



**Andrew Marshall**  
Chief executive,  
Links of London

**What was your first job in retailing?**

My first job was at Dunhill. I was involved in visual merchandising, which included point-of-sale, display and packaging development.

**Which retail company do you admire most and why?**

Selfridges. It's always a joy to visit as it keeps the atmosphere and products fresh and up to date.

**What is the trait you least like in yourself and why?**

I sometimes think I'm very creative, when unfortunately other people tell me otherwise...

**Who have you learned most from in your retail career?**

The customer is always the most important person when

working in retail. I am constantly learning from them as their tastes, values and habits change.

**What advice would you give someone starting out in retail?**

Always retain a good sense of humour and don't be afraid to take risks.

**What keeps you awake at night?**

Constantly trying to stay ahead of the crowd and making sure we are ahead of the game.

**What's the most satisfying part of your job?**

Watching people develop and grow is hugely satisfying.

**What's your proudest achievement?**

At the moment it's the incredible growth rate and retail

expansion at Links of London despite a tough trading period.

**What job would you have done if you hadn't become a retailer**

An artist – because of that potentially misguided belief that I'm highly creative. There's always hope.

**What's your favourite shop and why?**

My local butcher Parson's Nose on the Fulham Road – I go there to enjoy the experience as well as the product I take home.

**What was your last purchase?**

A beautifully crafted leather document holder from a well known British brand, something to cherish but also practical.