6th hole at Oakmont, where the US Open had taken place earlier in the summer.

Congratulations to the City Livery Club who won the team trophy with 125 points and the International Bankers who were the runners up with 122 points.

Winner of the putting competition was Gary Boyes from the Brewers

evelyn
PARTNERS

who completed the 18 holes in just 30 putts. Winner of the virtual competition was also Gary Boyes whose single drive landed 14' 11" from the hole.

The day's play always ends with a convivial three-course dinner and prize giving. This golf day would not have happened without Past Master Michael Harrison masterminding the whole event. Thanks also to Liverymen Stewart Shuttle and Christine Hodder who helped ensure the day ran smoothly; to Sign Specialists who created the signage for us pro bono; and to Verulam Golf Club who put on a terrific day for everyone. We were most grateful to Evelyn Partners who generously sponsored the event.

We have already started to sign up teams for 2026 – our 20th inter livery golf day. If you would like to take part, please contact Carole Seawert on editor@marketors.org



Scammed! Who can we trust?

Lessons on truth and trust from the 2025 Tri-Livery Debate

Omaid Hiwaizi
Liverymen

On 22 September at Stationers' Hall, three livery companies – the Stationers, Marketors and Information Technologists – gathered to debate one of the defining issues of our age.

From Caxton to ChatGPT

Master Stationer **Doug Wills** opened by reminding guests that technological disruption is nothing new and was portrayed in the stained-glass window of William Caxton in the Hall featuring the king saying printing was never going to catch on! Master Information Technologist **Gary Moore** then defined trust in human terms: "Trust and its bedfellow truth are under attack at scale in a way I have not experienced in my lifetime".

The psychology of scams

Cyber-attack expert **Dominic Aslan** explored why even smart people fall for deception: "People call me when they've been breached, when they've been attacked, and when they're in an absolute panic. Attackers use authority, urgency, fear, greed – all these things play a psychological part in your day-to-day life. When those things are playing against your corporate goals, you drop your guard and you will do things that are stupid. And then you get breached, you get hacked."

Technology and fear

Cyber-security researcher, Dr Victoria Baines linked those same psychological levers to society's wider mistrust of technology: "Whatever technology is available to people will be misused.

We talk about technology being neutral – that concept is getting more and more strained. For every risk

there will be a benefit, and for every benefit there will be a risk."

Media and AI

The Independent's Christian Broughton

reflected on the next wave of disruption: "We're now in our tenth year since we embraced the last big disruptive technology – the internet... Now AI and the proliferation of content everywhere are a much bigger change."

Brand trust in a sceptical world

Emily Somers, former McDonald's marketing chief, recalled how the brand tackled social-media myths: "The best results came when we leaned in. We took the crazy misinformation, presented it satirically back to people, and then showed the real facts in a simple, transparent way. It increased trust by nearly twenty percent."

The generational divide

Baines noted a surprise trend: "Over the last 20 or 30 years we've spent a lot of time keeping young people safe online. But studies show the group that most regularly falls for, and shares misinformation, is the over-55s."

Broughton added: "Older people grew up trusting the BBC. Young people question everything... The difference now is that individuals have a reach like never before. Keep an eye on the humans."

AI and authenticity

Baines warned of blurred boundaries: "There's a big



distinction between authentic, honest use of AI and dishonest misuse. It's about transparency." Somers added: "From a brand perspective, partnerships with influencers work when they're authentic – when the influencer genuinely loves the brand."

Rebuilding trust

Aslan said rebuilding credibility depends on two things: "You need to communicate competence: Can I deal with this? Do they care about me or are they just protecting themselves? Somers agreed: "Trust isn't something that's lost – it's something that's earned again and again."

Closing reflections

Master Marketor **Julian Boulding** thanked the companies for "a great discussion, which achieved the object of every good debate – not necessarily to come up with an answer, but to come up with questions". He reminded the room: "If you are empathetic, people are more likely to trust you. Behaviour and attitude change are caused much more by emotional empathy than by rational argument. It's we as people who have to build trust – and people at the end of the day will choose who they trust."

A longer version of this article is available on our website.



'Marketing means business' – social dinner event at Cranfield University

Michael Lynch
Liverman

Where better to explore the intersection of marketing and innovation than the legendary Cranfield University – a bastion of academic excellence in marketing and management. Many of our members count themselves among its current or former faculty, students or alumni, making this visit feel like a home from home.

On 25 September, under sparkling blue skies, we gathered for coffee and conversation before embarking on an exclusive VIP campus tour. Our schedule quickly overran – not due to poor timekeeping but because we were captivated at every stop. From state-of-the-art lecture theatres and advanced learning centres to jet engines, Formula One cars, autonomous robotics, and the Agricultural engineering innovation centre. Cranfield's world-leading facilities left us inspired and deeply impressed.

It was fascinating also to trace Cranfield's evolution: from its origins as RAF Cranfield (est. 1937) to the College of Aeronautics (1946), and eventually the establishment of the



Cranfield School of Management in 1967. Today, although a focused postgraduate institution, Cranfield continues to innovate, most recently through a joint venture with MK:University with a new campus building dedicated to teaching apprenticeships.

As our own Past Master Professor Ian Ryder put it: "Cranfield is known for putting the technology into business – and the business into technology. Events like this are tremendous occasions where the essential contribution of professional marketing excellence can be highlighted and celebrated."

The day concluded with a private dinner where our 20-strong

party – including the Master and Senior Warden, two Past Masters, Marketors and guests from the Chartered Institute of Marketing – enjoyed superb food, fellowship and stimulating conversation.

We were privileged to hear two insightful and thought-provoking talks from Professor Vasilis Theoharakis, Professor of Strategic Marketing at Cranfield and Past Master Professor Ian Ryder. As Master Julian Boulding reflected: "Fellowship is at the heart of the Marketors, and this event was a splendid example of how we can come together, have fun, learn something new, deepen relationships, and make new connections."

Carole Seawert
Court Assistant

Lady Mayor's Show

At the Lady Mayor's Show on 8 November, the Marketors were represented across five separate floats:

The Master Julian Boulding and Livermen Laura Girling and Kate Hamilton were part of the Modern Liveries float.

Court Assistant Martin Ashton was on the Bread Street Ward Club float

and viewed proceedings from the top of an open top bus.

Past Master Trevor Brignall rode in the carriage with fellow representatives from the Lady Mayor's Committee, and Past Master Andrew Marsden was in the Civic carriage in his role as Chairman of the Royal Society of Saint George.

Finally, Livermen Sue Griffin and Nicola Wordsworth plus Court Assistant Carole Seawert walked with the Women in the Livery float (dress code: colourful coat and interesting accessory).

Meanwhile, a group of Marketors and their guests enjoyed the spectacle from Côte by St Paul's where they later sat down to an informal and convivial lunch.

As usual, the crowds were out in full force, taking advantage of the mild sunny weather to cheer and wave as the 125 floats passed by.

The Marketors wish the Lady Mayor an enjoyable and successful year.



Dr Glyn Cartwright
Past Master

The third inter-livery crazy golf tournament

On 16 October we proudly hosted the third annual Cartwright Cup, the thrilling inter-livery crazy golf competition, at Puttshack at 1 Poultry.

This year saw an amazing turnout with 21 teams representing 17 different liveries from across the City of London. A huge 'thank you' to everyone who came along and helped make the evening such a success. The event was packed with energy, excitement and camaraderie, perfectly embodying the inter-livery spirit of fun and teamwork.

In the team competition, the Insurers First Team triumphed with a remarkable score of 1,481, taking home the silverware and ending the Entrepreneurs' two-year winning streak. Close behind were the Founders and the Actuaries, rounding out a fiercely contested leaderboard.

On the individual leaderboard, Phil Cohen from the Plasterers stole the spotlight with an outstanding 448 points, with Rob Hartley and John Fell hot on his heels.

A special side competition saw the original founders – the Entrepreneurs and the Marketors – go head-to-head. The Entrepreneurs claimed the win with 1,401 points against the Marketors' 1,335, although Kelly Wu of the Marketors delivered a standout individual score of 400.

It was an unforgettable evening filled with laughter, friendly rivalry and memorable moments. Thank you once again to everyone who participated – we can't wait to do it all again next year!



I, Marketor... a Roman ramble through Londinium

Zoe Phillips
Liveryman

**Ante diem duodecimorum
Kalendas Octobres, anno MMXXV
post Christum natum – loosely
translated, means a wet Sunday
on 14 September 2025 (yes, it says
October; the Romans had their own
logic).**

A dozen intrepid Marketors gathered at Tower Hill Underground to step back to AD 50 – when the Romans founded Londinium. What began as a modest settlement on the north bank of the Thames grew into a thriving port and, eventually, the capital of Roman Britain.

Few of us realised that just beside the station, in Tower Hill Garden, stands a statue of Emperor Trajan (AD 98–115), marking the site where Londinium first began. Around the corner lies one of the finest surviving stretches of the Roman Wall, built around AD 200. Its sturdy foundations remain visible, with later medieval extensions still clear to see.

Onwards we went, pausing at Vine Street where, beneath a perfectly ordinary office block, hides an original Roman bastion – a lookout tower beneath the modern Walbrook area. Then past The Gherkin, where the body of a young Roman girl was unearthed and given a proper burial. Her resting place, the *Tomb of the Unknown Roman Girl*, can be found on Bury Street – a haunting reminder of the

lives lived here nearly two millennia ago.

Our journey then descended beneath Bloomberg's sleek offices into the reconstructed Temple of Mithras – the Roman god of light and war. Bathed in flickering sound and light, the atmosphere conjured up the ancient rituals once performed by Roman soldiers. Entrance is free, and it's an experience that stays with you.

Next, we ventured into the Guildhall's basement to view what remains of London's true colosseum (the Roman amphitheatre, not the theatre on Drury Lane). From there to Leadenhall Market – once Londinium's bustling Forum and Basilica. Built around AD 70, it became the largest basilica north of the Alps. Remnants – including a column base – survive beneath 90 Gracechurch Street. Nearby, a mosaic of Bacchus discovered in 1803, now resides in the British Museum.

By AD 410 the last legions had gone, and Londinium fell silent – walls crumbling, brambles reclaiming the streets and the buildings, not being re-inhabited until 400 years later.

We finished, fittingly, at The Sugar Loaf pub. After our own march through time, a drink among ruins felt perfectly Roman: convivial, curious, slightly indulgent.



The American whiskey boom – a global takeover

*Nicola Wordsworth
Liveryman*

The Distillers' and Marketors' annual joint event on 29 October was an uplifting, insightful and wonderfully social evening, continuing the series of joint panel events between the two companies. The event was hosted at the Brown-Forman London HQ, home of Jack Daniel's and Woodford Reserve, and brought together a vibrant mix of industry professionals and whisky fans, for what became a real celebration of people, progress and the power of American whiskey.

From the moment guests arrived, Brown-Forman's warm hospitality set the tone. The atmosphere was relaxed, friendly, and full of anticipation for the all-female expert panel – a fitting moment in celebration of the City of London's third female Lord Mayor (and first 'Lady' Mayor), Alderwoman Dame Susan Langley DBE.

The panel brought together leading voices from the world of American whiskey and Scottish whisky: Elizabeth McCall, Master Distiller for Woodford Reserve; Dr Rachel Barrie, Master Blender for Glendronach, Benriach & Glenglassaugh; and our two formidable Marketor representatives: Ruchira Neotia, Top 100 Most Influential People in Drinks UK, judge for Global Spirits Masters Awards; and prospective Marketor Lisa McWilliams, fractional CMO and global brand strategist in the drinks category, and judge for The Great Taste Award.

Each offered their own insights,

experiences and perspectives on the category's rapid rise and growing influence. The conversation was inspiring, insightful, and refreshingly honest, touching on trends, challenges, brand heritage and the exciting opportunities shaping the future of American and Scotch whisky around the world. One of the challenges being Gen Z not imbibing to the degree that the other generations do... Elizabeth McCall, says to Gen Z, "You may not be drinking whisky now, but just wait until you are older!"

The panel also shone a light on women's growing presence and leadership across the whisky and spirits sector and, indeed, marketing.

As Ruchira Neotia, Marketor, from the panel said: "When I first entered this industry, a very well-meaning person told me that you need to look elsewhere because whisky is a closed club. So the very fact that I am on this all-female panel today as an Indian-born woman, discussing whisky is quite remarkable. And I get to sit next to the First Lady of Scotch [Dr Rachel Barrie]. So it's important. I need to kind of maintain my composure, but internally I'm 'fan girl'ing' very hard!"

Rather than having traditional tastings, the evening centred around three beautifully-crafted cocktails, perfectly curated

to showcase the versatility and global appeal of Brown-

Forman's American whiskey. Guests sipped and socialised as they discovered just how well American whiskey shines in a cocktail glass – whether stirred, shaken, or served with a modern twist.

The relaxed panel format made it easy for everyone to get involved, whether a seasoned whisky lover or someone discovering the category for the first time. The mix of attendees – from brand ambassadors and category managers to Marketors – created a fantastic, welcoming energy.

The event struck the perfect balance of education, entertainment and connection. Rather than being lecture-led or formal, it felt inclusive, modern, and celebratory – a reflection of where the Marketors and, dare I say it, American whiskey is today: confident, global and irresistibly social.

As the night drew to a close, the buzz showed no signs of fading and a group of die-hard Marketors continued the evening at the Groucho Club in Soho to discuss the merits of Scotch over Bourbon!

The event wasn't just a sell-out – it was a standout. A joyful evening that championed whisky, the coming together of the Marketors and Distillers, and the women shaping the industry's future. A huge success from start to finish!



L to r: Lisa McWilliam, Rachel Barrie, Ruchira Neotia, Elizabeth McCall

Awards Committee

Our prime aim on the Awards Committee is to encourage and support excellence in Marketing Education, Innovation and Research.

We do this through academic and professional awards and bursaries funded by The Marketeers' Trust. We support awards to outstanding students of marketing and are currently fostering and sponsoring the Teaching Excellence Award with the Academy of Marketing.

For 2025, the Committee has been piloting a new award to encourage people from a wide range of backgrounds to enter the marketing profession through marketing apprenticeships.

Each year the Committee also awards the Chartered Institute of Marketing's top student prizes, which includes the Michael Baker Strategy Award. These awards are open to all global CIM students, studying for the Institute's Post Graduate and Marketing Leadership L6 and L7 programmes. The prizes are presented at the CIM Graduate Ceremony held each year in November. These winners will be featured in a future edition of MARKETOR.

We also work tirelessly to increase awareness of marketing and its pivotal role in business success. Our efforts, particularly in the City of London and via members in the regions across the not-for-profit and public sectors, are aimed at enlightening the community about

the power of marketing. These initiatives, funded by The Marketeers' Trust and by sponsorship, are a testament to our commitment to spreading this important knowledge.

PhD Thesis Awards

One of our annual awards is the PhD Thesis Awards which recognise outstanding contributions to both academic research, and relevance to marketing practitioners. This year, we were delighted to receive some truly excellent nominations from prestigious business schools. Two submissions for the 2025 PhD Thesis Awards were selected as the winners.

The first award was to Dr Tiantong Liu who completed her PhD at Warwick Business School. Her thesis was entitled *The Effect of Task Framing on Preference: Choosing Versus Rejecting*. It investigated how task framing affects consumer decision-making processes and preferences. Tiantong was nominated by Professor John Rudd and she was supervised by Professor Daniel Read and Dr Sarah Wei.

The second award was to Dr Yujiao Wang who completed her PhD at the University of Chester. Her thesis was entitled *Understanding Consumer Perceptions of Expiry Dates for Cosmetics*. This PhD thesis was the first to explore the marketing implications of cosmetics expiry and use by dates. Yujiao was nominated and supervised by Professor Gary Davies of the University of Manchester.



Many congratulations to both award winners who each receive a £1,000 award, and to their supervisors whose institutions each receive £500 towards future research.

Both winners and their supervisors were invited to the Autumn Charter Dinner on 21 October where the Master, Julian Boulding, presented them with their certificates.

But what do the awards mean to those receiving them?

Dr Tiantong Liu said: "I am deeply honoured to receive the WCM 2025 PhD Thesis Award. This recognition not only validates the effort and dedication I invested in my research, but also motivates me to continue exploring the consumer decision-making process. Receiving this award strengthens my confidence as an emerging scholar and highlights the relevance of my work to both academic and applied contexts."

Dr Yujiao Yang said: "I am truly honoured to receive this WCM 2025 PhD Thesis Award, which recognises both my doctoral research and the wider importance of marketing in supporting consumer safety and education. This acknowledgement encourages me to continue bridging the gap between academic research and practice, particularly in developing marketing strategies that create value for both businesses and society."

These quotes from our winners show how important our awards are in encouraging young academics with their research and in their careers. We will now start on the journey towards the 2026 awards.

An enduring partnership

Marketors attend the 151 Regt RLC Regimental Dinner Night

Paul Finch

Freeman & AFCC Committee Member

The robust and historic affiliation between the Worshipful Company of Marketors and 151 Regiment RLC, London's only logistics regiment, was once again celebrated as Marketors attended the Regimental Dinner Night on Saturday 18 October. It was held this year at the Officers' Mess of Prince William of Gloucester Barracks in Grantham. Following a necessary Regimental Forecast of Events (FOE) re-write, the evening served as a powerful reminder of the deep, mutual commitment shared between the City of London livery company and the Army Reserve unit.

Representing the Marketors were David Elmer, Tony Norton and Zoe Phillips, who were honoured to be guests in the Officers' Mess at the Army Training Regiment (ATR) Grantham. Their presence at such a pivotal annual occasion underscores a relationship that is rooted in history but defined by its dynamic, working nature. Upholding a centuries-old tradition where City livery companies forge close, supportive links with units of the Armed Forces, the Marketors have maintained strong ties with 151 Regt RLC for many years. This relationship is considered a key pillar of the Company's affiliations, sitting alongside its support for other military partners.

Crucially, the Marketors' commitment is defined by a unique 'sleeves rolled up' philosophy. We aim to provide tangible benefit



to the Regiment by leveraging our professional skills in marketing. Beyond the traditional fellowship activities, prize donations and ceremonial attendance, the Company provides invaluable *pro bono* marketing support. This direct professional aid transforms the affiliation into a dynamic and mutually beneficial alliance, significantly strengthening the bond and cementing it as a truly working relationship, a goal the Marketors proudly pursue.

This unique depth of collaboration is further enriched by the Regiment's own historic ties to the City. The 151 Regiment RLC, itself an organisation steeped in history, proudly traces its origins and affiliations within the City of London back to 1801 and the formation of the Royal Waggon Train in Croydon. This shared, deep-seated heritage – where both the ancient City and modern professionalism intersect – provides a powerful, resonant foundation for the contemporary affiliation with the Marketors.

The Dinner Night serves as the

crucial first introduction for newer members to the formality and proud heritage of the Mess, providing a structured, yet social, environment to reinforce essential military values. The event encourages the vital *esprit de corps* and helps bring the Officers' and Sergeants' Messes together in a sophisticated social setting, promoting unity across the ranks.

Attendees were afforded the special opportunity to wear mess dress or evening gown, complemented by miniature medals, adding to the evening's inherent formality and prestige. The evening was a masterpiece of military organisation, superbly orchestrated by WO1 (RSM) Ben Woolley RLC, the Regimental Sergeant Major of 151 Regt RLC. Every detail, from the strict adherence to protocol to the precision of the service, reflected the highest standards of military professionalism and honour the Regiment upholds.

Regimental dinner nights are far more than just social gatherings; they are solemn but celebratory occasions that foster the deep bonds essential for operational excellence. For 151 Regt RLC, these events reinforce Regimental values, provide an opportunity to honour a shared heritage, and, critically, strengthen the enduring ties with invaluable partner organisations such as the Marketors. Recognising its importance to the Regiment's morale and its affiliations, this event has now been firmly established as a key, unmissable feature in the annual Regimental Forecast of Events (FOE), cementing its role in an ongoing and cherished partnership.



(Left to right) Zoe Phillips (Vice Chairman Army, AFCC); Major Neil Whitewick (Regt 2IC 151 Regt RLC); David Elmer (Vice Chairman Cadets, AFCC and Senior Warden); Lt Col Andrew Balchin (CO 151 Regt RLC); Tony Norton (Chairman AFCC)

Get to know your all-new Knowledge Development Committee



The Knowledge Development Committee has officially relaunched. Refreshed in structure, renewed in purpose and ready to support every Marketeer in continuing to develop, thrive and lead. We are united by a passion for developing skills, driving innovation and showcasing best practice to ensure our profession continues to play a pivotal role in business and society.

Our ambition is clear: to encourage Excellence in Marketing through a vibrant programme of knowledge exchange, generously sharing the expertise, perspectives and experience within our Company and beyond.

The Marketors have long established valuable collaborations with universities, marketing professional bodies, specialist agencies and brands of all sizes. From our Jubilee year onward, the newly-relaunched Knowledge Development Committee will focus on deepening those connections and extending into new networks. Our livery company is rich with insight and lived marketing leadership, and, by enabling more frequent dialogue and collaboration, we strengthen our collective voice and better demonstrate how marketing benefits everyone.

Our cornerstone activity is a quarterly Knowledge Exchange event series, designed to spotlight thought leadership and best practice in areas where marketers can truly influence business performance. These events are for senior marketers, the wider marketing community and business leaders who recognise that marketing's role has never been more strategic. Each session

will combine expert content, practical insight and debate, while showcasing the strengths and successes of Marketors and our partners.

We want to hear from you

Our approach is intentionally collaborative. We want to hear directly from members about the issues you believe the Marketors should be engaging with. What topics excite you? What challenges should we help the profession unpack next? If you have ideas, content to offer, a compelling speaker to suggest, or would like to contribute to the delivery of activity, we warmly welcome your involvement. Many hands, even if only occasionally available, help our impact grow.

This refreshed journey began with the successful delivery of our inaugural Knowledge Exchange event, hosted on 28 October at Plaisterers' Hall (see pages 14-15). It was a sell-out evening, with an outstanding turnout and a 50/50 balance of Marketors and guests, demonstrating interest in discussing the topics of the day. The session explored research supported by the Marketors titled "Trust in Artificial Intelligence and its Influence on Consumer Purchasing Decisions", presented by MSc Cranfield student, Nidhi Nischal. The discussion brought to life timely questions around AI, trust, and consumer behaviour. The lively debate in the room showed exactly what this new series is designed to inspire. It was a proud moment for the committee and a brilliant start to our new programme.

2026 events

Looking ahead, we are excited to announce that our four baseline events for 2026 will explore four essential marketing themes: branding, marketing planning, innovation, marketing leadership.

These topics reflect the areas where Marketors lead with real authority, and where shared insight will help us remain future fit as a profession. If you would like to help shape any

Jarmila Yu
Court Assistant & Knowledge Development Committee Chairman



Jarmila Yu, the new Knowledge Development Committee Chairman

of these, or propose further topics should we be able to scale beyond quarterly delivery, please reach out. Your voice matters and will help us grow a relevant, compelling and ambitious programme.

Our success depends on contribution, not only from members but also from our valued sponsors. We gratefully welcome offers of venues, speakers, hospitality, expert content and collaboration opportunities. Together, we can deliver exceptional experiences that reflect the high standards and reputation of our Company and the marketing profession.

The invitation is open. We are proud of this new direction, energised by what lies ahead, and confident that together we will strengthen the Marketors' role as champions of marketing professionalism and progress. Get in touch with us to offer ideas, content or other valuable support.

Lean in and join us!

Let's shape the future of marketing excellence, together.

Turning your membership into active advantage

In a livery company built on marketing excellence, your membership should be more than ceremonial – it should be meaningful and active. As we continue to strengthen fellowship and support across the Company, I often ask new members how can we better connect you to what the Company already offers.

Maximising membership starts with engagement. Many members are unaware of the breadth of opportunities available – from mentoring and knowledge exchange to our Outreach programme and high-calibre

events that connect us to the wider City. Liverymen hold the unique privilege of voting for the Sheriffs and Lord Mayor of London – a right that's exclusive to livery companies.

But opportunity must be matched with access. That's why the Livery & Fellowship Committee is focused on creating more entry points for members to get involved. Whether you've recently joined or are a long-standing Liveryman, your voice, skills and presence are valued.

We host regular events and offer new and existing members the chance to attend a Fellowship

Martin Ashton
Court Assistant & Livery and
Fellowship Chairman

Evening – a welcoming space to connect, learn, and find your place within the Company.

Fellowship is about more than social connection; it's about building meaningful relationships with a shared purpose. So I encourage every member to reflect: How are you using your membership? And how might you extend a hand to someone else on their journey?

As we come to the close of our 50th anniversary year, let's remember that the strength of our livery lies in its Fellowship. Let's make it count – for ourselves, and for each other.

Meet Claire Scaramanga – our new Membership Chairman

Since joining the company in 2024 what have you been involved in?

I joined the interviewing team in January 2025 and have attended most of the Open Evenings to meet potential new members. I have also introduced a new

member. I attended the Big Curry Lunch which I wrote up as my first article for MARKETOR. In September, I drove my sheep over Southwark Bridge along with 30 other Marketors. Having also enjoyed all the Great Events on the calendar, I'm looking forward to many more.

Has membership of the WCM been what you expected?

Broadly, yes. The big motivation for me was to be part of a community from all areas of marketing. Since COVID, a lot of face-to-face events have stopped. It's been excellent meeting so many different people. The events have broadened my knowledge and the social side is excellent. Everyone I have met has been delightful.

How do you feel about the challenge of chairing Membership?

I'm excited about getting stuck in! With my background in Direct Marketing I would like to set up a CRM to manage candidates. It will offer the ability

Annie Brooks

Court Assistant &
Membership Committee Member

to prepare reports and update the Court easily and make the whole system more streamlined. I have recently done a big push on anyone who's been to an Open Evening this year which has proved valuable. Our next in-person Open Evening is on 27 January in the Plaisterers' Court Room.

What would you like to say to MARKETOR readers about Membership?

At the Jubilee Dinner the Master asked us all to think about who we knew and could recommend to the company and a lot of candidates have come through since then. In order for the company to grow we all need to focus on introducing new members.

Does your name have any connection to Ian Fleming?

Ian Fleming went to Eton with my grandfather's cousin. There was also a Blofeld at Eton and he didn't like either of them, so decided to name two of his Bond villains after them!

If you know anyone who might be a valuable member, please contact Claire: membership@marketors.org



Modernising the Marketors' Outreach

Elliott Cranmer, who takes over as Outreach Committee Chairman at the end of January 2026, summarises recent initiatives and outlines plans for the coming year.

A year ago, now Junior Warden Elect, Vanella Jackson, and I asked each other if we could develop a vibrant new approach to the Marketors' Outreach.

We knew the Marketors would leap at trying even some of our wilder suggestions. However, could we make a positive impact even further afield, such as pan-livery? Perhaps even internationally?

Back in January, our team of quick-minded socialpreneurs, worked collectively to revamp the approach.

The team's first output was *The Sprints* – fast-moving, hive-mind sessions needing only one to two hours of volunteer time. Charities seeking our help leave with clear, actionable outputs, having only just met us. Light-bulb moments are common; every meeting ends with renewed optimism and purpose.

We're introducing the wider world to our fresh approach, which would not have been possible without a firm grip on our workflow and our technology.

2026 Outreach Co-Chairman

I'm very pleased to introduce my new Co-Chairman for 2026, Darren Bayley. A longer-serving Outreach Committee member, his influence, ideas and support, and outstanding ability with systems has enabled our growth over these past 12 months.

With a Masters in Marketing and 17 years leading teams at Dentsply, Sirona and Straumann Group across the UK, Middle East and Switzerland, Darren shifted focus to social impact. Now Director of Sales and Subject Support at AQA, and a Trustee of Walton Charity, he brings his commercial and governance expertise to the Marketors' Outreach team.

"Outreach channels the expertise of Marketors to help charities amplify

their impact. It's a privilege to meet such extraordinary people," says Darren.

"Over the past year, I'm really proud of how Outreach has modernised its operations – adopting agile-inspired methods, Kanban boards and sprint sessions that deliver rapid, focused support. We have been using conversation-intelligence tech to summarise sessions within minutes, it's reduced admin, improved visibility, and sped-up delivery."

But Darren stresses, modernisation "isn't just about tools – it's about mindset".

"Our Outreach Committee now runs like a modern consultancy: agile, insight-driven, and digitally fluent. With our new systems, we are connecting charities to the right expertise faster and following up regularly to build long-term marketing savvy.

"We're now inducting and deploying new volunteers from our membership who want to try it out and get involved. It's easier than ever to volunteer a couple of hours of time and expertise. And it's fun!"

"Marketing benefits everyone. Our Outreach activities bring this belief to life and represent the true spirit of what it means to be part of this Company."

Moving forward

I'm personally really looking forward to continuing our journey with Darren and providing these opportunities for all Marketors. Thanks to all the Outreach team who've made such a difference seeing us through a rather technical re-vamp.

**Elliott Cranmer
Freeman & Outreach
Committee Vice Chairman**



Darren Bayley

However, echoing Darren's mindset point: we're now not just growing capabilities, but our thinking is moving on again. Volunteers from the Marketors will move even further into the impact zone in 2026. We are generating a new language and shaping the conversation around Giving Back.

We're already working on a more powerful reporting method to keep you all in the loop, so you can see what our amazing members are doing. And maybe you'll be intrigued enough to join them! It's easy. We're matching time and expertise from all livery members. Here's how you can join your Marketor colleagues:

- Register for our updates and volunteering 'Sprints' via the OR newsletter.
- Email: outreach@marketors.org
- Apply: <https://forms.office.com/e/BsUiL64xkL>
- Check the Marketors website for IRL meeting details and virtual meeting links (alternating).

A place to reflect, remember and reconnect

The Worshipful Company of Marketors has continued to share in the life and worship of its associated church, St Bride's, Fleet Street, the journalists' church and spiritual home of the communications professions. This enduring relationship between the Marketors and St Bride's remains one of the Company's most distinctive traditions, linking the worlds of marketing and media to a place that celebrates truth, creativity and service.

In November, our Master, Julian Boulding, laid a traditional poppy wreath on behalf of the Company



during the annual Remembrance Sunday service, joining the St Bride's congregation in honouring those who gave their lives in defence of freedom and truth. For a profession founded on the power of words, the service was a moving reminder that communication itself carries moral weight and that gratitude and integrity are inseparable.

As Advent approached, Marketors once again gathered beneath St Bride's iconic spire for seasonal services and concerts. The Advent Carols and Christmas Eve celebrations offered moments

of stillness amid the year's noise, their candlelight and music inviting reflection on hope and renewal. Many Marketors also joined colleagues from across journalism, advertising, broadcasting and public relations at the Communications Industry Carol Service, a joyful expression of fellowship that transcended titles, sectors, and beliefs.

Although the Company is proudly diverse and largely secular, our connection with St Bride's offers something universal. A space for reflection, thanksgiving, and reconnection with purpose. Whether one visits in faith or simply in search of quiet, St Bride's remains open to all and a living reminder that meaning and message, conscience and craft, belong together.

Court Assistant Emeritus Chris Robinson (1946-2025)

Lesley Wilson
Past Master

Chris's deep experience in the finance industry, alongside his marketing credentials were of invaluable support to the Company over many years.

Never more so than in my year as Master (2020), when COVID upended all the normal rules of engagement and we pivoted to virtual operations to conduct Master & Warden meetings and Court business and adopted Zoom – re-inventing Company social events for a lockdown year!

It was a very unsettling time and required everyone to pitch in. Some livery companies reduced all activity, whereas the Marketors decided to meet the challenges head on. Chris's role as Treasurer was critical in steering the financial ship, advising the Master and Wardens and reporting to Court. He remained professional and dedicated throughout.

Chris was Managing Director (Corporate Pensions) at Legal & General Investment Management, from 1994 until his retirement at the end of 2004, where he was responsible for their pension investment-only business. By the time he retired they had become the largest manager of UK corporate pension schemes with £100 billion of assets under management. Immediately prior to that he had set up Legal and General Group's Investor Relations area.

Following retirement, he joined the Marketors in 2005, becoming our Treasurer in January 2013, when he was also elected onto Court and

became a trustee of the Trust. After four years he had to resign for family reasons but took on the role again two years later for a further two years. He ceased being a member of Court in February 2022, having served for the maximum of nine years, and was appointed Court Assistant Emeritus at the Mansion House banquet later that year.

Chris was also one of the initial members of the Court of the Guild of Investment Managers when it was set up in 2018.

I will always think of Chris with great affection and appreciation and feel ever grateful for his steadfastness in his role for the Company and personal support for me. He will be very sadly missed.



What does the future hold?

What's the use of making it through today if you're not ready for what's coming tomorrow?

What opportunities exist at the intersection of marketing and technology beyond simply "martech"?

What becomes of agencies when the world is run by AI agents?

What will you do when a micro-influencer's content starts to look better than your brand's?

What will you do when you're competing against a billion dollar business that has a headcount of less than a hundred?

What happens when commerce moves at the speed of culture?

And what happens when the culture bites back?



What will it mean to manage not just share of voice, but share of model?

What happens to the customer journey when it's collapsed inside an all-knowing conversational interface?

What's the role for craft when your brand image is controlled by code?

What does your brand sound like when each message is unique to every customer?

We are Monks, and we are the Architects of Now.

That's because we never stop asking questions about what's next, and because we believe the best way to predict the future is to invent it. If you're asking yourself questions like these too, maybe we can find the answers together.

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Upcoming events

Wednesday 21 January	Installation Dinner, Stationers' Hall
Sunday 15 February	Blessing of the new Master at St Bride's and lunch at The Glean, Black Friars Lane
Tuesday 17 February	Inter Livery Pancake Race, Guildhall Yard
Friday 20 March	United Guilds' Service, St Paul's Cathedral
Tuesday 14 April	Rededication Service and Spring Lunch, St Bride's and Apothecaries' Hall

Thursday 16 April	Lady Mayor's Big Curry Lunch
13-14 May	Inter Livery Clay Shooting Competition
15-17 May	Master's Weekend, Champagne, France
Friday 5 June	Charity Summer Ball, Merchant Taylors' Hall
Wednesday 26 June	Election of Sheriffs
Monday 6 July	Marketors' Inter-Livery Golf Day, St Albans

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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