

Puss in Boots



Even T.V. celebrities get cold feet occasionally. But Ray

Death of Hugh Bryan Clark

Mr. Hugh Bryan Clark, oldest surviving member of the family, of South Court, Castle Cary, died on Friday February 4th, in his 90th year.

He entered the family business in 1904 after being educated at the Friends School at Bootham in Yorkshire and at Leighton Park, Reading.

He became a Director of C. & J. Clark Ltd. in 1913 and saw active service in the Great War, being commissioned in the A.S.C. (Motor Transport), on the Western Front. He was awarded the Military Cross and, later, the O.B.E.

In the late 1920's Hugh B. Clark took charge of Home Sales. In the mid-1930's he introduced a new sophistication into Clarks selling activities by moving to London, operating from

showrooms in Regent Street. He was one of the original directors of Peter Lord Ltd., the Company's first venture into retailing, which he formed in 1937, and remained in that capacity until 1961.

Hugh Clark formally retired from the Board of Directors of C. & J. Clark Ltd. in the summer of 1957.

He was an active member of the Shoe Manufacturers Federation, and was Honorary Treasurer of the Federation from 1938 to 1957.

His wife predeceased him in 1963 and he leaves a son, Mr. H. Brooking Clark and a daughter, Mrs. Victoria Phillips.

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This picture of Hugh B. Clark was taken in May 1972, a month before his 85th birthday.

Three Senior appointments



Three senior appointments have just been announced by Clarks Ltd. Ron Moore has been ap-

Memorial Service

A Memorial Service for the late Hugh Bryan Clark will be held at All Saints Church, Castle Cary on Thursday March 10th at 3 p.m.

The two tributes about Hugh Bryan Clark were written by Bancroft Clark and J. Anthony Clark, both former Chairmen of C. & J. Clark Ltd.

H. B. Clark died 4 February 1977 at the age of 89. He had been unwell for some months.

He was born and brought up in Street. For five years from age 12 he went to Friends' Schools at York and Reading. He joined the Company as a lad of 17 in 1905. C. & J. Clark then had 1,300 employees and made 900,000 pairs of shoes a year. For the next three years he worked at the bench and got a thoroughly practical training. While learning the trade he got no pay. His first paid job was foreman of the Cutting Room. In 1913 at the age of 26 he was made a Director. He served in France throughout the first war — at first in Friends' Relief Work and Friends' Ambulance Unit. He was then commissioned in the Army Service Corps and was there for three years until the end of the war. He was awarded the M.C. and the O.B.E. In his early years he was active on the technical and engineering sides of the business and concerned himself with machinery, power, light, heat, building and the like. On the shoemaking side he was an innovator in promoting overseas visits from Street to shoemakers and others in America and Europe. He brought in new ideas in shoe style, in materials such as satins and brocades for women's shoes, and crepe rubber soles for children's shoes. In his late 30's he moved into home sales, looking after travellers and customers. By his early 40's he gave less time to the factory matters that had previously been his job. Home

sales became and stayed his main activity. In his 50's he set us off in shoe retailing. He also represented us on the Shoe Manufacturers' Federation from 1933 until he retired and for most of that time was its Treasurer. He retired from the Board in 1957 at age 70 after 44 years as a Director. After his retirement he kept an active interest in the Company and in those connected with it. It is only recently that he was no longer able to drive himself into Street from Castle Cary.

Family business

Hugh Clark was a grandson of James, one of C. & J. Clark's founders. The Company was 80 years old when he joined it. It was a family business. The people who ran it were his uncle, his father and three first cousins (who were half a generation older than he was). It was one of the biggest shoemaking businesses in England. Street in 1905 was a small one-industry manufacturing town in a rural setting and less than half the size it is today. The social hierarchy of owner/managers, retailers, farmers, foremen and operatives reflected this. C. & J. Clark was a Company of great financial strength and was solidly based on shoemaking techniques which were outstanding in England. The selling side of the business had in the previous 30 years received less attention than the shoemaking. About half the shoes made were exported. At home steps were beginning to be taken to improve selling, but the real improvement came after the first



Hugh Clark in 1943 with George Pursey, who was Assistant Sales Manager.

war when Hugh Clark began to turn his attention to home sales. By this time exports had dropped to 5% of the Company's business and the lost export pairage had to be replaced by increasing business at home. Better selling was needed to do this. When Hugh came into the business the management was by a committee of the five or six members of the family who ran it. In the 1920's and the 1930's the family management had an unending struggle to get enough orders to maintain full output and thus keep up employment for their neighbours and provide themselves and their families with incomes. Hugh played a leading

role in making management more specialised and professional. He helped to bring home sales to what some call "the cutting edge" of the business, a situation which it had not been in before. From this the move into shoe retailing followed. Home sales was his great interest. It was here that his major contribution to C. & J. Clark was made.

Hugh Clark was practical and had abounding physical energy. He had prowess in athletic pursuits, for example in skating, sailing and shooting. He liked driving fast cars. He had a great interest in the family, particularly the family and the business. He understood the importance of fami-

ly in the business. He kept them strong and together. He helped them to develop shoe trade management skills and persistence and so enable C. & J. Clark to grow and prosper. In some way he was the link in the Company from his uncle William S. Clark (who died at 86 in 1925) to the present. I remember him for what he did in selling. I remember him for the new ideas which he brought into Street. I remember him for the feeling he had for people around him and above all I remember him for his care and kindness in guiding me into the business. B.C.

I shall always be grateful for

the warmth and affection of Hugh's welcome when I came into the factory in 1929. In the early 30's, as part of my training, he took me "under his wing" to learn about the selling side of the business. He sometimes took me on his frequent visits to customers, in particular to those large ones for whom he took personal responsibility. With the late Noel Timpson, Charlie England and others, his effective relationship was based on friendship and mutual respect. I learned then to appreciate the value of his qualities, his energy, enthusiasm and above all the natural ease and courtesy he showed in his relations with people, whether employees here or travellers (we only had six then) or in particular our customers. The standard of customer relationship that he then established has stood us in good stead for many years.

When taking over responsibility for our advertising in 1947, he made good use of his interest in his cousin John Hinde's skills as a pioneer in the commercial use of colour photography, and so introduced a series of lively and novel fashion advertisements each featuring a well-known contemporary actress.

In later life he continued his interest and affection for people, and in particular our Pensioners, who had been his contemporaries. His regular attendances and speeches at the Pensioners' Christmas parties were regarded by all as an essential to the enjoyment of the function. J.A.C.