



WORSHIPFUL
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MARKETORS

MARKETOR

ISSUE 102
SPRING 2026

Marketors sign the Armed Forces Covenant

Charity Grants Programme winners announced

Twelve new Freemen join



Meet our new Master

MARKETOR

SPRING 2026 ISSUE 102

The Livery Company Magazine
for Marketing Professionals

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Front cover: Master David Elmer and his wife
Jane Elmer

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Editorial

Carole Seawert
Editor & Court Assistant



Photo: Andy Sillett

A great deal has happened since the winter edition of MARKETOR: we have a new Master and a new Clerk, and we have welcomed 12 new Freeman to the Company. You can find out who they all are in this latest issue.

We also announce the worthy winners of The Marketors' Trust Charity Grants Programme and

focus on the fund-raising activities of some of our Freeman and Liverymen, from sponsored walks and runs, to a sleep out.

As usual, our committees have been very busy. The St Bride's team has been working hard on a 2,000-year timeline for the church which was unveiled in the presence of HM Queen Camilla; the AFCC co-ordinated the ceremony for the signing of the Armed Forces Covenant at our Installation Dinner; and Knowledge Development has been creating a series of 'Knowledge Exchange' events for 2026 – to name but three.

If you have any ideas for an article for the next issue of this magazine, please contact me on editor@marketors.org



A message from our new Clerk

April Cowen
The Clerk

It is an honour and a pleasure to address you as Clerk. Early highlights include attending the Master's Blessing at St Bride's Church, taking part in the Inter Livery Pancake Race in Guildhall Yard, and meeting many members at recent Company events.

My career has been shaped by a commitment to story telling, service and meaningful connection. From my Norfolk roots to this new role at the heart of one of London's historic institutions, I have worked across corporate, charitable, and civic sectors as a purpose-driven communications leader. After graduating from Greenwich University with a degree in Business and Marketing Communications,

I began my career in financial PR before progressing into senior communications roles. I later retrained as a teacher. After starting a family, I returned to communications with a renewed focus on values-led messaging and inclusive engagement, most recently at the Merchant Taylors' Company.

As Clerk, my priority is to uphold our traditions while supporting a thriving, modern fellowship. Please stay connected via the Company's LinkedIn and Instagram accounts, The Tribe on WhatsApp, and our new announcements group.

Thank you to everyone for the warm reception. I look forward to working with you all.

Dr Glyn Cartwright
Past Master

In memoriam: Honor Page

10 June 1955 - 18 Jan 2026



One of the greatest things about my year as Master was to meet and work with our Clerk Honor Page, who sadly died in January. The first time we met was over a coffee in a pub near our offices. It very quickly became evident that we were on the same page, (excuse the pun), in terms of our views on what the role of livery companies should be within the City of London.

I was one of the few Masters who have experienced half their time without the benefit of a Clerk and the other half with a Clerk. What a difference it makes. I was regularly updated on what I should and shouldn't do and whenever we went out to any venue, Honor was known by everyone.

We both had a lot of fun working together. I said in the opening paragraph that we originally met in a pub to have a coffee; I can assure you, that was the last time we had a coffee in a pub. We regularly met before an event for a drink, and often went for a nightcap after an event, where we sorted out the problems of the world out. Honor took her role very seriously and her time with us added great value to our Company. More importantly to me, as was reflected in my theme, we had a lot of fun working and enjoying experiences together.

I will always remember Honor, for being professional, hard-working, knowledgeable and always expressing a cheeky smile when she looked over the top of her glasses. I, like all of us, will greatly miss Honor; it was a privilege for me to have known and spent time with her.

'Giving Back' in our Trust's 50th year

David Elmer
Master

This is another special year for the Marketors as we celebrate the 50th anniversary of The Marketors' Trust and I am proud and honoured to have been elected Master of this wonderful Company. My installation took place at the splendid Stationers' Hall where my first duty as Master was to install John Zealley and David Cowell as Senior and Middle Wardens respectively and our new Learned Clerk April Cowen. I also clothed two Liverymen, admitted five Freemen and, along with Air Vice-Marshall Ranald Munro CB CBE TD VR DL, signed the Armed Forces Covenant as an affirmation of the Marketors' commitment to support our Armed Forces. Quite a busy Ceremonial Court.

Much fun was had at the annual pancake race, held on Shrove Tuesday. Organised each year by the Poulterers' Company in aid of charity, this is one of the quirkiest events in the calendar. In the Masters' race I was gowned with my badge of office plus an apron, gloves and a chef's hat. I had to flip a pancake in a frying pan while running the short course. I surpassed my objective of not coming last by actually getting into the final and the team celebrated afterwards in the crypt.

My theme for this year is 'Giving Back' and we start the year with a new Chair of The Marketors' Trust, Diana Tombs, who plans to make this a stellar year for the Trust, but we still need more support from all Marketors. I encourage you to support the Trust financially and you can now set up and modify direct debits all on the website. So no more excuses!

The unmissable event of this year is The Marketors' Trust Summer Ball. Put Friday 5 June in your diaries for a spectacular evening at Merchant Taylors' Hall where we will have lots of fun and fellowship, dance the night away and raise some money for our Trust.

At the time of writing, we are planning our Rededication Service at St Bride's on Tuesday 14 April with a Spring Lunch afterwards at the Apothecaries' Hall.

Finally let's focus on how we can give back, work better in our teams and committees, recruit more new members and build and strengthen both the Marketors and the Marketors' Trust in its 50th year.



The Master with the Reverend Canon Dr Alison Joyce at the Master's Blessing at St Bride's on 15 February

Installation Dinner

Laura Girling
Liveryman

The historic, oak-panelled grandeur of Stationers' Hall provided a magnificent backdrop for a pivotal moment in the calendar of the Worshipful Company of Marketors: the Installation Dinner on 21 January. For many, it was a night of tradition and celebration; for me, it was a profound personal milestone as I was formally clothed as a Liveryman during the Ceremonial Court preceding the evening's festivities.

The atmosphere in the Court Room was one of quiet solemnity. Not only was it an exciting night for me and my fellow new Liveryman, Harrison Smith, but we also had five new Freemen joining us. I also had the privilege of observing the signing of the Armed Forces Covenant by our new Master, David Elmer, alongside Air Vice-Marshal Ranald Munro CB CBE TD VR DL. This signing reinforces the Company's commitment to supporting those who serve, ensuring that the marketing community remains an active ally to the defence family.

As we moved into the Great Hall for the dinner, the sense of continuity was palpable. The ceremonial passing of the Master's Badge and Chain from Immediate Past Master

Julian Boulding to David Elmer marked the official beginning of a new chapter. Julian's tenure was marked by remarkable growth and engagement, and the 'changing of the guard' was handled with the grace and decorum that defines the City of London's traditions.

The food, as usual, was divine, as indeed was the wine. However the evening was not merely about the future, but also about honouring the foundations of our craft. We paused

for a moving tribute to three of our own Marketors who passed away this year. It was a poignant reminder of lives that have shaped our Company and the lasting impact of their professional and personal contributions.

The keynote speaker, James Espey, brought a spark of legendary industry insight to the hall. As the creative force behind iconic brands such as Malibu and Chivas Regal, he shared anecdotes from



Members of St Dunstan's Combined Cadet Force

a career spent defining the global spirits market. His reflections on brand building were both witty and wise, offering a masterclass in the longevity of clear, purposeful marketing – a fitting theme for an audience of practitioners.

In his inaugural address, the Master, David Elmer, laid out a clear and compelling vision for the year ahead under the theme 'Giving Back'. He spoke passionately about the role of the Marketor beyond the boardroom, urging members to engage more deeply with the Outreach Committee. This committee provides pro-bono marketing expertise to charities and other deserving causes, proving that our skills can be a powerful force for social good.

To facilitate this mission, the Master announced a practical step for The Marketors' Trust: the introduction of a direct debit facility via the Company's website. This initiative aims to streamline charitable giving, ensuring the Trust has a sustainable foundation to support its educational and philanthropic endeavours.

The evening at Stationers' Hall was a vibrant tapestry of professional pride, historical continuity, and a collective commitment to service. As a new Liveryman, I left the hall, after a lively stirrup cup, feeling not only a sense of belonging to this ancient tradition but also a renewed responsibility to use my craft to give back to the wider community.



Liveryman Roz Morris with her guest Malcolm Douglas



Honorary Treasurer (now Junior Warden) Rhian Pamphilon with the Reverend Canon Dr Alison Joyce



Liveryman Vlad Dobrokhotov and Court Assistant Conor Gunn



Alderman Prem Goyal, Past Master Dr Trevor Brignall, Master International Banker Tim Skeet



Guests Pippa Moss and Giles Fagan, Clerk to the Stationers' Company



Court Assistant Carole Seawert, Past Master Michael Harrison, Court Assistant Annie Brooks



L to r : Middle Warden David Cowell, the Master David Elmer, Senior Warden John Zealley



April Cowen is admitted as the new Clerk



Guest speaker James Espey with the Master



Members of the 2026 Court plus special guest



Master David Elmer presents Immediate Past Master Julian Boulding with his Past Master's plaque



L to r: Capt Sophie Copson, Air Vice-Marshal Ranald Munro CB CBE TD VR DL, the Master, Lt Col Richard Davies



Visiting Masters and our Honorary Chaplain with the Master and Wardens



Laura Girling and Harrison Smith clothed as Liverymen



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Amélie Arras



Amélie has built her career creating demand for cutting-edge technology in regulated markets, turning complexity into propositions people understand,

trust and buy. She began in defence, shaping highly technical bids into winning narratives, before founding a consultancy helping fintech and crypto firms enter new markets and define category leadership. Today she helps B2B tech companies build marketing into a true commercial partner for sales-led organisations. She mentors future leaders, chairs the MENA Fintech Association (MFTA) Sustainability Alliance, serves on the board of the Association for Women in Crypto France, and lights up for wine, macarons and Six Nations.

Marc Guitart



Marc is a brand consultant and business designer, founder of brandcelona@ in 2005 and brandlond@ in 2018, strategic consultancy agencies. Alongside

professional practice, he combines branding and design consultancy with university teaching and has received several international awards throughout his career. Marc is also an international lecturer, collaborating with universities across Europe, the Americas and Asia. He specialises in high-level brand strategy for governments, cities, global corporations and cultural institutions, bridging nation branding, city branding and heritage identity to shape globally relevant narratives with clarity, prestige and purpose, providing lasting impact.

James Barnett



After nearly a decade at a global media agency group, working with brands including eBay, adidas, and The Coca-Cola Company, James went on to found

Real View Marketing. He works closely with founder-led businesses that have strong expertise and reputations but struggle to translate that into consistent online visibility. James helps them build clear personal and company brands that drive trust, demand, and ultimately revenue. Known for his pragmatic approach, he combines strategic positioning with hands-on execution and is particularly recognised for his LinkedIn expertise, helping leaders show up consistently, credibly, and in a way that supports long-term growth.

Ann-Marie Hall



Ann-Marie's career spans creative agencies, government and charities. Her focus is marketing for behaviour change and bringing creativity into

more traditional organisations. She is currently Director of Marketing & Communications at Shaw Trust, the 'good work' charity addressing economic inactivity and youth unemployment. Combining commercial thinking with social purpose, she is interested in how story telling can increase participation and strengthen communities. This cross-discipline interest led her to supplement her Marketing degree with an MA Media & Communication, and a MSc Corporate Governance & Business Ethics. Ann-Marie lives in leafy SE London and, despite losing her accent, remains a proud Northerner.

Emily Morris



Emily is a business development and marketing professional with 25 years' experience in senior roles in banking, asset management and legal services

organisations. She specialises in taking on roles in organisations seeking to professionalise their approach to marketing and business development, and enjoys rolling up her sleeves to drive operational change, digital marketing transformation, and effective new business development/key client programmes. She started her career in financial and corporate PR, latterly in agency director level roles. She has been a charity trustee and school governor, and in her spare time is a keen theatre goer and gardener.

Patricia Nichols



Patricia is Emeritus Professor of Business and Management at Manchester Metropolitan University (MMU). She started her career in business and

following an MBA at Manchester Business School, stayed there and segued into academia. Specialising in marketing, particularly political marketing, she has edited two books (in the name of Rees) about Machiavelli and Marketing. Whilst at MMU she was Director of the MBA. Since she retired, travelling has been Patricia's main occupation. Currently she is volunteering with a medical charity which helps people all around the world who might not otherwise get help. More edited books are currently in the pipeline.

Krishna Prasad



Krishna is the Director of Marketing and Development at Dedicated Computing, where he leads global marketing strategy, go-to-market alignment,

and partner-led growth across key technology ecosystems. His experience spans complex B2B environments – including AI, edge computing, and high-reliability systems – as well as high-scale B2C markets from his earlier roles in India's EdTech and FinTech sectors. Krishna combines commercial insight with a strong technical foundation, holding an MSc in Biotechnology and an MSc in Strategic Marketing from Cranfield University. He is passionate about building scalable marketing engines that accelerate revenue and deepen strategic customer relationships.

Richard Riley



After completing a postgraduate Diploma in Marketing at Bristol Business School, Richard has built his career in Financial Services marketing.

For the past 25 years, Richard has held marketing leadership roles in the City, building brands and growing value for some of the world's largest asset management firms. He is a strategic marketer and leader with deep expertise in developing and directing winning strategies that deliver material improvements to brand awareness, client engagement, and asset retention. Richard is also an active political campaigner, keen to bring commercial discipline and customer-centric thinking into local authority decision making.

Rachael Smith



Rachael is a commercially-focused marketing leader with over 20 years' experience across the financial services sector, spanning investment

consulting, asset management, banking and fintech. She specialises in translating complex financial propositions into clear, compelling narratives that drive growth and strengthen market positioning. With a strong track record in brand strategy, go-to-market execution and client engagement, Rachael partners with senior stakeholders to align marketing with revenue ambition. She combines analytical rigour with creative instinct, believing that while data sharpens performance, impactful marketing remains both an art and a discipline grounded in continuous test-and-learn.

Robbert van der Pluijm



Originally from the Netherlands, Robbert moved to London in 2015 and is Head of Marketing at Permutive, an AdTech leader. A father of two (aged 3

years and 5 months), Rob is known for his kind, energetic approach to the craft. His career evolved from managing global events to driving international Go-To-Market strategies, fuelling a belief that marketing is strongest when rooted in customer advocacy. Rob is eager to contribute to the Marketors and will lean in as an Event Director. When not scaling SaaS startups, he is a half-marathon runner and an 80s vinyl DJ.

Mike Yershon



Between 1968 and 1980, Mike was media director of three top ten advertising agencies. While Media Director at CDP, he transformed television

airtime buying, and revolutionised outdoor advertising, founding what is now the world's largest out-of-home media buying company. In 1980 he started Yershon Media where clients included Unilever, Guinness, Heinz, ASDA and Renault. As advisor to the Football League, he initiated the live broadcasting of football matches. Before selling to what is now Dentsu Aegis, he played a role in helping the founders build Direct Line Insurance and Next. Mike is now a trusted CEO whisperer, helping leaders navigate today's complex media and marketing landscape.

Vicky Williams



With over 26 years of marketing experience crossing travel, financial, entertainment and charity sectors, Vicky blends board-level marketing experience and

strategic marketing with hands-on charity leadership. Previously a co-founder of an award-winning small charity, Vicky champions strong governance, sustainability and collaboration to help organisations deliver measurable results, create sustainable-minded marketing and transform budgets into meaningful social impact. Vicky is now building a new venture to support small charity leaders to harness marketing across their organisations – using it to strengthen stakeholder engagement, grow fundraising and showcase impact.

Early marketers in the City of London

Martin Ashton
Court Assistant

The streets of the City of London are lined with statues, emblems and memorials that chart its long history of trade, innovation and enterprise. While many celebrate royal, political or military achievement, others quietly tell a different story: how markets formed, how information travelled, and how trust was built between buyers and sellers. Looked at through a modern lens, these figures can be seen as early pioneers of marketing – shaping how businesses communicate value, build reputation and connect with customers long before the discipline had a name.

Sir Thomas Gresham: The Royal Exchange



Sir Thomas Gresham stands at the foundation of organised commerce in London. His many journeys to Antwerp – said to

exceed 120 – exposed him to the efficiency of purpose-built trading spaces. Inspired by what he saw, he founded the Royal Exchange in the 16th century, giving merchants a recognised place to meet, trade and exchange information. In doing so, he created not simply a building, but a platform for visibility, credibility and trust. His grasshopper emblem, still perched atop the Exchange and used by Gresham College, is an early example of consistent commercial identity – what we would now call branding. It signalled reliability in a world where reputation was everything, and his influence endures.

Paul Julius Reuter: outside the Royal Exchange

A short distance away stands the statue of Paul Julius Reuter, founder of the Reuters news agency. Reuter understood that information was becoming the lifeblood of commerce. His early



operations used carrier pigeons to bridge gaps in telegraph lines, delivering financial news faster than competitors. When he arrived in London in the mid 19th century, he established his agency beside the Royal Exchange, placing himself at the heart of the City's decision making. Reuter demonstrated a principle that remains central to marketing today: timely, reliable information shapes behaviour and creates value. It is striking that so many people now pass his statue while checking real time updates on their phones – unaware that this very spot helped give birth to the idea of instant news.



Sir Rowland Hill: King Edward Street

Rowland Hill revolutionised communication by creating the Penny Post, replacing a costly and confusing system with a simple, affordable, prepaid stamp – the world's first, the Penny Black. His reforms made letter sending accessible to ordinary people, causing mail volumes to surge and in turn enabling catalogues, advertising and customer correspondence to flourish. By removing barriers and standardising pricing, Hill turned communication into a massmarket tool and laid the foundations for modern direct marketing.

The Mercer's Maiden: Corbet Court, off Gracechurch Street



The Mercer's Maiden, symbol of the Worshipful Company of Mercers, represents the collective reputation that underpinned medieval trade. Livery companies

regulated quality, protected standards and offered buyers confidence in the goods they purchased. Their symbols acted as early trust marks – instantly recognisable assurances of reliability. In many ways, the Maiden anticipates the modern world of franchising and global retail branding, where a familiar emblem on the high street signals consistency and quality – can you guess which one?

A marketing tradition written into the City

Taken together, these figures show that marketing is not a modern invention, but a long tradition embedded in the City's physical landscape. Walking through the Square Mile reveals how generations of merchants and innovators developed principles that still guide organisations today.

If you've never been to the Lord Mayor's Big Curry Lunch, picture this.

You're in 'theatre' – dusty, demanding kind – where morale is a precious commodity and good food is more than fuel. Now smash-cut to the splendour of Guildhall, where the same spirit of camaraderie is alive and well... except this time it comes with crisp linen, clinking glasses, and the unmistakable aroma of a properly brilliant curry.

That is the magic of the Lord Mayor's Big Curry Lunch (LMBCL) – one of the City's flagship annual events, with this year's taking place on 16 April. It's a tremendous success for a reason: it's joyful, it's unforgettable, and it raises serious money for those who have served.

Why it exists (and why it matters)

The Big Curry Lunch began in 2008 with three clear purposes, unchanged ever since:

1. To raise funds to help veterans dealing with the physical and psychological impact of service.
2. To build awareness in the City business community of veterans' needs after service.
3. To shine a light on the philanthropy at the heart of the City – through the Mayoralty and the Livery.

It's a simple idea with profound impact: bring the City together for a great lunch and direct the proceeds where they can truly change lives.

Where the money goes

This isn't vague 'good cause' fundraising. The support is targeted and specific: helping



Photo credit: Pauliina Roots Photography



Curry, camaraderie... and a cause worth turning up for

Zoe Phillips
Liveryman

veterans into employment, and funding places on two thoroughly validated programmes – the Warrior Programme and Lifeworks. Their results, reported in the annual Impact Report, are consistently described as *transformational* – not only for veterans, but for their families too. And for the first time this year, the LMBCL is supporting spouses and partners as well, recognising the central role they play.

A 'business model' the City can be proud of

One reason the Big Curry Lunch raises so much is that it runs on extraordinary in-kind support. Since 2008, the curries, champagne, wines and beer, desserts, coffee, chocolates and mineral water have been donated – alongside transport and logistics. The Corporation of London provides Guildhall without charge.

Core event costs (technology, catering equipment, design and print) total around £90,000 – about 15%

of total income – and since 2024 these costs have been covered by a principal sponsor. The result? **Everything else goes directly to supporting individual veterans.**

Income streams include ticket sales, the online auction and draw, livery stalls, the Authors' Room, champagne and cocktail bars, selling stalls, and the national raffle for a unique Pinchbeck watch (this year commemorating the Battle of Britain). Add it all up and the LMBCL has delivered gross income of over £500,000 and net income of over £400,000 in each of the last three years. And since the inception of the lunch in 2008, it has distributed over £4.2 million to support the veterans of His Majesty's Armed Forces.

Why they still need more support

Because the need doesn't stand still. Fundraising is tougher, veteran needs are ongoing and increasingly complex, and the lunch remains one of the most visible, compelling ways to introduce the City's philanthropic culture – especially to younger generations who may know little of what the Armed Forces are asked to do, or what some veterans face after service.

Zoe Phillips wrote this article using the helpful notes from Past Master Dr Trevor Brignall's interview with the Big Curry Lunch founder and co-Chair, Michael Hockney.

Interview with our new Master, David Elmer

Reflections on a global marketing journey and the future of the Marketors

To start off, would you tell us about your family?

Certainly, my father was in the army, so I moved frequently in my early years, learning to be adaptable. Now I am fortunate to be married to Jane, who I have known since we were teenagers; we have two daughters, and now four grandchildren.

And how did you come into marketing?

Coming from a military family I thought I'd pursue a full-time career in the armed forces. But after going to Oxford I found my interests shifting. I became fascinated by how large organisations make decisions, particularly in business and marketing, which set me on a different career path. That choice has opened opportunities I could never have imagined at the time.

That's fascinating. What would you say was your most exciting marketing experience?

Without a doubt, my time in Unilever's ice cream division. When I joined, much of the focus was on novelty products aimed at children – fun but not very sustainable commercially. I argued for building stronger adult-focused brands; the real standout was Magnum, which went from concept to global success, which was incredibly rewarding.

You worked with Unilever around the world and then Del Monte in Latin America. What did you learn?

The Unilever years were incredibly formative, building its food business across Latin America, South Africa and Southern Asia. I worked on a broad portfolio, from tea, margarine and ice cream to frozen products. Working for Del Monte taught me a huge amount about cultural understanding and being physically present to gain credibility and show leadership on the ground. Taken altogether it was an education in global business, leadership, and humility all at once.

What was it that attracted you to the Marketors?

What struck me about the Marketors was their strong sense of purpose, the focus on giving back, supporting professional development, and building real community. It aligned perfectly with my own values and with what marketing stands for: connecting people and creating positive impact.

What do you think the Marketors are particularly good at?

I'd say our strength lies in integrating marketing skills, time and financial resources for the greater good – whether through mentoring, charitable outreach, or thought leadership initiatives

And as you look ahead to your year as Master, what will be the theme for 2026?

The theme is *Giving Back*; I want to highlight how our skills as marketers can drive positive social change, and within this to continue strengthening our focus on diversity, inclusion, and building meaningful networks. We also need to 'market

the Marketors' as we are presently a well-kept secret. And we need to work with other City groups, such as the Financial & Professional Services Group of Livery Companies and the Guild of Young Freeman, to spread the word.

Any 2026 events you would like to highlight?

There'll be a range of exciting events, but in particular I'd highlight the Trust's 50th Birthday Summer Party at Merchant Taylors' Hall and the Master's trip to Champagne.

And as you look further ahead, what is your ambition for the Marketors?

That, year by year, the Marketors have a stronger voice in our profession – known for inclusion, generosity, and enhancing the real-world impact of marketing for economic and social good. To achieve that we'll have to continue to evolve – what got us here, won't get us there!

That's a powerful vision, David. Thank you for sharing your personal journey and insights; it's been a real pleasure.



The Master relaxing at home with his family

Collaboration between Outreach, The Marketors' Trust and the Stationers' Company

Michael Harrison
Past Master

Organised by the Worshipful Company of Stationers, the Shine awards are an excellent example of how WCM members help address marketing challenges faced by charities: through our outreach, our charitable trust and our ethos of 'giving back'.

In February 2018 Terry Mansfield CBE explained that the Stationers' Company had a charity, 'the Shine Schools' Media Awards', recognising, and improving, pupil-run communications in secondary schools. They required a marketing expert; he chose me!

The Awards needed to be promoted to every UK secondary school, but there was no budget – and subsequently The Marketors' Trust agreed to cover that need. The results have been ever-progressively good: many more schools have entered in many more categories, and even more are benefiting from the online video tutorials which Shine creates. It is vital that this continues every year. The Marketors' Trust's money goes 100% to the marketing campaigns, not to administration.

At the Awards Day last June I was joined by David Elmer, then Senior Warden, now Master, and we jointly presented the Business and Marketing Award to representatives of Yarm School. Their submission was so outstanding that they were also awarded Shine's Best Overall Entry.

I was so impressed with their student representatives – and their English teacher who accompanied them – that I offered to visit the school.

Yarm School

I drove 250 miles to North Yorkshire on a stormy Sunday afternoon to meet the Head of Yarm School, Dr Huw Williams, who kindly welcomed me. The Monday started with a comprehensive tour of the school with two 6th form students (NOT teachers, which was impressive) as my guides – excellent communicators and clearly proud of their school. I had said "use my time fully" and I had sessions with the school's Marketing Manager and with the student magazine's editorial team; I gave a careers talk on Marketing and Business (see photograph), interacted with many more students and staff – a full morning.

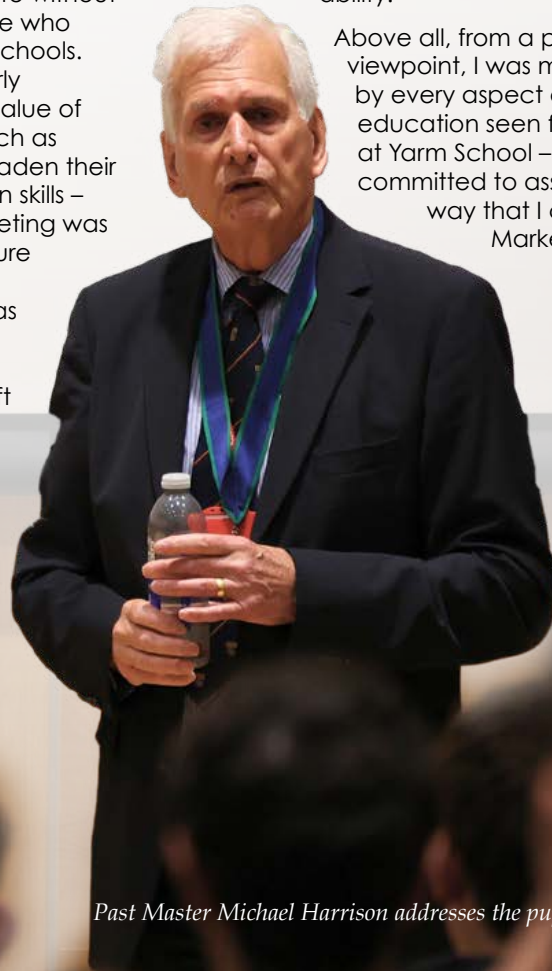
In the afternoon I addressed the full school in their incredible theatre. I emphasised what I and the other Shine judges had said (extremely positive), how privileged they were in being at such an excellent school and how best to benefit from it in later life without alienating those who went to other schools. I was particularly strong on the value of reading as much as possible to broaden their communication skills – and how marketing was vital for the future of all business. Afterwards I was standing with the Head as the students left the building, and I was

very impressed by the number of students from every age group who shook my hand and thanked me for the talk – I would never have dared when I was at school!

Conclusion

The combination of our Outreach, our Trust and our long association with the Stationers' Company is an extremely powerful force for good – and being able to 'give back' to such interested and interesting students was a privilege for me. I hope that more members of our Livery will appreciate just what benefits we can provide by engaging in this way. If your personal commitment to Outreach is currently not possible, increased donations to the Trust will enable it to continue to support many other initiatives as well as the Shine Awards – which are designed to improve communication skills in all secondary school pupils throughout the UK. The future of marketing demands excellent communication ability.

Above all, from a personal viewpoint, I was most impressed by every aspect of the education seen first hand at Yarm School – and I have committed to assist them in any way that I can. It is what Marketors do.



Past Master Michael Harrison addresses the pupils at Yarm School

Winners of the Charity Grants Programme

Conor Gunn
Court Assistant & Marketors' Trust Committee member

The Charity Grants Programme, supported and funded by The Marketors' Trust, aims to inspire and empower smaller charities in launching impactful marketing campaigns in support of their respective causes.

In the past five years, the Charity Grants Programme has already delivered a powerful and lasting legacy, equipping smaller charities with the expertise and tools they need to strengthen their marketing and to sustain their vital work in communities across the country.

In early December 2025, members of The Marketors' Trust Committee gathered for what is both one of the most exciting and most challenging days in the Marketors' calendar. It is the day when shortlisted charities present to the awards panel, and we review submissions to decide this year's grant recipients.

This year's committee consisted of Diana Tombs, Professor Phil Harris and me (Conor Gunn), expertly chaired by our 2025 Trust Chairman, David Cowell.

It is always exciting, inspiring and deeply moving to witness the dedication, focus and sheer hard work these smaller charities invest, and the profound impact their work has within their communities.

However, it is also an incredibly challenging process. We simply do not have the funds to award grants to every charity on the shortlist – and reaching this stage alone is proof of the exceptional quality of their work. We are also very conscious that Marketors who donate to the Trust want to know their contributions are being directed where they can deliver the greatest possible impact.

While it is difficult not to be influenced by the powerful and often deeply personal stories behind each organisation, our focus remains on selecting those charities and campaigns where marketing investment can most effectively extend their reach and amplify their impact.

After a moving afternoon of presentations, inspiration and passionate discussion, the committee unanimously agreed to award a total of £30,000 in grants to five extremely deserving charities.

The top grants of £10,000 were awarded to Exeter Science Centre and Shropshire Rural Support, £5,000 was awarded the Brunel Museum and £2,500 each to Baby Umbrella and Sherburn and Villages Community Trust.

JOINT FIRST PRIZE WINNER



Exeter Science Centre uses science to drive social change, breaking down barriers to STEMM (Science, Technology, Engineering, Maths, and Medicine)

for marginalised communities. Since 2021, they have engaged 17,000+ people across the South West through hands-on outreach, co-created programmes and citizen science. In 2026, they will open their first permanent home in Barnstaple, transforming a High Street unit into a vibrant community science hub.

They will use their grant from The Marketors' Trust to support their 'Science on the High Street' campaign will be launching the centre, challenges the perception that science is 'not for people like us' by placing it squarely in the flow of daily life.



JOINT FIRST PRIZE WINNER

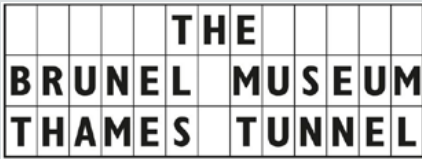


Shropshire Rural Support provides free, confidential emotional support to farmers, their families and rural residents across Shropshire. For over 30 years, the charity's farming-experienced volunteers have been a trusted lifeline, offering understanding, guidance and hope through life's toughest challenges.

The organisation ensures support is available to anyone, anywhere, via its free helpline and text service – because the volunteers know that no-one should face rural isolation alone. Its 'Stronger Together' campaign will grow awareness, strengthen fundraising and expand the volunteer network, ensuring vital support reaches those who need it most.



SECOND PRIZE WINNER



The Brunel Museum is an educational charity celebrating one of the world's great engineering dynasties and the birthplace of the Thames Tunnel. It brings together engineering, music and performance to inspire local communities through exploration, learning and creativity.

Membership is a vital way to support the work the charity does, helping preserve Brunel's legacy and share its relevance with new generations.

The charity will use the grant from The Marketors' Trust to create a new membership campaign that will grow and diversify its supporter community, turning members into proud ambassadors for the Museum.



JOINT THIRD PRIZE WINNER



Baby Umbrella is an award-winning charity supporting over 1,000 families each year across West

Kent through early parenthood. It supports new families with breastfeeding, bottle feeding and baby sleep patterns. It also provides a new mums social and peer support, as well as physical and mental wellbeing.

The charity's 'Inform & Educate' campaign will raise awareness and improve early access to support, aiming to stop problems forming at their earliest stages. This campaign will help Baby Umbrella deliver good information faster, both to professionals and parents, and ensuring families know where to get support earlier, as soon as they begin to struggle.

JOINT THIRD PRIZE WINNER



Finally, the last winner in this year's funding round is **Sherburn**

and Villages Community Trust, connecting people, spaces and services in Sherburn in Elmet and surrounding villages. Since 1996, it has saved, and run, the community library, transformed the historic Old Girls' School into a thriving community centre, and delivered projects that support health and wellbeing.

Powered by volunteers, Sherburn and Villages Community Trust offers opportunities to connect, learn, be entertained and get support, serving a community of around 19,000 people. Its marketing campaign will aim to raise awareness of the range and breath of the services on offer, helping more residents discover, use and sustain their community spaces and services.



Congratulating the winners David Cowell, 2025 Chairman of the Trust, said: "We are always drawn to campaigns that demonstrate creativity, passion, and clear objectives. We aim to support organisations that make a genuine difference and, in selecting this year's winners, we believe we have done so. The winning charities proposed well-considered campaigns with clear potential for impact. We are proud to be supporting organisations whose marketing strategies are focused on driving meaningful change."

Marking the 50th anniversary of The Marketors' Trust, we are committed to "making this year's awards more impactful than ever. Entries for next year will open in early September 2026.

The Trust congratulates Marketor fundraisers

Last year, the Trust announced it would sponsor any Marketor who undertakes a sponsored charity fundraiser, with a donation of £250. We are delighted to showcase some of these.

Pier to Pier Walk

The first Marketor to benefit from The Marketors' Trust sponsorship was Fran Hyde who, in May 2025 did a "Pier to Pier Walk" in Essex for St Helena Hospice in Colchester, walking 14 miles from Clacton Pier to Walton Pier – and back again – raising nearly £3,000 in total. Fran says that having the Trust's contribution on her fundraising page encouraged others to donate slightly larger sums.



Dragon Boat Race

The most unusual event we were asked to sponsor was a dragon boat race last September. John Newcomb, as part of the Builders' Merchants Federation team, took part in the race to raise money for

The Educational Frontier Trust and the Maddie Rose Trust. Dressed as pirates, the team raised a total of £2,725, including the £250 donation from The Marketors' Trust.

Great East End Walk

Congratulations also to Peter Rosenvinge for completing the 12 miles of the Great East End Walk in September with his sister Celia, in memory of his mother and in support of St Joseph's Hospice. He was also accompanied for the entire four and a half hours by the then Master Marketor, Julian Boulding, in full fur coat and regalia. The Trust was delighted to sponsor Peter with a donation of £250 towards his fundraising target.

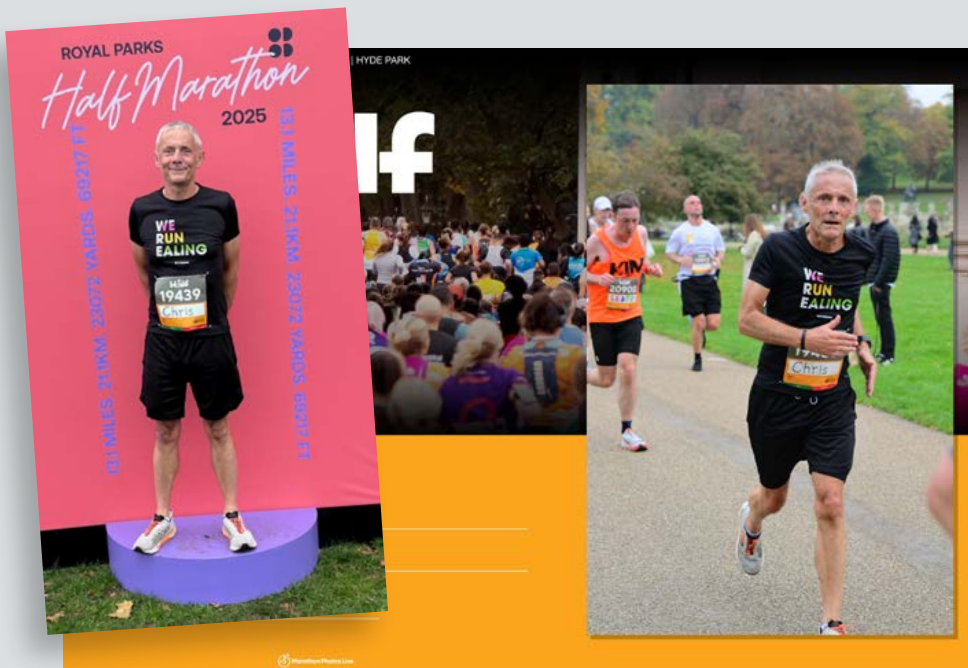


South Coast Ultra

Clare Quinn-Waters walked an incredible 57 kilometres in just over 12 hours, as part of the South Coast Ultra, also in September, to raise much needed funds for Save the Children, in response to the famine in Gaza. The Trust was delighted to support her fundraising with a donation of £250.

Are you planning to run a marathon, do a bungee jump, climb a mountain or take on any other challenge to support your favourite charity?

For a copy of the rules and to apply for a donation, please send an email, detailing your request, with full details of the charity, including its registered charity number, the date and nature of the sponsored activity and the method of giving, to the Trust Committee member coordinating this programme
Matt Antos-Lewis:
matthewjlewis@gmail.com



Royal Parks Half Marathon

Chris Griffin had a beautiful dry, sunny October day for his Royal Parks Half Marathon on behalf of We Run Ealing. Chris came third out of 93 in the 65+ age category with a time of 1hr 46mins. Running is a

passion of Chris that only started at age 53. He is now a member of the Team GB 65+ Duathlon Team (run/cycle/run) competing in Australia, Spain, Poland, then Abu Dhabi this year. Well done, Chris.



Sleep out to help end youth homelessness

On a cold and wet Friday in February, ten Marketors and 11 friends, together with more than 100 other participants, slept out at Somerset House to raise money for Centrepunt charity towards ending youth homelessness.

The Marketors' contingent was organised by Simon Rhind-Tutt

together with Elliott Cranmer and Darren Bayley and all ten were supported by The Marketors' Trust, which sponsored each with £250. The Marketors' team raised over £13,000 which was match funded by Nationwide. Including friends, the grand total raised topped an amazing £45,000. Many congratulations to Simon and all.

Please donate to The Marketors' Trust

As we celebrate The Marketors' Trust's 50th anniversary, we have an opportunity to reflect on the significant contribution the Trust has made and to build on that legacy for the future.

Thanks to the generosity of our members past and current, the Trust has been able to give at a level more than double our annual donation income for the past three years, enabling us to support a wide range of charitable programmes and causes.

This year, we have set an ambitious and celebratory giving budget of £100,000, made possible only by the responsible drawing on our reserves.

Many members may not realise just how much the Trust enables. As a charity (reg no 272339), it is a separate entity from the Worshipful Company, while being closely linked to it, and it funds a lot of what the Company does.

For example, funds from the Trust enable the work of the Awards Committee, helping us support marketing apprenticeships and recognise excellence in marketing education and teaching.

It is the Trust that manages the Marketors' Charity Grants Programme, awarding grants to smaller charities to run marketing campaigns in aid of their causes, reflecting our belief in the power of marketing to drive economic and social good.

The Trust also ensures that we, as a livery company, continue to play our part in supporting the charitable work of the Mayoralty and the City of London and that of our armed forces affiliates and St Bride's Church.

To continue this impact, **we need to grow the number of members who donate regularly.** If you are not yet a regular donor, please consider setting up a Direct Debit. Just log in to the Members' area of our website and click on the **Trust Donations** tab.

Your support – at any level you can afford – will help uphold our shared commitment to promoting marketing for the public good for many years to come.

Brand in the age of AI: enduring asset or diminishing advantage?

Omaid Hiwaizi
 Liveryman & Knowledge
 Development Committee
 Deputy Chairman

For over a century, brand has been one of the most powerful forces in business. It has shaped markets, commanded price premiums, built loyalty and created institutions that outlast products, technologies and even industries.

Yet every technological shift brings a familiar question: does brand still matter?

The rise of artificial intelligence has revived that debate with new urgency. When algorithms recommend, generate, and even purchase on behalf of customers, what role remains for reputation, emotion and memory?

Some argue that brand will become more important than ever – a critical signal of trust in a synthetic world. Others believe brand visibility will diminish, replaced by data, performance metrics and platform control.

The truth, as ever, lies in the tension between these two forces. Brand is not disappearing. But it is changing fundamentally.

From broadcast power to invisible influence

To understand the future of brand, it helps to revisit its past. In the 20th century, brand power was built through broadcast. Attention was concentrated. Communication flowed one way. If a company could achieve reach and repetition, it could shape perception at scale.

Brand was, in effect, a form of economic infrastructure. It created familiarity, reduced perceived risk and influenced choice before customers reached the shelf.

The digital era disrupted this model. Search, social and e-commerce fragmented attention and shifted power toward performance, relevance and customer experience. Reviews mattered as much as advertising. Discovery was driven by intent rather than interruption.

Brand did not disappear – but it moved upstream. Less about what

companies said, more about what customers experienced.

Now AI introduces a third shift.

Instead of searching, customers may increasingly ask: “What’s the best option for me?” And accept the answer.

This is not simply another channel change. It is a shift from **exposure to intermediation.**

The case for brand: trust in a synthetic world

There are strong reasons to believe brand will become more valuable, not less.

The first is trust. Artificial intelligence will dramatically increase the volume of synthetic content. Text, images, video and voice can all be generated at scale. Misinformation and deepfakes will become harder to detect. The boundary between authentic and artificial will blur.

In such an environment, customers will rely more heavily on trusted signals. Known brands provide reassurance. They represent accountability, continuity and recourse – qualities that anonymous digital content cannot offer. Brand becomes a shortcut for credibility.

Second, AI is not neutral. Recommendation systems and large language models learn from patterns of behaviour: market share, customer engagement, reviews and mentions. Strong brands generate stronger signals. Over time, those signals are reinforced. In effect, brand strength becomes training data.

This creates a compounding advantage. The brands that are already chosen are more likely to be recommended. Reputation feeds visibility, which feeds further reputation.

Third, generative AI is likely to commoditise execution. If every organisation can produce competent content quickly and cheaply, differentiation will no longer come from creative output

alone. It will come from meaning, purpose, experience and behaviour. In other words, from brand strategy.

Finally, the economics of customer acquisition are shifting. Automation increases choice and reduces switching friction. Retention and loyalty therefore become more valuable. Strong brands anchor customers emotionally and behaviourally, reducing the risk of algorithm-driven substitution.

In this sense, brand is no longer just about preference. It is about persistence.

The case against brand: the risk of irrelevance

The counter argument is equally compelling, and more uncomfortable for marketers.

Artificial intelligence optimises for outcomes, not emotion.

If digital agents select products based on price, performance, availability and fit to need, then emotional associations may play a smaller role. Decisions become data driven and utility based. Brand equity risks being replaced by performance metrics.

Visibility may also decline. Traditional brand building relies on reach and mental availability. But if customers interact through voice assistants, automated purchasing systems or AI copilots, they may never see advertising, packaging or even brand environments.

The decision journey collapses. Exposure disappears.

At the same time, barriers to entry are falling. AI dramatically reduces the cost of content creation, product development, testing and optimisation. New competitors can emerge quickly and operate efficiently. Many will be AI-native, optimising their offerings continuously.

This creates a long-tail market in which differentiation becomes harder and price competition intensifies.

Photo credit: Melpomenem Dreamstime.com

Perhaps most significantly, power may shift away from brands entirely. Platforms and interfaces increasingly control the customer relationship. If the interface owns discovery, comparison and recommendation, then brands risk becoming suppliers within someone else's ecosystem.

The question is no longer just "Which brand do customers choose?" but "Which brands do platforms surface?"

Three eras of brand power

Seen through this lens, brand has evolved across three distinct eras:

Broadcast era: power came from reach and repetition

Digital era: power came from experience and performance

AI era: power will come from trust signals and behavioural data

This represents a fundamental shift. Brand is moving from persuasion to proof.

Not what you say, but what the system knows about you.

The changing nature of brand building

If exposure becomes less reliable, then brand must be built differently.

The strongest brands in the AI era will not rely primarily on communications. They will focus on operational reality:

- Consistent product performance
- Exceptional customer experience
- Transparent and ethical data practices
- Reliability over time
- Positive customer advocacy

These behaviours generate the signals that algorithms interpret: ratings, reviews, repeat usage, low churn, positive sentiment.

In this context, brand becomes less about campaigns and more about organisational alignment.

Marketing's role expands accordingly. Influence over product, service design, customer experience and governance becomes central. The discipline moves further from promotion and closer to value creation.

This aligns with a broader professional view: marketing's strategic contribution lies not only in communications but in shaping how organisations create and deliver value.

The visibility paradox

The AI era creates a paradox. Brand may become less visible – fewer ads seen, fewer websites visited, fewer conscious comparisons.

Yet it may become more influential. Algorithms do not experience emotion, but they process evidence. That evidence reflects customer trust, satisfaction and behaviour. Strong brands generate stronger evidence.

Brand shifts from mental availability to algorithmic credibility. It becomes quieter, but more powerful.

What will define strong brands?

Five characteristics are likely to matter most:

Trustworthiness: accuracy, consistency and reliability

Reputation: strong reviews, advocacy and repeat use

Distinctive experience: something worth remembering and recommending

Emotional anchoring: habit, identity and community

Ethical integrity: responsible use of data and AI

In short, brands that behave well will be surfaced well.

The professional challenge

For marketing leaders, the implications are significant.

First, brand cannot be reduced to identity, tone of voice or campaign activity. These remain important, but they are no longer sufficient.

Second, measurement must evolve. Share of voice may matter less than share of search signals, sentiment, retention and customer lifetime value.

Third, ethical responsibility becomes central. AI can amplify persuasive techniques, personalise influence and optimise messaging at scale. Used carelessly, this risks manipulation, misinformation and erosion of trust.

In a world where customers increasingly rely on automated systems, professional standards matter more, not less. The long-term value of marketing will depend on its credibility.

From brand building to trust building

The debate about whether brand matters in the AI era misses the deeper point. Brand is not disappearing. It is changing its form.

In the 20th century, brand was what organisations told customers. In the digital era, brand became what customers experienced. In the AI era, brand will be what systems infer from collective behaviour.

That inference will be based on performance, consistency and trust over time. The competitive advantage of the future will not belong to the loudest brands, or even the most creative. It will belong to the most trusted. Because in a world of infinite content and invisible decisions, trust is the only signal that endures.

And brand – at its best – is simply trust, built at scale.

The Knowledge Development Committee was refreshed in 2025, and we're now proud under our new focus and purpose to present a new Knowledge Exchange series of events launching with the first one on 14 May 2026: "Brand: Strategy, Trust & Commercial Impact".

6.00pm-8.30pm Senate House, Malet Street, WC1E 7HU

Marketors sleep out for Centrepont

Simon Rhind-Tutt
Freeman

As mentioned on page 17, in February a group of Marketors and friends swapped warm beds for sleeping bags on the terrace of Somerset House. It was damp. It was cold. And it was one small glimpse into a reality faced by far too many young people across the UK.

Centrepont is the country's leading youth homelessness charity. The scale of the issue is sobering. More than 118,000 young people in the UK are currently homeless or at risk – roughly one child in every two school classes.

The Company has been working closely with Centrepont for some time, offering strategic advice, supporting pitches and introducing potential corporate sponsors. But this year we wanted to go further. The annual Sleep Out gave us the opportunity not only to raise funds, but to raise awareness in a very visible way.



Fundraising quickly became a shared mission. We organised a local quiz night, took to local and BBC radio to speak about the cause, and, thanks to Elliott Cranmer's creative drive, produced our own videos for social media. The Marketors' Trust backed each participating Marketor with £250 sponsorship. Nationwide Building Society generously matched what we raised. With Gift Aid added, the

total now stands at over £45,000 – and it is still climbing.

Thank you to everyone who donated, shared, supported and encouraged us. Every pound raised will help change a young life.

The cold was temporary. The impact will not be. We are already talking about next year. If you would like to join us, we would love to have you there.

The Master reaches the finals in the Pancake Races

Sarah Clay
Freeman

I'm not a runner. The only thing I've run in 11 years is a tap. So why would I volunteer to run a race? I guess a combination of fun, camaraderie, doing something for charity, doing something different.

We were well supported by Events Committee Chairman Laura Girling, right from signing up. Arriving at Guildhall Yard on a sunny yet chilly February morning was a real treat. The atmosphere was buzzing!

People were buying freshly-made pancakes, kids and adults, it was wonderful.

Then the Marketors team assembled: Dilbar Suleymanova running the fancy dress race dressed as a frapuccino, Krishna Prasad for the men's race, me for the ladies' race and, of course, David Elmer for the Masters' race. Other Marketors came to support us – to whom we were very grateful.

We donned our hats, aprons and gowns and watched the heats begin the excitement of the day! When my race was called, I have to say I was nervous. I was handed my gloves and pan with pancake inside. BANG (it was a proper starting gun!), and off we went. Run, stop in the square, toss, run, stop, toss, run. It was over! Lots of cheering and shouting from the crowd.

What's more we had a first for the Marketors: our Master made it to the finals! Well done David; we were all so proud to watch him run again.

Then all inside for some warmth, hot soup and a slap-up lunch with pancakes for dessert. Also, a chance to chat to other participants from different livery companies.

We didn't bring home any 'medals', but we all had the honour of representing the Worshipful Company of Marketors, and the true pleasure of being part of something very special.



L to r: Sarah Clay, Dilbar Suleymanova, Krishna Prasad and the Master David Elmer

2,000 years of communication, community and culture

Omaid Hiwaizi
Liveryman

On 10 February 2026, St Bride's Church on Fleet Street welcomed Her Majesty Queen Camilla for a landmark occasion: a special service celebrating the 650th anniversary of the Guild of St Bride. The visit concluded with the official opening of a new permanent Timeline display in the church's Crypt Museum, an installation developed with guidance from the St Bride's Committee of the Worshipful Company of Marketors.

The Timeline now forms a central feature of the museum, offering visitors a visual journey through the history of communication, community and culture, fields closely connected to St Bride's long-standing identity as the spiritual home of journalism and publishing. The display sits within the church's archaeological crypt, where evidence shows a Christian presence on the site since Roman times, reflecting nearly two millennia of worship and community life.

A Royal Seal on an historic institution

Queen Camilla attended the service in her capacity as Patron of the Guild of St Bride, reflecting her support for its work within the parish, the City of London and the wider media community. She was welcomed by the Rector, the Reverend Canon Dr Alison Joyce, and the Guild's Master, Lord Black of Brentwood.

Founded in 1375 under royal confirmation from Edward III, the Guild emerged during a period marked by social and economic hardship following the Black Death.



Liveryman Omaid Hiwaizi meets HM Queen Camilla



The Reverend Canon Dr Alison Joyce shows HM Queen Camilla the new Timeline

Today the Guild supports this mission through pastoral work, events and a journalism bursary scheme established in 2012.

The Timeline: communication through the ages

The newly-opened Timeline translates this heritage into a contemporary narrative. Designed by Spy Studio after a strategy defined by Liveryman Omaid Hiwaizi, it traces the evolution of communication from early print culture and the rise of newspapers to modern branding, marketing, digital media and data-driven engagement.

The broader Outreach initiative is to increase the visibility of St Bride's, including refreshing the exhibition in the Crypt, and plans to include the installation of engaging digital screens with multimedia content. The Timeline concept was sketched out by the Marketors' team (with the help of ChatGPT!) and then the St Bride's team took it on and through a number of detailed planning sessions produced the historically accurate and nuanced content which was included.

While the installation's primary purpose is to share the history of St Bride's and its community, it also places communication and modern marketing within a centuries-long story of technological and social change. From the spread of mass literacy and the industrialisation of print to the emergence of broadcast

media and today's digital platforms, the Timeline shows how each new medium has expanded both reach and influence.

The exhibition complements the Crypt Museum's existing collections, which include printing artefacts, historic newspapers and material documenting the church's long association with Fleet Street.

This set the scene beautifully for the blessing of Master Marketor David Elmer by Reverend Alison on the following Sunday at St Bride's. He was supported by 24 Marketors, who also reviewed the Timeline in the Crypt and reviewed historical documents illustrating the relationship between the Marketors and St Bride's.

A profession in context

Within this setting, the Timeline represents an important contribution from the Worshipful Company of Marketors. By helping shape the narrative, the Marketors have positioned modern marketing within the longer history of communication centred on Fleet Street.

At a time when the profession faces questions around data ethics, artificial intelligence and public trust, the Timeline provides historical context. Periods of technological change have repeatedly reshaped how organisations communicate with the public and have placed greater emphasis on standards, accountability and professional responsibility.

Photo credit: Ian Bozic

WCM signs the Armed Forces Covenant

Geoff Chaplin
Liveryman

The Marketors has formally demonstrated its support for the UK Armed Forces Community by signing the Armed Forces Covenant, reinforcing its longstanding commitment to service, citizenship and national contribution.

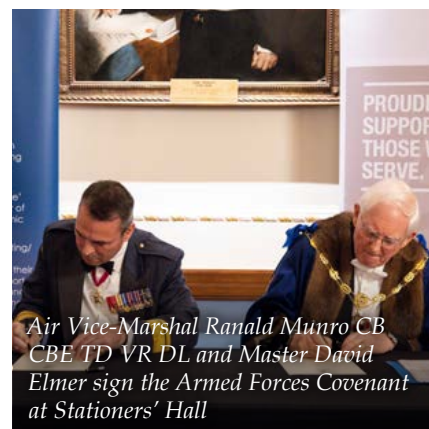
The Covenant was signed by David Elmer. This was one of his first tasks after being installed as the Master at his Installation Dinner held on 21 January at Stationers' Hall. The document was co-signed by Air Vice-Marshal Ranald Munro CB CBE TD VR DL, who attended the ceremony representing the Ministry of Defence, marking the occasion as a significant milestone for the Company.

In signing the Covenant, the Marketors made the following formal commitment:

"We commit to uphold the Armed Forces Covenant and support the Armed Forces Community. We recognise the contribution that Service personnel, both regular and reservist, veterans and military families make to our organisation, our community and to the country."

The Armed Forces Covenant is a nationwide pledge that seeks to ensure members of the Armed Forces Community are treated fairly and with respect, and that no disadvantage arises from their service. Organisations that sign the Covenant typically commit to promoting the Armed Forces and their role in society; supporting veterans and their families; increasing awareness of the vital contribution made by Reserve Forces; improving the visibility and understanding of Cadet organisations, as well as supporting national military events and Armed Forces charities. Collectively, these commitments strengthen the link between civilian society and those who serve.

The Marketors' pledge builds on existing and valued military affiliations. The Company maintains close links with **HMS ST ALBANS**, a Type 23 frigate of the Royal Navy; **151 Regiment, Royal Logistics Corps**; **Royal Air Force, Cranwell** and **St Dunstan's School Combined Cadet Force**. These relationships provide practical engagement



opportunities and reinforce the Company's support for service personnel at all stages of their careers.

By signing the Armed Forces Covenant, the Marketors joins more than 90 other livery companies that have already made this commitment. The decision underlines the Company's dedication to responsible leadership; community engagement and the enduring values shared between the Armed Forces and the City of London's Livery movement.

BOOKSHELF

The Sage Handbook of Political Marketing

Professor Ian Ryder
Past Master



'Handbook' definition: 'a concise manual or reference book listing brief facts on a subject...'
OR 'a book capable of being

conveniently carried as a ready reference'.

At around 600 pages and over 370,000 words, this magnificent collection of political marketing 'gold' is neither concise nor able to be 'conveniently carried'! However,

it is without doubt a tome of huge import to anyone who is involved in, or needs to know about, political marketing.

With no fewer than 57 contributors from around the globe and a world-class editorial team of Professors Paul Baines, (Marketor and Court Assistant) Phil Harris, Denisa Hejllova and Costas Panagopoulous, it covers a broad array of topics including propaganda, campaign strategy, digital marketing and ideological branding across different political systems and regions. It is also absolutely up to date featuring cybercampaigning, fake news and social media.

Whilst crammed with facts, figures and information, I am with Sir Lynton Crosby when he highlights in his excellent foreword that whatever the strategy or campaign, appropriate, hard-hitting and focused messaging is critical.

Decidedly academic, the book still contains many practical insights valuable to political consultants, campaigners and policymakers.

To summarise a huge book – in content and physical size – this is an indispensable reference work to understand how marketing shapes, and is shaped by, modern politics of today.

LET'S SEE WHAT WE CAN DO TOGETHER

Strategic thinking.
Bold identity.
Creative execution.

With your knowledge and our expertise, we build brands that connect, through sharp thinking and powerful, intelligent design. Together we'll turn ideas into impact, with strategy that sticks and creative that delivers. Drop us a line – we love a good brief!

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Subath Samarawickrama receives his Top Student award at the CIM Graduation Ceremony

*Dr Sue Holt
Liveryman & Awards
Committee Member*

Awards Committee

Our prime aim on the Awards Committee is to encourage and support excellence in Marketing Education, Innovation and Research, funded by The Marketors' Trust. In this issue of MARKETOR, we feature some of the work of the Awards Committee for three of our awards.

The Chartered Institute of Marketing (CIM) Top Students Awards

On Saturday 1 November, a chilly autumn morning, it was a joy to be able to represent the Marketors at this year's CIM Graduation Ceremony. There has been a long-standing connection between the CIM and the Company, where giving back, recognising and celebrating the achievements of young marketers is a natural thing to do.

As a former Chair of the CIM, a Liveryman, and a member of the Awards Committee, I was honoured to present the prestigious Level 7 top students awards to James Homan and Subath Samarawickrama. James's prize was collected by his tutor, but Subath travelled all the way from Sri Lanka to attend the ceremony and receive his prize. It was a joyous occasion with over 1,000 people all clapping, cheering and celebrating their achievements! This year for the first time we also had a Marketors stand at the ceremony. In making this happen big thanks are owed to

both Dr Sarah-Louise Mitchell and Dr Fran Hyde for manning the stand and engaging with the graduates. It was a great success, and we have already agreed with the CIM to come back again next year.

Academy of Marketing (AM) Teaching Excellence Awards

For the last few years we have been proud to support these awards which recognise and promote teaching excellence in marketing education. Funded by the Marketors' Trust, the Company gives a grant to the AM. Part of the grant covers the two awards to the Teaching Excellence winners, with the rest going to support an event to showcase the excellence of the award recipients to further elevate the profile of marketing education.

The first of these events, The Marketing Education Thought Leadership Forum, was held at King's College London in April 2025 and showcased the two award winners from 2024, as well as showcasing 17 examples of innovative teaching practice, demonstrating the breadth and quality of current work in marketing education. Notable representation included academics, practitioners and delegates from the WCM (represented by Dr Sarah-Louise Mitchell and Dr Fran Hyde),

This year's event will be held at Warwick University on 17 April, showcasing the award winner

from 2005. For 2026, it is planned that there will be two Teaching Excellence Award winners who will be presented with their awards at the AM Conference in Manchester in July.

Call for Nominations! The 2026 Worshipful Company of Marketors Thesis Awards

This spring we will once again be launching the Thesis Awards for outstanding Doctoral level theses, which are funded by The Marketors' Trust. We will be asking academic institutions to nominate candidates who meet our criteria to submit their nominations to us by 1 June 2026. The award winners will then be selected and invited to receive their awards at The Bowden Charter Dinner in October.

This year we have funding for three awards. Each award is worth £1,500. £1,000 goes to the award winner and £500 goes to their supervisor's institution, to go towards future research in marketing.

The awards are open to all doctoral level students, including DBAs from any UK academic institution. For further information, please contact Dr Sue Holt holtstue@hotmail.co.uk

Photo credit: Chartered Institute of Marketing

Launch of the Knowledge Exchange Series

Jarmila Yu
 Court Assistant & Knowledge
 Development Committee Chairman

Brand has never been more important or more debated. In a landscape shaped by performance pressure, AI disruption and evolving trust dynamics, marketers and business leaders alike are re-examining the strategic role brand plays in building long-term value and business resilience.

To explore these questions, the Knowledge Development Committee is launching the first event in its new Knowledge Exchange Series, taking place on 14 May 2026 from 6pm-8:30pm at Senate House, University of London.

Designed as a vibrant forum for insight, challenge and professional discussion, the Knowledge Exchange Series reflects the committee's refreshed purpose: supporting the Marketor community by promoting Excellence in Marketing through thought leadership, dialogue and peer-to-peer learning.

Brand: Strategy, Trust & Commercial Impact

This inaugural event will focus on Brand: Strategy, Trust & Commercial Impact. The evening will bring together diverse voices from business, academia and the marketing profession to explore how brand is evolving in an increasingly complex and fast-moving environment.

Topics under discussion will include the balance between brand building and performance

marketing, the impact of AI on brand authenticity and trust, the shifting relationship between personal brands and corporate brands, the role of brand as a strategic asset driving growth, resilience and enterprise value, and the continued importance of the human brand marketer and the role of emotion in building meaningful brands.

The panel discussion will be moderated by Jarmila Yu, Founder and Consulting Chief Marketing Officer of YUnique Marketing Ltd and Chairman of the Knowledge Development Committee.

She will be joined by a distinguished panel bringing a range of perspectives to the conversation:

- Guillermo Dvorak, Director of Sales EMEA, Sabio Inc
- Kate Burnett, General Manager, People & Talent, Data & Marketing Association
- Jo Pinson, Director of Strategic Communications and Marketing, Royal Holloway, University of London
- John Jeffcock, Chief Executive, Winmark
- Darren Coleman, author of Building Brand Experiences and Managing Consultant, Wavelength Marketing Ltd

The discussion will conclude with a summary and vote of thanks from Omaid Hiwaizi, Founder and Fractional CMO and Deputy Chairman of the Knowledge Development Committee.

A defining feature of the Knowledge Exchange Series is its commitment to inclusive dialogue and shared

learning. Audience members will have the opportunity to put their own questions to the panel, ensuring the discussion reflects the real challenges and opportunities facing today's marketing leaders.

The formal session will be followed by networking over refreshments, giving attendees the chance to continue the conversation, exchange perspectives and build new professional connections within the Marketors community and beyond.



The committee is grateful for the support that makes this event possible. Special thanks go to event sponsor Sabio Inc, a leading Connected TV advertising platform that helps brands reach, engage and validate streaming audiences through data-driven and personalised solutions. Founded in 2014 by veterans of the mobile and television industries, Sabio works with brands to connect with streaming audiences at scale across an evolving media ecosystem.

The committee also thanks event partner Royal Holloway University of London Business School and event supporter the Data & Marketing Association for their valued collaboration in bringing this event to the Marketors community.

The Knowledge Exchange Series will run on a quarterly basis, creating a regular forum where marketers, business leaders and academics can come together to explore a range of topics and issues shaping the future of the profession and the impact marketing has on business and society.

Tickets for the event are available via the Marketors website.

Join us for an evening of insight, debate and professional connection as we explore how brand continues to shape business success in a rapidly changing world.



Senate House, University of London

Food advertising – the big switch off

Jeremy Stern
Law and Marketing
Committee Chairman

As from 5 January 2026, dramatic new laws now apply to the UK Food & Drink industry – the most dramatic advertising transformation in a decade. Government rules on Less Healthy Food and Drink (LHFD) products will reshape what brands can say, where they can say it and who can say it. On paper, the legislation looks straightforward; in practice, it cuts across media planning, creative development and influencer strategy.

Here's what senior marketers need to know about the new 2026 ad restrictions.

The big switch off

Ads for identifiable LHFD products are banned from all TV channels before 9pm and also from Ofcom-regulated on-demand video services – including YouTube. The most profound change, however, is online: **a total ban on all paid-for internet and social advertising for LHFD products round the clock**. No targeted social posts, no display, no paid influencer collaborations, no sponsored listings. For many brands, the digital pipeline shuts off entirely.

Defining 'less healthy'

LHFD covers confectionery, snacks, soft drinks, morning goods and a wide range of ready-to-eat items – all those that fail the Government's Nutrient Profiling Model and that fall within specific groups listed in the 2024 Definitions & Exemptions Regulations.

Delivery platforms in the firing line

A surprising consequence of the new law is that web and app platforms like Deliveroo and Uber Eats are firmly within scope. Sponsored placements and promotion of LHFD items count as paid online advertising – and is banned. But standard menu listings, where items appear neutrally and without sponsoring, remain allowed. The distinction that matters is: **paid visibility vs organic presence**. For an industry built on algorithmic prioritisation and paid prominence, this forces a rapid strategic reset: if a brand pays, it's out.



A new era for influencers

Influencer marketing is also in for a shock. Any influencer posting LHFD-related content on their own channels – whether paid, gifted, or otherwise incentivised – breaches the rules and is banned. No more plugs in return for a gift!

Brand advertising: allowed, with strings attached

Masterbrand campaigns remain permissible – but only if **no identifiable LHFD product** appears directly or indirectly. It's not just product shots that are off limits: colours, shapes, patterns, sounds or visual elements that strongly cue a specific LHFD SKU are also prohibited. One recognisable wrapper shade or signature silhouette may be a breach. Creative teams must now build brands without relying on the shortcuts of product-based equity.

The identifiability test

Everything is governed by the ASA's identifiability test. An ad is judged LHFD-related if a typical viewer could reasonably interpret it as promoting an LHFD product. Clear depictions almost always qualify; multiple LHFD items guarantee it; and subtle references can still cross the line. Even standalone branding,

if tightly tied to a specific product, can jeopardise an otherwise compliant campaign.

The 2026 play-book

With no existing case law and enforcement expected to be assertive, marketers should act fast:

1. Audit all campaigns involving influencers, brand work or delivery platforms.
2. Stress-test creative using worst-case consumer interpretations.
3. Examine brand equities for accidental product associations.
4. Bring legal teams into the creative process from the outset.
5. Shift spend toward exempt channels such as direct marketing and prize promotions.
6. Stay agile – ASA rulings will quickly redefine the boundaries.

Regulation as catalyst

This shift isn't only a clampdown – it's a creative provocation. The brands that excel will treat constraint as a stimulus, not a setback. In a newly restricted environment, marketers can stand out by proving that powerful ideas don't depend on sugar-coating, literally or metaphorically.

Photo credit: Ifeelstock Dreamstime.com

Update on Membership

Claire Scaramanga
Membership Committee Chairman

The big focus for the Membership Committee at present is streamlining the way we work, with two key goals. The first is to make the process of engaging, applying and joining as frictionless as possible.

The second is to streamline candidate management, so that we can look after candidates more effectively and process their application more quickly. Everything is manual at present, with no automation to check candidate progress or send reminders.

The first step was to set up an open evening booking form on the website, which gives people a simple way to engage and provides a clear call to action for LinkedIn. This is proving highly effective in

reaching a wider audience.

In terms of automation, Membership Committee member, Oliver Ramirez, has been invaluable in setting this up. Oliver has set up a new membership workflow in Airtable, providing a central hub for applications, scoring and reporting. He has built an online application form that feeds data directly into Airtable, as well as an online scoring sheet for our interview teams to assess candidates from their interview.

Once the score is submitted, Airtable will generate a report for the Court, giving them all the information they need to assess the candidate for membership.

Something that often comes up in interview is which committees

the candidate might be interested in joining. With Airtable, we will capture that information and, once the candidate is approved, alert the relevant committee chairman. The system is almost complete – Oliver is completing the pre-application enquiries section. We will shortly move into testing and expect the system to be live before the next open evening.

My thanks go to the Membership Committee for all their hard work in interviewing candidates. As of mid-February, ten candidates have been approved, seven are awaiting interview. We have 21 booked in for our 28 April open evening. Member introductions remain vital, so please invite your marketing contacts book onto the next open evening:
marketors.org/open-evening

Welcoming the next generation of Marketors

Martin Ashton
Court Assistant & Livery and Fellowship Committee Chairman

As Chairman of Livery and Fellowship, I know that the period following a Freeman's Ceremonial Court can feel both exciting and uncertain. Many new Freemen are eager to contribute but unsure where to begin – how to navigate committees, apply for the Freedom of the City of London, or find meaningful ways to participate in Company life.

Our New Freeman Fellowship Evening in January was designed to remove that uncertainty and replace it with clarity, connection and confidence. With more than 20 new Freemen attending, the session offered a clear introduction to the Company's structure, aims, governance, membership journey

and the many opportunities available to get involved.

I shared the Company's history, governance and values, alongside insights into the wider story of the City of London, before emphasising one of the most powerful routes to engagement: active participation in committees.

Liveryman Natalie Edwards highlighted the Outreach Committee – the Marketors' engine for social impact – and its work with organisations including Centrepoint, Unloc, the Queen Elizabeth II Commonwealth Trust and the Lord Mayor's Appeal. Liveryman Claire Scaramanga outlined how Freemen can support the Membership

Committee by interviewing prospective candidates and guiding them through their journey. Freeman Elliott Cranmer spoke about the Events Committee and opportunities for new members to step forward as Event Directors in the Master's year ahead.

The Master and I also showcased opportunities across Mentoring, the Armed Forces and Cadets Committee (AFCC) initiative, the Marketors' Trust and wider committee activity. We concluded with a practical guide to progression – from Freedom of the City to livery – reinforcing that involvement is not only encouraged but valued.

We have since followed up with Freemen individually, including virtual sessions for those unable to attend, helping them identify where they can contribute and grow.

Our aim is simple: every new Freeman should feel welcomed, supported and fulfilled. When new Freemen feel connected, the whole Company grows stronger – and the future of the Marketors grows with them.



Attendees at our New Freeman Fellowship Evening

Spotlight on Queen Mary, University of London

Matt Antos-Lewis
Mentoring Committee Chairman

An integral part of livery life is giving back to the wider community, and in particular supporting the next generation with opportunities and the benefit of our combined experience and expertise.

Over the next few issues of MARKETOR we will be profiling the universities with which we're proud to partner: providing mentors, guest lecturers, and other opportunities to students across London.

With sites across the City of London, and a main campus on its eastern border at Mile End, the history of Queen Mary, University of London (QMUL) lies in the mergers, over the years, of four older colleges: Queen Mary College, Westfield College, St Bartholomew's Hospital Medical College and the London Hospital Medical College. The oldest part of the university – the London Hospital Medical College – was founded in 1785, and today the college is a member institution of the federal University of London, as well as the Russell Group of highly-regarded research-intensive British universities.

Fostering social mobility

A focus on social mobility is writ large through QMUL's history. After St Bartholomew's Hospital refoundation following the dissolution of the monasteries, it was known legally as the 'House of the Poore in Farringdon in the suburbs of the City of London of Henry VIII's Foundation', while the London Hospital opened with a mission to improve the health of the local communities living in London's East

End, with 'the relief of all sick and diseased persons and, in particular, manufacturers, seamen in the merchant service and their wives and children'.

Westfield College was founded in 1882 to provide higher education to women. In the second half of the 19th century, it was one of only four colleges that opened exclusively for women. Meanwhile, the most recently established body, Queen Mary College, was founded to provide education to working class people living in London's East End. Opened by Queen Victoria in 1887 and funded by the Drapers' Company, the People's Palace provided evening classes, a library, reading rooms and social activities. Its purpose resonates with Queen Mary today existing to provide education to people from all backgrounds and as 'a place where people of all classes and conditions congregate', it promoted diversity.

This proud history stretches through to the modern day, where QMUL has been recognised by the Sutton Trust as the top university for social mobility in the country.

WCM mentoring programme

For the last few years, QMUL and the Marketors have partnered on a mentoring programme, pairing both undergraduate and postgraduate students from the School of Business and Management with a range of marketing professionals from within the Company's ranks. More recently, Freeman and Liverymen

from the Company have been invited as guest lecturers, offered opportunities for students to consult with their own businesses, and taken part in networking events.

This year's cohort sees a dozen Marketors matched with students for a six-month one-to-one programme, with a further nine marketing peers being introduced to the programme via the Company. As well this being the fourth year of our mentoring partnership, 2025/26 has seen the launch of a consultancy project for MSc Management and MSc Marketing students, giving them the opportunity to act as consultants for real life businesses, with three Marketors agreeing to partner with their own organisations. This academic year we have also launched a programme of one-off advice sessions, pairing Marketors with students to give a 60-minute insight into a specific element of the craft.

Lastly, we have continued to build bonds with the College via guest lectureships, with a number of members visiting QMUL to lecture on topics as diverse as Social Impact Marketing, Brand Management, and how AI is shaping our profession, as well as a special session of advice on embarking on a marketing career!

Get in touch

If any of the above has piqued your interest, please reach out to the Mentoring Committee to learn more about opportunities to help support our partnership with Queen Mary.

Call me selfish

Elliott Cranmer
Outreach Committee Co-Chairman

If I'm honest with myself, the ROI is off the chart. Like all our Outreach volunteers, the level of joy we're Getting Back, in return for what we're Giving Back, is really disproportionate at the moment.

So thank you to everyone who's helping Outreach (and me) over the last year already, and here is a taster for anyone who fancies experiencing first hand the 'Giving Back/ Getting Back' paradox themselves.

Market Research R&D

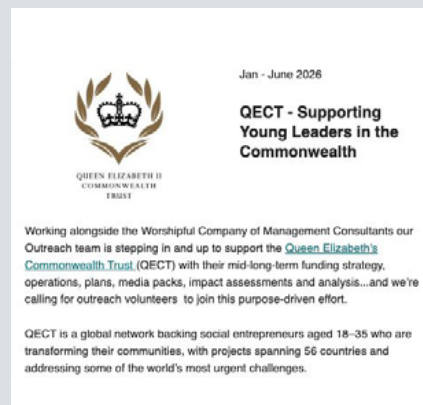
The Marketors' Outreach team has also developed, and is piloting, a new AI-based tool. This is an R&D project launching across the Commonwealth, for The Queen Elizabeth II's Commonwealth Trust.

We're creating Social Impact data, reporting, and new marketing assets. Using our new qualitative market research platform, capturing field research and personal video entries of the 100 Young Leaders who will change the world.

We're working closely with our colleagues at the Management Consultants' Company and aiming



to raise £10M+ to keep the Social Impact rolling. This is the Marketors leading the field, showing how marketing strategy can drive the core of this organisation.



The power of pairing

As well as Fundraising and Events, we've been nurturing powerful pairings between experts: experienced 'professionals' and more experimental 'entrants' to our profession.

Through The Lord Mayor's Appeal, City of London Education department, Volunteering, and more, we're creating change, helping others, and learning ourselves.

In fact, these volunteer work experience opportunities are now turning into paid internships, employed days, and support, on the journey into employment. We're linking up with The Marketors' Knowledge Development and Mentorship Committees to do it.

This single initiative is now itself developing into the Marketors' 'Talent Ladder', with a supporting media channel also in development – Changemakers.

360 degree Outreach

As we reported at the end of 2025, as well as the tech and process updates to Outreach, we started developing a new framework for the Marketors, to use our powers to do good – The Giving Circle.

We're still developing how this will help charities raise much-needed funding, and use a marketing lens to underpin their overall strategy. As well as guiding volunteers and charities, it also provides a handy motif for the intentional, and unintentional, return on investment for all who participate in this virtuous loop.



So, is it selfish? Of course none of us are really setting out to 'Get Back', it just sort of happens. It is never a linear relationship and the returns are unexpected.

If YOU fancy seeing what happens when you try giving it all away, and don't mind getting a whole lot of something extra back yourself, then come see our brand new newsletter for more details about ALL the charities (big and small) we're supporting.

All of the above projects are either live now, or we're planning for the next round. We have EDI projects, ESG projects, opportunities across departments at the City of London. Fundraising, Events, Mentoring, AI, Content, Market Research, Performance Branding.

There is a full range of Outreach Opportunities that we've sourced for you to take part in:

- Join a 2 x Hour Online Consultancy 'Sprint' – the low friction way to start. Your time and expertise will make a huge difference
Fundraising - Framework / Campaigns / Group Events / Funding & Grants
Experience the Power of Pairing - Mentoring / Facilitating / Civic Events / Education

Look out for the new Outreach Newsletter. All the latest Outreach Opportunities in your inbox. FIRST EDITION OUT NOW! For more details and to take part email the team at: outreach@marketors.org Join the Outreach Committee here: www.marketors.org/outreach/join-our-outreach-collective

Past Master the Revd Sally Muggeridge

Dr David Pearson
Past Master

Past Master the Revd Sally Muggeridge has died at the age of 76. She was one of our most distinguished Past Masters serving as a respected business leader and charity chief executive while also dedicating much of her life to the Church of England in a variety of roles.

On her 66th birthday in 2015 she was ordained by the Bishop of London, Richard Chartres, appointed to serve her title at St Stephen Walbrook in the City of London.

She was a graduate of the Guildhall School of Music and Drama and the University of London. Her professional life began as a model and actress. Soon after she met Lt David Williams, an officer in the Royal Navy. They married in 1969 and had three children, Pippa, Ginny and Jo.

Sally then developed a business career and held senior posts at British Telecom and Cable and Wireless with which she held a three-year overseas assignment in Singapore.

In 1999 she was appointed Management Development Director at Pearson, the international education and media group, heading up global initiatives in leadership, diversity, ethical policy, and organisation development.

In 2003 she was appointed Chief Executive of the Industry and Parliament Trust (IPT) that encourages understanding between business and Parliament. Over her seven-year term the IPT was greatly strengthened, financially stabilised and internationally broadened. Many MPs, peers, MEPs, and senior civil servants undertook placements that she helped to develop. They gained first-hand experience in industry and commerce all over the world.

In 2010 she became the first woman appointed to the board of the French Oil giant Total, serving as a Non-Executive Director until 2015 with responsibility for ethics, diversity, employment and safety.

Sally joined the Company in 1995,

having previously been a Henley MBA Marketors prize-winner in 1992, and progressed to the Court in 2001, becoming our second lady Master in 2013. Her husband David served on the Court from 2010, and her son Jo was also a Liveryman of the Company before relocating permanently to Australia.

Sally was also President of the Malcolm Muggeridge Society, Trustee of the Tutu Foundation UK, and Council Member of the University of Kent.

She was elected to the General Synod in 2010 and soon became a Church Commissioner. Her call to ordained ministry was an important step for her. Her pastoral warmth, eloquence and intelligence were greatly valued by congregation and colleagues alike.

As a young girl growing up in North London she got to know Desmond Tutu when he came to Golders Green as a young curate. They would meet each other frequently in London and South Africa and Sally was instrumental in arranging for Archbishop Tutu to receive the Honorary Freedom of the City of London.

She also got involved in the affairs of her famous uncle Malcolm Muggeridge. She had been influenced by his religious writing and broadcasting, and she took the lead in promoting his work, organising seminars in the US and London in his centenary year 2003.

She received several honours including the Chartered Institute of Marketing President's Award (1999), the Women in Public Life Voluntary Sector Achiever of the Year (2007), honorary life membership of the Academy of Marketing (2013), and the International Alliance for Women's World of Difference Award (2015).

Sally brought distinction, energy, and a strong moral compass to every field that she entered, be it charitable, civic, corporate, or ecclesiastical. Her career showed a rare combination of executive ability, pastoral generosity and public purpose.

She died on 2 December 2025. She will be missed for many things but perhaps most of all for her inspirational smile.

Sally's memorial service will be at St Stephen Walbrook, EC4 at 2.30pm on Wednesday 6 May. Refreshments afterwards in the church.



What does the future hold?

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

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

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

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

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

What happens when commerce moves at the speed of culture?

And what happens when the culture bites back?



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

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

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

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

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

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

.monks

Monks is a digital-first partner built for now, near and next.
Get in touch – www.monks.com/connect



Companions' Christmas Lunch

On 15 December, the Almoners hosted a traditional Christmas lunch in Ironmongers' Hall for Marketor Companions. This annual event was organised by Past Master Dr Keith Arundale and his wife, Kathy. Seated from left to right are: Brenda Flynn, Liveryman Diane Morris, Past Master Venetia Howes, Lesley Collischon, Roger Howes, Liveryman Doreen Blythe, Jo Crighton, Past Master Dr Keith Arundale and Kathy Arundale.

Upcoming events

Thursday 14 May	Inter-livery Clay Shooting Competition
Thursday 14 May	Knowledge Exchange event, Senate House, Malet Street
Friday 5 June	Charity Summer Ball, Merchant Taylors' Hall
Wednesday 24 June	Election of Sheriffs
Monday 6 July	The Marketors' Inter-Livery Golf Day, St Albans
Tuesday 14 July	History tour of St Bride's

Thursday 16 July	Beating Retreat, Horseguards Parade
Sunday 27 September	The Woolmen Sheep Drive & Livery Fair, Southwark Bridge
Monday 28 September	Annual Quad-Livery Lecture Event
Tuesday 29 September	Election of the Lord Mayor
Wednesday 14 October	Bowden Charter Dinner
Wednesday 21 October	Inter-Livery Crazy Golf Competition, Puttshack

For the latest calendar of social events, please check and book via the members' area of the website.

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