



THE WAY WE ARE

Welcome to readers new and old in this, the 15th anniversary year of the Research Network. We shall be celebrating that anniversary in some style much later in the year but doubtless much will be happening between now and then. In this Newsletter we report on some of the events that have happened in the last six months and provide some details (below) of the Network's next social event, the Spring Lunch.

In addition to photos of last year's Autumn Lunch and the Christmas Drinks & AGM, we have many regular and occasional elements with which to entertain and inform you. The development of the National Archive of Market and Social Research has provided Peter Bartram with additional material for his regular column, *The Way We Were*. Jane Bain's Nature Diary continues with some stunning photography (the colourful insects are especially impressive), while Graham Woodham and Martin Callingham have contributed articles on (respectively) entry into the research world and activities after retirement from it. We also include obituaries of three members and of Louis Harris, including a fascinating personal memoir of the man written by Peter Bartram.

We hope you enjoy this latest edition; if you have written or would like to write anything that you think we could use, do please forward it to the editor (editor@research-network.org.uk).

SPRING LUNCH: 26TH APRIL AT THAI SILK

The Spring Lunch this year will be held on 26th April at Thai Silk in Isabella Street, Southwark. We last visited Thai Silk in April 2013 and it was also a venue a year earlier. As Tom Punt wrote on the last occasion, "the beauty of [Isabella Street] is that each restaurant has an outside tree-lined seating area" and although we shall be inside for the meal, if the weather is as kind as it has been on previous occasions then we might hope for a drink afterwards in the spring sunshine. Or maybe not...



Isabella Street is a short walk from Waterloo station and an event shorter 2-minute stroll from the Jubilee line station at Southwark. The restaurant's own website describes its offering thus: "Thai Silk is where excellent, genuine and healthy Thai Cuisine meets refreshing initiative and undeniable customer service...[with] authentic interior, Thai artefacts and beautifully warm décor." Look out for the invitation with full details that will be sent to members in March.

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THE WAY WE WERE

Compiled by Peter Bartram

***F**rom the MRS Newsletters of yesteryear (of which a more-or-less complete set has now been assembled in the new national Archive of Market and Social Research):*

40 years ago (1977):

MRS Chairman **Bryan Bates** reported that the Society's offices in Charles Street, Mayfair were broken into and ransacked only a day or two before the Society moved to Belgrave Square.

Cliff Holmes, promoting a forthcoming course on statistical analysis, recalled the misinterpretation of statistics expressed in the statement that "a baby is born to a Chinese lady every 50 seconds": it prompted him to wonder how she manages it! Later, it was reported that "34 keen young delegates had gathered in far-flung Richmond (Yorkshire or Surrey?) for the statistics course and spent a fantastic three days picking the brains of Cliff Holmes, **Paul Harris**, **Bill Blyth** and **Vernon Thompson**." Some memorable definitions were offered up:

'Normal Curves': possessed by all except the minority of males attending the course

'Standard Errors': mistakes made by all except the males talking to those of us with 'normal curves'

Towards the end of the course, the four (male) presenters of the syndicate work made such a hilarious evening out of it that nobody had energy enough to adjourn to the local disco.

In a paper presented to the Royal Statistical Society, **Professor Andrew Ehrenberg** blamed people's lack of numeracy on the poor presentation of data. "For example, why say that car imports rose from 312,629 to 445,375 when one can instead say they rose from 310,000 to 450,000, making it easier to see the increase was almost 50%? And percentages of 17.9% and 35.2% should be shown as 18% and 35%." (Not one of the Professor's most sophisticated ideas, but maybe needed at the time?)

35 years ago (1982):

Lionel Gordon called for the MRS (3,300 Members) to merge with the Industrial Market Research Association (IMRA, under 800 Members). He added: "The MRS has set itself up as the representative body of our industry. It must actively seek to become just that by attracting to its ranks all elements of the market research world."

The Association of Qualitative Research Practitioners (AQRP) held its first AGM attended by about 100 people, in which steps to create a Code of Conduct and Guidelines for Good Practice were discussed.

Around this time, many letters, some very angry, were written to the Newsletter about the definition and validity of qualitative research. Originators included **Conrad Jameson**, **Len England**, **Malcolm Brighton**, **Mary and John Goodyear**, **Jimmy Adams**, **Mike Owen**, **Michael Munford**, **David Oser**, **John Rowan** and others.

A letter from **Elizabeth Nelson**, agreeing with earlier comments by **John Clemens** and **Mike Hannah**, expressed the view that "researchers at the Annual Conference seem increasingly incestuous, talking to each other and not to the outside world ... If the Society wishes to change this, then one way would be to interest managers who are not researchers."

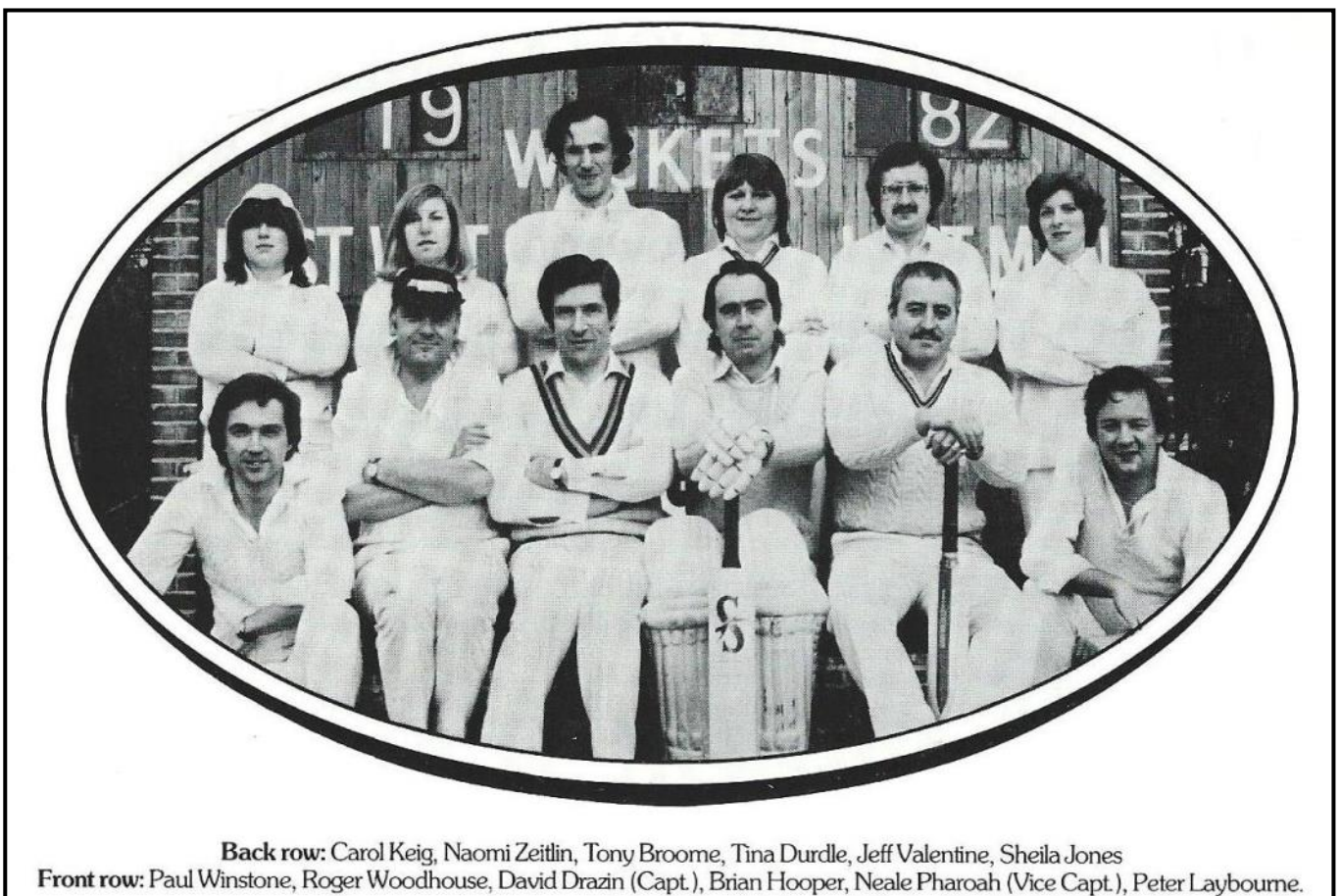
On arrival for the Winter School, delegates found the Grand Hotel Eastbourne covered in snow, and looking not unlike the set of the movie 'The Shining.' The programme included **Brian Pymont's** punning syndicate work on a hypothetical cat food manufacturer, Katcan Inc, and its management team from Felixville Ohio,

consisting of Thomas J Sylvester and Jerry J Macapherty, coming over here to set up offices in Catford and importing their cans of catfood through Felixstowe.

John Wigzell, reporting on the social scene enjoyed by the 600 delegates to the MRS Silver Jubilee Conference, described how their stated need to relax and get away from day-to-day problems was facilitated at the opening cocktail party by "copious amounts of alcohol from the free bar." Younger delegates worried "My God, I know hardly anyone here" while older delegates had worried frowns, and were saying "My God, I know nearly everyone here."

Martin Simmons, in presenting his survey of MRS Members, concluded that researchers are seen to be "honest and unbiased, but cautious, introverted and lacking flair." And **Martin Christopher**, calling for researchers to be 'Action Men' rather than 'Data Providers,' asserted that "the corporate planner has stolen the clothes that the market researcher should be wearing."

The following photo also appeared, in an advertisement for Schlackman Research Limited headlined 'The new team at Lords' (the company's base, for those who have forgotten, was at Lords Court in St John's Wood):



30 years ago (1987):

Eileen Cole was awarded the CBE in the New Year's Honours List for her services as a Board Member of the Post Office. **Len England** received the Society's Gold Medal for his services to market research and the MRS.

Jennifer Bowen reported that the splendid Annual Conference was also a splendid one for the MRBA: £11,700 was raised, of which £6,000 was from advertising in the programme, £4,200 from the MRBA raffle, and £1,500 from sponsorships of the Fun Run.

AUTUMN LUNCH AT AZZURRO

Last Autumn's lunch at Azzurro, less than a stone's throw from Waterloo station, was enjoyed by some 70 members and guests, following which a small but select group shifted to the Hole in the Wall. Linda Henshall was forced to deny reports that she had finally left there at 4 o'clock the following morning; she claims that she was "the last to leave there at about 7:40," although she declined to specify whether she meant 7:40 the same evening or the next morning. Readers can see what they missed, or alternatively re-live the lunch, through the following selection of photos—many more can be found on the Network's website at www.research-network.org.uk/gallery/autumn-lunch.



CHRISTMAS DRINKS AND AGM

Readers still yearning for more photos of recent Network events can find below reminders of the Christmas Drinks and AGM, held on 6th December last year. Once again we were lucky enough to be given the use of the large meeting room at the TNS (previously RI) offices in More London Place, for which we are as grateful as ever.

The agenda for the meeting was shorter than in previous years, following Adam Phillips's recommendation that we drop the practice of having every Steering Group member report on her or his area of responsibility. Instead, Adam summarised much of the relevant activity and devoted some time to the recent survey of members. Frank Winter also reported on the recent progress in the Oral History project and Jane Bain gave us a preview of the Network events for the coming year.

Again, a larger selection of photos of the event can be found at www.research-network.org.uk/gallery/christmas-party.



NATURE DIARY

Extracts from Jane Bain's Nature Diary: July - December 2016

Summer arrives bang on cue in early July, just in time for the Research Network Summer Party. Members and guests relax on Doggetts' terrace in the warmth of a perfect summer day by the river.

July: We leave London in mid-July for the tranquillity of rural France. In our two-year absence the swamp upstream of the beaver dam has become a mature wetland, populated by an astonishing variety of wildlife. Saplings fringe the water and I find a young roe deer staring at me inquisitively one afternoon from one of these clumps of vegetation.

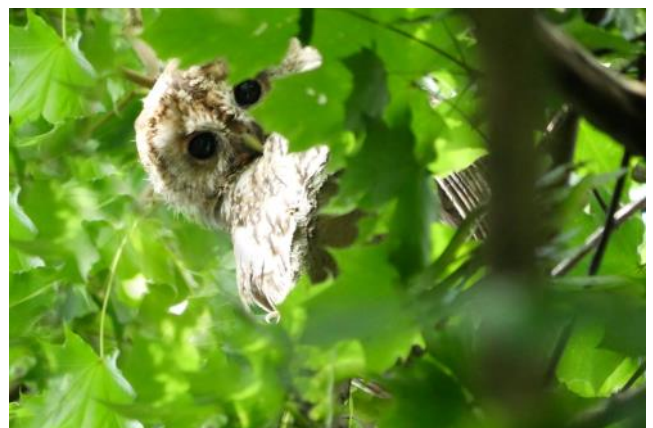
On another occasion, while I am standing watching the water birds, an iridescent swallowtail butterfly lands on a patch of flowers just a few feet away from me.



There is a large flock of cattle egrets in the area which we frequently see flying overhead or moving among the cattle in the neighbouring pastures. The cows seem very content to be accompanied by this small army of avian pest controllers and even the bull pays scant attention to them, only occasionally gently pushing them away if they get too close to his huge head.



August: Back in London, the warm weather continues. Migrant hawkers dragonflies hunt for insects among the purple loosestrife growing by the reservoir. In the nearby wood, a young tawny owl has a favourite roost where it spends the mornings soaking up the sun.



September: A pair of swans with nine cygnets arrive on the river. This extraordinary procession drifts downstream on the ebb tide past Chiswick Eyot one morning and the family spend the day by Dove Pier, feeding and giving the youngsters flying lessons. In the evening they re-group and set off back upstream again.

October: A pair of green woodpeckers nest every year in Chiswick Cemetery. Green woodpeckers eat ants and at this time of year the juveniles are learning how to find ants nests and feed themselves. They are very wary, but occasionally I manage to come across the family foraging among the grave stones.

By the end of October the days are getting shorter and we enjoy magnificent sunsets over the river. Flocks of parakeets gather in the trees on the riverbank and, as the sun sinks below the horizon, noisy groups of them take to the air and scud north across the sky to their overnight roost at Wormwood Scrubs.



I visit the Wetland Centre to try out a new camera lens. My search for bitterns is fruitless, but I am cheered by the sight of a tiny wren, perched on a twig, singing at the top of its voice in the autumn sunshine.



The new Riverside Studios building site by Hammersmith Bridge closes down for the Christmas period, the usual din of workmen and machinery subsides and the enormous cranes are still.

November: A chattering flock of starlings congregates every evening on Hammersmith Bridge. Every so often a group of them breaks away from the flock and the birds descend on a rowan tree beside the bridge to feast on the ripe berries.



December: There is a small wooded area beside the river near Duke's Meadows in Chiswick, which I always pay close attention to on my walks. I often catch a glimpse of tiny goldcrests here, but they rarely stay still long enough for me to photograph them. One cold December morning my patience is rewarded when one of these little birds lands on a branch right in front of me.



The peregrine falcon family from Charing Cross Hospital discover that the cranes make wonderful hunting perches. The cranes swing round occasionally as the wind changes, but the birds remain unperturbed, riding around majestically in the breeze. On most evenings we see at least one of them at the top of the tallest crane, illuminated by the aeroplane warning light, doing a last-minute bit of hunting before the light fades completely.

AM I UNIQUE IN ACTIVELY CHOOSING A CAREER IN MR?

Graham Woodham

Another in our continuing series of articles by Network members, describing their early days in the industry we like to call home.



I greatly enjoyed Nigel Spackman's article in the February 2016 Newsletter—*How (Not) To Become a Market Researcher*. I had seven happy years with Nigel as my boss when I was MD of Questel Qualitative Studies, part of AGB Surveys, until Robert Maxwell's slippery deck on his yacht sent him overboard with my pension fund.

It is interesting that Nigel, like so many of my research colleagues even up to the latest generation, tended to stumble into market research rather than making our industry an active choice. Am I a unique odd one out? Strangely enough, it was a purposeful, if naïve strategy for me.

I studied psychology at Reading University—an unassuming university but perfect for me on three key criteria. As the product of an all boys' grammar school, the gender ratio was 50:50 and I was desperate to learn about what girls were like. It was also very strong on social psychology, still a source of fascination for me, and lastly it had a superb reputation for rock music. In my day (1969-1972) we had bands like Pink Floyd and The Who performing at our Students' Union, as well as big name American bands starting UK tours in our humble performance hall which (by ignoring all health and safety rules) squeezed in over a thousand students.

The venerable Anne Hughes Hallett, a director of Research Bureau Ltd before it became Research International, came to give a talk about market research at our psychological society. I wasn't a member but I gate-crashed the talk. I was intrigued by the idea of market research as applied psychology, carried out in a trendy, relaxed working environment—remember the flower power era hadn't run out of steam at that point.

I had a place to study for an MSc in social psychology at the LSE but no money to take it up (my only regret in life) so I applied for market research graduate positions at RBL, BMRB and NOP. I didn't excel at my first interview with Bob Worcester at NOP when it was based in the Strand, but really focused on my second interview at RBL.

A friend gave me a makeshift haircut for the occasion. She insisted it was professional enough and in any case, her mistakes would grow out over the following 6 weeks. (If only that were the case with my diminishing hair nowadays.)

The selection board had directors in each corner of the room making sinister notes on our embarrassing contributions to the group debate. I talked about my half-hearted philanthropic involvement in our charity rag week through our procession float, which we created as an 'apathy stand'. Three students lounged around on an otherwise empty trailer, expecting passers-by to hand over charitable donations. I played down my real reason for rag week involvement—meeting and greeting the rock bands who played at the Students' Union. What a nice chatty guy Rick Wakeman was, by the way!

My trump card was talking up my 3rd year thesis, which was fun to carry out, but academically dismal. The good news was that it was a questionnaire survey of 200 students on the content and themes of their dreams to see how well their recall correlated with dream content in published academic papers. (It didn't).

But I sneaked into RBL as a graduate trainee! I was especially delighted in that year (1972) to discover that market research really was a laid back form of applied psychology in a business environment. I remember meeting David Beasley, a director sporting long hair, a big beard and a gaudy floral tie. 'Wow man, he's cool', I nearly thought, except that my group of friends liked to laugh and joke at the way lots of students expressed themselves then by 'wow man', followed by dreamy pensive silences. So I held back.

I didn't shake off my hatred of statistics until I specialised in qualitative, five years later and forever afterwards! In fact my favourite question in my statistics finals exam was 'How would you use statistics to prove that telepathy exists?' Those were the days. My defection to a full time qualitative specialisation was thanks to Jackie Dickens, a great qual mentor who gave me the chance to run the Qualitative Research Unit. Luckily, the previous 12 potentials turned it down in dread of spending two nights every week running group discussions, as they were quaintly called before 'focus groups' became the term of choice.

Genuine career heaven for me and it has lasted right through to the end of 2015, via our own company with Parker Tanner Ltd (the best 13 years ever) and then GfK. I haven't actively promoted market research as an option to my own sons in this era of big formless data and online qual, but my deliberate career choice worked perfectly in my era!

A NEW LIFE IN RETIREMENT—BECOMING A CHURCH ORGANIST

Martin Callingham

As a teenager I was involved in music at school but did not study music as a specialism. I started learning the piano at 14 and by 15 was one of the two school pianists, playing the piano at school assembly for about 600 pupils and staff about twice a week. In retrospect this was the most daunting musical thing I have ever done—there is no one more critical than a fellow pupil listening for some mistake to comment about. A school friend was playing the organ at a local church and this inspired me to start organ lessons which I continued until I left university after which, for a variety of reasons, I stopped, though I did continue with the piano until I was about 40, reaching a good standard.



More recently, at a neighbour's party, a local vicar asked whether I would like to play the organ in her church, as an earlier conversation between her and my wife had informed her that I could. The truth of the matter is that I could not 'play the organ' which only has passing similarities to a piano; indeed my wife had never heard me 'play the organ'. So I was being requested to do something I was not able to do by a misinformed neighbour friend. How should I answer? Well I answered "yes"—but you will note that this conversation took place quite late in the evening!

The following morning I realised what I had done and needed some plans—the market researcher's solution to everything! So what was actually required? The church was an Anglican Church in Tooting running a traditional service which I vaguely remembered from childhood. I discovered that this meant there would be four hymns, sung settings (in this church this meant accompanying four separate parts of the set service) and a sung psalm. In addition, there was music before and at the end of the service and also during communion—and, as I subsequently found out, virtually at any time when nothing much was happening, such as whilst children were assembling to do something at the front of the church.

I discovered all this on my first 'sussing out' visit to the church and found it all a bit overwhelming and nothing like playing one hymn at school all those years ago. But I also found out another very important thing: the people of the church were very friendly and welcoming, a feeling that was significantly reinforced at the end of the service when someone was celebrating their birthday by wandering around pouring out 'celebratory' rum. That didn't happen at my school either! So I was hooked and started the process of getting myself ready.

The current organist was a local school student who was about to go to Cambridge to study music, which gave me time to phase in. So I started picking up small bits of the service, like playing one of the hymns, playing a voluntary at the beginning of the service, starting to play the settings and meanwhile spending many hours in the church practising and relearning my organ-playing technique; in this way I built my confidence and the confidence of the congregation. I was getting rather pleased with myself.

There are a number of pitfalls in playing the actual service. For example, the structure of the service changes depending on the season and this structure give the cue as to when to start play what: and it is surprisingly easy get the number of hymn verses wrong!

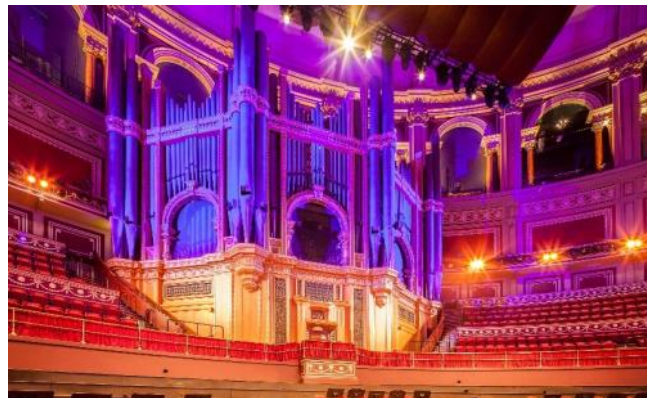
I was interested in what my real purpose was: what psychological role was I to play? Well it certainly wasn't a performance role—'look at me'—much more a background, almost invisible, supporting role. Technically it is very important to listen to how the congregation is coping with the hymn, helping them if it is unfamiliar and enhancing the whole experience if they are singing their hearts out.

The mood the music engenders needs to be different across the service: when people are assembling at the beginning, at quiet times (e.g. during communion or down time, when something organisational is going on), or at the final play-out section when the service comes to a conclusion. To do this, one needs a reasonably varied repertoire of music, but as importantly, one needs an improvisation capability—the ability to make up

music instantly on the fly. Church organists and jazz musicians are similar in this respect—we just rock differently!

I should say a few words about the organ. It has two manuals (keyboards) and fifteen stops, which makes it about average size: it was formerly at Kingston Parish Church. It's a nice sounding, competent instrument that goes with the acoustic of the church. It can cope with small intimate services such as the Maundy Evening service or large funerals of over 400 people. For those interested, the actual specification is given at the National Pipe Organ Register [here](#).

All in all, I am very pleased I took the step and am now a proper church organist. It has reawakened my pleasure in playing and, frankly, it is a million times better playing to a group of people than playing the piano alone and only hearing the mistakes. I have joined the local organist society and am now on their committee, running the website for them (www.sslso.org.uk), which now hosts lots of organ music including some performances by cathedral organists and international recitalists. I find being in a community of organists is a powerful way to learn. The Society's strap-line is 'Friendly and helpful' and I have learnt much by asking simple questions and getting simple and honest replies. It has been a surprisingly hard journey but really has given me a new life. For those who might be interested in hearing me play, here is a [link](#) to a one minute clip of me accompanying Stainer's Crucifixion in St Paul's, Tooting last Easter.



The organ at the Royal Albert Hall



SURVEY OF MEMBERS

As mentioned on page 5, a summary of the online members' survey conducted in mid-2016 was presented to the AGM by Adam Phillips. It confirmed the value that members place on staying in touch with, and reading news of, old friends and colleagues; and it will shape the activities of the Steering Group over the coming year, particularly with regard to communications and attracting new members. The plan to hold an evening event later in the year is one response to the findings; the summary report can be found [here](#) and the full report is available from Adam (chairman@research-network.org.uk) on request.

We are very grateful both to Sue Nosworthy for managing the exercise and preparing the report, and to Raz Khan and Cobalt Sky for very generously providing the fieldwork and analysis free of charge.

PROFESSOR MARTIN COLLINS 1941-2016

Martin Collins, who died in November, will surely have been known to most Network members. A member of the Network himself, he was a Fellow and past Chair of the MRS, a holder of the Silver Medal and Special Award, and a member of the Awards Committee and of the JMRS Editorial Board.

Martin graduated from University College London with a BSc (Econ) in 1962. He joined Research Services Ltd and by the end of the 60s was a director of the company. In 1970 he left to become a director of Aske Research Ltd and in 1975 was appointed research director at SCPR (Social & Community Planning Research), where he stayed in various roles until 1988.

Meanwhile, in 1979 Martin was appointed Visiting Professor at the City University Business School; in 1988 he became the MRS Professor of Marketing Research at the same institution. In addition, he taught at the London School of Economics and at the University of Essex, not to mention courses for professional associations and organisations in both the public and the private sectors.

He contributed enormously to the literature of market research, notably with chapters on sampling in various editions of the Consumer Market Research Handbook and later in the Handbook of Market and Opinion Research, and with a book co-written with Gerald Goodhardt and Andrew Ehrenberg entitled The Television Audience. Alone or with others, he presented numerous papers to MRS Conferences and to similar events for many other organisations. In addition to his service for the MRS, he was also a Fellow of the Royal Statistical Society and of other international statistical institutes and associations.

As for his private life, what better source than the address given at his funeral:

"There is no doubt that Martin believed in living fully, and filling his life with good people and experiences... In the early years, when both Martin and his wife Pauline were working in London, they first lived in Harlow, before moving to Bishops Stortford where they had a really good social life, regularly meeting up with friends at the pub or for dinner parties. Then, around 40 years ago, they found their beautiful house in the fantastic location in Duddenhoe End [between Royston and Saffron Walden]. They both loved it there, surrounded by wonderful rolling countryside, fabulous walks and plenty of wildlife. It is also a wonderful place to have pets and Martin loved the animals they had over the years... Martin and Pauline even learned to ride together, although to Pauline's annoyance Martin turned out to be pretty good at that too. He was a man of many talents.

"They have been big walkers for years and together, both with and without their camper van, have toured many of the UK's most beautiful places, including the Lakes, Scotland, Devon and Cornwall, and Norfolk and Suffolk. They also toured over much of Europe in the van... Martin liked to capture their trips with his camera and really enjoyed his photography. He loved to immerse himself in the planning of these trips and could spend hours on the computer—it appears he enjoyed practical market research almost as much as academic market research."

Below are some photos of Martin at various Network events between 2007 and 2012.



PENNY EDWARDS 1946-2016

*Penny Edwards, who died in September 2016, was a founding director of Euroresearch, prior to which she had already spent five years in research and five on the client side as a Marketing Manager. Here **Mike Fernie** recalls working with Penny:*

I first met Penny in October 1989 when I joined Euroresearch, which she had set up in April 1986 with Jerry Roberts (1920-2014) as a sister company to Roberts Research. The latter mainly covered research in the UK, primarily for British Gas, and Euroresearch was to concentrate on and consolidate the specialisation in international research which Jerry had already been developing for over 20 years. Initially, as the name implies, the company focused on European markets, but multi-country studies over the next few years extended activities beyond these boundaries into North and South America, Asia and elsewhere.



In May 1993, Euroresearch was acquired by SRA, part of MAI Research (subsequently renamed the NOP Research Group and now absorbed within GfK) and Penny and I moved to Covent Garden, with Penny as MD of Euroresearch. By 1996, she was Deputy Managing Director of SRA.

In 1997, we moved to Ludgate House with the rest of NOP, and another name change (to NOP Solutions) soon followed, with Penny now a Divisional Director. I remember that Penny initially found the move quite difficult because she was a heavy smoker who suddenly found herself working in a non-smoking building, so she and a fellow smoker colleague would arrange meetings in the dining room on the first floor of a wine bar across the road, where they could continue to smoke. On other occasions, she would risk setting off the fire alarm in her office after everyone else had left for the day.

A conscientious, extremely thorough and very dedicated researcher who seemed to thrive on very little sleep, Penny was a workaholic and would often work through the night so that she could maintain contact with her overseas clients at all times, particularly those in the USA. I eventually became used to working extended hours myself.

A French speaker, her projects involved both qualitative and quantitative studies for such companies as Du Pont de Nemours, Ciba Vision, American Airlines, Reebok, Prestige Cookware, Corning, Chrysler, Newell Europe, Bahlsen, Holiday Inns, Kimberly-Clark, Ringling Bros/Walt Disney's World on Ice and GMA Capital Markets.

She became ill in early December 1998 and didn't return to NOP in 1999. She then ran her own small research consultancy from her home in Neasden, North London and became part of a small group of independent researchers who used to meet regularly and were known as the "North London Mafia". She was diagnosed with thyroid cancer in early 2003 but made a full recovery from the operation and enjoyed twelve almost symptom-free years, having decided to retire and move with her beloved cats to be near her sister in Macclesfield.

However, it became clear early in 2016, that the cancer was back and spreading rapidly throughout her body, and she died peacefully in Salford Royal Hospital on 17th September 2016.



HUGH STAMMERS 1939-2016

Hugh Stammers, who was a member of the Research Network though rarely seen at events, died in August after a short illness. He went from school in St Albans to University College London, where he graduated in Statistics (“though not the sort of statistics,” he would often remind his work colleagues, “designed to solve this particular problem”). He started work at Nabisco, where he developed an interest in how the relatively new field of market research might assist the challenges faced by businesses.



In 1965, at the age of 26, Hugh joined a group of young upstarts—Liz Nelson, Tony Cowling and Stuart Taylor—to form a new market research agency, Taylor Nelson and Associates. The new venture was based on the 4th floor of Regal House, a building that also housed the Rugby Tavern overlooking Twickenham Stadium. In his funeral address, Marc Drake commented that “in later life Hugh always knew the quickest way to get to the Internationals he enjoyed, but went made if he had to work instead of going to the match.” How he felt when the company moved from downtown Twickenham to the leafy delights of Epsom and Ewell is not recorded.

Hugh rapidly developed an interest in pharmaceutical research, connecting Taylor Nelson to the tidal wave of growth from British healthcare clients who were trying to develop their business internationally. There was at that time a limited number of agency researchers with any medical knowledge and companies in the UK, Europe and the USA were finding it hard to identify agencies with the right skills to run their projects. Hugh thus became one of the first people in the UK and then in Europe to build a team fully focused on healthcare, with the skills to run multi-country healthcare research projects among doctors. He developed a variety of imaginative and innovative research tools and spoke regularly at International Pharmaceutical Market Research Group (IPMRG) conferences. A key component, however, always remained his commitment to data integrity, analysis and translation. In the words of Greg Chu, director of MR at Merck Global speaking in the 1990s, “Hugh embodied a wonderful spirit of partnership too rarely found in the world of often ephemeral client agency relationships. Innovative thinking and creative problem solving were his calling cards. He cared about his clients’ business, was always there when you needed him and kept his commitments. A handshake from Hugh was worth more than the 100 page purchasing contract.”

By the time he retired from the board of TNS plc in 2001, the company had grown to be a member of the FTSE 250 with a turnover of £480m and profits of nearly £40. “Unlike many men,” says Marc Drake, “when he retired, he stayed retired.” He lived in Cobham but also had properties in the Isle of Wight, France and in particular Florida, where he and his wife Pam would spend many months a year. Sadly Pam died in 2012, leaving a huge gap in Hugh’s life; but over the last three years he found new happiness with a new partner, Sandy.

In 2014 Hugh was awarded a “Founding Father of the IPMRG” award at their Annual Conference in the USA.



DAVID COHEN, NICK PALMER AND OTHERS...

We also have recorded in recent months the deaths of Network members David Cohen and Nick Palmer, and of a number of non-members including John Bermingham, Joanna Buxton, Joy Eagling and Marjan van Merkesteyn.

If any members are able to contribute a short obituary article for **David Cohen** or **Nick Palmer**, the Editor would be most grateful. We are also keen to publish something on **Mike Sargent**, who died earlier in 2016, and again would encourage contributions from members. Please send material to editor@research-network.org.uk.

LOUIS HARRIS

A number of Research Network Members may fondly recall the opinion research analyst Lou Harris who died in retirement in Florida in December at the age of 95. He was well known in UK in the seventies onwards but, as indicated in his full-page obituary in The Times, he first achieved fame as a close confidant of John Kennedy, helping him to win the Presidency in 1960. On the strength of that, his firm, Louis Harris and Associates, went on to work for 45 of the 100 US Senators and on 214 political campaigns in all 50 US states.



He also built up an impressive list of commercial clients including Exxon, Ford, AT&T, and Johnson & Johnson, organising annual 'Harris Perspective' Seminars in Washington attended by many members of the political and business establishment including Henry Kissinger, Gerald Ford and others.

During this time he also established a subsidiary specialising in research for arts organisations, and a Los Angeles office which conducted the first major surveys for leading film studios such as Universal and Paramount. And he was described by a leading columnist as "not a man who aggressively throws his weight around, but his statistics and his skilful delineation of their meaning gave him a voice of authority which would have astounded the backroom bosses of a generation ago."

In 1969 he set up in London his first overseas venture, Louis Harris Research, in alliance with the Opinion Research Centre and the Daily Express, which carried weekly reports on surveys conducted before and after the 1970 General Election. Later ORC merged with LHR to form Louis Harris International, which was run successively by Humphrey Taylor, John Hanvey of fond memory, and Tom Simpson, later founder of Simpson Carpenter. Among their most prominent colleagues were Nigel Spackman and Mervyn Flack.

In 1969 Harris sold the business to Donaldson, Lufkin and Jenrette, a Wall Street brokerage firm, but by 1975 they wanted to offload it to any new buyer willing to pay \$20 million. Lou offered to find them one, with the proviso that he would keep any amount they paid above that. It is said that in the end he found a buyer willing to pay up to \$30 million, and thus pocketed \$10 million, achieving the rare distinction of having sold his business twice over, and very profitably.

So, from 1975 to 1996 his firm was owned by the largest US Newspaper publishing organisation, Gannett & Co, with Humphrey Taylor operating in New York as Lou's Deputy and later, when Lou retired in 1992, as his successor. In 1999 it became Harris Interactive, and was finally acquired by Nielsen in 2014, with Humphrey Taylor as Chairman Emeritus. He describes Lou as "a true original who pushed the envelope beyond any of his predecessors in the design and use of surveys ... His friends and clients included three US Presidents, leading Members of Congress, and the CEOs of some of the world's leading companies." And we might add they included those who worked with him in both the USA and the UK, whom he rightly described as "colleagues, friends, and kindred spirits."

Peter Bartram recalls working with Louis Harris in London, New York and Los Angeles:

I first met Lou in 1969, when his Kennedy connection had already made him famous and I was being sounded out for the job of setting up his first overseas research venture. As part of that, I was appointed to navigate on a car trip he wanted to make to Cambridge. Since we didn't get lost I was hired, seemingly because he believed that "good map readers tend to make good researchers".

The new firm, Louis Harris Research, did well mainly via monthly polls reported on weekly in the Daily Express. So he soon made a morale-boosting visit to the UK and the company's offices, beginning his motivational speech to the assembled staff by saying how wonderful it was to see everyone "on the job." The resulting hilarity among my colleagues left him bewildered and asking "Did I say something wrong?" (This example of Anglo-American misunderstanding soon operated in reverse when I visited the Harris HQ in New

York. Asked to accompany one of his senior executives to a client presentation the next day, I said “that’s fine—I’ll come and knock you up in the morning” which left her visibly startled.)

A few years later, he asked me to come and work with him in New York as his Vice-President, but it was only when I got there that I found there were three other Vice-Presidents, and above them, two Senior Vice-Presidents and three Executive Vice-Presidents. (Later, I found the Chase Manhattan Bank had 257 Vice-Presidents).

Working with Lou was highly instructive, as he was meticulous in analysing his survey data sheets, insisting that we should copy out all the numbers on them in order to “understand what people were trying to say.” I often saw how his analytic skills, coupled with a canny ability to communicate an authoritative message, mesmerised the most powerful in the land.

Though some of his staff meetings were tense, he avoided the personal confrontations sometimes needed in business, and was always supportive and kind, engendering intense loyalty from those he worked with. He repeatedly showed generosity to me and my wife Mary, enabling us to travel home to the UK every six months, and securing for me the necessary Labour Certification via Ed Koch, Mayor of New York. And when we arrived in LA to help set up a new Harris office there, he enabled us to stay in the Beverly Hills Hotel for a full three weeks. We rubbed shoulders with movie industry stars and moguls, later securing a significant amount of very innovative research business from them.

During my five years with Lou in the USA his credibility and connections brought in work for 17 out of the top 20 US banks, 10 of the top ad agencies, 6 top insurance firms and several foreign tourist boards. At the annual seminars he organised in Washington for top political and business decision makers he introduced me to Henry Kissinger and Vice-President Gerald Ford (though I have to add that that this was only briefly, in the men’s toilet!).

I think that all of us who worked with him in London, New York and Los Angeles in those earlier days felt we were part of something special. We enjoyed our work, lived a privileged life, and treasured his friendship, for which we will always be grateful.



STEERING GROUP

The Research Network is directed by a Steering Group consisting at present of Adam Phillips (Chairman), Jane Bain, Jane Gwilliam (Events Organisers), Linda Henshall (Relations with other MR bodies), Sue Nosworthy (New Members), Nick Tanner (*Newsletter* Editor), Gill Wareing (Secretary-Treasurer) 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.