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MARKETOR

ISSUE 98
WINTER 2024/25

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Meet our new Honorary Treasurer

The Bowden Charter Dinner

MARKETOR

WINTER 2024/25 ISSUE 98

The Livery Company Magazine
for Marketing Professionals

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Front cover: Sir Martin Sorrell speaks at the Bowden Charter Dinner.

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Editorial

Carole Seawert
Editor & Court Assistant

Another year passes and here we are at the winter issue once again! As ever, thank you to those who have contributed articles and photographs to this edition, as well as to my eagle-eyed proofreaders.

We welcomed 12 new Freeman to the Company over the autumn and you can read an introduction to who they all are on pages 6-7. They are certainly an interesting and talented group.

Each autumn we hold joint events with other livery companies – you can catch up with proceedings of the Tri-livery evening on the topic of Productivity and the Japan-themed evening with Distillers.

The Committees section gives a good all-round summary of the many and varied activities that Marketors undertake – from judging awards



to helping charities. To help with a committee in 2025, please contact the Chairman of the committee you are interested in joining or email the Deputy Clerk, Suzie Rendle, on clerk@marketors.org.

With warm greetings for the festive season and very best wishes for 2025 – our Golden Jubilee year.

Harvard Advanced Management Program bursary

Professor Phil Harris
Liveryman

Due to the considerable generosity of the Martyn Davis Charitable Trust, the Company is once again able to offer an outstanding opportunity for a Liveryman of the Marketors, or marketing professional of appropriate standing, to attend the prestigious Advanced Management Program (AMP) at the Harvard Business School in spring 2026.

This bursary, made possible through the benefaction of our late Court Assistant Emeritus Professor Martyn Davis, aims to provide a life-changing opportunity. It enables an individual to attend HBS's Advanced Management Program, which sets the global standard in Executive Education.

The previous recipients of this bursary have been Lesley Wilson and Tom Tuke-Hastings in 2015 and

Phil Andrews in 2020.

As for candidate selection, Harvard focuses on identifying accomplished leaders with extensive business experience. While many participants come from large corporations, Harvard is seeing a growing interest from leaders in smaller companies and organisations with broader spans of control.

We anticipate interviewing potential candidates in June 2025 and will ask for applications in January 2025. For further information or enquiries, please contact Professor Phil Harris, Chairman of the Awards Committee, who has been asked to coordinate this process on behalf of the Marketors Trust, at harvardbursary@marketors.org

Reputation matters

Professor Ian Ryder
Master

We are surrounded by a world of brands. For B2B corporate brands, generally only those in the know would be aware of them or care about them. Obviously, the large consumer brands – fmcg or B2C – either delight, depress, anger, intrude or control us, for example Google, Microsoft, Amazon, Tesco, Waitrose, John Lewis etc.

My theme for this year of course was 'Reputation Matters', and we can see how true that is from companies to products and services, governments and even each of us.

Look at the political battles which raged this past year both here and the US. Hardly waged on policies but most definitely on reputations!

Our marketing function is undergoing fundamental changes as the impact of AI sweeps through the world and hits the creative and design industries the hardest of any. However, we WILL survive as we adapt to the changes which will likely bring us unknown new jobs. We should lead the industry on this with our own expert members.

I am going to risk repeating my closing remarks at Bowden as I can't think of any other way to express my last message to you all (those in attendance please forgive me!).

I've been very proud to be Master and have tried hard to be the best Master I could be and, in this year of a wonderful Olympics, I hope I've carried our torch appropriately. At this point I'd direct any complaints to PM David Hangar – the most wonderful true gentleman who was responsible for my joining 20 years ago and who has sadly missed all of this year's events due to health challenges. I am indebted to him.

As the legendary Maggie Smith, a treasure we lost recently, said in *The Exotic Marigold Hotel*, "There's no present like the time" – and you have given me a wonderful present.

I've had a year of major memories, of fun and doing 'stuff', all in the name of improving the reputation and operation of our wonderful Worshipful Company of Marketors.

We have a class-leading back office operation now, a much complimented new public face on our website with a new Members' Area, as well a sustainable business strategy in place.

I attended literally hundreds of events and functions both livery and civic, and with our corporate partners. I even managed to get a Guinness World Record along with a few hundred others as I did a cycle challenge in Leadenhall Market raising £70K for Cancer Research!



And we've had a great year for new members which, with your help, we can add to yet again in our Jubilee Year.

Even though I don't think wearing a fur robe and chain is something I'd ever get used to, I suspect that come January 30, the famous words of Joni Mitchell will come to my mind: "You don't know what you've got 'til it's gone!"

We have a wonderful Company, with a big heart and fantastic members whom I know will deliver a momentous next 50 years after our fabulous Jubilee party in 2025.

As I write this, the end really is near and, for better or worse, I did do it My Way...and all our success has been achieved with not a little, but a lot of help from my friends... including Committee Chairmen and volunteers, functional and Forces partners, our Court and especially our very hard-working Clerk's Office.

So, I leave you with the motto by which I've tried for many years to live each day: make one stranger a day smile and the world will be a much better place... of course, add one member each a year and so will our proud WCM!

Sincere thanks to you all.



The Master wearing George Best's jacket while on the recent weekend trip to Helsinki.

Timeless tradition and celebration

Max Richardson
Freeman

Attending my first-ever Bowden Charter Dinner on 21 October as a fresh-faced Freeman, I had no idea what to expect. So, arriving with my wife, dressed to impress, we walked through the main entrance of the majestic Goldsmiths' Hall, into the Staircase Hall, steeped in history and grand decor. Buzzing with friendly faces, genuine excitement and awe among us first-timers, the atmosphere immediately transported me into a world rich in tradition and ceremony. No doubt we were in for something truly extraordinary. And boy, did it not disappoint!

From the greeting by the Beadle, the sense of occasion was undeniable. The pre-dinner drinks, spread between the Drawing and Exhibition Rooms, with their beautiful glass chandeliers and striking features, were a chance to mingle with both the new and familiar faces in our dynamic industry.

As the champagne flowed, conversations deepened, and official photographs were taken, I realised that this was certainly more than just a formal dinner. It was an established gathering of like-minded professionals, who share a passion for marketing, and a deep respect for the traditions of the City of London.

Then came the defining moment of grandeur. Ushered passed the immaculately-presented Carpet Guard, through into the opulent Livery Hall, with its Venetian candlelight chandeliers, and rich décor, we witnessed the procession of the top table party to their seats, led by the Swordbearer.

What followed was a wonderful medley of further traditions, ceremonially introduced by the Beadle, accompanied by a delicious menu and engaging cross-generational and cross-disciplinary conversation. We had a Sung Grace, toasts to The King, Queen, The Prince and Princess of Wales and the other members of the Royal Family, The Lord Mayor and the City of London Corporation, the event's founder Reginald Bowden, and 'the Guests'. Until that point, I had merely felt a privileged observer to this glorious spectacle. Then the Beadle announced: "Would all Freeman and Liverymen admitted and clothed at the prior Ceremonial Court meeting earlier today, please rise when your name is called." And with this, we, the most recent newcomers in the Class of 2024, were jubilantly welcomed into the Company with a rousing round of applause!

Along with the presentation of awards, followed by a fantastic



Master Professor Ian Ryder and Sir Martin Sorrell

musical interlude, featuring acoustic renditions of Boney M and Queen on the guitar, we were then treated to a true master speaker of the marketing industry, Sir Martin Sorrell, who shared his view on the 'state of the industry'. Bringing the evening from the past back into the forward-looking present, Sorrell touched on the future of marketing and how it is becoming ever more nuanced; the impact of geopolitics and related global fragilities that are driving business decisions. He concluded with how AI is driving personalisation at scale, while forcing companies unable to adapt to rethink their business plans.

The evening drew to a close with a wonderfully heartfelt, sincere, and brief speech by the Master, Professor Ian Ryder. In essence, summarising his successful year in office, his drive to promote the importance of reputation, and giving much deserved thanks where it was due. With transformation and preparations for next year's 50th Anniversary well underway, memberships on the rise, average ages falling, and a first-ever Impact Report, he felt blessed to have been a driving force in this important year.

We said our 'goodbyes' and our 'let's connect on LinkedIn's', enjoyed the spectacular decor one last time, before carriages carried us all off back into the London night. What an amazing experience!



L to r: Master Stationer Paul Wilson; The Master Professor Ian Ryder; Sir Martin Sorrell; Master Entrepreneur Mark Huxley; Master Plaisterer James Minett



Meet our new Freemanen

Freemen admitted at the September Ceremonial Court

Matthew Cook



Matthew Cook is an accomplished Client Director with extensive experience in global production and marketing, currently managing key accounts for

Nespresso, Heinz, Essilor, BP, and Castrol at Hogarth. Known for his strategic insight, project delivery, and strong client relationship management, he excels in driving operational efficiency and high-quality results. Matthew's career includes key roles at WilliamsLeaTag and Tag Worldwide, where he led diverse teams and managed high-profile accounts across digital, print, and creative production. He is highly skilled in strategic planning, financial oversight, and client satisfaction, consistently shaping successful partnerships and impactful marketing campaigns that deliver on client objectives.

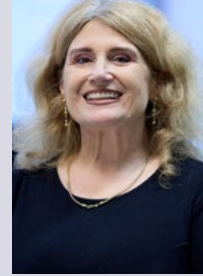
Elaine Pinkster



Elaine is a strategic marketing professional with a strong track record in multichannel communications and fundraising across education,

luxury, and tech sectors. Her experience includes leading communications at a European green tech, where she enhanced brand visibility and secured major media coverage. As Deputy Head of the PTA at a London independent school, Elaine revamped fundraising efforts, generating over £150K. She has also worked as an Account Director at Skywire, managing high-profile luxury brands, and has developed marketing strategies at ITV Digital and Cendant. Skilled in brand communications, stakeholder engagement, and team leadership, Elaine's education includes an MA in Marketing from Kingston University,

Claire Scaramanga



Claire is the MD of Scaramanga Marketing, a B2B marketing agency providing social media, content creation, digital and traditional marketing, which

she founded in 2000. Since leaving university with a degree in modern languages, she has worked in marketing, both in-house, including the mobile phone division of Unipart Group and as marketing director for a dotcom start-up, and agency-side for clients such as BT, Ericsson and T-Mobile (EE). Claire is a Fellow of the CIM, an MBA, an NLP business practitioner and a trustee of cancer screening charity Mary How Trust. She loves reading, walking and travel.

Freemen admitted at the Bowden Charter Dinner

Sarah Davies



Sarah is an accomplished sales and marketing leader specialising in digital media and ad technology. With extensive experience built up at Google UK,

MTV and an international strategy consultancy, she has led large scale strategic and developmental initiatives with clients in the Tech, Retail and Publishing industries. Sarah excels in digital strategy and innovation, and created the first retail media proposition for Google UK, as well as supporting clients like Samsung to scale their business, integrate data and enhance ROI. A passionate and empathetic leader, she values collaboration and strong relationships. She holds a Master's degree in Engineering from Cambridge University.

Paul Finch



Paul is a dynamic head of marketing, with over 15 years of experience covering a diverse range of industry sectors and driving successful

business results for global brands such as Google, Microsoft and Rolls Royce. Coming from a background in feature film production design, Paul understands what excites and engages the audience. With proven success in leading teams, skilled in crafting innovative digital marketing strategies, passionately blending sustainability, AI, and a human-centric approach to deliver impactful campaigns, Paul has created exceptional corporate and customer experiences. He finds inspiration in the ocean and mountains, enjoying the thrill of surfing, snowboarding, and skateboarding.

Natalie Edwards



Natalie is a B2B technology marketer with over 20 years of experience in marketing, martech strategy, change management, brand messaging,

positioning and CRM. She has led and mentored marketing teams in mid-market to upper mid-market technology organisations, managing relationships with partners and external agencies. She has consulted for Microsoft channel partners, data and cybersecurity businesses. Natalie currently leads her own B2B marketing consultancy, Nova8, continuing her work in the tech industry while also expanding into the legal sector. Nova8 is dedicated to offering pro bono services to charities, a cause Natalie and her team are passionate about.

Freemen admitted at the Bowden Charter Dinner

Peter Martin



Peter's career began in consumer electronics, where he assessed markets for new technologies and successfully launched several innovative

products. He moved into music services and telecoms before becoming an advisor, including running a WPP consultancy. He has since run his own consultancies and now specialises in online market research, having devised and founded Survey Mechanics. His clients include notable blue-chips and well-known brands. Peter believes that marketing should be evidence based and measurable, and for his MBA researched major companies, examining the effectiveness of marketing in a recession. He is an occasional visiting lecturer in market research and "dragon".

Garrick Ngai



Garrick combined his love for military aviation with marketing to become an aerospace and defence industry marketing professional. His work includes

B2G marketing of inertial navigation systems found on the Tomahawk missile, 'Top Gun' fighter pilot training for the RCAF and Luftwaffe, and a recruitment marketing programme for Canadian special forces. Garrick also served with the United Nations as head of marketing at the International Civil Aviation Organization in Montreal. During the pandemic, he pivoted and opened his boutique firm to advise aerospace, defence, and public sector clients. Garrick attends airshows worldwide and supports veterans-related causes in his spare time.

Ejiro Odogun



Ejiro works at Dell as a Strategic Planning, Performance & Operations Manager – UK Commercial & Enterprise Marketing and has extensive

experience across B2B and B2C sales, product management, and commercial analytics. After completing an MBA and a CIM postgraduate diploma, Ejiro has built a diverse career, leading marketing and strategic planning roles for multinational organizations across various industries. With a focus on data, ROI, and customer-centric strategies, Ejiro has developed a strong balance between the "art and science" of marketing. Passionate about business transformation and marketing analytics, he is set to pursue a Doctor of Business Administration to further advance this expertise.

Claire Quinn-Waters



Clare joined FRP in 2021, becoming the London office's first female Partner in 2023. She began her career in 1999 recruiting marketing and BD

specialists into professional service firms. After 10 years she pivoted her commercial experience into legal marketing and BD, working with Magic Circle, global and US law firms, before moving into management consulting to build relationships and opportunities with corporates and referrers. While working in legal marketing she founded the BD Breakfast network, was a columnist for Briefing Magazine and member of the 5P Conference Advisory Group. Clare is a Fellow of the Chartered Institute of Marketing.

Dr Ahmed Shaalan



Dr Ahmed Shaalan is an Associate Professor in Marketing and the Director of the MSc Marketing programmes at Birmingham Business School.

Before joining Birmingham, he contributed to the academic community through faculty positions at Cranfield University and the University of Hull. With over 25 years in academia and consulting, Dr Shaalan is known for his expertise in relationship marketing, internal marketing, and informal social networks like Chinese guanxi and Arab wasta. His research is featured in top-tier academic journals. His insights have also reached broader audiences through outlets like Sky News, Hotelier Middle East, and Luxurious Magazine, among others.

Dr Marwa Tourky



Dr Marwa Tourky is an Associate Professor in Marketing at Cranfield School of Management and Deputy Editor of the *Journal of Marketing Communications*.

Known for her expertise in corporate marketing, responsible brand management and communications, her work is published in top academic journals and featured in media such as *Sky News*, *The Times* and *The Daily Mail*. Marwa has consulted across a number of sectors, including defence, healthcare and cultural institutions, advancing community welfare. She serves as Chair of the Business Development Committee for Libraries Unlimited in Exeter, championing strategic leadership and cultural engagement.

Exceptional service awards

At the Bowden Charter Dinner, Phil Andrew was awarded the Exceptional Service Award 2024 and Keith Rowland the Exceptional Service Award 2023.

Phil Andrew – 2024

"Phil has been a strong contributor to WCM for many years. He sat on Outreach for 12 years, three as Chairman. He was a Harvard Bursary winner, Court Assistant, Junior and Middle Warden. Then he had a major job change that took him a long way from London

so had to step down as a Warden. However, it didn't stop him being Chairman of the Marketors' Trust for three years and making major, positive changes there. A fully committed Marketor, Phil totally deserves his award."

Master Professor Ian Ryder

"The award is a real honour for me and one for which I am extremely grateful. I thoroughly enjoyed serving on Court for so many years and the three years as Chair of the Marketors' Trust was tremendously rewarding. I would like this opportunity to thank the Court members, past and present, for their ongoing friendship and support."

Liveryman Phil Andrew

Keith Rowland – 2023

"One of my most satisfying moments in my year as Master of the WCM, was to propose Court Assistant Keith Rowland to be awarded with an Exceptional Service Award, which was unanimously supported by the Court. Besides someone I am honoured to view as a 'friend', I cannot think of anyone more committed to the Company, more hard working, or anyone who embodies the spirit of 'Fellowship'

more than Keith. What made this award even more special was the fact that all his family were present at the Bowden Charter Dinner to see him receive this award."

Immediate Past Master Dr Glyn Cartwright

"Livery is all about giving back. During my six years on Court I had the opportunity to chair the Membership and Armed Forces Committees. It is satisfying to have made a difference and an honour to be recognised by the Company."

Liveryman Keith Rowland



New Liverymen



Congratulations to the five Marketors who were clothed in the livery at the Bowden Charter Dinner. Left to right: Afo Babatunde, Head of commercial AI products at Virgin Media O2; Sue Holt, Programme Director for Cranfield's flagship Key Account Management Best Practice Programme and Visiting Professor at IESEG School of Management in France; Kate Hamilton, Trustee at The Royal Institution of Great Britain; Zak Bush, Global Inclusivity, Diversity & Equity Manager at KPMG; Zoe Phillips, highly experienced pharmaceutical marketing professional and published author.

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The Silent Ceremony

Dr Trevor Brignall
Past Master

Many of us are used to attending the opera, ballet and classical concerts where the house lights are turned down, and we sit silently throughout the performance.

However, silently sitting through events in the darkness is not just the prerogative of those attending these events. The swearing-in of the Lord Mayor is undertaken in semi darkness and silence, the ceremony aptly named the Silent Ceremony.

For over 800 years, on Michaelmas Day, the City of London's Liverymen elect a new Lord Mayor for the ensuing year. A few weeks later the Silent Ceremony takes place, at which the incoming Lord Mayor reads out a vow before signing the book to confirm their Office and to take responsibility for the Mansion House.

The Silent Ceremony takes place, at Guildhall, on the day before the Lord Mayor's Show which is usually the second Saturday in November. As the name implies, the actions of all the participants in the Silent Ceremony are performed in total silence apart from the swearing of the oath by the incoming Lord Mayor

Once the incoming Lord Mayor has sworn their oath, the outgoing Lord Mayor removes their tricorne hat and the incoming Lord Mayor dons their tricorne hat. This symbolises the passing of Office. The Mansion House officials then present the various symbols of office to the new Mayor. These include the crystal sceptre (occasionally described as a mace, presented by the Chamberlain of the City of London Corporation); the City of London State Sword (presented by the Swordbearer); and the Mace (presented by the Serjeant-at-Arms). Each is offered separately by each role holder who makes three obeisances (bows of reverence) before presenting their symbol of office, and three obeisances, one at each step backwards, as they return to their original position (they never turn their back on the Lord Mayor).

Once the officials have completed their obeisances, the members of

the Court of Aldermen and the Lord Mayor's Committee process in order of precedence to congratulate the new Lord Mayor.

The above signals the end of the ceremony and the new Lord Mayor departs in silence.

Members of the public, not just the Livery, are invited to watch the ceremony. As there are limited available places, general tickets are allocated by a ballot. The notice of the public ballot opens around the end of July, and usually closes early in September. Applicants are notified later in September if they have been successful.

The only reserved seats in the public area are for the 12 organisations presenting gifts, later that afternoon, to the Lord Mayor and Sheriffs at an event called the Presentation of Addresses.

In total, the Silent Ceremony lasts approximately an hour and a half, including guests being seated. The actual ceremony itself lasts around half an hour. There are

various explanations as to why the ceremony is held in silence and darkness, including the event providing a moment of quiet reflection and thanks for the joys people have experienced in their lives.

"There are a number of Civic ceremonies each year that as a Liveryman, or Master, are spectacles and events to behold. With the Silent Ceremony, you are part of centuries of tradition and heritage being played out.

The Silent Ceremony is a curious event in that it is one in which the public are allowed to attend (by ticket ballot) so, if you have the chance, I suggest you try to do that. Not only will you see the beautiful surroundings of the Great Hall in Guildhall, but you will see first hand how the Lord Mayor of the City of London, actually takes office."

Master Professor Ian Ryder



By permission of the City of London Corporation



Elections to the Court of Common Council

David Williams

Liveryman

(Member of Vintry & Dowgate and Cordwainer Ward Clubs)

The next full City-wide Ward elections are due to be held on 19/20 March 2025. Taking place every four years, the City of London will democratically elect 100 Common Councillors to represent its 25 electoral wards. These will serve as members to represent the public interest across the City, informing how the City of London Corporation carries out its various civic duties and activities.

Between two and 10 Common Councillors will be elected to represent each of the City Corporation's Wards, the number linked to the relative size of each Ward electorate.

Common Councillors

Also known as 'Commoners', they serve on Common Council, each also having an opportunity to serve on a number of Ward Committees. Their role is to discuss and make decisions on the day-to-day activities and projects of the City of London. Ward Committees have broad responsibilities, including oversight of the City Corporation's finances, planning & transportation, community & children's services, port health & environmental services; and culture, heritage and libraries responsibilities. With Councillors covering a wide range of professions and specific City interests, they agree among themselves who will serve on what committees.

There are also a number of key committees whose membership is elected by the Court of Common Council. The work of these is wide-

ranging and includes the City Corporation's police authority work, policy and resources, the running of the Barbican Centre, and the City's open spaces.

Interested in becoming a Common Councillor? See the Livery Committee website: <https://liverycommittee.org/about/city-of-london-corporation/become-a-common-councilman/>

Aldermen

Working alongside the elected Common Councillors for each Ward is an Alderman. He or she has jurisdiction over the Ward – for centuries each Ward has elected one Alderman. (Note here that the term Alderwoman has also come into use in the City but not all female Aldermen have chosen to use it.) On this basis, the 25 Aldermen and 100 Common Councilmen together progress the work of the City Corporation and the delivery of a diverse range of services to residents, City workers and visitors.

Aldermen serve for six years rather than four and are elected as and when their individual terms of office expire – there is no single date on which Aldermen across the City are elected.

The Court of Aldermen select future aldermanic Sheriffs and Lord Mayors of the City of London. Focused on the progression to, and support for, the Mayoralty, they also importantly approve the granting of the Freedom of the City, creation of new Guilds, Companies without

Livery and Livery Companies. They thus maintain the historic link to the Livery. Aldermen also serve on Common Council committees, act as governors and trustees of a variety of schools, hospitals, charitable foundations and trusts with ancient City connections.

Governance

The work of the City of London Corporation is overseen and debated by the Court of Common Council (comprising both Common Councillors and Aldermen) taking key decisions.

In terms of the political composition, it should be noted that councillors in the City are not by tradition elected on a party basis to the Court of Common Council, so their political status is therefore listed as Independent.

The Chairman of the Policy and Resources Committee is a senior member of the Court of Common Council and is a member of the Leaders' Committee of London Councils, which comprises the lead councillors from across the London Boroughs. The main difference from standard local authority governance is that the City of London Corporation's decision making is based on its committee structure, rather than a cabinet system whereby the Leader of a Council and Executive Members are the principal decision-makers.

More information on the workings of the City can be found on the City of London Corporation website: <https://www.cityoflondon.gov.uk>

Is the pursuit of productivity bad for society?

Omaid Hiwaizi
Livestream

The idea for this year's Tri-livery event came to us when we realised that, in September 2024, there either would have been – or there would soon be – a general election fought on the topic of growth. And, as ever, we wanted a complex, resonant topic, for which insight only comes from understanding it from different perspectives.

On 10 September, Master Stationer Paul Wilson opened the event at Stationers' Hall, saying the UK is lagging behind other European countries in productivity. Next Master Marketer Professor Ian Ryder unpacked the evening's topic, making reference to AI, and highlighting both personal and business dimensions to productivity and concluding that productivity does help companies reach their goals, but it can also help people manage their work life balance.

Our host, Information Technologist Maxine Ricketts, then introduced the panel, kicking off with Angela Cardani-Liggett, HR Director of Tottenham Hotspur Football Club. Angela said there had been an issue for years and even more of a challenge over the Covid pandemic and the wellbeing impact on hybrid working, adding there's no one singular argument or solution.

Next, the Institute of Employment Studies' Tony Wilson made the point that it's really hard to measure productivity, and the focus is mostly on "workplace productivity", ie how do employers get more out than they put in? He then led us to think about

productivity from a societal perspective, ie how do employers get more out of our efforts by putting MORE in, a cycle of better work, better conditions, more rewarding work, creating more value and encouraging more into work? The key metric for societal productivity would be output per capita.

The next panellist, Nick Hedderman of the Modern Work Business Group at Microsoft UK, quoted their multinational 35,000 participant study. He said productivity in isolation is too narrow, instead we should focus on performance through empowerment and engagement, which, he said, correlate with financial success in corporations.

Finally, author and journalist Will Hutton, formerly editor of The Observer, asserted that humans' purpose is to make things incrementally better. He added how over time the great general-purpose technologies have incrementally raised productivity – from the wheel to AI. Will went on to say the key thing is that the gains from productivity should be equitably shared, and it remains to be seen how the gains from AI will be shared over the next 10 to 15 years.

Then followed a lively and varied question and answer session, with Angela noting that in the last four to five years, the shift to hybrid work has posed challenges for work-life balance and understanding employee sentiment. Tony

highlighted technology and demographics as drivers of change, suggesting that the solution might lie in fostering team connections and measurements beyond productivity, including staff retention, satisfaction, and security.

Nick emphasised AI's role in reshaping work, with its potential to simplify tasks, foster creativity, and shorten meetings, if implemented well. Will expressed concern about AI power dynamics, especially with corporations like Microsoft leading development, sometimes for private gain.

The discussion on productivity diverged, with Tony seeing it as good for society if properly directed, while others stressed the importance of ethical governance in AI. Audience questions touched on AI's data integrity, NHS leadership, and automation's societal impact, with concerns about accountability and wellbeing in the workforce.

Deputy Master Information Technologist Kerri Mansfield then summarised, saying how quickly we had adopted to working from home and using AI. Stagnation and polarisation are both very challenging in our society; we need to focus on people as well business. She asked: "Should we talk about performance (growth) rather the productive (quantity of results)? Or if the focus on growth is about wealth, then whose wealth? People's, companies', or society's? Do we want productive growth, or a happier society? And can we have both?"



Panellists l to r: Angela Cardani-Liggett, Tony Wilson, Maxine Ricketts, Nick Hedderman, Will Hutton

The City Lecture 2024

Elliott Cranmer
Freeman



Mark Earls. Photo credit: Emli Bendixen.

"Tick. Tock. Tick. Tock. ... Tick-tock-tick-tock-tick-tock."

So, on 3 October, our journey through space and time began, with renowned author Mark Earls providing the metric for this year's rebooted Marketors' annual event, 'The City Lecture'.

Mark is one of the sharpest thinkers in behavioural economics, known for his previous works including *Herd and Copy, Copy, Copy*. His new book challenges our preconceptions and habits about how we can use time itself more wisely.

Stop all the clocks, he argues. We don't need to feel strapped to the ceaselessly racing timepieces, but rather to see time as a bendy, two-way, multi-outcome tool. We've become ever more focused on time management as a key to productivity but, to tackle today's challenges, we need to rediscover different ways of thinking about, and in, time.

Step back from the race and visualise various potential ideas that would be desirable – in essence, to become a time traveller, like Doctor Who, or the heavyweight pop music philosopher, George Michael.

Yes, you know the song already (and you'll have heard it recently, for sure): *Last Christmas I gave you my heart but the very next day you gave it away, this year to save me from tears, I'll give it to someone special ...*

Mark's rational and inspiring speaking ranged fluidly across cultural reference points, history, and culture. The thinking goes like this: by taking the time to be in the present, and exploring different potential outcomes, one escapes the perceived inevitability of running out of time. As human

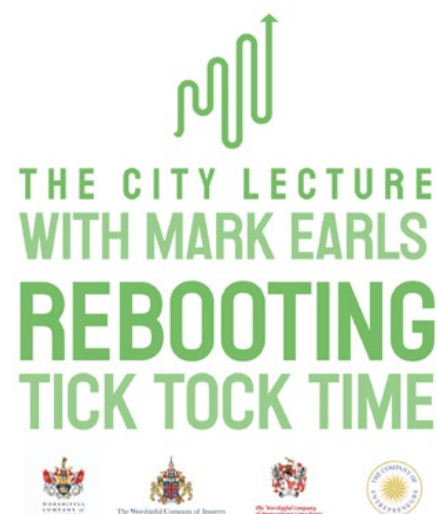
beings, we are condemned, in fact, to live in the present – we can't actually time travel. But we rarely spend enough time in the present, working out where we are, where we've come from, and where we could go if we took a more deliberate approach to life.

Get three big questions in front of you. Where are we now? Where do we want to go? How will we get there? Practise this, with *multiple* potential futures in view, rather than falling into the heedless and ever-accelerating pace of life that the modern world encourages us to believe will deliver THE future.

There now, you're all time-travellers too.

After Mark's lecture, which was full of interactive Thought Experiments to get the audience applying his ideas in situ at the event, there were questions and contributions from our esteemed panel. Alongside the Master and discussing the new framework, were three other livery Masters, including; Kanan Barot, Master of the Management Consultants; Mark Huxley, Master of the Entrepreneurs; and Claire Burrell, Master of the Insurers.

Tickets for the City Lecture were open to all and, as the Master said: "It's great to see the City Lecture back in the calendar, making the latest thinking available not just to marketing professionals, but further afield as well."



No longer do we need to be victims to our time pieces, and if you want to learn more about how to uncouple yourself from your own ticking traps, then you'll need to wait patiently for Mark's new book which is in the final stages of production as The City Lecture was held.

We'll be sure to update you when we know its release date.

The Museum of Brands in West London provided the venue for this year's City Lecture and guests were able to look around the museum as part of their entry ticket. It's well worth a visit, as you can marvel at the museum's collection of historic brands as you travel through its very own time tunnel.



Helsinki United: where Marketors, football and surprises met

Martin Ashton
Court Assistant
Vlad Dobrokhotoov
Liverman

It all began with the Silent Ceremony in November 2023. After the formalities, Marketors Martin Ashton and Vlad Dobrokhotoov joined other Marketor friends for champagne at a nearby bar. What was meant to be a casual weekend visit in Helsinki soon evolved into something much bigger – an official Marketors' trip for 2024 centred around marketing and creativity. We teamed up with the British and Commonwealth Chamber of Commerce in Finland, where Vlad serves as Executive Director and, thanks to an introduction from our Master Elect, Julian Boulding, a local marketing agency came on board as well. Naturally, a few surprises were planned along the way.

By early September, we found ourselves in Helsinki, welcomed by over 30 members of the Chamber. We started with a series of presentations on how to do business in Finland and, as the evening wore on, we enjoyed great food, drinks, and new friendships that grew from these conversations.

The next morning was a highlight – meeting with Saara Silván-Appel and Erika Danielsson from Kurio Agency. Kurio, ranked the 8th most creative agency globally, gave an insightful presentation on the rising power of virtual influencers and how they've integrated this trend into local and international markets. Over **korvapuusti** (Finnish cinnamon rolls), we exchanged thoughts, sparking lively discussions about the future of marketing.

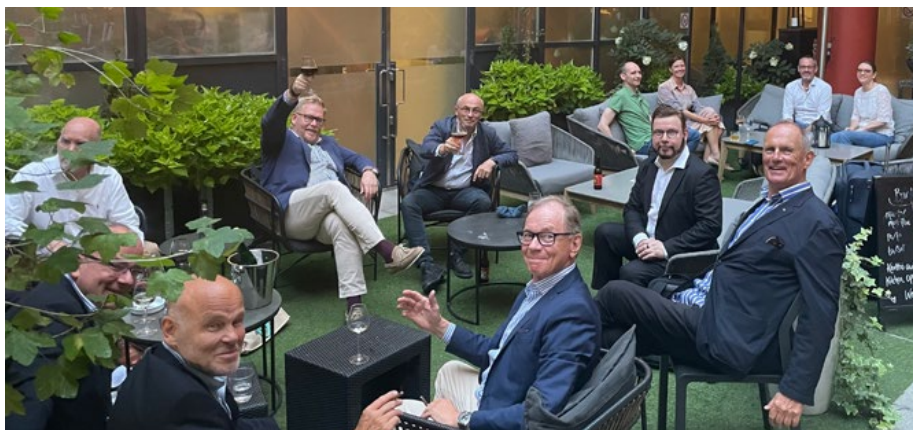
Lunch at Stockmann, Helsinki's answer to Harrods, was another treat. We dug into **kalakeitto** (fish soup), a local speciality, and enjoyed a traditional meat dish prepared before us at **Herkuu**, Stockmann's famed food hall.

Then came the first big surprise of the trip: a walk through town that led us to a seemingly plain office. Inside, however, was the Helsinki Red Room – Jere Virtanen's incredible collection of over 38,000 Manchester United memorabilia items. From a Newton Heath shirt to George Best's personal items, this hidden treasure was both a sports lounge and a museum. Jere's enthusiasm was contagious, and later that night, he joined us for dinner, gifting us signed copies of his children's book, *Amazing Stories of the World's Greatest Football Club*, in a special Manchester United-themed bag. Dinner that evening

was a multi-course feast at the Lappish Restaurant Kulta, where many of us tried reindeer for the first time. A unique experience and one we won't forget.

The next morning, the surprises continued with a boat trip across the Baltic Sea. We stopped at Vallisaari for a scenic hike before heading to another island, where a traditional Finnish BBQ was prepared—**makkara** (grilled sausages) served fresh, adding a special touch to the adventure.

Sunday was a more relaxed day, with sightseeing for those with later flights, but the impact of Helsinki was lasting. The city revealed itself not just as a beautiful place to visit, but as a hub for creative agencies, innovative startups, and a surprising side – the largest private collection of Manchester United memorabilia. And let's not forget the incredible food!



Inter-livery crazy golf competition

Dr Glyn Cartwright
Immediate Past Master

It is with immense pleasure that we celebrated co-hosting an event that celebrated the remarkable spirit of camaraderie and fellowship that the crazy golf evening and the Cartwright Cup embodies. This was a concept dreamed up by the Marketors (no surprises there!) and quickly highjacked by the entrepreneurs (ever the opportunists).

This year's Inter Livery Crazy Golf Competition not only provided us with an evening of fun and friendly competition, it also served as a wonderful opportunity to bring our diverse livery companies together in an inclusive and engaging activity, that brings out the very best of healthy competition in all of us. This year 10 teams entered from seven companies: the Marketors, Entrepreneurs, Woolmen, International Bankers, World Traders and Insurers.

We gathered for the second annual Cartwright Cup, and should take a moment to reflect on the connections we have forged, the laughter we have shared, and the memories we have created. It is events like these that allow us to strengthen our bonds and foster friendships across our livery companies, reminding us of the unity that lies at the heart of our community within this great city.

A heartfelt congratulations to the individual winner of this year's competition, whose skill and determination truly shone on the course Cliff Knowlden, International Banker.

As to the honour of raising the silverware, it was heavily contested. In second place our runners up were the Insurers Team 2, whose impressive teamwork and strategy brought them to the forefront of this exciting contest.

However, the winners of the night, the 2024 Crazy Golf Champions, were once again the Entrepreneurs – a huge congratulations to them.

Thanks to everyone for making this such a wonderful event. Next year we are looking to extend this to more livery companies, to make it bigger and better and to include corporate sponsors. As we look ahead, we ask all of you to mark your calendars for next year's event, which will take place on 16 October 2025.

Lastly, I'd like to give my gratitude to each and every one who participated in this event. Their enthusiasm and support make events like this possible. Especially to the Marketor members who played: Nicky Oliver, Neil Buckley, Master Ian Ryder, Fergus Naughton, Faisal Gara, David Elmer, Matt Antos-Lewis and Malcolm Gilbertson. Thank you

for coming, and we look forward to seeing you all again next year!



Immediate Past Master Dr Glyn Cartwright presents the individual trophy to International Banker, Cliff Knowlden.

Tonbridge meet up

Dr Glyn Cartwright
Immediate Past Master

Whilst numbers at the marketing meet up in Tonbridge were relatively low, the event was a great success. The venue of the fire station was superb and those Marketors who attended met and mixed with local business people and postgraduate marketing students.

This gave our Master the opportunity to explain more about who the Marketors are and what we represent, in terms of fellowship, giving back, promoting the City of London and UK plc, and, indeed, raising the profile of our own industry.



A huge thank you to Neil Buckley, for finding such a great venue and for organising this event.

Having an event in Tonbridge was part of the company's drive to overlay our London events with events around the country, which would be easier for some of our members based in the regions to access. So far this year the Master has attended events in Liverpool, Plymouth, Birmingham, Manchester and Tonbridge.

Any members who wish to organise an event in their area, please contact Dr Glyn Cartwright.

The Lord Mayor's Show 2024

Zoe Phillips
Liveryman



Liveryman Vlad Dobrokhotoov took part in his organisation's float as Father Christmas. Photo credit: British & Commonwealth Chamber of Commerce in Finland

The 809th Lord Mayor's Show celebrated Alderman Alastair King's installation as the 696th Lord Mayor of London. This historic event, dating back over 800 years, features the world's oldest civic procession – and the world's largest unrehearsed street parade. Marketors joined the festivities, with 30 members enjoying prime views and a hearty lunch at Côte Brasserie.

The procession included the iconic Lord Mayor's coach, military bands, and legendary guardians Gog and Magog. To make the most of the traffic-free streets, there were a number of free walking tours on offer, given by City of London tour guides.

Alderman King's "Growth Unleashed" theme for this

year promotes resilience and innovation, urging industries to embrace responsible risk-taking, technological adoption, and diverse community successes. Here's to a successful year ahead for the City of London!

Do make a note in your diaries for next year's Show, which will take place on Saturday, 8 November 2025.

Middle Warden David Elmer:

"It was great to spend some time with Major Neil Whitewick, RSM Sonya Jaffe and SSM Neil Herbert of 151 Regiment RLC at our lunch in Côte after the LM show. We all had a really good catch up and they

enjoyed it so much that it's already down in their diaries for next year.

Also, we learned that the new Lady Mayoress, Florence King, is a reservist with 106 Regiment Royal Artillery and is involved in a recruiting project similar to our one with 151."

Court Assistant Martin Ashton:

"I was delighted to meet some new Freeman – Laura Girling and her guests as well as Ejiro Odogun and his family. I was able to take Ejiro and his family for a quick tour of St Paul's which is traditionally open free of charge on Lord Mayor's Show day. I also joined a free walking tour afterwards."



How to increase social mobility into the Exco

John Jeffcock
Court Assistant

Here is a summary of the Zoom talk John Jeffcock gave to Marketors in November.

What is the Exco?

The average Exco has nine people, with some sectors tending to have more. In the FTSE 100 the average Exco has five Department leads (CFO, CLO, CHRO, CMO, COO/ CIO) and three Divisional CEOs.

The CXO Method

The CXO method divides the role into its constituent parts – a Chief X Officer

- **Chief** – is about running the team or business unit
- **X** – is your area of expertise, i.e. marketing

- **Officer** – is about adding value across the organisation

What gets you into the Exco is first **O** then **C** and then **X**.

Chief Multidisciplinary Officer

These 45 CXO roles all reporting to the same five Department leads, so each has to have eight different roles reporting into them. Everybody in the Exco is a generalist or CMDO.

Shape of Departments Matters

When talking to Department leads we should stop asking how many people do you employ and start asking whether their department is:

- Centralisation or Decentralisation?

- Process Mature or not?
- Better than the competition?

Lateral Moves build Exco Points

90% of S&P 500 Group CEOs are promoted divisional CEOs. So the theory that CEOs are all former CFOs, is not true. Lateral moves between the business units and functions are important as they build Exco points.

Conclusion

So the new career truths are in the Exco, breadth trumps depth, lateral moves build Exco points and you are selected on your 'O' not your 'X'.

Marketors unleash their inner shepherd

Zak Bush
Liveryman

Sunday 29 September saw 23 intrepid Marketors and guests take part in the annual Sheep Drive over Southwark Bridge, hosted by the Worshipful Company of Woolmen. Now a long-established charity day, it's the second largest event in the City after the Lord Mayor's Show. To be part of this was a full-circle moment for me, as visiting as a spectator in 2022 was how I first discovered the world of livery and, in turn, the existence of the Marketors!

Celebrating those who have received the Freedom of the City, we were able to (quite literally) exercise our ancient right to take livestock over the River Thames without paying a toll. While admittedly no longer a practical benefit which would have been somewhat more useful during medieval times, it was certainly a novelty to see bemused locals and tourists witness an un-ewe-sual spectacle that raises funds for two fantastic causes – The Woolmen Charity and the Lord Mayor's Appeal.

With a bright and breezy start, the day was expertly masterminded for our Company by Court Assistant

Dr Annmarie Hanlon. Draped in branded bibs prepared by Neil Buckley, we received numerous compliments of "they certainly know how to market themselves!" throughout the day, whilst strutting with our woolly friends and at the adjoining Livery Fair. Many adoring fans of ours were seen loitering for selfies and autographs. They became somewhat distracted however by Hollywood actor Damian Lewis and his shepherd's crook, partially stealing our limelight.

Placed in two groups, we dutifully traversed behind a flock of North of England Mules. Apparently, a bad day of sales at market for my batch as we were sashaying back across the bridge out of the City. Outrageous! After our sheep extravaganza, many of us visited the City Livery Club to have lamb moussaka (or a vegetarian alternative!) for lunch. The chef certainly had a sense of humour. An excellent day was had.

If you are interested in participating in the 2025 Sheep Drive, please register your interest at <https://tinyurl.com/WCM2025Sheep>



Fergus Naughton
Liveryman

Exploring AI

There seems to be as much jargon involved in any discussion about Artificial Intelligence as there is fear or scepticism about the use of AI in our personal or professional lives today. But when we talk about AI, what exactly do we mean?

This was just the opening gambit of what would prove to be an utterly fascinating evening as Marketors Imran Farooq and Afo Babatunde led an enthralled and highly engaged audience through their masterclass *Exploring AI: Two Sessions to Transform Your Marketing Strategy* at Plaisterers' Hall on 24 October.

The complex and often contentious nature of one of the hottest technology-related issues of our day demands a more nuanced consideration of AI capabilities. This is even more relevant when it comes to what AI currently does and potentially can do within our world of marketing in the broadest sense, and within its many diverse and growing industry segments.

As such, Imran provided an in-depth exposition of the numerous generative AI tools on the market today, including ChatGPT, and of his six primary reflections regarding business alignment with the roll out of AI development. This was followed by Afo's detailed walk-through of his playbook for successful AI marketing transformation, including how to build insights, capture value and achieve scale.

Chaired by the Master, Professor Ian Ryder, the Q&A session succeeding these deep-dive presentations revealed that in many ways we had only barely scratched the surface. Is AI a help or a hindrance? If everyone is using AI, who then has the competitive advantage? How can AI help the City of London? What can we do as a livery company to harness AI capabilities for good? And, more importantly, how can the Marketors lead the AI conversation in the field of marketing?

Will the Rising Sun continue to rise in 2025?

Mike Bugsgang
Liveryman

It could have been the intriguing subject matter of growth in the Japanese drinks market or the prospect of sampling some of the products on offer. But it was probably a combination of both that led to a sell-out event staged at HMS President on the Thames, on 30 October. This was the fifth in a series of joint panel discussions between the Worshipful Companies of Marketors and Distillers.

Opening the proceedings, Past Master of the Distillers and Marketor, Martin Riley, highlighted various factors that had led to an increase in Japan's profile in recent years. These included the successful Olympics held in the country in 2021, higher inbound tourism numbers stimulated by interest in its culture, and demand for Japanese food and beverage products. Traditionally, Sake, a 16 per cent proof drink fermented from rice, was the alcohol mainly associated with Japan. However, in recent years, other products had grown in popularity, such as Shochu, a 25 per cent proof spirit, Japanese whisky and sparkling Sake.

Once again, the chairman for the evening was marketing guru and author David Wethey who had prepared several insightful questions to put to the panel of speakers:

Nick Temperley – MD UK & NI, Suntory Global Spirits

Erika Haigh – British Sake Association, founder of Mai Sake and co-owner of Moto

Bruce Perry – Brand Ambassador of Marussia

Bob Burgess – Past Director of Asahi UK, and lover of all things Japanese

Since opening Moto, a Sake bar and eatery in London in 2019, Erika Haigh explained that she was frequently asked what is Sake and what should be eaten with it? This suggested there was still a long way to go to increase awareness in the UK through marketing and education. Her response to such enquiries was that Sake is a drink for everyone every day, even if you are eating fish and chips.



Left to right: Master Distiller Lorne Mackillop MWV, Ruchira Neotia Liveryman of the Marketors and the Distillers, Immediate Past Master Glyn Cartwright

Bruce Perry stated that making different styles of Sake available in half bottles would help to improve retail sales. Regarding pairing the drink with food, he made the point that if there was rice on the plate then Sake was the obvious choice.

Bob Burgess advocated visits to regions away from the tourist hot spots where some of the oldest Sake breweries were located. He described how these companies were now adopting Western marketing concepts. With some 30 per cent of Japan's population over 65 years old and issues relating to attracting younger people in the country to drink Sake, exporting had become a priority for the industry.

Talking more generically about the Japanese drinks market, Nick Temperley outlined a positive

picture, particularly for Japanese whisky. More refined and less smoky than Scotch whisky, the emphasis by the producers was on quality. But currently with less than 1 per cent of the UK drinks market, it was challenging to get the product into pubs and restaurants here.

In response to questions about brand Japan in the UK, the panellists provided evidence that it was showing strong growth and would continue to flourish. For example, Tesco's fastest selling meal deal was sushi.

Following an audience Q&A session, attendees adjourned to sample an excellent range of Japanese drinks and food. The Tsunezo Martini left most people with a warm feeling about the Land of the Rising Sun!



Panellists left to right: Nick Temperley, Erika Haigh, Bruce Perry, Bob Burgess



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Can brands really have integrity?

Malcolm Gilbertson
Freeman

In the agency world, we're good at coming up with things. It's in our nature to create and deliver. But behind the designs, the campaigns, the artwork and the ads, there's the language we use. It's a language that's been slowly crafted through the history of creative agencies. I'm talking about phrases like "brainstorming and ideation", "user touchpoints", and "audience personas".

Some of these phrases could, of course, be simplified into everyday language, but I think the same could be said for any industry. Other phrases, often the more commonplace ones, are more of a "Ronseal", ie: They do exactly what they say on the tin. Like "brand integrity". In our world, brand integrity is all about demonstrating the power that brands have to create economic and social good.

Is integrity tangible?

Or "brands WITH integrity". Is it possible? Is it necessary? Do we need to perceive brands in the same way we would perceive great people? Are a brand's characteristics tangible? Or is this just another agency term?

I believe that brand integrity is one of the most important parts of what we do. It's not a nice add-on or a fun little extra. Neither is it fluff nor marketing buzzwords. It's a set of core values, behaviours, actions, and principles that demonstrate that a brand can have heart and soul rather than just a logo and shareholders.

Can a faceless brand have integrity?

Let's forget personal branding for a moment, or solo brands where it's easier to connect and identify with the face behind the product. Let's look at big businesses and corporations like Sony, Ben & Jerry's and Tesla.

Integrity begins with company values, ensuring that, beyond its people, the brand itself acts in a way that aligns with its standards. A brand can demonstrate this in a number of ways:

Transparency

Companies are beginning to operate with an open door – not only sharing deeper insights into how their product is delivered but how they are funded, the social issues they support and even the

finer details of their financials. Ben & Jerry's is a strong example of an organisation engaged in activism, firmly standing up for what they believe in.

Consistency

Companies must stick to their values, which arguably is more complicated than ever in a world where the press, people and media can throw curveballs into the mix. Sony is a good example of a business that has upheld quality and service at a time when many tech companies are cheapening their offering to compete with rising competition.

Social responsibility

Companies are pouring blood, sweat and tears into movements like B Corp and even producing impact reports demonstrating everything from gender pay gaps to energy usage. In agency world, we see this from like-minded agencies and their clients. It's becoming the norm to demonstrate integrity by shifting to a greener and cleaner existence.

Ethical marketing

Despite the efforts of advertising authorities, deceptive marketing is all around us, and it's easy to build a premium brand around a poor-quality product. Ethical marketing adds integrity not only at a product level but also through every sales and brand activity, ensuring products and services are represented in an honest and fair way. Better still, it's done so using above-board marketing practices. No black hat UX or dark pattern design here!

Accountability

Not all companies get it right. Businesses make mistakes. Integrity means owning those failures and putting them right. It also means showing accountability for the actions of employees and even shareholders. Tesla might be a good example here. Your view may differ, as it's a subjective and contentious topic. But should they hold their CEO accountable for his behaviour elsewhere in his professional life? Many brands would.



Photo credit: © enchanted fairy | Dreamstime.com

Tangible, real-word examples

Dove – Ethical soap? Or whitewashing?

When we think of the soft and gentle Dove brand, we see an emphasis on body positivity, diversity and natural beauty. On the surface, the brand is doing and saying all the right things – amplified by some impressive ad campaigns over the years.

But when we zoom a little further out, there's the thorny issue of parent company Unilever, known not least for criticism of its environmental and labour practices elsewhere in its product portfolio. This sets up an interesting example of how M&A can very quickly dilute any integrity an independent brand once had.

We should question any house of brands (of which Unilever is the perfect example) that cannot deliver integrity through their entire portfolio of products and services. Brand integrity cannot be unilateral.

Volkswagen – Driving customers away

Dieselgate. We all heard about it, and we all remember it. But is it a faux-pax of the past, or is the customer still wary of one of the world's most iconic car makers? While the 2015 emissions scandal has been long concluded, the aftershock was substantial – a vast 40% stock plummet and \$25 billion in fines, which is no small change even for VW.

However, many customers and critics say that the build quality of the average Volkswagen just hasn't been the same since. Interior materials feel noticeably cheaper, and innovation has somewhat slowed. Audi, part of the Volkswagen Auto Group, happily filled this space which some say was a clever marketing "trick of the hand" to retain some feel of premium offering within VAG.

This is an example of how a severe lack of integrity can bring long-term ramifications for consumer trust and brand loyalty – enough to trigger broader decisions around product, service and offering.



Photo credit: © Greenpeace

Facebook – Unsociable networking

Forgive me if this sounds dramatic, but Facebook (and associated products at the time) is a lifeline to many; keeping friends, family and relatives in touch and so much more. And with such market dominance then and today, it's easy to forget that you're using a Meta-derived service.

The Cambridge Analytica scandal rocked Facebook to its core, sending users into a spiral of mistrust and even exodus. And rightly so. A platform that so many had come to know and love was suddenly headline news for data harvesting, privacy breaches and even misinformation.

Congressional hearings and several sizable fines later, Facebook (and now Meta, too) is still a dirty word for many – a great example of how trust is hard-earned but quickly lost. For some, that brand integrity was quickly washed away despite the Facebook platform's stronghold on social media.

What can we learn here?

As I said before, trust is hard won but quickly lost. Brands, however ethical and fair on the surface, must ensure institutional integrity through and through. That said, people, teams and organisations make

mistakes, and they are judged not only on the mistake, but the PR, crisis management and marketing that follows. And many brands get that so very wrong. So, while it is easy to point the finger at the VWs and FBs of this world, we must acknowledge the steps they take to reclaim their place in their sector and the hearts and minds of customers.

Integrity, is, well, integral

To conclude, there are arguments for and against integrity, believe it or not. Traditionalists may prefer to see brands just as brands, with a sole focus on the product or the service. With a light dusting of marketing and sales to keep things moving.

Ultimately, audiences are changing fast, and the world needs to do better. Customers are no longer buying into the product. Employees are no longer buying into perks. They're buying into the company. For transparency, consistency, social responsibility, ethical marketing and accountability.

And I think that's a seismic shift in the brand landscape. Companies large and small have the opportunity to shape their marketing, purpose and proposition to deliver economic and social good — during a time when we need it the most.

Dr Fran Hyde

Liveryman &

Awards Committee Member

WCM sponsors Teaching Excellence Awards

The Academy of Marketing Teaching Excellence Awards are sponsored by the Worshipful Company of Marketors. These recognise and celebrate teaching excellence in HE marketing education. Truly excellent practice is occurring in marketing education, but we have few means to acknowledge great practice and also few ways to share success. They offer the opportunity to celebrate the hard work, creativity and impact of teaching in the marketing discipline. The Academy of Marketing is committed to enabling academics to share innovation, excellence and the impact of marketing education.

Winners are awarded £500 to spend on teaching-related resources or activities. Additionally, winners are invited to present a public inaugural-style lecture as part of a bespoke event to showcase their work and celebrate teaching excellence.

The 2024 Teaching Excellence Awards were presented to: Claire Culley (University of Suffolk) won for the project titled *The Marketing Lab: Bridging theory with practice*; and to Leighanne Higgins (Lancaster University Management School) for the project titled *Exhibition as Pedagogical Engagement (EPE)*.

The awards were presented by Liveryman Dr Fran Hyde and Liveryman Dr Sarah-Louise Mitchell at the Academy of Marketing Conference, held at Cardiff Business School in July.

National thesis award winners recognised at Bowden Dinner

Dr Sarah-Louise Mitchell

Liveryman &

Awards Committee Member

The three winners of the 2024 Worshipful Company of Marketors' Thesis Competition received their awards at the Bowden Dinner. They were welcomed by the Master, the Chairman of the Awards Committee Professor Phil Harris and competition organiser Dr Sarah-Louise Mitchell. Dr Georgina Lack completed her

PhD with the University of Bath, Dr Craig Bradshaw with the University of Northumbria and Dr Junior Oliveira De Almeida with Oxford Brookes University. The committee was very impressed with the quality and range of topics submitted for the competition and send many congratulations to the prize winners.



L to r: D. Junior Oliveira De Almeida, Dr Georgina Lack, Dr Craig Bradshaw, Liveryman Dr Sarah-Louise Mitchell, Liveryman Professor Phil Harris (Chairman of Awards Committee)

CIM graduates receive WCM awards

Professor Sarah Turnbull

Liveryman &

Deputy Chairman of Awards

The Worshipful Company of Marketors is proud to support the educational work of The Chartered Institute of Marketing (CIM) through two sponsored awards given to high achieving students studying Level 7 qualifications with CIM including the Postgraduate Diploma in Professional Marketing and the Marketing Leadership Programme. This year the CIM Graduation Ceremony took place on 2 November in the spectacular setting of Central Hall in Westminster. The Awards Committee is responsible for organising the awards given by the Marketors and this year Professor Sarah Turnbull, Deputy Chairman of the Awards Committee, attended the CIM Graduation event to present them on behalf of the Worshipful Company of Marketors. The event was attended by 1,271 people and saw 442 students graduate with CIM marketing awards. The Worshipful Company of Marketors' awards

were presented to Shivathmany Udhayashankar and Zaida Espana, the top students for each qualification.

The sponsorship of the student prizes at the annual CIM Graduation is reflective of the wider awards made by The Worshipful Company of Marketors to support the continuing education of marketing professionals. Professor Phil Harris, Chairman of The Awards Committee said: "We are delighted to continue our support of the Chartered Institute of Marketing Awards again this year and we are proud to be associated with the professional body." In addition to the CIM sponsorship body, the Awards Committee co-ordinates a range of educational awards, including the national Marketing Thesis Prize awarded to research students for best marketing thesis and the Academy of Marketing award which recognised and rewards outstanding teaching practice in marketing in higher education.

Help a student by becoming a Marketors' Mentor!

Since 2019 the Marketors' Mentor programme has been going from strength to strength, partnering with a range of dynamic Higher Education institutions to help students get started on their marketing careers.

To date we have mentored around 160 marketing, business professionals and students.

Our mentors put into our practice our core principle that:
'Marketing benefits everyone – enabling social mobility.'

Three of the Universities we work with score highly on social mobility, with Queen Mary ranked top in the UK in 2021.

Mentoring supports low income family students, who often lack professional networks, with advice on career journeys and this is where the Marketors' Mentors can really help – our mentors provide much needed practical help for students doing marketing and business courses, about to make the transition into work.

Interested? With more mentors we can achieve even more!

Mentoring can be done on line and each mentee typically has a one to two hour session once a month over a six month period, so your impact can be significant from relatively little time.

If you would like to be a Marketors Mentor and help a student at a vital time in their life, please contact clerk@marketors.org who can put you in touch with Court Assistant Peter Rosenvinge who leads our Mentoring Programme.

Mentoring partner institutions



Sign up by
31 Jan
2025



The support of Buzzword is gratefully acknowledged

The T Level in marketing – launching September 2025

Dr Fran Hyde
Liveryman & Chairman of Education
and Knowledge Development

A new Marketing T Level will be available from September 2025, following the successful conclusion of IfATE's (Institute for Apprenticeships and Technical Education) latest T Level procurement. Pearson Education Limited (Pearson) has developed and will deliver the Marketing T Level.

Members of WCM have once again been active in helping shape a marketing qualification, this time as members of the Employer Validation Panel (EVP). Activities involved reviewing content to ensure it is current and up to date, ensuring the scenario and context of the assessment is appropriate, ensuring the technical terms and language is correct as well as providing expertise on industry standards and protocols.

T Levels are two-year, Level 3 study programmes that follow the study of GCSEs and Technical Awards and offer an alternative to A Levels and Apprenticeships. T Levels combine classroom theory, practical learning and a minimum 315 hours of industry placement with an employer to make sure students have real experience of the workplace. The T Level is equivalent to 3 A levels. The Technical Qualification (TQ) is the main classroom-based element of the T Level and the aim is that students will learn from a curriculum that has been shaped by industry experts. During the two-year programme, students will learn the core knowledge that underpins each industry, and then develop occupationally specific skills that will allow them to enter skilled employment within a specific occupation.

The Employer-Set Project is an assessment, made up of a number of tasks, which will assess the knowledge and skills. For example, on the Marketing T level the Employer Set Project is set to assess i) Communication: a range of communication methods tailored to audience ii) Creative thinking iii) Applying a logical approach to solving problems, identifying issues and proposing solutions iv) Working as part of a team v) Reflective practice. At the end of the Technical Qualification, students are expected to demonstrate threshold competence. This means that they have gained the core knowledge and skills related to marketing and are well placed to develop full occupational competence with additional development and support once in employment in the marketing sector

Fellowship and progression

Martin Ashton
Court Assistant & Chairman of
Fellowship and Livery

Over the past year, the Fellowship and Livery Committee has played a pivotal role in keeping Marketors engaged, nurtured, and progressing on their livery journey. Congratulations to those admitted to the Freedom of the City of London in 2024 – you now have the unique opportunity to participate in the annual Sheep Drive, organised by the Worshipful Company of Woolmen each September. And, once you have your Freedom of the City, you can apply to be admitted to the Livery.

To our new Liverymen of 2024, this milestone opens the door to greater involvement within the Company and, in time, the opportunity to participate in Civic City elections for Sheriff and Lord Mayor.

The Marketors' Tribe has thrived in 2024, hosting events focused on networking, fellowship, and showcasing the talents of our members. A standout was the AI Masterclass led by Imran Farooq and Afo Babatunde, which received such positive feedback that we plan to repeat it soon.

Our two Special Interest Groups (SIGs) continue to flourish. Past Master David Pearson leads the Wine Circle and is seeking committed members to help organise future events. Colin McIlheney, leader of the Card Players, has been busy with the Worshipful Company of Playing Card Makers, organising a Cribbage tournament and other card-playing activities.

A special thanks to Vlad for hosting the exceptional Finland trip. Exploring this beautiful city, with its unique creative marketing hub, was a highlight of the year.

To new, existing, and returning members: get involved, attend events, and connect with others – synergies emerge, and wonderful things happen.



Freeman Kelly Wu receives her Freedom of the City certificate

The costumes and customs of the Marketors

Alex Conabeare
Liveryman & Heritage
Committee Member

The Worshipful Company of Marketors, although a modern livery company, upholds traditions central to its identity. These traditions are embodied in the costumes members wear and the customs that reinforce fellowship within the Company.

Ceremonies of progression

New Freemen start their journey by making a solemn declaration at a Ceremonial Court. Progression to Liveryman also follows a formal ceremony, where the new Liveryman declares loyalty to the Company. At this point, they are clothed in the livery gown and receive the livery badge, which is usually worn at formal events. Court Assistants, as they progress, receive a badge of office, moving them closer to potentially becoming a Warden and, eventually, Master.

Installation of the Master and Wardens

Each January, the Installation of the Master and Wardens takes place, symbolising continuity of leadership. The new Master and Wardens make their declarations, affirming their commitment to lead the Company. They are then invested with the badge and gown of their office, marking their roles for the year. This ceremony, although steeped in tradition, reflects a commitment to adapt and evolve.

Livery regalia

While some livery companies emphasise regalia, Marketors take a more understated approach. For example, livery gowns are rarely worn by Liverymen outside Ceremonial Courts, so their role is more about identifying key figures like ushers than indicating rank or status. Unlike many other livery companies, the Marketors provide no regalia to new Freemen, and

Liverymen receive a small military-style medal (their livery badge) for formal dress.

Great Events and traditions

Historically, the Marketors usually (but not always) held five major events each year: the Installation Dinner, Spring Lunch, City Lecture, Banquet or Luncheon to the Lord Mayor at Mansion House and the Bowden Charter Dinner, along with a Rededication Service. Recently, some of these events have been omitted, but there is hope for a return to the traditional schedule.

A customary slow hand clap usually accompanies the procession into livery dinners and luncheons, with Handel's *Scipio* often being played. The 'taking of wine' with recently-admitted members is a newer practice for the Marketors and not universal across the livery. These events also include loyal and civic toasts that honour the King, the Royal Family, and the Lord Mayor and the City of London Corporation, reflecting the Company's respect for these institutions. Another strong livery tradition at these events is the Sung Grace, to the tune of *Laudi Spirituali* 1545.

Changing times

It's important to recognise that other customs and traditions need to evolve with changing times and sensibilities. For example, the Tobacco Pipe Makers and Tobacco Blenders no longer smoke cigars at the dinner table. And the Lord Mayor's Show procession takes place these days on the City's streets – no longer on the river.

And some of our own traditional practices have evolved over time. For instance, the Marketors no longer circulate the rose bowl or participate in the loving cup ceremony, once common among livery companies. Incidentally, the Worshipful Company of Nurses has always passed around a Florence Nightingale lamp (a Turkish candle lantern) rather than a loving cup.

But, however they evolve, the customs of the Worshipful Company of Marketors will continue to define the Company and our purpose.

Written by Alex Conabeare of the Heritage Committee, with support from our Clerk, Beadle, and PM Trevor Brignall. This is the first part, so more to come in future issues.



New laws will affect marketing campaigns

Jeremy Stern
Chairman of Law and Marketing

Understanding the new Digital Markets Competition & Consumers Act 2024 (DMCC)

Consumers are increasingly vulnerable to deceptive practices, misleading information and potential harm with online services. This new DMCC Act aims to better safeguard consumer rights in today's digital world with a particular focus on:

Subscription traps

We now subscribe to meals, videos, music and more. However, consumers can find themselves locked into complex contracts that are hard to get out of. The new law, requires clear "pre-contract information" about the terms, costs, and duration of the subscription before they commit with reminders before a free trial or low-cost offer ends and before a contract auto-renews. Exiting should be straightforward and easy.

1. Fake reviews

The new Act prohibits the

submission of fake reviews or the commissioning of others to do so. It also bans 'incentivised' reviews (unless clearly labelled as such) and businesses are required to take reasonable and proportionate steps to ensure the authenticity of reviews they host and remove false or misleading content.

2. Drip pricing

This is where a low price is advertised, only to reveal additional costs throughout the transaction process. Just think of low cost airlines...

All material information about the total price of a product, including fees, taxes, and any additional charges, must be in the "invitation to purchase".

Sanctions for non-compliance

The Competition and Markets Authority will be given additional powers to enforce consumer protection laws directly and companies can face fines of up to

10 per cent of their global annual turnover or £300,000, whichever is higher.

Key takeaways for Marketers

- Using consumer reviews in a marketing campaign? Ensure that you have proof of the review's authenticity and who provided it. And label it clearly if the review has been incentivised.
- Influencers must ensure that all paid for content includes clear disclaimers, such as #Advert or #Ad.
- Clear pricing and clear contract terms – to avoid falling foul of the drip pricing or subscription traps

As the digital marketplace continues to evolve, these regulations will play a crucial role in ensuring a fair and transparent environment for all. Failure to follow these rules will only result in the imposition of tougher rules.

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

Nijmegen Marches

Zoe Phillips
Livryman & AFCC Member

Over the summer, 151 Regiment RLC took part in the **Nijmegen Marches**, an annual four-day event held in and around the city of Nijmegen, Netherlands. Known as one of the largest multi-day marching events in the world, it attracts thousands of participants from numerous countries. Held each July, participants, including military personnel and civilians, march set

distances of 30, 40, or 50 kilometres each day for four consecutive days.

The marches have a strong military tradition, as many soldiers from different countries attend as part of their endurance and team-building training, often carrying full packs. Civilians march as well, often as a personal endurance challenge or to participate in the festive atmosphere. The event began in

1909 and has grown to become a celebration of international camaraderie, endurance, and Dutch hospitality, with local supporters lining the routes to cheer on marchers and provide refreshments.

It's a challenging event requiring good physical preparation, but it also fosters a spirit of community and resilience among participants.



*The 151 sailing team on Exercise BALEARIC WATCH
Photographs kindly supplied by Maj N Whitewick, 151 Regiment*

Exercise BALEARIC WATCH

Zoe Phillips
Livryman & AFCC Member

Also, last summer, a team of six from 151 Regiment RLC – Maj Paul Herlihy, Maj Neil Whitewick, WO1 Dusty Miller, Cpl Paul Faiers, Pte Kevin John, and Pte Jack O'Sullivan – embarked on **Exercise BALEARIC WATCH**, a week-long sailing expedition around Mallorca. They navigated the Royal Logistics Corps Yacht through Mallorca's

stunning coastal waters, enjoying incredible weather, breathtaking scenery, and invaluable sailing experience. Beyond the adventure, the exercise forged even stronger camaraderie and team spirit. It was an unforgettable week, and next year's journey is already on the calendar.



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A network of diversity, purpose, and connection

John Jeffcock
Court Assistant &
Chairman of Membership



Alexander Fadahunsi

Alexander Fadahunsi

Alexander Fadahunsi, Customer Engagement lead at Etsy, is drawn to the Marketors' community as a way to build roots in London and give back to society. With a background shaped by living in five countries, he finds the Marketors' diverse, inclusive environment both enriching and impactful. Outside work, Alexander's

passion for car racing reflects his drive for speed and precision, qualities he brings to his professional life and his involvement with the Marketors.

Rebecca Range

The Marketors also appeal to those seeking a way to give back through charitable work, as shown by Rebecca Range, Director and Owner at Figurati Collective. After a positive first experience at a Marketors' event, Rebecca decided to join to support charity initiatives and create a network she could grow with over time. Her aim is to build a sustainable, future-focused network that will support her well into retirement, offering a balance of professional growth, personal fulfilment and social responsibility.

Max Richardson

Max Richardson, Agency Partnerships Director at PR Int., brings over 20 years of corporate communications experience and an entrepreneurial spirit to the Marketors. For him, the organisation represents purpose

and community at a stage where he wants to engage with others who share his values. Max is also an avid paraglider, an adventurous pursuit that mirrors his enthusiastic involvement in Marketors' committees, such as Outreach and Events, where he contributes to the organisation's impact on a broader scale.

A diverse community with a unified purpose

Together, these stories reveal a shared theme: the WCM attracts individuals with diverse backgrounds, experiences and aspirations, united by a common goal to foster connection, personal growth, and community impact. The Marketors offers more than just a professional network – it is a community where members can contribute their unique perspectives, build lasting relationships, and give back in meaningful ways.

In an era where professional networking is increasingly driven by values, the Worshipful Company of Marketors sets a benchmark for purposeful engagement. Members are united not just as marketers but as global citizens, philanthropists, and lifelong learners, committed to improving themselves and the world around them. For Alexander, Rebecca, Max and others, the Marketors represents a community where they can live life to the fullest while making a meaningful difference. This organisation is a model of what professional communities can achieve when rooted in shared purpose, diverse perspectives, and a genuine commitment to social impact.

To introduce a colleague or friend to the Marketors, why not invite them to one of our Prospective Member evenings or to one of our social events? Check out the calendar on the website and keep a look out for email updates on our latest events from the Deputy Clerk.

This Membership report highlights how the Worshipful Company of Marketors has evolved. It's a community that fosters meaningful connections, embraces diversity and encourages members to contribute to societal impact. New members like Alexander Fadahunsi, Rebecca Range and Max Richardson exemplify the diverse motivations and values that shape this modern network of marketers.



Max Richardson

Wonder Foundation works closely with local partners who empower women, girls and their communities through quality education.

In praise of reaching out

*Gina Consing McAdam
Liveryman & Outreach
Committee Member*

Every member of the Marketors is a de facto ambassador of our Company and profession. As a Freeman or Liveryman, we are conferred the status that reflects our success, seniority and – particularly for our younger members – ambition and potential as outstanding marketers.

Our membership also badges our professional leadership, competence and integrity; in return, we are invited by the Company to demonstrate these qualities as we embrace the many opportunities offered to “put our marketing skills to good use for good causes” – our shared purpose as Marketors.

Arguably, nowhere is the scope more abundant for active ambassadorship of the livery than our Outreach Programme. The programme gives members the chance to truly *walk the talk*, with those choosing to be involved enjoying the benefits of working with smaller charities and not-for-profit organisations, providing advice and guidance to these “good cause” client bodies on everything from fundraising to developing marketing strategies, executing marketing communications plans, PR and events. In recent years, charities have been seeking support in planning digital marketing campaigns, handling social media and the visual economy.

What ought to make members volunteer for Outreach is the swathe of sectors in need of our expertise: from health and hospitality

to education and training, entrepreneurship, the arts (including museums and orchestras), food and more. Occasionally, fellow livery companies come calling for marketing advice – our work encompasses them too.

In their role as Outreach Directors, members give their time and wisdom pro bono, acknowledging that these “good cause advocates” are held back because they lack the financial means to secure the marketing resources needed to prosper and grow. Outreach Directors are therefore giving “in kind”, on behalf of the Marketors, complementing and augmenting the grants made by the Marketors Trust.

The payback comes in the form of positive feedback from grateful charities, confirmation that we’ve made a difference. This summer, Omaid Hiwaizi and Michael Gbadebo completed their project with the Migraine Trust, which resulted in this feedback: “(a) big thank you for the time and expertise shared. In particular, (the project) helped unite the staff team in thinking about how to position ourselves and where our unique proposition is”. Malcolm Gilbertson was cited by Act4Africa for his “considerable expertise in programmatic marketing”.

There is also the excitement of being involved. Max Richardson says he can’t wait to get stuck in and make a difference to the Wonder Foundation by providing

them with strategic marketing guidance. The charity’s goal, with help from Outreach, is to expand its impact, enabling the charity to empower more women and girls through education and training.

Outreach owes much of its current success to two indefatigable marketers, outgoing Chairman Philippa Seal and Vice-Chairman Richard Bernholt, both stepping down after more than eight fruitful years at the helm. Apart from being skilled administrators (our Outreach Resource Library is highly organised and comprehensive), during their tenure, “as many as 25 different Outreach projects were being actioned at any one time”. On their watch, Outreach also reconnected with ACEVO, the Association of Chief Executives in Voluntary Organisations, which led to support for numerous charities including the Rockinghorse Children’s Charity, the Florence Nightingale Foundation and the Migraine Trust.

Its foundations and committee intact, the future of Outreach remains secure, with Court Assistant Vanella Jackson taking over as Chairman and several exciting projects on the go. Still, the programme welcomes the involvement of more members as Outreach Directors to be able to respond to the consistent demand for the Company’s marketing expertise – and to help fulfil our purpose as Marketors. ***Isn’t it time you got involved?***

An interview with Rhian Pamphilon, our Honorary Treasurer

Matthew Wilke
Freeman

Rhian Pamphilon has been serving the Marketors with dedication since becoming a Freeman in 2013 and a Liveryman in 2015. Appointed to her role as Honorary Treasurer in June 2024, Rhian brings many years of experience from her career in finance, technology and marketing. We caught up with Rhian to discuss her journey and her vision for the Company's financial future.

How did you become Treasurer of the Worshipful Company of Marketors?

There's always a connection to the Masters who welcome you. The current Master, Professor Ian Ryder, interviewed me when I first joined in 2013. So, when he later asked me to take on the role of Treasurer, it was hard to say no!

What does being the Honorary Treasurer involve?

As Honorary Treasurer, I advise the Master and Wardens on financial matters. It's a collaborative role – everyone brings their expertise, and we have a very experienced accountant supporting us. My role is akin to a Chief Financial Officer, ensuring our finances are robust enough to support growth and transformation as we offer more value for our members and the City of London.

Tell us about your journey into finance and marketing.

A school holiday job in a currency exchange office led me to a degree in Banking and Finance. I joined IBM in the early 1980s, in sales and then in marketing. The journey has been extraordinary, and it's incredible to think that today's phones have more power than the tech that got us to the moon!

What are some memorable moments from your career?

I've seen the tech world through booms and busts, including the dot.com era, which taught me how

quickly value can rise and fall. Later, I spent over 17 years at Accenture, focusing on global telecoms and media. I always tell those I coach to understand their business deeply – aligning marketing with the business's objectives is crucial.

You've been involved in many Marketors' committees. How has that shaped your perspective?

Yes, I've contributed to a committee or an event every year, helping me connect with members and understand our work. It's a great way to appreciate how we support each other.

What are your interests outside the Company?

I moved to the Kent coast over a decade ago, but I keep close ties with London. My husband Steve and I met online, and we now have a blended family with grandchildren and two dogs who rule the

house! I also volunteer with English Heritage, mainly at Dover Castle, working on their Cold War story.

We hear you're keen on World War II history – tell us more!

Yes, we've traced my grandfather-in-law's story from Dunkirk, and my father commanded a landing craft on D-Day. Like many veterans, he didn't talk about his service, but I've been working to commemorate him via the D-Day Story Museum in Portsmouth, where a restored landing craft like his is on display.

What role does social media play in your professional and personal life?

I've been on LinkedIn since it launched – I believe in both online and face-to-face networking. I use Facebook and Instagram mainly for family and friends. I prefer reading transcripts to watching videos!

Any final words of wisdom for our members?

As Treasurer, I'm here to ensure our resources are well managed, supporting our members and the City. But beyond that, I'd say: stay curious, get involved, and connect with others. The Marketors and the City have so much to offer, and there's always more to learn and share.

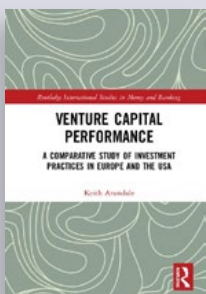


Bookshelf

In this issue, Bookshelf features books by four Marketors.

Venture Capital Performance

Keith Arundale



The Economist wrote last year that “VC backed companies make up nearly 76% of the total public-market capitalisation of companies started since

1995”. At the intersection of innovation and capital markets, the VC world is critical to society’s progress.

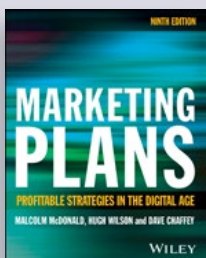
Against this background Keith’s timely book asks the interesting question: “why do US Venture capital firms outperform their European counterparts?” The book is based upon rigorous qualitative research featuring interviews with 70 VC investment executives in Europe and the USA supplemented by interviews with 40 other stakeholders.

There are several operational, environmental and structural variables impacting on performance that are different in the US and Europe. Keith examines these in depth and his research suggests best practices for setting up and running a VC firm in order to achieve optimal performance. Based as it is on Keith’s Phd thesis, the book is detailed, learned and specialist.

Jim Surguy
Past Master

Marketing Plans—profitable strategies in the digital age

Malcolm McDonald, Hugh Wilson and Dave Chaffey



The importance of marketing planning is demonstrated by the half a million copies that have been sold of this book since it was first published in

1984. It has helped many thousands of directors, senior managers and students to understand and implement the difficult task of strategic and tactical marketing planning.

This book’s practical, no-nonsense style has ensured its relevance and longevity, and each new edition incorporates the latest trends in management. In particular, apart from incorporating issues such as agility, this latest edition spells out how world-class marketing planning has evolved to incorporate the latest trends in digital marketing, with specific chapters on that topic as well as updates on the core processes to take account of digital trends.

This book has everything an organisation needs to help it to thrive and prosper in today’s challenging and fast-moving times. A must-read for anyone responsible for developing marketing strategies.

Professor Ian Ryder
Master

Digital Business: Strategy, Management and Transformation

Dr Annmarie Hanlon



Digital Business: Strategy, Transformation and Management covers all you need for digital business. This book explores the

digital business landscape, from e-government to industry 5.0, and from big data analytics to artificial intelligence. *Digital Business* includes ethical issues and the monetisation of digital platforms. Emerging and enabling technologies are evaluated and their societal impact are linked to the United Nations Sustainable Development Goals. Each chapter includes digital tools to explore and stay up to date in this fast-moving world.

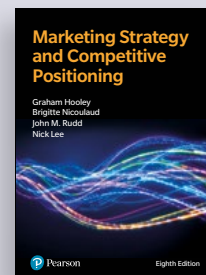
The knowledge from *Digital Business: Strategy, Transformation and Management* can be used

for those who want to understand, manage, or develop digital businesses. It’s in four parts: (1) Digital Business Essentials (2) Digital Platforms and Technologies (3) Digital Business Innovation, Disruption and Transformation (4) Digital Business Strategy and Management so readers can dip and in and out where needed. It’s ‘digital business in a book’.

Professor John Rudd
Liveryman

Marketing Strategy and Competitive Positioning

Graham Hooley, Brigitte Nicoulaud, John Rudd and Nick Lee



Marketing Strategy and Competitive Positioning is an indispensable resource for marketers. It challenges and develops thinking on

issues of strategy and relative competitive positioning. The latest edition integrates contemporary insights and practical tools.

The authors offer a comprehensive exploration of key marketing strategies and approaches. They emphasise the importance of aligning marketing activity with overarching business goals. The book is clearly structured, by way of the “egg diagram”, which guides readers through issues of purpose, analysis, strategy development competitive positioning, and effective implementation of marketing strategies.

The book’s insights into customer-centric strategies and value creation are particularly valuable. Chapters provide practical tools and insights, blending theory and practice. An 8th edition is a great achievement and demonstrates the book’s popularity. It’s a must-read for marketers who wish to develop a much stronger sense of the meaning of marketing activity.

Dr Annmarie Hanlon
Court Assistant

Prestigious award for Phil Harris

On 18 June, Professor Phil Harris was conferred a knighthood (Cavaliere) of the Order of St Agatha of San Marino during a ceremony at the In & Out Naval Military Club in St James, London. The Honorary Consul, Professor Maurizio Bragagni OBE, presented the award on behalf of the Grand Magistrato of the Equestrian Order of St Agatha.

This honour is granted to a select few foreign nationals who have made significant contributions through charitable endeavours or exceptional civil or military service to the Republic. Professor Harris's support was crucial during the COVID-19 emergency, as San Marino faced unique challenges. His timely assistance and guidance provided stability and direction, enabling its institutions to navigate turbulent waters with resilience.

Additionally, the award recognises his commitment to promoting peace and cooperation through education. Professor Harris commented: "This is a great honour, as St Agatha is also the patron saint

of breast cancer patients, rape and sexual abuse victims, nurses, and those who suffer burns."

This marks Phil's second major award this year, following the Lifetime Achievement Award at

the Educate North Awards in April for his international contributions to education. Phil is Chairman of the Awards Committee, Member of the Marketors Trust Board and a Liveryman of WCM.



L to r: Mrs Irene Harris holds the formal award document, Professor Phil Harris and Honorary Consul of San Marino, Professor Maurizio Bragagni Esq OBE

Upcoming events

Wednesday 29 January Installation Dinner, Vintners' Hall

Sunday 16 February Blessing of the new Master, St Bride's followed by lunch.

Tuesday 4 March Inter Livery Pancake Race, Guildhall Yard

Friday 28 March United Guilds Service, St Paul's Cathedral

Tuesday 1 April Jubilee Banquet, Mansion House

Thursday 10 April Big Curry Lunch, Guildhall

Wed 14 & Thur 15 May Inter Livery Clay Shooting Competition, West London Shooting School

Thursday 5 June Informal Summer BBQ, Omnicom Terrace

Tuesday 24 June Common Hall – Election of Sheriffs

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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