

Cutting Edge: Our weekly analysis of marketing news

2 December 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

Trust in advertising media

Advertising is changing rapidly in the Middle East thanks to the proliferation of media and advances in technology. Consumer trust is the aim of any successful campaign, whatever the medium used. This article looks at the secret of successful engagement with consumers through advertising in the Gulf region, and asks what kinds of ads and advertising messages promote trust. It is based on Nielsen's *Global Trust in Advertising* report, an online survey which covered the UAE, Saudi Arabia and Egypt, with the objective of understanding consumer sentiment in 19 forms of paid, earned and owned ad media.

Gulf Marketing Review, November 2015, pp70-72

Global advertising trends

Over the past decade China accounted for one in every four new ad dollars spent worldwide; in contrast, the US currently spends less on advertising per head than it did ten years ago. This is according to Warc's latest *Global Ad Trends* report which reveals that China was the fastest-growing ad market, and the Pan Arab market the second-fastest in absolute terms. TV and internet were the only channels to have gained share of global ad expenditure over the last ten years. TV accounted for two in every five dollars spent last year while the internet achieved a share of 26%.

warc.com, 27 November 2015

Agencies

Top B2B agencies

B2B Marketing's 2015 B2B Agencies Benchmarking

Report reveals that the top 75 agencies are in good health, with both large and small agencies achieving growth. B2B agencies' income has risen by an average of 14%, with average gross income of £4.8m. Amaze takes top spot in the ranking with growth of 102%, while OLIVER is at number two, with 86%. The report also investigated the major challenges facing agencies this year: "pressure on clients' budgets" came out ahead of other concerns (35%) while "badly organised or time-wasting pitches", rather surprisingly, were only considered to be a problem by 3% of respondents. The findings reflect the changing nature of client-agency relationships.

B2B Marketing, November-December 2015, pp32-34

Brands and branding

Brand experience survey

CIM's *Brand Experience Survey 2015* is a cross-sector study which seeks to explore the gap between brand promise and reality. By taking part you will be able to enter CIM's prize draw to win one of five places at its 2-day Brand Masterclass training course in 2016. You will also receive an exclusive copy of the research findings which are exclusive to participants and CIM members. The survey takes just 10-15 minutes to complete and is 100% confidential, with all responses being fully aggregated and anonymous. If you would like to take part use this link: <http://goo.gl/oMzGro>

Brand popularity and sustainable brands

This study investigates how brand popularity, together with consumers' different styles of decision-making, can affect the overall evaluation of a sustainable brand. It finds that the effect of brand popularity varies greatly depending on the country in question. This study, which examines Korea,



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China and Russia, reveals that, in each country, brand popularity can significantly influence consumers' evaluations of sustainable brands, but in very different ways. A brands' fashion leadership and connection with sustainable causes can be important influencing factors, but each country has a different opinion of sustainability. This has important implications for international marketing.

International Journal of Advertising, Vol 34(5) 2015, pp789-811 (Whang et al)

Conferences and events

Incentive travel

Being part of an exclusive incentive programme within a company can have a significant motivational impact on employees. It not only incentivises and rewards the ones who can attend the trip, but sends a message to others to work harder so that they can be rewarded next time. This is why incentive travel programmes continue to be popular and are making a comeback. The future of incentive programmes is likely to be in achieving the right balance between group activities and individual experiences. This article also looks at trends in destinations and the increased emphasis on CSR activities.

Conference & Incentive Travel, November-December 2015, pp32-33

Graduates want practical experience

An *M&IT* poll of event management graduates reveals that 78% would have liked more practical learning and experience as part of their degree course, while a third said they would like to have learned more business and financial skills. The most popular reason for entering the events sector was thought to be its variety and reputation as a creative industry, while 25% were interested in the travel aspects of the job.

Meetings & Incentive Travel, November-December 2015, p53

Consumer behaviour

Flash sales in China

A flash sale refers to the practice of offering products or services at a big discount for a limited time period. Macro-economic environment, demographics and ad media decisions may be factors affecting purchase behaviour on flash sale web sites. This study looks at the characteristics of consumer behaviour during flash sales in developing countries, based on a flash sale website in China. It discovers that purchase behaviours differ a great deal across regions and that, within each region, purchase behaviour is affected by income. This suggests that regional marketing strategy is very important. Rather surprisingly it finds that flash sale websites are less likely to result in impulse purchase. In fact consumers who buy more tend to show higher levels of cautiousness. TV ads and social

media are found to be the major ad media in use, although other channels should be considered.

International Journal of Market Research, Vol 57(6) 2015, pp931-957 (Shi and Chen)

Consumption experience

Consumers are increasingly looking for and engaging in consumption experiences, a cultural and economic shift that has led to an increased focus on the understanding of consumption experiences. In this study, the authors aim to critique and extend the current understanding of consumption experiences. They propose a conceptual framework which outlines four primary types of consumption experience: performance, liberatory, stochastic and adventure. Each type of experience is described in detail, and their relationship to other experiential phenomena examined.

Marketing Theory, Vol 15(4) 2015, pp487-508 (Lanier and Rader)

Black Friday – backlash against consumerism

Thousands of people have signalled their dislike of Black Friday by going online to protest against aggressive consumerism. A Facebook event set up by Sam Machin from Edinburgh called *Buy Nothing Friday* attracted 29,000 supporters by the Thursday evening before Black Friday. Machin has been inspired by other anti-Black Friday groups, such as *Buy Nothing Day*, a British campaign set up in 2000 to promote the idea of a shopping 'detox' day.

The Independent, 27 November 2015, p17

Customer relations

Buyer-seller relationship

In a strategic buyer-seller relationship (BSR) both parties want to use the relationship to gain competitive advantage. A strategic BSR requires a big effort on the part of buyers and sellers which means that they have to be very selective about who they choose. This study looks at the drivers of buyer and supplier attractiveness in strategic relationships. It identifies four main types of buyer and seller attractiveness: economic-based, behaviour-based, resource-based and bridging-based. The results of the study are used to create a model of attractiveness in a strategic BSR.

Industrial Marketing Management, Vol 50 October 2015, pp128-141 (Tanskanen and Aminoff)

Direct marketing

Maximising direct mail

Despite the increased use of video, social media and e-mail, direct mail can still be an effective channel. Direct mail is not only personal, effective and tangible, it is also tactile and can quickly become part of the household rather than just a virtual, online entity. But it can be combined with web, media and social to create a winning integrated marketing campaign. This infographic shows how

you can maximise your direct mail: it provides advice on when to send the mailer, mailing frequency and getting the timing right. For example, a financial mailer received at the weekend tends to achieve the greatest uplift in terms of response rates. Whatever happens, you must plan, test, learn and refine the direct mail process.

dma.org.uk, 30 November 2015

Law

EU data protection

The forthcoming EU *General Data Protection Regulation (GDPR)* could lead to wholesale reform of the EU's data protection and privacy laws, including the UK's *Data Protection Act 1998*. EU negotiations have reached their final phase and are due to be completed by December 2015. GDPR aims to make it easier for struggling regulators to impose administrative fines, in addition to penalties for data breaches. They will be able to fine between 2% and 5% of global turnover or €100m. The GDPR applies to organisations around the world including outsourced services in India which hold records on EU citizens. Marketers should start preparing now by following best practice guidance from the ICO. The author offers some tips for getting started.

[Database Marketing](#), November 2015, pp10-11 (Kolah)

Ireland updates code of ad standards

The 7th edition of the Code of Standards for Advertising and Marketing Communications in Ireland will come into force in March 2016. The Code represents the rules of the Advertising Standards Authority for Ireland. The scope of the Code was extended in 2013 to cover social networks, but now it states that ads should be presented as a marketing communication without hiding their "true purpose". Advertisers must ensure that, when using blogs, user-generated content or independent reviews, it is clear to the viewer that the purpose is to promote a product. The ASA in the UK has already banned campaigns for failing to label them as marketing material on social media, and it is likely that a similar approach will be adopted in Ireland.

lexology.com, 25 November 2015

Marketing

Marketing doesn't represent today's society

A new study commissioned by *Marketing Week* reveals that most consumers do not think that the marketing industry represents diversity in its campaigns. On the other side of the coin, marketers believe that their own departments do not represent minority groups. Less than 5% of the 2,000 consumers who took part in the survey strongly agreed that brands recognise the full range of lives across Britain in their marketing and advertising, while 34% said they didn't think that minorities are well-represented in ads. A separate poll showed that

42% of marketers believed that the brands they represent do not reflect contemporary society. So, how do brands achieve the necessary cultural shift?

[Marketing Week](#), 26 November 2015, pp16-20

A successful digital campaign

Three experts consider how to assess the success of a digital campaign. Ahswin Salian of Clique Interactive breaks down the essential parts of a successful campaign as: defining a goal, doing the research and constant monitoring, optimisation and follow-ups. Fadl Al Tarzi of SOCIALEYEZ argues that you need to define success before you try to measure it. Tolga Cebe, marketing manager of Coca-Cola Middle East, also believes that measuring the success of a digital campaign depends on what KPIs and objectives have been set at the beginning of the initiative. However, it is worth bearing in mind that consumers may assume that brands have a particular objective, while the real objective could be very different.

[Gulf Marketing Review](#), November 2015, pp28-30

Visual marketing

Language is changing radically thanks to the way that millennials think and communicate with each other. Research suggests that most 18 to 25 year-olds find it easier to express themselves in emoji than words. Non-millennials are also embracing visual communication and emoji is considered to be the fastest-growing language today. In the US you can even order a Domino's pizza via emoji. In B2B marketing, where language has tended to be a lot more formal, images including emoji will increasingly be used as a way of tackling content overload, as marketers seek new ways to present information. This article investigates the impact of visual imagery on B2B.

[B2B Marketing](#), November-December 2015, pp20-24 (Bashford)

Market research

Large-scale eye-tracking panel

Tobii Pro, the eye-tracking company, has launched what it claims is the world's first large-scale panel with continuous online eye tracking data collection. The survey is taking place among 1,000 households in Sweden who will opt to have an eye tracker attached to their laptop or PC. This will enable attention data to be collected continuously during people's everyday use of digital media. Tobii Pro has signed an agreement with advertising solutions provider Adsssets, which deals with leading online publishers in the Nordics and Europe, to provide data from the panel.

research-live.com, 1 December 2015

Emerging markets – a new research approach

Business decisions are increasingly influenced by quantitative data, a trend underlined by the

existence of Big Data. Yet market research in emerging markets that relies too heavily on quantitative methodologies has serious limitations. There has been a gradual realisation that qualitative methods, which emphasise data richness and an understanding of consumers – asking the question ‘why?’ as well as ‘what?’ and ‘how much?’ – are an important part of research in emerging markets. The authors propose a research approach that integrates both quant and qual methods. They argue that an understanding of emerging markets requires a mind-set and skills akin to those of an anthropologist and discuss how these can be acquired.

International Journal of Market Research, Vol 57(6) 2015, pp855-876 (Nailer et al)

Public relations

The Russian business challenge

Russia has a serious reputation problem in the West due to its intervention in the Ukraine, its stance on gay rights, corruption and other issues. This presents a big problem for businesses that want Russia to be seen in a favourable light. In October a two-day event, called Russia Calling, was organised by VTB Capital, the investment arm of the Russian-owned bank. The list of speakers included none other than Vladimir Putin himself. This article looks at how Russia can overcome barriers to improving its reputation, and how Russian businesses must tackle their image of being outdated stereotypes.

PR Week, November 2015, pp82-83

Ensuring staff don't damage reputations

Cases in which legal action is taken against companies because of their employees' actions are rare, and usually occur in the financial sector. The role of rogue trader Nick Leeson in Baring's demise is a well-known example. In the financial sector the motivation is likely to be related to higher earnings. In the case of VW's emissions scandal the motives are less clear, but it is important to know how these situations arise. Problems occur when senior managers do not fully understand the activities for which they have overall responsibility. This article identifies the signs of bad commercial management, suggests some immediate actions that the manager can take to mitigate the damage, and looks at what they can do to prevent future occurrences.

mycustomer.com, 27 November 2015

Sponsorship

Baillie Gifford to sponsor Samuel Johnson

The Samuel Johnson Prize for Non-Fiction, has been supported by anonymous benefactors for the past five years. Now it has signed a five-year sponsorship deal with investment manager Baillie Gifford and is due to change its name to The Baillie Gifford Prize for Non-Fiction. Baillie Gifford already supports events such as the Edinburgh International Book

Festival. The prize covers books in areas such as current affairs, politics, science and sport. The deal demonstrates the appeal of cultural patronage to financial services companies. There have been long associations between banks and international art fairs, such as Frieze, sponsored by Deutsche Bank, and Art Basel sponsored by UBS.

Financial Times, 30 November 2015, p4

Agriculture, fishing and forestry

China to clone animals despite EU ban

China is due to open the largest animal 'cloning factory' in the world. It will produce one million calves a year as well as sniffer dogs and genetic copies of pets. Chinese media claim that the cloning facility, which is being backed by biotech company BoyaLife, will bring cloning "closer to mainstream acceptance". However, in September the cloning of animals for farming was banned in Europe because of animal welfare concerns.

The Daily Telegraph, 25 November 2015, p21

Vietnam to resume exports

Vietnamese coffee farmers are expected to resume exports after a year of refusing to sell their beans to international buyers. The country is the top grower of robusta coffee which is mainly used for instant coffee. The US Department of Agriculture estimates that a significant increase in bean output, in conjunction with a growing coffee processing industry, will result in Vietnamese exports reaching a record high for 2015-16. The 22% fall in bean prices for 2014-15 resulted in farmers withholding their stocks from export. Vietnamese farmers are also increasing their production of Arabica coffee.

Financial Times, 26 November 2015, p36

Building industry

Materials costs still rising

Data from the Department for Business, Innovation and Skills suggest that materials cost inflation has fallen to its lowest level since May 2011 and that the majority of materials prices are still falling. The rising cost of materials has been a major contributor to increased building costs during the economic recovery. This view is not shared by contractors who say that, although steel is getting cheaper and the cost of bricks has shown signs of slowing, other prices, such as those for precast concrete, are still rising. Managing these rising costs is seen as a key challenge for the industry in the year ahead. Alan Hope, CE of Midas Group, believes that the first option to save costs is to innovate but if this is not possible then costs have to be passed on to the customer.

Construction News, 27 November 2015, pp30-31

Autumn Statement – housebuilding plans...

In his Autumn Statement UK Chancellor, George Osborne, said he would double the housing budget to £2 billion a year to create what he claims will be “the biggest housebuilding programme by any government since the 1970s”; he has plans for 400,000 new homes to be built by 2020. Nearly half of new builds will be starter homes which are to be sold to young, first time buyers at a 20% discount on their market value. However, landlords, and those with second homes, are to be hit with a 3% supplementary stamp duty. This effectively means that the stamp duty on a buy-to-let property of £250,000 will rise from £2,500 to £8,800.

The Daily Telegraph (Autumn Statement), 26 November 2015, pp1&3

...may not lead to a building boom

The *FT* points out that UK housebuilding hasn't risen above the 250,000 mark since the early 1980s and is sceptical that this is likely to change. After all, existing housebuilders are enjoying high demand and high margins while new entrants face substantial barriers. At the end of the day housebuilders cannot be forced to increase supply!

Financial Times, 26 November 2015, p22

Businesses and strategy

Technological reflectiveness

This paper identifies technologically-reflective (TR) individuals; these are defined by their ability to consider the impact of a technological product on its users and society in general. Those who display this capability tend to participate in online idea competitions relating to technical solutions for social problems, such as General Electric's eco-challenge or the James Dyson award. However, some TR individuals are not so public in their TR and are harder to identify. The authors describe the development of an easy-to-use tool to identify an individual's level of TR, which is tested in a study of a health-monitoring system. The scale enables companies who want to use co-creation in their NPD to identify likely individuals.

Journal of Product Innovation Management, Vol 32(6) 2015, pp847-860 (Schweitzer et al)

Is your company truly global?

The authors look at one of the lesser-studied individual measures of globalisation: the extent to which the heads of the world's largest corporations are native to the country in which the business is headquartered. Studies suggest that greater national diversity in the top management team is related to better performance, and that the presence of a top-level non-national can send the right signals to employees outside the home country about their long-term career prospects. The authors' own research reveals that even in the very largest companies, natives tend to be in charge. In 2013

one in eight (13%) of Fortune Global 500 companies had a foreign CEO, a statistic that has hardly changed since 2008. The authors explore the reasons for this and look at ways in which a company can enhance its ability to deal with international differences.

MIT Sloan Management Review, Vol 56(4) 2015, pp73-82 (Ghemawat and Vantrappen)

The accidental boss

The low productivity of British workers is possibly due to the lacklustre performance of UK managers. John van Reenen of the London School of Economics has conducted research which suggests that the quality of British management is “significantly below” that of other leading countries. Ann Francke of the Chartered Management Institute claims that four out of five managers are “accidental managers” – in other words they are good at their jobs until they are promoted, without receiving the necessary training, at which point they “flounder”. Last month the first Chartered Management Degree Apprenticeship was launched. Paid degree-level training in management is a new thing and the scheme will need to be tested to see if it produces the desired result.

The Economist, 28 November 2015, p35

Doing business in Myanmar

Microsoft has forged its second-largest deal in Myanmar, comprising a software and services supply agreement with Shwe Taung Group. However, its controlling shareholder, Ait Htun, is suspected of having had “connections with the narcotics trade”. This highlights the problems faced by foreign companies, such as Caterpillar and Coca-Cola, who are trying to do business in Myanmar in the face of continuing US sanctions and the dubious nature of some local business associations. Coca-Cola has admitted that its main business partner in Myanmar has links to the controversial jade trade.

Financial Times, 26 November 2015, p27

Charities and NGOs

Retail Gift Aid

This month the UK's HM Revenue & Customs changed its guidance on retail Gift Aid. Previously a charity would have to pay the tax if they claimed Gift Aid on money given to a charity shop by a person who didn't pay enough tax. Now the liability for paying the shortfall will rest with the donor. Although this might appear to be good news for the charity, it might put off people who don't relish the idea of being chased by HMRC months after they have signed up to Gift Aid.

Third Sector, December 2015, p40

Charity campaign gets someone's goat

Stott & May, a recruitment company, recently took

part in an unusual charity initiative named *The African pygmy goat ultimate selfie challenge* to raise money for The Sick Children's Trust. It challenged staff to take a selfie with a pygmy goat after the company gave a set of clues to the location of the goats. The winners successfully tracked down the pygmy goats to their home in Belfast Zoo.

B2B Marketing, November-December 2015, p7

Durable consumer goods

Seasonal peaks

The peak in sales created by Christmas can last for up to 88 days depending on the sector. The longest sales boost seems to be in the furniture sector, where it lasts for almost three months. A study from Summit reveals just how important it is for brands to recognise sales peaks that are specific to their sector. Ben Latham, director of digital strategy at Summit, believes that retailers should be maximising these spikes rather than focusing on promotional days such as Black Friday. For example, homeware and personal goods experience a spike which starts around 10 November, when demand increases by 970%, excluding Black Friday and January sales.

Marketing Week, 26 November 2015, pp24-25

Economy

Mauritius most competitive African economy

The World Economic Forum has named Mauritius as the most competitive economy in Africa in its *Global Competitive report 2015-2016*. The island has fallen from 39th to 46th position in the world due to declines in financial market development and labour market efficiency. Nevertheless it continues to have the best infrastructure and most efficient goods market in Africa. South Africa has moved up the world rankings to 49th place, while Rwanda is showing steady improvement in 58th position. The report is based on 12 key pillars of competitiveness.

Strategic Marketing Africa, Q4 2015, p6

Asia – economic growth

The OECD expects that growth in the emerging countries of Asia will remain healthy over the next five years, with an average growth rate of 6.2% for 2016 to 2020. Cambodia and Laos are expected to achieve the highest levels of growth in the region since both countries have enjoyed a recovery in their agricultural sectors.

The Economist, 28 November 2015, p92

Wine and cars better furniture

A new study suggests that people who have invested in fine wine and classic cars over the past ten years will get a better return on their money than those who purchased luxury watches, antique furniture or coloured diamonds. The research, which was carried out by Knight Frank, was unveiled at Bonhams auction house. It revealed that, whereas

high-end cars had increased in price by 18% over the past year and 500% over the past decade, antique furniture has actually decreased in value by 6% this year and 28% over a decade. It seems that wealthy young people no longer want to furnish their houses with old furniture.

The Daily Telegraph, 27 November 2015, p17

Energy and utilities

France – new legislation

This summer France passed its energy transition law, which will see a reduction in the use of nuclear energy from 75% to 50% of output by 2025. It also commits to a significant increase in the use of renewable energy and a 40% cut in greenhouse gas emissions. This means that France's energy consumption would fall by a fifth by 2030. There is much scepticism as to whether the country can deliver on these targets and there is particular controversy over plans to cut nuclear power, which could lead to the closure of 22 reactors.

Financial Times, 27 November 2015, p5

Environment

Climate Change Conference

The 2015 United Nations Climate Change Conference is currently being held in Paris. Negotiations are taking place to help prevent dangerous global warming, although some experts believe that it is too late. *New Scientist* looks at both sides of the argument and raises four key issues: whether climate treaties work; whether a new deal can be reached in Paris; whether countries will make bigger cuts after Paris; and whether global warming can be kept to safe levels.

New Scientist, 28 November 2015, pp10-11

Tough targets for emissions

The UK Government's Committee on Climate Change says that over half of new cars will have to run on electricity within 15 years if Britain is to meet its target for reducing greenhouse gases. This means that, by 2030, 11m plug-in cars must take to the road compared with the 40,000 that are on the road at present. In addition over 3m households will have to replace their gas boilers with electric heat pumps or join district heating schemes. Finally, nearly all electricity will have to derive from low-carbon sources such as wind and nuclear.

The Times, 26 November 2015, p40

African infrastructure of no benefit says study

A study of 33 'developmental corridors' in Africa, which involve the construction of roads, railway lines, pipelines and power cables, says that they will have little or no benefit to the local population, while at least six are so toxic to the environment that they should be cancelled. Scientists say that just a few of the large projects pass the scientific test for both

environmental sustainability and social benefit. Some of the corridors, particularly the ones that will pass through tropical rainforests, will permanently damage the natural environment. The scientists argue that each project should be assessed on a case-by-case basis.

The Independent, 26 November 2015, p17

Hottest year on record

The World Meteorological Association says that this year will be the hottest on record, mainly because of manmade emissions. The global temperature for the first ten months of 2015 was nearly a degree above the 14C average for 1961 to 1990. This means that the temperature rise is halfway to the 2C limit set by the UN in its efforts to prevent the worst effects of climate change. The past five years have been the hottest half decade on record.

The Times, 26 November 2016, p18; The Independent, 26 November 2015, p17

Individual actions make a difference

This article argues that individual actions can make a contribution to combating climate change. Professor Kevin Anderson, deputy director of the Tyndall Centre for Climate Change Research, points out the need for people to lobby politicians for change as well as taking responsibility for their own lives. UK charity Wrap advocates cutting down on food wastage, wearing clothes for longer and keeping household electrical goods for longer. There are many other initiatives taking place around the world, such as Columbia's Ecobikes and South Korea's EcoMileage.

Financial Times (Special Report, Managing Climate Change), 27 November 2015, p4

Fashion

Jaeger falls out of fashion

Jaeger was founded 131 years ago as Dr Jaeger's Sanitary Woollen System Co Ltd and earned a Royal Warrant in 1910. In 1919 its camel hair coat attracted the better-off ladies of London to its Regent Street shop. More recently the brand has lost its way and lost touch with its core, middle-class customers. This year pre-tax losses are £15.4m despite a sales rise of 6%, although the company's online performance has fared better, with sales up by 42%. Jaeger's Regent Street store is to close next year.

The Independent, 1 December 2015, p51

Financial services

Lloyds in two-pronged digital campaign

Lloyds Bank has taken the unusual step of launching two campaigns for different banks, but advertising the same product and conveying the same message. Two branches of the same campaign targeted customers of both Lloyds Bank and Bank of

Scotland: with the objective of advertising Lloyds' new business account for small businesses. Recognising the importance of digital, Lloyds has for the first time led a campaign with video-on-demand. The campaign is in its early stages but online engagement has been encouraging, with over 20m digital impressions over a five-day period. This would normally represent a month's worth of activity for the bank.

B2B Marketing, November-December 2015, p10

The end of PPI claims

The largest banks in Britain are jointly funding an ad campaign to inform customers that they have just two years left in which to claim compensation for payment protection insurance (PPI) mis-selling. So far victims of the scandal have been paid a total of £21 billion but the Financial Conduct Authority wants to draw a line under the PPI business by 2018; it will be responsible for running the campaign alongside ad agency M&C Saatchi and media planning group Manning Gottlieb OMD. Consumer group Which? says it is disappointed that the FCA seems to be rewarding banks who have "dragged their heels over paying out compensation". It says banks should be seeking out customers to whom they owe money.

The Daily Telegraph (Business), 27 November 2015, p3

Crowdfunding – a new era?

The most successful Kickstarter project in Europe has just collapsed. Zano, a British start-up, managed to raise £2.3m on Kickstarter in just two months to fund its handheld drone. Yet only 600 of the more than 15,000 orders for the £170-drones have been shipped to customers. Kickstarter, which stood to make £115,000 out of the project, has apologised to Zano's backers. According to Professor Ethan Mollick of Wharton Business School, 75% of crowdfunded projects are delayed. Many people raise the money for a project but then aren't clear about how to bring it to market, according to Anastasia Emmanuel of Indiegogo, another fundraising site. It is likely that a new type of crowdfunding model will emerge which will not just be about raising money but about turning ideas into projects.

The Daily Telegraph (Business), 27 November 2015, p2

HSBC – ambitious target for senior women

HSBC plans to appoint the same number of women as men to its UK senior management roles by 2020. The bank is responding to government pressure to tackle the gender imbalance in finance. Currently only 21% of senior roles at FTSE 100 banks are filled by women. Lloyds says it is aiming for 40% of women in senior roles by 2020; RBS's objective is 30% by 2020; and Barclays wants 26% of women in senior roles by 2018.

Financial Times, 26 November 2015, p29

Phone habits can reflect creditworthiness

Around a quarter of people worldwide have no bank account or credit score. Now dozens of start-ups, such as Kredittech, EFL Global and LenDDo, are trying to assess a person's creditworthiness by monitoring phone habits, web-browsing and social media patterns. They have found, for example, that people who don't allow their phone batteries to run low tend to make loan payments on time while borrowers who make more calls than they receive are also a better risk.

Bloomberg Businessweek, 23-29 November 2015, pp42-43

FMCG

Beverages

Sugary drinks tax backed by MPs' committee

Some governments, such as France, Mexico and Hungary, have imposed taxes on sugary drinks as a way of tackling obesity. Others are considering it but there has been much debate, and the drinks industry is heavily opposed to the move. In Mexico reduced consumption as a result of taxes has cut calories by just five a day on average. The problem is that such measures haven't been in place long enough to assess their true impact. In Britain the Commons' Health Committee says there is "compelling evidence" that a tax would reduce consumption. Its report proposes that restrictions should be placed on the marketing and advertising of sugary drinks. The UK government, which will be setting out its plans early next year with the publication of a child obesity strategy, is not in favour of a tax.

The Economist, 28 November 2015, pp78-79; bbc.co.uk/news, 30 November 2015; Financial Times, 30 November 2015, p2

Karma offers organic alternative to Coke

Karma Cola is seeking to challenge the dominance of Coca-Cola with its Fairtrade, organic version of the drink. The company donates 3p from every bottle sold to cola nut producers in Sierra Leone. The UK, which has become its second-largest market after New Zealand where it was founded, is being used as a springboard for entering other European markets. Karma publishes all the ingredients in its drink unlike Coca-Cola, which is more secretive.

The Sunday Telegraph (Business), 29 November 2015, p3

Prosecco and crisps the latest thing

Prosecco, whose sales have overtaken those of champagne in Britain, is now being incorporated into food including crisps, jelly and cheese. M&S has just launched a packet of crisps flavoured with winter berries and prosecco while Sainsbury's has introduced prosecco and chestnut panettone.

The Sunday Times, 29 November 2015, p27

Food

Economy turns to cattle class

It is predicted that China will consume an additional 2.2m tons of beef a year by 2025. The huge demand is hampered by regulations dictating that imported animals have to be slaughtered within 55 miles of their point of entry into the country. The price of beef in China is more than double that in Australia. Following a free trade agreement between the two countries, Australian livestock agents and exporters have started flying live cattle into China. The first such flight saw Angus and Hereford cattle being packed into the aircraft's main deck where economy class passengers would normally sit!

Bloomberg Businessweek, 23-29 November 2015, pp24-25

KitKat to use only sustainably sourced cocoa

KitKat is to be the first global chocolate brand to use only sustainably-sourced cocoa according to its owner, Nestlé. This strategy, which will take effect next year, "will only strengthen KitKat as a responsible brand" according to a Nestlé spokesperson. The cynical view is that Nestlé is responding to a report by Bloomberg, claiming that it and other producers have been buying cocoa from markets that use child labour.

Strategic Marketing Africa, Q4 2015, p7

Cheddar – Britons go for softer options

British cheddar cheese is being abandoned by British consumers, who favour continental cheeses, such as brie, camembert and feta. Sales of cheddar fell by 5% this year, and British cheesemakers are being advised to experiment with new recipes because half of Britons say they would like to see cheddar recipes "bring more excitement to the table", according to analyst market research firm Mintel. Despite this, British cheese remains popular in New York, Madrid and even Paris – sales in France have risen by 20% over the past year and exports of UK cheese reached a record high last year.

The Times, 27 November 2015, p3

Household

A sector that needs modernising

Thinx, a US start-up, has developed high-tech knickers designed for women during menstruation. But when adverts for the product appeared on the New York metro, they were deemed to be 'offensive' and 'suggestive' even though the women depicted were respectably garbed. Although the ad has been approved, the company will struggle to get it displayed in New York's taxis. There is still something taboo about women's periods – public discussion remains sanitised and ads generally featuring happy, 'white, trouser-clad' women with no sign that a period could exist.

Financial Times, 26 November 2015, p20

Government and public sector

UK has highest tuition fees

The Organisation for Economic Co-operation and Development (OECD) reports that UK students pay the highest tuition fees in the world. Its annual report on world education systems reveals that UK students pay even more than those in the US. However OECD head of education, Andreas Schleicher, admits that the UK system is "fair, efficient and likely to be sustainable". The report also reveals that 90% of the UK higher education system is funded by private sources, compared with only 14% on average for European countries. This is far behind the US at 46%. The UK Government is considering allowing some universities to charge even higher fees which, together with the axing of maintenance grants next September, could put off students from more disadvantaged backgrounds.

The Independent, 25 November 2015, p12

Council unimpressed by GCHQ pavement ads

GCHQ has annoyed Hackney council by placing graffitied job ads on London's pavements. The council says that GCHQ should have asked permission before covering its streets with graffiti. In theory GCHQ could be prosecuted for antisocial behaviour. However, the initiative has provided the agency with extensive publicity on social media. The campaign was launched after the government announced extra funding for security services after the terrorist attacks in Paris.

The Times, 28 November 2015, p17

Health and pharmaceuticals

The cost of R&D – prices remain high

In November Pfizer and Allergan announced a proposed merger which will create the largest pharma company in the world which will have, "the strength to research, discover and deliver more medicines" according to Pfizer's boss, Ian Read. *The Economist* argues that the industry is moving away from big investment in in-house R&D. Instead big companies are increasingly buying in drugs that are under development by acquiring smaller, younger, biotechnology outfits that focus on a single treatment. The largest companies are still throwing money at beauty products such as Botox. This approach seems to be effective, although there is little sign that the greater efficiency in drug research is translating into cheaper medicines...

The Economist, 28 November 2015, pp69-70

IT and telecoms

Raspberry Pi looks to internet of things

Raspberry Pi has launched the latest version of its microcomputer, which has traditionally targeted

techie students. Now the company hopes to appeal to a broader range of consumers as it expands into the internet of things. The new Pi Zero, which costs just \$5, is the size of a credit card and half the size of the original \$25 Raspberry Pi which was launched in 2012. The company is owned by a charitable trust and has sold over 7m devices worldwide. Around a third of sales are to schools to teach computing.

Financial Times, 27 November 2015, p21

Shoes kickstart Kicksole

If your hands are too full to answer your smartphone, try using your foot instead. That is the idea of Kicksole, an insole that helps you control digital devices with your foot. The system, developed by a team at MIT Media Lab, recognises two foot movements, while the smartphone's Bluetooth detects compatible devices that are nearby, and works out which one the users wants to operate. The system could be useful for answering calls or turning on lights.

New Scientist, 28 November 2015, p25

Mobile networks reject ad-blocking

Neither EE nor O2 have plans to launch ad-blocking tools, although EE has said that it is considering introducing new technology to help consumers control the "level and intensity" of ads they receive on mobile devices. Meanwhile O2 believes that the rise of ad-blocking software is a, "call to the ad industry to raise the bar in terms of the quality of the advertising that it delivers".

Marketing Week, 26 November 2015, p7

Leisure and tourism

Coe abandons Nike role

Lord Sebastian Coe, President of the International Association of Athletics Federations (IAAF), has decided to give up his £100,000-a-year brand ambassadorial role for Nike. This follows controversy over the awarding of the 2021 IAAF World Championships in athletics to the US city of Eugene, which has strong links with Nike. This comes at a time when the IAAF is suffering from the biggest drugs scandal in sport's history. Coe has also imposed an embargo on the marketing firm, CSM, which he chairs, from tendering for work with the IAAF.

The Daily Telegraph (Sport), 27 November 2015, p5; The Guardian (Sport), 27 November 2015, pp1-2

Space tourism possible with reusable rocket

Last month Jeff Bezos's rocketry company, Blue Origin, announced that its New Shepard spacecraft, and its BE-3 rocket booster, had come safely back down to earth after being in space. Until now used rockets are an unknown thing because they usually fall back down to earth and break up, something

which accounts for the phenomenal cost of space travel. Blue Origin is focusing on the idea of taking paying customers on a ride to the edge of space, its main competitor in this respect is Virgin Galactic. SpaceX, a rocketry firm owned by Elon Musk is also working on reusable rockets, but it is already flying into orbit to deliver supplies to the International Space Station.

The Economist, 28 November 2015, p70

All the world's a stage for audiences

A new report from lastminute.com, entitled *Future of Theatre*, claims that theatre audiences could eventually influence plot lines and costume changes of live stage performances through Facebook, Twitter and other apps. It predicts that the next craze will be the adaptation of popular TV shows, such as *Downton Abbey* and *Doctor Who* for the stage.

The Daily Telegraph, 30 November 2015, p14

Materials and mining

Diamonds aren't forever

Ever since the discovery of diamonds in Botswana the country has enjoyed peace and prosperity. Last week the biggest diamond in over a century was found there in the form of a 1,111-carat stone the size of a tennis ball. Yet mining experts predict that the supply of diamonds in Botswana will dry up in as little as 15 years, even though they currently account for 80% of national export earnings. The country's senior politicians are holding a meeting with De Beers to try to find a way forward.

The Sunday Telegraph, 29 November 2015, p22

Media

Books

Gender pay gap in the library sector

A survey of library workers from the Chartered Institute of Library & Information Professionals (CILIP) and the Archives & Records Association (ARA) has revealed a sector with 'low' rates of ethnic, gender and age diversity. Although 78.1% of staff in the sector are female, male library and information workers usually earn more than women, and are almost twice as likely to occupy senior management roles as women. With regard to ethnic diversity, 96.7% of workers identify themselves as 'white', which is 10% above the *UK Labour Force Survey* average. The highest proportion of staff (55.3%) are in the 45 to 55 age bracket, suggesting an ageing workforce.

The Bookseller, 27 November 2015, p18

Internet

Privacy tools to track the data gatherers

We are all used to ads that follow us around the web and pop up on unrelated sites. Researchers are building tools to help us understand who is tracking us, what they know and how we can regain control. A team at Carnegie Mellon University is developing a browser extension that can monitor every third party that tries to grab your data. The team is planning tests to see whether the browser extension improves user awareness or changes their behaviour. Meanwhile the Facebook Data Valuation Tool attempts to calculate the monetary value in real time of the data that users produce when browsing. Another project, named ReCon, is undertaking similar research with regard to smartphone apps by working on a feature that will notify users of suspicious activity.

New Scientist, 28 November 2015, p25

Nominet jacks up price of web domain

Nominet, which controls and manages .uk internet addresses in Britain, has announced a 50% price rise. The wholesale price of registering a .uk web domain will go up to £3.75 a year from March 2016, which is the first price rise for 16 years. Individuals and businesses have signed a petition demanding an extraordinary general meeting to tackle the price hike. Opponents of the price rise argue that Nominet, a not-for-profit organisation, will be making a huge profit.

The Independent, 27 November 2015, p21

Adblock Apocalypse?

This article explores the growing trend for the use of adblockers and the threat posed to online advertisers. This year a report by Dublin-based researcher Page Fair and software company Adobe showed that nearly 200m people in the world were using software to remove ads from web pages. Apple has announced that its new mobile operating system – iOS9 – will offer adblocking. The article mentions several possible outcomes: government regulation of blocking; reducing the volume of ads in America to British and French levels; or an all-out war involving a counter-strike against the blockers. In the short term, all the industries involved have begun to organise themselves to bring about higher quality internet advertising.

The Sunday Times (Magazine), 29 November 2015, pp 30-39

Magazines

Lads' mags demise due to print focus...

Lads' mags have disappeared – *FHM* and *Zoo* closed a few months after *Loaded* and *Nuts* – from the print scene to be supplanted by online communities such as The LAD Bible, one of the largest communities of young men in the world. Traditional mags have found it hard to reach young male

audiences because, “they often aren’t where traditional media tries to reach them” says Mimi Turner, marketing director of The LAD Bible, which has 150m visitors a week. She says the problem with traditional mags was that their focus on print meant that they couldn’t accurately know who their audience was and what they cared about.

Campaign, 27 November 2015, p19

...while MixMag embraces change

Mixmag was founded in 1983 and has since suffered the same decline as other music publications of its era. Chief executive Jerry Perkins admits to being, “in the middle of three industry disruptions – the record industry, the media industry and the advertising industry”. He regards the challenges as an opportunity to reinvent the company as a digital and live events business. As well as an online reach of 28m subscribers, Mixmag has formed brand partnerships and is distributing native online video advertising. The company has recently been valued at £25m. In the meantime print circulation continues to fall...

Campaign, 27 November 2015, p21

Music

Windowing helps to boost album sales

Adele’s new album, *25*, has broken the US record for first-week sales by selling more than 2.4m copies. Sales have probably been helped by her strategy of withholding the album’s release from streaming services including Spotify and Apple Music. Adele is one of a small number of music artists who have used the tactic of ‘windowing’ a new album. This means that it is available on CD or as a paid download for a period of time before it is released for streaming.

Financial Times, 25 November 2015, p15

Newspapers

MailOnline popular but misses target

MailOnline is now the most popular English-language website in the world. With its coverage of celebrity scandals and scantily-clad females, it achieved revenue growth of 18% to reach £73m in the year to the end of September. Despite this, it didn’t meet its sales target of £80m and sales of its media division, Daily Mail and General Trust (DMGT), fell by 8%. This was due to a decline in print advertising and circulation which the growth in DMGT’s digital business failed to offset.

The Times, 26 November 2015, p60; The Daily Telegraph (Business), 26 November 2015, p10

Television

Amazon removes controversial ‘Nazi’ ad

Amazon recently ran into trouble after it advertised its drama, *The Man in the High Castle*, using Nazi-type imagery in New York, which has the largest population of Jews outside Tel Aviv. Two weeks ago

The Guardian had to destroy 300,000 copies of its TV listing mag, *The Guide*, after it realised that it had used an image for the show headlined “The Reich Stuff”. This type of bad publicity may be a lesson for marketers, but in the battle to stand out in a crowded TV market, some are prepared to go for riskier ideas.

Financial Times, 26 November 2015, p27

Video

Hulu v Netflix

Currently Netflix and Amazon dominate the streaming service marketplace, but Hulu, the digital video service jointly owned by Walt Disney and 21st Century Fox, is set to challenge that. Hulu announced in April that it had reached 9m subscribers. Yet the loss-making company is still being outspent by Netflix which has 43m US members, and Amazon, with 40m. Now one of Hulu’s owners is talking openly about international expansion – this article examines the company’s plans for investment and growth.

Financial Times (Weekend), 28/29 November 2015, p15 (Shannon Bond)

Packaging

Tabasco bottle still hot

Tabasco, the hot pepper sauce, was created in 1860s America by Edmund McIlhenny, a banker. He started out using cologne bottles to distribute the sauce to family and friends. Later, when he started to market it commercially, he ordered thousands of cologne bottles which allowed just one drop of the sauce to emerge at a time, hence the “One drop works wonders” boast in the company’s marketing. The small size of the bottle is seen as a competitive differentiator – there are 720 drops in a 2oz-bottle. Tabasco is still the market-leading hot sauce in the US with an 18.3% market share, while in the UK it carries a Royal Warrant.

packagingnews.co.uk, 25 November 2015

Danone limited editions feel the force

Danone is appealing to *Star Wars* fans with its limited-edition Volvic mineral water bottles. The bottles, which launched yesterday, ahead of the *Star Wars* sequel, *The Force Awakens*, have five character designs: Chewbacca, Darth Vader, a Stormtrooper, C-3PO and Boba Fett.

The Grocer, 28 November 2015, p39

Retailing

Tesco fruitful tactic to raise image

Tesco, which is suffering through competition from the discounters and online enterprises, hopes to increase its popularity with shoppers by giving out free fruit to children. It will place boxes of bananas, apples and oranges near the entrances to 15

Glasgow stores in a four-week trial. This forms part of a plan to improve Tesco's image, which has been damaged by the accounting scandal and shopper complaints about high prices and poor service.

The Guardian, 26 November 2015, p23

Edinburgh Woollen Mill benefits from mobile

Edinburgh Woollen Mill plans to open 100 new shops over two years, creating 800 new jobs. This follows a 28% rise in pre-tax profits in the year to the end of February partly thanks to a 15% growth in online sales, and a 62% rise in online sales of its Peacocks brands which has benefited from mobile sales. The company is already one of the largest retail businesses in Britain with over 1,000 stores.

The Daily Telegraph (Business), 27 November 2015, p3

Online retailing success

Not on the High Street, the online market place started nine years ago from a kitchen table, has rapidly become a serious contender in the battle for Christmas spending. Selling a huge range of unique, handcrafted goods and services is a major draw for customers, with the company achieving sales of £127m in 2014. Simon Belsham, chief executive, discusses why he thinks the business is succeeding. "We're selling different and unique items and a lot of our product is customised or personalised," he says. "This is not a retail revolution, it's a cultural revolution."

The Sunday Telegraph (Business), 29 November 2015, p9

Black Friday online surge

Springboard, a retail data consultancy, said shopper numbers were down by 6.5% in stores across the country from 8am until midday on Black Friday, compared to last year. In contrast, data from PCA Direct, an address search service, showed online activity was up by 28% by 2pm. "There has been a big change in the way that shoppers are looking at Black Friday. They are still shopping, but they are shopping online" said Diane Wehrle, insights director at Springboard.

Financial Times (Weekend), 28/29 November 2015, p 16 (Andrea Felsted and Joseph Cotterill)

Christmas ads causing shoppers to switch

Research reveals that 12% of shoppers say they have switched supermarkets for their Christmas shop after viewing the supermarkets' Christmas ads. There is still an opportunity for retailers, since 33% of shoppers haven't yet made up their mind where to do their Christmas shop, according to the latest *Bridgthorne Shopper Index*. John Lewis is crediting its Christmas ad with weekly sales of £110.4m for the week ending 14 November, an increase of 15.8% on the previous week. The ad notched up+ 22m online views during the week after launch.

The Grocer, 28 November 2015, p4; Marketing Week, 26 November 2015, p6

Services

Innovation in law

This supplement on innovation in the UK's legal sector shows how the pressure is on for law firms to demonstrate added value to clients. The sector is also being challenged by newcomers: around 5% of legal services are no longer supplied by traditional law firms but by alternative business structures (ABSs), which came about as a result of the Legal Services Act 2007. Although these ABSs have not resulted in the 'big bang' that some were predicting, in the future we could be seeing solicitors setting themselves up as business people in the first instance and lawyers as a secondary activity. Other articles cover cyber security, technology and the new breed of general counsel.

The Times (Raconteur, Legal Innovation), 26 November 2015, pp1-14

Hubbub challenges Amazon

It looks as if Amazon is going to have some competition for its same-day delivery service: online grocery delivery service Hubbub.co.uk and organic supermarket Planet Organic are making the most of the delayed launch of Amazon Fresh by jointly providing same-day delivery to those within the M25 corridor.

The Daily Telegraph (Business), 30 November 2015, p4

Transport and travel

Walking map of the Tube

If you would prefer to walk across London rather than stand in a cramped Tube train, then Transport for London (TfL) has the answer. It has released an alternative Underground map which shows the walking times between most of London's stations. It launched the map after it found that various unofficial versions had gone viral.

B2B Marketing, November-December 2015, p7

Black cabs to tackle Uber by modernising

Competition from Uber is forcing London's black cabs to adapt to changing behaviour. From next year, under new proposals by the Mayor and Transport for London that are expected to be approved in February, they will be forced to accept credit cards and contactless payments. Mayor Boris Johnson says this will enhance business for cabbies, bring them into the 21st century and make journeys more convenient for customers.

The Daily Telegraph (Business), 27 November 2015, p5

South Korea gets tough on vehicle emissions

South Korea has fined VW \$12.3m for cheating emissions tests and has ordered 125,000 diesel vehicles to be recalled. Meanwhile the company's unsold vehicles are to be suspended, while the country's environment ministry continues to investigate other models. The ministry plans to

extend its investigation into 15 other car makers including Hyundai, Kia, BMW and Mercedes-Benz.

Financial Times, 27 November 2015, p20

Pirelli calendar – the new naked

Italian tyre manufacturer Pirelli has completely revamped its famous calendar. This year, instead of using nude images of supermodels, it features photos of powerful women or “women of achievement” who have been photographed by portrait photographer Annie Leibovitz. The 12 subjects, who range from philanthropists to finance, art and poetry, have all made “a difference to the world”. They include Yoko Ono (aged 83) in a corset and top hat and Serena Williams, who is topless but has her back to the camera.

The Times, 1 December 2015, p13; The Independent, 1 December 2015, p15

Written by CIM’s Knowledge Services Team

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On the Move

Name	From	To	New title	Source
Nick Allsop	Spark44	TBWA\London	Creative Partner	Campaign
Elsbeth Lynn	Rapier	FCB Inferno	Group Creative Director	Campaign

Promotions

Name	Company	Previous title	New title	Source
Ben Mooge	Havas	Creative Partner, Havas Work Club	Joint Executive Creative Director of Havas Creative Group	Campaign
Dara Nasr	Twitter UK	Sales Director	Managing Director	Campaign
Elizabeth Preston	Simon & Schuster	Senior Press Officer	Publicity Manager	The Bookseller
Andy Sandoz	Havas	Creative Partner, Havas Work Club	Joint Executive Creative Director of Havas Creative Group	Campaign
Rik Ubhi	Simon & Schuster	Web & Online Marketing Manager	Content Marketing Manager	The Bookseller
Jade Westwood	Simon & Schuster	Marketing and Publicity Executive	Senior Marketing and Publicity Executive	The Bookseller

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www.lexology.com

Marketing Theory

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Meetings & Incentive Travel

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www.mycustomer.com

New Scientist** (1 month embargo)

www.packagingnews.co.uk

PR Week

www.research-live.com

Strategic Marketing Africa

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The Times

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[Businesses and strategy](#)

[Charities and NGOs](#)

[Durable goods](#)

[Economy](#)

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[Financial services](#)

[FMCG](#)

[Beverages](#)

[Food](#)

[Household](#)

[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](#)

[Customer relations](#)

[Direct marketing](#)

[Law](#)

[Marketing](#)

[Market research](#)

[Public relations](#)

[Sponsorship](#)

[Materials and mining](#)

[Media](#)

[Books](#)

[Internet](#)

[Magazines](#)

[Music](#)

[Newspapers](#)

[Television](#)

[Video](#)

[Packaging](#)

[Retailing](#)

[Services](#)

[Transport and travel](#)

[On the move](#)