

# Cutting Edge: Our weekly analysis of marketing news

14 October 2015

Welcome to our weekly analysis of the most useful marketing news for CIM and CAM members.

**Quick [links](#) to sections**

## Marketing trends and issues

### Advertising

#### Global adspend

Warc's latest *International Ad Forecast* predicts that total adspend for its 12 key markets will rise by 2.8% this year to reach \$395.8 billion. India will enjoy the fastest growth of 16.1% year-on-year but will still have just 1.7% of total adspend. The US is forecast to have 41.9% share of the market. Online will be the dominant channel in 6 out of the 12 markets, taking 40% share in China and the UK. TV will be the largest channel in the other six markets, although total TV adspend is expected to fall by 0.9%. Infographics illustrate adspend by medium, global region and country.

**Admap, October 2015, pp48-49**

#### Digital adspend – healthy growth

According to the latest *Digital Adspend* report from the Internet Advertising Bureau (conducted by PwC), brands spent £3.98 billion in the UK during the first half of 2015, representing a year-on-year increase of 13.4%. Video adspend grew by 56%, social media by 51%, native/content by 50% and tablet spend by 115%. Mobile adspend rose by 51% to £1.08 billion. Some 27% of all UK digital adspend now derives from mobile, up from 20% in 2014. There are no signs that the growth of ad blocking is affecting digital adspend as yet, although the medium- to long-term impact has yet to be seen.

**Campaign, 9 October 2015, p2; The Daily Telegraph (Business), 8 October 2015, p5**

### Agencies

#### DLKW Lowe wins Lloyds share campaign

DLKW Lowe, part of the Interpublic group of

agencies, has been chosen to publicise Lloyds Banking Group's share offer. One of ten agencies on the Government's roster for public sector work, it has already created campaigns for the Post Office and Public Health England. George Osborne recently announced the sale of £2 billion of Lloyds shares to the public. An important part of the campaign will be to promote the shares to poorer, less financially aware investors.

**The Times, 11 October 2015, pp40-41**

### Brands and branding

#### Success in brand extension

This study explores the marketing strategies used by FMCG companies when developing brand extensions, to establish which of these could lead to success for the extension. The authors conduct a qualitative study following a survey of branding/marketing managers in 15 FMCG firms. It concludes that there are five significant marketing strategy components which affect brand extension success: quality of distribution strategy; quality of positioning; quality of product development strategy; extent of promotional investment; and extent of market research. The authors develop a model for analysing marketing strategy decisions for successful brand extensions.

**Journal of Brand Management, Vol 22(6) 2015, pp487-514 (Athanasopoulou et al)**

#### Cross-border acquisitions – brand ownership

Cross-border brand acquisitions are increasingly common but little research has been conducted into how consumers respond to them. This study introduces the concept of brand ownership and looks at its negative effects on consumer reactions to brand acquisition. The results show that consumers with high levels of brand ownership



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develop more negative reactions towards a brand after its acquisition than consumers with a low level of brand ownership. The study also identifies the role of consumers' 'disidentification' with the country acquiring the brand. The research reinforces the idea that brand ownership appeal is an effective advertising strategy for boosting post-acquisition brand attitudes in consumers who have high levels of brand ownership.

**International Journal of Advertising, Vol 34(4) 2015, pp593-620 (Chang et al)**

## **Conferences and events**

### **Glocalisation essential for global agencies**

Event agencies that are expanding overseas have highlighted the fact that operating locally while maintaining brand values (glocalisation) is one of the best ways to improve global business. Anthony Coyle-Dowling of BCD Meetings and Events says that having local knowledge is "non-negotiable". BCD has been successful by working alongside local experts and using best practices to ensure efficiency and reduce costs for customers. Some sectors, such as the pharmaceutical industry, have to rely on local knowledge because of the different industry regulations in place in various parts of the world.

**Conference & Incentive Travel, October 2015, p5**

### **The importance of pre-event objectives**

Event organisers like to demonstrate the value of their conference but they need to be clear from the outset about what they are seeking to achieve from the event. If this isn't done, there is no way of measuring how that event has benefited the business. Research conducted among in-house event organisers by KDM Events found that the success of an event is still being attributed in many cases to logistical effectiveness and delegate experience. Some in-house organisers are not aware of the board strategy behind the event or confuse business objectives with logistics and budgets; in fact 14% of respondents admit to not setting objectives. The author argues that, by not establishing pre-event benchmarks, the post-event evaluation is going to be "at best vague and at worst meaningless".

**Conference News, October 2015, p37 (Whyman)**

## **Consumer behaviour**

### **Sensory ownership online**

Research shows that people can behave more positively towards a product which they have touched or held because it conveys a sense of ownership. Apple is an expert in this field – its stores encourage visitors to touch and play with the products. But how can a similar sense of ownership be created online? A study of online sensory behaviour revealed that a greater sense of ownership resulted from people being asked to close their eyes and imagine touching the product. This

also resulted in people being willing to pay more for the product. The type of screen used is significant: researchers found that a touchscreen increased people's sense of psychological ownership and willingness to pay, especially for products that they would naturally want to touch, such as clothes.

**Market Leader, Q4 2015, p19**

### **Tweets – for richer and poorer**

Researchers at the University of Pennsylvania analysed thousands of Twitter accounts to look for differences between low- and high-income users. They used a combination of job titles in people's profiles and the content of discussions: higher earners had a tendency to discuss news and politics while people on lower incomes preferred to chat among themselves.

**New Scientist, 10 October 2015, p19**

## **Customer relations**

### **Social media and corporate communications**

The authors conduct a study into the impact of social media adoption and use on corporate communications and brand image using Habermas' theory of communicative action. They conclude that, although some organisations are beginning to understand the importance of 'real' conversations with customers, only a small number are using the 'human brand' approach. This is a trend in which the brand takes on a particular character and style of communication previously unknown in large companies. The two research phases are preceded by a literature review.

**Journal of Customer Behaviour, Vol 14(2) 2015, pp147-162 (Griffiths and McLean)**

### **Transformational relationship events**

Exchange relationships (customer interactions with the seller's employees, products or services) are important components of business relationships and essential to relationship development. Such events contribute to incremental relationship development while others produce turning points which have a strong impact on the relationship. The authors conduct three studies to: establish a foundation for differentiating dramatic from incremental exchange events; define and differentiate transformational relationship events (TREs) from other events; and offer a process model that links TREs to exchange performance.

**Journal of Marketing, Vol 79(5) 2015, pp39-62 (Harmeling et al)**

### **Effect of mobile app on purchase behaviour**

Mobile apps are an additional channel of communication to attract new customers and increase brand loyalty among existing ones. To date few studies have tested mobile apps' influence on app adopters' brand purchase behaviour. The aim of this study is to examine whether app adopters'

spending levels change after using the app. It looks specifically at whether customers who use the information lookups and check-in features of the app show the highest increase in spending. It reveals that app adoption and its continued use increases future spending and that customers who use both features show the highest increase in spending. When customers stop using the app their spending decreases. It concludes that 'sticky apps', which attract continuing use, are a persuasive marketing tool.

**Journal of Interactive Marketing, Vol 21 August 2015, pp28-41 (Kim et al)**

## **Direct marketing**

### **TPS blocking services**

According to National Trading Standards, fraudsters claiming to be from the Telephone Preference Service (TPS) have been cold-calling vulnerable people and telling them that they must now pay for the service, which should be free. The NTS also warns that people have been responding to e-mail and advertising on social media which tricks them into signing up for a 'free' trial and then traps them into making monthly payments. It believes that the next set of scams could derive from the energy sector.

**The Independent, 12 October 2015, p15**

## **Law**

### **Data privacy and law enforcement**

Last week the European Court of Justice struck down the safe-harbour privacy agreement by which the EU allowed companies to transfer data from the EU to America provided they offered safeguards in line with the EU's data-protection directive. This follows a case brought by Austrian activist, Max Schrems, who argued that America's National Security Agency's (NSA) surveillance meant that Facebook could not protect his privacy. Plans to update the EU's 20-year-old data-protection directive could widen the privacy gulf which is opening up between Europe and America. The *Economist* article looks at the implications for transatlantic data privacy while a second discusses problems of law enforcement in the virtual world.

**The Economist, 10 October 2015, pp63-64; Financial Times, 7 October 2015, p5**

### **Consumer Rights Act**

The Consumer Rights Act 2015, which took effect on 1 October, gives consumers new rights for repair or replacement when digital content, such as when an online music download or e-book, is faulty. The law also gives consumers 30 days in which to reject a faulty item and receive a full refund. This is the first time consumers have had clear legal rights for digital content. Consumer spending on digital products is on the rise: last year over £2.8 billion

was spent on downloaded music, games and videos, up by 18% on 2013.

**lexology.com, 7 October 2015**

## **Marketing**

### **Consumer sovereignty**

The American Marketing Association defines 'consumer sovereignty' (CS) as "the dominant role of the consumer in dictating the type and quality of goods and services produced in an economic system". CS assumes a degree of dominance and independence over marketers. Here the authors discuss the myth of sovereignty and its implications for the consumer and society. They ask whether consumers are really sovereign; propose a CS meaning system that is more consistent with knowledge of human behaviour; and describe ways in which marketers reduce consumer sovereignty and persuade people to consume unwanted products and services.

**The Marketing Review, Vol 15(2) 2015, pp221-238 (Tobacyk and Sharma)**

### **SME marketing and social media practices**

SMEs often have neither the time nor resources for implementing brand and communication plans. They frequently rely on personal networking, relationships and word-of-mouth, all of which can be resource-intensive. In this paper the authors argue that SMEs develop, change and evolve their marketing activities by gaining intelligence through social media. They examine the literature and propose a conceptual model to guide research. The proposed model aims to help SMEs in developing both offline and online marketing practices.

**Journal of Customer Behaviour, Vol 14(2) 2015, pp163-183**

### **The need to differentiate at pitches**

A new study suggests that there is a gap between what marketers and salespeople believe is the best approach to a pitch and what they actually do in practice. A study by Corporate Vision has revealed that 42% of companies believe that leading a sales pitch with an 'unconsidered need' – something that prospects or customers didn't know they needed – would differentiate them from the competition. However, only 14% actually take this approach while only 18% believe that they are able to differentiate their pitches from their rivals

**Winning Edge, September-October 2015, p7**

## **Market research**

### **Tackling the order effects in a list**

Changing the position of something in a list can significantly affect the probability that it will be chosen. The authors examine the influence of these 'order effects' in brand-attribute association research. They find that there are substantially larger order effects among users of a brand than

among non-users. They also propose that question frames, which first ask respondents to create an attribute shortlist before making associations, either eliminate or reduce the magnitude of the order effect and its interaction with brand usage. This could be of particular use for those conducting market research in developing countries where pen-and-paper surveys are still common and randomisation is not always possible.

**International Journal of Market Research, Vol 57(5) 2015, pp759-776 (Durbach and Lloyd)**

### **Understanding emotion and motivation**

The author looks at Daniel Kahneman's dual process theory consisting of System 1 (rapid, intuitive, non-conscious and emotional thought) and System 2 (rational, analytical conscious thought). In this article he argues that measuring emotions in market research requires an understanding of System 1. He distinguishes between System 1A and System 1B and concludes that what is needed are techniques that can measure the activities of these two distinct systems of thought, namely emotion and motivation.

**research-live.com, 7 October 2015 (Pincus)**

### **Public relations**

#### **The impact of service crises**

Service providers sometimes experience extreme service failures which have a serious impact on customers. Objective service performance (OSP) – the extent to which a company succeeds in delivering the promised service – is an important part of perceived service quality (PSQ). Yet little is known about how service crises affect PSQ over time. The authors introduce the Double-Asymmetric Structural Vector Autoregressive model which captures the short- and long-term effects of OSP on PSQ. They analyse data from a European railway company to reveal that performance losses are larger than gains in the short-term and also have permanent negative effects on PSQ in the longer term. The impact of the crisis will also depend on the OSP prior to the crisis.

**Journal of Marketing Research, Vol 52 October 2015, pp642-656 (Gijzenberg et al)**

### **The gender pay gap**

The UK's coalition government changed the law so that ministers could force companies employing more than 250 people to publish data on gender pay, but so far it hasn't been implemented. A Government consultation on the subject is under way. Meanwhile the PRCA has decided to actively lobby its member agencies to adopt gender pay reporting. A survey by *PRWeek* reveals that 80% of agencies and industry leaders agree that publication of gender pay information would encourage employers to take positive action. The survey suggests that the pay gap of up to £10,000, which exists between men and women doing the same job,

is unacceptable. There is support for a voluntary system of reporting, which seems to be the way forward for the industry.

**PR Week, October 2015, pp44-45**

### **Sponsorship**

#### **B2B sponsorship**

Sporting events tend to be associated with B2C brands but B2B businesses can also get a piece of the action. For example, DHL and EY are partners of this year's Rugby World Cup. Many B2B businesses have been investing successfully in sponsorship for many years, although many regard them as expensive and hard to measure. Increasingly sponsorship opportunities are becoming more sophisticated and easier to measure. This article looks at what makes for a successful sponsorship, with a reminder that it is now all about collaborative partnerships.

**B2B Marketing, October 2015, pp36-37**

## **Agriculture, fishing and forestry**

### **Creating demand for carrots**

Jeffrey Dunn, CEO of Bolthouse Farms, explains how, for many years, the company had focused on getting the products from the field to the consumer's table. He wanted to see if he could apply the demand-creation tactics of junk food companies to carrots. Bolthouse's marketing campaign – *Eat 'Em Like Junk Food* – used jokey TV, print and digital ads to equate baby carrots to Cheetos, Dorritos and other snacks. It also used vending machines and put Sesame Street characters on its packaging. The tactics were so successful that Campbell's decided to acquire the company in 2012.

**Harvard Business Review, October 2015, pp43-46 (Dunn)**

### **John West celebrity boycott**

Various celebrities are calling for a boycott of John West because it has abandoned its commitment to stop using fishing devices that attract and capture endangered species such as sharks and turtles. Actresses Greta Scacchi and Gillian Anderson are among the celebrities taking part in the boycott. John West says that 20% of tuna supplied to Britain is caught using the sustainable pole-and-line method but a Greenpeace survey claims that just 2% of tuna in John West-branded tins has been caught sustainably. It places John West last in its annual *Tuna League Table*.

**The Times, 8 October 2015, p19; The Grocer, 10 October 2015, p47**

### **Sudan wakes up and smells the coffee**

TechnoServe, a not-for-profit which works with smallholder farmers, is trying to revive South Sudan's coffee farming industry. This month South

Sudan is due to export its first coffee in the form of limited edition Nespresso capsules which will go on sale in France. The coffee initiative was launched two years ago by actor George Clooney, star of Nespresso's TV ads. TechnoServe and Nespresso's \$2.6m scheme has resulted in 300 smallholder farmers joining cooperatives so far.

**The Guardian, 9 October 2015, p24**

## Building industry

### **Wrapping a building site gives positive image**

With all the development taking place, there is a danger that cities will end up looking like giant construction sites. However, the frontages of construction sites can be used for various purposes, such as marketing, brand advertisements, artworks and images of the façade of the new building. blowUP media is a company that specialises in giant posters, used for ad campaigns for companies like Apple and BMW, which can be placed on the exterior of a construction site. They also cover buildings in huge wraps designed to hide the construction work behind more attractive facades that provide a positive image of construction to the public. A wrap for John Lewis in Oxford Street promoted the London 2012 Olympics while another was placed around the Tower of London during refurbishment.

**London Business Matters, October 2015, p18**

### **Constructive growth in September**

Last month UK construction output reached a seven-month high, according to *Markit/CIPS Construction PMI*. The *Purchasing Manager's Index* rose to 59.0 in September, from 57.3 in August and ahead of the long-term average of 54.7. The residential, commercial and civil engineering sectors all expanded last month but the residential market performed the best of the three, recording its fastest growth for 12 months.

**Construction News, 9 October 2015, p10**

## Businesses and strategy

### **A move away from mass production?**

Many big western corporations, such as Apple, base their design and marketing at home but outsource their supply chains to another country like China. But an increased demand for more customised, locally-made products could mark a shift away from mass market production. Emerging technologies, such as 3D printing, are helping companies to make more complex products in their home markets. Some companies are relocating elements of their production process to a home base, allowing them to tailor goods to the needs of their local market in 'microfactories' as well as testing new products with target customers. Although China remains the dominant manufacturing base for big corporations, small companies and start-ups prefer to keep their

operations close at hand. A case study of GE FirstBuild is included.

**Marketing Week, 8 October 2015, pp14-18**

### **How to sell – anything!**

In a job interview for a salesperson the interviewer asks the candidate to "sell me this pen". If the interviewee sets about describing the appearance and feel of the pen, he will probably fail to get the job because this exercise is all about testing his ability to sell. The interviewer is looking out for four essential sales skills: how to gather information, how to respond to information, how to deliver information and how to ask for information. In other words, it is not about selling a pen but about demonstrating how well they can sell any product.

**Winning Edge, September-October 2015, p17**

### **Managing organisational complexity**

Big companies can be too complex which can create costs for others, notably suppliers and customers. Complexity can also be a good thing because it allows a company to carry out difficult tasks – IBM has a multi-dimensional matrix allowing it to offer coordinated services to customers, for example. But what happens when the costs of complexity start to outweigh the benefits? There are three processes which determine the level of complexity within an organisation: a design process; an emergent process; and an entropic process. The author looks at the best way forward when faced with such complexity.

**London Business School Review, Vol 26(3) 2015, pp12-14 (Birkinshaw)**

### **Mixed gender boards produce better returns**

A new report has found that all-male boards underperform mixed ones by a significant amount. Grant Thornton's report, *Women in business – the value of diversity*, examined the performance of listed companies in the UK, US and India. It revealed that return on assets was nearly 2% higher among S&P 500 companies with female executives, 0.5% higher in the FTSE350 and nearly 1% higher in Indian-listed companies. It estimates that the profit lost by companies with all-male boards in the three countries totalled \$655 billion. (See also under Economy)

**Financial Times, 8 October 2015, p3**

## Charities and NGOs

### **Fundraising lists**

Around two-thirds of charities which fundraise through direct mail, buy lists of prospective donors while 10% exchange donor lists with other charities and 3% sell or rent these lists to third parties, according to list broker DM Focus. Charities particularly favour lists from other charities because it means they are targeting people who already give



to charity. But the way in which these lists are acquired and handed on to other organisations has attracted a great deal of criticism and has led to an investigation by the Information Commissioner's Office. Lawyers advise charities to work with list brokers who are members of the DMA and to ask for evidence that people have given their consent to share details. They should also follow the Institute of Fundraising's new guidance which was published in September and should demonstrate a strong understanding of data-protection issues.

**Third Sector, October 2015, pp42-43**

### **Innocent hats contribute to Big Knit**

Innocent's little knitted hats which it makes for its 'Big Knit' charity campaign, are to be turned into full-sized bobble hats. The company has joined up with fashion retailer Oliver Bonas to produce the hats. Money will be donated to Age UK for each hat sold in Bonas' shops.

**The Grocer, 10 October 2015, p44**

## **Durable consumer goods**

### **The great British kitchenware placement**

BBC One's *Great British Bake Off* has attracted 12m viewers per episode and sales of baking products have risen by 214% since the latest series began on 5 August. Brands associated with the show have benefited but there was an outcry when the KitchenAid mixers of the previous series were replaced with Kenwood's kMix model for this series. The BBC does not allow product placement and argues that it doesn't want to give too much visibility to any one brand. Kenwood reports that searches for its products have risen by 12% year-on-year while searches for KitchenAid products have fallen by 14%. The show has also boosted searches for ovens, ice cream makers and bread makers.

**Marketing Week, 8 October 2015, pp22-23**

### **Prosthetics get Disney makeover**

British robotics engineer Joel Gibbard has spent three months on a Disney campus in Los Angeles developing a new generation of prosthetics for children. They include a lightsabre hand inspired by *Star Wars*, an *Iron Man* hand with a pulsar blaster and a glittery *Frozen* hand. This was after his Bristol-based company, Open Bionics, was offered \$120,000 as part of a programme which pairs start-ups with large corporations. The three prosthetics have been given royalty-free licences from Disney, which will help to reduce the cost to consumers when they are launched next year.

**The Independent on Sunday, 11 October 2015, p17**

## **Economy**

### **Latin America – a slow recovery**

Latin America's economies have had a tough time over the past few months and the IMF forecasts that the region's economy will contract slightly this year. Latin America's problems are attributed to China's slowdown; Brazil and Venezuela, where there are deep recessions, are the main casualties. Yet the slowdown in Latin America has not resulted in regional financial crises and other countries are expected to grow by 2.6% on average this year. Growing economies include Peru, Colombia and Chile.

**The Economist, 10 October 2015, p75**

### **GDP and gender parity**

Global GDP could be increased by \$28 trillion if women were offered the same economic opportunities as men, according to the McKinsey Global Institute. Yet many economies are barely tapping into the potential offered by women. A chart illustrates the point. (See also under Business)

**Bloomberg Businessweek, 5-11 October 2015, p20**

### **Deflation continues on high street**

September saw the 29<sup>th</sup> consecutive month of deflation on the British high street, where shop prices have fallen by 1.9% compared with the same month last year. Food prices have fallen by 0.5% and non-food by 2.9%.

**The Independent, 7 October 2015, p50**

### **Apprentices can earn more than graduates**

Apprentices who achieve a level 5 qualification could earn £50,000 more in their lifetime than someone with a degree from a non-Russell Group university, according to an analysis from education charity the Sutton Trust. The best apprentices could take home £1.5m during the course of their career compared with non-Russell Group graduates whose earnings expectations average £1.4m. Those graduating from Russell Group universities can expect lifetime earnings of nearly £1.6m, according to The Boston Consultancy Group, which contributed to the Sutton Trust's report, *Levels of Success: the Potential of UK Apprenticeships*.

**cpd.co.uk, 9 October 2015**

## **Energy and utilities**

### **Wind energy is the cheapest**

For the first time wind energy has become cheaper in the UK for electricity than from any other energy source, yet the Government continues to resist the building of more onshore wind turbines. The cost of onshore wind has fallen from \$108 per megawatt (mWh) hour last year to \$85 today while costs at coal-fired power stations have risen from \$98 mWh to \$115. This article dispels some of the myths

surrounding wind turbines.

**The Independent, 8 October 2015, pp1,4**

## Environment

### **EU wine hit by climate change**

The EU wine industry is under threat from climate change and it is the very speed of climate change which is a challenge to the industry, according to a recent book entitled *Threats to wine: The challenge of climate change*. The EU is the largest wine producer in the world and accounts for 45% of the global total. A further threat stems from increasing production in other parts of the world, such as China.

**London Business Matters, October 2015, p38**

### **Britain's not so green land**

The UK government has blocked a series of green measures which could have helped it to get back on track in meeting its climate goals. Prime Minister, David Cameron, could lose face when world leaders meet in Paris in December to discuss climate issues. The UK's climate targets are set down in the 2008 Climate Act which states that it should reduce emissions by 80% by 2050. This article speculates that failure to meet these targets could result in legal action. Although Britain is not the worst-offending country, it can no longer be regarded as a leader in tackling climate change.

**New Scientist, 10 October 2015, pp6-7**

## Fashion

### **H&M – how green is fast fashion?**

Swedish fast-fashion business H&M has worked hard to establish a reputation as an environmentally friendly, affordable brand. Its most recent marketing campaign, *Close the Loop*, asks consumers to recycle their unwanted garments. The company has also launched a competition, the Global Change Award, to reward innovation in the fashion supply chain that helps to protect the earth's resources. Both campaigns support the company's mission of creating more sustainable fashion, but can fast-fashion be sustainable? FashionUnited asks whether H&M is really, "as green and sustainable as they seem to be, or is it just an effective marketing plan posed to cash in on the big green trend?"

**fashionunited.co.uk, 9 October 2015**

### **Lacoste's crocodile attacks kajman**

Stylised animals have been used on clothing for years with some logos becoming iconic. Examples include Abercrombie's moose and Ralph Lauren's horse with polo player. One of the most famous is Lacoste's crocodile which has been around for almost 90 years. It has been among the most-imitated and the subject of several court rulings. The most recent of these involved a ruling by the

EU's General Court that Moeck and Wenta's 'kajman' crocodile logo infringed Lacoste's trademark in the categories of leather goods, clothing and footwear.

**lexology.com, 8 October 2015**

## Financial services

### **Mobile banking and relationship commitment**

The use of phones and tablets for banking transactions has become common in many countries, but there are large gaps in our understanding of who uses the technology and how experienced users perceive mobile banking. This study examines mobile banking adoption, continuous usage behaviour and post-adoption technology across a number of countries. It aims to help shed light on experienced mobile banking users' 'relationship commitment' to their bank and personal finances. It reveals certain changes in commitment and suggests that mobile banking gives considerable added value to users.

**Journal of Financial Services Marketing, Vol 20(3) 2015, pp208-219 (Shaikh et al)**

### **UBS more personable with digital**

Swiss bank UBS has launched its first ad campaign for six years as it attempts to shake off its impersonal reputation in favour of a more personal approach. Research conducted among the bank's clients revealed that the majority were digitally-knowledgeable and 86% said they would prefer a digital device as the main source of their financial news. UBS responded accordingly, with over 70% of the campaign's media investment directed towards digital channels and social media.

**B2B Marketing, October 2015, p14**

## FMCG

### **Beverages**

#### **Coca-Cola influential links**

*The Times* accuses Coca-Cola – the Fifa and Rugby World Cup sponsor – of giving financial support to British scientists, government health advisors and others who have responded by casting doubt on the link between sugary drinks and obesity. It claims that Coca-Cola spent €6.6m on setting up the European Hydration Institute whose guidance and studies often recommend that the public, including children, should consume sports and soft drinks. In a separate article *The Times* claims that tactics employed by the food and drink industry to influence the public health debate are identical to those used by the tobacco industry 30 years ago.

**The Times, 9 October 2015, pp1-2+8-9; The Times, 10 October 2015, p5**

### **UK Wine consumption sparkles**

Wine is the fastest-growing alcohol segment in the UK – 29.7m litres of wine were consumed at home over the past year according to Kantar Worldpanel. Both still and sparkling wines represent 44.9% of the take-home alcohol market. Sparkling wine sales have risen by 17.4%, reflecting the popularity of Prosecco and Champagne for everyday consumption.

**The Grocer, 10 October 2015, p45**

### **Food**

#### **Because the lady (or man) loves Milk Tray**

Thirteen years after the Milk Tray Man made his last appearance on TV, Cadbury's is looking for a new person to take on the role. The new ad features the original Milk Tray Man, James Coombes. He is depicted complete with black polo neck, while looking at images of his previous adventures and calling for, "a new hero to deliver the famous box".

**The Independent, 9 October 2015, p15**

#### **Viva! jumps to attack kangaroo meat sales**

Morrisons has been attacked for selling kangaroo meat on the grounds of the health risk and animal welfare issues. Viva!, the vegan group, wrote to David Potts, CEO of Morrisons, after it launched Holme Farmed kangaroo steaks in its stores last month. Viva! argues that Morrisons recommends serving kangaroo meat medium rare even though the meat often contains dangerous pathogens. The group has been running a long-standing campaign against Iceland and Lidl over their sale of kangaroo meat.

**The Grocer, 10 October 2015, p46**

### **Tobacco**

#### **Self-lighting cigarette inspired by fireworks**

Marseille-based company Cigamatic claims to have invented a self-lighting cigarette that is safer and more effective than previous devices. The smoker simply breaks off a capsule fitted to the inhalation end of the cigarette and presses it into the opposite end to release chemicals that ignite the cigarette. The inventor, Charli Abisdid, turned to fireworks engineer Pierre Thébault for help with the technology. Cigamatic is to license the technology, which is patented in 83 countries, to cigarette manufacturers.

**Financial Times, 7 October 2015, p20**

## **Government and public sector**

### **Innovative cities**

UK innovation charity Nesta has been looking into what constitutes the world's most innovative cities. Its research team evaluated 40 city governments and 1,440 data points to produce a top-five list: New

York, London, Helsinki, Barcelona and Amsterdam. The 40 cities were divided into four groups dubbed: experimenters, builders, challengers and front runners. The team also produced an interactive diagnostic tool which plots comparative statistics and could be useful for policymakers. The report is entitled *CITIE: City Initiatives for Technology Innovation and Entrepreneurship*.

**Wired, November 2015, pp24-25**

## **Health and pharmaceuticals**

### **The healthy food campaign**

The focus has shifted to preventing heart disease and other types of ill-health through changes in lifestyle. Food manufacturers have been reformulating their food products and branding in response to increased consumer awareness. Many in the UK have adopted the voluntary traffic light system for labelling food products. Last year HEART UK trademarked its Product Approval Scheme logo across the EU as a benchmark for cholesterol-lowering foods. The logo can be used in advertising and promotional materials and products. But research shows that marketing can play a significant role in children's dietary choices and the current self-regulatory system for non-broadcast advertising is too weak. The government needs to offer firmer leadership and regulations to persuade companies to comply.

**The Times (Raconteur – Cardiovascular Health), 8 October 2015, p9**

### **Drug inflation**

Above-inflation rises in the price of drugs in the US are common. Many other countries have a pricing regulator which keeps the prices at a reasonable level and can result in drugs being given away free to developing countries. In the US Valeant Pharmaceuticals stands out from the rest of the sector because it has raised the price of 56 of its drugs by an average of 66%. Valeant's actions have raised questions about the sustainability of its business model.

**Financial Times, 9 October 2015, p20**

## **IT and telecoms**

### **Peepole wins with peephole**

John Lewis's JLAB competition has been won by Peepole, which has developed a system of web-connected cameras that can be attached to a front-door peephole to alert users when someone comes to the door. A home Wi-Fi sends notifications to the user's mobile device, allowing them to virtually look through the keyhole. Peepole has won £100,000 to fund product development and a contract to sell the device in John Lewis stores. John Lewis runs its JLAB accelerator scheme every year.

**Retail Week, 9 October 2015, p30**



### **Google Nexus competes with other Androids**

Google has been co-producing its Nexus high-end phones with Android partners such as HTC, Samsung, Motorola and LG who are also selling their own models. The company has admitted that it has been disappointed with the phones' sales figures. At the end of September Google unveiled two new Nexus phones which are built to compete with high-end iPhones and midmarket competitors. Its biggest rival may not be Apple but its own Android partners.

**Bloomberg Businessweek, 5-11 October 2015, pp38-39**

### **Box shifts to Europe**

Box, a Silicon Valley cloud computing provider, is planning to shift to European data centres over the next year following the ECJ ruling that 'safe harbour' privacy rules are now invalid. Box wants to allow its customers to choose where to store their data. This could be just one of a number of changes made by US internet companies following the EU ruling. Amazon has already begun to set up a European data centre. (See also under Law)

**The Daily Telegraph (Business), 8 October 2015, p1**

### **Apple allows mobile ad blocker**

Apple has approved an app allowing iPhone users to block ads in mobile apps which represents another threat to the business model of companies like Facebook and Google. Been Choice, launched in the US, is more powerful than other types of ad-blocking software which generally target web pages. Been Choice is offering to pay people \$20 a month if they agree to being shown ads and allow the information to be collected. According to eMarketer, some \$69 billion will be spent on mobile ads this year.

**Financial Times, 7 October 2015, p19**

## **Leisure and tourism**

### **Triathlon is performing well**

Triathlon – swimming, cycling and running – has become an increasingly popular sport: British Triathlon reports that the number participating in events has risen from 120,000 in 2009 to 196,000 in 2014. It now enjoys TV coverage in 160 countries with an estimated audience of 207m and attracts the more affluent demographic groups, all of which means that the sport has become attractive to sponsors. The London, Chicago and Los Angeles triathlons have attracted major sponsors while manufacturers of equipment and fitness-related companies have become heavily involved with the sport.

**The Daily Telegraph (Business), 9 October 2015, p5**

### **Flight Club aims high with darts**

The game of darts is being given a makeover by Flight Club, a venue in east London which has 12 dartboards, a restaurant, bar and DJ. It hopes to attract younger people – hipsters, City workers and

women – to the pub game at the rate of 350,000 within the first year. Darts is reputedly the world's second-largest spectator sport.

**The Times, 12 October 2015, p40**

## **Materials and mining**

### **Glencore to sell two mines**

Glencore plans to sell two copper mines with the aim of reducing its \$29.5 billion debt by a third. The mines are based in Australia and Chile. Copper stocks are at their lowest levels for several years and analysts believe that Glencore has taken too long to respond to the reduction in demand. China's slowing economy has resulted in a dramatic fall in prices for coal, iron ore, copper and zinc.

**The Daily Telegraph (Business), 13 October 2015, p4**

## **Media**

### **Books**

#### **The Kindle disappears from Waterstones**

Waterstones is to stop selling Kindle e-readers because they were "getting virtually no sales". This comes at a time when sales of physical books are growing: sales in Britain rose by 3% in the first half of the year while sales of digital books rose by just 2%. Digital book sales were driven by schools and English language teaching rather than consumer sales, which were down by 2%. The recovery in physical sales is in part attributed to an improvement in bookshops, with many Waterstones stores installing cafes and allowing branches to tailor their offerings to the local community.

**The Guardian, 8 October 2015, p11**

#### **Ladybird updates for modern life**

Ladybird Books were used to impart basic knowledge to children on various topics, based on the idea of a wholesome, happy, nuclear family. Now a set of new editions has been produced which use dark humour to cover modern day problems. They boast titles such as: *The Ladybird Book of The Mid-Life Crisis*, *The Ladybird Book of The Hipster* and *The Ladybird Book of The Hangover*. The new books, which use artwork from the Ladybird archive so that they appear authentic, are the first parodies that Ladybird has allowed.

**The Daily Telegraph, 12 October 2015, p10; The Independent on Sunday, 11 October 2015, p3**

### **Film**

#### **DiCaprio to produce VW film**

Leonardo DiCaprio is to produce a film about the Volkswagen emissions crisis. Production company Paramount Pictures and DiCaprio's production company, Appian Way, have bought the rights to a book about the scandal which will be written by *New York Times* journalist Jack Ewing. It will look at the

'more, better, faster' ethos and how it relates to the scandal. DiCaprio has previously produced environmental documentaries, including *Virunga*, about saving the mountain gorillas.

**bbc.co.uk/news, 13 October 2015**

## **Games**

### **Chess**

Chess is a game that appeals to the middle classes and globally attracts seven times more players than golf yet it struggles to find major corporate partners. One exception is the 2015 World Chess Cup in Baku, which was sponsored by Socar, the state-owned oil company of Azerbaijan. The game is widely believed to be "one of most influential ways to improve problem-solving and concentration", according to Payal Jain, MD of strategic analytics at Barclaycard, which sponsors chess in schools. The difficulty of attracting big sponsors is partly down to the lack of coverage on TV although online audiences can be huge. Chess is regarded as a green field for sponsors as it represents a fresh opportunity for them to gain recognition.

**Financial Times (Special Report – Chess, 8 October 2015, pp1-4**

## **Internet**

### **Consolidation in China**

Group buying, where people obtain discounts when a certain number of people have committed to buy, is falling out of fashion in some countries, but not in China. Chinese sales through group-buying websites reached \$12.1 billion in the first half of 2015, up by 168% on the previous year. Last week two Chinese companies, Meituan and Dianping, which jointly have four-fifths of the local group-buying market, said they would merge. Internet giants Alibaba and Tencent have stakes in these companies, which could leave the third internet giant, Baidu, out in the cold. There is speculation that the big three internet firms could become just two.

**The Economist, 10 October 2015, p68**

## **Newspapers**

### **Johnston close free papers**

Johnston Press is to close 11 of its free newspapers in the UK. Eight titles are to be closed in the Midlands and three others are to be merged with paid-for titles in the North West and South. The closures form part of the group's cost-cutting programme.

**The Daily Telegraph (Business), 8 October 2015, p8**

## **Social media**

### **Facebook changes give better targeting**

Facebook's new features, which can track and measure user behaviour in various places, has helped it to achieve a 43% rise in ad revenue for the second quarter of the year. Facebook has made significant changes to its targeting and now claims

that advertisers who buy views from particular age groups or genders will reach those people 89% of the time. This compares with internet ad networks, where the average is 55%. This month Facebook plans to use the 'like' and 'share' buttons which appear on websites, to target ads even more narrowly based on someone's browsing history. It has other ad tactics up its sleeve but there are likely to be privacy concerns...

**Bloomberg Businessweek, 5-11 October 2015, pp37-38**

## **Television**

### **Memory and sponsorship disclosure**

The increase in sponsored content or product placement in television is of concern because it could contravene the right of consumers to know that a message is being sponsored. EU regulations have made sponsorship disclosure obligatory. In the US sponsorship regulations are also being reconsidered. In this study the authors investigate how audience and disclosure characteristics affect memory of sponsorship disclosures. They find that disclosure at the beginning of the programme results in less disclosure memory than disclosure in the middle or at the end of the programme. A disclosure is best remembered when it is displayed for longer and the viewer is familiar with the programme.

**International Journal of Advertising, Vol 34(4) 2015, pp576-592 (Boerman et al)**

## **Video**

### **Charity on the borders**

Recording a video with your phone held vertically used to be frowned upon, but now J Walter Thompson Brazil has created a website which will donate the black space on either side of portrait-mode YouTube videos to charity. Videos that are uploaded through the 'Doe as Barras' (Donate the Bars) site will have their black spaces occupied by a message from a charity or NGO.

**Campaign, 9 October 2015, p3**

## **Packaging**

### **Neuroscience helps refine pack design**

Traditional methodologies for conducting research into packaging have failed to give comprehensive insight into shopper responses or to forecast its performance. When Tesco wanted to understand how to improve the packaging effectiveness of its Finest Ready Meals, it turned to neuroscience. Having concluded that there were seven key drivers of in-store packaging effectiveness – visual saliency, findability, emotional response, messaging, intent to purchase, branding attribution and processing fluency – it set about evaluating each as a way of measuring the potential effectiveness of a pack design.

**Admap, October 2015, pp10-13 (Ortica and Bridger)**

### **Litter breeds litter**

The Industrial Council for Packaging and the Environment (Incpen) has launched a video and print ad campaign to tackle littering. Incpen, along with other businesses in the packaging industry, has signed a letter to Government ministers asking for an advisory committee on litter. The campaign shows a cigarette butt coupling with some chewing gum to produce yet more litter showing that litter breeds litter.

**B2B Marketing, October 2015, p9**

### **Lack of innovation is hiking packaging costs**

New research suggests that British retailers are paying over the odds for packaging to the tune of £50m a year. Analysis from milk bottle supplier Nampak claims that outdated technology, the lack of a concerted plan to tackle waste and the failure of packaging firms to innovate, is costing retailers a lot of money. Nampak commercial director Neil Court-Johnson claims that the packaging sector is "in the dark ages" and that they should be introducing electronic machines to improve productivity and reduce costs.

**The Grocer, 10 October 2015, p12**

## **Retailing**

### **Customer satisfaction**

Retailers such as Hotel Chocolat and Boden undertake a high level of customer satisfaction monitoring but some retailers don't seem to understand the full scope of customer experience tracking. Retailers should have a 360-degree view of their customers which requires data from in-store, online and across the brands. Many retailers fail to do so because of poor data quality. Retailers who are ahead in customer satisfaction are gaining a competitive advantage by using their data in an integrated way, according to Julian Diment, CMO of Dixons Carphone.

**Retail Week, 9 October 2015, pp32-33**

### **Argos goes for same-day delivery**

Last week Argos took on Amazon by launching a same-day delivery service. The new Fast Track Service offers four-hour delivery options throughout the day, allowing customers who order goods at 6pm to receive their orders by 10pm the following day. Fulfilment has become an extremely competitive area of retailing – John Walden, chief executive of Argos, believes that retailers have unleashed, "a confusing array of options into the market". Observers are concerned that Argos will be reducing its margins too much.

**Retail Week, 9 October 2015, p1**

### **Loafing around in the slow room**

Loaf, the online furniture retailer, has opened a 'slowroom' rather than a showroom, which it claims

is the "most laid-back store in Britain". The Loaf Shack in Battersea, London, wants customers to relax in 'chill-out areas'. Apart from beds and sofas, there is also a Little Loafers corner and an ice cream parlour. Loaf, which believes that many people want to see and touch products before buying, plans to open another ten Loaf Shacks in the South East of England.

**Retail Week, 9 October 2015, p31**

### **Showrooming: growing trend in China**

Some Chinese stores, such as sporting goods retailer Li Ning, are turning to showrooming. As well as operating normal bricks-and-mortar outlets, it has stores which showcase products that people can inspect and try on, but which must be purchased online. Haier Electronics plans to remove inventory from 3,000 of its 38,000 stores in China. Its stockless stores have already reported a 7% to 8% increase in sales while stores which haven't been converted have declined by up to 20%. The future could lie in showrooms which showcase brands and build an image.

**Bloomberg Businessweek, 5-11 October 2015, pp24-26**

## **Services**

### **Indian universities look overseas**

Indian universities are beginning to expand overseas. Amity University, whose original campus is located east of Delhi, already has operations in America, Britain, China, Singapore and the UAE. Its latest foreign venture is in Romania. In contrast, India's institutes of technology, which are state-run and less agile than private organisations, tend to stay at home. The Indian home market is expanding quickly and it is estimated that as many as 42m people will be in higher or further education by 2020. But the field is crowded and it is logical that universities should want to target the 28m people of Indian heritage who live overseas.

**The Economist, 10 October 2015, p69**

### **Dying to reduce the cost**

The cost of a funeral is getting increasingly costly with the average price currently being put at £3,700. According to insurer Royal London, the cost has risen almost as fast as house prices. However, new research suggests that there is growing demand for 'alternative' funerals. Funeral directors have been reporting a move away from traditional services towards more modern themes such as a green focus which might mean having a coffin made out of cardboard, bamboo or even banana leaves. Alternatively Compare-TheCoffin sells 'ash-scattering rockets' which shoot up into the air before opening a flap to release the 'cremains'. Here are some tips for cutting the cost of dying!

**The Guardian, 10 October 2015, pp40-41**

### **Starbucks launches pre-order app**

Starbucks is to introduce its 'Mobile Order & Pay' service in the UK following trials in the US. People will be able to pre-order their drink via the app, which will save them having to queue up. The app brings together pre-ordering, a loyalty scheme and mobile payments into one system.

**Marketing Week, 8 October 2015, p5**

## **Transport and travel**

### **VW – a shaky heritage?**

The debacle surrounding VW's emissions test cheating has implications for its other brands as well as the wider car industry. Angela Merkel has even had to play down its effect on the German economy. VW has proved that no company, however powerful, is immune to the impact of bad behaviour. The company's advertising history is one of the most distinguished among brands but could all this have been for nothing? This article considers five key questions: whether VW destroyed its advertising heritage; whether its good reputation has helped or hindered; whether it can advertise its way out of the problem; what it should do right now; and what lessons other brands can learn.

**Campaign, 9 October 2015, pp10-11**

### **Virgin tops train complaints**

A report from the Office of Rail and Road (ORR) has named Virgin Trains as the operator with the highest number of complaints for the 11<sup>th</sup> consecutive quarter. Between April and June, 1 in 500 passengers on Virgin Trains West Coast made a complaint. Virgin argues that the statistics reflect the fact that it encourages passengers to supply feedback and that complaints are not a good way to measure customer satisfaction.

**The Independent, 9 October 2015, p9**

### **Driverless trucks**

In May the first driverless truck was tested out in Nevada leading experts to believe that commercial production of such autonomous vehicles could be just a few years away. HGVs travel seven billion miles around the UK every year according to Defra, making logistics a major cost for both manufacturers and retailers. *The Grocer* looks at what autonomous vehicles could mean for UK logistics and what barriers stand in the way of their introduction.

**The Grocer, 10 October 2015, pp36-38**

## **Buzz phrases**

### **Femvertising**

The advertising industry, once focused on selling sex, is now turning its attention to sexism. Brands are busy launching social media campaigns which sell feminism. These can come from unlikely sources, such as EDF, which launched a campaign to encourage young girls to take up Stem-based careers (science, technology, engineering and maths). At the other end of the scale Dove's *Real Beauty* campaign, which celebrates the female form in all its shapes and sizes, has been running for a decade. Other femvertising success stories have come from maxi-pad maker, Always, whose *#LikeAGirl* campaign was shown during last year's Superbowl and Sport England's *#ThisGirlCan*, aimed at getting more women involved in sport. The campaigns, which promote 'sisterly encouragement', are a way of getting adolescents attracted to a movement and ultimately, a brand!

**The Guardian, 13 October 2015, pp12-13**

Written by CIM's Knowledge Services Team

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## On the Move

Name	From	To	New title	Source
Zoe Abrams	Barnado's	The British Red Cross	Executive Director of Comms and Engagement	PR Week
Natalie Amosu	Asos	Arcadia Group	Group PR & Brand Communications Director	fashionunited.co.uk
Alex Gates	Marketing Wand	Explain Market Research	Marketing Director	research-live.com
Stuart Jackson	Up Communications	Nissan	Vice-President of Comms for Europe	PR Week
Michael Karg	Razorfish	Ebiquity	Chief Executive	Campaign
David Kolbusz	Wieden & Kennedy	Droga5	Chief Creative Officer, London	Campaign
Bruno Ribeiro	AKQA London	DLKW Lowe	Creative Director	Campaign
Bob Roberts	Labour Party	City of London Corporation	Comms Director	PR Week
Vickie Sheiff	Diageo	Heathrow Airport	Director of Comms	PR Week

## Promotions

Name	Company	Previous title	New title	Source
Efrain Ribeiro	Kantar	Chief Research Officer of Lightspeed Research	Chief Research Officer	research-live.com
Sarah Shin	Verso Books	Senior Publicist	Communications Director	The Bookseller
Emily Yeomans	NBCUniversal	Vice-President for Bravo and Oxygen Media	Vice-President of Corporate Communications for NBCUniversal International	PR Week



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[www.cipd.co.uk](http://www.cipd.co.uk)

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The Economist\*

[www.fashionunited.co.uk](http://www.fashionunited.co.uk)

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The Grocer

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Harvard Business Review\*\*

[The Independent](#)

International Journal of Advertising\*\*

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Journal of Financial Services Marketing\*

Journal of Interactive Marketing

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Journal of Marketing Research\*\*

[www.lexology.com](http://www.lexology.com)

[London Business School Review](#)

London Business Matters

The Marketing Review\*\*

Marketing Week \*\*

Market Leader

New Scientist\*\* (1 month embargo)

PR Week

[www.research-live.com](http://www.research-live.com)

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[Third Sector](#) (selected articles available)

The Times

Winning Edge

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