

Cutting Edge: Our weekly analysis of marketing news

25 November 2015

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

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Marketing trends and issues

Advertising

20th century shockvertising

Charles Saatchi's new book, *Beyond Belief*, brings together some of the most shocking advertising of the 20th century, ranging from racism and sexism to implausible health claims. For example, a 1904 ad for Iver Johnson firearms claimed that the gun could "shoot straight and kill" but was "absolutely safe". It was accompanied by the image of a young child playing with the gun. Elliott's White Veneer was being advertised using an image of a black person being daubed in white paint with the message: "See how it covers over black", while a Lucky Strike cigarette ad came with the reassurance that "20,679 physicians say that 'Luckies are less irritating' for the throat".

The Guardian, 19 November 2015, pp10-11

The impact of advertising repetition

This study investigates the number of exposures that are needed to maximise consumer response to an ad. It reveals that maximum attitude is reached at around ten exposures, while recall increases linearly and does not level off before the eighth exposure. The study also examines whether the repetition effects depend on other factors: low involvement and spaced exposures are found to promote repetition effects on attitude toward the brand. Embedded advertising and massed exposures enhance the repetition effects on recall but repetition effects decline over time for both attitude toward the brand and recall.

Journal of Advertising, Vol 44(4) 2015, pp415-428 (Schmidt and Eisend)

ASA – new complaints handling procedure

On 23 November the Advertising Standards Authority (ASA) put a new procedure in place for complaints handling. Its Prioritisation Principles will be used to guide complaints handling, enabling the organisation to focus more on the issues that it believes to be most important and to enable it to act "proportionately" in response to complaints. Most complainants and advertisers will not be affected by the policy change. However, where the new approach does apply, complainants and advertisers will be contacted by the ASA.

lexology.com, 19 November 2015

Agencies

MEC offers digital tonic

WPP agency MEC has created a division called MEC Tonic which will help clients with their digital requirements by harnessing the expertise of start-ups, such as Seenit, Openr and Rezonence. MEC will tackle a client's digital through an understanding of how technology can help the business and by matching the brand to a relevant start-up. The agency says it wants to use "emerging technology at the points in the customer journey that have the biggest impact on purchase decisions".

Campaign, 20 November 2015, p8

VCCP increases media clout

Last week ad agency VCCP acquired Adconnection, which will effectively triple its VCCP Media ad-buying capacity. VCCP is responsible for work such as the meerkats for Comparethemarket.com and *Be more dog* for O2. VCCP Media and Adconnection are unusual in that they have remained as independent media agencies in a sector dominated by the big groups, such as Omnicom and WPP.

Campaign, 20 November 2015, p23



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www.cim.co.uk/charteredcpd

WPP's whitewashing of Egypt

WPP has been accused of 'whitewashing' Egypt's record on human rights, after describing how it organised a major economics conference which distracted the global media from reporting 'negative' news about the country. WPP played a key role in the Egypt Economic Development Conference (EEDC), which was attended by 30 heads of state and featured high profile speakers including Tony Blair. According to a case study document published on WPP's website, the conference resulted in the successful rebranding of Egypt. According to research done by the human rights group Reprieve, almost 600 people have been sentenced to death in Egypt since the beginning of last year. Donald Campbell, head of communications at Reprieve, said "WPP's own comments suggest that they have worked to distract attention from the 'political' agenda in Egypt – which in recent years has been dominated by a brutal crackdown on dissent..."

The Independent, 21 November 2015, p19

Brands and branding

Brand placement

Brand placements are frequently associated with media characters in films or TV series and viewers often relate to such characters. There has been little research into the influence of such characters on brand placement effects. Two studies examine the effect of parasocial interactions with media characters on perceptions of brands related to media characters. The mechanisms and implications are discussed.

International Journal of Advertising, Vol 34(5), pp720-743 (Knoll et al)

Gimmick or true personalisation?

Brands are increasingly launching gimmicky campaigns – Nutella and Marmite are the latest to have offered customers the chance to put their names on jars – which can be successful at creating 'short-term hype' but how do they affect the brand in the long-term? It is pointed out that simple customisation is not the same as personalisation and that, in the future, brands, such as Cadbury or Marmite, may go for 'true personalisation', such as flavour personalisation, to differentiate themselves.

Marketing Week, 19 November 2015, pp8-9

Children

Children lack awareness of internet

An Ofcom study report into media attitudes among children and parents has found that children who have grown up with the internet (digital natives) often suffer from a lack of 'online nous' – in other words they cannot decide if what they see is true or impartial, while only a third of 12 to 15 year-olds are able to identify paid-for ads. The study also found that children are increasingly using YouTube as a source of "true and accurate" information and that

just half of 12 to 15-year-olds who visit YouTube are aware that advertising is the main source of revenue for the site.

The Daily Telegraph, 20 November 2015, p19

Ban on 'kidverts' for sugary snacks

The online marketing of sweets, crisps and fizzy drinks to children using social media, computer games and cartoon characters is likely to be banned in an effort to combat obesity. The Committee of Advertising Practice (CAP) announced in September that it was consulting on the introduction of new rules governing advertising to children. The rules, which will not be statutory, will be enforced by the Advertising Standards Authority. Ian Wright, director-general of the Food and Drink Federation said: "This is going to be a major change. It will mean no marketing or advertising of foods high in fat and sugar to children under 16".

The Sunday Times, 22 November 2015, p15

Conferences and events

ROI a key concern

The British Meetings & Events Industry Survey 2015/16 is an in-depth study of the buying trends of nearly 500 UK-based event organisers. The focus this year is on return on investment, with 58% of associations indicating that they now measure ROI, up from 28% in 2014; for corporates the figure has risen from 36% to 49%. This trend could be related to budgets cuts: both corporates and associations have had their event budgets reduced over the period, while the volume of events has fallen by 25% and 40% respectively. Over half (54%) of UK corporates have gone overseas for events in the past year, a 10% increase on last year. Technology and social media are also on the increase in both sectors: 42% of associations use social media for communicating with delegates, while there has been a 10% rise in the number of corporates using event apps and video conferencing.

Meetings & Incentive Travel, November-December 2015, pp21,33-35

Partnerships

This article asks whether full-service agencies are better than specialists. Some large corporates still prefer full-service agencies while others work with a number of specialist agencies. The fact is that many full service agencies form partnerships with specialists; such alliances allow agencies to work in areas in which they themselves might not have expertise, such as A/V, production or technology. Three agencies explain what partnerships mean to them with particular reference to meetings and events.

Conference & Incentive Travel, November-December 2015, pp22-23

Every picture tells a story

A picture or video can be far more powerful than words so it is not surprising that social apps that enable photos, videos and video streaming are becoming part of the events scene. It is likely that event marketers and participants will increasingly use social photos and video tools. This article looks at how Instagram, Snapchat, ChirpR, Vine and others are finding their way into events. Periscope, which has been acquired by Twitter, is one of a raft of apps allowing real-time video postings at events. Meeting planners are advised to prepare for greater Wi-Fi and cellular bandwidth as well as addressing the copyright issues that will arise.

Association Meetings International, November-December 2015, p45

Consumer behaviour

Consumer design perceptions

Design is important, not only for the adoption of products, but also for their continued usage. Consumers interact with products while evaluating their design. This is particularly true of digital devices, a class of consumer products that require two way interaction. As far as product consumption goes, there is little research on consumers' subjective understanding and perception. Most efforts have focused on factors such as aesthetics, ergonomics and functionality. The authors develop a multi-dimensional framework to provide an overall 'operationalisation' of a product's design by the user. The effect of design perception is tested for two outcomes: user experience and consumer-based brand equity.

Journal of Brand Management, Vol 22(7) 2015, pp603-630 (Mishra et al)

Customer relations

Customer lifetime value

Companies often waste marketing budget by targeting customers who cost more to acquire and retain than they deliver in revenues. This is because too few companies are calculating customer lifetime value (CLV). CLV calculation can be used to identify prospects and customers that are worth investing in, as well as helping a business to increase CLV. To make the best use of information provided by a CLV calculation and to promote the loyalty of profitable customers, it is important to create a retention plan. This article sets out the elements involved in building a lasting customer relationship programme and provides two case studies.

Admap, November 2015, pp10-12 (Richardson)

Manufacturers, internet of things and loyalty

The internet of things – the connection of previously dumb objects – is most obvious in areas of manufacturing such as the supply chain. Andy Hobsbawn, founder of Evrythng which provides technology for connected objects, believes that the

biggest revolution will be in customer relations. Manufacturers are gradually realising that the best way to sell products is through personal relations with customers, rather than investing heavily in broad marketing campaigns. As it becomes cheaper to add sensors and microchips to products to connect them to the internet, manufacturers will be able to find out more about how consumers are using them. Makers of products may eventually be on an equal footing with retailers and platform owners, such as Google, when it comes to customer loyalty.

The Economist, 21 November 2015, p73

Direct marketing

Companies are using old data

A survey by Royal Mail Data Services reveals that 63.3% of UK businesses are using out-of-date customer information: 62.8% said their customer data was incomplete while 60.1% said they had very little data for some of their customers. Only 43.4% of companies admitted to automatically validating the customer data they capture on their websites, while 21.4% have no validation process. Poor data quality implies that businesses lack the wherewithal to create personalised customer communications or implement data-driven marketing. This means that businesses could be relying on around 40% of their customers to create business growth.

Database Marketing, November 2015, p6

ICO clamps down on list brokers

The Information Commissioner's Office (ICO) is writing to all companies known to be in the list broking business to demand information on their transactions and compliance processes. This forms part of its efforts to crack down on businesses that trade in personal data used for marketing calls and text messages. The ICO plans to fine three companies this week, including two who made unsolicited calls offering services aimed at reducing nuisance calls!

Financial Times, 23 November 2015, p4

Law

TPS can trace nuisance callers without name

The UK's Telephone Preference Service (TPS) says that it is now possible to complain about rogue callers without needing the name of the company that made the unsolicited call. Consumers who make complaints need only provide the time of call and the phone number that called. It is a legal requirement for companies to screen their calls against the TPS register and they are not allowed to call people on the register unless they have given consent. Rachel Aldighieri, MD of the Direct Marketing Association, says that nuisance callers "are a menace" and give the "legitimate industry" a bad name.

Database Marketing, November 2015, p6

CMA tackles ignorance of competition law

The Competition and Markets Authority (CMA) has produced a series of guides on competition law, such as price-fixing and bid-rigging, as well as some case studies about companies that have broken the law. It has also created a series of short films about illegal practices, to help prevent small firms from becoming victims or perpetrators of crime. This follows research in which the CMA found that almost four out of five firms did not understand competition law. The Federation of Small Businesses has welcomed the initiative.

The Daily Telegraph (Business), 19 November 2015, p8

Community trademark registration

EU trademark applicants could, until recently, avoid the Office for Harmonisation in the Internal Market's (OHIM) policy of rejecting descriptive or non-descriptive word-marks by simply combining the word with a logo or figurative element. Over the past year, however, there have been signs that the OHIM has been taking steps to prevent attempts to evade its rules. OHIM believes that word marks do not perform the 'essential' function of a trademark and do not properly represent the commercial origin of the goods or services. This article covers four cases which illustrate the point.

lexology.com, 18 November 2015

Marketing

Digital marketing measurement in B2B

Digital marketing (DM) is a growing trend in the industrial sector which has been increasing its investment in digital marketing activities. Investment in DM is partly motivated by the fact that its results are more easily measured compared with those of traditional marketing. The authors review performance literature and apply it to the use of Web analytics which is defined as "the measurement, collection, analysis and reporting of internet data for the purposes of understanding and optimising web usage". This study of industrial companies (characterised by complex selling processes) reveals how they can use web analytics to show how digital marketing benefits their business.

Industrial Marketing Management, Vol 50 October 2015, pp117-127 (Järvinen and Karjaluoto)

Sales and supply – overcoming the divide

The ability to compete in different strategic areas at the same time requires coordination of the sales operation with the supply chain operation. This can be difficult since the two sides of the business are often disconnected, a problem that has led many companies to either sell excess products at below market rates or lose sales due to an inventory shortfall. The divide between supply and demand continues to pose a problem even in the era of big data and just-in-time delivery. Most companies still

do not know how to serve their most important customers in order to maximise value both to the customer and the business: a company with excellent sales and marketing and a great operations team can still fail to deliver the right benefits to a customer. Successful companies in this respect have passed through five key stages. Case studies of two unnamed *Fortune 500* companies are included.

MIT Sloan Management Review, Vol 56(4) 2015, pp16-18 (Tate et al)

Market research

UK companies lag in use of insight

A new report, *Insights 2020 - Driving Customer-Centric Growth*, reveals that 56% of UK businesses possess the insights capabilities required to drive customer-centric growth, even more so than the global average of 49%. Yet only 37% of UK businesses achieve a 'customer obsession' level of customer focus, which is the factor that makes the biggest difference to customer-centricity. Just 33% of UK businesses said they had a "strong brand purpose", compared with 49% of businesses worldwide. The study was carried out by Millward Brown Vermeer in partnership with the Market Research Society (MRS) and other organisations.

research-live.com, 18 November 2015 (Morgan)

Public relations

Pre-crisis reputation management

Reputation damage used to be a temporary issue for companies, but increasingly analysts and investors want to see how companies are managing their reputation in the longer-term as a way of deciding how the stock will be valued. Value and reputation are closely connected: if a company cannot demonstrate that it has processes and competencies in place for managing reputation issues, then its value will be affected. The investment community is willing to forget about past reputational crises provided the company shows that it has learnt from them. Five steps are set out to help companies show that they are ready to deal with reputational issues before they arise.

PR Week, November 2015, p77

Crisis management

On 5 November a mudslide in Brazil wiped out the village of Bento Rodrigues. The landslide was created by waste material from an iron ore mine part-owned by BHP Billiton. Experts say that BHP's crisis management has been "textbook": chief executive Andrew Mackenzie not only spoke to the media straight away but then flew out to the site of the disaster. It is larger companies that appear to be better at dealing with reputational crises because they have the resources and capacity to put risk-management protocols in place. This article examines various corporate crises and why some have turned out to be PR disasters (BP, Potters Bar

rail crash), while others have been handled well, (TalkTalk and Virgin Trains).

The Independent, 18 November 2015, p53

Sponsorship

Concurrent sponsorships

Concurrent sponsorship, when several brands sponsor the same event at the same time, is a common situation but little research has been done into its effect. This research explores the transfer of image that takes place among the sponsoring brands in a concurrent sponsorship situation. The results of two experiments reveal that this image transfer is due to the process of brand stereotyping. The implications of the findings for sponsorship research are discussed, along with possibilities for future research.

Journal of Advertising, Vol 44(4) 2015, pp300-314
(Carrillat et al)

Agriculture, fishing and forestry

Frankenfish gets approval

The US Food and Drug Administration (FDA) has declared the first genetically-modified species in the world as fit for human consumption. The GM Atlantic Salmon, which grows twice as fast as ordinary salmon, can be grown in fish tanks in warehouses. Attempts by a coalition of over 20 anti-GM organisations to block approval of the so-called "Frankenfish", appear to have failed and this may open the way for the fish to be approved in other parts of the world. However, the FDA's approval only extends to land-based hatcheries which can allow it to be farmed close to consumer markets.

The Independent, 20 November 2015, pp4-5

Weddings down on the farm

There is a current trend for 'on-farm' weddings which can offer a unique setting for a couple's big day. These are also beneficial for farmers who want to diversify into the events industry. *Farmers Weekly* talks to three farming families who have diversified into weddings and identifies the opportunities and pitfalls.

fwi.co.uk, 21 November 2015

Building industry

Data dispute – but growth still happening

This article focuses on the fact that recent Office for National Statistics (ONS) and Markit/CIPS data have significantly differed with regard to the output of the construction industry. There are some positive messages to take away: the Markit data is still ahead of its 50.0 mark (denoting no change in the industry) which means that output is still growing. According to the ONS, output fell by 2.2% in Q3 but in absolute terms it was still at its second-highest

level since Q1 2008. Overall the trend is looking positive.

Construction News, 20 November 2015, pp34-35

Infrastructure at risk from skills gap

Infrastructure UK's publication, the *National Infrastructure Plan for Skills*, has identified a 100,000 labour gap which is impacting the UK's national infrastructure pipeline. London Chamber of Commerce and Industry chief executive, Colin Stanbridge, says that the plan highlights the fact that, "the skills issue is a pervasive one across the UK". He believes that schools should be better incentivised to provide careers advice and that skills funding should be devolved to allow for "local, demand-led training".

London Business Matters, November 2015, p25

Breedon Aggregates in hopeful deal

Breedon Aggregates has acquired Hope Construction Materials, which owns one of Britain's largest cement plants, 152 concrete sites and a number of rail depots. The resulting company will be worth £800m and will compete with the likes of LafargeHolcim, Cemex and Heidelberg. The Competition and Markets Authority is likely to investigate the deal.

The Times, 19 November 2015, p52

Businesses and strategy

The global supply chain

The complex structures of supply chains around the world have helped to drive growth in emerging markets, as companies search out the most cost-effective locations for manufacturing operations. There have been signs that rising costs in some previously low-cost areas are leading to the trend for 're-shoring' or bringing production back to the home market. However, a new study, entitled *Global Supply Chain Benchmark Study: An Analysis of Sourcing and Re-structuring Decisions* from a group of business schools, reveals that manufacturers are reversing or redirecting their global supply chains and sourcing strategies "on an unprecedented scale". The research addressed three central questions: What are companies doing; what are the main reasons guiding their decisions; and what is the expected impact? This article looks at emerging trends with a focus on Africa's supply chain.

Journal of Strategic Marketing, October-November 2015, pp36-38 (Zúñiga)

Intellectual capital – top management team

Intellectual capital is an intangible asset that is often associated with a company's performance and can be defined in terms of human, structural and relational capital. The authors seek to examine the effect of TMT (Top Management Team) diversity in human capital on performance and the effect of corporate strategy (product and international

diversification) on performance. The study is based on a sample of multinational enterprises from a range of industries who have their Headquarters in Spain.

European Management Journal, Vol 33(5) 2015, pp322-331 (Díaz Fernández et al)

Managing disruptive innovation

It is difficult to predict whether a potential disruption will radically change an industry and how quickly this might happen. Responding to a disruptive innovation is a big challenge for established firms because moving either too early or too late to adopt a disruptive technology can waste resources and harm competitive advantage. The authors set out a way to manage the transition from an established technology or business model to a disruptive one. They recommend developing hybrids which combine disruptive elements with current technology. For example, the Toyota Prius combines the internal combustion engine with electric car technology. They identify seven types of hybrids that can be used depending on whether a disruption has started, is about to start or is a future possibility.

Harvard Business Review, November 2015, pp102-109 (Furr and Snow)

Business travel – face-to-face still valued

It was predicted that technology would make business travel redundant yet, according to a report by the Global Business Travel Association (GBTA), organisations will spend a record \$1.25 trillion on business trips this year. Businesses still place great value on face-to-face meetings, although many are cutting costs by restricting flight or hotel room upgrades. They could reduce costs further through the sharing economy, by using services such as Airbnb, but many are concerned about employee safety. Despite the reduced perks, around half of business travellers are happy with the amount of travelling they do, according to the GBTA.

The Economist, 21 November 2015, pp70-72

Intellectual property partnerships

Innovation and intellectual property (IP) are as important for companies in emerging markets as they are for established multinationals. Partnerships between established companies and growing companies can be both challenging and mutually beneficial. Multinationals can gain market access and technology, while growing companies can overtake their rivals and establish a global presence. But potential partners often lack a common framework for discussing IP collaborations because they don't understand existing choices and models, or hold narrow views about portfolio management and IP strategy. The authors identify and describe five viable models for IP management and monetisation. They go on to give advice on choosing

an IP partnership model and present three steps which should be taken before seeking IP partners.

MIT Sloan Management Review, Vol 56(4) 2015, pp12-15 (David et al)

Charities and NGOs

John Lewis launches Age UK ad

John Lewis's much-anticipated Christmas ad was created in partnership with Age UK. There was no specific mention of the charity in the ad, although it featured a lonely man on the moon. Now John Lewis has followed up its campaign with an initiative specifically on behalf of Age UK. The 50-second advert features the same man on the moon, but includes an invitation to text donations to Age UK, which will receive 100% of the money. There has been speculation that the lack of a link between the corporate John Lewis ad and Age UK means that the charity venture was an afterthought, but Rob Mansfield, digital content leader at Age UK, denies that this is the case.

fundraising.co.uk, 20 November 2015

Big Issue turns to coffee

The Big Issue has partnered with Old Spike Roastery, a coffee brand, to launch *Change Please*, a campaign to help pay homeless people the London living wage and get them back to work. Creative agency FCB Inferno came up with the idea of buying mobile coffee vans which could be staffed by homeless people. The project has started with eight vans, but plans to buy more and train people up to become baristas.

Campaign, 20 November 2015, p2

Durable consumer goods

Traditional quilts inspire new designers

According to the Quilters' Guild of the British Isles, quilting is increasing in popularity and its membership is growing, with a tranche of new designers starting to explore the old techniques. However, the quilt is not back in fashion because of a new vogue but because of its appeal to the notion of home, family and timelessness.

The Daily Telegraph, 20 November 2015, p29

Barbie tackles gender stereotypes...

A new Barbie doll ad has been praised for challenging gender stereotypes. A video for the new Moschino Barbie – dressed in clothes by the fashion label of that name and costing \$150 – features children playing with the doll; the difference is that one of the children is a boy! The ad has achieved 1.5m views on YouTube. Barbie owner Mattel describes the film as a "fauxmercial" which won't be shown on TV. (See also under Retailing)

Campaign, 20 November 2015, p3

Economy

Two months of deflation for UK

October represented a second month of deflation for Britain as measured by the consumer price index (CPI) which stood at -0.1% for the month. This was the lowest reading for the UK economy since 1960. Prices were pushed down by falling travel costs and cheaper food, alcohol and tobacco. In contrast the cost of clothing and footwear rose, according to the Office for National Statistics.

The Daily Telegraph (Business), 18 November 2015, p1

Earnings survey

According to the *Annual Survey of Hours and Earnings*, workers in Britain have received the biggest increase in average real pay for a decade, with wages rising the most for the lowest-paid. However, the average weekly pay is still more than 7% lower than in 2008 after factoring in inflation. There are still huge differences between the bottom and top of the labour market: the bottom 10% of full-time employees earned less than £297 a week, while the top 10% earned more than £1,035, a gap that has remained constant since 1997. The gender pay gap has narrowed slightly, from 9.6% to 9.4%.

Financial Times, 19 November 2015, p4

Women's pay a decade behind that of men

In its latest *Global Gender Gap Report* the World Economic Forum says that women now earn what men did ten years ago, showing that little progress has been made in gender equality. It claims that gender disparities in health, education, economic opportunity and politics have narrowed by just 4% in the past decade. The economic gap could take another 118 years to eliminate. Meanwhile a Japanese government scheme, which is offering cash bonuses to small companies that promote women to senior executives, has had just one application more than a year after it was introduced.

Financial Times, 19 November 2015, p6 (2 articles)

The majority supports a Brexit

New research for *The Independent* reveals that 52% of the British public is in favour of an exit from the European Union. This is the first time the survey has shown majority support for a 'Brexit'. In June, July and September 55% of those surveyed said they wanted to remain within the EU.

The Daily Telegraph, 24 November 2015, p2

TTIP – benefits for SMEs

An EC report has highlighted the benefits that the Transatlantic Trade and Investment Partnership (TTIP) can bring to SMEs. The report is based on a survey of companies across all sectors and EU countries who were current or potential exporters to the US. It reveals that 28% of the EU's direct

exports to the US are from SMEs and that EU SME exports represent a large share of total US imports. This means that any measures to make it easier for small business to trade with the US would be beneficial. Yet SMEs tend to suffer more from trade barriers than larger companies do. TTIP aims to remove the barriers to trade and investment between the EU and the US.

London Business Matters, November 2015, p35

Energy and utilities

Coal fires to go out by 2025

The UK Energy Secretary, Amber Rudd, has said that Britain will stop burning coal for electricity within a decade and she is expected to announce the closure by 2025 of the remaining dozen coal-fired power stations. She will also announce that a new generation of gas power plants is to be built, which will be a more environmentally-friendly solution than coal. The Department of Energy and Climate Change (DECC) has forecast that coal could provide just 1% of UK power by 2025.

The Daily Telegraph (Business), 18 November 2015, p1

Independent utilities – hard to be profitable

Energy customers have been moving to independent utility companies, such as Ovo Energy and First Utility, as dissatisfaction with the 'Big Six' energy companies increases. Analysts say that new entrants' revenues are rising fast but their profits aren't. The top ten independent providers have seen revenues rise tenfold over the past five years while profits have been falling, a trend exacerbated by the drop in oil prices. One explanation for the gap between profit and revenues could be that customers of independent providers, who tend to be more affluent, are likely to be less loyal and more price-sensitive, leading them to switch more often. Ovo has blamed marketing spend, fees, software licensing and high staff costs for the losses.

Financial Times, 20 November 2015, p21

Environment

The environmental specialist in SNPD

The pressure on companies to respond to environmental issues can affect areas of the business such as purchasing, marketing and logistics. The process of sustainable new product development (SNPD) is a strategic focus for achieving economic and environmental sustainability. The authors look at the integration of environmental specialists into NPD teams which are already made up of specialists such as marketing, manufacturing and R&D, and its effect on three stages of SNPD project performance: concept development, product development and product commercialisation. A theoretical model is tested using 219 companies in B2B industries. They demonstrate that integrating an environmental

specialist into a new product team has a positive impact on SNPD project performance over and above what the traditional functional specialists could have achieved.

Industrial Marketing Management, Vol 50 October 2015, pp150-161 (Genç et al)

Businesses ask global leaders to take action

The UN climate change conference takes place in Paris next week when World leaders from more than 150 countries will meet. A coalition of 71 chief executives from large global companies have called on the leaders to "reach an ambitious climate deal". The heads of companies such as Ikea, Lloyd's, Pepsi, Siemens and Deutsche Telekom, said that a "comprehensive, inclusive and ambitious climate deal in Paris", together with a "strong set of clear policy signals from the world's leaders", is key to speeding up the global transition to a low-carbon economy.

businessgreen.com, 23 November 2015

The benefits of natural capital

Scotland's First Minister, Nicola Sturgeon, has said that the country's natural capital is a "national asset" that contributes over £20 billion to its economy. She was speaking at the World Forum on Natural Capital in Edinburgh this week. Natural capital is defined as the natural assets, such as soil, water and air. Studies suggest that Scotland's natural capital is worth more than £20 billion a year to the economy by supporting 60,000 jobs in areas such as tourism, food and drink, which rely on good quality air, land and water.

clickgreen.org.uk, 23 November 2015

Fashion

High-end luxury to get more farfetched

Online fashion retailer Farfetch sells clothing and accessories from small, very high-end clothing boutiques in 30 countries. It can, for example, find you the \$13,140 llama fur coat that you have always wanted. But this has left founder José Neve with the perennial problem of trying to expand his business while maintaining its exclusivity. Despite predicted sales of \$500m this year, up from \$300m in 2014, Farfetch isn't in profit. However, there is plenty of scope for growth in markets like China, India and Russia. This year the company has opened a physical store in London and plans to introduce image-recognition software to provide a highly personalised service.

Bloomberg Businessweek, 16-22 November 2015, pp34-35

Mirror allows a virtual try-on

The MemomiMemory Mirror allows customers standing in front of it to virtually try on clothes, while providing them with a 360-degree view. The

smart mirror contains Intel technology and the company's RealSense technology. The mirrors are being tested out by US luxury retailer Neiman Marcus.

Mobile Europe, October-November 2015, p11

Financial services

Marketing and U-Commerce

The authors use the 'U-Commerce' framework to suggest that financial services marketing decision makers should reformulate their marketing objectives in the era of technological networks. They define the four U's of U-Commerce – ubiquity, universality, unison and uniqueness. They then go on to identify four broad marketing objectives which marketers can aim for and four marketing strategies which can be used to achieve these objectives, namely nexus marketing; sync marketing; immersion marketing; and transcension marketing.

Journal of Financial Services Marketing, Vol 20(4) 2015, pp273-281 (Morrison et al)

Deposited money – stickiness

The internet has provided banks with an opportunity to diversify and launch new products. The money attracted to the bank in this way is of value to the bank provided that the customer does not withdraw it too quickly. The authors introduce a new metric for a bank, namely the stickiness of a dollar, which is defined as the average time a random deposited dollar remains in the bank. They then provide an algorithm for calculating stickiness which can be applied both at the aggregate and individual level, with examples from a bank with branches in various countries. Three desirable properties of stickiness are set out. The authors conclude that stickiness can be used as a variable in customer segments.

Journal of Marketing Analytics, Vol 3(3) 2015, pp147-158 (Sikkel and Meer)

Kenyan banking – moves to consolidate

Kenya's central bank is trying to force consolidation in the banking sector by suspending the licensing of new commercial banks. There are currently 43 commercial banks in Kenya of which 13 are foreign-owned. This is a country which is considered to have one of the most innovative financial services sectors in Africa, with products such as the M-pesa mobile platform. But several smaller banks have been struggling and Patrick Njoroge, the central bank governor, wants to tighten up the industry which is ranked only 145th out of 175th on Transparency International's corruption perception index.

Financial Times, 19 November 2015, p20

Pin code to go by 2020

The Pin code is likely to disappear within the next five years, as banks replace the card number with fingerprint-reading technology, vein pattern or voice.

Personal identification numbers were introduced in the 60s when cash machines first appeared but they are not very secure because they can be written down or guessed, which has allowed criminals to exploit the system.

The Daily Telegraph, 20 November 2015, p14

FMCG

Beverages

Vintage cognac, vintage ad

Director Robert Rodriguez and actor John Malkovich have made a film that no one alive today will ever see. The film, called *100 Years*, was commissioned by French cognac maker Louis XIII de Remy Martin. It takes a century for each bottle of cognac to age and the Louis XIII currently being bottled will not be ready until 2115 when people will be able to view the film. For those who don't want to wait 100 years there will be an exclusive trailer and three teasers on YouTube.

adweek.com, 20 November 2015

Canadian whisky named world's best

Crown Royal Northern Harvest Rye, a Canadian malt whisky, has been crowned world whisky of the year in the 2016 edition of *Jim Murray's Whisky Bible*. No Scottish whiskies made the top five for the second consecutive year. Charles MacLean, who has written ten books on whisky, said that the announcement would have no implications for the Scottish malt industry: "Japanese whisky has 3% of global whisky sales, Scotch has 25%. There are more Scotch sales than Japanese, Irish, American and Canadian put together."

The Times, 20 November 2015, p31

Caffeine society needs better coffee

Although there may be an abundance of espresso bars in the UK, Mintel says that sales of instant may be in decline but that it still accounts for 75% of the market. Jeremy Torz, co-founder of Union Hand-Roasted Coffee, hopes to educate the British public about premium coffee. "Look at the supermarkets – at some of the prices they'll sell olive oil at. And yet with coffee you've only got three price points: value, standard and one above that. That's what we want to change", says Mr Torz, whose company turns over £9m and employs 60 people, and supplies to cafes and restaurants as well as gastro pubs.

The Independent, 21 November 2015, p47

Food

COO effects on functional foods

The authors seek to address the gaps in research relating to the country-of-origin (COO) effects on functional foods (those containing ingredients with health benefits) as well as functional ingredients. The research was conducted via an online survey of

young consumers to test COO effects on consumers' health evaluations of a Japanese product. The results revealed an overall positive effect for COO-associations related to Japanese functional foods, for perceptions of ingredient healthiness and for purchase intentions.

European Management Journal, Vol 33(5) 2015, pp314-321 (Dobrenova et al)

United Biscuits turns to Alibaba

United Biscuits has reported a 50% increase in exports of its McVitie's brand over the past three years. McVitie's owns names such as Jaffa cakes, Penguin biscuits and Jacob's crackers but the digestive biscuit is its leading biscuit, generating two-thirds of its £250m overseas sales. United Biscuits has just launched an e-commerce site on Alibaba as a way of reaching the 386m potential customers in China. China is the world's fourth biggest biscuit market in terms of sales. McVitie's has the additional advantage of a royal warrant – a Union jack on a product pack is important to Chinese customers who like to see that it was made in the UK.

Financial Times, 19 November 2015, p4

Sausage and bacon sales down

The WHO report, which linked processed meat to cancer, has resulted in an estimated £3m fall in bacon and sausage sales across major supermarkets over a period of just two weeks. This represents a drop of 10%, according to IRI Retail Advantage. It also reports that sales of premium products have been most affected, suggesting that the 'more educated' consumers have taken the message on board more than others have.

The Grocer, 21 November 2015, p5

Household

Premium dog food

Freshpet meals, an upmarket food for dogs, produces the only commercial-volume refrigerated pet food in the US. The company is one of a number of innovators in the pet food industry which is currently worth \$23.7 billion. Gourmet dog food is not a new phenomenon but now traditional pet food brands, such as Hill's Pet Nutrition and Purina, are upping the marketing stakes as they try to compete with the likes of Freshpet. Sales of premium dog food have risen by 45% to \$10.5 billion in the US since 2009 and now make up over half the market.

Bloomberg Businessweek, 16-22 November 2015, pp26-27

Health and pharmaceuticals

Biotech – inter-company co-operation

Research suggests that biotechnological innovation has not been sufficient to counteract the shortfall in pharmaceutical innovation. This study seeks to give

insight into the role of governance structures in inter-company co-operation, and their effect on biotechnological product innovation and company success. The effects of alliances and M&A on both innovation success and financial performance of technology suppliers are investigated using a sample of 220 therapeutic biotechnology and biopharmaceutical companies. It finds that increased biotech company involvement in product development alliances decreases risk by increasing the likelihood of future product introductions. However, biotech companies receive lower returns when their products are developed through alliances.

Journal of Product Innovation Management, Vol 32(6) 2015, pp971-996 (Fernald et al)

Pfizer to take over Allergan

Pfizer has finally found a takeover target, having failed to devour AstraZeneca two years ago. It is set to acquire Allergan, which will result in a pharmaceuticals company with sales of \$64 billion. Allergan is domiciled in Ireland, which will allow Pfizer to move its legal domicile to a country with a lower tax rate than the US, where it is currently based. Chief executive, Ian Read, says the deal will give Pfizer more "financial flexibility", but the company is expanding at a time when most companies are reducing their portfolios to deal with a small number of illnesses. The rationale is that a greater focus will help them to become more competitive.

The Daily Telegraph, 24 November 2015; Financial Times, 24 November 2015, p21

IT and telecoms

Chinese smartphones

Chinese smartphone brands account for 30% of the global smartphone market and occupy seven out of the top ten places in global rankings. Huawei leads the way, having overtaken Microsoft's Nokia earlier this year to become the third largest handset and smartphone brand.

Gulf Marketing Review, November 2015, p16

Displaying innovation

As differentiation becomes harder for handset manufacturers, display technology offers one of the last areas where they can stand out from the crowd and win over consumers. One of the most notable releases this year has been the first 4K resolution smartphone launched by Sony in September, the Xperia Z5 Premium. This year Samsung has also been at the forefront of screen innovation with the introduction of curved displays for the Galaxy S6 Edge. Other screen innovators include Huawei and Sharp.

Mobile Europe, October-November 2015, pp28-29 (Hughes)

Leisure and tourism

Tourists have yen for Japan

Japan will reach its goal of 20m inbound visitors five years before its target date of 2020. This is thanks to a weak Yen, a rise in Asian cruises and a boom in Chinese shoppers. Visitor numbers to the country rose from 8.4m in 2012 to over 13.4m last year. In contrast the Japanese themselves are travelling less due to the weaker currency, an ageing population and so-called 'destination anxiety'. This is likely to be the first year since 1971 when foreign visitors outnumber Japanese outbound tourists. Mr Sawada, founder of the country's first low-cost airline and robot-equipped hotel, says that there is an "urgent" need for innovation.

Financial Times, 19 November 2015, p20

Climbing the wall

Walltopia was founded in 1998 in Bulgaria by Ivaylo Penchev and Metin Musov. They have since become world leaders in constructing climbing walls. The company, which employs 650 people, is currently building two factories that will double their capacity. The rise in popularity of climbing has coincided with the boom of gyms which often incorporate climbing walls. Commercial climbing gyms are responsible for around two-thirds of the company's business, but some of the fastest-growing areas are in entertainment and amusement, such as climbing-based activity parks for children.

Bloomberg Businessweek, 16-22 November 2015, pp54-57

Materials and mining

Steelmaking decline to affect suppliers

The decline of Britain's steel industry has had a damaging effect on the industry's network of suppliers who will see lower earnings, job losses and business failures. Mark Firmin of KPMG says that the industry can expect to see "high levels of restructuring", especially among ancillary support services who serve the UK's three steelmaking hubs of Teesside, Scunthorpe and South Wales. It is expected that there will also be repercussions for some larger, publicly listed companies, such as those in logistics and manufacturers of industrial goods used in steelmaking.

Financial Times, 19 November 2015, p24

Upgrading the silicon in Silicon Valley

The connected world would not be possible without silicon, and chips made from silicon are present in all the devices we use. The solar industry relies on huge quantities of silicon to make photovoltaic cells. Yet silicon's importance is as much due to its being the second most abundant element in the world than it is about its performance. In fact silicon's atomic structure is holding back computer processing speeds and the efficiency of solar panels,

so scientists are looking for a replacement. They have been working on other forms of silicon or allotropes, such as silicene, which could be viable for solar panels and chips.

New Scientist, 21 November 2015, pp38-41

Ethical diamond start-up

Leonardo Di Caprio has joined Silicon Valley luminaries backing a California start-up that makes ethical diamonds. Diamond Foundry, which is understood to have raised \$100 million, says that its advanced methods produce "morally pure" diamonds which do not harm the environment, are not mined in war zones and not sold to finance conflicts, as are many naturally-occurring diamonds. The company says it can produce hundreds of synthetic stones in the space of two weeks. However, they will cost the same as, or sometimes slightly more than, natural diamonds.

The Times, 23 November 2015, p51

Media

Books

Twitter success

The author offers ten tips for using Twitter to build word-of-mouth for an author or novel. They include: establishing at an early stage the role that an author should play on social media during the campaign, and engaging Twitter influencers early, even as much as nine months before publication.

The Bookseller, 20 November 2015, p19 (Moore)

Internet

Yahoo tackles adblocking

Yahoo is trialling a method for fighting adblocking: it will withhold users' access to e-mail if they refuse to disable software that damages Yahoo's chances of selling advertising. The pilot scheme, which is taking place among a small group of US users, displays a message when they try to log on saying: "Uh oh...We are unable to display Yahoo Mail. Please disable Ad Blocker to continue". Yahoo wants to ensure that people using its free products can still be marketed to. With over 200m people using adblocking software worldwide, companies are constantly trying to find ways of protecting their ad revenue without alienating people.

Financial Times, 21-22 November 2015, p19

Magazines

Lads' mags – the end of an era

Bauer Media has announced that *FHM* and *Zoo* are to close by the end of the year, marking the end of the era of Lads' mags. *FHM* used to be the UK's leading men's monthly, achieving sales of 700,000 a month in 2000; sales have since fallen to 67,000 with 20,000 copies being given away free. Bauer said that: "Men's media habits have moved towards

mobile and social" while the ready availability of nudity on the internet has lured men away from paid-for mags. *Men's Health*, *GQ* and *Esquire* are the leading remaining paid-for titles in the men's magazine market.

The Guardian, 18 November 2015; The Daily Telegraph, 18 November 2015, p16

Newspapers

Johnstone pins hopes on ad exchange

Print advertising revenues have continued to decline sharply at Johnstone Press, where shares fell by 11% last week in response to a total year-on-year revenue decline of 8.8% for July to October. The group's print advertising fell by 14.7%, with employment and property ads falling by 22.4% and 20.8% respectively. The company is hoping that its 1XL advertising exchange, which allows brands to reach more internet users than *MailOnline*, *The Guardian* or *The Daily Telegraph*, will help to save the day. Its digital revenues have risen by 8.4%.

Financial Times, 20 November 2015, p21

Acquisition boosts Trinity's digital advertising

Trinity Mirror has recently completed its acquisition of Local World which will increase its share of local and regional newspaper circulation from 19% to 30%, making it the market leader. The deal will effectively double the group's digital ad sales to around £70m a year, which means it is hot on the heels of the top five UK online publishers – Google, Facebook, Twitter, *MailOnline* and *The Guardian* – by ad revenue.

Campaign, 20 November 2015, p24

Social media

Top social in FMCG and retail

The Grocer's Top 100 Social Media Brands and Retailers reveals who has had the most success with social media this year. Kronenbourg 1664 tops the FMCG list followed by Tetley, Magnum, Special K and Cadbury Dairy Milk. Aldi, Tesco and Asda are the top social supermarket brands. This article considers how to measure social media success and the secret to achieving it.

The Grocer, 21 November 2015, pp28-32

Promoted pins targeting brands

Next year Pinterest will launch its 'promoted pins' ad platform in the UK. Tim Kendall, general manager of monetisation at Pinterest, says a Pinterest user who engages with a promoted pin is two to four times more likely to buy something, which makes the site a good place for brands. People tend to use Pinterest to discover things rather than talk to family and friends, so promoted pins are not so intrusive as, for example, Facebook ads. Pinterest is already providing brands with video through cinematic pins, which were launched in June.

Marketing Week, 19 November 2015, pp10-11

Wake up and smell the cannabis!

Massroots is a cannabis-related social network with 625,000 users. It is the first cannabis-oriented company to go public and its shares are traded on Nasdaq. Its purpose is to connect users with dispensaries in states such as Washington, Oregon and Colorado, where cannabis has been legalised. It also connects activists with campaigning resources in states where it has yet to be made legal. The end of prohibition in other states would mean that a huge amount of money will flow into the sector – hedge funds and institutional investors have started to sit up and take notice...

The Guardian, 18 November 2015, p22

Television

TV ads could lead to retargeting

People who have watched ads on TV may soon be retargeted through their phones. Mobile ad network Millennial Media has teamed up with video measurement company Rentrak to enable advertisers to retarget people through their phones. Millennial says this will help to promote spending on mobile by big brands and to measure the results of their investment. Rentrak data from set-top boxes will be used to track which ads someone is watching on TV. They are then matched on Millennial's database of smartphone and tablet users to help place personalised video ads in mobile apps.

Financial Times, 20 November 2015, p17

Sky beats BT in sports channel battle

Ofcom has ruled that Sky need no longer make its main sports channels available to BT at a fixed price. The scrapping of the so-called 'Wholesale Must Offer' (WMO) obligation could result in Sky Sports 1 and 2 not being available as part of BT's subscription, or they may be available at a higher price. BT said it was "very disappointed" and believes that remedies are still needed to tackle the lack of competition in the pay-TV market.

Financial Times, 20 November 2015, p20; The Daily Telegraph (Business), 20 November 2015, p3

Video

Production quality promotes sharing in UAE

A survey by mobile video-on-demand provider Vuclip reveals that music videos are the most commonly shared videos, followed by movie trailers and comedy clips. Some 36% said that they preferred to share videos via Facebook, while 27% cited Twitter and Whatsapp. In other markets, such as India, Malaysia, Thailand and the Philippines, the preferred platforms for sharing videos are Whatsapp and Facebook. In the UAE 57% said that production quality was the most important factor when sharing, followed by content quality (28%) and celebrity appeal (26%)

Gulf Marketing Review, November 2015, p14 (Prakash)

Packaging

Johnnie Walker – packaging for exclusivity

Johnnie Walker is the world's best-selling brand of blended Scotch whisky. In 2013 Johnnie Walker's owner, Diageo, wanted to increase sales at a time when the Scotch whisky market was falling. They approached brand design consultancy Lewis Moberly to come up with a solution which included revamping the existing packaging. This article explains the strategy, the idea and the results of the initiative. Net sales value (NSV) rose by 112% with NSV per case of whisky rising by 51%. Consumer research revealed, that the new pack design was positively received with many saying that it had the "wow" factor and others describing it as "like opening a treasure chest". Overall it reinforced the exclusivity of the Johnnie Walker brand.

Admap, November 2015, pp38-39 (Boys)

Consumers prefer green vending cups

New research reveals that nearly 50% of consumers buy a hot or cold drink from a vending machine at least once a week. It also shows that consumers are becoming increasingly concerned about the environmental impact of the vending cups, with 76% wanting to know about their 'green' credentials – whether they are recyclable, or compostable, made in the UK or sourced from responsibly-managed forests. Of the consumers who pay for their vended drinks, 76% say they would pay 1p more for compostable vending cups. The research was commissioned by Huhtamaki.

packagingnews.co.uk, 23 November 2015

Retailing

Stations attract shoppers over travellers

Rail terminals are no longer just places that people visit when they want to travel. Network Rail has discovered that up to a quarter of people who use its stations are not intending to travel but instead want to shop, eat, or meet people. It claims that stations are becoming "destinations in their own right" following the increase in the numbers of shops and cafes on station premises. Sales at main stations rose by 4.5% in the three months to the end of September. This compares with the high street where sales rose by just 1.1% in the third quarter.

The Times, 19 November 2015, p51

Declining face of retail

Retailers have been adapting to changes in shopping habits, but well-known names are continuing to disappear from the UK high street. Research from the Local Data Company has identified the top 30 declining retailers in terms of their store numbers. The top three places are occupied by Londis, Murco service station and the Co-op Pharmacy. Superdrug,

is in 6th place, Homebase in 9th and Thorntons in 11th. Three of Arcadia Group's brands – Burton Menswear, Evans and Dorothy Perkins – are in the top 30.

Retail Week, 20 November 2015, p13

Topman is animated with window display

Topman's Christmas window display at its Oxford Street store uses projection mapping to create a constantly evolving scene featuring 3D animations. The projections are mapped against Arctic-themed shapes while the animations relate to a specific topic, such as a knitting-themed film to promote Christmas jumpers.

Retail Week, 20 November 2015, p31

Retailers in move to be gender inclusive

Toys R Us has dropped gender filters from its UK website following complaints that such signposting puts girls off playing with trains and construction sets. Campaigners and politicians have warned that stereotyping can deter girls from studying science and engineering. A growing group of retailers, including Marks & Spencer, Tesco, Boots and Sainsbury's, are now adopting a more unisex approach. The article mentions companies that are aiming to market toys in a way that is inclusive. (See also under Durable goods)

The Independent on Sunday, 22 November 2015, p30

Services

Royal Mail to deliver on express couriers

Royal Mail has acquired eCourier, a same-day delivery company whose operations focus on the London area. The deal will strengthen Royal Mail's position in the parcel market at a time when there is a decline in the volume of letters being sent. Although business users tend to be the main customers of the more expensive same-day delivery services, Royal Mail hopes that the express courier market will grow as people increasingly order goods online and expect more convenient delivery services.

The Daily Telegraph (Business), 19 November 2015, p8

Start-up at sharp end of the business

Harry's, a New York barber shop and internet razor seller, has managed to raise over \$100m in its first year. It has used the money to purchase Feintechnik GmbH, a 95-year-old German razor factory. Just a handful of factories around the world can manufacture razor blades because of the specialised nature of the machinery. Now Harry's can boast of controlling its entire supply chain, "from the research department to the customer". Feintechnik produces over 1.3 billion blades a year, which could lead to a close shave even for the market leader, Gillette!

Wired, December 2015, pp61-62

Co-living in smart buildings

Brooklyn, New York, is home to the first building by Common, a start-up which offers tech amenities and rent-as-you-go services to freelancers and those who have to move around with their jobs. Doors can be unlocked using Apple watches and iPhones, LED lights are used throughout and there are even 'smart mattresses'. The rental is month-to-month and everything is done online without the need for an agent. The company's app enables tenants to move to different rooms or to apartments elsewhere as the company expands. Other companies are tapping into the co-living, co-working trend, such as WeWork and Nest Copenhagen.

Bloomberg Businessweek, 16-22 November 2015, pp33-34

Transport and travel

VW brand scores fall in Saudi

VW's word-of-mouth exposure increased by 91% in Saudi Arabia during the month following the emissions scandal. However, in terms of reputation VW experienced a 56% decline, while Audi's reputation fell by 14%. This compares with Bentley, which experienced no change in its reputational standing, according to YouGov's BrandIndex which tracked data from 18 September, the day that the emissions scandal broke. Consumer impressions of the VW brand have fallen by 54%, which reflects the negative publicity in a country that is a key market for the brand.

Gulf Marketing Review, November 2015, pp32-33

EU car registrations slow

In October car registrations increased at their slowest rate since May: passenger car registrations rose by 2.9% in the EU to 1.1m units, a far slower rate of growth than the 9% or more recorded in each of the previous four months. Slowing growth is partly attributed to VW, which accounts for one in four cars sold in the EU and which is still suffering from the repercussions of the emissions scandal. However, Peugeot, Renault and Opel have also posted declines. Fiat Chrysler performed the best of the pack, with sales rising by 8%.

Financial Times, 18 November 2015, p18

Carnival cruising towards diversity

Cruise company Carnival has had a series of reputational set-backs following some high-profile accidents. The new CEO, Arnold Donald, has had the mission of targeting customers outside the industry's traditional white, middle-aged clients. He has created a new management line-up from diverse backgrounds, including four women 'cruise line heads', one of which is black and one gay. Donald, who is himself black, believes that, "if you get a diverse group of people aligned around a common objective with a process to work together, they will

out-engineer, out-solution a homogenous team 90% of the time". He has overseen the development of a socially-conscious cruise brand and a marketing campaign that tackles people's misperceptions of sailing. The financial results have been encouraging.

Bloomberg Businessweek, 16-22 November 2015, pp22-23

Written by CIM's Knowledge Services Team

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On the Move

Name	From	To	New title	Source
Lucy Banks	Bauer Media	Google	Head of Brand Solutions & Innovation, EMEA	Campaign
Samantha Book	Penguin Random House	Little, Brown and Co	Digital Marketing Manager	The Bookseller
Anna Derkacz	Penguin Random House	HarperCollins	Sales Director for Fiction, Non-Fiction and Avon	The Bookseller
Joe Jenkins	Friends of the Earth	The Children's Society	Director of Fundraising and Supporter Engagement	Third Sector
Jane Pickett	WW Norton	Perseus Books Group UK	Publicity Director	The Bookseller
Mark Sinnock	M&C Saatchi	Havas Creative Group	European and UK Chief Strategy Officer	Campaign
Christian Woolfenden	Paddy Power	Lyst	Chief Marketing Officer	Marketing Week
Richard Tomlinson	Esendex	Callcredit Information Group	Business Development Director, Marketing Solutions	Database Marketing

Promotions

Name	Company	Previous title	New title	Source
Viktoria Degtar	Bloomberg	Group Publisher	EMEA Head of Sales	Campaign
Felice Howden	Little, Brown and Co	Digital Marketing Manager	Head of Digital Marketing and Consumer Insight	The Bookseller

Sources

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www.research-live.com

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

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