



Kubi Springer.
Top: Springer with,
from left, Jane
Wurwand, Kristina
Blahnik, Chrissie
Rucker and
Frances Hedges



The third annual *Bazaar At Work* Summit, held in Sotheby's beautiful galleries, brought together an astonishing array of dynamic female leaders in spheres that ranged from business to broadcasting and even ballet, to share the secrets of their success. Fortuitously, the event took place just ahead of Equal Pay Day, after which, statistically speaking, women start working for free, so naturally the gender pay gap was high on the agenda. But alongside tackling such serious inequities, the inspirational line-up also included a hands-on masterclass in overcoming impostor syndrome, and a lively and often hilarious debate about the power of fashion that had the audience, appropriately, in stitches...

On the following pages, we bring you some of the highlights.

Sotheby's

HOW TO BUILD A BRAND

Kristina Blahnik, the CEO of Manolo Blahnik; Chrissie Rucker, the founder of the White Company; Jane Wurwand, the co-founder of Dermalogica; and the international brand strategist Kubi Springer on how to establish an enduring business

KRISTINA BLAHNIK: 'If you stay true to your core values of beauty, quality, integrity and modesty, commercial success is a by-product. Numbers are the fuel – they are neither the engine nor the driver. I'd rather tell a beautiful, magical, fairy-dust story than sell something.'



CHRISSIE RUCKER: 'You cannot grow a business without an incredible team. You have to take them on a journey with you – they must be absorbed in it and totally understand the brand.'

JANE WURWAND: 'You spot a missing piece in an industry and you step forward. If you can see the greatest pain, you just saw the greatest opportunity – if you can resolve it.'

KUBI SPRINGER: 'A brand is an emotional connection with your desired audience, and building it is about the tiny decisions that you make – it's never about the big things.'

AT WORK



Chrissie Rucker,
Kristina Blahnik
and Jane
Wurwand

WHY THE ARTS MATTER

Frances Christie, a senior director at Sotheby's; Natalie Melton, the creative director of the Crafts Council; Tamara Rojo, the artistic director of English National Ballet; and the novelist, academic and activist Elif Shafak discussed the power of the imagination to change the way we work

FRANCES CHRISTIE: 'At its simplest level, art records how we all think differently. Without access to it, you miss out on this new way of seeing.'

NATALIE MELTON: 'In pure economic terms, it makes no sense that we are not instilling creativity in all parts of our curriculum.'

TAMARA ROJO: 'There are interesting studies that show when we go to a talk, if it is mostly based on numbers and statistics, we will have forgotten around 60 per cent of what we have heard by the next morning. But if the same information is given to us through stories, we remember it.'

ELIF SHAFAK: 'I'm a big believer in what the Italian thinker Antonio Gramsci used to talk about: pessimism of the intellect and optimism of the heart. I think we are living at a time when we need both.'



Tamara Rojo.
Below: Rojo with,
from left: Elif
Shafak, Frances
Christie, Natalie
Melton and
Helena Lee

