

# Cutting Edge: Our weekly analysis of marketing news

18 November 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

#### **Implicit and explicit effects of cross-media**

There is a lack of research on how cross-media campaigns influence consumers – studies tend to use ‘self-reports’ to measure the impact of cross media. This involves respondents being reminded of their exposure to advertising and/or being explicitly asked to recall it. This can give a biased view of the cross media impact on consumers. The authors argue that, in order to fully understand the effect of cross-media advertising, it is also important to use implicit measures. They conduct a study which demonstrates that a range of implicit measures are suitable for examining the effects of media exposure. However, implicit and explicit measures show different effects for cross-media exposure which leads to cross-media advantages for explicit measures only and not for implicit measures.

**International Journal of Advertising, Vol 34(5) 2015, pp744-764 (Vendeborg et al)**

#### **OOH goes digital**

Recently all out-of-home advertising frames in the UK have been given a 10-digit code to automate the trading of sites between media agencies and owners. The code allocator, named ‘Space’, will help to reduce man hours, and to support ad trading and planning. Ocean Outdoor’s ‘The Loop Live’ is a trading system which launches in 2016 and allows brands to buy OOH advertising by the number of impacts. These examples reflect the way that brands are using digital outdoor advertising, and the changes in the way that they will buy outdoor advertising in the future. This article discusses the digital transformation of OOH and includes a case study of Britain’s Olympic team, Team GB.

**Marketing Week, 12 November 2015, pp29-31**

### **Can advertising last the course?**

Emotional advertising is better for building long-term brand awareness than ads that are just message-based, says Tom Ewing from BrainJuicer. The John Lewis Christmas ad has become something of a British institution, but has attracted its fair share of (not always kind) spoofs and mockery. Although emotional advertising is undeniably an important trend and consumers may welcome the move away from a product or message-focused approach, some people believe that ‘sadvertising’ is a bubble that will eventually make way for a return to more classic advertising.

**research-live.com, 11 November 2015 (Ewing)**

### **Agencies**

#### **Women of tomorrow**

An ad campaign for *Campaign* and the IPA includes a film in which men in advertising talk confidently about asking for a pay rise, while women reveal how nervous that makes them feel. The film states that 74% of agency heads are men, and that women only apply for jobs when they feel 100% ready, while men are happy to take the risk while feeling only 60% certain about it. It also claims that the advertising world pays women an average of £12,000 less than men. The film was created to launch the ‘Women of Tomorrow 2016’ initiative.

**Campaign, 13 November 2015, p1**

#### **Verbalising military precision**

Verbalisation is a strategic marketing consultancy founded by a former army reservist, Sven Hughes, who took part in psychological operations in Afghanistan. The agency team includes ex-military personnel as well as psychologists and neurologists. Verbalisation claims to be able to change behaviour with ‘precision-engineered’ language and ‘radical



Chartered CPD Programme

Don’t forget, reading this publication can count towards your annual CPD record.

[www.cim.co.uk/charteredcpd](http://www.cim.co.uk/charteredcpd)

logic'. Current CEO, Alex van Gestel, describes the work of the agency.

**Campaign, 13 November 2015, p27**

## **Brands and branding**

### **Book of the month**

CIM's Book of the Month is *The Definitive Book of Branding* by Kartikeya Kompella. It addresses the needs of branding professionals across the world by bringing together the 'most reputed set of authors on branding to ever feature in a collection'. Each chapter has been written by a branding expert who has already written at least one book on branding. The book covers not just marketing topics that are relevant to branding professionals, but also the organisational aspects of branding that are relevant to senior management professionals who don't have a marketing background. The RRP is £24.99, but CIM is offering the book for £19.99 with free postage and packaging in the UK.

<https://www.cim.co.uk/more/bookshop/book-of-the-month/>

### **Popularity can lead to genericide**

'Genericide' is a term used when a brand's name becomes so common (such as Hoover) that it loses its value. When this happens, the trademark or service becomes so generic that it is no longer distinctive, and may no longer be entitled to trademark protection. 'Generification' is a similar process that is flourishing in South Africa. Some of Unilever SA's brands have been in the South African marketplace for so long that they have become a generic term: Sunlight has become synonymous with dishwashing liquid and Surf with washing powder. German pharma company Bayer lost its rights to the Aspirin trademark after World War 1 and it has since become a generic headache tablet. Many other brands have been assigned to the so-called 'trademark graveyard', which is why Google has actively discouraged the use of its name as the verb, 'to Google'. Brands are one of the most valuable assets owned by a company, but investment in distinctive brand marketing can help to avert the dangers of genericide.

**Journal of Strategic Marketing, October-November 2015, pp28-30 (Verduyn)**

### **Brand authenticity**

Brands used to be a sign of product quality, but these days companies are intent on demonstrating the 'authenticity' of their brand. A survey by the Boston Consulting Group revealed that US consumers considered being authentic to be one of the main qualities that would attract them to a brand. Authenticity is being used to counteract consumers' fading loyalty in an age when they can learn the truth on social media. As people become better informed about a product's qualities and more sceptical of marketing 'gimmicks', they are more inclined to go for brands that are 'honest'. This in

turn has led marketers to create campaigns that emphasise authenticity. One example of real authenticity is craft beer. For companies with the right product and a genuine story to tell, the rewards are big.

**The Economist, 14 November 2015, p77**

### **Tech brands enter top ten for storytelling**

The *2015 Brand Storytelling* report from marketing agency Aesop shows that technology brands have overtaken FMCG brands as the best at storytelling. Apple remains in pole position but Xbox, Samsung, PlayStation, Google and Facebook have all entered the top ten for the first time. Meanwhile food and drink brands, such as McDonalds, have fallen down the ranking (3rd to 43rd), as have supermarkets. Morrisons has fallen out of the top 100 altogether to 11th place. Some business categories seem better at storytelling than others, notably charities, which are the second-best performing category for the second consecutive year.

**Marketing Week, 12 November 2015, pp26-27**

## **Conferences and events**

### **Berlin puts money into marketing**

Berlin is to invest an additional €100,000 in marketing to try to win more convention business. Around 1,500 associations are located in Berlin, offering plenty of scope for growth. Around a quarter of the 13.8m hotel stays in Berlin for the first half of the year, have been attributed to conference and meetings participants. Last year Berlin's meeting and convention industry generated €2.2 billion.

**Association Meetings International, November-December 2015, p17**

### **UK events: business visits out-perform**

The UK events industry is worth £42.3 billion according to the Business Visits and Events Partnership (BNEP), up by 98% on the £39.1 billion which it reported two years ago. Business visits were the best-performing part of the visitor economy in the first half of 2015. According to ONS data published in June, business visits have risen by 11.5% year on year.

**Meetings & Incentive Travel, November-December 2015, p12**

## **Consumer behaviour**

### **Counterfeits – cool consumption and Gen Y**

Demand for counterfeit luxury goods is created by consumers who want the status and image of luxury brands without paying the high prices. There is emerging evidence that the interest of some consumers is less about the brands and more about the counterfeits. For instance, some consumers regard shopping for counterfeits as a source of fun and rebellion which are notions that link in with 'cool consumption'. This study, among 251 Generation Y young adults, examines their behaviour towards

counterfeits using the theory of cool consumption. It reveals that consuming counterfeit products is more about the counterfeit aspects than about brands or price and that cool consumption provides an explanation for this behaviour.

**Journal of Brand Management, Vol 22(7) 2015, pp588-602 (Francis et al)**

### **The connected consumer**

*Retail Week*, in collaboration with Osborne Clarke, has produced new report entitled *The Connected Consumer: a life lived online*. It reveals that less than half of consumers (46%) say they shop mostly in store while 32% say they shop mostly online, but it also emphasises that customer journeys are rarely as simple as that. Although the way consumers shop has changed, the things that matter to them has not: cost remains the major factor for people in the UK (75.3%), but shopping online is affecting their priorities, and 60.4% say that free delivery is an important factor. The report also examines areas such as technology, data and privacy, and the consumption of digital media.

**Retail Week, 13 November 2015, pp28-29**

### **Mums – online buying habits**

Some 68% of mums are online shoppers who often use Pinterest and online communities to research purchases. This is according to GlobalWebIndex's annual survey of 200,000 internet users across 34 markets. It also reveals that the most important purchase drivers are: free delivery (63%), financial rewards/incentives (40%), easy returns (38%) and quick and easy checkout (38%).

**Admap, November 2015, pp14-16 (McGrath)**

### **Direct marketing**

#### **ICO imposes fine for unsolicited calls**

The Information Commissioner's Office (ICO) has fined debt management company Oxygen Ltd £120,000 for making unsolicited calls. Following receipt of 214 complaints from the public, the ICO found that the company had made over 1m automated calls without people's consent during April. The calls had been made after changes to the law affecting nuisance calls and texts had come into force. ICO head of enforcement Steve Eckersley, said that companies making recorded marketing calls need permission, and must make it clear who is making the calls.

**theguardian.com/money, 11 November 2015**

### **Law**

#### **Mexico cites human rights in cannabis case**

The Mexican Supreme Court has ruled that smoking cannabis is a fundamental human right and that banning the consumption and cultivation of the weed for personal use violates the right to 'free development of one's personality'. In fact this ruling only applies to a case brought to court by four

people, but broader legislation may well follow. Other countries are becoming more lenient towards cannabis use, but so far none have based this on human rights. Instead, as in the case of Ireland, they tend to cite health and economic arguments.

**New Scientist, 14 November 2015, p7**

### **The Slavery Act**

In October the UK Home Office published statutory guidance on the new requirement under section 54 of the Modern Slavery Act 2015. The implication is that larger commercial organisations will have to produce an annual 'transparency in supply chains' statement. The new rules apply to organisations in the UK which supply goods and services, and have an annual turnover of £36m or more. Relevant policies, such as corporate social responsibility or ethical policies, are to be included in the statement. Compliance is expected to require a business-wide assessment of risk, commercial practices and supply chains.

**cipd.co.uk, 12 November 2015**

### **Marketing**

#### **Acquisition and retention spending**

Demand generation costs can represent one of the largest discretionary expenses for marketing. One of the most important decisions is deciding how to balance the cost of acquiring new customers, with the cost of retaining customers. To decide on such expenditure, companies focus on maximising indicators such as customer equity, profit or sales growth. The models found in the literature that provide guidance on acquisition and retention spending, tend to rely on customer equity or customer lifetime value as the function to be maximised. The authors take a variety of different approaches, including an expression of market share based on a Markov brand switching model; a vector calculus expression to provide guidance on acquisition and retention rates that result in the greatest market share; and Lagrange multipliers to show how to maximise market share.

**Journal of Marketing Analytics, Vol 3(3) 2015, pp159-170 (Williams and Williams)**

### **Market research**

#### **Establishing the groundwork for NPD success**

Research is important to the success of a new product, but understanding why new products fail can be as important as understanding why they succeed. Successful brands start by identifying the problem that their customers most want to be solved – they succeed in doing this because they take the time to do their research. The brands that are most committed to 'thinking big and bold' are usually the ones that are better at undertaking the groundwork. They also take into account the whole process: the set-up, the product or service, and the delivery – brand, channel and customer experience.

A list of common reasons for new product failures is included.

**research-live.com, 16 November 2015 (Peck)**

## **Public relations**

### **Uber deals with huge media coverage**

Taxi app Uber has been in business for five years and is already operating on five continents. It has attracted much controversy and criticism, especially from traditional taxi drivers who have challenged the legality of its operations. The Licensed Taxi Drivers' Association in London recently lost a High Court case in which it argued that the app was a meter and therefore illegal. Jo Bertram, Uber's UK chief, explains how communication is an important part of her role. She oversees company communication in three main areas: consumers, drivers and authorities. Despite the huge amount of media coverage received by Uber since its UK launch in 2012, and the hostility faced by the company has gone beyond that of normal business competition, its PR operation remains relatively small.

**PR Week, November 2015, p27**

## **Agriculture, fishing and forestry**

### **Truth behind Morrisons' 'For Farmers' milk**

Morrisons' 'For Farmers' brand, which includes milk and cheese, was launched after a backlash against supermarkets who were paying low prices to UK dairy farmers. Emblazoned with a Union flag, the packaging carried the promise that an extra 23p on every four-pint bottle would go to struggling farmers. In reality only a quarter of the extra money actually goes to British dairy farmers. Instead it is being sent by Morrisons to Arla, a massive milk co-operative based in Denmark, where it is divided up among farmers there and in Sweden, Germany, Belgium and Luxembourg as well as in the UK. Arla's latest accounts show that a little over a fifth of it is owned by UK farmers with almost a half in Denmark and Sweden and a further fifth in Germany.

**The Sunday Telegraph, 15 November 2015, Business, p8**

### **Salmon set to become Britain's favourite fish**

Sales of salmon will overtake those of tuna by the end of the year, according to new research which also suggests that shoppers perceive tuna as being better for them and the environment. Five years ago 70,000 tonnes of tuna were sold, but last year that had fallen to 55,000 tonnes, according to Seafish, which represents the UK fishing industry. Over the same period, salmon sales grew from 44,000 to 54,000 tonnes. The research, published in *The Grocer*, showed that families were increasingly choosing fish at mealtimes rather than meat. Yvonne Adam, from Young's Seafood, said that a

growing awareness of the health benefits of fish were helping to drive sales.

**The Times, 17 November 2015, p27**

## **Building industry**

### **Labour shortage forces up wages**

In its *Report on Jobs*, KPMG warns that the shortage of skilled labour is holding back the construction industry. Although demand for construction staff slowed during October, vacancies were still above the national average, with demand for permanent construction professionals standing at 62.8 (where 50.0 denotes 'no change'). Richard Threlfall of KPMG said that the shortage of labour was "suffocating the expected growth of the industry". Meanwhile salaries are 'soaring', with an average rise in weekly wages of 5.1% for the three months to August.

**Construction News, 13 November 2015, p20**

### **Output down**

In September UK construction output shrank by 0.2% compared with the previous month. This has been attributed to a 2.4% decrease in new work including new homes. The 3.8% rise in repair and maintenance failed to offset the decline.

**The Daily Telegraph Business, 14 November 2015, p41**

### **Cement acts like trees**

The Italian Pavilion at the Milano 2015 Expo is designed to reduce air pollution. It is made from panels of i.active BIODYNAMIC, a new type of cement. The building's 700 panels act like leaves on a tree, according to architect Michele Molè, who claims that they can reduce pollution by around 50% – 1,000msq of the cement can be as effective as planting 80 evergreen trees.

**Wired, December 2015, p45**

## **Businesses and strategy**

### **R&D alliances between competitors**

R&D alliances, notably between competitors, incur the risk of opportunistic behaviour. Firms try to tackle such behaviour by formalising the partnership. Despite this, prior research has shown that formalisation can actually promote this type of behaviour. This study of 82 R&D alliances between competitors, identifies two forms of opportunistic behaviour: strategic manipulation and knowledge appropriation. The results demonstrate a positive formalisation-opportunism relationship for R&D alliances, and reveals that differentiating between forms of opportunism is important for understanding the effectiveness of safeguards. The authors advise against the over-formalisation of alliances and suggest that managers should cultivate an environment of open communication.

**Journal of Product Innovation Management, Vol 32(6) 2015, pp954-970 (Walter et al)**



### **Management innovation and performance**

The effect of technological innovations (TI) on an organisation's performance is well established, but there is a lack of information about how management innovations (MI) make a contribution. This study addresses three questions: whether the adoption of MI is beneficial to the organisation; whether the impact of MI on performance is equal to that of TI; and what the potential sources of inconsistency in the MI-performance relationship are. The results, based on 52 samples from 44 articles, suggest that MI positively affects performance; that the effect of MI on performance does not differ from that of TI; and that industrial sector (vs. service), and construct measurement (innovation and performance) affect the MI-performance relationship.

**European Management Journal, Vol 33(5) 2015, pp407-422 (Walker et al)**

### **Continuous improvement**

Continuous improvement is essential in order for a company to remain competitive, but this is not always easy to achieve due to four biases: focusing too heavily on success, being too quick to act, trying too hard to fit in, and depending too much on outside experts. These biases reveal themselves in ten conditions which impede learning. However, each bias can be addressed using a variety of strategies. These include stressing that mistakes are learning opportunities, building more breaks into schedules, helping employees to identify and use their personal strengths, and encouraging employees to solve problems rather than turning to outside experts.

**Harvard Business Review, November 2015, pp110-118 (Gino and Staats)**

### **Multinationals vs. local market players**

As globalisation continues to take place, powerful local companies are beginning to win against their multinational competitors. This trend is especially true in emerging markets where it is usually assumed that multinationals will be the superior force. The authors' collected evidence for eight of the largest emerging markets across 12 industries from 2009 to 2013, reveal ways in which multinationals can compete. These include: making products, marketing and distribution an integral part of local communities, integrating with local supplier networks through joint investment and open innovation, and engaging with governments and regulators.

**Sloan Management Review, Summer 2015, pp45-54 (Santos and Williamson)**

### **Top countries for innovation**

The *World Intellectual Property Report 2015: Breakthrough Innovation and Economic Growth* identifies a small group of countries that are leading

innovation in 3D printing, nanotechnology and robotics. They are described as the three 'frontier' technologies that are expected to contribute to future economic growth. By mapping patents in these fields of innovation, the report reveals that Japan, the US, Germany, France, the UK and the Republic of Korea account for at least 75% of filings in the three areas. Japanese companies lead innovation in robotics, while US organisations collectively file for the most nanotechnology patents, although Samsung is the top filer. The US also files for most 3D printing patents.

**wipo.int, 11 November 2015**

## **Charities and NGOs**

### **Million-dollar philanthropy on the rise**

According to the latest *Million Pound Donors Report* from Coutts, the number of UK charitable donations of £1m or more reached 298 in 2014, the highest number since the report was first produced in 2008. The average value of these donations rose by 15% to £5.3m in 2014, which suggests that large-scale philanthropy is on the increase. Higher education and foundations were the main recipients of million-pound donations, accounting for 67% of the total value. The report, which covers a number of countries, shows that a total of \$24.5 billion-worth of donations of \$1m or more were made last year.

**thirdsector.co.uk, 16 November 2015**

### **HSBC and WWF recreate a river**

HSBC has launched a joint conservation campaign with WWF in which it has transformed the 194m-long sky bridge at Gatwick Airport into a sound installation that replicates the sound of the Yangtze river in China. As passengers cross the bridge they can hear the sounds of the river, which change according to the weather.

**Campaign, 13 November 2015, p8**

## **Durable consumer goods**

### **3D printing moves up a notch**

New techniques in 3D printing will allow people to improve and repair objects they already own. Encore, a 3D printing system developed by a team at Carnegie Mellon University in Pittsburgh, has software which scans an object and then prints an extra piece for it. Encore has already been used for printing the parts of a torch to fit around a battery, or printing a handle for a cup. The technology may help people to extend the value and life of the things they own, rather than starting from scratch. Another 3D printing project, at Hasso Plattner Institute in Germany, can remove redundant sections of an item and replace them with updated designs. 3D printing is on the verge of becoming a mass-market technology, and Gartner estimates that around 250,000 consumer 3D printers will be sold this year, while over 1m will be sold in 2017.

**New Scientist, 14 November 2015, p21**

## Economy and society

### **Employment rate reaches a record high**

Unemployment in Britain has reached its lowest level for seven years, with the number of people in employment rising by 177,000 in the three months to September. This has allowed the employment rate to reach 73.7%, the highest since records began. In contrast annual wages growth slowed during the quarter.

**The Independent, 12 November 2015, p54**

### **Early retirement**

The number of people in Britain who will expect to work into their seventies has risen by a quarter since 2012, according to calculations by *The Daily Telegraph*. Just over 4.9m people intend to wait until they are at least 70 before entering retirement, a rise of 25%. The only option for people wanting to retire early is to accumulate sufficient savings according to Malcolm Barnett, a pensions consultant. The state pension age will rise to 66 by 2020 and 67 by 2028.

**The Daily Telegraph, 11 November 2015 ,p3**

### **White British behind in university stakes**

Research by the Institute of Fiscal Studies reveals that white British pupils are the least likely ethnic group in the UK to go to university. Some 32.6% of white British pupils go to university, with the next lowest ethnic group being black Caribbean pupils (37.4%). The highest participation rate is attained by Chinese pupils at 75.7%, followed by Indians at 67.4%. The report wants more research to be undertaken to find out why this should be.

**The Independent, 11 November 2015, pp6-7; The Times, 11 November 2015, p20**

### **Trade in services – TPP points the way**

In October the Trans-Pacific Partnership (TPP) was agreed between America and 11 other countries. Although it may not result in a tremendous rise in members' exports of goods and services, its real potential lies in the liberalisation of the trade in services. TPP not only reduces tariffs for important industries, such as cars and agriculture, but it also does away with non-tariff barriers, such as customs procedures and regulatory barriers. Service industries, such as finance, telecoms, education and healthcare, are becoming more tradeable because of advances in IT. But while they account for a huge share of GDP in their own countries, they represent only a small portion of trade. Liberalisation could open up global competition in services but there is a long way to go, and TPP is just one small step.

**The Economist, 14 November 2015, p86**

## Energy and utilities

### **UK's energy rating downgraded**

The World Energy Council has downgraded the UK's AAA energy rating to AAB for providing secure, affordable and sustainable electricity. This follows a rise in the cost of power as a proportion of household budget. The Government's decision to cut onshore wind and solar subsidies may lead to a further reduction in the UK's rating. The UK is currently in fourth place behind Switzerland, Sweden and Norway.

**The Independent, 11 November 2015, pp8-9**

### **Connected home buyers**

New research reveals that 7% of UK households have already purchased a connected home device. Of these, just 5% have bought them from their utility supplier, 20% acquired them in-store and three-quarters online. CP Consulting, which carried out the survey, suggests that manufacturers of connected home devices should develop partnerships with installers, utility companies and insurance companies to build market presence. Consumers who have not yet purchased connected home devices are mostly planning to buy a smart thermostat or homes hub to save on energy bills.

**utilityweek.co.uk, 11 November 2015**

### **India: not-so-green energy**

The demand for energy in India will increase rapidly in line with the country's economy and population. According to the International Energy Agency (IEA), coal will continue to be India's dominant fuel, accounting for 49% of total energy by 2040. It also predicts that increased vehicle ownership – an additional 260m cars over the next 25 years – will lead to a rise in oil consumption to the tune of 6m barrels a day. In contrast, renewables and nuclear power will make up only a small part of India's energy portfolio.

**The Economist, 14 November 2015, p101**

## Environment

### **Exxon – suppressing climate change data?...**

ExxonMobil is being investigated amid accusations that it has been suppressing research on climate change since the 1970s. New York State Attorney General, Eric Schneiderman, has requested documents, financial records and e-mails from the company. Bob Ward of the London School of Economics believes this situation can be compared with the actions of the big tobacco companies, who for years knew about the harm done by cigarettes. "The question now is whether ExxonMobil was doing the same with its products", he says.

**New Scientist, 14 November 2015, p6**

### **Oil industry still evading the issues**

In the 1990s, the oil industry responded to environmentalists by launching campaigns to promote discussion on climate change, and by increasing investment in renewable energy. Since then, rising crude oil prices and the financial crisis have resulted in oil companies cutting back their green energy business, while continuing to invest in hydrocarbons. Some oil companies, realising that their reputations are at stake with regard to climate change, have started to invest heavily in natural gas. Some high-cost crude oil projects are being abandoned, but it may take some time for the demand for oil to diminish and cheaper, cleaner alternatives to take its place...

**The Economist, 14 November 2015, pp71-72**

## **Fashion**

### **Sweaters as a high fashion item?**

Cutting edge fashion brands are getting busy on the trusty sweater, with menswear brands, such as Dior Homme and Gucci, offering bright and ritzed-up versions of classics. Danish heritage label S.N.S Herning is creating jumpers in a signature 'bubble texture' for a 3-D effect, whilst Joseph has reworked the Fair Isle technique into patchwork panels. New ways with cashmere include dip-dyeing from US brand The Elder Statesman, whilst London's Matches Fashion has combined neon with subdued stripes. The sweater has worked its way into suiting and even Savile Row's finest are proposing that you combine it with crisp tailoring.

**The Daily Telegraph, 13 November, 2015, p10**

### **Burberry – surprise rise in interim profits**

The luxury clothing retailer says adjusted pre-tax profits rose by 3% to £152.9m in the six months to the end of September. Christopher Bailey, who holds the dual role of chief creative and chief executive at Burberry, said that the company's focus on costs by streamlining its operations, cutting travel costs and reducing bonuses, had helped to boost profits, offsetting a slowdown in Chinese spending. Carol Fairweather, Burberry's chief financial officer, said the company was reducing space in its flagship Hong Kong store, but was making a push on personalised social media campaigns and pop-up stores.

**The Daily Telegraph, 13 November, 2015, p11**

### **Look like you says Amazon**

Amazon Fashion has released some short films for its online campaign which focus on the message that women shouldn't worry about what they look like. An albino model, a very tall fashion blogger and a plus-size activist are shown giving fashion tips to three women – who usually avoid certain fashions because they worry about their appearance. The

campaign uses the line: 'Don't look like me, look like you'.

**Campaign, 13 November 2015, p4**

### **Contactless turns to fashion accessories**

Topshop has launched a range of fashion accessories containing Barclay's bPay technology, which enables shoppers to make tap and go payments at contactless terminals. The Topshop bPay range includes wristbands, smartphone cases, stickers and key chains, all created to hold the bPay contactless chip. The chip links to a secure digital wallet.

**nfcworld.com, 11 November 2015**

## **Financial services**

### **Online banking adoption – review of research**

The study of online banking adoption has matured as a discipline, but is a continuing issue for financial services market researchers. This article aims to review the development of knowledge in the area of online banking research, and in particular, re-evaluates the use of the Technology Acceptance Model (TAM) which is used in online banking research. The authors call for a new approach to the study of bank technology adoption. They highlight alternative theories that can extend knowledge in this area.

**Journal of Financial Services Marketing, Vol 20(4) 2015, pp258-272 (Waite and Harrison)**

### **Pensions and property**

According to an ONS survey, 44% of people in the UK believe that property would 'make the most' of their money, while employer pension schemes were cited as making the most of money by just 25% of people. Reforms came into force in April allowing people more freedom on how to spend their pension money, and it is expected that much of this money will find its way into bricks-and-mortar. However, respondents to the Office for National Statistics wealth and assets survey seemed to agree that workplace pensions are still the safest way to save for retirement (41%) ahead of property, which was mentioned by 28%.

**Financial Times, 11 November 2015, p3**

### **Paying with a selfie**

Students at Southwestern College in Kansas are now able to pay for their food and drink using a selfie. The FreshX service, which has been launched by mobile solutions provider Lucova, together with Fresh Ideas Food Management, involves an app which loads up an image of the student. The students can pay for their meals at the college, where the POS automatically recognizes the student's ID and pulls up their profile, including their image. The whole process is completely hands free.

**nfcworld.com, 10 November 2015**

### **Esure invests in Gocompare**

Gocompare's reinstatement of opera singer Gio Compario in its advertising seems to be paying off: revenues rose by 5.5% to £30.7m in the three months to September. Esure, which was founded in 2000 as one of the first online insurance companies, acquired the rest of Gocompare this year, with the intention of increasing its investment in the site.

**The Daily Telegraph, 12 November 2015**

## **FMCG**

### **Beverages**

#### **Diet drinks more effective than water**

A new study from the University of Bristol suggests that it is better to consume sweet-tasting diet drinks than water when trying to lose weight, because they help to overcome the need for something sweet. It found that the diet drinks were not only better than sugary drinks, but that they actually helped people to lose weight. A 2012 study in the US found that obese people ate fewer desserts if they had consumed diet drinks.

**The Times, 11 November 2015, p11**

#### **Chase Distillers stirs controversy**

William Chase, who built and sold Tyrells Crisps before launching the gin and vodka maker Chase Distillery, has aroused controversy by claiming that some of his rivals are producing "crap" and are "cutting corners" in the process of distillation. He named two of his competitors, Black Cow and Sipsmith, as among those who use "neutral spirit", a ready-made, high-proof alcohol, as the basis for their products. Sipsmith co-founder Sam Galsworth said that his company makes its gin using a "traditional method" that has been employed for "hundreds of years". Helen Watkins from Black Cow said: "I can very safely say that Black Cow Pure Milk Vodka is just that – a vodka made only and entirely from milk."

**The Sunday Telegraph, 15 November 2015, Business, p2**

#### **Megabrew to offload big beer brands**

AB InBev could be forced to sell almost \$7 billion-worth of beer brands to assuage regulators' concerns around the world in the wake of the blockbuster takeover of its rival SABMiller. The Belgian-Brazilian owner of Budweiser and Stella Artois has already started to sell assets. Alongside its recommended offer for SAB, a FTSE 100 company, AB InBev has unveiled a \$12 billion deal to offload a 58% stake in SAB's US venture, MillerCoors, to its partner Molson Coors.

**The Sunday Telegraph, 15 November 2015, Business, p1**

#### **Carling to appear on TV daily during 2016**

Carling is to appear on TV every single day of next year following the signing of a 14-month

sponsorship with Dave. This will include 10-second edits of existing ads during the programming strand, 'Characters on Dave'. These will be followed by ads featuring the Carling characters Dylan and Jon.

**The Grocer, 14 November 2015, p48**

### **Food**

#### **Premier Foods tie-up with Paul Hollywood**

Premier Foods, the company behind Mr Kipling Cakes and Oxo stock cubes, is teaming up with *Great British Bake Off* judge Paul Hollywood to capitalise on the surging popularity of home baking. Premier will launch an exclusive range of premium products under the Paul Hollywood name. The food producer has historically focused less on its home baking range, which includes Mc Dougall's flour and Atora suet. But the hit BBC series has helped to create an industry worth £387m a year, from which Premier Foods hopes to benefit.

**The Daily Telegraph, 13 November 2015, p8**

#### **Fake extra virgin on the menu again**

Seven Italian olive oil companies are being investigated by Turin police for allegedly selling lower-quality olive oil as 'extra virgin'. An analysis of samples from all seven brands found that they did not meet EU labelling rules for extra virgin olive oil. This is not a new problem: in 2012 Italian investigators investigated claims that some of the largest producers had adulterated their oil with cheaper products from other countries. The passing off of adulterated or misbranded oil as 'extra virgin' has been studied by author Tom Mueller in his 2011 book, *Extra Virginity*. He offers some advice for consumers to help them identify the real product.

**theguardian.com, 11 November 2015**

#### **Caviar diversifies**

Snail caviar was first marketed by a French company in the 1980s. Now a producer in Sicily is using a turbo-charged snail breed fed with a special diet to steal a march on rivals. Davide Merlino founded his La Lumaca Madonita company a decade ago and is enthusiastic about the prospects for his 'white gold', which is exported to Russia, Dubai, Switzerland and Italy. The end of sanctions has put Iranian sturgeon caviar back on the market. It was once the world's biggest exporter of the luxury food, selling more than 40 tons in 2000, but exports plunged to just 1 ton last year. This summer's landmark deal, in which Iran agreed to curb its nuclear ambitions in exchange for the removal of sanctions, has sparked hopes of a revival in the exclusive egg trade. Caviar production fits with the Iranian government's plan to reduce reliance on crude-oil revenues and build up a broader range of exports.

**The Times, 14 November 2015, p45, The Independent, 16 November 2015, p27**



## Government and public sector

### **Incivility in political campaigns**

Political observers have noted an increase in the incidence of incivility in politics, which was particularly marked in the advertising that took place during the 2012 presidential election. 'Going negative' is a common tactic in political campaigns, but the level of acrimony may have crossed the line between 'civil discourse' and 'uncivil haranguing'. The authors explore existing research on incivility in political interactions and differentiate it from more common uses of negativity. They examine around 350 TV ads that were aired during the presidential debates of 2012 and the November elections. The implications for political advertising are discussed.

**International Journal of Advertising, Vol 34(5) 2015, pp812-829 (Hill et al)**

### **Smart fridges to report on wastage**

The Food Standards Agency has announced a pilot project to help minimise food wastage using 'big data'. Professor Poppy, the Agency's chief scientific advisor, said that the internet of things – connected household devices – would help to monitor people's behaviour. For example, food and drink kept in 'smart fridges' can be monitored by the researchers to work out how much is wasted and whether people may be keeping food at the wrong temperature. The data from the fridge will be anonymised and it will not be possible to track individuals.

**The Times, 12 November 2015, p25**

## Health and pharmaceuticals

### **Apps help health researchers...**

Scientists are predicting a technological revolution in medical research, thanks to the smartphone and apps such as iPhone's GlucoSuccess. This app is a game changer according to Stanley Shaw of Massachusetts General Hospital, who has been using it to conduct research into Type 2 diabetes. Apps are a powerful way to gather data because they are portable and people regard them as an extension of their lives. Other doctors have launched similar studies using apps to research areas such as Parkinson's, breast cancer and cardiovascular disease.

**Financial Times, 12 November 2015, p14**

### **...but may not be the answer to weight loss**

Researchers at Duke University in North Carolina have found that smartphone apps on their own aren't necessarily the best thing to help you lose weight. A two-year study of 122 overweight people, who were asked to track their diet, weight and exercise using an Android app, revealed that the

control group had lost the same amount of weight as the app users – an average of 0.9kg.

**New Scientist, 14 November 2015, p22**

## IT and telecoms

### **Microsoft's first British cloud data services**

Microsoft has announced a major investment in UK data centres that will allow it to offer its cloud computing service from Britain for the first time. It plans to build two centres next year, chief executive Satya Nadella announced at last week's Future Decoded 2015 conference. The investment, worth hundreds of millions of pounds, will allow businesses and government bodies that use Microsoft's online computing services, Azure and Office 365, to ensure that data about customers and citizens remains in the UK. Amazon has also announced that it plans to build data centres for its cloud computing business in the UK.

**The Daily Telegraph, 11 November 2015**

### **Mobile operators navigate driverless cars**

This article looks at how mobile operators will fit into the emerging field of driverless cars. To date mobile internet has mainly been for the purposes of navigation and entertainment rather than for driving automation or road safety. However, there is increasing innovation relating to the car as a single connected terminal. Tesla's Model S was developed in partnership with Telefónica, while Telekom Austria has forged an alliance with Porsche, and Sierra Wireless has partnered with Citroën. According to Telefónica each player is taking "a different approach in the development of its connected car strategy".

**Mobile Europe, October-November 2015, pp22-23 (Blackman)**

### **Moore's law slows so what about Intel?**

Moore's law – which says that chip density doubles every two years – was articulated in 1965 by Gordon Moore, co-founder of Intel. In fact the pace of development is slowing and the doubling of chip densities now takes around two-and-a-half years. In addition, the cost of keeping pace with Moore's law is rising and few companies are willing to invest. As far as Intel is concerned, the high cost of participation has restricted its competitors. It still has 99.3% share in server processors and 89% of PC chips. But PC shipments are forecast to fall below 300m this year and Facebook, Google and Amazon may well decide to design their own chips. Another problem for Intel is that it has not succeeded in gaining a significant share of the mobile market.

**Bloomberg Businessweek, 9 November 2015 January 2016, p58**

## Leisure and tourism

### Sports brands in social media

Little is known about the impact of social media in the sports industry, or how it is used for branding purposes. This is despite its increased use and adoption among sports organisations and fans. This case study analyses the use of Twitter by a professional football organisation to examine its brand attributes (product- and non-product-related), and to investigate how brand attributes influence the responses of online followers in relation to Twitter's engagement features, such as 'Reply', 'Retweet' and 'Favourite'.

**Journal of Brand Management, Vol 22(7) 2015, pp551-568 (Parganas et al)**

### Marriott hotel group buys rival

Marriott international has acquired Starwood Hotels & Resorts Worldwide, the owner of the Sheraton and Westin brands. The deal, worth \$135 billion, including debt, will create the world's biggest hotel company with revenues of \$2.7 billion. As well as accelerating the expansion of Starwood's brands, Marriott said that it would use the cash generation from the combined businesses to return at least \$2.25 billion to its investors. The enlarged group will have more than 5,600 hotels with a total of 1.1m rooms. Wouter Geerts, travel analyst with Euromonitor International, said "The planned acquisition will make the combined company the uncontested top hotel player".

**The Times, 17 November 2015, pp39,45**

## Materials and mining

### EU steel steeling itself for cuts

Wolfgang Eder, chairman of the World Steel Association, believes that the European steel industry will need to halve in size by 2030. The problem lies with over-capacity, which will have to be reduced by around 50% over the next 15 years. Britain's steel industry has already lost 5,000 jobs this year, as it struggles with competition from cheap Chinese steel and high energy costs. European steel makers employ around 330,000 people at over 500 sites.

**The Daily Telegraph, 16 November 2015, p3**

## Media

### Books

#### Optimism among independent publishers

The first *Independent Publishing Report* from the Independent Publisher's Guild reveals that 51% of companies surveyed believe that their business is growing. The survey, which was undertaken during September and October 2015, also reveals that 34% of respondents say their company is stable, while

only 15% are observing a contraction in business. According to 48% of respondents, new channels to market are having a positive effect on their business, while 55% plan to increase their print title output, and 30% plan to increase their ebooks.

**The Bookseller, 13 November 2015, pp4-5**

### Film

#### VR turns its attention to film

Mass adoption of virtual reality technology may depend on the actions of Hollywood. Robert Stromberg of Virtual Reality Co. has been working with film director Ridley Scott to create a VR experience for his movie, *The Martian*. The project, which isn't part of the actual film, places viewers in the environment of the movie; it will be released for headsets next year. The next big step will be when studios produce or fund cinematic VR in the form of immersive, interactive, short-form VR designed specifically for film. But, given the level of investment required – a VR experience can cost up to seven figures for just a few minutes – it is hardly surprising that film companies are taking things slowly.

**Bloomberg Businessweek, 9 November 2015 January 2016, p74**

### Internet

#### ISBA event focuses on ad blocking

Some 15% of British adults who go online currently use ad blocking software and 56% are not aware that ad blocking can result in loss of revenue for a website. The number of internet users who use such software has risen by 41% compared with last year, which could have serious consequences for the industry. At the end of October the ISBA held its *Ad Blocking* event, one of the first events to focus exclusively on the subject. It highlighted the concerns of advertisers and publishers regarding the increased use of the software. One of the results of the ad blocking trend, is the difficulty for advertisers of reaching tech savvy 18 to 24 year old males, who are watching less traditional TV while engaging in ad blocking online. The views of some of the event attendees are summarised.

**isba.org.uk, 11 November 2015**

### Magazines

#### Elsevier has defied predictions of demise

In 1995, Forbes predicted that Elsevier, the world's largest publisher of scientific journals, would soon become 'the internet's first victim'. But over the past two decades Elsevier has grown, even though the internet has transformed publishers' business models. However, its seeming immunity to disruption is now breeding resentment. "They are too greedy and so the scientific community is getting fed up", claims Vincent Larivière, assistant producer of information science at the Université de Montréal. University libraries have little choice but to

do business with Elsevier, which publishes 380,000 articles a year in about 2,500 journals, many of which are essential reading for academics in their field.

**Financial Times, 16 November 2015, p21**

## **Social media**

### **Give up Facebook and be happier**

Researchers have found that giving up Facebook helps to reduce anger and loneliness. Participants in a study reported a significant rise in life satisfaction just a week after giving up Facebook, according to the Happiness Research Institute in Copenhagen. Its report, *The Facebook Experiment*, says that Facebook and other sites are 'a constant flow of edited lives, which distort our view of reality'. Participants also reported an increase in 'real-world social activity' after eschewing Facebook.

**The Times, 11 November 2015, p11**

## **Television**

### **India's Time Now to launch in UK**

Time Now, India's most-watched English-language-news channel, has just launched in the UK, as it accelerates global growth plans, that the company says will in time allow it to challenge Al Jazeera and the BBC. Backed by Bennett, Coleman & Co, a media conglomerate that owns *The Times of India* newspaper, Times Now will target Britain's 1.4m diaspora Indians by rebroadcasting existing shows on Sky. The launch is the first step in a wider European expansion, in which it hopes to begin broadcasting in France and Germany next year. In a hunt for advertising deals, Times Now is hiring executives in London. MK Anand, chief executive says the UK "can be our biggest diaspora market and a bridge into Europe....Over the longer run there is no reason for us not to envisage Times Now as a global brand".

**Financial Times, 16 November 2015, p21**

### **Most popular shows British says BBC**

The director-general of the BBC, Lord Hall, says that the 3,400 most-watched TV shows of the year are British. Speaking to the Lords communications committee he said that viewers preferred shows such as *The Great British Bake Off* and *Strictly Come Dancing* to foreign imports. However, he also said that spending on British content had fallen after the licence fee had been frozen in 2010.

**The Daily Telegraph, 11 November 2015**

## **Packaging**

### **Packaging design**

How do you make your brand stand out among the estimated 20,000 media messages which people are exposed to every day? Communications, notably TV advertising, have traditionally been narrative-based in which the actual product is only shown in the last

three seconds of the ad. The author argues that this no longer works, and that people need to see what the product looks like in the first three seconds of the ad – because that's how fast they can skip an ad on YouTube. Visuals are processed 60,000 times faster than text and visual branding is an effective way of giving consumers immediate information. Digital print technology allows consumer goods packaging to be printed with a high level of personalisation, customisation and immediacy. This article focuses on Coca-Cola's Share a Coke campaign.

**Admap, November 2015, pp27-29 (Ewer)**

## **Retailing**

### **John Lewis enters European market**

John Lewis is to expand into the Netherlands, which will provide the retailer with its first physical presence in Europe in its 150-year history. It plans to open concession stores or shop-in-shops in three De Bijenkorf department stores, which will sell John Lewis own brands. This follows trials in Singapore, South Korea and the Philippines.

**The Independent, 12 November 2015, p54; Retail Week, 13 November 2015, p1**

### **The biggest global spending spree**

Last week China celebrated Singles' Day (since 1993 it has been the day on which single students buy themselves presents) or Double Eleven as it is also called, because it refers to 11 November. The day has become a Chinese institution, creating huge revenues for online giant Alibaba. In 2009 Alibaba decided to launch an annual online sale in which just 27 merchants took part; now there are 27,000 merchants participating in the event, which is far bigger than Black Friday or Cyber Monday in the US. Alibaba says this year's Double Eleven will be the most international yet, with a record number of foreign brands taking part. The *FT* focuses on the fact that Singles Day is also China's biggest day for counterfeit goods, and looks at the measures being taken to tackle this.

**The Guardian, 11 November 2015, p31; Financial Times, 11 November 2015, p18**

### **Price war continues**

The UK's supermarket price war shows no signs of slowing down. Sainsbury's has just reported a double-digit fall in profits and its boss, Mike Coupe, says he expects falling prices to continue for at least another year, while the discounters will continue to "represent a significant threat to mainstream supermarkets". *The Guardian* takes a look at the major supermarket chains to see who will fare better than others this Christmas.

**The Independent, 12 November 2015, p57; The Guardian, 12 November 2015, p37**

## Services

### **Rugby cup brings cheer to Young's**

Despite England's early exit from the Rugby World Cup, pubs run by Young & Co's Brewery enjoyed a boost from the tournament. Like-for-like sales for the six weeks since the end of September surged by 9.6%, a jump that chef executive Stephen Goodyear attributed to the competition. "We were geared up for it, we marketed it very heavily, we put big screens in pubs" he said. Young's, which runs about 220 pubs, reported a 3.7% rise in pre-tax profits to £19.5m for the six months to 28 September.

**The Daily Telegraph, 11 November 2015**

### **Dispensing with the barman**

The Makr Shagr bar, developed at MIT's Senseable City Lab, has robotic arms that can make a good cocktail. Director Carlo Ratti claims that it can reproduce all the actions of a barman, including shaking a Martini and thinly slicing a lemon while mixing drinks to 'millimetre precision'. Customers can place their orders through a special app and choose from classic cocktails, or create their own from scratch. Two Makr Shagr bars have been installed on Royal Caribbean cruise ships. The team development is working on new configurations, such as a smaller machine for cafés or even a low-cost version for the home!

**Wired, December 2015, p48**

### **Amazon sets the bar high for delivery speed...**

Amazon has launched a same-day delivery service in Greater London, Hertfordshire and Berkshire. Today's consumers expect to be able to press a button and instantly satisfy their desires – Amazon is responding to this need, as are services such as Uber, Deliveroo and Bizzby. Amazon's 'growth-first, profit-later' strategy seems to be paying off: it reported a \$79m net profit for the last quarter, compared to a net loss last year. Even if Amazon starts off with a loss on its delivery service, it will have gained first-mover advantage over its competitors, by creating a new segment in home delivery speeds. However, people will start to expect the same service from other retailers.

**The Daily Telegraph, 13 November 2015; Retail Week, 13 November 2015, p4; Financial Times, 14-15 November 2015, p17**

### **...while Asda unveils ToYou**

Asda has announced plans for a 'game-changing' parcel collection and return service. It will allow customers to collect and return orders placed with other companies at all of its 614 stores. The service, which is called ToYou, is open to all retailers and Asda claims it is the 'first true end-to-end parcel solution owned by one company'.

**The Grocer, 14 November 2015, p12**

### **We Are Pop Up launches social network**

We Are Pop Up has introduced a new messaging platform, allowing independent retailers to connect with owners of available retail property. The social network enables retailers to contact each other, collaborate on retail projects, pool budgets and book larger spaces than they might otherwise have done. Earlier this year We Are Pop Up launched a crowd-sourced property letting scheme called ShopShare.

**Retail Week, 13 November 2015, p26**

## Transport and travel

### **EasyJet in talks with long-haul carriers**

EasyJet is in talks about becoming a short-haul feeder to long-distance airlines, its chief executive disclosed yesterday. There was demand for easyJet's services, Carolyn McCall said, because short-haul European flights are "prohibitively expensive" for legacy airlines and carriers including Air France-KLM and Lufthansa. Easyjet's fierce rival, Ryanair, is also in talks about supplying Airlines such as Aer Lingus and Virgin Atlantic. To mark its 20<sup>th</sup> birthday, EasyJet announced a loyalty programme for frequent fliers, which it will begin to roll out early next year following an 18-month trial with 15,000 customers. The scheme, called Flight Club, will be invitation-only and will offer perks to travellers who take at least 20 easyJet flights a year.

**The Daily Telegraph, 11 November 2015, p12**

### **Rolls-Royce shares dive**

The FTSE 100 engineering group saw its shares crash 147.5p yesterday, down nearly 20pc to a five-year low of 536.5p, after it revealed that airlines are 'parking' older, less fuel-efficient jets. This has reduced the lucrative after-sales services and high-margin sales of spare parts. Rolls has also been affected by lower demand for engines in the corporate and regional jets market. Just days after taking controls at the company, chief executive Warren East issued a profit warning, citing tougher markets and lower demand for its Trent 700 engine. Realising that the company has become too 'unwieldy' to respond fast enough to rapidly-changing markets, he has announced a cost-cutting programme to save up to £200m a year from 2017 but cost cuts alone may not be enough...

**The Daily Telegraph, 13 November 2015; Financial Times, 13 November 2015, pp18,21**

### **VW returns to UK advertising**

Following the emissions scandal, VW has only just started advertising again in the UK. However its ads are fairly low-key, focusing mainly on radio, press and online.

**Campaign, 13 November 2015, p5**



## Buzz phrases

### **Phish or phool**

Nobel laureates Robert Shiller and George Akerlof have written *Phishing for Phools*, a book about how the sellers of cat food and other products and services 'phish' people into buying things they don't want or need. 'Phishing' has traditionally been used to describe internet fraud but here it is used more broadly to describe a general world of deception. The term 'phools' is used to describe the victims of phishing. Professor Shiller even claims to have eaten his cat's food to prove that the so-called premium product is no better than normal food. The two economists regard cat food as symptomatic of a much bigger trend in society: 'those pernicious voices that tell us to buy what we think we want, rather than what we really want'. The world of 'phishers' is everywhere, from pharmaceutical companies to politicians and tobacco companies. Despite this, the authors fervently defend the free market and believe that what is needed is better regulation.

**[bbc.co.uk/news](http://bbc.co.uk/news), 13 November 2015**

Written by CIM's Knowledge Services Team

© Copyright 2015 CIM

The views expressed in *Cutting Edge* are not necessarily those of The Chartered Institute of Marketing.

## On the Move

Name	From	To	New title	Source
Alex Belardinelli	various	Uber	Head of Comms for UK and Ireland	PR Week
Katja Hall	Confederation of British Industry	HSBC	Head of Public Affairs	PR Week
Matthew Kershaw	Bartle Bogle Hegarty	Iris	Managing Director of Content	Campaign
Alex Lomizov		Future Thinking	Head of Analytics for the Analytics Hub Brand	research-live.com
Alice MacAndrew	NewsCorp	Thomas Cook	Group Comms Director	PR Week
Seumas Milne	Guardian	Labour Party	Executive Director of Strategy and Comms	PR Week
Christina Smedley	PayPal	Facebook	Director of Comms	PR Week
Laura Wendt	Singapore Telecommunications	GfK	Executive VP, Media for Consumer Experiences and Consumer Choices in North America	research-live.com

## Promotions

Name	Company	Previous title	New title	Source
Nick Bailey	Isobar	CE and Executive Creative Director of Isobar UK	Chief Creative Officer EMEA	Campaign
Bethan Ferguson	Quercus	n/a	Marketing Director	The Bookseller
Dom Goldman	Grey London	Deputy Executive Director	Executive Creative Director	Campaign
Vicki Macguire	Grey London	Deputy Executive Director	Executive Creative Director	Campaign
John Saunders	Fleishmanhillard	President, EMEA	President and CEO	PR Week

## Sources

We created this edition of *Cutting Edge* from the sources listed in the next column. As a member you have access to a discrete range of them through the CIM website, some are freely available on the internet, but there will be others that we can only supply you with through our photocopying service.

To access the journals you have available to you as a member:

- Go to [www.cim.co.uk/elibrary](http://www.cim.co.uk/elibrary) and log in to the site.
- You will then have access to the links to Ebsco, Emerald and the e-books available via MyLibrary.
- A user guide for the electronic resources is also available here.

**Please note:** the titles as they appear in *Cutting Edge* are **not** the same as in the original article. If the journal is within Ebsco, you can search by publication, which then allows you to choose the date. This page will also clearly show if there is an embargo on the title or if there is a short delay.

### Key

\*\*Full text available on Ebsco – although there may be an embargo

\*Abstract available on Ebsco

+Full text available on Emerald

~Available online if you register

# Key Note reports are available in the library at Moor Hall. Members can request the contents pages of a report and can receive up to 10% via our photocopying service. We can also supply the reports in full at a discount.

Please contact the library if you would like any further assistance or would like more information on our photocopying services (charges apply) or purchase of Key Note reports.

Tel +44 (0)1628 427333

Email [library@cim.co.uk](mailto:library@cim.co.uk)

Admap

Association Meetings International

[www.bbc.co.uk/news](http://www.bbc.co.uk/news)

Bloomberg Businessweek\*

The Bookseller\*\*

Campaign\*\*

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

Construction News

[The Daily Telegraph](http://TheDailyTelegraph.com) ~

The Economist\*

European Management Journal

[The Financial Times](http://TheFinancialTimes.com) ~

The Grocer

[The Guardian](http://TheGuardian.com)

Harvard Business Review\*\*

[The Independent](http://TheIndependent.com)

International Journal of Advertising\*\*

[www.isba.org.uk](http://www.isba.org.uk)

The Journal of Brand Management\*

Journal of Financial Services Marketing\*

Journal of Marketing Analytics\*

Journal of Product Innovation Management\*\* (12 month embargo)

Journal of Strategic Marketing\*\* (18 month embargo)

Marketing Week \*\*

Meetings & Incentive Travel

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

New Scientist\*\* (1 month embargo)

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

PR Week

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

Retail Week

[Third Sector](http://ThirdSector.com) (selected articles available)

The Times

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

[www.wipo.int](http://www.wipo.int)

[Wired](http://Wired.com) (selected articles available)

Please contact the library if you would like any further assistance or would like more information on our photocopying services.

Tel +44 (0)1628 427333

Email [library@cim.co.uk](mailto:library@cim.co.uk)

## Contents

To fast forward click on the following links:

[Agriculture, fishing and forestry](#)

[Building industry](#)

[Businesses and strategy](#)

[Charities and NGOs](#)

[Durable goods](#)

[Economy and society](#)

[Energy and utilities](#)

[Environment](#)

[Fashion](#)

[Financial services](#)

[FMCG](#)

[Beverages](#)

[Food](#)

[Government and public sector](#)

[Health and pharmaceuticals](#)

[IT and telecoms](#)

[Leisure and tourism](#)

[Marketing trends and issues](#)

[Advertising](#)

[Agencies](#)

[Brands and branding](#)

[Conferences and events](#)

[Consumer behaviour](#)

[Direct marketing](#)

[Law](#)

[Marketing](#)

[Market research](#)

[Public relations](#)

[Materials and mining](#)

[Media](#)

[Books](#)

[Film](#)

[Internet](#)

[Magazines](#)

[Social media](#)

[Television](#)

[Packaging](#)

[Retailing](#)

[Services](#)

[Transport and travel](#)

[Buzz phrases](#)

[On the move](#)