

Director

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DEFINING STRATEGY

12 leaders discuss new routes to growth

OPINION

Do you need a chief customer officer?

INTERVIEW

KITCHEN CONFIDENTIAL

Paul Lindley shares his three ingredients for entrepreneurial success

WIN!

Dinner for six at Benares

FINDING FUNDS

Pitching to the Big Four and banking your young pretender

TO BE OR NOT TO BE... IN EUROPE

Leaders share their views

BOARD GAME

Could Pinterest win you customers?

GRAEME LEACH

Why we need a fairer tax system for top directors



EXHIBITION

Bowie's back in business

With a new album and a major exhibition, 2013 is the singer's comeback year



No stranger to the business scene, David Bowie made music world and corporate finance history in 1997 when he launched Bowie Bonds. Investors

paid £35m for bonds that offered a generous 7.9 per cent interest rate over 10 years backed by income from his back catalogue. He was the first musician to issue bonds against future income, which he was able to do because he owned the rights to the songs. And he was the first star to award shares in future royalties to fans.

The first international retrospective of Bowie's extraordinary career opens at London's V&A museum this month. The exhibition, *David Bowie is*, runs from 23 March to 28 July, and explores the singer's creative processes as a musical innovator and cultural icon, looking at his style and reinvention across five decades. It features more than 300 objects including hand-written lyrics, costumes and album artwork.

The exhibition coincides with Bowie's musical comeback. On 8 January, his 66th birthday, he released his first single in 10 years – "Where Are We Now?" The singer, who has sold more than 130 million albums, enjoyed his 39th top 20 UK hit with the song. His album, *The Next Day*, is out on 11 March.

If you're a fan of Seventies icons then you will also enjoy *Glam! The Performance of Style* exhibition. It's on at Tate Liverpool until 12 May.
www.vam.ac.uk
www.tate.org.uk/liverpool



Pop chameleon: David Bowie shot to fame in 1969 with his song "Space Oddity"

BOOKS OF THE MONTH

Fantastic: When being good is not enough

Alan Austin-Smith

Capstone, £12.99

In a nutshell In today's competitive environment being good is no longer enough. In order to be successful, businesses must stand out and differentiate themselves from the competition. Motivational speaker Alan Austin-Smith believes that people need to be "fantastic" to stand out. His theory distinguishes what makes them fantastic and how businesses can adopt these characteristics to succeed.

What's right? The book has an organised layout with each chapter covering a different topic. Diagrams illustrate points well and each chapter is interactive with tables to fill in and a goal sheet to pick out what's relevant to you.

What's wrong? Some illustrations make the pages distracting. The colourful design is aimed to motivate but some readers may find the look disrupting.

Verdict Austin-Smith demonstrates what people need to do and how to do it well. It's a good guide on how to acquire the abilities to succeed in business.



And in a similar vein...

Beyond the Call

Marc Woods and Steve Coomber

Wiley, £14.99

The book offers case studies, stories from managers and research from New York University's Stern School of Business for building high-performance teams.



Raise Your Game

Suzanne Hazelton

Academy Press, £14.99

Hazelton's guide is written for business owners who are familiar with success but want to thrive further. She highlights 55 common mistakes that people make when trying to achieve greater success.



DATES FOR THE DIARY

7 March

Crisis Communications – an investment in company value
The Hospitium, Museum Street, York

Donald Steel, former BBC chief communications adviser, will discuss the importance of crisis planning at this IoD event. Tickets cost £15 for members (plus VAT).
www.iof.com/yorkshire

14 March to 31 March

Glasgow International Comedy Festival
Various venues, Glasgow

The annual festival hosts national, international and home-grown talent. There will be more than 350 shows in 40 venues with acts including Jimmy Carr and Harry Hill.

www.glasgowcomedyfestival.com

16 March to 24 March

Sunday Times Oxford Literary Festival
Various venues, Oxford

The famous literary festival will feature book signings, debates and writing classes. Guests include award-winning authors Hilary Mantel, Andrew Miller and Anthony Horowitz.

www.oxfordliteraryfestival.org



17 March

St Patrick's Day Festival

Trafalgar Square, London

An afternoon of culture, food and entertainment showcasing the best of Irish music, dance, comedy and film. There will be live shows, a farmers' market and interactive and children's areas.

www.london.gov.uk/events/st-patricks-day-parade-and-festival

From 22 March

Identity Thief

Cinemas nationwide

A businessman learns his identity has been stolen and he attempts to catch the thief, taking him on a journey that puts him in the path of a deceptively harmless-looking woman. Starring Jason Bateman and Melissa McCarthy.

www.identitythiefmovie.com