

Cutting Edge: Our weekly analysis of marketing news

16 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

Campaigns in a multi-device environment

The author asks whether mobile has finally taken the lead in advertising. A report, entitled *Advertising Brands: Cross Device Effectiveness* from the Association of Online Publishers (AOP), reveals that ad exposure across two devices delivers the greatest increase in ad recall and positive brand sentiment. It also demonstrates that brands who take a 'siloed' approach to advertising could be left behind those who unify the experience for consumers. Focusing on just one device at a time is not going to be enough for an audience that is distracted by multiple channels, devices and content. Advertisers should produce campaigns that can work in any environment to ensure that their ads are always visible.

Admap, December 2015, pp44-45 (Robinson)

Know your leather

Marketers should take care when making misleading claims in their advertising about the composition of their products. A recent example is highlighted on the CAP website: Love Sofas Ltd got into trouble for implying that its sofas were 100% leather when in fact they contained just 35%. There are strict rules for describing a product as "leather" and it is useful to check with the British Standards *Glossary of leather terms* to determine whether a product conforms to the definition.

cap.org.uk, 10 December 2015

Agencies

Campaign awards

This issue of *Campaign* is devoted to an annual

roundup of the best agencies, work, advertisers and people in the advertising industry. There are ten categories of awards and 20 categories of 'Top Tens', such as TV and cinema ads, digital innovations, media planners and creative directors. All round top ad agency of the year, for the second year running, goes to Adam & Eve/DDB; advertiser of the year is Channel 4; and campaign of the year is awarded to moneysupermarket.com's *You're so moneysupermarket*.

Campaign, 11 December 2015

Brands and branding

Consumer-brand relationships

The concept in which brands and consumers are connected can be called the "consumer-brand" relationship. Many brands focus on strengthening relationships with consumers. This study examines relationship typologies between consumers and "their" brands. It proves that a consumer-brand relationship exists within the luxury cosmetic environment; highlights the importance of brand personality to the relationship; and identifies key themes that are important in the luxury cosmetic context. It uses 15 types of brand relationships taken from a typology which was developed by Fournier in 1998.

Journal of Brand Management, Vol 22(8), pp631-657 (Hodge et al)

Conferences and events

Christmas parties back in season

The company Christmas party is making a comeback. A new survey commissioned by Eventbrite suggests that UK companies will spend £1 billion on Christmas parties this year with an average spend of £42 per head, returning expenditure to pre-recession levels. Employees can



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expect more exciting events this year, with professional entertainers, themed venues (James Bond and The Great Gatsby) and cocktails. Innovative venues for parties are also popping up, such as Yulefeast in Shoreditch London or dinners held by the Disappearing Dinner Club.

The Sunday Times, 13 December 2015, p13

Consumer behaviour

Customer experience – in-store environment

Retail marketing researchers have taken a strong interest in how the in-store environment affects customer experience. Research usually focuses on the role played by spatial factors and environmental aspects, in the way that customers perceive merchandise and service quality, brand loyalty and purchase behaviour. Researchers have generally relied on the customer's mind but this study takes an alternative approach: it argues that it is through the body that we sense the environment, and conversely it is through the environment that we sense and experience the body. The author emphasises the bodily, spatial aspects of customer experience and discusses the implications.

Marketing Theory, Vol 15(4) 2015, pp545-564 (Yakhlef)

Dealing with distracted shoppers

Shopping has become a 24/7 experience and marketers need to work hard to understand consumers' multitasking habits. Starcom Mediavest Group used its proprietary, mobile-enabled research panel to ask two questions: what is the overall nature of the relationship between mobile usage and shopping, and what are the effects of multitasking screens on the attention of shoppers? It concluded that shopper marketers should expect and plan for shoppers to be distracted. They can do this by linking them to brand conversations; disrupt them with emotional appeals; and engage with them through an omnichannel strategy.

Admap, December 2015, pp32-33

Customer relations

Gamification and CRM

Gamification is the use of gaming techniques to enhance someone's engagement and encourage desired behaviours in the business context. It has already become big business in sales motivation: Salesforce's CRM platform has various gamification plug-ins, such as Bunchball Nitro and Hoopla, while Microsoft has recently acquired Incent Games, the company responsible for FantasySales Team. Companies use gamification to engage employees, increase competition, promote collaboration and provide insights into salespeople and sales processes. This article considers how gamification can be applied to sales and what the future of gamification holds for sales.

Winning Edge, November-December 2015, pp18-21 (Jenkins)

Monochannel retailers lead in loyalty

In an omnichannel world it is somewhat surprising that the five most valued retailers in the UK in terms of price/earnings ratio are all mono-retailers, either pure-play online or pure-play stores. They include the likes of Ocado, Asos and Primark. Amazon, Lidl and Aldi could be added to the list, but UK valuations are not available for them. Even successful multichannel retailers, such as Next and Argos, do not achieve the same valuations. The author argues that most customer experience is formed through a single channel and that the loyalty of an omnichannel customer must be won through a single channel in the first instance. Therefore multichannel retailers need to get each channel right in order to take on the channel specialists.

Retail Week, 11 December 2015, p28 (Jary)

Direct marketing

Using emotion in the subject line

When embarking on e-mail marketing it is better to be objective and send out messages based on what is proven to work. But emotion can still play a part, particularly in the subject line of the communication because emotional words and phrases can actually drive engagement, according to Julia Spano, director of marketing at Persado. Here is a summary of how five emotions performed this year: urgency, achievement, exclusivity, anxiety and excitement. It is based on Persado's analysis of 436 subject lines from Black Friday e-mails.

dmnews.com, 15 December 2015

No full stops – you could offend someone!

According to researchers at Binghamton University in New York, the ending of a text message with a full stop makes it appear insincere. It is unusual to use full stops in digital conversations so the fact that someone has taken that extra split-second to add a full stop suggests an insincere or even passive-aggressive attitude. The researchers found that the use of a full stop didn't make any difference to handwritten notes, however.

The Times, 14 December 2015, p13

Law

Ensuring cross-border online content

As part of its Digital Single Market strategy, the European Commission has presented a proposal to allow Europeans to travel with their online content. Currently Europeans travelling within the European Union might not have access to online services such as films, music or games that they have paid for in their home country. The proposed regulation on the "cross-border portability" of online content services will allow EU residents to travel with the digital content they have subscribed to at home. Cross-border portability will become a new EU right for consumers in 2017, which is also the year that will

see the end of roaming charges in the European Union.

europeanlawmonitor.org, 9 December 2015

Cars a source of private data on drivers

The Federation International de L'Automobile (FIA) has launched a campaign asking for safeguards on the use of information gathered about car drivers by new, compulsory tracking devices. From 2018 every new car will have a wireless box for road safety but data from the boxes could be used by advertisers to inform them of drivers' habits and location. This is because information collected from cars is not currently protected by European legislation. It is possible that car firms will start using data in the same way as Google and Facebook. The FIA is pushing for dedicated privacy legislation for consumer data protection. The European Automobile Manufacturers' Association (ACEA) says it has just adopted five principles of data protection.

The Independent, 10 December 2015, p29

Marketing

Youth marketing in Africa

Some 50% of Africa's population is aged 20 and under and this group is forecast to grow faster than on any other continent over the next decade. The 16 to 34 age group accounts for 53% of Africa's income and 65% of its spending. Meanwhile mobile take-up in Africa is forecast to reach 79% by 2010, which will foster a climate of connectivity and act as a "uniting" trend for Africa's youth. Africa's youth have some similarities (a few topline insights from East Africa can be extrapolated into other markets), but marketers should be wary of imposing a 'one-size-fits-all' and there are notable differences between countries. Marketers should also be aware of the different social media channels that each country uses so that they can access their target groups. A Nigerian youth market snapshot is included.

Strategic Marketing Africa, Q4 2015, pp16-19

The marketing-IT relationship

IT is important in today's marketing environment – this year's DataIQ conference examined the relationship between marketing and IT, two business-critical functions which are moving closer together. This article records how some businesses are ensuring that their marketing-IT interface is functioning properly. Andrew Buckley, senior VP of core products at Mastercard, discovered that there were interpretation barriers between functions: for example, "when an IT person says 'data', they mean something very different to a marketer".

dataIQ, Winter 2015, pp42-43

Market research

Market segmentation

The goal of market segmentation is "to divide a population into mutually exhaustive and exclusive

sub-segments that differ with respect to criterion, and to identify those segments that are best from a marketing perspective so that they can be targeted". The latent class model is considered to be the most popular for segmentation because it is innovative, flexible and can provide appropriate solutions to problems related to the development and definition of marketing strategies. In the paper the latent class Markov model is used to segment Italian households with regard to their ownership of financial products. This approach is compared with the standard approach in terms of its ability to forecast consumers' behaviour.

International Journal of Market Research, Vol 57(6) 2015, pp909-930 (Bassi)

Public relations

Controlling announcements

The author (head of PR at *The Sun* newspaper) emphasises the importance of controlling announcements, especially those to do with new appointments. In particular he focuses on the disclosure of Ken Livingstone's appointment as co-convenor of the Labour Party's policy commission on defence. The way in which it was handled meant that there were people within the Party who didn't know about it, but should have, before the appointment went public. Few people want to hear news which affects them personally through a journalist. Instead media requests should be directed through a press office. If an apology is required and delivered, subsequent media requests should be turned down, reinforcing the fact that the matter is closed.

PR Week, December 2015-January 2016, p132 (Sharpe)

Sponsorship

Barcelona aims to be first with €1 billion

FC Barcelona wants to be the first football club in the world to achieve €1 billion in revenues. Its aim is in part due to the need to compete with the increasing financial power of the English Premier League – Spain's promising teenage players are recruited by Premier League clubs. Barcelona is in talks with Qatar Airways about renewing its shirt sponsorship deal from which the club earns €33.5m a year. However, this figure is far below that paid to teams such as Chelsea and Manchester United. Barcelona can no longer distinguish itself from other teams, as it used to, by refusing to carry a logo or giving space to Unicef as a gift.

Financial Times, 11 December 2015, p23

Agriculture, fishing and forestry

Cornish oysters get PDO status

Oysters from the Fal river in Cornwall are being given protected designation of origin (PDO) status by the EU. The status covers food that is "produced,

processed and prepared in a given geographical area using a recognised knowhow". The Fal Oyster Company is the first to have been cleared for PDO status. Seafood is strongly associated with Cornwall so it is considered an appropriate recognition for this region, which also has PDO status for its clotted cream.

The Guardian, 11 December 2015, p16; The Times, 11 December 2015, p3

Bee keeping gets boost from Eat Natural

Snack bar and cereal brand Eat Natural is spending £500,000 on honey production. In association with the British Beekeepers Association, it will distribute 50 hives made from recycled pallets to new beekeepers. It hopes to generate two to three tonnes of honey in the UK next year and to create a new snack bar.

The Daily Telegraph (Business), 9 December 2015, p4

Genus enhances porcine productivity

Genus is an animal genetics company that sells piglets and cow semen to farmers in 75 countries. Now it has announced a new breed of pig which is said to be resistant to the serious swine disease, Porcine Reproductive and Respiratory Syndrome Virus (PRRSV). This should improve the well-being of pigs and boost farm productivity.

The Grocer, 12 December 2015, p36; The Daily Telegraph, 9 December 2015, p10

Building industry

Infrastructure divide

Tarmac's *Infrastructure Outlook Report*, conducted by Ipsos Mori among UK construction industry leaders, reveals a clear regional divide between London and the South-East and the rest of the UK. Of those surveyed, 51% mention London and 21% the South-East as regions which they believe will see the most spending next year. Only 5% think that the North-West will spend on infrastructure, while even fewer believe this to be the case for other regions. An analysis of the Government's National Infrastructure Pipeline, by the Sheffield Political Economy Research Institute, reveals planned infrastructure investment of £5,305 per person living in London compared with just £851 per head in Yorkshire and Humberside. Tarmac argues that the UK's smaller regional projects are just as important as those in the South-East and London.

Construction News, 11 December 2015, p12

The green city – a slow process

Experimental, green building methods and materials tend to be confined to one-off buildings. Pete Walker of the University of Bath's BRE Centre for Innovative Construction Materials says that: "There is no shortage of ideas but the industry is slow". However, as the cost of producing traditional

materials, such as bricks and metal, increases, there is more interest in bio-based or waste-based building materials including hemp, flaxseed and reeds. *Wired* takes a look at the city of the future with 3D-printed bridges, mushroom bricks and inflatable concrete domes.

Wired, January-February 2015, pp8-9

Businesses and strategy

The art of cross-border negotiation

Theories on negotiation can work well when dealing with a company in your own country, but when it comes to cross-border deals things often fall apart because the negotiator may not know how to interpret their counterparts' communication accurately, particularly if there are unspoken signals. The author presents five basic rules for negotiating in other cultures: adapt one's way of expressing disagreement; know when to keep quiet or express one's feelings; learn how the other culture builds trust; avoid yes or no questions; and be careful what one puts in writing.

Harvard Business Review, December 2015, pp74-80 (Meyer)

Most admired companies

The winner of *Britain's Most Admired Companies* awards, Unilever, is one of only two companies that appeared in the original 1990 top 20 companies and it has remained in every top 20 since then. This year it takes three awards: Financial Soundness; Ability to Attract & Retain Top Talent; and Quality of Marketing no less. Unilever's achievement is considered to be, "testimony to the value of a good reputation" according to Professor Michael Brown who is behind the research for the awards. Another landmark result is the winner of the *Most Admired Leader* poll which has been won for the first time by a woman, Carolyn McCall, CEO of easyJet. easyJet comes second in the Quality of Marketing award, followed by Paddy Power, Sky and Berkeley Group.

Management Today, December 2015, pp28-69

Natural talent vs experience

Investors and recruiters have the problem of choosing between people who have a natural ability to do the job and those who have worked hard. Chia-Jung Tsay of University College London undertook research into "naturals" and "strivers". Experiments among would-be investors, in which they were shown profiles of fictional entrepreneurs, revealed that their preference was for the naturals. A 2012 study from Harvard Business School found employers had a "preference for potential". In other words they would rather choose someone unproven but with a bright future than those with a "glorious past". Naturals may be chosen because of their ability to adapt to an uncertain future, says Tsay.

The Economist, 12 December 2015, pp64-65

Boardroom Bellwether is downbeat

The latest *Boardroom Bellwether* survey conducted by ICSA and the *FT*, reveals that just 28% of 57 FTSE 350 company secretaries expect an improvement in the global economy next year, down from 57% in June. ICSA research director Peter Swabey says that: "On some measures confidence is now at its lowest point since we began the surveys in 2012". Respondents also conveyed their concerns over a 'Brexit' from the EU, with 70% expecting "some" or "significant" damage to the business while just 28% said a 'Brexit' would make no difference to them.

Financial Times, 14 December 2015, p23

Expedia beats Google as best place to work

Expedia has been named the best place to work by recruitment website Glassdoor in its 2016 Employees' Choice Award. Expedia knocked previous winner Google from its perch. The latter is now in eighth place.

The Independent, 9 December 2015, p13

Charities and NGOs

Charities must track their data more closely

Charities have been in trouble for the way in which they give their data to third parties. The Etherington report has recommended that a Fundraising Preference Service should be created, to be modelled on the Mailing Preference Service and managed by the Direct Marketing Association. However, this won't help data owners, who license their data to third parties, to know where their data is ultimately heading. Jonathan Carter, head of strategy and consulting Europe at Acxiom, believes that an opt-out clause isn't enough; instead he proposes a "Fundraising Safe Haven" model where charities could give their contact data to a trusted service provider who then produces an aggregated, anonymised view. The Direct Marketing Association is already looking at this model as part of its contribution to the Office for Civil Society.

dataIQ, Winter 2015, pp33-34 (Reed)

Under 50% of funds go to charitable activities

A report from the True and Fair Foundation has found that one in five of Britain's charities spend less than 50% of the money they raise on charitable works. The Foundation analysed the accounts of 5,543 charities and found that 1,020 of them spent less than half of the money donated on good works. They include some well-known charities, such as Age UK, Sue Ryder and the British Heart Foundation.

The Daily Telegraph, 12 December 2015, pp1-2

Durable consumer goods

Igglepiggle toy stuffed in court case

Igglepiggle, a star of the BBC children's programme *In The Night Garden*, has fallen foul of the UK taxman. Golden Bear Products, which produces a toy Igglepiggle, has failed to convince the Inland Revenue that its product does not class as "stuffed", which would have meant that it could pay lower import duties. In the court room the toy was subjected to a rigorous examination which involved pulling it apart and removing the filling!

The Times, 10 December 2015, p45

The towel sommelier

Imabari in Japan is a centre of towel-making, an industry that was struggling until, in 2006, Kashiwa Sato, a leading creative director was tasked with reviving it. He was asked to build an Imabari brand with an aura similar to that of Champagne. The most unusual element of his marketing strategy was the appointment of 2,000 "towel sommeliers" – sommelier being a term usually applied to wine – who were trained to advise customers about their purchases. His strategy has resulted in Imabari towel production rising from 9,381 tonnes in 2009 to 11,298 tonnes last year, although still well below its 50,000 peak.

Financial Times, 11 December 2015, p16

Hornby's IT system derails performance

Model train maker Hornby has suffered increasing losses for the first half of its financial year to September (a pre-tax loss of £4.5m) which is attributed to the implementation of a new Enterprise Resource Planning System; this caused "significant disruption" to trading during July and August. Hornby's brands include Scalextric and Airfix. Hornby is currently reorganising its European operations and is opening a new warehouse in Kent which will eventually replace its European sites.

The Independent, 9 December 2015, p49; The Daily Telegraph (Business), 9 December 2015, p3

Economy

In with coffee, wine and chicken

The latest *Family Expenditure Survey* from the Office for National Statistics reveals significant changes in consumer behaviour since the recession. In 2001 Britain spent as much on tea bags as coffee, but in 2014 coffee overtook tea. These days Britons are spending more on wine (£4 a week) than beer (£1.70). The country is also moving away from roast beef (£2) and towards chicken (£2.40) while substantial changes have been noted in other areas, such as leisure, entertainment and clothing. Meanwhile new car sales rose dramatically in 2014 with sales returning to pre-crisis levels. Rather surprisingly, weekly household expenditure (£531.30) is still not up to 2001 levels (£542.50)

even though GDP data indicates that economic output has overtaken its previous peak levels.

Financial Times, 9 December 2015, p3; The Guardian, 9 December 2015, p7; The Times, 9 December 2015, p4

UK Cargo hit by third runway delay

The UK Government's vacillation over Heathrow's third runway is affecting the amount of cargo which can be exported from the airport. New research reveals that 39 direct routes out of Heathrow are already full and a further 57 won't have capacity for additional cargo within the next 15 years. Long-haul flights are the worst hit and exports are increasingly unable to be transported to the likes of Shanghai, Tokyo and Mumbai. The study, which was published by the Frontier Economics consultancy, reflects concerns from business leaders about the lack of expansion at Heathrow, Europe's busiest airport.

The Times, 9 December 2015, p43

BCC downgrades UK growth forecast

The British Chambers of Commerce (BCC) has reduced the UK growth forecast from 2.6% to 2.4% for this year. Growth in 2016 and 2017 has also been revised down to 2.5%, from 2.7% three months ago. This follows official data which showed that manufacturing output contracted faster than expected in October. The BCC expects that UK factory output, which accounts for around 10% of UK growth, will contract by 0.2% this year but will expand by 0.7% next year and by 2% in 2017.

The Daily Telegraph (Business), 9 December 2015, p6

Northern powerhouse faltering

The Office for National Statistics has revealed a growing north-south divide: London was the fastest-growing area of the UK last year, it has grown nearly twice as fast as Manchester over the past five years. The latest data calls into question Chancellor George Osborne's promise to create a "northern powerhouse".

Financial Times, 10 December 2015, p4

Energy and utilities

Ofwat wants to make better use of sewage

UK water regulator Ofwat believes that water companies should be allowed to sell fertiliser and energy generated from human sewage because this will help to reduce water bills and improve the environment. The sludge can be used to create gas for generating electricity. Ofwat claims that, by cutting red tape, it will be easier for firms to send sludge to other businesses for processing. It also wants to launch a market for water trading, whereby water is moved to areas where it is scarce in the country. Companies would be made to share information on water supplies to create a more transparent market.

The Daily Telegraph (Business), 11 December 2015, p8

Electricity customers turn to small suppliers

About 3.5m customers have switched to smaller electricity suppliers this year, higher numbers than in either of the previous two years. Energy UK says that 113,780 customers switched to their electricity in November.

utilityweek.co.uk, 10 December 2015

Environment

Climate deal – what does it mean?

Following the success of the UN climate talks in Paris in which 195 countries signed an historic agreement, the BBC asks what it will mean in real terms. The countries agreed to cut greenhouse gas emissions to a level that will limit the global average temperature to a rise "well below" 2C compared to pre-industrial levels. This article uses infographics to illustrate the effects of rising global emissions and lists the top ten emitters – China, the US and the EU!

bbc.co.uk/news, 14 December 2015

Producing eco-pigs – lifting the pigswill ban

An EU ban on pigswill – feeding food waste to pigs – was imposed after the 2011 foot-and-mouth epidemic. But a new study from the University of Cambridge suggests that lifting the ban would reduce the amount of land needed to grow food for pigs in the EU by more than a fifth. Large amounts of Amazon rainforest are being destroyed every year to plant soybeans which are made into animal feed and exported. Meanwhile over 100m tonnes of food is wasted in Europe every year. In Japan 'eco-pork' fed from food waste is considered to be a premium product.

The Times, 11 December 2015, p21

Fashion

Fair Isle gets fair deal from Chanel

Chanel has been forced to apologise to Fair Isle-based knitwear designer Mati Ventrillon, after it copied one of her jumpers. Two Chanel designers had visited her studio during a tour of the Fair Isle islands and had purchased several jumpers for research purposes. Miss Ventrillon contacted Chanel after she spotted one of her designs on the catwalk. Chanel says it will include the message "Mati Ventrillon" design on all its communications. Fair Isle knitwear patterns are not copyrighted and fashion houses are allowed to copy them but cannot reproduce specific garments.

The Times, 9 December 2015, p14; The Daily Telegraph, 9 December 2015, p10

Mulberry returns to profit

Mulberry, which has had a number of profit warnings, has achieved a £100,000 pre-tax profit, following a loss of £1.1m last year. It is recovering from a failed attempt to raise the price of its leather

goods to rival those of other luxury goods makers such as Hermes. The group's first collection by its new creative director, Johnny Coca, is expected to launch at London Fashion Week in February. Mulberry has struggled to follow the success of its best-selling Alexa Chung handbag.

The Daily Telegraph (Business), 11 December 2015, p3

Burberry in outdoor personalisation campaign

Burberry has taken over the huge Curve advertising screen in London's Piccadilly Circus to launch an interactive campaign. It has teamed up with DreamWorks Animation to create an ad using the studio's digital animation technology. Passers-by can use their phones to design a personalised Burberry scarf with their initials, which will then appear on the big screen. The scarf can then be purchased online or from Burberry's store in Regent Street.

eventmagazine.co.uk, 14 December 2015; The Sunday Telegraph (Business), 13 December 2015, p1

Financial services

Card spending more than doubles in a decade

The UK Cards Association reveals that British spending on plastic more than doubled from 2005 to 2014 to reach £566 billion, having overtaken cash spending in 2004. Yet spending patterns have changed, with the average supermarket bill falling from £31 in 2009 to £25 in 2014. Pubs have experienced the greatest shift to plastic, with spending on cards reaching £5 billion in 2014 while record shops have seen the greatest fall in card spending, down by 71%.

The Guardian, 11 December 2015, p42

FCA to oversee fair deal for customers

A review by the UK's Financial Conduct Authority of the cash savings market has revealed that some banks have accounts opened more than five years ago that are offering lower interest rates than new accounts. The financial watchdog plans to name banks that offer as little as 0.1% in savings accounts, with the aim of boosting competition and giving customers a better deal. It will publish a list of offenders every six months. Ulster Bank and HSBC are among those that offer 0.05% or less.

Financial Times, 9 December 2015, p4

FCA to investigate SFC for overcharging

The Financial Conduct Authority says it will "reconsider its decision not to look into allegations" that HFC Bank, part of HSBC, had overcharged customers who were struggling to make credit card payments. This follows several years of campaigning by a whistleblower. HSBC acquired HFC when it bought Household, an American consumer finance group. It has managed store cards including that of John Lewis.

The Times, 9 December 2015, p47

FMCG

Beverages

Tattinger brings sparkle to Kent

Champagne Tattinger has agreed to buy a Kentish apple farm with the aim of making sparkling wine by 2021. The idea of champagne houses investing in England has been around for a while due to the warming climate, the chalk soils and the land prices – which are substantially cheaper than in Champagne. However, MD of Tattinger Damien Le Sueur, says that the wine will be quite different from champagne and will have its own personality. Britain is currently the biggest export market for champagne, at 30m bottles.

The Times, 10 December 2015, p3; The Guardian, 10 December 2015, p3

Cosmetics and toiletries

Avon calling – but for how long?

Avon was founded in 1886 and had achieved over \$1m in annual sales by 1920. By the 1970s its ad campaigns featured the instantly-recognisable 'Avon lady'. But this year the company's share price has fallen by 60% which has led to reports that it might be about to sell its North American business to private-equity firm Cerberus. Although Avon has huge global reach – 6m independent saleswomen (plus a few men) across 60 countries – its operating margin is less than half that of a decade ago and it faces fierce competition from other beauty product retailers. But its woes cannot be blamed solely on the direct selling model and Avon investors, such as Barington Capital, blame "chronic mismanagement". It wants Avon to recruit a new boss and place more emphasis on selling products in shops and online.

The Economist, 12 December 2015, p65

Food

Avocado – has it peaked?

Avocado has become the most pinned food trend on Pinterest and avocado egg bake is the most pinned food. But, with the news that McDonald's in Australia has tested an avocado breakfast with sourdough bread, there are fears that 'peak avocado' has been reached. There are even rumours of an avocado shortage and in Mexico the fruit has been linked with drug cartels. Meanwhile Pinterest reports that its top UK search this year has been 'pork pies'!

The Independent, 9 December 2015, p9

Horse meat back on the menu

Horsemeat has gone on sale at a farmer's market in Devon. Dartmoor Conservation Meat is part of a new conservation scheme set up by Charlotte Faulkner, founder of the Dartmoor Hill Pony Association conservation charity. She believes that, by encouraging farmers to sell animals as meat, it will

help to conserve them. Pony meat is apparently low in fat and high in omega-3. Some hoteliers on Dartmoor are supporting the scheme.

The Grocer, 12 December 2015, p34

Household

Cillit ad banned for gender targeting

Spain has banned TV ads for Reckitt Benckiser's Cillit Bang cleaning product after the country's advertising watchdog ruled that the ads were "discriminatory for assigning a role according to gender". Three ads, which the company uses around the world, show 32 women cleaning their homes but do not feature any men. The Spanish slogan, which accompanied the ad, also used the feminine form which reinforced the case for gender discrimination. Reckitt Benckiser says it "defends gender equality in all areas".

The Independent, 11 December 2015, p37

Tobacco

Big four challenge plain packaging

Last week the big four tobacco companies commenced a court case to challenge the UK's plans for introducing plain packaging for cigarettes next year. Their argument is that the ban infringes their trademark intellectual property rights and will not be effective in reducing smoking levels. They claim that plain packaging in Australia has increased smoking among young people because they are buying cheaper cigarettes rather than quitting altogether. Under the new rules, tobacco companies have until May 2017 to replace packaging with dark brown or green boxes free of pictures and logos but featuring health warnings and a brand name in regular type face.

Financial Times, 9 December 2015, p4; bbc.co.uk/news, 10 December 2015

Government and public sector

Reading tops PwC Index

The *Good Growth for Cities Index 2015* by PwC and Demos, has named Reading and Bracknell the top place to live and work in the UK for the third year running. The index measures the performance of 39 cities on a range of measures including economic output. The Reading and Bracknell area was found to be particularly strong in job creation, salaries, health, owner occupation, skills and environment. The report found that the scores for most of the cities surveyed had improved compared with 2014. Stephanie Hyde, head of regions at PwC, believes that the index sends, "a clear message to government and city leaders that there's more to life than GDP".

The Business Magazine Thames Valley, 15 December-16 January 2015, p10; pwc.co.uk/goodgrowth

Data and analytics funding

Among the Government's funding plans are those aimed at stimulating interaction between the public, private and academic sectors while promoting innovation and sustainable revenue streams. Big data and analytics are one of the key 'pillars' of this policy. The author looks at three public sector bodies that can offer businesses the support they need for their own data and analytics projects. These are: the Science and Technology Facilities Council (STFC), Data Lab Scotland and Innovate UK.

dataIQ, Winter 2015, pp12-14 (Reed)

Health and pharmaceuticals

GW ramps up cannabis-based drug production

GW Pharmaceutical, which makes drugs based on the cannabis plant, is increasing its manufacturing capacity in anticipation of regulatory approval for an epilepsy treatment for children. Epidiolex could get approval from the US Food and Drug Administration (FDA) as early as 2017. GW Pharmaceutical, which is based in Cambridge, is ramping up its US team. It already produces Sativex, another cannabis-derived drug which is an approved treatment for MS. Scientists believe that cannabis contains many compounds that have medicinal properties, of which about 60 have so far been identified.

The Daily Telegraph (Business), 9 December 2015, p10

Sugar reduction – a regulatory approach?

Public Health England has called for a "broad, structured and transparently monitored programme of gradual sugar reduction", which it claims could see 50% of sugar removed from key food and drink categories. A week after *The Grocer* revealed leading supermarkets had decided to call on David Cameron to set mandatory targets for reformulation, the leader of the Food and Drink Federation, Ian Wright, warned the plans risked sparking legal challenges across Europe unless the government stuck with a voluntary approach: "If the government goes down this route then, under EU law, it will have to do a deal individually with virtually every single manufacturer across Europe". Some still believe that the government will look to sectors, like soft drinks, that have the capacity and technical capabilities to lead the way while others follow.

The Grocer, 12 December 2015, pp12-13 (Quinn)

Return on R&D decline to five-year lows

According to a Deloitte study, the returns on R&D investment by the largest pharmaceutical companies have fallen to their lowest level for at least five years. Deloitte says that forecast peak sales for the next generation of drugs has decreased by nearly 50% since 2010 to an average of \$416m, while cost of development has risen to \$1.6 billion. This is in part attributed to the shift from blockbuster drugs to more niche therapies, there is also pressure on

pricing. Nevertheless innovation is on the increase: this year the US Food and Drug Administration has given its highest number of annual drug approvals in nearly 20 years.

Financial Times, 14 December 2015, p22

Dow and DuPont proposed merger

Dow Chemical and DuPont are currently discussing a \$120 billion merger but both companies are under pressure from activist investors. They may have to agree a merger and then spilt into three focused businesses, which are expected to be agriculture; bulk petrochemicals and plastics; and specialised chemicals, in order to satisfy investors.

Financial Times, 10 December 2015, p18

IT and telecoms

LTE-U threatens Wi-Fi

A new system, called 'LTE in Unlicensed Spectrum' (LTE-U), threatens to disrupt or 'crowd out' Wi-Fi signals in the US. Traditional wireless carriers send messages across parts of the electromagnetic spectrum which they license from the Government. This new, unlicensed range of spectrum is being used by the likes of Verizon and Qualcomm to equip phones with chips allowing them to use the free airwaves. Google, Microsoft and Comcast are among those lobbying the Federal Communications Commission to delay the adoption of LTE-U pending further investigations.

Bloomberg Businessweek, 7-13 December 2015, pp39-40

MIT scientists achieve advances in AI

Scientists at MIT have claimed a first by programming a machine to learn in the same way as humans. Computers usually recognise words and language because thousands of words and phrases have been fed into them, but now scientists have shown that machines can learn new concepts in the same way as people. In future, rather than trying to autocorrect a strange word, a smartphone will be able to recognise that the word makes sense in a certain context and can simply add it to the dictionary.

The Daily Telegraph, 11 December 2015, p25

VR – advertisers have started preparing

Interest in virtual reality is growing as headsets enabling people to use their devices to enter 3D, 360-degree virtual environments are becoming available. As entertainment companies gear themselves up to produce new forms of content, advertisers are planning to get in on the act. Although they believe that full integration of advertising into VR is some way in the future, they consider that 2016 will be an important year for the medium as more headsets come on to the market. Resh Sidhu of Framestore VR Studio says that: "Gaming will be a Trojan horse", allowing

advertisers a way into consumer households.

Financial Times (Special Report – The Connected Business), 9 December 2015, p2

Wearable keyboard

A knitted keyboard that you can wear comfortably on your sleeve has been created by researchers in Japan and France. Made from polyester fibres coated with conductive material, it has just ten keys which can register touch and transmits a signal through a USB port.

New Scientist, 12 December 2015, p21

Leisure and tourism

Campaign gives women a sporting chance

Sport England's *This Girl Can* ad campaign is credited with having led to a significant increase in the number of women playing sport. The campaign encouraged women, whatever their shape and size, to take up some form of sport. The number participating in sport at least once a week has risen by 148,700 in the year to September and the ads have been watched 37m times on social media. Although swimming remains the most popular sport for both men and women, its numbers have declined, whereas athletics' numbers have risen by 98,700 to 2.3m.

The Times, 11 December 2015, p33

Anyone for augmented reality tennis?

Swiss start-up Technis has embedded tracking technology into a tennis court which can be used to make automatic line calls and tracks the player's movements on court to measure their performance.

New Scientist, 12 December 2015, p21

Cheaper top book flights at the weekend

A new study has found that Friday is the worst day to buy an airline ticket because the fare is likely to be 13% more expensive than on other days. The weekend is apparently the best time to book for most flights around the world, according to the 12-month study by Expedia and Airlines Reporting Corp.

The Times, 11 December 2015, p34

Materials and mining

Technology fuels demand for new materials

Oil, steel and coal prices are plummeting but the demand for metals used in smartphones, electric cars, 3D printers and other technology is rocketing, leading analysts to declare a "new resource era driven by technology". Commercial demand for titanium from the aerospace industry is forecast to grow by 25% over the next five to seven years while the rising demand for batteries for electric cars is likely to raise the price of cobalt. This article explores the metals and minerals currently in high demand, including lithium, cobalt and titanium.

Financial Times, 9 December 2015, p11

Rio to expand copper project

Rio Tinto is expected to finalise a \$4 billion funding deal to expand one of the world's largest copper mines, the Oyu Tolgoi project, in Mongolia. This is despite a downturn in commodities which has seen the price of copper reach a multi-year low. Rio is one of the few mining companies to be moving ahead with delayed projects during the current commodities downturn.

Financial Times, 15 December 2015, p20

Tata bosses work on turnaround

UK management at Tata Steel is understood to be working on a restructuring plan that could save the refinery at Scunthorpe from closure. It plans to work with an investor to inject £400m into the steelworks. This could help to save several mills in Teeside and Hayange in northern France. Tata has received formal bids from a number of turnaround businesses.

The Sunday Telegraph (Business), 13 December 2015, p1

Media

Books

Contraction in British library services

The UK saw the closure of 106 libraries in the latest financial year with library funding being reduced by £50m. The data, from the Chartered Institute of Public Finance and Accountancy (CIPFA), also revealed that library visits were down by 3.9% to 265m. Overall library visits have fallen by 14% since 2010 and funding has been cut by £180m. Tim Coates, a library campaigner, is concerned that councils are cutting services instead of looking for improvements in a system which is, "hopelessly out of date and inefficient". The most visited library in the UK was Central Manchester (1.3m visits) followed by Norfolk and Norwich Millennium (1.2m).

The Bookseller, 11 December 2015, p11

E-books help kids' reading to improve

A study for the National Literacy Trust has found that there is a substantial improvement in reading ability among boys who read online through e-books. They studied boys' reading performance for an average of 4.2 months to reveal that reading age improved by 8.4 months. Girls achieved a 7.2 month improvement.

The Independent, 9 December 2015, pp16-17

Film

Star Wars...

Star Wars: The Force Awakens could become the first \$3 billion film. With Disney's vast marketing machine it is certainly in with a chance. An analyst at Nomura Securities, Anthony DiClemente, believes that no other company, "can monetise a piece of

content as efficiently as Disney" and that this film will be "the biggest example of that in the history of the company". The film is also set to break UK box office records with advanced ticket sales of over 500,000 at the Odeon cinema chain alone.

Financial Times, 12-13 December 2015, p9; The Sunday Times (Business), 13 December 2015, p8; The Guardian, 15 December 2015, p11

...not just boys' toys...

One of the main stars in *The Force Awakens* is Rey, a female character who forms part of Disney's drive to attract more females to the *Star Wars* franchise. Rey enables the franchise to expand its range of film merchandise into products such as a \$169 stormtrooper necklace, Princess Leia aprons and *Rey's Survival Guide*. This represents something of a departure for a film that traditionally spawns lightsabers and action figures aimed at boys. According to Paul Southern, who runs Lucasfilm's licensing business, *Star Wars* is "the biggest boys' brand in history".

Bloomberg Businessweek, 7-13 December 2015, pp25-27

...strange forces awaken in China

The Chinese poster for *Star Wars: The Force Awakens* has not gone down well with *Star Wars* fans. John Boyega, who plays a leading character, Finn, in the film is displayed prominently on UK posters but is relegated in the Chinese poster to an image that is smaller than the droid BB-8. Fans have accused Disney of 'whitewashing' the poster because of the colour of Boyega's skin. The discrimination doesn't stop there: the Wookiee, Chewbacca has been removed completely from the Chinese poster as have other characters, such as black actor Lupita Nyong'o and Hispanic actor Oscar Isaac!

independent.co.uk, 6 December 2015; nzherald.co.nz, 13 December 2015

Internet

Alibaba broadens media remit

Alibaba's boss, Jack Ma, aims to become a global media magnate. He already owns Alibaba Pictures, a film-making arm previously known as China Vision Media. Now he is busy investing in newspapers, such as *China Business News* and is in talks to buy *South China Morning Post*, once owned by Rupert Murdoch. There is uncertainty as to Ma's motives – he might simply want to update the Post and encourage businesses to advertise in news media, or there could be political implications since the Post was the 'last bastion' of press freedom, something that the Chinese government has been clamping down on.

The Economist, 12 December 2015, p64

Music

Vinyl sales take a turn for the better

This year sales of vinyl have risen by 50% and the music industry expects to have sold over two million LPs by the end of the year, representing a 20-year high. Although vinyl accounts for just 2% of the music market, retailers such as Tesco have begun to stock it in response to demand. It is thought that streaming services are contributing to vinyl sales as young people discover the music online before buying a physical copy to keep.

The Daily Telegraph, 11 December 2015, p20

Spotify changes 'free' policy

Spotify has relaxed its long-standing policy of allowing every song to be free to listeners as long as they accept advertising. Now it has given in to major artists, such as Adele and Coldplay, by making their music only available through its £9.99-a-month, ad free Premium service. Taylor Swift previously refused to allow Spotify to have access to her 1989 album because it would not restrict it to paying subscribers. From now on Spotify is likely to restrict the biggest new releases to subscribers only.

The Independent, 10 December 2015, p7

Newspapers

Student tabloid expands presence in US

Students at Cambridge University have raised £2m to fund the expansion of their tabloid newspaper into the US. *The Tab*, an online newspaper launched in 2009, has received backing from venture capital firm Balding. It is already read by over 40 UK universities and 25 North American colleges but hopes to expand to a further 45 US campuses before April. Co-founder and editor-in-chief Jack Rivlin believes that *The Tab*, "can become the biggest platform for talented young journalists in America".

The Daily Telegraph (Business), 11 December 2015, p4

Social media

Twitter to target non-logged in users

Around 500m people visit Twitter every month but don't log in. Now Twitter has announced that it is testing a way of showing promoted tweets, paid for by advertisers, to users who click on links to the site through Google searches or who view members' pages. Marketers will now be able to access the 'total Twitter audience' which is more than the 320m monthly logged-in users. The new system will be tested with advertisers in the US, UK, Japan and Australia.

Financial Times, 11 December 2015, p20

Paying the price for social

Brands' use of social media has evolved from clumsy attempts to engage customers to slick content marketing, but can brands continue to make an

impact without paying for greater reach? The article discusses the validity of this question, and whether marketers should regard social media as a paid-for advertising channel or a low-cost conduit for their content. Michael Pennington, head of EMEA advertising at Tumblr, concludes that getting the message right, whether a paid-for ad, an expensively and extensively crafted piece of content or a serendipitous meme, is only part of the social puzzle. The article features a small business case study and brand viewpoint from Direct Line Group head of digital and social engagement, Raluca Efford.

Marketing Week, 10 December 2015, pp29-31
(Cuddeford-Jones)

Television

Twitter's top TV of 2015

Of the estimated 15m active Twitter users in the UK, over a third tweeted about TV shows in 2015, according to a new study by Kantar Media. So which shows have Britons gone hashtag-crazy for this year, and what can marketers learn from these trends? The author discusses the findings of the Kantar Twitter TV Ratings (KTTR) study, and what conclusions can be drawn in terms of targeting individual shows for instant effect, when devising sequenced campaigns across TV, computer and mobile screens.

Marketing Week, 10 December 2015, pp26-27 (Tesseras)

Packaging

Nurofen – misleading pain relief labelling

A court in Australia has ordered Reckitt Benckiser to remove some of its Nurofen pain relief products from the shelves because it has been marketing identical products for the treatment of different types of pain relief. The court ruled that Reckitt had "engaged in misleading conduct" by labelling the packaging with different names for different ailments. Pain relief for specific pain had also been sold at almost double the price of the standard painkiller in the range. Now the Advertising Standards Authority is investigating 12 complaints about a TV ad for Nurofen Express.

The Independent, 15 December 2015, pp1,7;
theguardian.com, 15 December 2015

RPC broadens reach with GCS acquisition

RPC, the packaging group, is to acquire the French bottle-top maker Global Closure Systems (GCS). RPC includes Nivea and Heinz among its customers but this deal will broaden its product range and market reach. It currently derives less than a fifth of its revenues from outside Europe but GCS operates in over 100 markets.

The Daily Telegraph, 15 December 2015, p4

Retailing

E-commerce in Africa – the challenges

Africa is undergoing expanding urbanisation, a growing middle class and a young, tech-savvy population so it seems natural that e-commerce should be growing. It is estimated that the e-commerce market in Africa is worth around US\$18 billion and it is predicted to reach US\$90 billion by 2020. Yet the market is still in its infancy and players, such as eBay and Amazon, have yet to really take it seriously. African e-tailers still have a number of barriers to tackle before they can benefit from the scale enjoyed by their counterparts in developed markets. Not least of these is logistics but they are also facing trust issues and a lack of online payment systems.

Strategic Marketing Africa, Q4 2015, pp10-13 (Hubbard)

ID checks and age-restricted products

Online retailers are failing to conduct proper ID checks on age-restricted products more than half the time. Test purchasing company Serve Legal said it was an area of major concern as ID checks for all age-restricted products at the point of delivery were rare. The figures are part of Serve Legal's annual report unveiling the results of 94,000 tests of age verification checks for sales of age-restricted products by young-looking mystery shoppers in 2015. Of these, 40,000 related to buying alcohol. Supermarkets passed 87% of identity checks for underage alcohol sales in 2015. The company's data on 4,600 tobacco sales age verification visits in 2015 revealed just 64% of tests were passed. Small, independent shops and newsagents were most at risk from prosecution, passing 53% of more than 2,000 ID check tests. Supermarkets were the most diligent, passing 77% of tests.

The Grocer, 12 December 2015, p6

Ann Summers launches dating app

Lingerie and sex toy retailer Ann Summers is launching a dating app aimed at the 40% of its customers who are single. The app, which is called 'Rabbit' to reflect the brand's bunny icon, will be available to download free from January. The company's founder, Jacqueline Gold, says that it aims, "to be the largest dating app in the country". Rabbit will also promote Ann Summers merchandise and third party products.

Retail Week, 11 December 2015, p4

Services

The gig economy – workers unite

People who are in on-demand work are beginning to organise themselves online to try to gain more rights because often there is little or no communication between online workers and their bosses. The idea of sourcing labour online only when needed probably had its foundations in Amazon's Mechanical

Turk service founded in 2005, which allowed people to earn small sums of money by completing online tasks. Amazon's 'gig' economy workers have organised themselves into an online forum, Turker Nation. Its community manager, Kristy Milland, envisions a platform where workers have access to support and training, can vote and receive rewards and promotions.

New Scientist, 12 December 2015, pp20-21

Kuwait invests in UK rental market

Kuwait Investment Authority has teamed up with Sigma Capital and Gatehouse in a £1 billion joint venture to provide 10,000 new rental properties in Britain by 2020. Most will be located in the Greater Manchester and Liverpool areas. Graham Barnett, chief executive of Sigma, a private rental specialist, said that the increase in supply of rental properties will help with the regeneration of these areas, "to increase the appeal of the northern powerhouse". Britain has the fourth lowest level of home ownership in the EU, ahead of only Germany, Austria and Denmark.

The Times, 9 December 2015, p45

Transport and travel

Too cold for electric cars?

California's compulsory sales targets for electric and hydrogen-powered cars have just risen from 1% to over 25% in 2025. This is aimed at reducing greenhouse gas emissions to 80% below 1990 levels by 2050. Nine other states have chosen to follow California's example. The problem for them is that, with the exception of Oregon, none of them have the good weather enjoyed by California. The batteries used in green cars work less efficiently in cold weather which is creating concerns in places like Maine where people have to drive long distances. Some states have promised to increase the number of charging stations while others are hoping for the development of improved batteries.

Bloomberg Businessweek, 7-13 December 2015, p36

fastjet slows down

fastjet, the African airline backed by easyJet founder Sir Stelios Haji-Ioannou, is suffering from declining passenger numbers following the presidential elections in Tanzania. The election was held in October yet the country has still to appoint a cabinet or a budget. Sir Stelios said the election had had an, "adverse effect on travel in the country". fastjet's load factor (the proportion of aircraft filled) is down to 60%, having fallen by 17% year-on-year.

The Times, 9 December 2015, p47

Electric car sharing comes to London

French industrialist Vincent Bolloré is to introduce his electric car-sharing scheme to London in January. The scheme, which will conduct trials in

Hammersmith and Fulham using ten cars, aims to expand to 40 cars by mid-February and hopes to have 100 vehicles by the summer. The scheme is already popular in Paris and the company, the Bolloré conglomerate, has invested heavily in battery manufacture.

The Daily Telegraph (Business), 9 December 2015, p3

Buzz phrases

Brainswarming

People tend to focus on the most common use of an object, a cognitive bias known as 'functional fixedness', which is a serious barrier to innovation. An interesting example is the idea that, instead of regarding the iceberg as the cause of the Titanic's disaster, crew members could have seen it as a life-saving solution – passengers could have clambered on to the iceberg until help came. Yet when it comes to innovation, businesses are often held back by functional fixedness and other cognitive biases that result in solutions being overlooked. It is possible to overcome biases about an object's design and purpose by changing the way in which the object is described and breaking it down into its constituent parts. These techniques can be applied to common business problems in a process called 'brainswarming'.

**Harvard Business Review, December 2015, pp82-89
(McCaffrey and Pearson)**

Written by CIM's Knowledge Services Team

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