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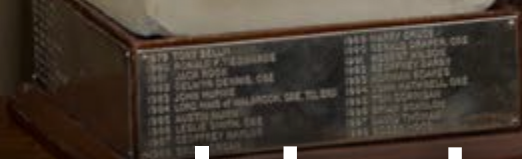
MARKETOR

ISSUE 99
SPRING 2025

Meet the new Master and Wardens

Dinner in honour of Baroness May

Winners of The Marketors' Trust Charity Grants programme



Our celebratory year begins

MARKETOR

SPRING 2025 ISSUE 99

The Livery Company Magazine
for Marketing Professionals

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Front cover image: The bust of our Founder Master Reg Bowden with the new Master Julian Boulding.

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Editorial

Carole Seawert
Editor & Court Assistant



As we celebrate our 50th year, we have much to look forward to in 2025. And you can read about how we kicked off our anniversary year in great style at Vintners' Hall at the end of January. If you haven't yet got to know the new Master and his three Wardens, you can read about them on pages 8 and 9.

If you fancy your chances as an ale tester for the City of London, find out what an Ale Conner does in the City section. Also in this issue we feature the six winners of The Marketors' Trust Charity Grants Programme and include articles on global marketing; on how monopolies stifle innovation; and on whether digital or print is the real climate culprit.

On behalf of all WCM members, I'd like to take this opportunity to wish Gaye Duffy, Honorary Liveryman and our Learned Clerk from 1996-2008 a very happy retirement, now that she finally has hung up her Clerk's gown at the World Traders.

Final call to apply for the Harvard bursary

Professor Phil Harris
Liveryman

This is a final call for entries 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 Harvard Business School's Advanced Management Program which sets the global standard in Executive Education and presents a wonderful opportunity for one of our WCM members or an outstanding marketing professional to undertake a truly transformational experience.

As for candidate selection, Harvard focuses on identifying accomplished leaders with extensive business experience. Typically, candidates have considerable knowledge and are preparing for broader roles, often at the enterprise level

within their organisations. 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 will interview potential candidates in June 2025 and seek applications which outline why they wish to apply for this prestigious bursary and how this will benefit marketing.

A completed draft copy of the Harvard Application form should be attached to all applications for our panel to assess. Applications should be sent in confidence to the Clerk. 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

Photo credit: © Executive Education, Harvard Business School

“Master, what is your theme?”

Julian Boulding
Master

Before my Installation, people asked me: what will be your Master's theme for this year?

It had become a tradition to choose one **aspect** of what we do – as marketers and Marketors – that makes us special.

Past Master John Farrell chose **leadership**.

Past Master Dr Trevor Brignall chose the **Civic City**. Because we are more than a marketing organisation. We are also Citizens of the City of London.

Past Master Dr Glyn Cartwright chose **fellowship**. After Covid, Glyn's focus on having fun, getting together, fellowship evenings and pub lock-ins really caught the zeitgeist.

And most recently, Past Master Professor Ian Ryder chose **reputation**. “Reputation Matters”, he reminded us. Brand reputation and personal reputation, built on integrity and trust.

My first thought was to look to the other pillar of our brand identity: our focus on using our professional skills, our expertise, our time and our assets, to **give back** to Society.

Our square mile is one of the foremost enclaves of corporate and personal wealth in the world. We look up at the great skyscrapers of our City – the Gherkin, the Shard, the Walkie-talkie, the Cheese-grater – vast monuments, to our financial and corporate success.

But Marketors also look down. To the inhabitants of Newham, of Southwark, of Tower Hamlets, working in sandwich shops and coffee bars, as night security guards, as janitors. To young people starting businesses, without money from private equity backers, studying at night, working weekends on their side hustles.

Using our skills to help them, is as important as anything else we do:

- through the Marketors' Trust, donating more than £300,000 to good causes in 2024.
- through our Outreach

Committee, supporting 22 small charities and nor-for-profits working for society, who could not afford the marketing services of any member of our Company.

- through our Mentoring Committee, providing personal help and guidance to dedicated students of the University of Greenwich, St Mary's College, Royal Holloway College and Henley Business School, often from an immigrant background, often the first from their families to have received any kind of higher education.

But despite its appeal, I decided *not* to make ‘**Giving Back**’, my Master's year theme.

Because 2025 is a very special year for all of us. It is the 50th anniversary of our foundation as the Guild of Marketors – our Jubilee year.

A Jubilee belongs to everyone.

A Jubilee theme has to encompass all of us, and everything we do.

It has to be **INCLUSIVE**.

If you look at the pictures of our Installation Dinner without this context, you might think – “Exclusive.” “Elitist.”

I did, the first time I saw our old website. So did a former Chief Marketing Officer of Unilever, when she looked at it and refused to have anything to do with us.

But as I came to speak with people who were Marketors, I didn't find them that way. I found them interesting and interested. Welcoming. Warm. Friendly.

And as I learned more about the tradition of the Livery, I realised that what we belong to, is the **opposite** of exclusive.

Mediaeval livery companies were not created for the aristocracy, or by the aristocracy. They were created for Mercers, and Drapers. Fishmongers, Saddlers, Brewers, Vintners. People of any class, who took the trouble to learn a trade.

Inclusivity is the **essence of who we are** as a livery company.

The words are written on the back of the little card which I carry everywhere I go: “We believe in the power of marketing to deliver economic and social good.”

But what's written on the front, is even more important: “Mercatura adiuvat omnes.” Let marketing help everybody.



A Golden Jubilee Installation Dinner

Vladislav Dobrokhoto
Liveryman

On 29 January 2025, the Worshipful Company of Marketors gathered to celebrate the installation of our new Master, Julian Boulding, in a year of special significance – the 50th anniversary of the Company's foundation as a Guild on 1 April 1975. This Jubilee Year marks not just a milestone but an opportunity to reflect on our heritage, embrace tradition, and look ahead to an open and thriving future.

Hosting this year's installation dinner, Vintners' Hall provided a compelling historical parallel. In 1363, Sir Henry Picard, former Lord Mayor of London, Citizen and Vintner, hosted the kings of England, Scotland, France, Denmark, and Cyprus. This rare assembly of sovereigns represented diplomacy, commerce, and shared prosperity – an ethos that resonates with the Marketors' mission today.

The evening blended time-honoured rituals with a fresh perspective. The installation of our new Master was

accompanied by the passing of the Master's badge in a new, open and inclusive way. This tradition that symbolises continuity, stewardship, and renewal, previously performed during the court meeting preceding the feast, was for the first time completed openly with the Marketors and guests present in the hall. As our Master said, we cherish our traditions but also recognise the importance of being more open, adaptable, and forward-looking in our approach to business and society.

We were also delighted to welcome our newly-installed Wardens, who bring a wealth of experience and dedication to their roles. Their leadership will be instrumental in guiding the Company forward in the coming year, ensuring that we continue to uphold our values while embracing new opportunities.

The Master, speaking on behalf of Marketors, extended a heartfelt thank you to our Immediate Past Master, Professor Ian Ryder, who

led the Company with grace and vision over the past year. I had the privilege of hosting the Marketors in Finland in 2024 and spending three full days with Ian, getting to know him and his interests better. His



Guest speaker Danny McCoy

ability to inspire those around him left a lasting impact on me, and we are grateful for his leadership and dedication.

After consuming delicious food and exceptional wine, we welcomed Danny McCoy as our guest speaker for this special occasion. As CEO of the Irish Business and Employers' Federation, Danny has been a key figure in shaping Ireland's economic and social progress.

Danny spoke passionately about the transformative power of business in driving economic growth and social good. Speaking of challenges posed by Brexit, the Covid-19 pandemic, and shifting global economic trends, Danny reinforced the role of businesses in navigating uncertainty. He emphasised how corporations, through goodwill and trust, could serve as pillars of certainty, helping societies prosper even in turbulent times. Drawing upon the Marketors' commitment to brand trust and engagement, he encouraged the audience to continue championing the role of marketing as a driver of economic confidence and resilience.

During the evening, talking to my fellow Marketors and new acquaintances, I couldn't stop thinking of the five essential pillars that define marketing success. At the heart of it lies **brand trust**, the foundation of all great marketing, built through consistency, authenticity, and goodwill. Alongside trust is **customer engagement**, the ability to connect with audiences, fostering loyalty and advocacy. Yet, marketing is also about **looking forward**. Innovation drives success, ensuring businesses stay ahead of market trends, embrace new technologies, and challenge the status quo. Making **informed decisions** is just as crucial, with data and insights shaping strategies and optimising outcomes. Finally, **global reach** remains vital in an increasingly interconnected world, expanding influence across borders, embracing diversity, and fostering international collaboration.

These 'five kings' of marketing govern the evolving landscape of our profession, which we, the Marketors, are proud to represent.



In the Vintners' Hall Court Room on 26 January, we installed the new Master and invested the three Wardens. We also admitted Chris Harris and Simon Rhind-Tutt as Freemen.

Chris Harris



Chris studied Geography at Oxford and has since spent 30+ years explaining the connection to Marketing. The foundation of his marketing experience was five years at P&G, and he has since worked in travel, telecoms, automotive, luxury and retail for companies large and small.

Chris is the co-founder of OnCall-AutoMarketing, specialising in dealership marketing, and Emptor Associates, which offers marketing consultancy to larger companies. He combines a natural curiosity about what makes customers tick, with data, strategic thinking and digital know-how. Known for his hands-on approach, he quickly identifies issues and implements practical solutions, always keeping customer experience central.

Simon Rhind-Tutt



Simon is a dynamic business leader with over four decades of experience in marketing, advertising and relationship management.

He began his career at Benton and Bowles, then onto Y&R, earning an IPA Effectiveness Award, before becoming the first Marketing Director at Grey, where he helped double the size of the agency. As Marketing Director at Michael Peters & Partners, Simon secured major clients like British Airways and Bass Breweries. He later founded Wickens Tutt Southgate, growing it into a top 10 UK branding agency. Since 1998, he has led Relationship Audits & Management, enhancing client-agency relationships for global brands like Toyota, L'Oréal, and Dentons. Simon's expertise spans strategic consultancy, business growth and fostering global networks.



Members of the 2025 Court



L to r: Junior Warden David Cowell, Senior Warden David Elmer, The Master Julian Boulding, Middle Warden John Zealley



Julian Boulding is installed as the 2025 Master Marketer



Past Master Dr Roger Hood QVRM TD DL presents a copy of the 1975 Letters Patent confirming the Marketors Company to the new Master



Jules Owen (r) hands over the Consort's brooch to the new Consort, Anna Boulding.

LET'S SEE WHAT WE CAN DO TOGETHER

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Meet the Master

David Elmer
Senior Warden

Senior Warden David Elmer interviews the new Master, Julian Boulding

What were the defining moments in your early life?

At age 14 I was sent to a boarding school, which quickly taught me self-reliance, how to look after myself and work as a team member of my peer group. After leaving school, I took a job to earn some money and then spent it living in Italy for six months, initially in Venice with a group of similarly-aged Brits where it was easy to make friends. Then I moved to Florence where I didn't know anyone. This taught me that to flourish in an unfamiliar situation you need to start with a positive attitude and assume the people you meet are nice and treat them accordingly.

What about your business career?

After University I was keen to do something in the arts, perhaps acting or directing but that is very hard to get into and so I took a job selling ad space. This taught me that to develop strong relationships with my customers, you must really understand their mindset and way of thinking. It also taught me commercial awareness. My second job was as a Marketing Executive and from there I moved to an advertising agency.

You worked abroad for 10 years. How did you find that experience?

Very positive! I spent four years in Europe, four years in Latin America and two years moving between New York and London. It was a family decision and Anna and I thought it would be a very positive and broadening experience for the whole family. There are two types of expat. The ones who come in and tell everyone what to do and those who come in and listen, learn the language and local culture before they start making changes. Although the former can have more initial success, the latter is usually more successful in the long term. We took the second route, and Anna even joined a Brazilian choir.

What is your proudest achievement?

Starting my own company, the **network** one. I learned a lot about the advertising business in my 20s and 30s and met a lot of independent companies in a project I was working on for a multinational agency. It became clear that there was a gap in the market to connect brand owners with small independent agencies, so I set up my own shop. I have learned many new skills as a small business owner and the sense of achievement when I received my first payment was unforgettable.

What have you learned about motivating and influencing people?

The most important skill is listening, which is the key to success in both sales and marketing. The other learning is not to take short-term decisions about people, especially those from other cultures. People from other cultures often take longer to trust you, because they don't understand the nuances of our language and also cannot read facial expressions. They have to see what we do before we can gain their trust. Consequently, building long term relationships takes time but is ultimately very profitable.

Have you had a role model?

Not one individual, but I have observed many successful people, and cherry picked their best traits. What I have found more useful is to have a mentor who is more senior in the organisation, and I was very lucky to have one for 10 years.

What advice would you give your 21-year-old self?

Don't be nervous, give it a try, be confident but don't get arrogant. We all have something to learn.

What are your objectives for the year?

This is our 50th Jubilee year and it is for the whole company to celebrate. I want to include as many people as possible in our celebrations. We have a lot of new members who are very enthusiastic, experienced and from diverse backgrounds.

Together we can achieve great things provided we do three things: our values are clear; we believe in the power of marketing to deliver economic and social good to everyone; and we embrace the changes brought about by artificial intelligence.



Meet the 2025 Wardens

David Elmer
Senior Warden



David Elmer: Senior Warden

David joined the Marketors in 2018 and became a Court Assistant in 2021. He has served as Chairman of the Livery Committee, as Vice Chairman (Army) of the AFCC and as a member of the Education & Knowledge Development Committee. As Senior Warden he will be the Aim Champion for the Committees covering Events, Comms & PR, Awards, EK&DC, Heritage and Law & Marketing.

After reading Chemistry at Oxford, David's early marketing career was with Spillers Foods, BirdsEye Foods and then Walls Ice Cream where he built key adult brands, culminating in the development of Magnum.

Moving to Unilever's head office he became the SVP responsible for the food business in the Latin American and South Asia regions and then relocated to Latin America where he worked for 21 years, latterly as the regional director of Del Monte Foods.

On his return to the UK, he became Executive Chairman of Capsicana, a challenger brand in the Latin American Food sector, and negotiated its sale to a multinational in 2023.

He is a Fellow of the IOD and RSA, a member of the Marketing Society and a Marshall Goldsmith Coach. He is married to Jane with two daughters and four grandchildren. His interests include strategic marketing, branding, innovation and start-ups, as well as tennis, scuba diving, wine, theatre and opera.

John Zealley: Middle Warden

John joined the Marketors in 2005, becoming a Liveryman in 2006 and joining the Heritage Committee in the run up to the 40th anniversary celebration. He joined Court in 2022 and chaired the Livery Committee. In 2024, as Junior Warden, he worked with the Master and AIM 4 Chairs to produce the inaugural Marketors' Impact Report.

Now as Middle Warden, John's responsibility is AIM 3: 'Company'. This includes working with the Chairmen of the Membership, Fellowship & Livery/Tribe and Court Nominations Committees, as well as the Almoners to sustain the 'heart' of our Company to deliver its purposes.

Beyond his role with the Marketors, John divides his time equally between marketing-related advisory roles and not-for-profit activities. These include trusteeship of a number of 'skill building' bodies, including Oxford Brookes University, the Chartered Management Institute and the Chartered Management Consultancy accreditation.

Previously John was a marketer with Procter & Gamble and marketing strategist with McKinsey. Latterly, he was a Senior Managing Director with Accenture, serving multinational FMCG clients. He was a member of the global leadership team of Accenture Song, the leading marketing and digital agency.

John is married to Sue and has four adult children. He enjoys running, swimming, cycling and flying.



David Cowell: Junior Warden

David joined the Marketors as a Freeman in 2008, gained Freedom of the City in 2009 and became a Liveryman in 2016. He has served on the Heritage, Membership, Livery and AFC (Chair 2023) committees and as an Assistant Almoner. He is currently Chairman of The Marketors' Trust and, as Junior Warden, will also take on responsibility for the 'philanthropy committees' namely, Outreach, Mentoring, St Bride's and the Armed Forces and Cadets Committee.

David has held several Non-Exec and Trustee appointments and is currently Non-Exec Chairman of the Lincoln Science and Innovation Park, Non-Exec Chair of Lincolnshire Coop and Chair of the Audit and Governance Committee of the Anglican Diocese of Lincoln. He is active in his local community as a Churchwarden, Chair of Willoughton Parish Council and a Rotarian of some 36 years standing.

David's professional life was spent primarily within the telecommunications industry, firstly with British Telecom working in UK, Eire and mainland Europe and then many years with Cable & Wireless where he held several Executive Director positions, operating within Europe, Asia Pacific and the Americas.

His passion is to play a fuller role within the leadership of the Company; to work collaboratively to promote the Company and the profession of marketing; and to make a difference to people in the industry.

Reflections of a Sheriff's Consort

Dr Annmarie Hanlon
Court Assistant

The Sheriff's Consort, while supporting the Sheriff, Lord Mayor and Lady Mayoress and the City judiciary, is an ambassadorial role in its own right. When Past Master Andrew Marsden became Sheriff in 2022, he was supported by his partner and future wife, Marian Gamble, and they moved into the Old Bailey to take up their roles.

Living in the Old Bailey

Living in the Old Bailey is a privilege...although it's not The Ritz. The Sheriff's apartment is a cross between student accommodation and a two-star hotel. As the only privately-run court in the country, monies are spent on court costs, rather than accommodation! When Marian moved into the Sheriff's flat – which includes a combined sitting room and office, a bathroom, and a bedroom – it had just been renovated. But, as Marian discovered, the bedroom missed some essential furniture: there wasn't a dressing table nor a kettle for a morning cuppa. The kitchen was down the corridor and shared with the staff! There is no privacy: the bedroom opens straight onto the main corridor and both the footman (whose job it is to dress the Sheriff for civic occasions) and the cleaner would be in and out. No chance of a lie-in! The office similarly.

Marian says the staff at the Old Bailey were wonderful. When Andrew and Marian were married,

the staff were very excited and many volunteered to work at the weekend to help at the wedding reception which was held in the Great Hall with over 100 guests.

A wonderful experience

Being the Sheriff's Consort may appear to be just an endless stream of official dinners in 'posh frocks', but it is also about supporting charities and connecting with many people and businesses in the City.

Memorable events ranged from meeting a community sewing group in Golden Lane Community Centre; visiting St Joseph's Hospice; and attending the Thames Fishery Experiment in Gravesend seeing dozens of anglers

and school children take part in an annual fishing competition to catch and record fish, as part of an ongoing project to assess water quality.

One of the fascinating historic events was the swearing-in of the Sheriffs at the Quit Rents Ceremony, one of the oldest legal ceremonies in England. Here the 'rent' for two pieces of land – the exact locations of which have been lost – is paid for in the form of two sharp knives, horseshoes and nails. Prior to the ceremony, the Sheriffs 'show' themselves to the citizens of London by sailing down to Greenwich and back to Temple Pier where they are met by the judges and a police escort – two police officers on bicycles – and process to the Royal Courts of Justice for the ceremony.

Marian attended over 400 events in the year, often involving several changes of outfit every day. It was important to dress for the occasion and to follow City protocol – always guided by what the Lady Mayoress wore. Ball gowns were worn for formal dinners as well as tiaras for State occasions. For some events it was business attire, sometimes with hats, but on occasion the Sheriffs' Consorts weren't always fully briefed on the dress code. More than once, Marian needed to take a spare hat, just in case the Lady Mayoress was wearing one and she had to quickly put it on in the official car.

From formal events, to supporting businesses and charities, to handing prizes to schoolchildren, Marian said it was a wonderful time...the experience of a lifetime.



The testing of ale dates back to Roman times – and the Ale Conner has a fascinating and historical role that originated in medieval England. He (back then it always was a 'he') was a public official tasked with ensuring the quality and fairness of ale, one of the most popular and essential beverages of the time.

The origins of the role

The role of the Ale Conner can be traced back to at least the 13th century when the regulations surrounding the brewing and selling of ale became formalised. An Ale Conner was appointed by local authorities, such as the manorial court or the town council, to inspect ale brewed for public sale. The primary duties involved assessing the ale to ensure it met the required standards of taste, strength, and purity. This helped to protect consumers from substandard and potentially harmful products and ensure that brewers adhered to fair trading practices.

This position was crucial in a society where ale was not just a recreational drink but also a fundamental part of the daily diet and a safe alternative to often polluted water sources.

There were traditionally four Ale Conners within the City of London; amazingly the job still exists today.

The duties of the Ale Conner

The Ale Conner had a fairly simple task. He would visit a pub or brewery wearing leather breeches and, upon being given a pint of ale, would promptly pour half of it onto a wooden bench and then sit on the damp wood. He would consume the remainder as a reward – for the testing was not in the taste, but in how the ale dried out on the wooden bench on which he was sitting.

If after half an hour, when the man stood up, his leather breeches stuck to the bench, then there was too much sugar in the ale. Assuming the test was passed the conner would announce: "I proclaim this ale to be of good quality. God save the Queen (or King)."

Regulating and enforcing standards

Beyond assessing the quality of ale, Ale Conners were also responsible for ensuring that alehouses



What does an Ale Conner do?

Dr Trevor Brignall
Past Master

complied with local laws and regulations. They monitored the weights and measures used by brewers and merchants to prevent fraud and short selling. They had the authority to impose fines on those who breached the laws and to shut down establishments that repeatedly violated standards. This regulatory function was vital in maintaining public trust and ensuring the economic stability of the brewing industry.

The evolution and decline of the role

As brewing technology and public health standards evolved, the specific duties of the Ale Conner began to change. By the 19th century, more sophisticated methods of quality control and regulation emerged, reducing the need for the traditional Ale Conner. Professional inspectors and public health officials gradually took over many of the responsibilities associated with the role. However, the historical importance of the

Ale Conner remains a fascinating chapter in the history of public health and regulation.

Is the role purely ceremonial?

Like many City of London posts now, it is ceremonial. Ale testing is still conducted a few times a year in the City – typically when a new public house is opened. And some livery companies will invite an Ale Conner to officiate at one of their social events held in a City pub.

While the role has evolved and nearly disappeared, its legacy endures as a testament to the importance of quality control and public health in communal life.

Appointment of Ale Conners

Four Ale Conners are elected at Common Hall, along with the Sheriffs and other officers on Midsummers Day. Any Liveryman, male or female, can stand for election for this role. Anyone interested?

2024 Charity Grants Programme winners

Conor Gunn
Liveryman and Marketors' Trust
Committee member



Photograph by Ewan Michael Riley



In London, around 42,000 people go missing every year, with 10% of those being the highest risk and most vulnerable in our community.

The aim of The Marketors' Trust Charity Grants Programme is to inspire and enable smaller charities to run marketing campaigns in support of their cause. Here are the 2024 winners, announced in December last year.

In the fourth year of this initiative, The Marketors' Trust is proud to award a total of £30,000 in grants to six extremely deserving charities.

The top grants of £10,000 each have been awarded to London Search and Rescue and to Warrington and District Deaf People. Park Yoga, Spark Foundation, Long

Covid Support and Jewish Action for Mental Health each receive £2,500.

Top grant winner: London Search and Rescue (LonSAR) supports the Metropolitan Police and City of London Police in locating vulnerable missing individuals, helping to prevent avoidable loss of life. As a charity, its professionally-trained volunteers provide life-saving services 24/7, year-round, regardless of the weather. They assist despondent, suicidal, elderly individuals, and those experiencing severe mental health challenges or dementia.

However, LonSAR faces challenges including low public awareness and a limited understanding of its dependence on charitable funding. This restricts its ability to secure the donors, volunteers and resources required to address London's growing number of missing persons.

LonSAR will be using the grant to develop a marketing campaign focused on creating a more inspiring, engaging and impactful way to raise awareness, funding and support; both online, and in the community. It will allow LonSAR to deepen its engagement, and grow its profile, income and operational capability to support the emergency services to the extent that London requires.

Top grant winner: The Warrington & District Society for Deaf People (WDS DP) is dedicated to empowering the deaf and hard-of-hearing community in Warrington and surrounding areas. Its mission is to enrich the lives of deaf individuals by providing a wide range of services and activities that foster inclusion, promote education and celebrate cultural engagement.

WDS DP will use the grant to create a comprehensive campaign



designed to provide the deaf community and their families with a centralised hub for guidance and accessible information. This initiative aims to enhance the physical and mental well-being of individuals while fostering a stronger, more connected community that supports and celebrates deaf and hard-of-hearing individuals in our area.

A key focus of the campaign is to reduce the isolation and segregation experienced by many deaf people, offering them a safe and supportive environment where they can thrive. By bridging the gap between the hearing and deaf worlds, the campaign seeks to promote a fully inclusive and cohesive society.



The Spark Foundation supports young people living in England and Wales aged 25 or under who are, or have been, in care. Its mission is to empower young people from the care system to advance and enrich their lives, ensuring they have access to the same opportunities and support typically available to their non-care-experienced peers.

The foundation will use the grant to produce a powerful video showcasing the profound impact small grants can have on the lives and opportunities of young care leavers. This initiative not only promotes the charity's services but also celebrates its 21st anniversary of providing dedicated support to care leavers.

Park Yoga was established in Dorset in 2017 to offer free outdoor yoga sessions on Sunday mornings from May to September, with the goal of improving participants' health and wellbeing. Since its inception, it has grown into a national charity with 48 venues across the UK. Open to everyone – regardless of experience, age or gender – Park Yoga partners with local organisations to engage



communities, fostering an inclusive atmosphere that encourages ongoing yoga practice and a deeper connection to nature.

Park Yoga currently attracts a diverse group of participants, with 92% women, 21% aged 65 and older, 10% from culturally diverse communities, 22% living with disabilities or life-limiting health conditions and 14% residing in areas of deprivation. Recognising the potential to expand its reach, Park Yoga is committed to engaging even more individuals, including inactive participants, to join and benefit from the sessions.

The Marketors' grant will support Park Yoga's outreach programmes, enabling the charity to extend its positive impact on health and wellbeing in local communities.



Long Covid Support is a national, user-led charity dedicated to supporting individuals affected by Long Covid across the UK. The charity focuses on three key areas: advocacy, research involvement and peer support.

It will use the grant to support the Long Covid Awareness Day: an initiative aimed at raising awareness and celebrating the work of Long Covid Support.

Central to the campaign is a collaborative art project led by an artist from Wimbledon College of Art who has personal experience with Long Covid. This project involves creating a banner featuring the charity's name, adorned with personalised ribbons contributed by members of the charity's Facebook

support group, which boasts 65,000 members. Each ribbon will represent a unique story, symbolising the collective experiences of those affected by Long Covid, while showcasing the charity's significant reach and impact.

The banner will take centre stage at an event hosted at the Lyric Theatre in Hammersmith. Additionally, a film capturing the banner and its creation will form the foundation of a social media campaign, further amplifying awareness and support for the Long Covid community.



Jewish Action for Mental Health (JAMH) exists to provide culturally sensitive mental health support tailored to the unique needs of the Jewish community. Its mission is to ensure that individuals facing mental health challenges receive the care, guidance and resources they need in an environment that respects their cultural and religious practices.

The charity will use the grant to raise awareness and support for JAMH's 2025 fundraiser, which seeks to sustain and expand vital mental health services.

The campaign will use a variety of channels, including social media, email, newsletters and events to reach a wider audience. It aims to raise visibility by showcasing JAMH's essential work, boost donations through impactful storytelling, and inspire community participation to expand its network of advocates.

Congratulating the winners, David Cowell, Chairman of The Marketors' Trust, said:

"We were looking for campaigns that demonstrate creativity, passion and clear objectives. The winning charities proposed excellent well-thought-out campaigns that will achieve significant results. Our aim is to support causes that are committed to making a real difference, with a marketing strategy that maximises impact. In selecting this year's winners, we believe we have done so."

Global marketing: the challenges and opportunities

Raoul Pinnell
Liveryman

Raoul Pinnell, who worked for Heinz, Nestlé, Prudential, NatWest and Shell, explores marketing lessons learned on the world's stage.

Group think

Successful companies constantly hone and improve but 'group think' can take over and restrict out of the box ideas. Marketing, given its customer focus and creative inputs, is a good place to challenge an organisation internally and positively. It can bring the outside world into the inside world of a company.

Often good products can travel and gain traction in new markets but what are some of the things that one might wish to consider?

What's global and what's local?

Global companies develop highly efficient supply chains. Companies like Heinz probably know more about tomatoes than anyone else. For example, what types of tomato plant and varieties should be planted and in what conditions; the optimum moment for them to be harvested; how they should be transported; and how they should be processed for use in different products from soup and ketchup to beans and spaghetti. They will internally share their knowledge to their markets. In a competitive world, such an approach delivers both a barrier to entry and the advantage of lower costs of production.

When it comes to local consumer tastes and preferences, Nestlé has learned when and how to dial up a focus on instant coffee and when to dial it down, as historically many tea-drinking cultures have a higher predisposition to instant coffee. Or how to respond by using local knowledge, such as the launch in Japan of cold coffee in a can from a vending machine in small local shops.

While Shell considers it might be efficient to develop a global standardised template (such as in its single-design website to be used in all its markets), it will leave decisions such as self-serve or attendant service and the range of products stocked in service station shops to be decided locally.

Being global does not mean forgetting local.

Product transfer

Might something that works in one market work in another?

Companies like Nestlé encourage executives to investigate developments in other markets. Decades ago, Lean Cuisine, which sold a range of healthier frozen ready meals at under 300 calories, introduced them to the UK. It challenged a sector full of industrialised shepherd's pie type meals and it proved to be a game changer in the UK as well. A local insight can become a global insight.

Leveraging success across markets can be good for consumers and as product development and capital costs can be spread across a wider footprint. It is also good for shareholders.

A local eye on global

Watching trends in other markets is also important to local brands.

In the 1990s financial services companies started to expand both their territorial footprints and product and service offerings.

Prudential in the UK introduced a new stylistic logo which helped it to both resonate with its historical customer base and a new generation while also assisting in the strategic expansion of Prudential from the West to the East.

National Westminster Bank rebranded to NatWest following the global trend for banks planning to expand their products and services offer. The change to NatWest meant that it could support a new customer proposition summed up with the strapline of being 'more than just a bank.'

Local can go global.

This issue is also pertinent in a modern world where all local actions of companies are no longer constrained by local media channels. Posts, tweets and videos on X, Facebook, Instagram, YouTube etc can instantaneously

Photo credit: 78931842 | Nestle © Chris Dorney | Dreamstime.com



go global. Reminders to all local managers of this modern reality is important. Responses from customers such as boycotts in markets far away from a local action could destroy shareholder value.

Tracking customer satisfaction

Hopefully a focus on customers will be built into executives' performance reviews and bonuses and customer satisfaction will receive airtime at local and global board meetings.

However, caution might be needed when comparing different countries with each other. Customer responses can vary due to different cultural mindset: some cultures respond positively to the rejoinder 'have a nice day', whereas others might see it as insincere. To differing degrees some customers in some markets welcome global products and brands but in other markets might reject them.

Customer expectations might also vary by market given different cultural contexts or competitive environments, for example where a product comes from, or is made, can sway consumers to different degrees.

However many companies have found that customers living in urban cities in different parts of the world have more in common with each other than with rural-based customers in their own country.

Advertising

Creative breakthrough can be helped with a big idea and a big budget backed up by market research in local markets across the world. Shell refuelling plane refilling a Ferrari F1 car on a road is one such example. The message 'Shell fuels Ferrari' didn't need to be said. Dramatic filming and music did the job. But the film could never have been made if its costs would have had to be borne by one

market. <https://www.youtube.com/watch?v=tJUBtmCbrjo>

Sponsorship

Brands with global ambitions can benefit from associations with other global brands which might broaden the appeal or bring in new customers.

Some might conclude that a brand such as Shell is quite 'functional' (ie petrol is something of a utility which keeps a car going). However, to a significant customer segment its sponsorship and association with Ferrari might bring 'emotional' elements of both technical excellence and passion. Understandably this varied, but overall it added a positive dimension in most markets of the world.

Brands

Brands should be seen as having a value, and as assets of a company and its shareholders. Perhaps brand value would receive more care and attention if it were itemised by country and on the balance sheet of a company?

In any event, brands in a global world contain intellectual property that needs to be robustly and legally protected. Great brands have good pulling power and help to establish easy recognition, preference and repeat purchases.

However, it is also critical to understanding what customers value locally behind the 'brand proposition'. For example, in a Shell petrol station, might customers be

looking for great petrol or clean toilets, or a combination of both and might these elements differ by country?

Licensing and franchising

Companies with great products and brands can expand their global footprint with lower capital employed by developing a license model that generates a royalty income for the owner.

In addition, a franchising model can release the local energy of local people and their investment and commitment behind a global brand.

Franchisees like brands with higher competitive preference (often honed from what they have learned from operating in many markets) as they can generate a higher footprint from their invested capital.

There will of course be a need to develop extensive manuals, controls and guidelines but the exercise itself might also highlight further improvements that could be made to a productive and efficient 'standardised model'.

Consideration should also be given to trademark protection and where to locate the management and ownership of the brand asset. There might also be beneficial tax considerations; for example, Shell Brands International is in Switzerland.

Power of marketing

Marketing's focus on listening and responding to the customer works best when one thinks both global and local.



Photo credit: 185117668 © Andrei Ionescu | Dreamstime.com

Competition as a catalyst

Omaid Hiwaizi
Livoryman
Dr Sunila Lobo
Livoryman

Omaid Hiwaizi and Dr Sunila Lobo discuss how monopolies stifle innovation and what we can learn from brands.

In the ever-evolving world of marketing and communications, competition is the lifeblood of innovation. It drives creativity, pushes boundaries, and ensures that consumer needs are met with ever-improving products and services. Yet, the spectre of monopolies looms large, threatening to stifle this dynamic ecosystem. Monopolies, by their very nature, concentrate power and control, often at the expense of competition, innovation, and ultimately, the consumer.

The downside of monopolies: stifling competition and innovation

While monopolies can provide stability and ensure high standards within a profession, they often come at the expense of competition and innovation. In the absence of competitors, monopolistic organisations have little incentive to improve their offerings or adapt to changing consumer needs. This stagnation can have far-reaching consequences, particularly in fast-moving industries like marketing and communications.

A monopoly over a particular field can lead to complacency, as the organisation faces no pressure to evolve or improve. This is particularly

problematic in a field like marketing, where innovation is essential to staying relevant. The rapid rise of digital marketing, for instance, has transformed the industry, requiring professionals to constantly adapt and learn new skills. A monopolistic organisation that fails to keep pace with these changes risks becoming obsolete.

Commercial brands and monopolies: lessons from the marketplace

Consider the tech industry, where monopolistic practices have come under increasing scrutiny. Companies that dominate their markets often use their power to

suppress competition, either by acquiring potential rivals or by creating barriers to entry. This not only limits consumer choice but also slows the pace of innovation. Without the pressure of competition, dominant firms may prioritise maintaining their market position over developing new and better products.

In the consumer goods sector, monopolies can also have a detrimental effect. Consider the soft drinks industry, where Coca-Cola and Pepsi have long dominated the market. While these brands have driven significant innovation in marketing and distribution, their dominance has made it difficult for smaller, niche brands to compete. This lack of competition can lead to stagnation, as the dominant firms have little incentive to innovate or improve their products.

Similarly, in the pharmaceutical industry, monopolies can have serious consequences for consumers. When a single company controls the patent for a life-saving drug, it can charge exorbitant prices, putting the drug out of reach for many patients. This not only harms consumers but also stifles innovation, as other companies are unable to develop competing products.

Another example can be found in the food and beverage industry. Nestlé, for instance, has been



Photo credit: 124289859 © Raffaele1 | Dreamstime.com



criticised for its monopolistic practices in the bottled water market. By acquiring numerous smaller brands, Nestlé has been able to control a significant portion of the market, limiting consumer choice and stifling competition.

In the retail sector, Amazon's dominance has raised concerns about its impact on small businesses and competition. By leveraging its vast resources and infrastructure, Amazon can undercut competitors on price and offer a level of convenience that is difficult to match. While this has benefited consumers in the short term, it has also led to the closure of many small businesses, reducing diversity and innovation in the marketplace.

The role of competition in driving innovation

Competition is a powerful driver of innovation. When organisations compete, they are forced to differentiate themselves, whether through the quality of their offerings, the creativity of their solutions, or the value they provide to their members. This dynamic environment benefits not only the organisations themselves but also the broader profession and, ultimately, the consumer.

In the context of marketing, competition has led to the development of new tools, techniques, and strategies that have transformed the industry. From data analytics to artificial intelligence, the rapid pace of innovation in marketing is a direct result of the competitive pressures that drive organisations to push boundaries and explore new possibilities.

Embracing competition for a brighter future

While monopolies can provide stability and ensure high standards, they often come at the expense of competition and innovation. In a world that is constantly evolving, organisations must embrace competition as a catalyst for growth and improvement.

Private dinner with Baroness May

Zoe Phillips
Liveryman

On 26 November 2024, then Master Prof Ian Ryder and Honorary Liveryman Alderman Prem Goyal OBE organised a dinner for The Rt Hon the Baroness May of Maidenhead in the Aldermen's Dining Room at Guildhall.

There were 26 places allocated to Marketors, generously sponsored by Prem Goyal. The remainder of the guests included Chris Hayward, Policy Chairman of the City of London Corporation, as well as Common Councillors, Aldermen and other representatives from the City of London Corporation.

Theresa May, herself a Marketor, highlighted the City of London's often misunderstood contributions beyond finance, including education and charity. She praised the Marketors for their vital, unseen work and encouraged their efforts to improve the City's perception.

She reflected on the past era of stability and optimism, noting the shift from a world of liberal democracy triumphs to rising concerns about its future. She cited political challenges in Europe and globally, as well as polling that shows younger generations increasingly distrust democracy, instead favouring authoritarian leadership from, discouragingly, 'strong male figures'. Baroness May stressed the importance of defending democratic values, especially in today's polarised, absolutist world, exacerbated by social media. Unlike past local debates, platforms now amplify extreme views, eroding compromise and reasoned discussion.

Sharing her experience, she referenced *One Life*, a film about Nicholas Winton and the Kindertransport, emphasising that "compromise is not a dirty word". Yet, today's political climate rewards absolutism, adding unpredictability to governance.

Baroness May also discussed her work on modern slavery, driven by her role in creating the UK Modern Slavery Act. She established a

Global Commission on Modern Slavery and Human Trafficking, collaborating with governments, businesses, NGOs, and survivors. The commission addresses forced labour across industries, from domestic servitude to cobalt mining in the Congo, highlighting corporate responsibility in supply chains.

She urged businesses to consider slavery's moral and reputational implications and the link between climate change and exploitation. Employees, especially younger generations, increasingly demand action from employers. She concluded with a call to protect democracy and eradicate slavery, emphasising its presence even in the UK, such as cases involving labour exploitation in a well-known fast-food chain. These efforts, she argued, are essential not just morally, but for sustainable and ethical business practices in the modern world.

After her address, Baroness May took questions from the guests and a lively 30-minute Q&A session ensued.



Dr Annmarie Hanlon
Court Assistant

Our sanctuary in the City: St Bride's

St Bride's in Fleet Street is the affiliated church of our Company and welcomes Marketors of all faiths and none. As well as services, there are lunchtime choral recitals at 1:15pm on most Tuesdays and Fridays. The Sunday services with a renowned professional choir are open to all.

The Reverend Canon Dr Alison Joyce is our Honorary Chaplain and supports the Marketors in many ways, at our great events and promoting our name and fame in the City. The WCM's St Bride's Committee comprises Rhian Pamphilon, Past Master John Fisher, Dr Annmarie Hanlon, Jo Herman, James Irving (St Bride's Development Manager), the Reverend Canon Dr Alison Joyce (Rector) and Matt Wilke (Social Media Liaison).



There are a number of events planned in 2025:

- Beating the Bounds (Date TBC, early evening in early summer)
- History Tour with Fellowship (Date TBC, early autumn)
- Remembrance Sunday service (9 November at 10:50)
- Communications Industry Carol Service (8 December at 18:30)

All Marketors are welcome and are encouraged to bring family and friends.

As St Bride's reaches its 1500th year, and as the Marketors celebrates its 50th anniversary, we welcome new committee members to help organise further events and bring this remarkable resource and history to further generations.

Access the St Bride's website:



Photograph © John Fisher

Photograph by Ian Bozic

Communications Industry carol service

Rhian Pamphilon
Honorary Treasurer

In December 2024, we celebrated the 60th anniversary of the Communications Industry Carol Service at St Bride's Church. This event was established by the Publicity Club of London; its mantra was 'Building an Industry' and it represented all sides of the publicity professions.

While the club itself has not survived, its spirit continues in the annual Communications Industry Carol Service at St Bride's Church, which remains a tribute to all those pioneering marketing, advertising, sales and media people who came together to celebrate their industry and Christmas, irrespective of professional or religious affiliations.

The Worshipful Company of Marketors is a key participant in the Service which this year featured a Christmas message from Claer Barrett, Consumer Editor of the Financial Times. Claer sang the praises of financial literacy and followed up her presentation with a cheering article on the enduring value of London churches as a place of community and moral support.

With uplifting music from the choir and orchestra of St Bride's, the Communications Industry Carol Service always rounds off the year with a thoughtful festive flourish. Mark your diary now for Monday 8 December 2025 at 6.30pm, and we hope to see many Marketors continue this tradition.

BOOKSHELF

The Board Game

Past Master Brian Scanlon & Stephen Schneider



I attended the launch of this book in 2012. It was a good read then. With another decade of boardroom experience under my belt... it is an even better one now.

The book explores the differences between being a manager and a board member, and the success criteria required: objectivity, teamwork, professionalism, influencing skills and, above all else, leadership.

"Management is the process of making happen that which is agreed, whereas leadership is the

process of making happen that which is needed."

A CEO is the 'superintendent' of the assets owned by shareholders, whereas the board is the company's strategic forum, not a place to re-run tactical and operational decisions.

A good board will comprise a group of leaders committed to a common strategic vision, in pursuit of an uncompromised delivery, all within a framework of ethical behaviour...a weak one, a collection of egos seeking approbation.

Whilst authority derived from personal stature and reputation is the most important characteristic of individual success, without judgement all else is worthless... and good judgement comes from mobilising the collective experience of the board's members.

Andrew Marsden
Past Master



Digital or print: which is the real climate culprit?

Steve Pailthorpe
Court Assistant

In an age where we're all trying to be a little greener – recycling our coffee cups, swapping plastic straws for paper, and pretending to enjoy oat milk – the big question for us, the Marketors, is this: should you be reading this magazine in print or digitally if you care about the planet?

It's a conundrum worthy of a City of London debate, preferably over a fine claret. After all, the Worshipful Company of Marketors is proudly part of the Livery Climate Action Group, a collective effort to reduce our carbon footprint and ensure that our traditions are not only preserved but also sustainable. As part of this initiative, Past Master Dr David Pearson has chaired our newest working group, with Court Assistants Steve Pailthorpe and Martin Ashton reviewing the environmental impact of this very magazine. Their findings? The answer isn't as obvious as you might think.

The case for print

The first assumption many people make is that paper equals trees, and trees equal environmental destruction. But in this case, that's simply not true. Our magazine is printed on FSC-certified paper, meaning that not only does it come from responsibly-managed forests, but it is also carbon zero and 100% recyclable.

Even the envelopes we use are FSC-certified, so they too can be recycled instead of languishing in a landfill. The ink? Not your standard petroleum-based goo – our printers use bio ink, an eco-friendly alternative that minimises environmental impact.

And what about the electricity used in printing and the postage? Well, our printers go the extra mile by offsetting every carbon outgoing by planting sustainable forests to balance out emissions. In short, reading this magazine in print isn't just not bad for the environment – it might actually be better.

The hidden cost of digital

Ah, but digital must be better, right? After all, there are no trees involved, no delivery trucks, and no ink stains on your fingers.

Not so fast.

While the convenience of digital is undeniable, the hidden environmental cost of storing and reading digital content is often overlooked. Every document, email, and image has to be stored somewhere – usually in a vast data centre that consumes staggering amounts of electricity. These digital fortresses of information require constant cooling, maintenance, and energy, meaning every time you open an email or read a digital

magazine, you are – quite literally – burning through electricity.

Add to this the carbon footprint of the servers, the cloud, and the endless number of devices we use to consume digital content, and suddenly, digital isn't looking quite so eco-friendly.

The verdict? Print wins (this time)

Given all of this, the most sustainable way to enjoy your MARKETOR magazine isn't by scrolling through it on a power-hungry device – it's by flipping through the pages in print, guilt-free.

Of course, this isn't a free pass to start hoarding magazines like an old-school newsagent. The key is to recycle your copy once you're finished – or better yet, pass it on to a colleague who hasn't had the pleasure of reading it yet.

As we continue our journey towards greater sustainability as a livery company, we are committed to reviewing, refining, and reducing our carbon footprint across all areas. Whether it's print or digital, the key takeaway is that thoughtful consumption is what matters most.

So, next time someone asks whether you're reading this magazine in print or online, you can confidently say: "I'm reading it in print because it's better for the planet – would you like to borrow it when I'm done?"

Photo credit: 161081206 © Lovelyday12 | Dreamstime.com

Do you wish to serve on a committee?

Our committees are organised in a way that helps ensure we deliver on our four Aims. Contact the Chairmen listed below to find out more.

Aim 1: Serving the civic City and upholding livery traditions

The Aim 1 Committee works to raise your awareness of civic City and to promote participation in civic affairs. We also serve as the liaison with the Financial Services Group (FSG) of livery companies.

Chairman: Dr Trevor Brignall
trevor.brignall1@virginmedia.com

Aim 2: Marketing practitioner and educational leadership and excellence

Awards

Our role is to encourage, recognise and reward marketing excellence through academic awards and bursaries working in collaboration with Business Schools and Universities. All these awards are funded by The Marketors' Trust.

Chairman: Prof Phil Harris
philharris007@gmail.com

Education and Knowledge Development (EKDC)

We support the successful development of marketing practitioner and educational leadership. We also get involved in the Livery Careers Festival every year, helping encourage school pupils to consider marketing as a career.

Chairman: vacancy

Heritage

Our remit is to preserve the history of our Company by collecting, annotating and cataloguing written and visual records of our activities. We also curate and display the Company's treasures.

Chairman: Sunila Lobo
heritage@marketors.org

Law and Marketing

Our role is to consider the impact that planned legislation will have on our members and the industry in general. We also publish articles, hold events or conferences to communicate relevant content to Marketors.

Chairman: Jeremy Stern
jeremy.stern@promoveritas.com

Aim 3: Attracting, supporting and involving our members

Membership

Our objective is to attract and recruit suitably-qualified candidates to join the Company and to propose them to Court. We also manage enquiries, organise open evenings and interview candidates.

Chairman: John Jeffcock
membership@marketors.org

Fellowship & Livery

The Fellowship part of our role is to ensure new Freeman are welcomed when they join us. We also develop a range of Fellowship initiatives, including our Special Interest Groups and The Tribe. Our other role is to recommend potential new Liverymen to Court and mentor these Freeman through the process of becoming 'fully clothed' Liverymen.

Chairman: Martin Ashton
fellowship@marketors.org

Court Nominations (CNC)

The role of the CNC is to identify from the membership future leaders of the Company who will join our Court and, potentially, become Master. We also interview nominees and make recommendations to Court.

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

Mentoring

The Mentoring Committee helps members with guidance and support through regular mentoring. We also have relationships with a number of universities, providing mentors from the Company for their final-year students.

Chairman: Peter Rosenvinge
p-rosenvinge@sky.com

Almoners

The team of Almoners provides a confidential befriending service to any Marketor who is facing a difficult time such as physical or mental illness, bereavement, unemployment, relationship breakdown or loneliness.

Chairman: Steve Pailthorpe
steve@iconicdigital.co.uk

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

Armed Forces and Cadets (AFCC)

The AFCC works to maintain the Company's links with our armed forces affiliates. We also support outreach projects as well as attend events such as capability exercises, dinners, receptions and military briefings.

Chairman: Tony Norton
tony.norton51@gmail.com

Outreach

Through our pool of Outreach Directors, our pro-bono work involves offering marketing advice and guidance to charities and non-profits that can't afford the professional fees for sound, relevant marketing support.

Chairman: Vanella Jackson
outreach@marketors.org

St Bride's Church

You can engage with St Bride's in a number of ways. For example, by attending the Communications Industry Carol Service or our Blessing of the Master service, or by volunteering as a steward or by working in the shop.

WCM Contact: Rhian Pamphilon
rhianpamphilon@btconnect.com

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

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

Communications and PR

The objectives of Comms & PR are to inform the membership, the City and the wider marketing profession about the Company and our activities.

Chairman: Max Richardson
communications@marketors.org

Events

The Events Committee promotes and delivers the Master's programme of events for his/her year, helping to provide value to members and to foster fellowship.

Chairman: Neil Buckley
events@marketors.org

All change at our affiliates

Susan Rawlinson
Court Assistant

This year we are looking forward to welcoming a change of Commanding Officers at three of our Affiliates: HMS ST ALBANS; 151 Regiment, Royal Logistic Corps; and RAF Cranwell. The Armed Forces and Cadet Committee look forward to working with them and continuing to support the essential work that they do. We would like to thank the previous Commanders, Cdr Helen Coxon, Lt Colonel Ed Lewis and Group Captain Tina Jessop for their support of the Marketors and wish them all the best in their future endeavours.

Commander Matthew R Teare Royal Navy: Commander Royal Navy

Commander Matthew Teare assumed command of HMS ST ALBANS in September 2024 at the start of the ship's Force Generation for global operations, following an extensive refit.



Commander Matthew Teare RN

He was born and raised in York and studied Automotive Engineering at the University of Coventry before joining the Royal Navy as a Direct Graduate Entry Warfare Officer in 2008.

Commissioning from Britannia Royal Naval College in 2008, he completed his professional training before being assigned as the Navigating Officer in HMS QUORN.

During his career, Matthew has gained the BAE top academic and student awards in Mine Warfare, the Service Warfare Officer Association prize for top student and the Ogilvy Medal for top student on completion of his Advanced ASW training in 2019.

In 2018 he was assigned to HMS WESTMINSTER as the Operations Officer, starting a period of high readiness duties and international Defence Engagement deployments. Between 2021 and 2024 he Commanded three Hunt Class MCMVs: HMS CATTISTOCK, HMS BROCKLESBY, and HMS CHIDDINGFOLD. This period included a highly rewarding UK programme in support of the Queen's Platinum Jubilee, Falklands 40 and the Armed Forces Day National Event, followed by eight months of deployment in international operations.

Lieutenant Colonel Andy Balchin: Commanding Officer 151 Regiment RLC

Lieutenant Colonel Andy Balchin joined the Army in September 1998 as an apprentice Plant Operator Mechanic in the Royal Engineers. Following an initial posting to Hameln in Germany, he began officer training at the Royal Military Academy Sandhurst in 2003 and commissioned back into the Royal Engineers in April 2004. After a very rewarding 15 years, he left the Regular Army in Dec 2013 and joined the Army Reserve in 2014 as a staff captain in 151 Regiment RLC. Since then, he has served as Officer Commanding 240 Sqn and Regimental 2IC of 158 Regiment RLC.

He has completed numerous overseas deployments in Afghanistan, the Falkland Islands, Canada, and Jamaica as well as exercises in Oman, Cyprus, Gibraltar, America and Poland.



Lieutenant Colonel Andy Balchin

Wing Commander Thornton: Station Commander RAF Cranwell

On 24 January, RAF Cranwell bid farewell to Station Commander Group Captain Jessup and welcomed Wing Commander Thornton to the role.

In a short handover ceremony in front of the Station Headquarters, Group Captain Jessup said; "It has been a real privilege to command RAF Cranwell. Thank you to everyone who has supported me over the last two years, and I'd like to wish Wing Commander Thornton all the best in his new role."

On taking up his new appointment Wg Cdr Thornton said, "I am delighted to be taking over as Station Commander RAF Cranwell. I look forward to getting to know and working with everyone under my Command."



Handover ceremony in January 2025 from Group Captain Jessup (right) and Wing Commander Thornton

Using social value impact to breakdown barriers

Dr Theresa Robberts
WCM Marketing Thesis
Award winner

It is always good to see our Worshipful Company of Marketors' award winners making a difference in society by dealing with complex issues. We aim to keep members updated of the education and research impact of the Company's award winners.

Dr Theresa Robberts studied for her doctorate at the University of Chester and was presented with one of our prestigious Marketing Thesis Awards at the Mansion House in July 2023. She was aided by her guide dog Kaz, as many will recall. The title of her doctorate was Small and Medium Enterprises (SME) and Corporate Philanthropy.

On 2 December 2024 Dr Robberts presented a major report to parliamentarians and policy watchers at Westminster on using social value impact to break down barriers in society.

Theresa addressed the audience and commented: "At Avanti West Coast, social value is part of our DNA. Like a train on a track, it runs through our veins. It builds up the communities we serve by removing barriers and taking our customers not just from A to B, but from A to Opportunity. This year we have created £345 million in social value, almost a two thirds increase on last year, as we work towards our target of hitting £1 billion by 2031.

"Avanti West Coast's social value report is a celebration of our determination to look after our people, planet, communities and customers. We want to ensure social value is embedded in everything we do. It is at the core of Our Responsible Plan that every decision we make as a business can deliver positive change. Through work with industry experts like the Rail Safety and Standards Board we can make cleaner, more sustainable rail travel a reality, and measure the impact this has on society.

"We are pleased to be in partnership with the Purpose Coalition, who have supported us in ensuring we are working towards concrete,

measurable improvements with a focus on removing barriers within our communities. The report is a celebration of this work we do in our communities to remove barriers and create opportunities, including:

- Enriching the lives of more than 8,000 children, through our schools engagement programme, Feel Good Field Trips and numerous station-led events.
- Hosting more than twice the number of community events and programmes at our stations compared to last year.
- Supporting 76,633 customers through Passenger Assist.

"Being visually impaired means I have lived experience of the impact removing barriers in areas such as education, health and employment can have. I am pleased that in the past year our teams have supported thousands of customers, providing information and assistance to ensure hassle-free journeys and making their

lives easier. We have also taken an innovative approach, ensuring our new trains have improved wheelchair spaces, better accessible toilets, and Braille and large print labels on seats, and with Good Maps, a wayfinding indoor GPS, helping customers find their way around our stations.

"The rail industry gives independence to its customers with disabilities and special needs. I am incredibly proud to work at an organisation committed to making such a positive change and privileged to work with colleagues who I know are as driven as I am to deliver on this commitment. We hope to be able to continue to work with stakeholders to build on all that is set out in our report, so together we can deliver even more social value."

If you know of a great doctoral thesis in the marketing area, student and supervisor that should be acknowledged and rewarded do let the Awards Committee know.



What does the future hold?

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

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

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

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

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

What happens when commerce moves at the speed of culture?

And what happens when the culture bites back?

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

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

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

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

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

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

.monks

Monks is a digital-first partner built for now, near and next.
Get in touch – joanna.cotton@monks.com

The joys and purpose of being a Marketer

Martin Ashton
Court Assistant & Fellowship and
Livery Committee Chairman

As we celebrate the Marketors' 50th anniversary, it's worth revisiting our founding principle: "We believe in the power of marketing to deliver economic and social good".

This vision is as vital today as ever. As Freeman and Liverymen, we have a unique role in keeping it alive – whether through committee work, events, the Marketors' Trust, Outreach, mentoring, or other charitable endeavours. Our first-class events, like the recent Baroness May dinner, showcase our impact and connect us with some of the City of London's most influential figures.

Over the December festive break, while catching up with family abroad, I got an unexpected question: "I see you on social media at these grand events in stunning locations, all dressed up. What's that all about?"

That simple question sparked a lively chat about livery companies, their historic roots in the City of London, the Marketors, the Lord Mayor, and centuries-old traditions. I explained the Freedom of the City of London and its quirky privileges – like the right to drive sheep across London Bridge! I even shared photos of myself taking part in the Worshipful Company of Woolmen's annual sheep drive and the ever-fun pancake race in fancy dress. My cousin was amazed. She had no idea the City of London was steeped in such ancient traditions.

The pageantry of livery dinners – Masters and Wardens in gowns and badges, newly-clothed Liverymen in resplendent green robes – and the enduring customs make being

part of a livery company uniquely enriching. Yet, when asked why I joined, my answer boiled down to two words: **giving back**.

It's often surprising to learn that livery companies are among the UK's top six grant-making entities. According to the 2022 Pan Livery Report, their charitable giving reached £75 million – a 4.4% increase from 2020. This philanthropy underscores the enduring relevance of livery companies today.

The Marketors embody this spirit of giving back through the Marketors' Trust, Outreach, and Mentoring initiatives. These programmes allow members to support students, the marketing profession, and designated charities, leveraging their unique skills and passions.

At the heart of all this is **fellowship**: ensuring every member is actively involved in ways that suit their abilities and circumstances. Getting to know fellow Marketors – whether through events, the Tribe, or committees – is the key to enjoying your membership. Every new member brings something special to the Marketors which needs to be harnessed and utilised so that our members take part and thrive, and our Company gets stronger.

The Fellowship and Livery Committee exists to help members engage as much as they wish, progressing from Freedom of the City to full Livery membership. This special anniversary year is the perfect time to get involved, give back, and connect with fellow Marketors – whether you're in

London, elsewhere in the UK, or abroad.

It doesn't matter if you're new to the Company and eager to learn more, have been involved for years, or are ready to take the next step or join a committee, the Fellowship Committee is here to help – just reach out!

Together, let's honour the founding principles of our Company and ensure the Marketors thrive for decades to come.



New Golf Special Interest Group

Our Golf Society is another way we successfully foster fellowship. Alongside our Wine and Cards Special Interest Groups, the Golf Society gives us the chance to come together, enjoy friendly competition, and share experiences. From casual games to our flagship annual inter livery Golf Day, we embrace every opportunity to strengthen our bonds. Open to golfers of all abilities, the society reflects who we are: Marketors united in camaraderie and fun. Those interested should contact the SIG Captain, Max Richardson (max.richardson@profile-raising.com), or Carole to sign up for the Golf Day (carole@seawert.co.uk).

A reflection on our Charter Celebration

Dr Sunila Lobo
Liveryman & Heritage
Committee Chairman
Venetia Howes
Past Master

It's not often that more than 400 Marketors and their guests meet under one roof. But on 19 October 2010 we gathered in Guildhall to celebrate the granting of the Company's Royal Charter. Our principal guest (and Honorary Freeman) was His Royal Highness Prince Philip, Duke of Edinburgh. The Company of Pikemen & Musketeers of the Honorable Artillery Company added vibrant colour and a steady drumbeat to the occasion.

The solemn binding ceremony included the consecration of the Royal Charter by the Venerable David Meara, Archdeacon of London and our Honorary Chaplain, and an exposition by Mr Alex Galloway, former Clerk of the Privy Council (which grants the Charter).

The heart of the ceremony was the oath of allegiance made by the Master, Venetia Howes, who promised: "...in the name of the Court and all members of the Company to be true and faithful to her Majesty Queen Elizabeth the Second, her Heirs and Successors; and to abide by and uphold the Royal Charter".

His Royal Highness handed the Charter into our care in the name of

Her Majesty, saying, "Preserve and guard it, and may it forever be used to provide counsel and wisdom in all your deliberations."

The Marketors thus became a new Body Corporate and Politic, to be known as the Worshipful Company of Marketors Incorporated by Royal Charter.

A dazzling banquet followed the formalities. It featured a top table of 80 (the full length of Guildhall) with 12 sprigs, making 423 diners in total. A brass quintet from the Guildhall School of Music & Drama entertained us at key moments with classical, jazz, pop and song music, and a specially commissioned fanfare 'Tubae Fori'. The Master proposed the toast to the guests, to which Aldermanic Sheriff Fiona Woolf responded. Her words still resonate: "You are of age and this is your age – the City has never needed your skills more."

His Royal Highness was kind enough to stay for the entire five-hour event, seemingly with genuine enjoyment. Following this extravaganza, Court Assistant and MARKETOR Editor David Williams prepared a souvenir brochure, featuring colour photographs, the ceremonial speeches and a DVD short video.

Our hard-working Clerk at the time, Adèle Thorpe, was the event's principal designer and organiser. She maintained spreadsheets for every aspect of the event including liaising with Buckingham Palace and the College of Arms, who delivered the illuminated Charter. The Master and Wardens were supported by a team including Liverymen Jane Wharam, Diane Morris, Steven Rowe and Court Assistants Peter Rees, David Williams and Dan Doherty. Their careful, enthusiastic preparation paid off, evidenced by many letters of thanks and appreciation, including favourable feedback from Guildhall!

The whole event was the talk of the Livery and Civic City, considerably

raising our profile and standing. Dame Fiona Woolf, later to become Lord Mayor, described it as the highlight of her year as Sheriff.

As to the longer term impact, the writing of the Charter enabled the Court to review and update our governing documents. It is these which are referred to if there are questions about what we do and how we do it.

Finally, a reflection from PM Venetia Howes following the end of her year in office:

"My feeling about the Company at this stage of its life (2010) is that it has grown through some slightly tempestuous teenage years into a more mature and effective organisation.... The Royal Charter was one of the great catalysts; the other was the strategic review led by now PM Andrew Marsden and Liveryman Deborah Marmor. Today I see a Company that is comfortable in its own skin, recognised as a growing contributor to the City and community; lively, friendly, and relevant."

See MARKETOR Winter 2024 for an explanation of the technical significance by PM Keith Arundale.



Principal guest, HRH Prince Philip, Duke of Edinburgh



The Windsor Herald, William Hunt

Are retail marketers making crime easier?

Jeremy Stern
Liveryman & Law and Marketing
Committee Chairman

In previous columns, the Law and Marketing Committee has typically written about new laws and the impact they will have on our working practices and campaigns, such as data protection or the marketing of high fat or sugar products to children. **But what about the impact of marketing decisions that we make on the legal behaviour of our customers?**

In the frame is the rapid growth of self-service supermarket checkouts. In 2022 there was a petition launched to stop Tesco removing checkout operators and it gained over 250,000 signatures. However, just a few years later the mood of the consumer has significantly changed. A recent survey commissioned by *The Grocer* showed that given a choice, a majority (54%) preferred self-checkouts and only 30% the staffed checkouts, with 16% no preference.

The reasons given for the choice of self-checkouts include 'It's faster', 'shorter queues', 'more convenient' and, interestingly, 'more privacy'.

What are the advantages of self checkouts? (multiple options)

| | |
|------------------------------|------|
| It's faster | 56.2 |
| I can go at my own pace | 52 |
| Shorter queues | 49.4 |
| It's more convenient | 45.9 |
| Don't have to talk to anyone | 29.1 |
| More privacy | 22.4 |
| Cheaper prices | 6.6 |
| Don't know | 3.6 |

But convenience comes with downsides. Over half of consumers 'sometimes' or 'often' receive 'Unexpected Item in Bagging Area' messages, and there are also problems with incorrect prices (30%), payment issues (25%) and machines crashing or freezing (26%).

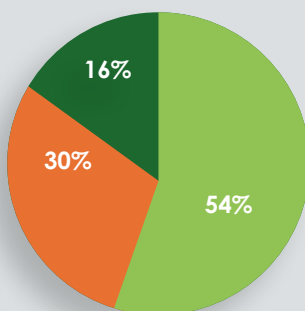
But with freedom and self-service there is, also, the risk of abuse and theft. The same survey identified that 13% of shoppers (1,000 sample) sometimes 'fail to scan an item'; 5.3% often do so; and 2% always effectively steal one item or more!

Similar proportions apply to 'Incorrectly weighing loose items', and 20% 'sometimes' or 'often' fail to put through a priced-up shopping bag.

So the question is, are we, the marketers behind such schemes, responsible for turning a significant percentage of shoppers into criminals? We have all seen the news articles about the rise of shoplifting: almost 500,000 reported crimes in the last year, up 23%. Included in those numbers will be the dash and run crimes that feature on the evening news, but few of the self-checkout thefts will figure in those numbers. They are mainly not spotted and, even if identified, store staff will usually put it down to 'user error' with only a tiny percentage officially reported to the police. Are we making it too easy for honest people to do small dishonest things and, if so, is the price – increased efficiency and reduced staffing costs – worth it, both morally and financially?

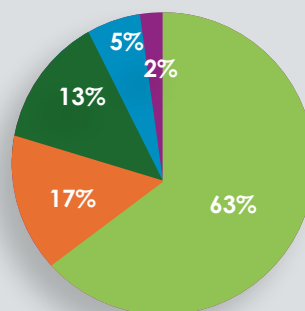
Source: *Grocer Magazine* and Toluna & Harris research 2024

When you are buying your groceries in the supermarket which do you prefer to use?



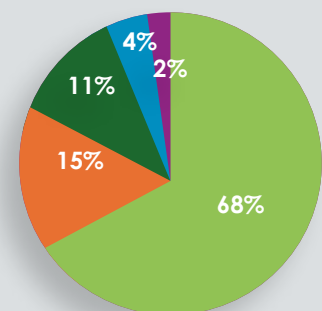
Self checkout tills
Staffed checkouts
No preference

How frequently do you fail to scan an item at the checkout?



Never
Rarely
Sometimes
Often
Always

How frequently do you incorrectly weigh loose items at a self checkout?



Never
Rarely
Sometimes
Often
Always

50 at 50!

As Marketors, we all know there is no better recommendation than a referral from someone we know, like and trust. So who do you know who might be a suitable new member for WCM? We have a wonderfully eclectic mix of members from every corner of the marketing world and would like to add to that number in this, our Jubilee year. **The target is 50 new members for our 50th anniversary!**

Before they commit to applying for membership, it's a good idea to invite potential new members to come along to one of the Open Evenings held by the Membership Committee. The next two are scheduled for Tuesday 29 April and Tuesday 8 July. They start at 18:00 and will be held in the Court Room at Plaisterers. This is an opportunity to meet members of the Company, find out more and to have any questions answered that they might have.

Or why not bring them along to an event? Especially a Great Event. They are always impressive. Of course it's not all glitz and glamour, but they are a rather outstanding showpiece and show the company in its finest light.

Since I joined the Marketors I have loved every minute of being a member, however don't just take my word for it. Here are some words of wisdom from members who have recently joined.



"Joining the Worshipful Company of Marketors is an opportunity to become part of a prestigious community with deep roots in marketing

and a rich history since its founding in 1975. It's not just about tradition, though; it's about connecting with like-minded professionals who share a passion for marketing and a commitment to making a positive impact."

Dr Ahmed Shaalan

Annie Brooks
Court Assistant & Member of the
Membership Committee



"Having spent four and a half decades in the art of visual marketing, as a Londoner, it is important to me to give back to the city that birthed my creativity."

Professor Phil Cleaver



"My main motivations for joining the Worshipful Company of Marketors include the opportunity to give back to the community through pro bono work, as well as keeping

up with the latest marketing trends and best practices."

Elaine Pinkster



"I joined WCM because I wanted to connect with other marketers across different industries. Last year, a friend told me how his membership of a livery company had become a key

part of his life. These strands came together and I booked in for an open day with WCM."

Claire Scaramanga (and, yes, there is a link to the Bond villain)

If you know of any potential new members, in the first instance please direct them to the company's website www.marketors.org. If their interest has been piqued, they can then email membership@marketors.org to find out more or book in for a place at one of the Open Evenings.

Champagne winner

In the Spring 2024 issue of MARKETOR, the member who recommended the most successful candidates by 31 December 2024 was promised a magnum of Veuve Clicquot champagne. We are pleased to announce that, leading by example, it was our teetotal IPM Professor Ian Ryder! He was closely followed by the new Master, Julian Boulding. Congratulations!

John Jeffcock, Chairman of Membership, is offering the same again for 2025. A MAGNUM of Veuve Clicquot to the member who recommends the most number of successful candidates by 31 December 2025. What are you waiting for? Email membership@marketors.org if you know of anyone who might be interested in, and suited to, joining the company.

Meet the Mentoring Committee

Peter Rosenvinge
Court Assistant & Mentoring
Committee Chairman

Here's an introduction to the members of the Mentoring Committee and the roles they perform.

Peter Rosenvinge



- Chairman of the Mentoring Committee
- Oversight and management for the Mentoring Programme
- Manages relationship with the University of Greenwich
- Matches mentors to mentees (except University students)
- Chairs and minutes Mentoring Committee Meetings
- Regular mentor

Junior Warden for 2025 – David Cowell



- Links Mentoring Committee to Master and Wardens and his other Committees.

Alan Dodds



- Leads on Mentoring Programme strategy
- Manages Mentoring Programme Progress Tracker
- Manages the Risk Register
- Manages the Communications Plan
- Regular mentor

Matt Antos-Lewis



- Manages relationship with Queen Mary University of London
- Regular Mentor

Key priorities for 2025

- Recruit more mentors from the membership of the WCM. We now have four further education partners and we help students at each of these organisations make the transition into work. We are also looking for mentors who will mentor fellow members of the Marketors.
- Encourage more Marketors to seek a mentor. It's free of charge and mentees receive valuable advice and support.
- Continue to play a major role in the Marketors' mission to give back by for example helping social mobility – specifically students who are the first in their family to go to University, hence lacking peer support.

If you would like to be a mentor or a mentee, please contact Peter Rosenvinge on p-rosenvinge@sky.com (mobile 07905 903403).

- Work closely with the Marketors' Outreach Committee to ensure our Giving Back is also joined up.

Kate Holden



- Leads on promoting Marketors mentoring other Marketors
- Judges on Greenwich's Dragon's Den style competition (Enterprise Challenge)
- Regular mentor

Jarmila Yu



- Manages relationship with Royal Holloway University of London
- Manages Programme's WhatsApp Group
- Regular mentor

Susan Garland Worthington



- Liaison internally and advice
- Specialist mentor

Debbie Pearson



- Manages relationship with Henley Business School
- Regular mentor

Vanella Jackson
Court Assistant & Outreach
Committee Chairman

A bold new direction for Outreach

The Marketors' Outreach team has long been a force for good, supporting charities through volunteer expertise and strategic guidance. However, we are now at a pivotal moment – one that calls for a fresh approach to maximise our impact. Instead of spreading our efforts thinly across many charities, we are shifting towards a more focused, collaborative and strategic model.

A shift in focus: fewer charities, greater impact

Could we achieve even more by working with fewer, larger charities? By concentrating our efforts, we can provide deeper, more meaningful support that acts as 'rocket fuel' for their growth. This refined approach will allow us to:

- build stronger, long-term relationships with key charity partners
- engage more volunteers in a collaborative, team-based format
- generate bigger, more newsworthy results
- create a clearer, more compelling Outreach story throughout the year

Currently, our reactive model assigns a single Outreach Director to manage each project in isolation, which can be rewarding but also isolating for volunteers. This can lead to stalled projects and limited impact. Instead, we want to foster collaboration, ensuring that teams of Marketors work together to deliver strategic support.

Introducing a new collaborative model

Under our new approach, Outreach will work in deep partnership with a select number of charities, offering strategic, brand and communications advice to accelerate their growth. We will continue to support smaller charities in more efficient ways, such as:

'Sprint' sessions: intensive workshops where Marketors provide rapid strategic insights to smaller charities.

A 'Product Team': creating structured resources and toolkits to help charities self-serve and implement best practices.

A more integrated Outreach story

Instead of sporadic case studies, we aim to take a campaign-driven approach, integrating Outreach stories with Company events, digital communications, and video storytelling. This will help us build a consistent narrative throughout the year.

In our Jubilee year, we see this as a prime opportunity to highlight our commitment to giving back, working closely with Max Richardson and the new team on the Comms & PR Committee.

Measuring our impact

As Marketors, we understand the importance of measurement. That's why our Impact Team is developing a practical 'Evaluative Framework' for tracking the effectiveness of our charitable initiatives.

We are also exploring ways to bring different charities together

for knowledge sharing and collaboration, potentially through a charitable event or as part of this year's City Lecture. By fostering dialogue and sharing best practices, we hope to empower the giving-back sector in meaningful ways.

Unloc: a key partner in our new approach

To test this model, we will start with charities already supported by The Marketors' Trust. A standout partner is Unloc, a charity inspiring disadvantaged young people to consider careers in marketing.

With strong support within the Company, Unloc is the ideal partner to help us co-create a 'rocket fuel' growth strategy. Key initiatives will include:

- establishing a Marketors Partnership Team to work directly with Unloc, beginning with a strategic workshop.
- helping launch the Change Maker Awards celebrating young people's success – an exciting story for our Jubilee year.
- expanding Marketors' volunteer involvement in Unloc's school programmes.

By documenting and sharing this journey, we aim to generate greater visibility of our charitable efforts, within the Company, across the Pan Livery network, and beyond.

The future of Outreach: a movement for change

This is more than just a new strategy; it is the beginning of an Outreach movement, one that creates deeper, more sustainable change by focusing our efforts where they will have the greatest impact.

If you would like to be involved in helping us give back, get in touch, and join the movement.

Winners of the Marketors' Enterprise Challenge, organised with Unloc. Photo courtesy of Unloc



Spotlight on Vanella Jackson

Elliott Cranmer
Freeman

This time, our occasional Spotlight series focuses on Court Assistant Vanella Jackson.

Standing in the doorway of her mother's market research office – a room which was formerly Vanella's bedroom – eight year old Vanella listened very carefully. She was learning how to run an agency.

Listening was always central to growth. In time, the sound of her mother's voice would change to that of mentor and lifelong friend, John Bartle.

At the then start-up Bartle Bogle Hegarty, Vanella in her 20s, employed her sales skills to great effect. She had learned that art of sales from her late father, Liveryman Mike Hopkins, as 'peanut girl', selling Planter Peanuts to punters in supermarkets and food halls.

Vanella's persuasive patter appealed to her agency clients, and her abilities with market research and strategy completed the deal, all backed up with keen ear.

"That's the key thing with clients and being on an agency side of the business, ... having a genuine interest, an authentic interest in helping them. ... Not just their marketing problem, but *listening*, and helping them achieve their personal goals."

During this formative period, her career had also covered stints at Y&R, JWT, and AMV, but after BBH, a restorative break followed.

When in her 30s, Vanella and husband, Andrew, travelled 36 countries across world, and interviewed over 150 of the oldest people in the world.

"Wherever we were, we tried to find someone at least over 90 years old, so in LA we found a film Director from the 1930s."

And what wisdom did these nonagenarians impart?

"Simply that we have to remain open to change. The people we found ... were still looking forward, excited to feel life and love. ... They weren't *trying* to stay alive, they



had a spirit, a way of being, ... of still *wanting to contribute*."

Nearing the end of their trip, it was Vanella's own health which suffered a sudden crisis. Only after emergency surgery for septicaemia and 10 days on life support could Vanella return to the UK. By now with an even more earnest appreciation for 'What's next?'.

17 years running Hall and Partners followed, and arguably one of Vanella's proudest professional periods as European and then global CEO.

"The first thing I did in the business was build ... not a sales culture, because that's the wrong word... a relationships culture, is what I tried to establish."

So what could this relationships approach bring to the Worshipful Company of Marketors, with Vanella now chairing our Outreach Committee in our 50th anniversary year?

"We have the permission to think differently in our Jubilee Year – for example the opportunity to test a new model for Outreach.

"How do we pour rocket fuel on the charities we support, and grow them, and help them achieve more impact in faster ways? ... A new impact approach that helps not just the charities we're working with, but that has the potential to travel and go much further afield to help even more people. To develop a philosophy and an approach and a behaviour that builds through collaboration, that gains its own momentum."

"This is the power of marketing; to create a *movement*... "

From childhood, and on through her career, Vanella's highlight moments have all manifested through compassionate attention to those close by, and the desire to contribute.

Not just to the immediate tactical goals, but creating movement, and momentum that amplifies.

"I'm really ambitious that this Jubilee year brings wider engagement across the Marketors. Demonstrating the power, and impact, of marketing to do good... that's the common goal we all share and wow, we have *plenty* to celebrate!"

Welcome to the power of good advice



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To find out more, please contact:

Caroline Gee,
Head of Charity Business Development
Evelyn Partners Investment Management LLP

T: +44 (0)207 131 8403

E: caroline.gee@evelyn.com

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Companions' Christmas Lunch

Marketor Companions enjoyed a traditional Christmas lunch in the magnificent surroundings of Ironmongers' Hall, organised by Mais Past Master and Almoner Dr Keith Arundale and his wife, Kathy. Seated from left to right are: Professor Ian Ryder, Doreen Blythe, Lead Almoner Past Master Sue Garland Worthington, Jo Crighton (hidden), Lynette Attwood, Brenda Flynn, Clerk Honor Page and Kathy Arundale.

Upcoming events

| | |
|------------------------|--|
| Tuesday 1 April | Jubilee Banquet, Mansion House |
| Thursday 10 April | Big Curry Lunch, Guildhall |
| Tuesday 29 April | Open Evening, Plaisterers' Hall Court Room |
| 14 – 15 May | Inter livery shooting competition, West London Shooting School |
| 30 May – 1 June | Master's Weekend, Venice |

| | |
|------------------|---|
| Thursday 5 June | Summer BBQ, Omnicom Terrace |
| Tuesday 24 June | Election of Sheriffs |
| Monday 7 July | Marketors' inter-livery golf day, St Albans |
| Tuesday 8 July | Open Evening, Plaisterers' Hall Court Room |
| Thursday 24 July | Brigantes Breakfast, Scarborough |

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

Master Marketor:
Julian Boulding
E: master@marketors.org

Senior Warden:
David Elmer
E: seniorwarden@marketors.org

Middle Warden:
John Zealley
E: middlewarden@marketors.org

Junior Warden:
David Cowell
E: juniorwarden@marketors.org

Editor:
Carole Seawert
E: editor@marketors.org

Worshipful Company of Marketors
Plaisterers' Hall
One London Wall
London EC2Y 5JU

The Clerk
Civic, City & Great Events:
Honor Page

The Clerk
Operations, Membership & Comms:
Suzie Rendle

E: clerk@marketors.org
T: 020 7796 2045
www.marketors.org

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Chairman:
Max Richardson
E: communications@marketors.org

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Design & Print:
 **Ruddocks**
T: 01522 529591
E: sales@ruddocks.co.uk
www.ruddocks.co.uk