

# MARKETOR

ISSUE 100

SUMMER 2025

## CELEBRATORY ISSUE



## THE MARKETORS 50TH

# MARKETOR

SUMMER 2025 ISSUE 100

The Livery Company Magazine  
for Marketing Professionals

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## Editorial

Carole Seawert  
Editor & Court Assistant



Photo: Andy  
Sillett

**Welcome  
to a special  
edition of  
MARKETOR: it's  
our celebratory  
issue to mark  
our 50th  
anniversary  
since the  
formation of  
our guild and  
also the 100th  
issue of the**

**magazine. We have articles to mark  
both these significant achievements.  
Former Editor David Williams charts  
the evolution of this publication  
from an eight-page newsletter  
when it began 30 years ago. And if  
you weren't able to join in the 50th  
anniversary celebrations on  
1 April, Adeline Roche recounts the  
memorable evening at the Mansion  
House in her piece on the Jubilee  
Banquet.**

As well as the usual news of recent  
activities and committee updates,

included in this issue are articles  
that look back over the key events  
in the Company since 1975: our  
major milestones, the formation of  
the Guild of Marketors and Dr Roger  
Hood's reflections on his 40 years as  
a Marketor.

But we also look forward. Max  
Richardson predicts 'what's next'  
for the next 50 years in marketing  
and Imran Farooq discusses how  
AI will empower the marketer's job,  
not replace it.

Don't forget to check out the  
upcoming events on the back  
page – there are activities such as a  
guided walk and the annual sheep  
drive as well as panel discussions  
with both the Stationers and  
Information Technologists and with  
the Distillers.

Thank you to everyone who has  
contributed to this anniversary issue  
of the magazine; I hope you enjoy  
reading it.

## A message from the Lord Mayor

### Congratulations to the Worshipful Company of Marketors on your 50th anniversary!

For the past half-century, this  
Company has provided a place in  
the City of London livery community  
for members of our vital marketing  
industry. You have helped the  
whole City of London family to  
benefit from your marketing  
expertise, and have reminded us  
all of the advertising and marketing  
heritage of Fleet Street.

This Company has remained true  
to its principle of 'giving back' by  
putting marketing skills to work  
for charitable and not-for-profit  
purposes. In the best traditions of  
the livery, the Marketors have made  
huge charitable contributions,  
including to the Lord Mayor's  
Appeal, the Sheriffs' and Recorder's  
Fund and St Bride's Church.  
Throughout that time, you have  
also demonstrated great support to  
the Armed Forces – especially 151  
(London) Transport Regiment, Royal  
Logistic Corps; HMS ST ALBANS; RAF  
Cranwell and St Dunstan's College



The Rt Hon The Lord Mayor  
Alderman Alastair King DL

Combined Cadet Force. Your efforts  
to promote educational excellence  
have helped ensure the City's  
marketing industry has a bright  
future.

Thank you for all you have done  
for the City of London over the  
last half-century. I wish you many  
more successful years of ensuring  
that *Mercatura Aduvat Omnes* –  
Marketing benefits everyone.

Congratulations!

# The superpowers of marketing

Julian Boulding  
Master

## Motivational speakers at conferences often ask: "What is your superpower?"

I ask myself the same question, about marketing. We could cite many, but I would like to mention just two.

During Covid I saw many CMOs, closeted night and day with their CEOs, helping to *predict* the short-term effect of the sudden disruption to supply chains and overnight changes to customer user and behaviour.

Our first superpower is our ability to see into the future. But this is not just a Covid factor.

Companies now demand a different level of accountability from their marketing departments and their agencies. They want measurable outcomes, not deliverables.

Since Covid, we have seen exponential growth in the volume of available behavioural data and the speed at which it can be analysed, at a scale

which has transformed its credibility and actionability. Growth or decline in sales and market share are now visible in real time on a dashboard, not three months later in a Nielsen presentation.

One of our best-known CMOs, Mark Evans, put it this way: "You can all talk to me about building long-term brand values, but if I don't have demonstrable sales and revenue growth within the next eleven months, I am out of a job."

But as this kind of data only exists for the last two years or so – and data is the base on which marketing strategy is built – you can understand why CEOs, CFOs, CMOs, heads of government and electorates are all thinking short term.

It's a phenomenon, which we are part of – but it's not a long-term phenomenon. When we have five years of new generation data, we will already think differently.

So how can we, as marketers, counter this Gadarene rush to short-term decision making and electoral promising? And keep our jobs?

This is where our second superpower comes in.

It's called **insight**. Customer insight, market insight, consumer insight, human insight.

And insight is based on **empathy**. It's what informs creative thinking, imagination and inspiration.

Empathy is the bit which computerised Artificial Intelligence can't do. If we accept that a few thousand deaths are justified by a national land grab, we have lost the ability to feel empathy with other people. We have left the daylight world of *personal* interaction and entered the dark world of *personalised* communication.

It's our role to get out from behind our electronic screens and develop our own capacity for empathy; and to use this in the service of our companies and organisations, our customers and users and our society as a whole.

Empathy is the key to the Marketors' work: in outreach, in mentoring, in charitable giving, in education.

Our Outreach team is building bridges to a new, more diverse generation of students, keen to join the national workforce.

Our Mentoring team is guiding people from a broad range of social, economic and national backgrounds, on how to contribute to companies and organisations they would never have thought of applying to.

Our Trust supports people who we used to keep out of sight – protecting streetwalkers from harm, rehabilitating former prisoners and keeping poorer families fed through food banks.

Our Knowledge Development team has a pragmatic focus on employability – encouraging the development of skills which marketing people at all levels of experience need today, to keep and grow their jobs.

It's written on the back of our business cards: "We believe in the power of marketing, to deliver economic and social good." Actually, we might want to change a word: "We believe in the **RESPONSIBILITY** of marketing, to deliver economic and social good."





# Celebrating the 50th anniversary of the Marketors

Adeline Roche  
Liveryman

**Fifty years since the formation of the Marketors was the perfect occasion to get together and celebrate! And a celebration is exactly what Master Julian Boulding with his Wardens and Clerks put together on 1 April: a beautiful banquet in Mansion House's Egyptian Hall, with multiple surprises and a unique guest speaker.**

I looked at that evening with the same lens as the Master's speech: exploring the past, present and future.

## The past

As the Master stated, the evening was the celebration of what the 'Magnificent Seven' created 50 years ago: a guild that developed into a strong livery company, for which we should be grateful and proud.

I'd also like to take a moment to acknowledge 50 years of giving back that many Marketors have undertaken (and still undertake): from mentoring and pro-bono consulting to volunteering activities and raising funds – all using marketing skills to try to change society for the better.

## The present

Focusing on the evening of celebration, my mission started before the banquet itself as I was charged with welcoming the principal guest speaker, Pete Markey. Not only was I stressed by the idea of meeting Boots' CMO, as 'my' #1 retailer selling the products I 'market' (as the category lead of Estée Lauder's skincare) but I was concerned that I may direct him to the wrong rooms, having joined the Marketors only a couple of years ago and still discovering the beautiful halls we visit. Luckily, I didn't lose our keynote speaker and we were all able to enjoy his powerful speech!

But first, the dinner started with the Master's opening toast, accompanied by the musical background of drums and wind instruments, and a playful musical battle between the two post-horn players.

During the dinner, alongside delicious food and celebratory chocolates, we heard speeches

from Sir Charles Bowman (the Lord Mayor Locum Tenens), Pete Markey and the Master who all celebrated our milestone achievement.

Mr Markey presented the recent change in consumer behaviour: after years of decline, trust in advertising overall is finally increasing. Is this due to a shift in how companies approach the products they sell? Is it due to broader diversity and inclusion? Have brands infused purpose into their strategy and communication?



*Pete Markey, principal guest speaker*





While there are multiple school of thoughts on the topic, I personally believe that brands can help to change society with their marketing. And Mr Markey shared a similar approach he took with Boots when joining the company during the pandemic: Boots is 'with you, for life', supporting consumers as a backbone to the NHS, so that 'Things that are impossible are possible'. Taking his approach of 'Marketing for good' within the UK's #1 Health & Beauty retailer, he quoted a Deloitte brand purpose study which showed that if a brand infuses purpose in its marketing, there is a 2x growth opportunity.

He also shared some valuable tips which help him grow personally and professionally: "There's nothing more powerful than to walk in someone else's shoes", being an advocate for LGBTQI+ even though not being part of the community. He takes part in activities such as improvised comedy, in order to meet people who have no connection with his daily life, and to better understand the breadth and richness of diversity. He ended his speech with a reminder that "Marketing for good is an imperative", the perfect transition to the Master's speech which highlighted the superpower of Marketors being collaboration, between ourselves, with other liveries, within other organisations (through mentorship, the armed forces, the City) to help in developing individuals and institutions.



### The future

At a time when humans are trying to grasp Artificial Intelligence, where we can merely understand its limits, we might be into a new cycle of Schumpeter's Creative destruction, less than a century after the creation of the concept. And one can wonder about the future of the strong concepts of 'Marketing for Good' and 'delivering social good' within that evolution of technology: will AI be able to deliver it because it will be programmed for this, or will humans become the new guardians of it? Let's see what the future might hold for the next 50 years of the Worshipful Company of Marketors.





*L to r: Lieutenant Colonel Andy Balchin, Commanding Officer 151 Regiment RLC; Commander Matthew Teare, Commander HMS ST ALBANS; The Master; Wing Commander Matthew Thornton, Station Commander RAF Cranwell.*



*Clerks past and present: L to r - Suzie Rendle and Honor Page, current Clerks; Doreen Blythe, previous Assistant Clerk; John Hammond, previous Clerk*



*L to r: Lt Col Richard Cole-Mackintosh, President, The Fellowship of Clerks; the Master; Julia Sibley MBE, Chairman, The Livery Committee of the Corporation of London; Nick Royle, Chairman, The Association of Clerks*



*L to r: Sheriff Greg Jones KC; Sir Charles Bowman Lord Mayor Locum Tenens; Master Julian Boulding; Sheriff David Chalk*



*L to r: Alastair McCapra, Chief Executive, Chartered Institute of PR; Sophie Devonshire, CEO, The Marketing Society; Master Marketer; Christopher Daly, CEO, Chartered Institute of Marketing; Rachel Aldighieri, CEO, Data & Marketing Association*



*L to r: Alderman & Sheriff-Elect Keith Bottomley, Master Julian Boulding; Alderman & Sheriff-Elect Robert Hughes-Penney*



*Visiting Masters l to r: Master Information Technologist; Master Management Consultant; Master Solicitor; Master Stationer; Master Communicator; Master Marketer; Master Nurse; Master Tax Adviser; Master Arbitrator; Master International Banker; Upper Warden Glaziers; Master Entrepreneur; Master Actuary;*

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# What does the Clerk to the Chamberlain's Court do?

Sarah White  
Liveryman

**Liveryman Sarah White explores an ancient office that still shapes modern London by interviewing Laura Miller, the Clerk to the Chamberlain's Court.**

When you step into the Chamberlain's Court at Guildhall, you are entering a space steeped in centuries of City history. Since at least 1294 – and possibly even earlier – there has always been a Clerk in this role, managing the processes that underpin Freedom of the City, apprenticeships, and the formal rituals of civic life. Today, that role is held by Laura Miller.

Laura might have one of the oldest job titles in London, but her work couldn't feel more relevant.

## A living link to the City's commercial past

The Chamberlain's Court is responsible for administering the Freedom of the City of London – once a legal document required to trade within the Square Mile. It was no small thing. In mediaeval times, the freedom gave individuals the right to own property, conduct business, and even protect themselves from certain taxes or punishments.

"We were essentially financing the City in the 13th century," Laura explains. "From 1200 to 1270, funds generated from the freedom process helped fund public services and infrastructure."

And while those powers have shifted over time, the freedom still carries significant legal, symbolic, and civic weight today. For Laura that legacy is very much alive.

## Apprentices, mischief and Pancake Day antics

One of the Clerk's key roles historically was managing apprenticeships. These weren't merely training contracts, they were legal agreements that shaped how trades were passed from master to apprentice. Some apprentices were as young as seven. Many lived with

their masters, and some came from across Britain or abroad to learn a trade in London.

"They were, let's say, a lively bunch," Laura says with a smile. "Especially around Pancake Day, which was not only a religious holiday but a holiday for the apprentices. There was a lot of mischief, in fact they misbehaved on most holidays!"

Although the Court no longer has disciplinary authority, Laura notes: "The last apprentice was sent to prison in 1916, which is more recent than people might realise – it still formally records apprenticeships for those livery companies that maintain them, and it continues to oversee the ancient freedom admissions."

## The Freedom today

You might think the Freedom of the City is now largely symbolic and,



for some, it is a ceremonial rite of passage. But it still retains a legal backbone. "It connects directly to the Magna Carta," says Laura. "It's a freedom to trade, a mark of trust and independence – and one that speaks to the City's openness to talent and enterprise."

Although not the only method of gaining the Freedom, many applications today are made through nomination by livery companies. Some have centuries old traditions while others are more newly created, reflecting the evolving diversity of skills in the City. "What's beautiful," she adds, "is that it's not about social class or birth – it's about merit, ambition, and service to the City."

## Ceremony meets administration

Today, Laura's role combines the solemnity of tradition with the practicalities of modern governance. She oversees the legal and ceremonial elements of freedom admissions, advises on protocol, and supports the City's civic team – all while managing a small, expert department at Guildhall.

It's not all parchment and quill pens, however. "We have to operate like any modern office," she says, "but with an understanding of the weight of history we're carrying."

## Enduring and evolving

Why has this role endured when so many other ancient offices have vanished?

"It adapts," Laura says. "The Chamberlain's Court has always responded to the changing nature of the City – from mediaeval trade guilds to global finance. We preserve the tradition, but we also reflect London as it is now: international, inclusive, and forward-looking."

And that's perhaps the real secret to the role's longevity. It is as much about the City's future as its past.





# 113 not out...

Andrew Marsden  
Past Master & Sheriff 2022-23

**Surely the livery companies of the City of London – with some approaching 1,000 years old – are an anachronism in the 21st century? Apparently not, as evidenced by around 2,000 people becoming Freemen of the City each year, and the recent emergence of new companies like the Nurses (who became the 111th company in 2023), and the Entrepreneurs (founded by Marketers) and the Communicators (becoming the 112th and 113th earlier this year).**

In 1516, 48 companies paid for their position in the Order of Precedence, but today this is simply by date of formation. No new companies were formed between 1848 and 1926 but since then 33 'modern' restricted companies have been created... demonstrating that the livery is alive and kicking.

Still a force for good, livery companies donate over £81m to charity each year and 144,000 hours of professional volunteering (worth another £45 million). But the livery's popularity can't be solely down to giving as there are many other ways outside the livery world that we can be involved in charitable activities.

## What is it that truly makes the livery different?

Well, from mediaeval times the guilds were primarily business organisations committed to:

- supporting, and celebrating, their craft or trade
- upholding operating standards (many like the Vintners and Goldsmiths still do)

- educating young entrants (inventing apprenticeships and journeymen in the 12th century)
- enjoying fellowship
- caring for their members' families
- supporting the Lord Mayor
- actively engaging in the governance of the City
- supporting the armed forces and their livery's church.

Therefore, to me, the defining characteristic of the livery is that its members evince a fierce pride in their craft or profession and are supremely confident about its value to the business City and society. This sense of pride engenders the 'selfless service' of its Liverymen, which has benefited the longevity of our companies through all ages.

In our case there are many professional groups and industry clubs we can and do join – the CIM, the Marketing Society, DMA, PMA, ISBA, MGGB, WACL etc. But 50 years ago our Founders were encouraged by Lord Mais, businessman and the first peer to be elected Lord Mayor, to establish a representation of the then new profession of marketing and brand management in the City. He recognised the critical importance to the future of the City of a profession which used its skills and talents to create loyal market demand for products, thus enabling businesses to benefit from economies of scale.

He was right! The importance of marketing as a business discipline has grown massively since then.

## The FSG

Although there are several common interest groups within the livery – The Wet 10, The Great 12, The Construction Group – and several pan-livery initiatives like the Livery Climate Action Group, Food Initiative and Charity Chairs Group (of which we are members), our rightful hierarchical place is within the Financial Services Group (FSG), which I chaired for six years. The FSG briefs the Lord Mayor and the City of London Corporation on the current financial realities and matters of critical importance, including the critical role of marketing and brands.

It is a fact of which we should be immensely proud that today over half the value of the world's stock markets – some \$75 trillion – is now in intangible assets, largely brand values...which marketing professionals both create and manage. Intangibles constitute over half the UK market, 70% of the US, and some 60% of the City's annual value creation.

Unlike Lord Mais's view 50 years ago, alarmingly, the critical role of marketing in the development and management of this intangible value is still not widely acknowledged in the City. So, as the guilds of old, as well as our expected charitable and critical pro bono support for other organisations, educational, and social activities, we must rediscover pride in our profession and for the next 50 years loudly profess...

**"Mercatura Adiuvat Omnes"** – Marketing benefits everyone!

## New Freeman – Oliver Ramirez Gomez



Oliver Ramirez Gomez

In March, we welcomed Oliver Ramirez Gomez as a new Freeman. Oliver is a marketing strategist with deep expertise in brand management, digital marketing and marketing operations. Armed with an MSc in Marketing and Brand Management from a top European business school and a Mini MBA from Mark Ritson, he has a strong foundation in consumer behaviour,

brand strategy and innovation. His five years at Henkel saw him lead award-winning product launches, execute multi-million-pound media campaigns, and drive digital transformation. At Amazon Prime Video, he scaled marketing processes across seven countries,

managed 600+ partner campaigns, and introduced automation tools. Today, he runs a consultancy focused on optimising marketing operations, helping organisations leverage AI, automation, and lean principles to achieve greater efficiency and impact.

## New Liverymen

Congratulations to five Marketors who were clothed as Liverymen at our Ceremonial Court in March.



Photo credit: 106632107 © Irstone | Dreamstime.com

### THE MARKETORS' TRUST

## Giving to members' sponsored charity activities

**Many Marketors get involved in sponsored fundraising activities for their favoured charities, such as running a marathon, doing a bungee jump, climbing a mountain or ... whatever!**

The Trust invites any members undertaking such a sponsored activity to apply to the Trust for a contribution of £250.

### Rules

These rules are subject also to the discretion of the Trust Committee.

1. The charity the fundraising is for must be registered with the Charity Commission for England & Wales or the Scottish

Charity Register or the Charity Commission for Northern Ireland.

2. The member must be personally involved in the fundraising activity; we will not sponsor members' family or friends.
3. Only one sponsorship request per member in each calendar year. The sponsored event must be no more than four months into the future from the date the request is received.
4. The method of giving must be through normally recognised fundraising channels (eg. JustGiving) and be clearly identified as being the individual member's fundraising; and not by

payment direct to the member.

5. The member agrees that the Company and the Trust may publicise their activity (photos welcome!).
6. The Trust has allocated a budget of £5,000 per year for this programme which will be allocated on a first come first served basis.

### To apply

Please send an email, detailing your request, with full details of the charity – including its registered charity number, the sponsored activity and the method of giving – to [dianatombs@icloud.com](mailto:dianatombs@icloud.com).

*Diana Tombs*  
Liveryman & Marketors' Trust  
Committee Member



# Impact of the Marketors' Charity Grants

Conor Gunn  
Liveryman & Marketors' Trust  
Committee Member

Throughout 2025, we will be spotlighting the impact made by recipients of the 2024 Marketors' Trust Charity Grants. This month, we're focusing on two remarkable organisations awarded £2,500 each: Jewish Action for Mental Health (JAMH) and Long Covid Support.



## Jewish Action for Mental Health

JAMH has proudly announced the success of its recent fundraising campaign, *Lightening Lives – Because Every Life is Worth Living*, which raised over £75,000. The funds will go directly toward providing culturally sensitive mental health services tailored to the unique needs of the Jewish community in Manchester.

The £2,500 grant from The Marketors' Trust played a vital role in supporting this initiative. They used the grant to create a campaign with a carefully coordinated mix of digital outreach, print advertising, and in-person community engagement. By leveraging a mix of modern communication tools and traditional outreach methods, JAMH successfully engaged its audience across various platforms.

A key component was the use of personal storytelling – real-life experiences, testimonials, and supporting data – to highlight the mental health challenges within the Jewish community and how JAMH is uniquely positioned to address them.

The campaign was met with an extraordinary response: over 1,500 donors contributed to the cause. It also increased awareness and visibility for the charity's vital work.

The grant from the Marketors has given the charity renewed energy and support, ensuring that JAMH continues its mission of bringing light,

hope, and healing to those in need.

You can find out more about JAMH here – <https://www.jamh.org.uk>



## Long Covid Support

Long Covid Support used the grant from The Marketors' Trust to fund the creation of the Long Covid Community Banner and to support an in-person event at the Lyric Theatre, Hammersmith. This event in March marked the first public exhibition of the Community Banner and also saw the launch of the charity's new Community Strategy.

I was fortunate to attend this moving event. The Long Covid Community Banner was especially powerful. Led by Lucy Algar, Theatre and Production Designer at the University of the Arts London, this collaborative project brought together hundreds of contributions from community members across the UK and beyond. Participants were invited to create a piece of fabric highlighting the impact Long Covid has had on their lives. The resulting messages were a mix of humour, heartfelt reflections, anger, and inspiration. One banner simply said 'From 5K to Couch'. It was impossible not to be deeply moved by the stories and emotions conveyed.

The banner stands as a physical representation of the resilience and solidarity of the Long Covid Support community, capturing the shared experiences that continue to shape the charity's advocacy and support efforts. It powerfully fulfilled this mission.

The guest speaker for the event was Professor Danny Altmann, Professor of Immunology at Imperial College London and a Trustee of Long

Covid Support. He spoke candidly about the ongoing impact of Long Covid and the frustrating pace of progress to date. However, he also spoke passionately about the new insights and discoveries emerging in the field – developments he hopes will lead to meaningful change for the millions of people in the UK and worldwide who continue to experience the often life-limiting effects of Long Covid.

One of the organisers sent us this message after the event: "Thank you again for all the support from The Marketors' Trust for our event and Community Banner project. We've had overwhelmingly positive feedback from the community and are now taking steps to build on this – using the banner as a tool to drive forward our strategy. None of it would have been possible without the Marketors' Trust, so again, thank you."

You can find out more about Long Covid Support here: <https://www.longcovid.org>



# How did you learn marketing?

Richard Goodwin  
Freeman

**At the beginning people learned marketing by doing. Then came the era of marketing being championed by university-based business schools and professional qualifications from the Institute (now Chartered Institute). All determined primarily by examination.**

In recent years another option has appeared: the marketing apprenticeship.

## What is an apprenticeship?

Perhaps before we look at marketing apprenticeships we should take a few moments to understand what an apprenticeship actually is? The word 'apprenticeship' is a brand name, owned by the government and protected by law (in similar way to the words 'university', and 'degree').

A marketing apprenticeship is a job with training. Marketing apprentices are employed, on payroll, with Ts&Cs like anyone else. They can be used:

- for new recruits
- to upskill existing staff

Organisations gain certain advantages using marketing apprenticeships as a mechanism to recruit, and the cost to payroll is generally lower than employing a non-apprentice. Essentially the employer is taking on someone who isn't the finished article, and

is promising to mentor them and make them available to study. Apprenticeships also tick a lot of boxes for social value and sustainability.

## Multi-level training

Apprenticeship training may be at any level, from entry to senior management. The three main marketing apprenticeships are: Multi-Channel Marketer, Marketing Executive and Marketing Manager and typically take from 15-24 months. There is also a three-year digital marketing degree apprenticeship. The apprenticeships are provided by training providers which may be independent, colleges, universities or other organisations. There are 167 providers of Multi-Channel Marketer, 49 of Marketing Executive and 13 of Marketing Manager. Each has a different delivery model and style which can vary from largely self-learning to 1-2-1 coaching, day release, remote (via Teams), block learning for a week at a time. Employers have lots of choice and can pick the right option for them.

Academically the three levels of marketing apprenticeship map to A level, first year university and degree level and count as proper qualifications. At the end of the apprenticeship competence is assessed by a third party, often the Chartered Institute of Marketing and fail, pass, merit or distinction awarded.

Marketing apprenticeships aim to imbue a set of knowledges, skills and

behaviours. A marketing manager must know marketing concepts and theories but also be able, to display agility and flexibility, professionalism and emotional intelligence, while evidencing skills such as leadership, advanced communication, marketing strategy, resource management and more.

## Training not theory

Whether the marketing apprentice is a school leaver, graduate or work experienced, training should be directly and immediately applicable to their workplace. This is about training better staff, not simply learning theories.

A recent innovation is the ability of apprentices to apply for post nominal letters. In the same way as graduates gain eg BA (Hons), completed apprentices can apply to the Chartered Institute of Further Education to use CHA and similar letters, after their names.

You might have heard about marketing T Levels? Qualifications all fit together: an A Level is a 100% academic qualification; a T Level is 80% academic and 20% vocational; and an apprenticeship is 80% vocational and 20% academic.

Finally, who can do a marketing apprenticeship? So long as their employer commits to it, then anyone can! The cost to the employer is minimal or zero. It works for both for people who already have degrees and people who don't.

Whether you are an employer or know someone who'd like to find out about taking a marketing apprenticeship have a chat with Freeman Richard Goodwin by contacting richard.goodwin@jga-group.co.uk or 07903 233986.





# AI isn't replacing marketers, it's replacing marketing tasks

Imran Farooq  
Freeman

**The headlines are hard to ignore.**

**"AI to replace millions of jobs."**

**"Is marketing next in line for automation?"**

**"Robots are coming for your role."**

Over the last three years, I've been deeply immersed in educating corporate teams on the role of AI in marketing – from upskilling marketing departments at global brands to training consultants and agency teams looking to evolve their offer.

Whether in boardrooms, webinars, or classrooms, one theme keeps surfacing: a mix of excitement and anxiety. For every marketer who sees opportunity, there's another quietly asking:

**"Will I still have a job in five years?"**

It's a fair question. The headlines don't help. Nor do the endless posts warning of mass redundancy, automation, and robot-driven disruption. But after hundreds of sessions with marketing professionals at every level, I've seen a more useful – and empowering – truth emerge:

**AI isn't replacing marketers. It's replacing marketing tasks.**

That shift in thinking makes all the difference.

**Why task-level thinking is the marketer's advantage**

Marketers are no strangers to change. From print to digital, and now from digital to AI-enabled ecosystems, the tools evolve – but the need for strategic thinking, creative messaging and customer understanding never goes away.

AI doesn't replace the marketer. It replaces the repetitive tasks, the versioning, the formatting, the

scheduling – so that marketers can focus more on what truly drives growth.

In my teaching and consultancy work, I've seen the most effective marketers take on a new mindset; one where they see AI not as a threat, but as a collaborator.

**The human + AI workflow for modern marketers**

To support this shift, I developed a simple framework that outlines how AI can progressively integrate into a marketer's workflow. It's not about switching everything on at once – it's about knowing how to scale your use of AI, step by step.

**20% – Spark ideas**

Use AI to kickstart creative thinking, from campaign themes to content hooks. It's your brainstorming partner, not your boss.

**40% – Co-pilot mode**

AI drafts emails, generates social post variations, outlines reports. You guide the voice, polish the message, and apply context.

**60% – Efficiency booster**

Let AI handle content repurposing, scheduling, formatting, and initial

data analysis. This stage can save hours each week.

**80% – Heavy lifter**

AI now supports content creation at scale: building assets, generating insights, producing presentations. Your role is to lead, curate, and ensure alignment.

**100% – Full AI execution**

For low-risk, repeatable outputs, like standard reports or simple posts, AI can fully execute. But you still set the brief, oversee quality, and ensure strategic fit.

**What this means for marketing teams**

Whether you're a solo consultant, part of an in-house team, or leading agency campaigns, the opportunity is the same: **get clear on where your energy matters most.**

AI is not here to replace the marketer. It's here to **elevate the marketer's value** by removing bottlenecks and freeing up creative and strategic bandwidth.

The smartest marketers I meet today aren't just learning AI tools. They are learning to design smarter workflows that align with business outcomes, audience needs and human creativity.

**A starting point for a bigger shift**

Of course, this is part of a wider conversation about data ethics, creative integrity and the role of human judgement in an AI-driven world.

But reframing the conversation from **"Will I lose my job?"** to **"How can I adapt my tasks?"** is a far more empowering way forward. The future of marketing isn't about resisting change. It's about **leading it – intelligently, creatively and collaboratively.**



# 50 years of marketing: looking back, looking forward

Max Richardson  
Freeman

**Marketing has always been a mirror of society – shaped by technology, consumer behaviour and cultural shifts. As the Marketors turns 50, we look at the last and next 50 years of what has and will define our industry.**

## The last 50 years: from print to pixels

Following the Mad Men era (1960s-70s), the golden age of advertising was ushered in, with creative storytelling at its heart. Print, TV and billboard advertising dominated, leading to legendary campaigns like Volkswagen's 'Think Small' (1959) and Apple's '1984' Super Bowl ad (1984) – often cited as the most influential TV commercial of all time.

Then came the digital revolution. The first email marketing campaign was sent in 1978 by DEC, an American computer company. And, by 1994, the first banner ad launched with the simple message: *Have you ever clicked here? You will.* The rise of Google (AdWords, 2000) and Facebook (first ad, 2004) transformed marketing into a data-driven discipline. SEO, PPC, influencer marketing and programmatic advertising became integral to strategy.

And then, the game-changer: social media. From MySpace to Instagram, brands learned to engage rather than broadcast, making content king. Today, AI-driven personalisation, chatbots and immersive experiences in the metaverse are rewriting the rules of engagement.

## The next 50 years: what's next for marketing?

If the past half century was about capturing attention, the next will be

about hyper-personalisation, ethics and AI-driven experiences:

### 1. AI and the automation revolution

AI is already transforming marketing – Coca-Cola's 2023 AI-generated ad campaign was just the beginning. It will predict consumer needs before they arise, crafting hyper-personalised content and real-time campaign optimisation. Expect AI-driven creative teams, where machines write, design, and edit with human oversight.

### 2. The end of traditional ads?

The era of interruption-based marketing (pop-ups, banner ads) is fading. Instead, zero-click content – where audiences get value without leaving the platform – will dominate. Think voice search, AI-driven recommendations, and interactive storytelling rather than static ads.

### 3. The metaverse and virtual branding

Gucci, Nike, and even McDonald's are already experimenting in the metaverse, selling digital assets and creating immersive brand experiences. Soon, we won't just browse online stores, we'll walk through them in VR, try on products with haptic gloves, and receive AI-guided recommendations.

### 4. The rise of virtual influencers

Virtual influencers like Lil Miquela are just the beginning. AI-powered personas – customisable by brands – will replace human endorsers. These avatars will speak multiple languages, interact in real-time, and maintain a 24/7 online presence.

### 5. Biometric and emotion-based marketing

Future marketing will read emotions in real-time. Neural marketing – where AI gauges facial expressions and heart rate to tailor content – will allow brands to adapt messages dynamically. Imagine an ad that changes tone based on your mood.

### 6. Blockchain and trust-based marketing

As privacy concerns grow, blockchain will help verify ad authenticity and eliminate ad fraud. Smart contracts will allow brands to prove ethical sourcing, building trust through transparent, verifiable marketing claims.

### 7. Marketing beyond earth

Space tourism is on the rise, and brands will market beyond Earth. Expect zero-gravity product placements, lunar billboards, and marketing campaigns targeted at Mars colonists (because why not?).

## A half century of change, a future of possibilities

Marketing has evolved at an astonishing pace, and the next 50 years will be no different. From print ads to AI-driven personalisation, from banner ads to Metaverse experiences, the principles remain the same: connect, persuade and inspire. The tools will change, but the essence of marketing – understanding human behaviour – remains timeless.

As we celebrate 50 years of the Marketors, one thing is certain: the future of marketing will be as exciting, unpredictable, and dynamic as the past has been. Here's to the next 50 years!



# Celebrating St Bride's

*Rhian Pamphilon*  
**Court Assistant & St Bride's Liaison**  
*Dr Annmarie Hanlon*  
**Court Assistant**

**As the Marketors celebrate 50 years of affiliation with St Bride's Church on Fleet Street, it's fascinating to reflect on the church's rich history, which spans over 2,000 years. How did St Bride's become connected with the marketing, communications and journalism professions? While Fleet Street is often remembered as the former hub of newspaper offices, the connection goes back much further.**

## **Printing and the City of London**

In 1476, William Caxton, a merchant, businessman and diplomat, introduced the first printing press with movable type to England, setting it up near Westminster Abbey. After Caxton's death around 1492, his apprentice Wynkyn de Worde acquired the press. At that time, the area around St Bride's had become a haven for clergy who couldn't afford the high cost of living in the mediaeval city centre. Since the clergy, along with lawyers based in the area, were the printers' best customers due to their literacy, Wynkyn de Worde moved his business to St Bride's churchyard in 1500, following sound commercial principles.

## **Writers and poets – the communicators**

This location proved ideal. Publishers of playwrights and poets soon established competing presses nearby, cementing the connection between St Bride's and the printing world. Fleet Street quickly became the cradle of the 'art and mystery' of printing, one of the most influential industries in human history. Wynkyn de Worde was

buried at St Bride's in 1535, and a plaque commemorating his life can be seen in the church. St Bride's also proudly possesses an original example of his printing from 1495.

By the 17th century, Fleet Street attracted great writers and diarists of the day. Samuel Pepys was born in a house adjacent to St Bride's and was baptised there.

## **Rising from the ashes**

After the Great Fire of London in 1666 had destroyed St Bride's, architect Sir Christopher Wren was persuaded to take on the rebuilding of the church. The spire was added in 1703 and became the inspiration for the traditional tiered wedding cake as it was copied by a young baker called William Rich who was located along the road at Ludgate Circus. St Bride's was again destroyed during the Blitz in World War 2, yet worship continued and the church was restored. The new St Bride's was rededicated in the presence of Queen Elizabeth II and Prince Philip on 19 December 1957 – the anniversary of the opening of the original Wren church 282 years earlier.

## **What does St Bride's offer the Marketors today?**

We proudly call St Bride's our 'Spiritual Home in the City'. It remains a living church in the modern world, keeping the flame of faith alive through the centuries.

Throughout the year, Marketors participate in formal services such

as the blessing of our new Master and Remembrance Sunday, as well as informal and social gatherings. We also join with other organisations in marketing, communications and journalism to celebrate Christmas, welcoming everyone of all faiths and none.

Don't forget, the church is free to visit, offers a fascinating historical story in the crypt and an active programme of services, lectures and concerts every day of the year. It truly is a genuine oasis of calm in the City – one of the most historic, vibrant and beautiful churches to be found anywhere in London.

For more information:

[www.stbrides.org](http://www.stbrides.org)

Contact: [stbrides@marketors.org](mailto:stbrides@marketors.org) and join us at one of the many events in the church, or simply visit to reflect and pray.

# Key milestones of the Marketors 1975-2025

Dr David Pearson  
Past Master

**1975** After extensive work by a working party of seven led by Reg Bowden, the Guild of Marketors was formally inaugurated on 1 April 1975. Reg was director of marketing at Horlicks and he learned many of his skills in a two-year stint in the USA.

**1976** The Founding Master, Reg Bowden, along with six other founding Fathers set up a Charitable and Educational Trust. Reg Bowden backed his vision with hard cash: a generous donation of £1,000.

**1977** The Marketors achieved remarkably rapid progression from guild to livery company status, almost the fastest of any livery company. Considerable support was received from Alderman and former Lord Mayor Lord Mais.

**1992** The Mais Marketing Award was introduced in the form of a bursary to support a marketing student in the completion of their degree studies.

**1991** The first Past Masters' dinner was held at the Carlton Club. It continues to be held every year and is attended by the current Master. Also in 1991 was the inaugural event of The Marketors' Golfing Society at Worplesdon Golf Club, Woking.

**1986** His Grace the 6th Duke of Westminster agreed to be admitted to the Freedom of the Company. Gerald Cavendish was active in City circles. Also in 1986 the Company had its first overseas trip. A group of 30 members and guests visited Epernay in the Champagne region of France. Other overseas visits have included: St Emilion, Alsace and Strasbourg, Oporto, Florence, Rheims, San Francisco, Muscat, Cape Town, Eastern USA, Madeira, Bilbao, Malta, Pittsburgh, India, Chile, Cyprus, France and Finland.

**1993** The Company participated in the Lord Mayor's Show with its first float. Also in 1993 a Working Party was created to explore how the Company might help young people to gain practical experience, training and an academic grounding in marketing.

**1994** HRH the Duke of Edinburgh accepted an invitation to dine with the Company at Trinity House in his capacity as first Honorary Freeman and Patron of the Chartered Institute of Marketing.

**1995** The first issue of MARKETOR was produced to mark the Marketors 20th anniversary. The considerable increase in quality versus the previous newsletter was funded by sponsorship from Royal Mail.

**2014** The Company started a series of professional lectures, not to be confused with the City Business Lecture. These were focused on the skills of marketing.

**2013** Master Sally Muggeridge was instrumental in securing the support of the Court of Common Council to confer the Honorary Freedom of the City of London on Archbishop Emeritus Desmond Tutu.

**2011** We gained another military affiliation, this time with the Royal Navy – HMS ST ALBANS, a type 23 Frigate.

**2015** The Harvard Business School Bursary was announced. This was the result of another very generous donation by Court Assistant Emeritus Professor Martyn Davis who had studied at Harvard through the sponsorship of the US State Department and wanted others to have a similar opportunity.

**2020** The Company started a new initiative which was to open up to corporate entities the opportunity to engage with the Company. Several other livery companies have established such links which have generated benefits for both parties, not just financial. Included in the offer is for a number of members of staff in the Corporate Supporters to become associates of the Company and have the opportunity to engage in its activities. The latest to join is S4 Capital.



**1978** The Marketors gained its coat of arms from the College of Arms. This was unusually quick.

**1979** The Company was honoured that some of their members were invited to ride in a coach in the Lord Mayor's Show.

**1981** Although all the early members were male this was not by design. In 1981 Margery Hurst, founder and chairman of Brook Street Bureau, was admitted. She had received an OBE and was one of the world's few self-made female millionaires.

**1985** The Company held a lunch at Glaziers' Hall in the presence of HRH The Prince Philip, Duke of Edinburgh. Prince Philip was admitted as the Company's first Honorary Freeman at the time of the Company achieving livery status. The Master Austin Nunn presented Prince Philip with his certificate of Freedom. Also in 1985 the Company produced its first regular newsletter to inform and engage the membership.

**1984** Lord Mais of Walbrook GBE was Master in 1984-85. Lord Mais was the first peer of the realm to be elected the Right Honourable Lord Mayor of London. He died in 1993 and was remembered through the Mais Scholarship and now through the Mais Past Master.

**1983** The Marketors made their first outing outside London with a weekend in Madingley Hall in Cambridge. Other UK visits have included: Bath, Canterbury, York, Broadlands, Hants, Guernsey, Stratford-upon-Avon, Kent, Wales, Winchester, Blackpool, Windsor, Yorkshire, Cornwall, North Wales, St Albans, Lincoln, Edinburgh, Oxford, Guildford and Sheffield.

**1997** As Marketors, we are proud of our strong affiliation with our military units. Our first was with the army in 1997 when we affiliated with 151 Regiment Royal Logistic Corps which provides logistics support to the UK's 3rd Armoured Division.

**1998** Master Roger Hood organised the first Marketors' conference in Cambridge. It was entitled 'Achieving Excellence in the 21st Century' and was attended by 70 senior marketing professionals.

**1999** One of the new members was the MP for Maidenhead, Theresa May. She would later make a number of speeches to Company members. Also in 1999, Master John Peterson called the Company's first Common Hall in an effort to encourage openness regarding the Company's governance and involve more Liverymen in its management.

**2010** Venetia Howes was installed as the Company's 33rd Master and its first Lady Master. Also in 2010, the Bowden Marketing Address Dinner was retitled the Bowden Charter Dinner and the Marketors received their Royal Charter from the Company's First Honorary Freeman, HRH The Prince Philip, Duke of Edinburgh.

**2005** We became affiliated with St Dunstan's College Combined Cadet Force.

**2000** Court Assistant Alderman Richard Agutter was elected Sheriff.

**2023** Past Master Andrew Marsden was elected Sheriff.

**2024** We extended our military affiliations to include the Royal Air Force, with RAF Cranwell.

**2025** The Marketors celebrated its 50th anniversary with a memorable banquet at the Mansion House.

*With thanks to Liveryman Jay Chinnadorai*

# Formation of the Guild of Marketors

David Elmer  
Senior Warden

**The very earliest discussions about forming a City of London livery company for the marketing profession were held among members of the Institute of Marketing during the mid-1960s.**

In 1969 Ron Edwards, then National Chairman of the Institute formally raised the idea with the National Executive who agreed to support his proposal.

The first step towards forming a livery company is the formation of a guild, an incorporated association with a constitution, elected officers, and a membership reflective of its chosen occupation. Every new guild seeking to eventually obtain livery status in the City of London must have the support of the Court of Aldermen and be operating in a profession not already served by a livery company. To this end, Ron (a Liveryman of the Horners) needed to build awareness and support within the City's complex and multi-layered, political and social apparatus.

Lord Mais, who was going to be Lord Mayor in November 1972, approached the Institute of Marketing for help with his Lord Mayor's Show where his theme was *The World is Our Market*. There was very little structure for the show in those days and to secure a more stable foundation, the Institute appointed the architect and furniture designer John Reid to oversee the Show following his success in designing the exhibition *The City for the Whole Man*. Some 21 years later his son Dominic took over as Pageantmaster and continues in the office today.

After the show Lord Mais was then asked to help in the formation of a marketing guild. He was delighted to assist and brought in other supporters, including some former and future Lord Mayors.

Reg Bowden, a Past Chairman of the Institute, formed a working party with Tony Bellm, Roy Randolph and Jack Rook and subsequently invited Ron Edwards, Bill Geffers and Austin Nunn to join them. These members of the working party have since



Lord Mais of Walbrook GBE  
(Master 1984-85)

been recognised as the Founders of the Company – or the 'Magnificent Seven'.

An early proposal was that the guild might be titled 'The Merchant Adventurers'. Bill Geffers later came up with the word 'Marketors', which would become the name adopted.

The objectives of the prospective Guild of Marketors were discussed and agreed as follows:

- To help raise the status of marketing and the level of marketing education
- To raise funds for charitable and educational purposes
- To bring together like-minded people for social and educational purposes

These objectives later evolved, through several incarnations, to become the Aims of the Company as they are today.

Thanks to the preparatory work of Ron Edwards, the support of Lord Mais and the efforts of the working party, approval was quickly given,



Colonel Reginald Bowden  
(Founding Master 1975-1979)

and the Guild was formed on 1 April 1975.

Lord Mais was invited to become the Founding Master of the Guild in February 1975. He declined on account of work pressures but suggested that he might be approached once the Guild had progressed to livery company status. Instead, Reg Bowden served as the Founding Master from 1975-78.

The first task of the new Guild was now to recruit members and with the full support of the Institute of Marketing it did so by writing to the 400 Fellows of the Institute setting out the aims and objectives of the Guild of Marketors within the City of London tradition of craft guilds and livery companies representing diverse trades and professions.

The members who joined the Guild by the end of 1975 became Founder Members and the list of 50 established an order of precedence determined by the order in which the fine was paid.

The Guild's Inaugural Dinner would be held on 13 November 1975.



# Joining the Marketors – a leap of faith

*Dr Roger Hood QVRM TD DL*  
**Past Master**

**Past Master Dr Roger Hood QVRN TD DL explains his 40-year journey within the Marketors' half century.**

In 1985, I joined the fledgling Worshipful Company of Marketors, then just a decade old. Although young, the Marketors had swiftly gained recognition, propelled by the influence of Lord Raymond Mais of Walbrook – Master Marketor in 1984 and former Lord Mayor (1972/73).

It was Lord Mais who chaired the Court of founding marketing professionals, who in turn interviewed a 32-year-old Marketing Manager from Dairy Crest and Unilever, PhD in hand from Cambridge, as he nervously faced a horseshoe of stern-faced elders, each probing intensely for an endless half-hour.

After waiting outside the Stationers' Court Room, I was informed by Clerk Ray Tarrant that the Court remained undecided. However, Founder Master Colonel Reggie Bowden summoned me for tea at his home the following Thursday at 1600 hours – a clear command rather than a social engagement! Fortunately, our shared backgrounds in milk products and the Army helped us bond, and Past Master Reggie championed my admission as a Freeman of the Marketors. I paid the Marketors

Admission Fine of £300 (equivalent to my family's annual holiday at the time), a significant personal investment in my future within the Company.



## **Commitment to the Marketors' values**

From the outset, it was made clear that every new Liveryman was expected to uphold Company values, support the Mayoralty and City, champion the marketing profession, contribute to charity and actively participate in the Company's growth. Guidance I wholeheartedly embraced – and have followed for the past 40 years.

The stern yet admirable gentlemen of the Company – many chairmen of blue chip corporations, banking institutions, IBM, property and investment firms, along with esteemed peers and knights – set an exceptional example. Among them were equally remarkable women who played vital roles in shaping the Marketors.

Together, these pioneers laid the foundations of the Marketors, establishing its reputation while forging careers across diverse sectors, including retail, government, banking, energy, FMCG, manufacturing and electronics. Their efforts flourished in the thriving marketing landscape of the late 20th century, bolstered by Prime Minister Margaret Thatcher's policies and a booming professional City.

To gain formal recognition as a City livery company, the Court of Aldermen required the Marketors to demonstrate financial strength, securing reserves exceeding £500,000 alongside an equivalent Trust Fund – an ambitious target we successfully met by 1990.

## **Contributions and milestones**

Over my first 15 years with the Marketors, I seized opportunities to contribute. I participated in the evaluation of a potential Marketors' Hall, a move ultimately deemed financially unwise. Alongside Past Master Harry Druce, a professional printer, we introduced the first Directory of Members: an A5 ring binder with loose-leaf pages updated annually to reflect changes.

In 1989, I was both astonished and honoured to be elected to the Court. By 1996, I laid the foundation for the Marketors' first military affiliation, drafting the Affiliation Charter with 151 (London) Regiment Royal Logistic Corps in 1998 – a moment made even more poignant as a former subaltern within the Regiment. By then, the Marketors had doubled in size to 200 members, despite not yet reaching its 25th anniversary.

In 1997, I pioneered the annual Marketors' City Lecture through commercial sponsorship, one of only three such lectures in the City at the time. It attracted Fleet Street journalists from the broadsheets, as well as marketing press reporters.

## **Memorable milestones over four decades**

- HRH Prince Philip became our only Honorary Freeman (1985)
- Recognition as a serious modern livery company (1990)
- Created the Marketors City Lecture (1997)
- Witnessed the granting of the Royal Charter (2010)
- Personal acquaintance with all three Marketor Sheriffs: Alderman Richard Agutter (2000–01), PM Sir Paul Judge (2013–14), PM Andrew Marsden (2022–23)
- Establishing the military affiliation with 151 Regiment RLC
- Serving continuously on Court for 33 years (and counting), including my tenure as Master (1998)
- Knowing our Founder Master and every one of our eminent Past Masters.

## **A call to fellow Marketors**

To all Marketors – enjoy the camaraderie of our Company, contribute actively, and uphold your pledge as Liverymen for life.  
**Your Company Needs YOU!**

# 100 issues of MARKETOR

David Williams  
Liveryman and Former Editor



**It is a happy coincidence that this 100th issue of MARKETOR occurs in our celebratory 50th year. Compiled and edited by members of the Company for 30 years, it is widely recognised in the City as one of the best livery magazines.**

Back in spring 1995 we were wishing to mark the 20th anniversary of the Marketors. Earlier attempts at producing a regular printed newsletter for members had lapsed and some new thinking was needed. MARKETOR was the result, a formatted eight-page A4 newsletter printed in four colour litho, designed and edited by Michael Shirley. Since then this publication has seen steady development under its several editors briefly outlined here.

After a slightly rocky start, in late 1996 from Issue 4, Alan Wellan gave MARKETOR some much needed regularity, producing 32 newsletters over his long eight year stint as editor.

Steven Rowe assumed the task from Issue 37. By this time the original format was looking a bit dated and some minor redesign took place, dispensing with a large armorial bearings which until then had appeared at the head of every page. With the growth in membership, the number of events was also increasing rapidly and, even with the extra space gained,

an eight-page MARKETOR was not able to report the Company's activities in any depth.



I was asked to take over as editor in 2008 with Issue 44. I immediately doubled the size of the newsletter to 16 pages in the summer issue and to 20 pages

in the autumn issue, introducing paid advertising to meet the increased cost. A completely new format appeared with Issue 46, adopting new fonts and layout to gain a more modern look. Use of bleed was introduced to photographs and graphics, making a substantial difference to the professionalism of the publication. Increased advertising, supported by a published rate card, helped offset the cost of what was becoming less of a newsletter and more of a quarterly magazine. We also put the MARKETOR on the website for the first time with a page-turning facility.

With Issue 56 the full front page image was first introduced, moving the traditional Master's Column inside. In 2012 Jane Wharam took over as editor and ably edited the next 14 issues.



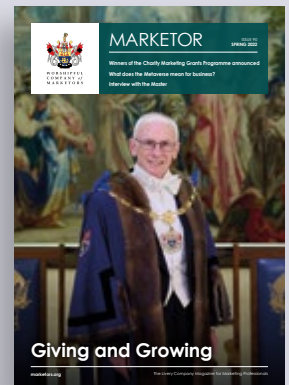
Ann Goodger assumed the role of editor from Issue 71, competently producing nine issues, with her final Issue 79 reaching 36 pages and heralding a change to the front page masthead. I again picked up the editor's quill in 2019, incidentally the last Master's year in which four seasonal issues were published.

The editorial task was growing with the size and complexity of the magazine and it was getting harder to find a volunteer with the professional skills and time to take on the task of producing quarterly

issues. The Company decided to drop down to publishing three issues each year and a series of guest editors took the reins for a couple of years, editing one issue each.

Relief eventually came along with Carole Seawert who from Issue 90 bravely stepped into the role of editor, bringing continuity and much professional expertise back to the task. She has maintained a remarkably high standard of publication; commissioning and editing interesting content contributed by members. Editing takes a lot of planning, considerable commitment and close attention to detail.

MARKETOR continues as a valued magazine for marketing professionals. Over the past 100 issues its editors have all sought to build on what has been done before, progressively making improvements and introducing new ideas.





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**E: [caroline.gee@evelyn.com](mailto:caroline.gee@evelyn.com)**

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# A conversation with Keith Weed

Elliott Cranmer  
Freeman

**Keith Weed shares his experience on building a NED portfolio and giving back through marketing expertise.**

The Marketors are fortunate to have had amongst its number for many years Liveryman Keith Weed, former CMO of Unilever and now very active in the portfolio stage of his career. This portfolio includes commercial NED roles with WPP and Sainsbury's, as well as the Presidency of the Royal Horticultural Society (RHS) plus Trusteeships of a number of charitable entities, not least the Leverhulme Trust, one of the UK's largest non-medical grant-making foundations.

## Sharing perspectives

In the context of our Company's recent focus on highlighting its 'giving back' activities, Keith kindly agreed to share his own NED experience and his perspectives on how marketers in general and Marketors in particular can contribute to society using their marketing skills. Marketors were joined on the evening by fellow senior marketers drawn from the ranks of the Marketing Group of Great Britain Emeritus body, as well as Fellows of the Marketing Society. Chris Macleod, Chair of the Fellows of the Marketing Society, opened the evening with words of welcome. We were generously hosted by Soheli Aziz, Senior Managing Director of Accenture Song at the Accenture offices in Fenchurch Street.

## Business and charity sectors

Middle Warden John Zealley sought

to navigate the conversation through Keith's many impressive career achievements. To set the scene, Keith shared his journey transitioning from being Chief Marketing Officer at Unilever to building a portfolio career, emphasising the importance of taking a pause to reflect and plan after leaving an executive role. He highlighted his initial concerns of becoming irrelevant post-retirement and how he overcame these by diversifying his activities across business and charity sectors. Keith encouraged attendees to leverage professional organisations like the Marketors and the Marketing Society and engage in networking events to build connections that can be valuable in future roles.

## A balanced portfolio

Keith described his portfolio as balanced, consisting of five business roles and five charity roles. He outlined how he combines FTSE 100 board roles, advisory positions, charity work and angel investing to maintain relevant expertise, diversity and intellectual stimulation. Within this, Keith described his start up/angel investing activities as a 'training budget', focusing on start ups where he could learn and contribute his expertise, such as marketing training, online learning and AI-driven brand tracking. He stressed the importance of aligning roles with personal values, interests and lifestyle constraints, such as geography and time commitment and fulfilling his wish to be a 'TW\*T' – working



*L to r: Soheli Aziz Accenture Song Senior Managing Director; Master Julian Boulding; Liveryman Keith Weed; Middle Warden John Zealley*

Tuesday, Wednesday, Thursday to accommodate other interests!

## The impact of marketing skills

Drawing on his involvement in charitable organisations like the RHS, Grange Park Opera and Business in the Community, Keith highlighted how marketing skills can significantly impact non-profit organisations, emphasising the importance of leveraging expertise such as communications, digital transformation and sustainability to drive growth and impact. He cited specific examples such as introducing CRM systems and advertising for the RHS to improve member engagement and brand awareness. He shared how he helped RHS develop a plant identification app and a chatbot called 'Chat Botanist', leveraging technology to enhance user experience and accessibility. He emphasised the importance of branding and advertising for charities, noting that many organisations undervalue these areas despite their potential to drive income growth and awareness and a sense of belonging for contributors.

In closing, while not everyone in the room aspired to quite the scale and intensity associated with the portfolio that Keith has built and the resulting societal impact, it was clear that there are valuable lessons to be drawn from Keith's experience of wide applicability to the work of the Marketors as a company, our giving back activities and individual members' marketing journeys.



*L to r: Sophie Devonshire Marketing Society CEO; Middle Warden John Zealley; Liveryman Keith Weed; Mhairi McEwen MGGB Emeritus Chair; Soheli Aziz Accenture Song Senior Managing Director*



Geoff Chaplin  
Liveryman

## Pancake racers in flipping fierce contest

On Shrove Tuesday (4 March) the Marketors proudly participated in the annual inter livery pancake races held at the historic Guildhall. Organised by the Worshipful Company of Poulterers, this lively event saw 30 teams compete in the picturesque Guildhall Yard, with the sun shining brightly overhead. The Gunmakers added to the excitement by firing the starting pistols, while the Glovers generously provided the iconic white gloves worn by the competitors and the Poulterers donated the eggs for the pancake batter.



Freeman Cait Allen storms down the home straight

The Marketors' team showcased its enthusiasm, with Freeman Cait Allen demonstrating her flipping skills in the Ladies' Race and the Master coming a respectable third out of five in the Masters' Race. Liveryman Martin Pezet won his heat in the Liverymen's Race and earned a place in the fiercely-contested final.

The atmosphere was electric as teams flipped freshly-made pancakes in frying pans, vying for victory and the coveted title.

In addition to the thrilling pancake races, the event featured a colourful fancy dress parade, adding an extra layer of fun and creativity to the day. Participants donned imaginative costumes, further enhancing the festive spirit of the occasion. The inter livery pancake races not only celebrated culinary prowess but also fostered camaraderie among livery companies, making it a highlight of the City of London's calendar. The Marketors' spirited participation exemplified their commitment to community engagement and tradition.

## The Big Curry Lunch

Clare Scaramanga  
Freeman

The Big Curry Lunch took place on 10 April this year. It was my first time there and quite an experience. While I knew in theory that there would be around 1,500 people there, it was still quite overwhelming in person – especially when you are only five feet tall (possibly being a bit generous) and can feel a bit lost in a big crowd.

I made my way down to the West Crypt to meet up with the Marketors' cohort and we all went into lunch together for the first sitting. The food was delicious and it was great that vegetarians and vegans were so well catered for.

I had been into the Great Hall before, but only when it was empty. You only really see the scale and grandeur when it is full of people; but it did get a little hazardous moving around with all the plates laden with curry that were just a smidge away from a spillage.

After lunch, it was interesting to visit the various stalls set up by some

of the livery companies and their tempting offerings, from books to herbs, curry sauce to socks.

It was an event definitely worth experiencing and I encourage all newbies, like me, to book their tickets next year.



Liveryman and AFCC Vice Chairman Army Zoe Phillips manned the Marketors' stall at the Guildhall, accompanied by members from our army affiliate, 151 Regiment RLC. L to r: Second in Command Major Neil Whitewick, Commanding Officer Lt Col Andy Balchin, Executive Officer Major Chris Swift



# The Master's Weekend in Venice

## 30 May – 1 June

David Williams  
Livoryman

**The time and place of the visit were of the Master's choosing and this destination clearly had great personal significance for Julian Boulding, lured many times to Venice over the last 50 years.**

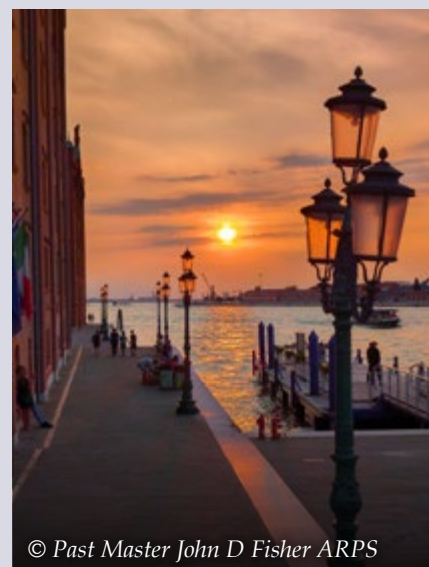
A water taxi whisked us directly from the airport to Dorsoduro and the canalside Nani Mocenigo Palace Hotel where most of the party were staying.

Those arriving early went to the Accademia Art Gallery. Here it seemed to be fitting looking at old masters – there were quite a few in our party. At 6pm we met up for a welcome cocktail in the secluded walled garden of our hotel. Our dinner venue then involved a short stroll to La Calcina Hotel, familiar to a surprising number of us. We dined on its terrace over the waterway that runs between Venice and the island of La Guidecca.

The following day we set off in three water taxis visiting some lesser known spots. Our first island was San Servolo, where we inspected the church and admired the beautiful views across the lagoon. Also here is Manicomio, once a lunatic asylum where we were educated in the pellagrous insanity and niacin deficiency historically affecting the Venice area.

After a welcome drink and snack lunch we briefly took to the water again, this time heading for San Lazzaro. This island also once housed victims of disease but in 1717 the Doge Mocenigo granted it to an exiled community of Armenian monks. We had an excellent young guide and the monastery housed numerous historical artefacts of interest to our party.

Returning to San Zaccharia by ferry with 'free time', some chose to



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accompany the Master to Scuola di San Giorgio degli Schiavoni to admire its stunning Carpaccio paintings.

In the evening we again dined in style, this time in the garden of the nearby Antica Locanda Montin.

On Sunday, those remaining convened for lunch after a guided walk at the Guna in Campo Santo Stefano, one of the best restaurants in Venice. Altogether a well organised visit which was enjoyed by everyone. The Master and his wife Anna, together with Heather Auton, were thanked for their flawless planning.

With lovely weather for our entire visit, Venice certainly has much to offer and we discovered many interesting parts just off the beaten track.



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# The Awards Committee

Kiran Kapur  
Freeman

This has been a busy quarter for the Awards Committee. The Committee facilitates the Harvard Bursary Scheme (details in the last MARKETOR) and the applications for the 2026 bursary are underway. We have also received applications for the annual Marketing PhD Thesis award which rewards academic excellence and research that has real world application. As usual, the committee has been impressed by the depth and standard of the research submitted.

We collaborate with the Chartered Institute of Marketing (CIM) to give an annual prize for the top student, which is presented in November each year.

We also look to widen access to marketing by bringing young people from a greater pool of backgrounds into the profession. At the Awards Committee's request, The Marketors' Trust kindly provided a grant to The Marketing Academy Foundation (TMAF) who work with young people from low income backgrounds to gain business skills, work experience and apprenticeships.

Here is an extract of the impact report produced by the charity, which shows the importance of this grant and please do take a look at the video 'Let's make more mums proud', described by the Master as 'goosebumpy' <https://www.tmaf-foundation.co.uk/tmaf>

*"The WCM kindly donated £4,500 to the charity to be used to (undertake) outreach work with the aim of increasing the number of host companies who partner with us."*

*L to r: Liveryman Prof Phil Harris; Dame Carol Ann Duffy DBE (Poet Laureate 2009-19) who was presented with a Lifetime Achievement Award; Master Julian Boulding.*

*Photo credit: erphotography; Educate North Awards (c) 2025*

1) TMAF invested in a database with e-mail addresses of 43,000 CMOs and 200,000 Senior HR professionals, with responsibility for marketing talent. This database is the core of TMAF's out-reach e-mail program.

2) TMAF created a film that highlights the charity's mission and the positive impact it has had. This film has been integrated into our email outreach program, showcased at fundraising events and shared during meetings with prospective host companies.

*The kind donation from WCM represents 75% of what we spent on these two initiatives, overall (excluding salaries), with the outstanding amount coming from the charity's own funds.*

*We decided to leverage the database to explore its potential for boosting income generation. We promoted two of our fundraising events: the Rory Sutherland Book Club and a talk by Mark Ritson. The email campaigns targeted ticket sales and donations. The Mark Ritson event generated £10,717, while the Rory Sutherland event brought in £3,769, resulting in a combined total of £14,486 in revenue.*

*Beyond its fundraising success, the event also*

*resulted in a strategic partnership with Snap Inc. The company has committed to sponsoring one of our free employability skills bootcamps at their London headquarters in June 2025.*

*The film remains a vital tool in our outreach efforts. It is a powerful showcase of our mission in action. Additionally, it plays a key role in discussions with prospective host companies."*

## Educate North Awards

The Master was invited to present one of the awards (the Community Engagement Award for the HE/ FE Sector) at 11th Educate North Awards (ENA), staged in Manchester on 3 April. Liveryman Professor Phil Harris is Chair of the Judges Panel which comprises 25 judges from across the sectors including Vice Chancellors and the UK Female Engineer/STEM Ambassador. After the Times Higher Education Awards, the ENAs are the largest higher level education competition in the UK. This is the largest awards ceremony event outside of London which Master Marketors have attended – they have each been asked to present specific awards at in 2023, 2024 and 2025. Next year's Master (subject to election) has been invited and has already accepted.



# Our enduring support for the armed forces

**The Worshipful Company of Marketors has long held a deep and meaningful connection with the armed forces. It is a relationship built on mutual respect, shared values, and a commitment to service. This enduring partnership was recently celebrated and further strengthened through a series of significant events, each highlighting a different facet of this vital connection.**

## Jubilee Banquet

A particular highlight was the recent Jubilee Banquet, a landmark occasion that, for the first time, brought together Commanding Officers from all three of the Company's esteemed armed forces affiliates.

The Jubilee Dinner served as a powerful symbol of unity and shared purpose. The atmosphere was one of genuine camaraderie as Marketors mingled with officers and personnel from across the military spectrum. Meaningful conversations flowed, bridging the worlds of commerce and service, and underscoring the transferable skills and leadership qualities inherent in both marketing and

military disciplines. The presence of COs from all three affiliates – 151 Regiment RLC, HMS ST ALBANS, RAF Cranwell – marked a significant milestone, reinforcing the breadth and depth of the Company's support for the armed forces family. Chairman Tony Norton ensured that the photographer captured several photographs of all the COs and AFCC Vice Chairmen at the Jubilee Banquet on 1 April. There was also a suggestion by Vice Chairman Andy Robinson for a pre-gathering at a local pub for all the COs to encourage a more relaxed atmosphere.

## Cadet drill

Another key event in the calendar was the fiercely contested St Dunstan's drill competition. This annual event, combined with the biennial MoD inspection on 19 March, showcased the discipline, precision, and teamwork inherent in military training – qualities that resonate deeply with the principles of effective marketing strategy and execution. Junior Warden David Cowell, AFCC Chairman Tony Norton, and AFCC Vice Chairman

CCF Susan Rawlinson attended this full day of activities, which included lunch.

The Marketors' involvement in supporting this competition underscores our commitment to fostering these essential skills in young individuals associated with the armed forces. Vice Chairman Susan Rawlinson also suggested that, as Major Richard Davies, Commanding Officer of St Dunstan's College CCF rarely takes up the Affiliate agreement's two-person invitation to one great event a year, it should be used as a gift to an instructor – an idea that was well received by the committee.

## 151 RLC news

Further strengthening the Company's ties with the Reserve Forces is the ongoing engagement with the 151 Regiment, Royal Logistic Corps (RLC). As a Reserve Transport Regiment, the 151 RLC plays a crucial role in providing essential logistical support to the regular army. A meeting was held between Senior Warden David Elmer, Vice Chairman Army Zoe Phillips, and the 151 RLC to 'jump



*The Commanding Officers of our three armed forces affiliates attended our Jubilee Banquet in April. L to r Lieutenant Colonel Andy Balchin, Commanding Officer 151 Regiment RLC; Commander Matthew Teare, Commander HMS ST ALBANS; Wing Commander Matthew Thornton, Station Commander RAF Cranwell.*



*St Dunstan's College CCF at our Jubilee Banquet in April*



Paul Finch  
Freeman & AFCC Member

start' the year, and our collaborative recruitment project is back on track. The Regiment is considering inviting other WCM armed forces affiliates to a dinner on Saturday 18 October at Grantham Barracks. There was also discussion around how the Marketors could further help 151, with ideas including Zoom training and setting up a Marketors' Trust initiative to fund CIM courses for troops. The committee also noted Exercise 'Titan Storm' to be held 8-15 November, with a possibility for other WCM armed forces affiliates to be invited for an afternoon.

### HMS ST ALBANS update

Vice Chairman Royal Navy Andy Robinson provided an update on HMS ST ALBANS, noting that the ship had recently completed a six-week Fleet Time Support Period in HMNB Devonport. During this time, the crew conducted essential maintenance, training and preparations for deployment, including 'Exercise Virtual Kraken' for submarine hunting skills and Replenishment at Sea training. HMS ST ALBANS sailed on 9 March for a post-maintenance shakedown period and is also looking forward to a port visit to Stavanger, Norway. Andy Robinson will be handing over the baton of Vice Chairman Royal Navy to Michael Smeeth prior to the next AFCC meeting.

### Unwavering commitment

Through events like the Jubilee Banquet, the St Dunstan's drill competition, and the ongoing support of units like the 151 Regiment and HMS ST ALBANS, the Worshipful Company of Marketors continues to demonstrate its unwavering commitment to the armed forces. These initiatives not only provide valuable support and recognition to our servicemen and women but also foster a deeper understanding and appreciation between the worlds of marketing and military service. The bonds forged through these interactions are invaluable, enriching both the Company and the wider armed forces community, and promising a continued strong partnership for years to come.

## 'There may be trouble ahead...'

Jeremy Stern  
Liveryman & Law and Marketing  
Committee Chairman

The UK Marketing industry is primarily self regulated. Yes, there are some laws that prevent extreme cases of dishonesty and fraud, but Parliament has left most of the details of possible areas of transgression to the Advertising Standards Authority (ASA) rather than the Courts of law. However the ASA has only limited sanctions – a request to remove or amend – and no power to impose fines. Thus the main damage from an ASA ruling is purely reputational.

### Enforcement with teeth

However, recent changes to consumer law in the UK have given the Competition and Markets Authority (CMA) the ability to take more onerous and direct action to tackle serious breaches. The CMA is the regulatory body responsible for promoting competitive behaviour and tackling unfair trading and is frequently in the news over high profile cases of over pricing, market domination or unfair practices.

### £300,000 fines on individuals

The Digital Markets, Competition and Consumers Act 2024 was introduced to promote fair and robust competition – both online and on the High Street – and has given the CMA new powers of enforcement including the ability to impose fines of up to 10% of a company's global turnover as well as up to £300,000 on individuals deemed at fault.

The CMA will now 'be able to decide whether consumer protection laws have been infringed, rather than going through the normal court procedure, and to

tackle any breaches directly and proportionately, including through redress and fines'.

The CMA has always worked closely with the ASA, often using a consumer complaint and subsequent ruling as a trigger for its own investigations. Its recent Enforcement Guidance notes makes clear that it will take ASA rulings into account, meaning that advertisers should be cautious that a challenge from the ASA doesn't lead to action by the CMA, who can now issue penalties if an advertiser has breached consumer law.

Early enforcement action is likely to focus on tackling egregious breaches, including aggressive sales practices, unfair contract terms, and providing false information to consumers.

### What are the implications for marketers?

- Know the rules. Read the BCAP and CAP Codes, the rule book for broadcast, and non-broadcast marketing, respectively. These easy read documents are available from here: <https://www.asa.org.uk/codes-and-rulings/advertising-codes/non-broadcast-code.html>
- Share the education with colleagues and agencies. Make sure they know the basics.
- Review your marketing practices, eg on two ticking and legal clearance, ensuring that your marcomms are compliant with the letter and the spirit of the rules and consumer protection laws,



# Fellowship – the beating heart of the Company

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

**As we celebrate 50 years since our founding, Fellowship remains at the heart of the Worshipful Company of Marketors. Its core purpose is to foster a vibrant community where marketing professionals connect, collaborate and contribute to the greater good. We continue to see talented marketers enter the Company and make significant contributions – to the livery, to the marketing profession and through charitable work.**

The Fellowship Committee supports new Freemen, helping them integrate into the Company and supporting their progress along their livery journey. We have seen a steady pipeline of Freemen receiving the Freedom of the City of London, and we always encourage them to share their ceremony dates so that a member of the Company can be present to support them. I was delighted to attend Ismael Gonzalez's Freedom ceremony in March, where the Clerk of the Chamberlain's Court had researched Spanish themes in honour of Ismael's nationality – a testament to the bespoke nature of every ceremony.

So far this year, the Company has clothed five new Liverymen, an important milestone in each of their journeys. Congratulations to Ismael

Gonzalez, Stewart Shuttle, Sarah White, Matthew Wilke and Kelly Wu (see page 10).

Notably, Stewart Shuttle, who first joined the Company in 2008, and decided to take this next step – a testament to the enduring commitment and fellowship that define the Marketors community.

Getting involved in a committee or one of our initiatives is one of the best ways to enrich your experience with the Marketors. Of course, time is precious, and we are all volunteers, but every contribution counts. Our Mentoring and Outreach Committees are two great examples where members have enriched others and, in the process, enriched their own lives.



*Marketors queue up to be served the indoor barbecue*



*L to r: Elliott Cranmer, David Elmer, Laura Girling, Claire Scaramanga*

Attending our social events is another way to get to know members.

For example, a group of Marketors and their guests had a fun evening at our summer party on 5 June (see above). Held at Omnicom's UK headquarters on Bankside, it was a great opportunity for Marketors both new and long-standing to mix and mingle informally.

The Marketors' Tribe continues to grow in numbers and popularity. Upcoming events include regular drinks meetups and a Roman London walking tour in September.

If you'd like to get more involved, feel free to email me at [mqa44@hotmail.com](mailto:mqa44@hotmail.com).

Fellowship is what binds, sustains, and inspires us. The special ingredient is you – our members.



*Ismael Gonzalez at his recent Freedom of the City ceremony. L to r: Court Assistant Martin Ashton, Liveryman Serafino Manca, Liveryman Ismael Gonzalez, guest of Ismael, Court Assistant Rhian Pamphilon, and another guest of Ismael*





## Application to become a Freeman of The Worshipful Company of Marketors

### Personal details

Title:

First name:

Surname:

Known as (if different to first name above):

Middle name(s):

Post nominals (Not including professional or educational qualifications):

Home address:

Postcode:

Home

E-mail address for

# A heartfelt thanks to our Marketer champions

*John Jeffcock*  
Court Assistant  
& Membership Committee Chairman

**At the heart of the Worshipful Company of Marketors lies a powerful sense of fellowship – one that not only unites us in our shared values and professional excellence but also continually draws new energy, insights and enthusiasm from those who join our ranks. The Company grows stronger and more vibrant with every new member, and it is thanks to the support and advocacy of our own community that this momentum continues.**

We are therefore delighted to take this moment to recognise and thank a number of distinguished Marketors who have gone out of their way to recommend and refer individuals to join our livery. Your efforts have brought remarkable new talent into the fold, helping to shape the future of the Company for generations to come.

**Martin Ashton** has opened doors and built bridges on our behalf, actively supporting the growth of our community through generous and considered recommendations.

**Darren Bayley** has been a strong and supportive presence, always on hand to explain the benefits of the livery and to encourage others to be part of something meaningful.

**Julian Boulding** has consistently demonstrated his belief in the Company's role in raising standards

in marketing, generously making introductions that strengthen our position in the industry.

**Jeremy Davis** has played a vital role in highlighting the value of the Marketors to a new generation of marketers, always speaking with passion about the impact of our work across industry and charity.

**Vanella Jackson**, with her standing in the marketing world and her gift for leadership, has been instrumental in advocating the importance of the livery in fostering lifelong learning and giving back.

**Dr David Pearson**, a long-standing and deeply respected figure in the Company, has continued to champion our growth through thoughtful recommendations and unwavering support.

**Simon Rhind Tutt** has been a consistent advocate for the Marketors, taking the time to share the story of our traditions and values with prospective members. His dedication to fostering connections within the marketing community is deeply appreciated.

**Professor Ian Ryder** has lent his influence and expertise to highlight the Marketors' relevance to both academia and industry, and we are grateful for his thoughtful referrals.

**Claire Scaramanga** has helped

bring new voices into the Company, sharing her networks and advocating for inclusion and diversity in our membership.

**Carole Seawert** has been an enthusiastic ambassador for the Company, helping to identify those whose professional calibre and personal ethos align with the Marketors' unique culture.

**Matthew Wilke** has championed our cause with quiet determination, sharing our mission and values with peers who now bring fresh perspectives and energy into the Company.

To each of you: thank you. The Company thrives not only on its heritage and purpose but also through the strength of the people within it. You have taken the time to share what makes the Marketors special, and in doing so, you've helped to ensure our future is one of continued relevance, vitality and excellence.

As we welcome the new members you have brought to us, we also celebrate the community spirit that inspired your introductions. May it serve as a reminder that we are each stewards of this great Company – and that through collective effort and personal generosity, we secure its legacy for generations to come.

# A bold new social impact framework for the charitable sector

Vanella Jackson  
Court Assistant & Outreach  
Committee Chairman

## The Outreach team launches 'The Giving Circle', a practical and strategic approach to measuring social good.

For today's charities, proving social impact is no longer a luxury – it's a necessity. From securing funding to earning public trust, the ability to demonstrate tangible results is critical. Yet, for many nonprofits – especially smaller ones – traditional impact measurement systems can be overwhelming, complex and inaccessible.

That's where we, the Worshipful Company of Marketors Outreach Team steps in. With a fresh, simplified approach, our new Social Impact Framework empowers charities to define success on their own terms. Rather than relying on jargon-heavy models or rigid benchmarks, this practical tool aligns impact measurement with strategy, storytelling and supporter engagement.

### Simplifying strategy

Far too often, social impact measurement becomes a numbers game – collecting endless data that may look impressive but fails to reflect a charity's true mission and impact. The Marketors' Giving Circle Strategic Framework cuts through this noise. It prompts charities to ask:

- How and where do you expect to make money?
- What real-world change are we aiming for?
- How will we know if we've achieved it?
- Which indicators genuinely reflect our progress against our strategic goals?

By focusing on outcomes as well as outputs, The Giving Circle framework helps organisations concentrate only on what truly matters – whether that's shifting public attitudes, influencing behaviours, increasing donations, and/or building long-term advocacy.

## Building movements, not just campaigns

Effective charity marketing does not just deliver a message – they spark movements. This is primarily generated when people connect emotionally with a cause, they don't just donate – they share, advocate and engage others.

The Giving Circle framework supports this movement-building mindset by encouraging:

- Compelling marketing and storytelling that resonates emotionally and motivates action
- Shareable content that spreads organically across networks
- Community participation that invites collaboration and expands reach

Unlike traditional models, which often overlook the value of emotional engagement, this framework highlights the power of marketing to make money and build momentum. It acknowledges that lasting change comes from inspiring others to act, creating virtuous circles of giving.

### Introducing the giving funnel

Borrowing from the commercial world, the framework introduces a 'Giving Funnel' similar to a marketing sales funnel. This model tracks how supporters move from seeing and experiencing, to feeling, thinking and doing (ie giving, participating and advocating).

This allows charities to track more than just donations. They can evaluate engagement levels, supporter journeys and advocacy efforts. These insights will in turn help inform better marketing decisions, allowing organisations to foster long-term relationships – not just one-time gifts.

### Designed for real-world use

What sets The Giving Circle framework apart is its accessibility. It's not about expert-only evaluation or abstract metrics – it's a hands-on tool designed to help real charities make real, strategic decisions. Key features include:

- Practicality – A clear, user-friendly structure to guide strategic planning and evaluation
- Emotional impact – Recognises that stories that connect emotionally, drive action
- Creativity-first approach – Encourages innovative, stand out marketing content that inspires support
- Collaboration – Helps charities align around shared goals
- Accountability – Offers transparency to teams, donors, and grant-makers

By avoiding the 'black-box' feel of many existing systems, The Giving Circle framework ensures that impact measurement becomes a strategic advantage – not a burdensome task.

We will be using this to guide our strategic conversations with charities and the homework we ask them to do. It will help us form the basis of their strategies and then give us a structure to base our measurement and metrics.

It will also help guide more Marketors when getting involved with Outreach charities, giving them a standard, productised way to work with them that they can follow.

### Marketing that makes a difference

As the Marketors celebrates its 50th anniversary, this new framework reaffirms our mission: to harness the power of marketing for social good. It's more than a measurement tool; it's a philosophy that calls for clarity, creativity, and community in the charitable sector.

For nonprofits seeking a smarter, more strategic way to show their value and grow their influence, this framework offers a powerful roadmap. The time has come to move beyond complexity and toward social marketing impact that's measurable, meaningful and inspiring.



What does the future hold?

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

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

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

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

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

What happens when commerce moves at the speed of culture?

And what happens when the culture bites back?

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

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

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

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



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

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

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Get in touch – [joanna.cotton@monks.com](mailto:joanna.cotton@monks.com)





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## Upcoming events

Thursday 24 July	Brigantes Breakfast, Scarborough
Sunday 14 September	Roman guided walk
Monday 22 September	Tri Livery Event, Stationers' Hall
Sunday 28 September	Annual Sheep Drive, Southwark Bridge
Monday 29 September	Election of Lord Mayor, Guildhall

Thursday 16 October	Cartwright Cup Crazy Golf
<b>Tuesday 21 October</b>	<b>The Autumn Charter Dinner, Painter Stainers' Hall</b>
Wednesday 29 October	Joint event with the Distillers
Saturday 8 November	Lord Mayor's Show
Monday 8 December	Carol Service, St Bride's

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

Plasterers' 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](http://www.marketors.org)

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### Chairman:

Max Richardson  
E: communications@marketors.org

 Follow us @marketors

### Design & Print:

 **Ruddocks**

T: 01522 529591  
E: sales@ruddocks.co.uk  
[www.ruddocks.co.uk](http://www.ruddocks.co.uk)