

# Cutting Edge: Our weekly analysis of marketing news

17 February 2016

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

#### On the offensive

Agencies sometimes bemoan the fact that clients are too conservative in their advertising and that good ideas are being watered down. But research from Grey London suggests that it could be prudent to take the safe route because 87% of people consider it is unjustifiable to use bad taste to sell a product. The Advertising Standards Authority believes it is right to enforce rules protecting people from ads that cause offence. Yet last year there was a spate of advertising which caught people's attention for the wrong reasons, using taglines such as: *Ride me all day for £3* or *Are you beach body ready?* This article examines the question of whether bad taste is good publicity, whether it can be used to good effect and whether a brand can be permanently damaged by it.

**Marketing, February 2016, pp40-44 (Bashford)**

#### Advertising raises shares – in the short term!

Research from the London School of Economics (LSE) suggests that advertising can temporarily improve a company's stock value. An analysis of US publicly-listed companies found that the top 10% outperformed the bottom 10% by almost 13% during the course of a year. But two years after this, the same top 10% underperformed those at the bottom by a total of 15%. Dong Lou of LSE claims that retail investors are influenced by advertising, which in turn drives up the share price. There is also evidence that managers are being opportunistic by raising adspend around the time of equity sales.

**Campaign, 12 February 2016, p8**

### Agencies

#### New business

New business pitches rose by 5% last year compared with 2014: media pitches were up by 11%, completed digital reviews by 8%, advertising by 6% and CRM by 3%. In contrast integrated pitches fell by 3%, according to AAR's *New Business Pulse*. High profile new business included Coty, Etihad Airways, Eurostar, Lloyds Banking Group, Tesco and Unilever. Very few of the year's reviews were open pitches in which any agency might be considered, while several appointments were made without a pitch at all, such as Gocompare and The Health Lottery. AAR chief executive, Kerry Glazer, comments on the fact that agencies are becoming increasingly selective in their pursuit of pitches.

**Campaign, 12 February 2016, p2**

### Brands and branding

#### Corporate brand

The authors look at the role of the corporate brand as a catalyst for change, using the turnaround of a South African bank as an example. The processes and practices used by the bank during its corporate branding activities were found to support the views supported by existing theory. They found that corporate branding success depends on a clear master plan, leadership, internal communication and alignment and the ability to overcome resistance to change.

**Journal of Brand Management, Vol 23(1) 2016, pp38-54 (McCoy and Venter)**

#### Brand valuation – what does it mean?

The author argues that the brand valuation industry is causing a lot of confusion. Over the past five years intangibles have become as important as physical assets and the popularity of brand valuation has rocketed. But this has been accompanied by



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mounting scepticism of the brand valuers, such as the producers of brand valuation league tables (notably Millward Brown, Interbrand and Brand Finance). He explores the real meaning of brand valuation reports and concludes that, ultimately, brand valuation should be reliable and accurate. Simon Cole of Reputation Dividend sums up brand valuation as "credibility, which arises from credentials, accreditation, regulation, standards...not from proprietary methodologies or PR battles".

**Management Today, February 2016, pp32-35 (Bennett)**

## **Conferences and events**

### **Event management**

The contribution that the event management sector makes to the UK economy is often overlooked, yet it covers areas such as export and inward investment; infrastructure development; creative enterprise; innovation; and professional development. It is estimated that the British events industry is worth £39 billion to the economy and supports 25,000 jobs. This article considers the art of event management in Britain and what makes it a worthwhile and challenging career.

**London Business Matters, February 2016, pp58-59**

### **Key trends for 2016**

*Conference & Incentive Travel* looks at the six trends which it believes will shape the events industry this year: intelligent teambuilding, to boost ROI and achieve learning objectives; Eastern Europe, as an up and coming destination; shorter lead times; data efficiency; gamification; and a skills shortage leading to an employees' market.

**Conference & Incentive Travel, January-February 2016, pp24-25**

## **Consumer behaviour**

### **Persuasive communication**

The authors develop an "affect-as-information" model to explain how the use of emotion in persuasive communication can influence unrelated products and brands that are presented nearby. Four studies offer support for the authors' hypotheses. One study finds that the presence of an emotion-provoking image influences consumer spending on unrelated products.

**Journal of Marketing Research, Vol 52 December 2015, pp836-847**

## **Customer relations**

### **Purchase frequency and segmentation**

'Deal of the day' is a form of e-commerce where an intermediary allows merchants to use a subscriber list to promote their products and services at a discount. The authors use a cluster analysis to examine the purchase history of a deal intermediary to identify customer segments according to their purchase frequency, price sensitivity and the types of deal they go for. It identifies five segments

including a large group of consumers who make just one purchase; a small group who are "extremely deal-prone" and a group that limits its purchases to very few types of products. It reveals that targeting deals to specific customers may be a good idea in order to prevent information overload and to induce loyalty.

**International Journal of Market Research, Vol 58(1) 2016, pp95-118 (Boon and Ofek)**

## **Customer want real-time interactions**

Research shows that customers prefer real-time communication, such as live chat and community chat on websites, rather than e-mail support. The study by iAdvize reveals that much customer care is outmoded: over 90% of UK companies still use a contact form or e-mail service to answer customer questions. Speed and ease-of-use are key factors for satisfaction with live chat receiving the highest level of approval at 87%. Community chat is also growing in popularity as a way in which experienced users of a brand can share advice about a product or service.

**Winning Edge, January-February 2016, p4**

## **Direct marketing**

### **Capturing customer data**

Research from Royal Mail Data Services (RMDS) indicates that nearly two-thirds of UK businesses have out-of-date or incomplete customer information, while 60% report having very little data on certain customers. This means that they could be relying on just 40% of customers for their business growth. Relatively few businesses bother to validate their customer data while a fifth of businesses rely on manual checks of address data. Jim Conning, MD of RMDS, argues that businesses should "use faster, online, self-service ways to capture and validate customer data".

**Winning Edge, January-February 2016, p5**

## **Law**

### **Google expands right to be forgotten**

Google will have to comply with 'right to be forgotten' requests across all its global websites that can be accessed from a European country. It had originally removed content only from google.co.uk and google.fr, on the basis that its other sites were not covered by the rules which allowed users to ask for data to be removed. However, following a threat from France's data protection authority, CNIL, to impose fines unless search results were removed from all its websites, Google has been forced to comply. Since 2014, when the European Court of Justice ruled on the right to be forgotten, people have asked for 1.4m links to be removed.

**Financial Times, 12 February 2016, p18**

## **Facebook in EU privacy law ruling**

On 8 February the French data protection authority gave Facebook three months in which to cease

tracking non-users' internet activity without their consent. It also told Facebook to stop some transfers of personal data to the US. This ruling is the first to arise from the "striking down" of the Safe Harbor agreement between the US and the EU. Safe Harbor had allowed companies to avoid complex EU data transfer rules.

**lexology.com, 12 February 2016**

### **Online dispute resolution goes live**

An EU regulation for online dispute resolution (ODR) requires all traders, with a few notable exceptions including financial services, to provide information to consumers about the new ODR procedure. The legislation applies to all contractual disputes where the trader is established in the EU and the consumer is an EU resident. The idea is for disputes to be resolved easily without the need for legal action. The EC's online platform for ODR went live on 15 February with online traders being required to have a link to the platform on their websites.

**lexology.com, 11 February 2016**

## **Marketing**

### **Price optimisation**

Pricing policies face a number of challenges and the need for pricing optimisation has frequently been covered in literature. Harvard Business School states that: "All of marketing comes to focus in the pricing decision". This article proposes a price optimisation model which is factored into a customer lifetime value (LTV) study. The study, which focuses on direct marketing, seeks to establish a link between profit and price using the LTV.

**Journal of Marketing Analytics, Vol 3(4) 2015, pp235-243 (Yang)**

### **The age of the mobiliser**

The age of the senior decision-maker or buyer in an organisation seems to be at an end. In fact an average of 5.4 stakeholders have to be convinced about making a purchase for their business. Ironically sales and marketing teams need to engage with the people who are the most sceptical and who most often question the supplier's offerings within the buyer organisation. This person is dubbed the "mobiliser" in CEB's book, *The Challenger Customer: Selling to the Hidden Influencer Who Can Multiply Your Results*. These customers help to create consensus and obtain the agreement of colleagues. Sales and marketing teams need a new approach for identifying the mobilisers and this is based on three key actions.

**Impact, Issue 12 January 2016, p62 (Spenner)**

### **Committee negotiation**

Sometimes a group of independent customers join together to try to get a better deal from a seller. There has been very little formal thought on the

subject of negotiating with a committee of customers as opposed to just a single customer. This article is the result of several conversations that the author has had with successful salespeople who have experienced just such a situation. He points out that the secrets of success in a committee negotiation are not so very different from those of a one-to-one negotiation and sets down the "four strands of negotiating": the deal set up; the deal construction; table tactics; and deal evolution. A case study of the Hatchford Group is included.

**Winning Edge, January-February 2016, pp24-27 (Hoyle)**

### **Content with B2B**

Research from Aberdeen Group suggests that there is a split between marketers who focus on the quantity of their content marketing and those who looked at other aspects such as quality, relevance and timing. The second group achieved a higher percentage of marketing qualified leads and revenue which could be attributed to their content marketing. They also saw growth in their content marketing's contribution to revenue. So how do you make a significant commercial impact with your content marketing? This article gives four pieces of advice.

**B2B Marketing, February 2016, p36 (Niederschelp)**

## **Market research**

### **Segmenting consumers via Facebook images**

Segmentation traditionally relies on verbal or behavioural data while ignoring visual cues. The authors propose that Facebook users can be differentiated by the visual elements they portray on their Facebook pages, specifically their profile photos (PPs), which allow them to be segmented. They provide a proof of concept for the visual segmentation of Facebook users using a random, international sample of Facebook accounts. The visual cues are segmented into types which are then related to demographics, Facebook usage and brand engagement. The findings suggest that the motivations for Facebook impression management (the need to belong and self-promotion) should be supplemented with a third motivation, namely the need for self-expression.

**Journal of Interactive Marketing, Vol 32 November 2015, (Yavetz & Tifferet)**

### **Stakeholder influence in research process**

This paper shows how stakeholders in the research process, who recommend specific data collection and analytical methods, bring significant "hidden" influence to bear on the decisions arising from market research findings. Two commonly used quantitative customer satisfaction evaluation approaches are compared with a real-life case study conducted by an international bank and a market research agency. The findings have implications for importance-based satisfaction market research

planning and emphasise the need to consider the impact of stakeholder choices on research outcomes.

**International Journal of Market Research, Vol 58(1) 2016, pp35-55 (Greenland et al)**

## **Public relations**

### **Overseas expansion**

The UK's PR industry is expanding and many PR agencies are looking to set up shop overseas. This feature on international expansion profiles nine British agencies that have opened offices in other countries, with a focus on independent agencies that have made their first sortie overseas this decade. According to the ICCO *World PR Report 2015*, PR is enjoying growth in all regions of the world but the greatest optimism for growth is evident in North America, Latin America and Asia while optimism for future profitability is lowest in Europe. A few tips for overseas expansion are provided.

**PR Week, February 2016, pp38-45**

## **Sponsorship**

### **Nestlé pulls out of IAAF sponsorship**

Nestlé has terminated its sponsorship of the IAAF, the athletics world governing body, following concerns that the doping scandal could tarnish its brand. The company has been funding the children's athletics programme for four years. Nestlé follows Adidas, which pulled out of a £5.6m contract with the IAAF last month. The IAAF says that it will make Nestlé honour the final year of its five-year partnership. Its sponsorship is worth £690,000 a year.

**The Times, 11 February 2016, p62**

### **Santander gets on its bike to raise visibility**

Santander says that its sponsorship of the London Cycle Hire scheme has helped to raise its brand awareness to 67% after just six months' association with the scheme. This compares to Barclays' sponsorship of the scheme which peaked at 72% over five years. This forms just one part of Santander's sponsorship activities. The bank also supports Formula One to promote global awareness while being involved in local schemes to connect with consumers locally.

**Marketing Week, 11 February 2016, p7**

## **Agriculture, fishing and forestry**

### **Study says organic products are healthier**

Researchers at Newcastle University say that eating organic farmed meat and milk is healthier than non-organic products because they contain around 50% more omega-3 fatty acids. The study also concluded that other organic dairy products, including butter, cheese and yoghurt, are better for health than non-

organic. A major contributory factor is the greater use of grazing on grass, allowing animals access to a more natural diet.

**The Independent, 16 February 2016, p18**

### **IPO approves grass-fed trade mark**

The UK's Intellectual Property Office has approved the country's first certification mark for grass-fed beef and lamb. The Pasture for Life mark guarantees that the meat is from 100% grass-fed animals.

**The Grocer, 13 February 2016, p42**

## **Building industry**

### **Constructive future in London**

It is estimated that by 2030 some 10m people will be living in London. The capital will have the choice of building the infrastructure necessary to meet the needs of a growing population or risk damaging its competitiveness. The property and construction industry has a big role to play in London's development. Yet, despite record numbers of people employed in construction and a political impetus to boost housebuilding, there is still an acute shortage of construction skills – 224,000 extra workers are needed by 2019 – which could jeopardise infrastructure projects. Last year the London Land Commission was set up to compile a register of available public land while the Government is committed to overhauling the aging transport system.

**London Business Matters, February 2016, p29**

### **Growth prospects**

The UK is still one of the fastest-growing developed economies, having expanded for 12 consecutive quarters. The question is whether this level of growth can be sustained. In construction terms, new work volumes grew by 8% during 2014, which had a beneficial effect throughout 2015 although new work grew by just 2.5% last year. The conclusion from various data sources is that the rapid growth seen in 2014 is unlikely to recur, although construction should grow faster than the wider economy. The author looks at the prospects for the UK construction industry, with a focus on labour and materials, using data from Arcadis where he is a research analyst.

**Construction News, 12 February 2016, pp32-33**

## **Businesses and strategy**

### **Lead users and social networks**

The 'lead use' approach is one of the most effective ways of identifying ideas and concepts for very new products that are commercially attractive. Yet there is still a lack of understanding about the nature of users with a high potential for innovation. The authors look at lead users in the context of social

networks using three studies with different settings and methods. They conclude that: lead users act as bridges in online social networks between different social groups; a social network perspective of lead users is a useful addition to other lead user identification methods; and lead users are useful in initiatives aimed at distributing information through social networks.

**Journal of Product Innovation Management, Vol 33(2) 2016, pp201-216 (Kratzer et al)**

### **The rise and possible fall of the professions**

Fifty years ago the professional classes were set apart and revered by society – but society has gradually lost its respect for, and trust of, the professions. The general public is better informed and more enfranchised than ever before, which has given it the right to challenge rather than the need to be deferential. This article, written by a chartered surveyor and former government construction tsar, looks at the state of the professional classes and argues that, if they are to retain a special status in society, they will need to come up with a progressive plan.

**Management Today, February 2016, pp42-46 (Morrell)**

### **Keeping employees happy and healthy**

Companies are more productive and employees work harder if people are happy and healthy in their place of work. To date more than 70 UK companies have attained a Top Employer accreditation. This supplement explores how organisations are making life more enjoyable for their employees. After all, if they want to attract the best recruits, they need to keep them motivated!

**The Guardian (Love Your Job), 11 February 2016, pp1-26**

### **The latest Chinese acquisition**

Ren Jianxin, chairman of China's state-owned China National Chemical (ChemChina) has offered to buy Switzerland's Syngenta, a pesticide and seed company, for \$46 billion. Jianxin has already arranged over 100 M&As in China and overseas. He is set apart from other state-owned enterprise leaders by his pursuit of overseas assets. However, his activities are in keeping with President Xi Jinping's vision for state-owned enterprises to acquire companies that will enable China to produce higher-value goods.

**Bloomberg Businessweek, 8-14 February 2016, pp15-17**

### **Gender pay gap league tables**

The UK Government has announced that the country's largest companies, those with over 250 employees, will have to publish detailed information about gender pay gaps for salaries and bonuses. They will also have to publish the number of men and women in each salary bracket. The Government intends to use the data to publish league tables

ranking sectors against each other. The rules will not take effect until April 2018.

**Financial Times, 12 February 2016, p2**

### **Myers-Briggs**

In the 1960s the Myers-Briggs Type Indicator (MBTI), developed by Katharine Briggs and her daughter Isobel Myers, was being adopted by corporate America as a way of assessing an employee's personality. Since then an estimated 50m people are estimated to have taken the test, which identifies 16 different personality types. According to employees at McKinsey, the test, still holds sway. This article explores MBTI's longevity and considers more modern alternatives.

**Financial Times Magazine, 13-14 February 2016, pp14-19**

## **Charities and NGOs**

### **Facilitating online donations – top tips**

Creativity doesn't have to be all about big ideas – it can be about smart thinking and in digital terms it could involve "micro-interactions". These are the many small ways in which you can make it possible for customers or supporters to complete a task, such as making a donation or buying something online. Here are five tips for making it easier for people to make donations online.

**fundraising.co.uk, 12 February 2016**

## **Durable consumer goods**

### **Hornby running out of steam**

Model railway company Hornby has warned of greater than expected financial losses. This will be its fourth profit warning in three years. Chief executive Richard Ames has admitted that a turnaround and investment plan initiated last year has not worked. Sales in January fell due to a lack of consumer interest in the company's product promotions. This is despite a 17% rise in sales in the two months leading up to Christmas, which was aided by new products, such as Corgi Thunderbirds models and wooden Hornby trains. Former *Top Gear* presenter James May has called for Hornby to be rescued "for the nation".

**The Independent, 11 February 2016, p59; The Guardian, 11 February 2016, p28**

## **Economy**

### **Sharing economy and labour rights concerns**

A new survey from Ipsos MORI reveals that the 'sharing economy' has provided 5m Britons with work. The sharing economy involves people offering their properties, services or possessions online in return for a fee. This new type of employment, or "Uberisation" as it has come to be known, is popular with consumers – the survey found that 42% of respondents have used apps and online services to locate taxi drivers, builders, designers and

accountants. But there are concerns that workers' rights and consumer protection, not to mention tax revenues, are being compromised by the sharing economy. The Government is keen to support the sector, having set up Sharing Economy UK in 2014.

**The Independent, 16 February 2016, p19**

## Energy and utilities

### **Npower in pole position for complaints**

Npower has retained its position as the most complained-about energy company among the 'Big Six'. However the number of complaints made against it has fallen by 24% from 6.5m in 2014. It received 13,966 complaints per 100,000 customers compared with SSE's 12,900 complaints and EDF Energy's 11,843. The most common complaints related to late and inaccurate bills and customer switching.

**The Times, 11 February 2016, p44**

### **Consumers not switched on to new suppliers**

In January Britain's 'Big Six' energy companies began lowering their gas prices. This was met with an angry reaction from consumers who said it was "too little too late", because the wholesale price of gas fell by a third last year. The Competition and Market Authority (CMA) started an enquiry into the energy market two years ago and its final report is due at the end of March. The CMA has already noted that many customers are paying too much, one of the focuses of its investigation is why so few customers switch suppliers. Nevertheless the Big Six are losing customers to smaller companies whose market share is rapidly increasing.

**The Economist, 13 February 2016, p26-28**

## Environment

### **Fear appeals in environmental messages**

Fear appeals are persuasive messages designed to frighten recipients into compliance. This study looks at the effect of fear appeals of climate change on a person's intention to behave in a pro-environmental way. The results suggest that participants who read the low-fear appeal text showed more "evoked" fearful emotion and had greater intention to take part in pro-environmental behaviour than those who read the high-fear appeal text. It also found that a person's moral obligations influenced their intention to engage in this type of behaviour regardless of whether they were exposed to low-fear or high-fear texts. The study was carried out in a Chinese cultural social context.

**International Journal of Advertising, Vol 35(1) 2016, pp74-92 (Chen)**

### **Green tableware**

A recent Nielsen report reveals that 66% of global consumers would pay more for sustainable or eco-friendly products. In the tableware sector an

increasing number of suppliers are creating green products. Trade shows such as NY NOW and Ambiente have displays and guides to assist buyers in finding products that are eco-friendly. In this article trade fairs, tableware manufacturers and retailers talk about social and environmental responsibility. Five manufacturers are profiled.

**Tableware International, January-February 2016, pp90-92**

## Fashion

### **True colours of Benetton**

In the past Benetton ads have caused controversy because of their shocking images. The current campaign is low-key in comparison. By combining the racial mix of a city, it shows what the average face looks like in some of the biggest cities around the world. *The Face of The City* was created by analysing ethnicity data on each city. In London Asian people were found to be the second-largest group after Caucasians.

**Retail Week, 12 February 2016, p31; Campaign, 12 February 2016, p3**

### **3D-printed dress**

Nervous System, a design studio based in Massachusetts, experiments with new ways of using 3D printing. Now it has come up with a dress which can flex and crease like fabric. The process starts with a 3D scan of the person's body, before using Kinematics software to break the design down into thousands of triangles which are then joined together by hinges. So far the studio has printed nine dresses and plans to start shipping made-to-order skirts this year. The studio has also created an app enabling people to design Kinematics jewellery.

**Wired, March 2016, p83**

### **Burberry taken to task over misleading prices**

A group of Americans has launched a class action against Burberry because they believe that it used misleading price tags in its outlet stores. Another luxury retailer, Michael Kors, faced similar charges last year which resulted in it agreeing to pay \$4.88m and to change its sales practices. The dispute over goods sold at outlet stores relates to the fact that they are not for sale at mainstream retailers at mainstream prices.

**The Times, 13 February 2016, p53**

## Financial services

### **Beware of using the same password**

Credit-checking company Experian warns that current accounts have become a popular target for fraudsters who use other people's accounts to withdraw money up to their overdraft limit or use the account as a gateway to other criminal activities. The criminals are stealing people's personal details and using them to open current accounts. ACI

Worldwide, a security company, claims that people who sign up to online accounts and other websites using the same security password are at greater risk of fraud than others.

**The Daily Telegraph, 10 February 2016, p13**

### **Marketing can learn from fintech brands**

Financial technology brands have been disrupting a traditionally staid industry. The UK has become a global hub for fintech companies with London-based businesses raising £384m pounds in investment during the first nine months of 2015. Fintech technologies include mobile transactions, peer-to-peer platforms and digital banks. The new companies have attracted millions of new customers with their choice of products and services. Atom Bank, the UK's first mobile-only bank, supplies services via a smartphone app and its logo can be personalised to the user. *Marketing Week* has come up with three key lessons that marketers can learn from fintech companies: make services more accessible; educate the customer; and become a service specialist.

**Marketing Week, 11 February 2016, pp18-20**

## FMCG

### **Beverages**

#### **Turkish wines**

Turkey drinks an average of 1.6 litres of alcohol per head a year, the second-lowest of the OECD countries. This is in keeping with its Islamic traditions which are supported by bureaucratic and legal measures. A law passed in 2013 prohibits any promotion of alcohol including advertising, sponsorship, product placement or wine tastings. Wine production, which more than doubled between 2006 and 2010, has now plateaued and wine producers are looking to overseas markets. Thirty of them have joined together to form Wines of Turkey, a group that promotes exports. Ironically the Turkish Government subsidises the promotion of wine to foreigners!

**The Economist, 13 February 2016, pp70-71**

#### **Japanese drinks groups eyes SAB brands**

Japanese drinks group Asahi is looking to acquire Peroni, Grolsch and Meantime brands from SABMiller. If successful, this would give the company a significant presence in Europe. AB InBev, which is in the process of taking over SABMiller, has had to agree to sell parts of the latter's business to allay competition fears in the US. However, it has yet to win over stakeholders in South Africa, where SAB was founded in 1895 and where it is still a big employer.

**The Daily Telegraph, 11 February 2016, p5**

### **Millennials show spirit for new products**

In Britain millennials are favouring rum, American whiskies and craft gin. New research from Vinexpo and the International Wine and Spirits Record reveals a 10% growth in the import of spirits to the UK between 2010 and 2014. Although Britain is itself a large spirits producer, younger consumers seem to be more interested in new products, which is leading to growth in the sector. Vinexpo forecasts that imports of spirits to the UK will grow by 9% over the next five years.

**Financial Times, 10 February 2016, p4**

### **Food**

#### **Bringing back a brand**

The Trio chocolate-coated biscuit is to be brought back to supermarket shelves on 1 March after a 13-year absence. This may be thanks to *The Grocer* magazine, which in 2012 ran a *Bring Back a Brand* Facebook campaign. This led to the nomination of 100 discontinued snacks, including Trio, which is the third of the finalists in the campaign to be brought back. United Biscuits, Trio's owner, is forecasting sales of £3.2m following an initial limited edition run.

**The Independent, 10 February 2016, p35**

#### **Edible marijuana**

Thousands of so-called 'ganjapreneurs' have entered the booming market for edible marijuana products. Tucson-based Cornucopia Health and Wellness sells Weedish Fish gummies and German chocolate brownies among its 40 marijuana products. Marijuana has become legal for adult recreational use in a number of US states and for medical purposes in 23 states. US sales of legal cannabis reached \$5.4 billion last year, with edibles and infused products accounting for half of this.

**Bloomberg Businessweek, 8-14 February 2016, pp38-39**

#### **Bug cookies – can they go mainstream?**

Bitty Foods makes cookies out of powdered cricket, which is said to contain more protein than traditional flour. Company co-founder Leslie Ziegler says that 80% of the world's population eats insects but the challenge is to convert the other 20%. The cookies cost \$10 for 12 but the flour is \$20 for 566g. Although the UN Food and Agriculture Organisation recommends crickets for their nutritional value and environmental credentials, the flour is currently too expensive to become mainstream.

**Wired, March 2016, p14**

#### **Avocados to be promoted in Europe**

This month saw the launch of the World Avocado Organisation by avocado-producing countries Brazil, Mexico, Peru, South Africa and the US. The objective of the non-profit organisation is to promote global avocado consumption through collective, self-funded marketing. The EU, which is the second-largest

avocado market, will be the focus of the first campaigns.

**The Grocer, 13 February 2016, p44**

## **Tobacco**

### **Imperial smoked out of Syria and Iraq**

Imperial Brands (which rebranded from Imperial Tobacco earlier this month) has withdrawn completely from Syria, where it used to benefit from strong sales of its Gauloises and Gitanes cigarettes. Together with disruption to the company's supplies in Iraq, this accounts for almost half the 9.1% fall in volume sales for the last quarter of 2015. Despite this, tobacco revenues rose by 16.6% to £1.63 billion thanks to a policy of raising prices in the UK, Germany and Australia and last year's takeover of ITG Brands. In the US the company has increased marketing for its Winston and Kool cigarettes with the aim of making them more visible in the shops.

**The Independent, 12 February 2016, p60**

### **NZ to introduced plain packaging**

New Zealand's Prime Minister, John Key, has confirmed that the country will be introducing a plain packaging law for tobacco, possibly by the end of 2016. New Zealand had postponed its decision because it wanted to see how Philip Morris fared in its legal challenge in Australia. New Zealand's bill, which is at the select committee stage, will be along the same lines as Australia, the UK, France and Ireland.

**packagingnews.co.uk, 15 February 2016**

### **French smokers**

Around 32% of French 17 year-olds admit to smoking daily and teenage smoking is on the rise in France. The proportion of people who smoke has fallen by an average of 8% across OECD countries but the figure has remained at around 25% in France since 2008. This is ironic considering that the French do not eat as much junk food or binge-drink in the same way as British teenagers. They also live longer, stay slimmer and have lower rates of cardiovascular disease than most other rich countries.

**The Economist, 13 February 2016, p32**

### **The future of vaping**

From its inception, the e-cigarette market has had very little regulation and new entrants have rushed to get in on the act. Sales have rocketed by 22% with volumes up by 31.9% over the past year. But the first era of e-cigarettes is over and the EU Tobacco Products Directive takes effect in May. This will place certain restrictions on e-cigarettes, including the display of health warnings. This article looks at the implications for the market and considers other factors to take account of. Data on bestsellers, by value and volume, and top

advertisers are included.

**The Grocer, 13 February 2016, pp51-54**

## **Government and public sector**

### **Defence spending**

The *Military Balance* report from the International Institute of Strategic Studies reports that global defence spending rose slightly last year. Some European states have actually increased defence spending since the troubles in Ukraine in 2014. NATO's goal of spending 2% of GDP on defence in 2015 was achieved by only four out of its 26 European members. In contrast, Saudi Arabia spent 13% of GDP on defence last year.

**The Economist, 13 February 2016, p93**

## **Health and pharmaceuticals**

### **Beware food additives**

New research suggests that emulsifiers, which are found in most processed foods, could be linked to obesity, diabetes and inflammatory bowel disease. Benoit Chassaing, a scientist at Georgia State University, has demonstrated the effects of emulsifiers on the guts of mice and on a simulation of the human gut. He is now looking for volunteers for a human trial. Patrice Cani of the Louvian Drug Research Institute in Belgium says that regulators should reconsider the way they test the safety of food.

**New Scientist, 13 February 2016, p12**

### **Child obesity – but no sugar tax...**

The UK Government's Childhood Obesity Strategy is due this month but it has scrapped plans to introduce a sugar tax of up to 20%. Instead manufacturers will be expected to meet sugar reformulation targets, a bit like the FSA salt reduction targets of the 1990s. Failure to do so could result in a future tax. The decision will be disappointing to campaigners, such as Jamie Oliver, who has previously called on David Cameron to be "brave" and "act like a parent". The Government will probably be tougher on advertising to children and limit promotions of HFSS food.

**The Grocer, 13 February 2016, p6; Financial Times, 14 February 2016, p1**

### **...unlike some Asian countries**

Some of Asia's largest fizzy drink-consuming countries are on the brink of imposing taxes on sugary drinks. Mexico's sugar tax has led to an estimated 12% reduction in the consumption of sugary drinks and \$2 billion in tax receipts. France and Chile have similar taxes in place. Now governments in Indonesia, India and the Philippines, where the soft drinks sector is worth \$18 billion in total, are looking at implementing some type of



taxation.

**Financial Times, 16 February 2016, p8**

## IT and telecoms

### **Samsung eyes Japanese market**

A fifth of the smartphones shipped globally are Samsung, yet it has just 6% share of the 36m smartphone market in Japan. The market is shared between Apple (47%) and local brands such as Sony (12%), Fujitsu (10%) and Sharp (7%). Now that Samsung's sales are slowing – shipments grew by just 0.8% last year – it can no longer afford to ignore Japan. The company plans to double its number of business partners in the country this year, to include biotech companies, automakers and others. Experts believe Samsung may have an uphill struggle because, apart from Apple, foreign brands have had little success in Japan.

**Bloomberg Businessweek, 8-14 February 2016, pp31-32**

### **3D mapping launches this year**

Google's 3D mapping programme, dubbed Project Tango, is due to launch this year. Google is looking at gaming and augmented reality as two key uses for the technology. Other uses could be indoor mapping, including projecting pieces of virtual furniture into a room to see how they look. Chinese manufacturer Lenovo, which acquired the Motorola handset from Google in 2014, is preparing the first compatible device for Project Tango.

**Mobile Europe, February-March 2016, p10**

## Leisure and tourism

### **Drone racing**

Drone racing is a new and, as yet, niche sport which started a couple of years ago in Australia but quickly spread to social media with pilots sharing videos of their competitions. Around 3m drones are expected to be sold in America alone this year. Drone races, or 'rodeos' are on the rise and in January events were held in Las Vegas and Ontario. Some experts believe that drone racing will develop in the same way as e-sports (where people watch others playing video games) and can attract big sponsorship money. The Drone Racing League (DRL), a start-up, has attracted \$8m from investors. *Businessweek* reports on DRL's efforts to attract viewers with high-speed video footage and to create a pro league using a sustainable business model.

**The Economist, 13 February 2016, p71; Bloomberg Businessweek, 8-14 February 2016, pp30-31**

### **Tui hit by reduced bookings in three markets**

Tui Group, which owns the Thomson and First Choice brands, has reported a 40% slump in summer holiday bookings to Turkey, due to violence in the country at the end of last year. This is a triple whammy for Tui, since three of its most popular holiday destinations – Tunisia, Egypt and Turkey –

are now off the menu for many holidaymakers. Instead people are opting to travel to places like Spain and the Canaries. Despite this, Tui expects to achieve profit growth for the year because of strong demand from UK holidaymakers and the more profitable long-haul bookings.

**Financial Times, 10 February 2016, p19**

## Materials and mining

### **Gold attracts investors**

Last week gold prices rose to their highest level in a year amid fears that another global recession could be looming. The price increased to \$1,263.48 an ounce as investors rushed to buy the precious metal. Alistair Hewitt, head of market intelligence at the World Gold Council, said strong demand for gold in the latter part of 2015 had continued into January following concerns about the Chinese economy and falling oil prices. Gold prices have risen by 18% since the beginning of the year.

**The Daily Telegraph (Business), 12 February 2016, p5**

### **Rio makes loss as prices fall**

Rio Tinto has announced a pre-tax loss of \$726m for 2015, which is attributed to the falling price of iron ore. Rio chief executive Sam Walsh has warned that this year will be even tougher due to lacklustre demand in China, the largest consumer of raw materials in the world. Rio, along with other mining companies, is cutting expenditure. But, whereas other mining companies are selling unwanted mines, Rio is considered to be a likely purchaser because of its strong balance sheet. Rio will continue to increase production despite falling prices – it believes that the long-term demand for its raw materials is unlikely to disappear.

**The Daily Telegraph (Business), 12 February 2016, p3**

### **Cosmic mining**

Luxembourg wants to develop a legal framework to define the rights of ownership for asteroid minerals. The country is considering investing in asteroid-mining companies.

**New Scientist, 12 February 2016, p7**

## Media

### **Books**

#### **TV provokes reading frenzy**

The benefit to books of tie-ins with TV serials is demonstrated by sales of *War and Peace*. Last week the book entered the top 50 *Official UK Bestsellers* list for the first time. This follows the BBC adaptation of the novel. The 1,000-page book enjoyed sales of 3,581 copies, giving it 50<sup>th</sup> place in the ranking. Hilary Mantel's *Wolf Hall* entered the top 50 last January after the BBC adapted the novel for TV.

**The Bookseller, 12 February 2016, p12**

## Film

### The force awakens Disney profits

Walt Disney has reported record fourth quarter profits, which are largely attributed to its \$4.2 billion purchase of the *Star Wars* rights. Disney achieved an 86% rise in profits for its movie division, hardly surprising considering that *The Force Awakens* is one of only three films to have grossed over \$2 billion worldwide. In contrast, the company's cable TV business, which is facing tough competition, saw operating income fall by 5%. Disney has also invested in Hulu, a premium online TV channel, which has yet to prove profitable.

**The Independent, 10 February 2016, p54**

## Magazines

### Publishing – supporting valuable brands

Last week saw the release of the ABC magazine circulation figures. Closures, such as *FHM*, show that even strong brands can be harmed by the decline in print sales. Yet publisher brands who know how to communicate with their audiences are experts in content marketing and exist across multiple channels. The author calls on the ABC to produce more data because, although it has added digital editions to its numbers, its reports do not provide a true picture of the reach and impact of magazine brands across all channels.

**Campaign, 12 February 2016, p23**

### Print doesn't sell but free does

It seems that print publications can boost their readership but only if they don't charge. *NME* magazine, which dropped its cover price of £2.60 six months ago, has recorded a circulation figure of 307,217, the highest in its 64 years. The magazine is being given away free at Tube stations, retailers and university campuses. Separately ABC figures reveal that *Cosmopolitan* has once again become the highest-circulation women's magazine, following a 57% rise in sales. This was after it reduced its price to £1 and increased distribution to cinemas and gyms.

**The Independent, 12 February 2016, p15**

## Music

### Sir Paul sets mojis to music

Sir Paul McCartney has turned his musical prowess to the creation of the first ever 'audio moji'. He created the soundtrack for a range of animated musical mojis for Valentine's Day. The five-second mojis were made available on Skype so that people could express their love for each other when words alone simply wouldn't do!

**The Independent, 11 February 2016, p7**

## Newspapers

### The Guardian to make job cuts

*The Guardian* is looking to cut expenditure by 20%, as it faces ever greater losses. Staff at Guardian Media Group have received a letter warning them of possible job losses. Operational losses are expected to reach almost £50m this year, up from £45m the previous year. The newspaper is also thinking about axing its plan to build an events hub near its headquarters in London.

**The Daily Telegraph (Business), 12 February 2016, p3**

### Independent moves online-only

*The Independent* is to close its print version after 30 years, in favour of an online-only presence and with the loss of around 75 journalists. The last print edition will appear on 26 March. Owner, Evgeny Lebedev will sell the *i*, the smaller version of the newspaper, to Johnston Press in a £24m deal. There are concerns over this acquisition because Johnston Press has had a strategy of cutting back on its print operations while ramping up its digital offering. *The Independent* will create 25 new digital content roles and launch a subscription model app. According to *The Drum*, media buyers believe that the newspaper will have to undertake "significant digital redesigns" and revamp its offerings for advertisers in order to be more competitive at a time when publishers are battling to grab a share of ad budgets.

**thedrum.com, 13 February 2016; Financial Times, 12 February 2016, p23; The Daily Telegraph, 13 February 2016, p33**

## Social media

### The Twittersphere is dwindling

Twitter has reported losing 2m users in the last quarter of 2015, leaving it with 100m fewer users than Instagram. In America the number of users has stayed at around 70m for a whole year, which means that Twitter has probably reached its peak in its most important advertising market. Laura Desmonde of Publicis Groupe believes that Twitter is still one of the best ways to reach people who influence conversations about brands. *The Economist* considers whether Jack Dorsey, one of the social network's founders who returned to the company as its boss last year, can achieve the same turnaround as Steve Jobs did with Apple.

**The Independent, 11 February 2016, p59; The Economist, 13 February 2016, pp68-69; The Daily Telegraph (Business), 11 February 2016, p3**

### Free Basics loses face in India

Internet service providers in India will not be allowed to charge varying rates for access to different content, according to a ruling by the Telecom Regulatory Authority of India. Facebook will lose out because it will no longer be able to offer its Free Basics, a service allowing free access to selected websites in India. Airtel Zero, a similar

service from India's largest provider, Bharti Airtel, will also be banned.

**New Scientist, 13 February 2016, p7**

## Television

### **BT – most active TV advertiser**

BT was the most prolific advertiser on UK TV during January, with 4,000 minutes of screen time. The second-biggest advertiser was HSBC, according to data science company, 4C.

**Campaign, 12 February 2016, p3**

## Packaging

### **Environmental impact**

This article focuses on the role of packaging in reducing environmental impact. Consumers are increasingly aware of the environmental and sustainability credentials of food and drink packaging. This awareness has shifted from recycling the packaging at the end of its life (80% of consumers actively recycle waste) to a greater interest in how the products have been sourced. Sustainable practices have therefore become an essential part of the business of the food industry. Tetra Pak is innovating across three key areas: design, materials and production. This article explains how it is achieving this.

**packagingtoday.co.uk, 10 February 2016**

### **Warburtons celebrates 140 years**

Bread brand Warburtons is celebrating 140 years in business by placing a "140 years of quality baking" message, on the background of a gold union flag, onto its packaging. A campaign to celebrate the 140 years will launch in June.

**The Grocer, 13 February 2016, p38**

## Retailing

### **Conversion rates and shopping experience**

The global conversion rate of online shoppers is significantly lower than for bricks-and-mortar retailers. This study shows that promotion-focused shoppers who view a website with a more hedonic (utilitarian) shopping experience are more likely to have a more positive attitude towards it and a higher intention to make a purchase. The study aims to help e-tailers increase sales by showing why, when and to what degree they should offer hedonic vs utilitarian shopping experiences.

**Journal of Interactive Marketing, Vol 32 November 2015, pp13-25 (Ashraf & Thongpapanl)**

### **Technology is changing customer experience**

Technology is transforming the customer retail experience as this roundup from around the world demonstrates. Robotic process automation (RPA) is used by The North Face for its recently launched recommendation engine. It uses natural

conversation to make customers think they are talking to a real person who can help them refine their product choices. South Korean grocer e-mart has introduced a phone dock which makes it easier to promote its in-store app while directing shoppers to promotions. Meanwhile Ray-Ban in Nork York has created a digital studio where customers can use iPads to personalise their sunglasses.

**Retail Week, 12 February 2016, p16**

### **The sound of music**

Studies have shown that music influences the in-store behaviour of shoppers. Some 90% of Britons say they would choose a shop that plays music over one that doesn't. Music can help to reduce perceived waiting times while changing the tempo of music at different times can help the atmosphere and trading patterns, as M&S has found. This article looks at the different ways in which music is used in-store.

**Retail Week, 12 February 2016**

### **Bogof offers confuse consumers**

Shoppers generally find it hard to know which bogof deal provides best value for money. A study by the Money Advice Service found that only 1 in 50 people chose the best value option from four different sets of offers. It also found that people spend on average £11.14 more than they intend to due to bogof deals and special offers, which could amount to £1,274 a year. Those who use a shopping list and stick to it spend on average £6,374 a year, £217 less than those who don't stick to a shopping list.

**The Independent, 11 February 2016, p15**

## Services

### **Storage on-demand**

In the US the storage industry is booming and expected to generate \$33 billion this year. Since construction of storage facilities slowed during the recession, demand now exceeds supply. Storage start-ups, such as RedBin, are capitalising on the market by offering on-demand pick-up and delivery. Other services are riding on the back of the surge in demand: Boxbee, a start-up backed by Google Ventures, makes software to help on-demand companies manage warehouses, delivery vehicles and billing.

**Bloomberg Businessweek, 8-14 February 2016, pp42-44**

### **Sex and technology**

This article looks at how technology will change the future of love and sex. Technological advances include DNA dating; holographic versions of your partner when they are hundreds of miles away; implants and wearable technology that allow lovers to send erotic signals to each other; and virtual reality which enables couples to meet in virtual environments. The global sex-toy market is already

worth \$15 billion, but this could grow exponentially in the future...

**The Independent, 11 February 2016, pp20-21**

## Transport and travel

### **JLR – mixed fortunes**

Despite a significant increase in the volume of cars sold last year, Jaguar Land Rover (JLR) suffered falling profits and revenues. This has been blamed on changes in the company's business model. It recently launched a series of smaller cars, including the XE 'baby' Jaguar, which are less profitable than some of its other ranges. Whereas JLR made its best-ever quarterly sales leading up to December, with growth of nearly 50% in the US and Europe, sales in China fell by 10%, reflecting tougher trading conditions. China's car market is maturing, which has led to the emergence of a second-hand market and Chinese consumers are becoming savvier.

**The Daily Telegraph (Business), 12 February 2016, p3**

### **Ethiopian flying high**

Some big African airlines are suffering from heavy losses but this is not the case with Ethiopian Airlines. Its full-year profit has been greater than all the other African carriers combined. In just the first five years of a 14-year plan leading up to 2025, it has met most of its goals while growing at 20% to 25% annually. Other airlines bemoan the fact that the airline is 100% state-owned and therefore enjoys benefits that others don't. But chief executive, Tewolde Gebremariam, claims that his business model emulates that of Singapore Airlines, which is also state-owned.

**Financial Times, 10 February 2016, p18**

### **VW – brand recovering but sales down**

Volkswagen has launched its first marketing campaign since the emissions scandal. The campaign, which focuses on people and their relationship with the vehicle rather than the technology, also drops the *Das Auto* tagline. Instead the voiceover describes the brand as "a lifelong companion". The campaign forms part of VW's attempts to rebuild its reputation. YouGov's *BrandIndex* shows that the company's Index score has risen by 8.6 points over the past 60 days to rank it 18<sup>th</sup> out of the 35 biggest car brands. However, in terms of sales and market share VW is taking somewhat longer to recover...

**Marketing Week, 11 February 2016, p6**

## Buzz phrases

### **Bae**

Most people would probably be confused if they were referred to as 'bae' but this term is in common use among young people to denote something they like or love. Now marketers have cottoned on to this term and other expressions used by younger consumers, in their efforts to appeal to the millennials. Pizza Hut tweeted the message: "Bacon Stuffed Crust" while Domino's opted for: "Domino's is bae. Pepperoni kisses on fleek". Social media has wasted no time in making fun of brands who are clearly out of touch with their audience. A Twitter account called Brands Saying Bae aimed at highlighting corporate bae gaffes, has attracted thousands of followers

**The Independent, 13 February 2016, p11**

Written by CIM's Knowledge Services Team

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## On the Move

Name	From	To	New title	Source
Jeremy Cohen	Edelman	Arcadis	Global Director of Marketing and Communications	PR Week
Irene Constantinides	University of Essex	Arts Council England	Director of Media and Stakeholder Relations	PR Week
Thomas Coupar-Evans	AA Cars	Exchange and Mart	Sales Director	Winning Edge
Sarah Coventon	M&Co	Debenhams	Womenswear PR Manager	fashioninsight.co.uk
Catherine Hicks	Gap	Sky	Group Corporate Affairs Director	PR Week
Chris Lawson	VCCP Kin	Bartle Bogle Hegarty	Creative Director	Campaign
John MacMillan	Daisy Group	Node4	Sales Director	Winning Edge
Russell Marsh	IPG Mediabrands	Havas Helia	Chief Data Officer	Campaign
Lucas Peon	Possible London	J Walter Thompson	Digital Executive Creative Director	Campaign
Jamie Ward	Harman International	Community Professional Loudspeakers	International Sales Manager, EMEA	Winning Edge

## Promotions

Name	Company	Previous title	New title	Source
Daisy Dunlop	News Corp	Deputy Head of Comms	Director of Comms at News UK	PR Week
Gerry Human	Ogilvy & Mather	Chief Creative Officer, O&M London	Global Executive Creative Director of Global Brand Management	Campaign
Camilla Kemp	M&C Saatchi	Chief Operating Officer of London ad agency	MD of M&C Saatchi UK Group	Campaign
Ken McConomy	Jaguar Land Rover	Global Head of Media Relations	Head of UK PR	PR Week
Sumen Rannie	SodaStream	Head of Sales	Commercial Director	The Grocer

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