

THE RESEARCH NETWORK

NEWSLETTER

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THE WAY WE ARE NOW

Nick Tanner

This latest edition of the *Newsletter* comes within a month of the passing of two great names in our industry—the two Andrews, Ehrenberg and McIntosh—and only a few months after that of a third, John Bound. I make no apology (and am sure you expect none) for the fact that you will find references to all of them scattered throughout this edition; but since their obituaries, in particular, are written by people far better qualified than I to comment, I shall do no more here than acknowledge the debt we owe to all of them for their contribution to market research.

In fact, this seems to be very much an edition of memorials, containing as it does, in addition to these and other obituaries, remembrances of two other characters of the industry, George Brzezinski and James Cameron. But we have also written up the Spring lunch and the Summer party; and Peter Bartram has contributed more clippings from *MRS Newsletters* past. And for those who like to look

forwards and backwards simultaneously (what one might term “the Janus syndrome”), we report on the Naomi Sargent memorial lecture, given by Martin Bean on the opportunities for education offered by digital technology.

Finally, with a glance to the world outside the window, Nigel Spackman looked forward at the Spring lunch to the then forthcoming general election and commented that the research industry would either be excoriated for its failure to predict the result or ignored if it got it right. In the event, the forecasts seemed to be spot on and the media did at least, on the whole, acknowledge the fact. On the other hand, an article on Radio 4 this month explored the failures of market research, focusing specifically on the disastrous launch of the new Coca Cola recipe a few years ago, despite research showing it to be preferred to the classic recipe. Ah well, the Lord giveth and the Lord taketh away ...

AUTUMN LUNCH: 14TH OCT AT TAS RESTAURANT

We have a new venue for our next (and seventeenth—how time flies) Network Lunch but in a familiar part of town. Tas is a small chain of restaurants focusing on Anatolian, or Turkish, cuisine and we have booked their branch in Borough, within easy reach of London Bridge main line and tube stations. The address is 72 Borough High Street, London SE1 1XF.

The lunch will take place from 12:30 on Thursday 14th October. We have reserved a large private



dining room, seating over 100 people, on the lower ground floor of the restaurant; the entrance to the private room is down a short flight of wide, well lit stairs, but there is no lift.

The usual ticket price (£25 for members, £30 for guests) covers

a welcome drink, table wine and a three course meal (traditional starters served at the table, main course buffet with a choice of dishes and dessert). Coffee and other drinks can be purchased from the bar if required.

Invitations were sent out in mid-September and contain full details of how to find the restaurant. You can book your tickets now by sending your request and cheque to our Secretary/Treasurer Gill Wareing at 6 Walkfield Drive, Epsom Downs, KT18 5UF.

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THE WAY WE WERE

Peter Bartram's selections from MRS Newsletters of yesteryear

40 years ago (1970):

During open discussion at the AGM a number of Members complain that they are not kept sufficiently well informed of the activities of Council and the Committees. The Officers of the Society express an intention to remedy the situation in the coming year. (*Plus ça change...*)

From an anonymous report on the MRS Summer School held at Exeter University in July: "The decor was distinctly army surplus, with a hint of mental institution ... The food left much to be desired: the hideous logic which lies behind a main course of deep fried fish followed by a sweet of deep fried pineapple fritter unnerved many delegates ... It is against this background of digestive disorder that one must measure the ability of delegates to pay attention to lectures or, as things got worse, even to hear them. In the circumstances they performed nobly...."

(*Summer School report cont'd*) Many evenings were spent with people sitting about until one or two in the morning, presumably in the hope that the whole scene would suddenly burst into wild and uncontrolled bacchanalia. Of course it didn't happen ... however the bar did a good trade thanks to the generosity of **Howard Biggs** and his committee who saw to it that what was lost in food was compensated for in drink.

And 30 years ago (1980):

Under the heading 'The ad they didn't place' there's a recruitment ad for the Research Department of Leo Burnett headed by **Dr Simon Broadbent**. "The Dreaded Doctor requires two research executives with about three years' experience (he means each). They must be persons of technical excellence with the Brain of Einstein, the hide of a rhinoceros and, if female, with face and figure to delight or alternatively intimidate all the male chauvinist pigs who work around here ... We offer a princely salary (about seven grand if you are lucky), BUPA, a seventy-hour week ... and the chance of a heart attack on Saturdays (yes, you'll be working plenty of those)." (*Yes, a spoof, but whose?*)

In September, **Len England** writes: "One of the differences between Ronald Reagan and myself is that, at his age, I wouldn't want to be President of the United States. I'd rather sit and smell the flowers ..."

In a report on research into careers in marketing management it was found that of 100 companies contacted, only 3 had women with the title Marketing Manager or Marketing Director and all of them were in the toiletry business.

Excitements in the Regions: It is reported that "over 30 Members attended the meeting of the West Midlands regional branch of the MRS to hear **Norman Payne** and **Gordon Harrison** speaking about 'Market research and market planning in East Midlands Gas.' And the Wales and South-West branch enjoyed "a very good presentation of the launch of the De'Lora Fruit Juice which is now sold in Tetra Pak cartons."

And 25 years ago (1985):

Bernard Audley, Chairman of AGB Research is awarded a knighthood 'for services to the market research industry' in the Queen's Birthday Honours (*No mention of contributions to the Conservative Party; and is it still true that the only other market researcher to receive such an honour is Bob Worcester, apart from the peerage awarded to Andrew McIntosh who so sadly died last month?*)

John Samuels writes to say "an experience that gives me a physical *frisson* is the encapsulation of intellectual insight into a telling phrase. I have to thank my good friend **Jackie Dickens** for one such ... when she told me that she had adopted the nomenclature of **radiators** and **drains** to segment those people she wanted to work with from those she did not."

In his 'Jobbing Gardener' column, **John Bound** offers advice about the MRS' efforts to recruit a Director General: "It is exciting to have the prospect of a Director General of our own. I wonder if we shall get an Admiral – there are a lot about. A former civil servant? The previous chairman of a bankrupt public company? The great advantage of naval officers is that you can hear what they are saying. I commend this criterion to the Council."

In November, Jobbing Gardener **John Bound** again: "Did you know the wood-louse has only three reactions to an unfavourable change in its environment? – it runs, or it curls up, or it lets everything go, and drops. Just like product managers. Both species survive."

SPRING LUNCH AT BOROUGH BAR

Nick Tanner

We had been to the Borough Bar before, of course, but the two Janes (Bain and Gwilliam), who organise these events, felt that it would bear repeating and of course they were right. We returned on 22nd April this year.

For those, like me, whose train services come in to London Bridge, the location could hardly be more convenient—its only problem is that on the way home one has to defy the forces of gravity and roll *up* the station approach rather than gently rolling *down* it. Despite the consumption of liberal quantities of very drinkable wine, most members proved themselves equal to the task and avoided a potentially messy conflict with the traffic on Borough High Street.



Remember the Doctor Who series *The Three Doctors*? Well how about *The Three Chairmen*?

It was Nigel Spackman's first lunch as chairman and he welcomed us with a short speech in which he noted that we were meeting just as interest in the fruits of our industry was reaching its zenith, with a general election just a fortnight away. If we had known then what we know now ...



...not to mention *The Three Wise Monkeys*...

Nigel welcomed five individuals who were attending a Network event as members for the first time and

twelve guests who, he hoped, would shortly be taking up membership. He also drew our attention to the Lifetime Achievement Award from the ARF to Andrew Ehrenberg, although sadly by that point Andrew was already too ill to join us.



We were particularly pleased to celebrate Tom Punt's 80th birthday at the lunch, complete with out-of-tune rendition of *Happy Birthday* and a surprise cake. Tom reminded us of how he was, at least by his own account, tricked or dragooned into becoming the first webmaster and *Newsletter* editor—but of course we are enormously grateful to Peter Bartram for doing the dragooning, and to Tom for not having the heart to say no.



Replete with an elegant sufficiency (at the very least) of lunch, wine and birthday cake, we vacated the Bar just in time for them to start preparing for their next event in an hour's time. Will we return? I very much hope so.

A MEMORY OF JAMES CAMERON

Erica Brostoff

When James Cameron was murdered in 1970 at the age of 44, the MRS Newsletter described him as "one of the most brilliant and dedicated market researchers of our time". An MRS Council Member, he worked at S H Benson and BMRB and then played a leading part in setting up Interscan before becoming Head of Group Marketing Services at the Beecham Group.

It is exactly forty years since James Cameron died in such an untimely way, and this note is aimed at reminding us all of his charisma as a researcher and as a person. His death is a source of persistent and sometimes daily sadness to his friends, as remarked by two co-Directors at S H Benson, namely John Bittleston and Mike Constantinidi, who have contributed memories to this article. I was among the psychologists he employed both in-house and as consultants, and he had call on the best at the Tavistock Institute and elsewhere, such as Isabel Menzies, Fred Emery, Eleanor Mykura and James Hogg (now Professor).

John Bittleston recalls that as Research Director at S H Benson, James contributed many of the best ideas which helped the agency back onto its feet, and that he began each day with the inimitable cry "my dears, we are in total disarray". Mike Constantinidi reports that James was invaluable on the Guinness and other accounts. James's great strength was in taking the total marketing perspective, bringing together both the product or service and the subtler responses of users, through to placement, and wooing the client and even his own Directors to share this view. This involved innovative thinking, pre-lunch champagne and keeping a War Diary for each account, based on his navy days. For ten years after his death a group of his friends met each year in commemoration, often at the Savoy, which is a telling tribute.

As many will know, James was shot by a stalker, who

was traced and given a life sentence after the first major TV witness appeal for a serious crime. The circumstances have remained a puzzle, especially as James could appropriately be described as streetwise.

Private Eye suggested that he may have been a British spy in the Eastern bloc, where he travelled on business. Personally, I believe he was in difficulties at Beechams but I have very limited knowledge of this. In the months leading up to his death, he confided in his friend Joan McFarlane Smith (Fieldwork Director of Interscan) that he was in terrible trouble and that he expected to end up teaching classics in a prep school; and he remarked to me somewhat obliquely at one point: "you would not mind if all this came to an end?"

He encouraged me to take a Masters in Social Psychology, which I had just started the week of his death. I am sad to say that I had a premonition that he was in fatal danger, based on two telephone calls which he made to me when I was out. The need to resolve this in my mind has led me to give a paper to the British Psychological Society, giving an explanatory basis for premonitions. James would greatly approve of this because almost the only other detailed paper on the subject is by a psychoanalyst; he was a dedicated client of his own analyst.

A contemporary Marketing Director, Peter Hume, then of JWT South Africa, writes: "He attracted attention effortlessly, sweeping forth, in charge, with a touch of the aristocrat (though of humble origins), fresh-faced and smiling, and never dazzled by occasions or appearance—James responded to the bizarre with humour and to intellectual integrity with curiosity and respect. He lived life with aplomb—someone grown up, but with impish youthfulness". I hope this short article and my research will honour his zest for life and his ultimate vulnerability.

THE SECOND NAOMI SARGANT MEMORIAL MEETING

Tom Punt

Naomi Sargent, a distinguished Research Network member, died in 2006. As a lasting tribute to her memory, her husband Andrew McIntosh (Lord McIntosh of Haringey) set up in 2009 a series of what are intended to be annual events. The two events so far have been held at Channel 4, where Naomi was once Senior Commissioning Editor for Educational Programming. Both events have been jointly sponsored by NAAEE (the National Association of Advisers for Computers in Education).

Naomi was latterly Professor of Applied Social Research at the Open University, where she was also Pro-Vice-Chancellor (Student Affairs). It was particularly appropriate therefore that this year the event took the form of a lecture by Martin Bean, who since October 2009 has been Vice-Chancellor and CEO of the Open University, the first (so-called) non-academic to hold the position. Martin was previously general manager of Microsoft's Worldwide Education Group and was thus an early leading exponent of so-called "distance learning", as exemplified by the iTunes university concept. He has become a powerful advocate of using new technology in higher education for all.

An Australian by birth, Martin is an enthusiastic and truly inspiring speaker and projects a great sense of really meaning what he says. His main theme was the opportunity that digital technology presents for extending higher quality education to all. Early on he was keen to point out that the main obstacles to this were not technical or economic—we can, after all, foresee a time soon when almost everyone will have a reasonably-priced high speed broadband connection—but attitudinal. There will soon be no "digital divide" left. The idea that new technology is only for idle teenagers or geeks is so obviously wrong, with children now confidently using the internet from the age of 6 or 7 and oldies like ourselves at least having the ability, if not always the will, to do so. The argument therefore is not primarily about digital access but about utilisation of new powerful opportunities.

Our ability to access continuing higher education, not necessarily tied to bricks-and-mortar institutions, has vastly extended. Martin mentioned several reasons why this was not just an opportunity but a necessity:

Globalisation: already 2.5 million higher education

students study outside their own countries. Think how this figure could grow with multimedia technology. It isn't just a question of the internet but of quick, easy and relatively cheap inter-communication by whatever medium is best—internet telephony, radio, e-mail, television, social networking and so on.

Restricted supply of higher-education relative to demand: with greater economic restriction, this is bound to produce a an even more rapidly-growing number of those who can afford only to study remotely for the qualifications they desire and need.

Increasing volatility of labour demand: the idea of someone being educated to 21 and then taking a job for life is out-dated. The necessity of moving from one part of the country to another, from one country to another and from one career to another all tie in so well with the idea of continuing learning and learning at a distance. As Martin once said, the concept of lifetime *employment* needs to be replaced by one of lifetime *employability*.

Supplementation of tax-funded education by the private sphere and private educational enterprise: although the desirability of this may be debatable, it is definitely happening with the establishment of academies and "free" schools so why not "free" higher-education facilities? Free, that is, in the sense of course of being independent of state-funded institutions. We soon may not have the capacity or the economic ability to educate the people we need using conventional degree-granting universities. This is not to predict the demise of universities but to question their ability to meet national demand on their own, and indeed the advisability of restricting higher education to conventional universities.

To summarise Martin's theme in a sentence is difficult but he begged us all (and I for one was sold on the idea) enthusiastically to embrace the concept of lifelong distance learning and to debate how best our new technologies can be harnessed and organised for the common educational good. The ability vastly to expand higher education for all is there without overcrowding university cities! Are we ready to face the organisational change and with it the bright future that this will bring? We all went away from Martin's lecture with a lot to think about. Another very fitting tribute to Naomi.

SUMMER PARTY: AURIOL KENSINGTON ROWING CLUB, WEDNESDAY 7TH JULY

Our summer party this year was once again at the Auriol Kensington Rowing Club, on the river at Hammersmith. If you weren't there, the selection of photos below will give you a better impression of what you missed than any number of words could do; if you *were* there, and appear in any of the photos, hopefully you won't be too embarrassed by them; and finally, if you were there but do not feature in any of the pictures, perhaps you were too good at hiding from the camera. Thanks to Jane Bain and Jane Gwilliam for organising the event, and to Jane Bain also for taking the photos themselves. Would anyone like to suggest a caption or quotation for the photo in the bottom right-hand corner?



Caption please?

TALKING TO ANDREW

Liz Nelson and Phyllis Vangelder

Andrew McIntosh talked to Liz Nelson and Phyllis Vangelder just a couple of weeks before he died. His political life has been well documented and this interview focused primarily on his life and achievements in market research. It also touched on the tremendous contribution he made in his later years to the Council of Europe.

Andrew spoke first about his early days in market research, working with Henry Durant. I'd been in graduate school at Ohio State, '56-'57 and when I came back I went to see Henry Durant who was a friend of my father's. I said, 'I think I'm an economist. Can you find me a job as an economist or advise me where to go', and he said, 'Well, go to the National Institute of Economic Research. Go to the Economist Intelligence Unit. If you don't find anything you like, come back and I'll give you a job for three months'. Which is why I describe myself as an accidental market researcher.

We commented that in those days most people in research were accidental researchers. Well, I had done graduate courses in market research, which included punching cards, and at least I knew what was there. I went to see these two organisations and they offered me jobs, £600 a year. I went back and saw Henry and he wasn't very impressed. He said, 'I'll give you £700'. So I took it.

Then, I decided after three years at Gallup that you really ought not to be doing research for people unless you had used it—I wanted to be on the client side. So I went off and got a job at Hoover. Hoover and various other people had been buying the Gallup White Goods Purchasing Index for years. It was called MPI, I think, and technically it was good stuff. But none of the clients for this thing had ever realised that there were two totally separate markets for white goods—new (and penetration was quite low in those days) and replacement markets. The clients were adding them together, without understanding what they were. So, I had to add a question to the Index which asked whether they were new or replacements. Nobody had ever asked that question. And when I did that, it started to get results.

Then we were working on a model for forecasting future purchases of white goods. The difference that consumer expectations make was absolutely obvious

to me. You do the best forecasting model that you can, you take into account all the economic, all the financial, all the household growth, all the other factors, and you play about with the lags until you get it right. Hard work when we didn't have computers. And then when you've got that done, you look at consumer expectations and see whether they're improving. Plain common sense, isn't it? Nobody had done it, in the United States or here.

Andrew went on to speak about his political days. I was active in politics at Oxford, becoming Chairman of the Labour Party Group. And then when I came to London in '58-'59, I joined the Hampstead Labour Party. I'd already been quite active and I became member of Hornsey Borough Council in '63. The new Haringey Council started in '64 and Naomi and I both went on that... It's lovely starting things, you know. So starting a new London borough and starting IFF were great fun.

Then Labour councillors went out of fashion in '68 and we were all defeated. Well at that time, having started IFF in 1965, I wasn't doing anything in politics particularly. I didn't go back into politics until the Tottenham people asked me to stand for them, for the GLC and Tottenham in '73".

Andrew's comments about some of his experiences in local government are vivid illustrations of the fact that he was never risk-averse or unsure about what he felt was the right thing to do. In London in '73 we had Transport and Planning boards. There were four of them in London, North Eastern, Western, Southern and Central. I came in as Chairman of the North East and then the Western board and I killed road schemes like mad! Because it was done by the boroughs, there were planned to be four different new relief roads between Heathrow and the A40 and I killed them all except the Hayes Bypass. You didn't need three more of them.

When I went on the GLC, I immediately became a committee Chairman and I did that for four years. Then we lost the election and I was in opposition. I became leader of the opposition in 1980 and I won the 1981 election but Livingstone became the Leader of the Council. So when Michael Foot offered me a seat in the Lords, it was an excuse to get out of the Greater London Council.

The GLC was an awful organisation. It was quite fun when I first went there because the City of London was most friendly. They would invite me to things, black tie and white tie, and the Chairman of the Policy and Resources Committee made sure I would go to the Policy and Resources lunch, so I was well in. But then I made a speech in which I said, "Well, you don't need to reform the City of London very much. You can keep all the trumpets and the loving cups, and the silver and everything like that. All you need to do is change the electorate. Instead of having St Saviours Without, you have the electorate of Bromley and instead of having St Something-all-Hallows-by-the-Tower, you have the electorate of Lambeth'. At which they froze because they suddenly thought they would be coming up to a period of Labour government and it might happen, and they'd be gone. I never got invited again. I've never been to the Mansion House or the Guildhall since then.

We suggested that going to the Lords must have changed his life considerably. Well, not very much at the beginning. Remember that I was 49 when I went into the Lords and I was still running IFF. We were in opposition. Yes, it took up time but it was manageable to do them together. I was notorious for arriving to sit on the frontbench 30 seconds before I was due. So I was constantly back and forwards between Oxford Circus, Clerkenwell and the Lords. Remember that the times are different now. The Lords didn't sit until 2:30, so you could easily do it, and look after your other work first.

We asked Andrew whether he thought that his 'market research mind' had an effect on his political mind. Well, all of my working life has been project-based and not running something. I'm a great disbeliever in management really.

At IFF, I wouldn't know on a Monday morning what was going to turn up in the post. And I therefore wouldn't know what I'd do, what I'd be writing proposals about and therefore, what I'd be working on for the next x months.

In opposition in the Lords, we weren't in charge of anything. We were responding to what the government did. Therefore, what questions were put down, what debates were called, what legislation was put forward, wasn't in our hands. So it became projects. That's the similarity.

Did Andrew think of himself primarily as an industrial market researcher? Or what used to be called industrial market researcher, yes. What they now

call business-to-business, don't they? When Henry Durant asked me before 1965 to set up an industrial section he saw industrial market research as being a natural next step. Many so-called industrial researchers thought that the skill you needed to research in chemical engineering was to be a chemical engineer and they had no idea about research methods. But they went out and talked, expert-to-expert, to people. They had technical insights but they hadn't got the faintest idea about validation or sampling or anything like that.

I wrote a paper with Roger Davis in the *Journal of the Market Research Society* in 1970 identifying mass industrial markets [*This was, in fact, a seminal paper 'The sampling of non-domestic populations'.*] What I said was all the standards in good consumer research like questionnaire design and sampling, particularly sampling, ought to apply to mass industrial markets. GEC, where I was on the lamp and lighting side, was very much a mass industrial market. But nobody knew the size of the market. In those days they did a postal survey but they never looked at their findings or thought what they meant.

So I said, 'All right. Show me lamps per square foot of floor space, broken down by size of organisation'. Of course the results blew the figures apart because what they found was that they could cover the small factories but they couldn't possibly cover the big factories. Common sense when you think about it, but it meant their results were rubbish.

Nobody had realised that you have an enormous advantage if you created a sampling frame which is stratified by size. We worked on the equivalent of the electoral roll. It's in the paper. We spent a lot of money building a sampling frame so that we could do sampling with probability to size which is enormously more efficient than equal probability sampling. And people were still publishing papers about sampling and mass industrial market, which didn't recognize the virtues of samples with probability proportional to size.

So that what you were covering was not establishments but employees or square foot or whatever it was you were looking at. And I consider that that was a very great step forward. I have no idea apart from IFF whether other people are doing it. They must be, mustn't they?

Of course the other thing that I'm really proud of which does still happen is that I said to myself, really quite early on, that the public sector has customers

who are businesses exactly like the private sector. So I deliberately built up expertise in the things that the public sector ought to have been, but probably wasn't, consulting its business customers about.

When the Manpower Services Commission was founded in 1975, I was its first supplier. They said, 'You've got six weeks. Tell us why apprenticeships are falling'. The result of that was that I gradually built up IFF as being a company that was 50-50 public and private. It still is. And they get very good contracts from the public sector. They have very loyal blue chip private clients. And of course, with cycles going the way they do, that's always been a protection.

Andrew went on to talk about the Council of Europe. I realized that my media and heritage experience, the two years I did in government as Minister for Media and Heritage, would be a good starting point. So I went on to the Culture, Science and Education Committee immediately and then I took up the cause of media freedom and its violations. There'd been lots of resolutions, but the habit of the Council of Europe is to pass a resolution and say, 'Right, we've done that.' Well, my habit is not that. My habit is, if we pass a resolution let's go on and do something about it. And so I became standing rapporteur on media freedom and that gave me a voice so that when things went wrong, I could issue press releases and I could start new projects within the Council and within the Parliamentary Assembly.

I became Chairman of the Media sub-Committee and one of my German colleagues did a valuable piece of work in which he set out the determinants of free media in a democratic society. I used that as the framework for a report on what we could do beyond just denouncing and going away; it was adopted by the Assembly in January of this year. The Resolution itself says that the Secretary General shall provide the resources to carry out monitoring and prepare a database of violations of media freedom.

Thomas Hammarberg, the Council of Europe

Commissioner for Human Rights, comes down very hard on abuses like closing newspapers or attacking, imprisoning or even killing journalists—things like that. Of course, it's not just government, it's business doing it as well, and political organisations outside government. But we have the advantage in the Council of Europe, that we have all the oppositions there as well. And so the Parliamentary Assembly is an essential bit.

Andrew relished the discussions and intrigues behind this very important decision-making. He has been involved in high-level dialogues with the Secretary General and members of the Council of Europe. While we were with him a call came through Strasbourg asking him to attend a meeting on the subject in September. He knew and accepted that he would not be there, but he commented with pride: If we can do that, all of my Strasbourg colleagues are saying this will be the most striking step forward in media freedom in the history of the Council of Europe.

In addition to media freedom, he was concerned with the European Higher Education area and was involved in the European Museums prize. His networks extended all over Europe, attending meetings and conferences and acting as spokesman for Council of Europe projects. We commented that Andrew had never stopped.

No, I've never stopped. What else have I been doing? Trans-frontier Television—the EU has revised after 10 years its Directive on Trans-frontier Television We've had a European convention which we have revised, rather badly, but I've improved that and transformed its wording. I went along to all their meetings because they started inviting me and they didn't know how to stop inviting me and I go to speak for them in various places. In September I should be in Malmo, I should be in Rome, I should be in Vilnius, I should be in Paris, and that's before the parliament opens". *Andrew's last comment was very characteristic: "I won't be—but at least I've been able to turn down an invitation to an audience with the Pope on the 8th of September".*

MARKET RESEARCH BENEVOLENT ASSOCIATION

The MRBA was important in the establishment of the Research Network. Seven of the nine members of its Management Committee are also members of the Research Network. It is right therefore that we should have the MRBA in mind both in terms of supporting it—which we have done collectively every year—and in referring to it anyone who is in need of its support. Its Secretary-Treasurer, Danielle Scott, would be pleased to answer any questions on 0845 652 0303.



MEMORIES OF GEORGE

Tom Punt

Just about four years ago, on August 14 2006, we received the sad news of the passing of Network member George Brzezinski. Ten days later, several members who knew him well, including myself, attended his Requiem Mass at the Church of St. John the Evangelist in Putney and two or three of us his later committal at Mortlake. Phyllis and I had just put a new edition of the Newsletter to bed and it was unfortunately too late to include an obituary of George.

Jerzy (or George as we called him) was, of course, Polish by birth and a member of one of the noble families of that country. He left Poland on the outbreak of war at the age of 9½, just escaping the German invasion. His father was a member of Polish Intelligence and a marked man but later escaped to Switzerland where he was interned. George and his mother lived first in London, through the Blitz, and then in Scotland. George was educated at the Polish School, then at Edinburgh Academy and then at the Polish school again, going from there to the Polish University College and taking an external London University degree. Thus although George spoke fluent Polish, his English had little or no trace of a foreign accent left.

George had been a member of the Research Network Steering Group since its inception in late 2002 and continued until early 2005 when ill health forced him to resign. His portfolio was New Membership and it was due to George's research, and in particular the compilation of a list of names, addresses and phone numbers of potential members, that membership of the Network grew as rapidly as it did in the first three years. We were sad when he had to relinquish his post since he had continued even when his heart condition was giving him trouble.

Like myself, he spent a good part of his early research career in advertising agencies and I knew him originally as a fellow agency research director. His career had begun, however, in a very original way after he left London University, when he helped to set up the first population census in Sudan. After

short spells working in insurance, and then with Union Carbide, in 1956 he joined Young & Rubicam where he stayed until 1966, going then to Dorlands, where he remained for the rest of his full-time career before retiring in 1990. Dorlands at that time had a fairly large research department for whom I occasionally worked. Although I had contact with others in the Dorlands research department as well, whenever I visited the agency George would always seek me out to have a word before I left. He had a perennially jovial personality, liked his food and wine and knew many people in the research world—a fact which helped him later on when he designed our membership drive.

After he retired George worked for BESO (British Executive Service Overseas), in which capacity he became one of the top experts in the economies and research facilities of Eastern Europe, especially of his native land and of the Ukraine.

George's funeral mass was celebrated by two Polish and one Ukrainian Polish-speaking priest, the latter coming specially to the UK to represent the Catholic University of Lublin of which he was Vice-Rector and of which George was a trustee. The Mass was said, and sung, in Polish and English, the music including Schubert's Ave Maria and the Adagio of Albinoni. At the committal, piano music by his beloved Chopin was played as well as one of George's favourite songs, "Every Time We Say Goodbye" sung by Ella Fitzgerald, which in the context was very moving. Afterwards we all enjoyed tremendous hospitality at the Polish Catholic Centre in Putney. George would have enjoyed the rich spread of Polish food, mostly homemade, so much!

I just wanted to pay a rather belated tribute to George on what is now the fourth anniversary of his death. He was, after all, one of the original Network "builders" and his legacy lives on in the continued health of the Network. Whatever your faith, if any, say a prayer for him or think of him when you give thanks for this wonderful network of friends.

JAMES R ADAMS, 1932-2010

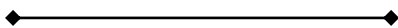
Nick Phillips writes:

Jimmy, who died in June this year, was a warm and sensitive family man who, until recent ill-health prevented it, was a great supporter of Research Network events. He had a very distinguished career in media and media research, being Media Director first of Royds and then of BBDO. His approach to issues was very much in the tradition of the Scottish enlightenment, sceptical and humanist and always looking for the evidence and the appropriate logic. With this approach he was, along with the late Simon Broadbent, one of the pioneers of rational media planning.

He was a Fellow of the IPA and was the Institute's

selected author for the classic *Media Planning*. This was written well before the arrival of social media in the last ten years, before that of the internet in the last twenty, before even that of competitive TV channels in the last thirty; so *media* then meant predominantly press and ITV. But either because of or despite the simpler media landscape, there were a lot of poorly thought-through decisions regarding media; and Jimmy was passionate about getting the planning right.

He was also passionate about other things, including Scottish Rugby and New Beaujolais! And his philosophical humanism was the driver of his work in the local community. We've lost a leading light.



JOHN ARTHUR BOUND, 1924-2010

Gerald Goodhardt writes:

John Bound was found dead in his home in Dorset on 22nd April 2010 at the age of 85. His sudden death was a great shock to all his many friends. He had been staying in London with plans to attend the Network Lunch and to entertain a young visitor from the Ehrenberg-Bass Institute in Adelaide with dinner at the Reform Club. Instead he felt that he was coming down with 'flu and decided to go home; he was found the next day, already dead, by a neighbour.

John was born on 31st August 1924 and spent his early years in Southampton. He served in the army in Europe, India and Africa at the end of WW2. He liked to tell the story of how, having taken a wrong turning, he found himself leading the British advance into NW Germany in April 1945, ending up in the middle of Lueneberg Heath waiting for the rest of the Allied forces to catch up.

After the war he went to Southampton University, (University College, Southampton as it then was) and on graduation joined the Central Statistical Office under Harry Campion. He joined the Royal Statistical Society in 1949. In 1951 he published, together with Professor P Ford, a book on 'Coastwise Shipping and the Small Ports', which I never heard him refer to. (I am grateful to Greg Phillpotts for discovering this and many other facts about John's career.)

In 1953 he joined Quaker Oats Limited and began his career in market research. He nevertheless continued

to serve on various RSS Committees, chairing the General Applications Section (1959-61), and on its Council (1959-65). He also served on the Council of the Market Research Society from 1966 to 1975 and was Book Reviews editor of the *Journal* for many years. He was made an Honorary Member and later was awarded the Fellowship of the Society.

After 23 years at Quaker he became a lecturer in Market Research at the University of Strathclyde at the end of 1976. My impression was that although he enjoyed teaching bright students (he always had a great rapport with young people), he and his wife, Bunny, never really settled in Scotland. He took early retirement in 1983.

But, in a sense, it was after retirement that his career blossomed. He became a Visiting Research Associate at the London Business School, working with Andrew Ehrenberg, and when Andrew moved to South Bank, John went with him. He liked to describe himself as 'the world's oldest research assistant', but his contribution was very much more than that. Their collaboration led to a number of important papers, including one read to an Ordinary Meeting of the RSS (Ehrenberg, A S C and Bound, J A (1993) "Predictability and Prediction", *JRSS (A)*, **156**, 167-206.) He continued collaborating with members of the Ehrenberg Centre at LSBU and the Ehrenberg-Bass Institute (E-BI) at the University of South Australia right up until his death. He published two papers in 2009, and was working with John Scriven on another.

John was an only child, as was his wife Bunny, and they had no children. So when in 1999 Bunny died after a lengthy illness, John was very much alone. He took to visiting distant relatives in distant lands, particularly New Zealand, and made frequent visits to the E-BI in Adelaide, where he befriended and inspired a whole new circle of researchers, young and old. Nothing gave him greater pleasure than entertaining them at the Reform Club when they visited the UK, and regaling them with endless stories from all parts of his life.

One lasting memory (among many) dates from the old MRS Conferences in Brighton. After dinner, John would equip himself with a couple of bottles and a clutch of glasses, and hold court in a corner of the Metropole. He is very much missed.

Tom Punt writes:

I will add a short personal note. I got to know John well in 1964 when Doyle Dane Bernbach London, where I was then research director, was awarded several Quaker Oats accounts, amongst them a rather moribund brand, Puffed Wheat. Early on I had to present some supportive qualitative research to John on the suggested TV campaign for this brand. The campaign was almost vintage DDB—for its day innovative, avant-garde and containing not a little risk. I think John realised that, although I shared his scepticism about using such research on its own, I would have presented it even if it had contra-indicated the campaign. Fortunately the commercials were successful.

John and I developed a mutual respect and then friendship. He sought, and often took, my advice on choosing research companies and in turn gave me all the information I needed on the brands we handled. Peter Warner, MD of Quaker UK at the time, told me that apart from offering wise research advice to management, John also acted as 'our company remembrance'. Typically he had at his fingertips and in his memory all the historical facts and figures on each brand's past sales and promotional history. John said that this knowledge sometimes led him to say 'Well, let's hasten to make this mistake again!'

John had in fact an encyclopaedic knowledge of almost everything. His disarming eccentricity meant that he would digress at length on the extent of his

knowledge and was never afraid to tell even strangers, with the utmost politeness, when they were wrong factually (and if he said so they usually were). He took great delight in abstruse facts.

I never got to know Bunny, his wife, all that well but enough to realise that John would be devastated when she died. As Gerald says, he took refuge in the joys of travel and, apart from his antipodean excursions, also visited several European countries with a mutual friend, Ron Artingstall. His other comfort was the Reform, where John and I enjoyed many dinners; if he was feeling in an expansive mood we would usually start with champagne and I realised that London club food had improved tremendously! I hasten to say that I always tried to pay my way but John was in the widest sense a most generous host.

He would always ask how my family were and took a great interest in the progress of my grandchildren. He was also solicitous for my own welfare but was keen to point out that, although five years older, he could still out-walk me!

In Broadmayne, John was totally integrated into a new community. His next-door neighbour Peggy spoke very warmly of him to me after his death and Ann Wilson, John's sometime deputy at Quaker, tells me that the church was absolutely crowded for his funeral. He had been a personal friend of the vicar, acted as her Church Treasurer and supported all the local charities.

John was a fine descriptive writer and wrote several articles for the Newsletter when Phyllis and I edited it, with the titles *The Jobbing Gardener*, *The Return of the Jobbing Gardener* and *The Jobbing Gardener Abroad*. These describe his work after "retirement". You can read them on the website archive in the two 2004 and the Summer 2006 numbers. Later on, and perhaps at my suggestion (since I told him I couldn't do justice either to his anecdotes or his photos in the Newsletter context), he started his own blog where lately he posted news and photos of his Australia-New Zealand visits. I still maintain a link to his blog on the website and I am very loath to remove it—read his blog and it will give you insight into the character of a very fine man. I shall miss him so much.

ANDREW SAMUEL CHRISTOPHER EHRENBERG, 1926-2010

Gerald Goodhardt and Chris Chatfield write:

Andrew Ehrenberg's professional contributions were in two main areas: firstly, in the understanding of consumer behaviour in relation to markets and media, where one of us (GG) had the privilege of being his chief collaborator, and secondly in the analysis and presentation of numerical data.

He came from a remarkable intellectual German Jewish family which included a Nobel laureate in Physics (Max Born), two Regius Professors, the writer and entertainer Ben Elton and the singer Olivia Newton John. He was born on 1st May 1926 in the German town of Bochum where his father, Hans, was the minister of a local church, having converted to Christianity as a young man. He was later to become a prominent Christian theologian. Andrew's mother could trace her antecedents back to the family of Martin Luther.

On the rise of Hitler in the 1930s the family took refuge in England, not only because of their Jewish roots but also due to Hans Ehrenberg's outspoken opposition to Nazism. Andrew went to school in Taunton and then on to read mathematics at King's College, Newcastle where he was awarded a first and met his wife Clemency (née Miles). After a short time as a Demonstrator at Newcastle, he went to Cambridge to read for a PhD under the supervision of Frank Anscombe. In his obituary of Anscombe in JRSS, Sir David Cox wrote: "During his period at Cambridge, four doctoral students completed their doctoral theses under his supervision. By a spectacular piece of maladministration by the university one of the theses was rejected, even though it was widely thought an impressive piece of work. The candidate in question continued to become a successful and much respected figure in our field." Andrew himself never hid the fact that he was the unfortunate candidate. He took up the position of Lecturer in Psychological Statistics at the Institute of Psychiatry ('The Maudsley') where he spent a somewhat turbulent four years, frequently crossing swords with Hans Eysenk.

In 1955 he left academia and joined Attwood Statistics as Statistician. Working on the company's diary of household purchases he developed models of

buyer behaviour which were massive improvements on those that had gone before. He then joined Research Services in 1959 but left in 1963 to set up his own company, Aske Research.



At Aske, Andrew continued to apply scientific principles to marketing problems; with colleagues Gerald Goodhardt and Martin Collins and the support of consultancy clients such as Unilever, Shell and Esso, he developed further models and extended the ideas behind his buyer behaviour work to the analysis of television viewing behaviour.

Whilst still at Aske Research, Andrew was appointed to Visiting Professorships at the Universities of Warwick, Columbia and Pittsburgh.

In 1970, Andrew was invited to return to a full time academic post as Professor of Marketing and Communication at the London Business School. Here he returned to a topic that had long interested him, namely the analysis and presentation of data. He believed that much data, properly presented in well organised and simple tables, would speak for itself without any complex mathematical or statistical manipulation. His book, *Data Reduction*, published in 1975 and subsequently translated into several languages, including Japanese, set out his seven rules for good tables. These were taken up by a number of organisations at the time but are rarely explicitly referred to these days, even when the principles of clear table presentation are followed. Andrew's work has done much to improve the way market researchers and statisticians present their results, though he hasn't always received credit for this.

He had long been a critic of what he regarded as unnecessary complication in statistical methods, particularly in the social sciences, and had little time for them. He held the view that inference from a single set of data was generally misguided, and that knowledge is advanced by replication under varying conditions. In other words, one should look for generalised patterns in many sets of data, rather than look for 'significance' in a single set of data.

Meanwhile, he continued his research in consumer behaviour with a string of talented research students.

He also added to his work on advertising, particularly by proposing that any theories on how advertising works have to be compatible with what is known about how consumers behave. This severely limits many of the wilder claims made for advertising, and supported his view that advertising works more by reminding buyers and reinforcing existing attitudes rather than by persuasion.

He left LBS on reaching retirement age in 1992 and was appointed Professor of Marketing at South Bank University the following year. Here he continued his research with the support of commercial sponsors, many of whom had been among his original consultancy clients at Aske Research in the 1960s.

In the course of his career he produced five books, three of which went into a second edition, and over 300 papers. He was a double Gold Medallist, Fellow, Council Member and Chairman (1964/5) of the Market Research Society. He served on Council of the RSS (1967-1970) and was elected an Honorary Fellow in 2003. The Ehrenberg Centre for Research in Marketing at London South Bank University and the Ehrenberg-Bass Institute for Marketing Science at the University of South Australia (which also awarded him an Honorary Degree) were named in his honour. In 2010 he received the Lifetime Achievement Award of the (American) Advertising Research Foundation.

Although Andrew produced his last substantive paper in 2004, the impact of his ideas in marketing science continues to grow and to influence the thinking in major marketing companies across the world. This is largely due to the proselytising of the two units in London and, particularly, Adelaide which are continuing his work.

Writing did not come naturally to him but he made enormous efforts refining his work, drafting and redrafting again and again. In the early days this meant some poor secretary retyping whole papers twenty or more times. The word processor was a godsend. His work and that of his colleagues was from the beginning more influential among practitioners than among academics and in the USA than in the UK. But his reputation as one of the most influential of pioneers in marketing science is now secure.

Michael Bird writes:

Everyone should have a mentor – preferably a series of them for the different challenges of life. Andrew was my peerless mentor in Understanding Numbers - systematic thinking about data.

Between 1964 and 1970 John Treasure hired Andrew as senior consultant, and me as junior consultant, to examine and report on the JWT Advertising Planning Index, or API. Andrew was running Aske Research and my day job was Sales Promotion & Research Manager at National Magazine Co. I immediately dived into hundreds of detailed tables of API brand image responses over many product fields over many years—and even into individual questionnaires—in an attempt to gain insight into consumers' attitudes; soon I became quite bogged down. Andrew came to the rescue and suggested I should, as it were, get into my helicopter and soar well above the trees to get a look at the shape of the whole wood. Large, even coarse, generalizations should be looked for initially; they could always be refined later if the evidence warranted it. From this vantage point quickly emerged the finding that consumers' intentions-to-buy statements and their levels of brand awareness were driven by their current and past buying behaviour, not by their future plans nor by advertising campaigns. John Treasure, JWT and BMRB, who produced the API research findings for JWT, were magnanimously undisturbed by this demolition of some of the key assumptions behind the API. This disinterested pursuit of truth more or less for its own sake is not what most people associate with the advertising industry (this was the ruthless era in which Madmen is set, after all) and for all I know it is today a totally bygone thing.

Two groups of professionals of whom I had been in awe till I met Andrew were statisticians and accountants. After reading his swashbuckling "Bivariate Regression Analysis is Useless" (1963) with its aggressive and very unacademic title and its plentiful italics, capitals and exclamation marks, I realized Andrew could get away with barging like John Wayne into a saloon full of proponents of Factor Analysis and other computer-dependent techniques because he had a First in Maths and could recognise real numeracy. And innumeracy too, of which there was and is a lot about. He noticed that effective natural scientists managed to predict Y from X—and vice versa where applicable—without going anywhere near regression analysis. What Andrew termed prior knowledge underpins advances in real science, whereas marketers' regression analyses tended to be done in midair, so to speak, on an isolated cloud of virgin data points, not rooted in what has already been discovered. A finding is of little interest or use if it is only about Brand Q in one market in one year. It becomes interesting and useful if it applies to widely differing markets over many years and better still, if it applies in many countries.

Even when many years later (1982) I became the Managing Director of Thomson Consumer Magazines, I put to very practical use Andrew's simple and methodical way of extracting the story out of a disorganized heap of sales figures or financial accounts: rounding numbers to two key digits; ranking tables left to right and top to bottom in order of magnitude of some key measure; averaging the rows and columns; then looking at the variances from the averages. Years of doing this with pencil and paper (without even a mechanical calculator most of the time in the 1960s) made one pretty nifty at knocking out this kind of table. If there is a story, you should be able to state it very briefly in words (eg "Claimed Future Buyers are proportionate to the square root of the number of current buyers" or "Advertising Revenues of UK National Newspapers are Linearly Related to the Number of ABCIC2 Readers—EXCEPT for the Financial Times") and substantiate that statement with the simplest numbers or graph, though Andrew preferred numbers to graphs. Forget faux-Chinese proverbs: with a table of numbers you can do in seconds simple operations—add, subtract, compare, rank—that you cannot do with pictures. But they have to be good tables: ie. Ehrenberg-tables.

Lastly, Andrew was not just a brilliant numbers man—he made words work. Writing for him was endless re-writing. His collaborators often found such minute attention to detail hard to take, but they will admit ruefully that it was good for them—and resulted in papers much read and extensively quoted several decades later. If I had his application I could have written this piece in half the space, but I would have taken four times longer to finish it.

From Gerald Goodhardt's address at Andrew's funeral: I suppose that, apart from family members, I probably knew Andrew longer than anyone else here. My mind naturally goes back to the beginning and one of my earliest memories of Andrew dates from not long after I went to work with him at Attwoods in 1956. One day, as we were going to lunch, he said to me 'you know Stephen, my two and a half year old, he's three'. For a mathematician he was always rather cavalier with numbers. So after lunch we went to buy a birthday present, but instead of making for a toy shop, Andrew went into a hardware store and bought a large rubber bath plug attached to a length of chain. When I expressed some surprise he said that was what his son wanted. A trivial story, you may think, but choosing the

sensible over the conventional was what Andrew was all about.

A theme of so many of the tributes from people who worked with him or were clients or just knew of his work through publications is that he had changed their lives, not so much through any specific advice or instruction, but by making them think differently, not only about Marketing or Media or Advertising but also in a much wider context. It was thinking differently that characterised his whole approach. His insistence on starting with facts, with knowledge, then organising that knowledge into patterns, generalising and testing those patterns over as wide a range of conditions as possible, before attempting any kind of theorising. His greatest bete noir was what he called 'Sonking', the acronym SONK standing for the 'Scientification Of Non Knowledge'. This is the practice, far too common in our field, of dreaming up some theory or model ab initio and only then collecting some data to see if it 'fitted'. Not surprisingly, rigorous analysis almost universally showed that it didn't, and the 'model' was never heard of again.

Andrew's work, on the other hand, has lasted the test of time, although, he was never satisfied with the uptake and the influence of his achievements. Over the last few years it was my pleasure to repeatedly assure him that his work was being increasingly recognised and used without any further effort from him, both among practitioners and even in the academic community. One example is this year's honour of the Lifetime Achievement Award by the Advertising Research Foundation in America. But he was even more pleased by the fact that many major corporations, particularly in the States, now use his methods as a matter of routine. This is to a considerable extent due to the continuing championing of his approach by the two units set up in his honour, the Ehrenberg-Bass Institute in Adelaide South Australia, and the Ehrenberg Centre here in London.

The result is that Andrew's reputation as a pioneer of Marketing Science and as a giant of the industry is totally secure. All of us who knew him, and especially his family, can take pride in that. And those of us who had the privilege of working with him can bask in some of that reflected glory. On a personal note I can say of the more than fifty years I knew and worked with him, that I wouldn't have missed it for the world.

ANDREW ROBERT McINTOSH, BARON McINTOSH OF HARINGEY (1933 - 2010)

Andrew McIntosh was born on 30 April 1933, and educated at Haberdasher's Aske's, Hampstead, High Wycombe Royal Grammar School and Jesus College, Oxford, before taking a fellowship in Economics at Ohio State University.



In 2003, at the age of 70, he was appointed Minister for Heritage and the Media, under Tessa Jowell. After two years, he stood down and became a member of the Parliamentary Assembly of the Council of Europe and in 2007 was appointed by the Council to be its rapporteur on media freedom.

Returning to the UK in 1957, he began his research career with Gallup, before setting up IFF Research (Industrial Facts and Forecasting) in 1965 as a B2B agency pioneering the use of telephone research techniques. During this time, he served as Journal Editor of the Market Research Society (1963-67), where he later became Chairman (1972-73), President (1995-98) and an Honorary Fellow. He remained with IFF for 32 years—as Chairman from 1981 and as Deputy Chairman from 1988.

In parallel with his research career, Andrew McIntosh also served as a Labour politician from the early 60s. His political life started in local government with a seat in 1963 on Hornsey borough council; the following year was elected to Haringey to become Chairman of its Development Control Committee.

In 1973, he took up the post of Greater London Council member for Tottenham and in 1977 he became Labour's Planning and Transport spokesman. In May 1981 he was the leader of the Labour party group which won control of the GLC in a hard-fought election, but he was deposed by supporters of left-winger Ken Livingstone the following day.

Andrew became a life peer in 1982 and from 1985 to 1997 was an opposition spokesperson for Education and Science, the Environment, and Home Affairs. From 1992 to 1997, he served as Deputy Leader of the Opposition in the House of Lords and after the 1997 election he became Deputy Chief Whip. He was sworn in to the Privy Council in 2002.

Andrew McIntosh was married to Naomi Sargent until her death in 2006. He was an enthusiastic member of the Network and facilitated our use of a dining room in the House of Lords for a Network lunch in 2004 and again in 2007.

Phyllis Vangelder writes:

I owe my career in market research to Andrew McIntosh. My jobs in market research and advertising had been interrupted by bringing up two small children and I desperately wanted work that I could combine with a domestic life (not so simple in the late '60s).

It was pure chance that a recruitment agency recommended me for a job with the MRS (the owner later said I was a square peg in a square hole). Andrew McIntosh was at that time Chairman of the MRS Publications Committee and Honorary Editor of the *Journal of the Market Research Society*. In those days the MRS was run by its voluntary Committees and I was interviewed by the whole Publications Committee and taken on as Publications Officer, doing 10 hours a week, mainly sub-editing the Journal. I think I relieved Andrew of the burden of correcting galley proofs on the dining room table. Twenty-five years later I was still at the MRS, though admittedly doing more than 10 hours a week and in not quite the same job as I had entered. It was both fulfilling and enjoyable. I learned a great deal and made some wonderful friends. And all because Andrew took me on as Publications Officer in 1967.

STEERING GROUP

The Research Network is directed by a Steering Group consisting at present of Nigel Spackman (Chairman), Jane Bain, Jane Gwilliam (Events Organisers), Linda Henshall (Relations with other MR bodies), Phyllis Vangelder (*Newsletter* Editorial Advisor), Gill Wareing (Secretary-Treasurer) Tom Punt (Webmaster and *Newsletter* Editorial Advisor), Nick Tanner (Editor *Newsletter*) and Frank Winter (Data Protection and other regulatory matters). Their names, addresses, phone and email details are in the Members List. Please feel free to contact any member of the Steering Group on matters relevant to the areas they cover.