

# Cutting Edge: Our weekly analysis of marketing news

24 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

#### Advertising complaints

According to the ASA, adverts from the Department of Health and the British Heart Foundation, which used distressing images, were some of the regularly complained-about ads last year. But the most complained-about ad was MoneySupermarket.com's 'epic strut' film of a middle-aged man strutting down the street in denim hot pants and high heels. Over 1,500 complaints were received including comments that the images were 'overtly sexual', although the ASA did not uphold the complaints. The fifth most-complained about ad, a Protein World poster featuring a bikini-clad woman promoting a weight-loss product, was censured on grounds of health. Guy Parker, chief executive of the ASA, warns that "advertisers must take care not to cause offence".

**The Independent, 23 February 2016, p17; The Guardian, 23 February 2016, p9**

#### Effect of consumer participation in ad creation

Little is known about the effect of disclosing consumer participation in ad creation in cases where the communication relates to positive social change. A study, using real ads targeting unhealthy eating and conducted among US residents, reveals that the disclosure of consumer participation in an ad creation process leads to positive ad evaluations and reduces positive attitudes to unhealthy eating. The effect is amplified when the audience is highly involved with the subject of the ad.

**International Journal of Advertising, Vol 35(1) 2016, pp149-166 (Orazi et al)**

### Agencies

#### Lévy says agency pay should change

Publicis Group has just announced a fall in revenues

of 4.4% for the UK. The advertising market has been tough for both agencies and clients over the past few years, with big advertisers, such as Procter & Gamble and Unilever, cutting costs. Maurice Lévy, chief executive of Publicis, talks about the existing model of creative agencies in which they are paid for their time rather than their ideas. He argues that agencies are not being properly rewarded for their contribution because "The idea and the value we bring to a brand is something that cannot be measured by hours". He believes that creativity in the advertising industry should be nurtured and that agencies and clients should build a new type of relationship.

**Campaign, 19 February 2016, p15**

### Brands and branding

#### Heritage branding orientation

Heritage branding covers both product and corporate brands and is different from corporate heritage brand orientation which, as its name implies, focuses on corporate branding. Using a case study of Portuguese soap and toiletries manufacturer, Ach. Brito, this research aims firstly, to explore the relationship between heritage branding at the corporate level and at the level of corporate brands and, secondly, to explore the way in which the 'latent' corporate heritage can be adopted at both levels.

**Journal of Brand Management, Vol 23(1) 2016, pp67-88 (Santos et al)**

#### Multitier store brands

Many retailers have multitier store brands: Tesco, for example, stocks Tesco Value, Tesco Standard and Tesco Finest. The authors explore the rationale for multitier brands, their optimal quality and the implications for consumer welfare and channel profits. They show that, despite manufacturers' best efforts to prevent the store brand's entry, the



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retailer is not deterred from introducing multitier brands. The increase in the number of store brands reduces product differentiation but does not harm consumer welfare or channel profits. They also find that store brands damage the manufacturer's profits. However, channel co-ordination can be improved by allowing a national brand manufacturer to supply the store brand.

**Journal of Marketing Research, Vol 52, December 2015, pp754-767**

### **Brand strategy**

The biggest and best brands have a number of key qualities, by attempting to embody these, it is possible to transform a business into a leading brand. The author offers five tips for creating a B2B brand strategy that can lead to success: establishing a presence and seeking exposure opportunities; having a personality so that clients can engage with a brand they can identify with; instilling a sense of trust since clients tend to base their buying decisions on trust; achieving the right image as a first step to building a brand that inspires the client to engage; and having a strong sense of purpose or direction.

**B2B Marketing, February 2016, p38 (Atkinson)**

### **BA tops favourite brands**

British Airways has once again achieved pole position in the annual 'superbrands' list, having beaten Apple, John Lewis and Google. This is the third consecutive year in which it has topped the ranking. Dyson has moved up into fourth place, its best-ever ranking, which might be attributed to successful advertising campaigns featuring company founder Sir James Dyson. The report, which is compiled by the Centre for Brand Analysis, considers a list of 1,600 brands which are then voted on by British adults.

**The Daily Telegraph (Business), 22 February 2016, p1**

### **Conferences and events**

#### **Delegates on board with incentives**

Cruises have become popular for corporate events and incentives. This year P&O expects to attract 12,000 delegates through corporate event packages and plans to expand its fleet by two vessels by 2019. P&O's director of sales, Ryan Taibel, says it has had strong demand for its new corporate programme, which was launched 12 months ago. Around 60% of delegates were on board for meetings and 40% for incentives.

**meetpie.com, 23 February 2016**

### **Consumer behaviour**

#### **Consumer purchase behaviour**

Research suggests that consumers who buy products in some categories are more likely to buy goods in other, unrelated categories. Skimlinks, which has used machine learning to examine consumer behaviour and to create profiles from 1.4

billion users, reveals that purchases do not happen in isolation. For example, those shopping for a washing machine or dishwasher are eight times more likely to shop for a coffee machine while digital camera buyers are 17 times more likely to shop for baby care accessories. Some purchase behaviours, particularly within families, tend to conform to certain stereotypes. Nevertheless it is useful for marketers to understand the path that consumers might follow and how this may influence their purchase in other categories.

**Marketing Week, 18 February 2016, pp24-25**

### **An offal lot of change in eating habits**

New survey data reveal that the traditional cup of tea and slice of toast is no longer so popular with Britons but that junk food is increasing in popularity. The *National Food Survey*, which has been running since the Second World War, reveals that the amount of bread people are eating has fallen from 25 to 15 slices a week and that tea consumption has fallen from 23 cups per person per week in 1974 to just eight. The traditional fish and chip meal is also on the decline while sales of liver and other offal have all but collapsed, with 50g per person being consumed in 1974 compared with just 5g in 2014. In contrast, the weekly consumption of chips, pizza, crisps and ready meals has risen significantly and pasta sales have trebled.

**The Independent, 18 February 2016, p15; The Daily Telegraph, 18 February 2016, p4; The Guardian, 18 February 2016, p8**

### **Customer relations**

#### **Responding to brand complaints**

New research warns that brands should improve their social media customer support. The percentage of people using social media to escalate a complaint has risen from 5% last year to 36% this year according to Ombudsman services, which conducted a survey of 2,355 consumers. Some 92% of consumers said they would not use a brand again if it dealt with a complaint badly. Chief ombudsman Lewis Shand Smith believes that complaint-handling "has become an increasingly important part of brand marketing".

**Marketing Week, 18 February 2016, p7**

### **Direct marketing**

#### **The benefits of direct mail**

The author argues that direct mail still has many benefits even in 2016. Many direct mail campaigns have done well due to design, execution and a tailored mailing list. He refers to the 2014 'Together Sweater' campaign, which sent a mailer to a list of partners and celebrities to help supply needy people with clothing and food. Recipients used social media to show off their new sweaters and to spread the word. In 2012 KitKat used direct mail to launch its Chunky bar, which has clearly been a success. Last

year's *The Private Life of Mail* study even revealed that direct mail had a longer life span than e-mail. Whereas people often delete e-mails almost immediately, advertising mail are often kept for 17 days and door drops for 38 days, while 21% of promotions and special offers received through the post are shared with family and friends.

**dma.org.uk, 23 February 2016 (Johnstone)**

## **Law**

### **A ham ruling**

Last December a judge in Naples rejected an application by catering company Change Food to seek an injunction against a competitor who wanted to use the word 'ham' as a distinctive sign. In 2010 Change Food built up a franchise based on gourmet burgers in which it used the trademark 'HAM HOLY BURGER'. It later found that rival Ham Srl was marketing meat under the trademark 'HAM'. The judge ruled that the term 'ham' is generally known by the Italian public as the first part of the word 'hamburger' and could not be granted exclusive protection. The ruling is subject to appeal.

**lexology.com, 17 February 2016**

## **Marketing**

### **Salesperson use of social media**

Social media should be an integral part of salespeople's activities as it allows them to engage with customers and build social capital while increased involvement in social media can produce positive results for sales organisations. The authors explore the effects of salesperson information communication behaviours between social media use and customer satisfaction. They use salesperson-reported data within a B2B context to test a model using structured equation modelling. They find that a salesperson's use of social media impacts information communication behaviours which in turn enhances the salesperson's responsiveness and customer satisfaction. Salesperson's responsiveness also has a positive relationship with customer satisfaction.

**Industrial Marketing Management, Vol 53, February 2016, pp172-180 (Agnihotri et al)**

### **Common selling mistakes**

A mere fraction (8%) of a company's salesforce ends up being responsible for 80% of a company's sales while 67% of an average sales team will fail to meet its goals. The problem is that many salespeople lack purpose, often through a lack of strategy. There are ways in which to tackle underperforming sales. The author has identified five major mistakes that salespeople often make when selling: phoning without a purpose; a lack of understanding of the prospect's problem; not doing enough homework; becoming order takers rather

than proactively selling; and underutilising resources, such as data on products and clients.

**Winning Edge, January-February 2016, pp34-35 (Black)**

## **Market research**

### **Measuring over- and under-reporting**

Market researchers have traditionally viewed deviations from people's true behavioural positions in surveys to be something that needs to be corrected in order to gain a truer picture from their responses. More recently, researchers have become interested in the deviations from people's true tendencies and have begun to look at why people over- or under-report and by how much. Here the authors use a Bayesian item response theory model to quantify under- and over-reporting in surveys. They conduct a study on excessive alcohol consumption using a commercial web panel of 1,408 participants.

**Journal of Marketing Research, Vol 52, December 2015, pp737-753 (De Jong et al)**

### **Anonymisation and reidentification**

Trust is an important factor in enhancing the types of relationships upon which market research is based. The anonymisation of data within research is a sign of ethical practice, it is a means of reducing regulation and protects respondent privacy. Yet the ability of technology to gather and analyse data has sparked off a debate among researchers and policy-makers about reidentification (determining the identity of individuals) and whether anonymisation can be relied upon. This has serious implications for market research. The authors look at the main arguments for and against anonymisation as an effective tool in a fast-changing technological environment. They also consider the potential impact on respondent trust and the nature of self-regulation within market research.

**International Journal of Market Research, Vol 58(1) 2016, pp19-34 (Nunan and Di Domenico)**

## **Public relations**

### **Expanding overseas**

Some experts believe that we have seen the end of pure-play international PR networks that 'colonised new markets in response to the globalisation of their clients' business'. Many independent agencies are instead opting for the 'hub virtual model' in which semi-virtual networks are created with small hub teams in offices which buy in services according to local needs. Increasingly, smaller agencies have opted to form partnerships with local agencies while sharing clients, overheads and fees. PLMR is a public affairs agency that set up the Global Communications Alliance last year with ten other independent agencies. PLMR MD, Kevin Craig, offers some tips for searching out partners in other countries.

**PR Week, February 2016, pp54-55**

### **Incivility – what it means for PR?**

Politicians often attack their opponents and brands frequently take a pop at their competitors but is this the right approach? Some 93% of the US electorate have said that a candidate's level of civility is an important factor in how they will vote this year. A new survey from Weber Shandwick, Powell Tate and KRC Research, *Civility in America 2016*, reveals that incivility is a major issue, particularly in the presidential race. Donald Trump is cited as the most uncivil, according to eight out of ten voters! The author considers the implications for PR pros and quotes Weber Shandwick chief reputation strategist, Leslie Gaines-Ross, who identifies the "need to think about what captures citizens' attention, the context in which they are engaging and measure how that translates into behavior over the long term."

**PR News, 15 February 2016**

### **Sponsorship**

#### **Ambush marketing**

This article starts by defining ambush marketing before going on to consider to what extent existing laws protect event holders and sponsors from such activity in the UK and Ireland. Lawmakers argue that existing laws, such as Trademark, Copyright and Passing Off, are sufficient to deal with any potential ambush marketing. But are they taking a responsible attitude towards official sponsors and will the absence of adequate protection for official sponsors leave them exposed to competitors and reduce their incentive for future sponsor investment?

**lexology.com, 16 February 2016**

#### **BOA clamps down on ambush marketing**

New rules drawn up by the British Olympic Association (BOA) will affect all companies that are not Team GB or Olympic sponsors for this summer's Olympics in Brazil. The rules are intended to prevent ambush marketing by non-Olympic sponsors which could risk deterring sponsors from future investment. Advertisers who have long-standing arrangements with athletes will be allowed to continue but cannot 'create an association with Team GB or the Olympic Games'. This means that companies will even be prohibited from wishing an athlete good luck or congratulating them!

**The Times, 22 February 2016, p64**

## **Agriculture, fishing and forestry**

#### **World food prices**

*The Economist's* commodity-price index reveals that food prices have fallen by 40% since their peak in summer 2012. Agriculture is energy-intensive but the falling price of oil has helped to reduce input costs. American beef has maintained its price

possibly due to small herd numbers while cheap corn is expected to lead to increased supply. Meanwhile bad weather in Kenya has been held responsible for the rise in tea prices.

**The Economist, 20 February 2016, p81**

#### **EU called on to help farmers**

Farmers, who have suffered from 18 months of low commodity prices, are calling on the EU to take action. Last Monday, delegates at a meeting of agricultural ministers said the EU's market support measures have been inadequate. Most agricultural sectors, in particular dairy and pigs, are suffering from oversupply due to increased production, decline in Chinese imports and Russia's import ban. In England, farm business income fell by 46% for pig producers, 45% for dairy farmers and 47% for grazing livestock, from 2015 to 2016.

**fwi.co.uk, 18 February 2016**

#### **Grass fed – can it enter the mainstream?**

A study from Newcastle University suggests that organic milk and meat contain around 50% more omega-3 fatty acids than non-organic products. The increase in omega-3 is linked to the 'more natural' diet of animals fed on grass which contains high levels of clover. Other health benefits of organic milk have also been identified. Waitrose has recently announced that dairy cows supplying its own-label milk will have 100 days' grazing. *The Grocer* considers whether grass-fed can gain mass market appeal.

**The Grocer, 20 February 2016, pp16,44**

## **Building industry**

#### **UK housing**

The British dream of a post-war, home-owning democracy has been swept aside due to astronomical property prices and unsustainable debt. The average UK house price has risen 2.5 times since 1997 and many millennials expect never to own their own home, despite government incentives to boost housebuilding. Meanwhile renting is on the increase, which some argue is in line with the 21<sup>st</sup> century sharing economy and a more flexible lifestyle. Could the answer lie in disruption? Whatever happens, the status quo shouldn't be an option, says the author.

**Management Today, February 2016, pp36-40 (Saunders)**

#### **Green buildings**

The UK Green Building Council (GBC) and partners have been trying to quantify the benefits of green builds to their occupants. In 2014 it explored the effects of green buildings on the occupants of offices and concluded that there was a correlation between higher-quality, more sustainable buildings and more productive and healthy employees. Since then the GBC has focused its research on greener retail

design which has also shown a positive relationship between the environmental performance of buildings and customers' experience. The report has come up with a Retail Metrics Framework to be used by businesses. M&S retrospectively applied the Framework to one of its sustainable learning stores.

**Construction News, 19 February 2016, pp18-19**

## Businesses and strategy

### Joining forces

This article focuses on the way in which existing technologies and ideas are combined or paired to produce new innovations. There has been limited research on methodologies for identifying effective 'recombinations' or pairings. The authors examine conventional and atypical pairings that are associated with high impact work. Companies and analysts might be able to better predict the value of a future patent or product based on its combination of conventionality and novelty. Consumer products, such as computer games, which incorporate conventional pairings with a small element of novelty, are likely to be popular.

**Journal of Product Innovation Management, Vol 33(2) 2016, pp224-236 (Mukherjee et al)**

### Coopetition

Coopetition or collaboration between two competing firms is an important new product development strategy, yet studies of its impact on product innovation performance lead to mixed findings. A study of 627 manufacturing firms in the Netherlands reveals that the innovation performance implications of coopetition depend on 'fine-grained' intra-organisational design characteristics. Competitor collaboration has a significant effect on product innovation performance only when internal knowledge-sharing mechanisms and formal knowledge-protection mechanisms are in place.

**Industrial Marketing Management, Vol 53, February 2016, pp56-65 (Estrada et al)**

### Too good-looking for the job?

Research from UCL School of Management suggests that good-looking men are perceived to be more competent but in environments, such as sales departments, they can also appear threatening to prospective colleagues. However, managers in collaborative functions, such as R&D, tend to hire for competence and actually favour good-looking candidates rather than less good-looking ones. Researcher Sun Lee found that the same could not be said of good-looking women: female attractiveness was not found to be associated with competence. She believes that this is because physical stereotypes interact with gender stereotypes.

**Winning Edge, January-February 2016, p13**

## High-growth companies

Small, high growth companies are being created at a faster rate outside London, in cities like Leeds and Southampton. The Enterprise Research Centre has identified 12,000 such companies in the UK, the highest number since the dotcom boom. These so-called 'gazelle' companies tend to be in sectors like technology, professional services or advanced manufacturing. High-growth companies created around a third of private-sector jobs between 2012 and 2015 and accounted for 7.5% of companies with more than ten employees. An infographic illustrates the location of these companies in England.

**Financial Times, 19 February 2016, p3**

## Charities and NGOs

### Asda thinks outside the box

Asda has removed all food bank donation boxes from its stores in the UK. Several charities have already reported being affected by Asda's policy, which began in January but which was not announced to the media. Asda has also ended its green token scheme in which a company donates to local charities when shoppers place the plastic coins in collection boxes. The company says that the scheme is going to be updated. It has also defended the removal of the food boxes, which it says aims to make Asda's practices "fair and consistent with all the charities we support."

**The Guardian, 18 February 2016, p4**

### Unicef mobilises with U-Report

The United Nations Children's Fund (Unicef) operates in 190 countries so it makes sense for it to have a mobile strategy in the form of text message-based tool, U-Report, which already has nearly 2m active users. U-Report began life as a local innovation to help Ugandans communicate but now young 'U-Reporters' in 18 countries, mainly Africa, are using it to share opinions, connect with leaders and help to effect change in their communities. Christopher Fabian, who co-leads the charity's innovation unit, expands on the theme of innovation.

**thedrum.com, 17 February 2016**

## Durable consumer goods

### FitBit tackles marketing and fashion

There was a 118% rise in the number of Britons who bought fitness bands and smartwatches in 2015. Fitbit dominates the activity tracker market and its revenues have risen by 168% in the three months to 30 September. Yet the company's share price has fallen by more than half since the beginning of the year due to a lack of enthusiasm for its latest product launches. This year FitBit is adopting a more emotive approach to its marketing by becoming an official sponsor of BBC's Sports



Relief for the first time. In a bid to achieve mass market appeal, the brand has ramped up its fashion credentials – the new Alta fitness band includes variants by fashion designer Tony Burch.

**Marketing Week, 18 February 2016, pp22-23**

### **Smart watches outsell Swiss watches**

Smart watches have outsold Swiss watches for the first time: around 8.1m smart watches were shipped in the last three months of 2015 compared with 7.9m Swiss watches. Apple's Watch Edition, encased in 18-carat rose gold and costing £13,500, was launched to compete with Switzerland's luxury watch brands. Neil Mawston of Strategy Analytics, which conducted the research, believes that "The Swiss watch industry has been sticking its head in the sand and hoping smart watches will go away."

**The Times, 20 February 2016, p30**

## **Economy**

### **Employment up – productivity growth needed**

Employment in Britain reached a record high at the end of 2015, with a 0.66% increase in the number of people at work in the last quarter of the year, according to the ONS, although there has been a decline in wage growth since last summer. Although low inflation has meant that people have had more money to spend, the ONS reports that total pay growth has fallen sharply since its high of 3.3% last May. The productivity growth rate was 0.9% at the end of last year, down from 1.3% in the previous quarter. Analysts believe that, since inflation is starting to rise again, stronger productivity growth will be essential.

**The Daily Telegraph (Business), 18 February 2016, p3**

### **World manufacturing in the doldrums**

Caterpillar, manufacturer of heavy machinery used in construction and mining, reported a 15% fall in revenues for 2015 year-on-year. This is symptomatic of the problems besetting manufacturers around the world. Although manufacturing accounts for a smaller part of most developed economies than services, its weakness can lead to wider problems. A slowdown in China, sluggish trade growth and falling commodity prices are all cited as contributory factors.

**The Economist, 20 February 2016, pp63-65**

## **Energy and utilities**

### **Renewable energy innovations**

The UK Government has allocated £500m for green innovation over the next five years, which could result in the UK becoming a world leader in renewable energy generation if the money is spent in certain areas, says renewable energy forum Scottish Renewables. It has published a report examining the future of Britain's energy system

across electricity, heat and transport, in which it identifies six key innovation areas: wave and tidal energy; storage technologies; floating offshore wind; low-carbon heat; systems integration; and flexible networks.

**utilityweek.co.uk, 18 February 2016**

### **Vestas blown off its perch by Goldwind**

Goldwind, a Chinese wind turbine maker, overtook Vestas of Denmark as market leader last year. China is now home to five out of the top ten turbine manufacturers. The growth of the Chinese turbine industry is one factor in the consolidation currently taking place in the sector. Last month Siemens, the fourth-largest turbine market, was in talks to acquire Gamesa of Spain, which could lead to the creation of the largest wind turbine maker by market share.

**Financial Times, 23 February 2016, p15**

## **Environment**

### **The circular economy**

*Waste to Wealth: The Circular Economy Advantage*, claims that \$4.5 trillion could be saved by 2030 if businesses adopted waste strategies. The book's author, Peter Lacy, talks about the benefits of the circular economy, which keeps resources in 'productive use' for as long as possible. The book identifies four forms of waste: resources, life-cycles, capability and embedded values; it also sets out five models that businesses can use and case studies of businesses that have implemented them. Lacy's vision – "to empower executives to make the circular economy a transformation comparable to globalisation and the digital revolution" – is ambitious!

**Impact, Issue 12, January 2016, pp58-59**

## **Fashion**

### **3D body scans size up customers**

Boden is undertaking a 3D body scan on 200 women of different shapes and sizes using Sizemic's mobile unit. The aim is to ensure that its clothing is "representative of the real sizes and shapes of our customer base", says Susan Deer, head of insight and strategy. Initially Boden will see how its customers compare with industry standard measurements before deciding whether to change its womenswear sizes.

**Retail Week, 19 February 2016, p28**

### **Amazon to launch fashion range**

There is speculation that Amazon is planning to launch its own fashion range, following the news that it is planning to hire former M&S head of womenswear, Frances Russell. The company has also been advertising in the US for people with experience in the fashion industry. Other retailers are not so much concerned that Amazon will start to

dominate the fashion sector as that its fashion label will attract yet more customers to a company that already has massive reach and advertising clout.

**The Independent, 18 February 2016, P 58**

### **Myntra reinstates website**

Last year Myntra, the largest online fashion retailer in India, closed its website in order to go 'app only'. It has since reactivated the website following customer feedback. Customers will now be able to try Myntra via its website without first having to download the app. Experts believe that the website closure was a premature move in India, where online shopping is still a relatively new phenomenon. However, e-commerce companies tend to like apps because it is harder for consumers to switch between rival platforms and the service can be personalised.

**Financial Times, 17 February 2016, p18**

### **Western fashion caters for Muslim women**

Japanese fast-fashion retailer Uniqlo is targeting Muslim women with its new spring collection, Uniqlo x Hana Tajima. The collection includes traditional Islamic garments, loose-fitting clothes and hijabs. International designers are increasingly addressing Muslim needs: Dolce & Gabbana, H&M and Mango all have collections aimed at Muslim women.

**brandchannel.com, 19 February 2016**

## **Financial services**

### **Alternative finance**

In Britain's alternative finance community, peer-to-peer platforms have been experiencing impressive growth. A survey by innovation charity Nesta estimates that the peer-to-peer lending and crowdfunding sectors provided £3.2 billion in finance to consumers and small businesses last year. The sector has built itself up over a period of just five years. Nesta warns that the sustainability of alternative finance models will only be certain when it can be proved that peer-to-peer loan platforms can provide returns over the long term. This article addresses the risks involved in the continued growth of alternative finance and looks at a hypothetical banking future.

**The Times (Raconteur – Funding Britain's Growth), 18 February 2016, pp6-7**

### **Selfie pay for mobile payments**

MasterCard is introducing a facial recognition payment service to the UK to improve identity verification in mobile payments. 'Selfie pay' will enable people to scan fingerprints or use selfies to prove their identity so that can complete online purchases without pin codes and passwords. The system will be made available in 14 countries this summer. Meanwhile HSBC has launched its Voice ID for 15m UK customers. The process uses voice and

touch technology to verify a person's identity.

**Financial Times, 22 February 2016, p18;  
brandchannel.com, 22 February 2016**

## **FMCG**

### **Beverages**

#### **Champagne pops open in Soho**

Champagne is fighting back against the rising popularity of Prosecco and Cava: Moët & Chandon will set up a pop-up shop in London's Soho to educate consumers on what makes champagne different from other sparkling wines. This forms part of its 'Open the Now' campaign. The 'Moët Academy' will feature wine gurus as well as film footage of the brand's vineyards and cellars, which will be used in a 360-degree VR experience.

**brandchannel.com, 19 February 2016**

### **Cosmetics and toiletries**

#### **Adult diapers**

In America sales of adult incontinence products are predicted to rise by 48% between 2015 and 2020, while sales of baby diapers are expected to rise by just 2.6%. Kimberley-Clark, maker of Huggies nappies, is targeting adults with fashion-style marketing that features young-looking models in magazine ads and on TV. Adult incontinence has suddenly become too big and lucrative a market to be ignored, with an estimated one in three adults having bladder control issues. The company has even produced a rap video featuring employees wearing the company's adult briefs!

**Bloomberg Businessweek, 15-21 February 2016, pp16-17**

### **Food**

#### **Croissant – a learning curve for some**

Tesco has announced that from now on it will only sell straight as opposed to curved croissants. It claims that British consumers prefer straight pastries because they can more easily spread jam on them. Tradition has it that the crescent-shaped pastry was introduced into Austria in the 17th century to celebrate the defeat of the Turkish Empire. The shape was meant to represent the Islamic crescent. Sainsbury's and Waitrose say they will continue to sell both curved and straight croissants.

**The Guardian, 19 February 2016, p16**

### **Cereals becoming flaky**

In the world's two biggest cereals markets – America and Britain – sales declined by 9% and 6% respectively between 2012 and 2015. General Mills says its business is stabilising while Kellogg says it expects growth this year. But the cereals market is a hard one to turn around and many cereal firms have diversified or are trying to revive their main brands. One retail consultant suggests that grocers could enhance sales by placing milk and bananas in the

same aisle as cereals. Some cereals are still thriving, such as Kellogg's Froot Loops and General Mills' Cinnamon Toast but these are not necessarily the healthy options!

**The Economist, 20 February 2016, p60**

### **Nestlé misses sales targets**

Nestlé has reported missing its full year sales targets for a third year in succession. The world's largest food group, maker of KitKat and Nespresso, has suffered from the food contamination scare surrounding its Maggi noodles in India. However, the company reports 'exceptional performance' in Western Europe as well as growth in the US. Overall sales rose by 4.2% in the year to the end of December but net profit was down by Sfr5.4 billion.

**The Independent, 19 February 2016, p57**

### **Heinz takes on Hellmann's mayonnaise**

The branded mayonnaise sector is dominated by Hellmann's Real Mayonnaise and its variants, but Heinz is hoping to change this with the launch next month of its 'Seriously Good Mayonnaise'. The launch will be accompanied by a £7m campaign with which the company hoping to attract younger consumers. Mayonnaise is used by 58% of 16 to 24 year-olds compared with 70% usage overall.

**The Grocer, 20 February 2016, p39**

## **Government and public sector**

### **Recall of unsafe products**

In March 2015, the UK Government commissioned consumer campaigner Lynn Faulds Wood to review the UK's system for the recall of unsafe products. Her report focuses on how enforcement can become more effective and examines consumer understanding of the process. It provides an overview of the current consumer product recall system and offers recommendations on how it could be improved. In response, the Government said it would 'support the development of a business led online centre of excellence. The website will communicate important information to consumers and allow firms to share best practice and ideas based on their previous experience in managing recalls'. The report and Government response can be viewed at:

<https://www.gov.uk/government/news/government-committed-to-product-safety>

### **Big Brother not watching you quite so much!**

Councils in Britain are reducing the number of CCTV cameras they operate after cutting expenditure. Big Brother Watch reports that local authorities spent £277m on installing and maintaining 45,284 cameras between 2012 and 2015. This compares with the £515m spent between 2007 and 2011 on at least 51,600 cameras. Big Brother welcomes the

reduction in spending but the police have warned that it could be more difficult to detect crime if cameras are switched off.

**The Daily Telegraph, 23 February 2016, p12; The Times, 23 February 2016, p2**

## **Health and pharmaceuticals**

### **Hot drinks may contain more sugar than Coke**

Campaign group Action On Sugar claims that one third of hot drinks served in coffee shops and fast food outlets contain the same or more sugar than Coca-Cola. Its analysis of 131 hot drinks, including coffee, mochas, lattes and hot fruit drinks, concluded that 98% of the drinks should receive a red nutritional-value label because of their high sugar content. It identified Costa's massimo chai latte as containing 20 teaspoons of sugar. Starbucks said it had committed to reducing sugar in some of its drinks by 25% by the end of 2020 but Action On Sugar says the coffee chain should take immediate action to reduce sugar content and to improve its labeling. The research comes ahead of the UK government's childhood Obesity Strategy which is due to be announced in the coming weeks.

**The Independent, 17 February 2016, p8**

## **IT and telecoms**

### **Three to use ad-blockers**

Mobile operator Three plans to become the first telecoms provider to block online advertising on its network. It is believed that the company is collaborating with Israeli technology company Shine which specialises in blocking mobile advertising. Three UK will begin trials of the new system over the next few months. This is likely to cause major concerns for digital publishers who are increasingly reliant on mobile advertising, an area where revenues are growing. They will incur significant loss of income if Three's 9m UK customers are no longer exposed to advertising alongside content. The Internet Advertising Bureau has accused Shine of profiteering. *The Daily Telegraph* points out there may be unintended consequences of interfering with communications between consumers and online services.

**The Daily Telegraph, 19 February 2016, pp1,4; The Daily Telegraph, 23 February 2016, p2; Financial Times, 20-21 February 2016, p13**

### **Investment in mobile towers**

Mobile towers, an essential component of everyday communications, are increasingly coming under independent ownership as telecoms operators sell them off to raise money and cut costs. This has led to the formation of a European tower sector, a model that is already well-established in the US, where 84% of towers are independently controlled. Owning masts has becoming an attractive proposition for investors who want to move their



money into infrastructure.

**Financial Times, 18 February 2016, p17**

## Leisure and tourism

### Gambling ads

The number of gambling ads on television has increased significantly over the past few years with gambling ad slots appearing alongside sports programmes. Ofcom reports that gambling ads increased by 1400% between 2005 and 2012. Sports stars, such as Christiano Ronaldo and Rafael Nadal, and non-sports celebrities, such as Samuel L. Jackson and Paris Hilton, have increasingly been appearing in the ads. The number of complaints related to gambling has risen by 200% since 2007, the year in which new laws allowing gambling ads to appear on TV and radio were introduced. Meanwhile irresponsible advertising is taking place on social media and some gambling businesses have been ordered to remove ads.

**The Times, 17 February 2016, p11**

### Foreign tourism to Britain continues to rise

Foreign tourists made a record 35.8m visits to Britain last year, an increase of 20% on five years ago. Last year was the sixth consecutive year of growth for inbound tourism. Tourism minister David Evennett says that tourism is one of the fastest-growing industries in the UK while VisitBritain's aim is to attract 42m international visits to the country by 2020. Separately the *Financial Times* reports on how tourism outside London has risen to its highest level since the financial crisis.

**The Times, 20 February 2016, p30; Financial Times, 22 February 2016, p4**

## Materials and mining

### Metalysis – investment for 3D printing

South-Yorkshire-based Metalysis produces titanium powder, which is a lightweight metal used for printing aerospace and automotive components. Now it has received £20m in investment to develop metal powders at lower costs. One of the largest investors is Luka, a big producer of zircon used in ceramics, which also sells rutile sands used to produce titanium.

**Financial Times, 18 February 2016, p21**

### Anglo restructures around three products

Anglo American is generally considered to be the most diversified mining company in the world and therefore immune to the fluctuations in commodity markets. But now the company is to reduce its portfolio from nine products to just three – diamonds, platinum and copper. This reflects the trend for large mining companies to focus on a smaller number of profitable businesses. BHP Billiton, for example, is now confined to four commodities. The *Financial Times* considers Anglo

American's 'dramatic' restructuring plan. *The Economist* looks at the weakening case for diversification in mining.

**Financial Times, 17 February 2016, p17; The Economist, 20 February 2016, pp59-60**

### BHP reports huge losses

Mining giant BHP Billiton has reported a substantial half-year net loss of \$5.67 billion amid weak commodity prices. Mining companies have been under pressure due to the slowdown in China resulting in lower demand for commodities, such as iron ore and coal. BHP Billiton is one of the largest producers of iron ore, metallurgical coal, copper and uranium. The company has unveiled a new operating model which aims to create a more agile company.

**bbc.co.uk/news, 23 February 2016**

## Media

### Books

#### Design and destination in bookshops

New, design-led bookshops are helping to give high street bookshops a new lease of life. Libreria, based in East London, uses wooden display units which can be wheeled away to make space for chairs for events which are to be held 'nearly every night', according to the founders. Placing greater emphasis on design in bookshops so that they become 'destinations' is a trend in the industry as booksellers seek to differentiate themselves from online retailers. These efforts appear to be paying off in terms of rising sales.

**The Bookseller, 19 February 2016, pp6-9**

### Travel books

Travel books might be considered an endangered species due to the availability of online content and digital mapping devices. Yet, according to Lonely Planet Publishing, print still makes up the majority of its business. Nielsen's *Books and the Consumer* survey suggests that e-books' share of the travel market hasn't increased over the past two years so it may have reached its level. Lonely Planet and DK are trying to position themselves as the 'homes of travel', with websites that act as brand banners. Meanwhile there has been a trend for smaller, location-focused books as people take more, shorter holidays rather than one long one.

**The Bookseller, 19 February 2016, pp26-27**

### Music

#### Streaming the beat

Spotify's paying subscribers reached 28m by the end of 2015, suggesting that demand for music streaming is on the increase and that Spotify hasn't been hit by the launch of Apple Music last year. Apple Music is also growing fast, with its subscriber

numbers passing the 10m mark in just six months. Streaming, which is becoming the dominant form of digital music consumption, is growing at the expense of download sales. There is speculation that there could be a round of consolidation because the digital music market is so fragmented.

**Financial Times, 17 February 2016, p19**

## Newspapers

### How can newspapers halt the decline..?

Newspaper brands had 27.3% share of the UK ad market in 2008 but now they have just 11.4%. Meanwhile UK print ad revenues fell by an estimated 18% during January, despite the overall ad market growing. Big advertisers, such as M&S and Tesco, have almost completely stopped advertising in newspapers. As press revenues and print circulation continue to fall, what can newspapers do to reverse the trend? One answer is to share ad sales operations...

**Campaign, 19 February 2016, p23 (Spanier)**

### ...through shared ad sales?

Following Johnston Press's acquisition of the *i* newspaper, chief executive Ashley Highfield wants newspaper groups to consider collaborating on print ad sales so that they can improve their negotiating position with advertisers. 1XL is a regional pooled digital ad sales platform which Johnston Press set up with other regional publishers. But, to date national newspaper groups have not pooled their print ad sales in the same way as TV has done.

**Campaign, 19 February 2016, p5**

### Trinity launches new print title

Trinity Mirror, publisher of the *Daily Mirror*, is due to launch a cheaper tabloid newspaper at the end of February with an introductory cover price of just 25p. *New Day* will be the first new standalone national newspaper for three decades. It may well be an attempt to replicate the success of the *i*, the *Independent's* cut-down newspaper. The initiative defies the current trend for the newspaper industry to move away from print and towards digital publishing. Last year newspapers saw print advertising fall by over £110m. There is also a danger that *New Day* might cannibalise the *Daily Mirror's* readership.

**Financial Times, 18 February 2016, p21; Financial Times, 23 February 2016, p21**

## Radio

### Radio maintains popularity for music

Research suggests that radio is still the most popular way for internet users in the UK to consume music. A recent study from RAJAR, Ipsos Mori and RSMB reveals that the total number of radio listening hours in the UK scarcely changed between Q4 2014 and Q4 2015 but that the mix of devices used has changed. In Q4 2015 26.1% said they

listened to radio via a mobile phone or tablet, up from 22% in Q1 2015. The rise in mobile listeners was most notable in the 15 to 24 age group.

**emarketer.com, 18 February 2016**

## Social media

### YouTube seeing Red

YouTube has started promoting programmes as part of its Red pay service, which costs \$9.99 a month and is available to US customers. The company hopes to become more profitable with Red but, unlike Netflix and Amazon which pay for original programming, it will tap into the power of personalities who have become famous on YouTube, such as Lilly Singh and her *A Trip to Unicorn Island*. With one billion monthly users, YouTube will only need to attract 10% of them in order to have a larger paying subscriber base than Netflix.

**Bloomberg Businessweek, 15-21 February 2016, pp17-18**

## Television

### TV funding

Channel 4's *The Jump* series has been co-produced by Group M Entertainment, the content division of WPP's ad-buying group. This forms part of a trend for media agencies and advertisers to fund and create TV shows that can then be sold to commercial broadcasters. Some experts are concerned that the lines between advertising buyers and broadcasters are becoming blurred which could lead to conflicts of interest. For example, if an agency is funding a show, it might receive discounts or free ad spots. As yet Ofcom has no plans to investigate TV trading.

**Campaign, 19 February 2016, pp24-25**

### TV advertising on the rise

UK TV advertising has topped the £5 billion mark for the first time, according to a new report from TV marketing body Thinkbox. TV ad revenues rose by 7.4% last year to reach £5.27 billion, representing a sixth consecutive year of growth. Google, Facebook and Netflix each spent over 60% of their budgets on TV advertising. Procter & Gamble was the most viewed advertiser with 30.5 billion views.

**The Daily Telegraph (Business), 23 February 2016, p5**

## Video

### Ad blocking in video

Brands need to pay more attention to quality, creativity and relevance in their online videos because shortcomings in these areas can lead consumers to download ad blocking technology. Research from video ad platform Teads shows that 79% of consumers would consider uninstalling an ad blocker if they could close or skip an ad. The key motivator for installing ad blockers was intrusive ads, according to the 1,000 respondents in the survey. This article looks at the drivers of ad

blocking, quality control issues and how to get around ad blocking. Lisa Tooley, commercial director at the Jamie Oliver Group, is interviewed.

**Marketing Week, 18 February 2016, pp27-29 (Chahal)**

## Packaging

### **The 5p bag levy four months on**

The 5p plastic bag charge, introduced to England in October, appears to have reduced plastic bag consumption by up to 80%, if data from Tesco and Morrisons are anything to go by. These figures correspond to official data from Wales and Scotland, where plastic bag use has fallen by 80% since these countries introduced charges. The reduction in use is expected to cut landfill waste, save £60m in litter clearance costs and generate £730m for good causes over the next decade. Some customers still don't understand the charge probably because certain retailers and products are exempt. There have been calls for the Government to simplify the levy but retailers could be instrumental in building customer awareness and engagement.

**Retail Week, 19 February 2016, p33**

### **Edible packaging for ice cream**

WikiFoods, based in Cambridge, Massachusetts, is replacing its food packaging with vegetable-based, edible wraps. It has produced soft edible casings for ice-cream or frozen yoghurt which can be washed and eaten without the need for a cone. Wikifoods aims to change the attitudes of retailers and consumers. It has already entered into partnerships with Whole Foods and dairy producer Stonyfield.

**Wired, March 2016, p114**

### **Pepsi creates branded emojis**

Pepsi has created over 70 emojis which will appear on its cans, bottles and drinks this summer as part of a global campaign. PepsiCo chief executive Indra Nooyi says that the emojis will be useful, for example, "when you find yourself stuck at a train station in a foreign country" or at a "concert where it's too loud to speak."

**thedrum.com, 19 February 2016**

## Retailing

### **Aldi ad accused of misleading**

Discount grocer Aldi has been criticised for its advert targeting Morrisons' price cut promotions. The ad places the question 'is a price crunch amazing?' above a basket of Morrisons goods which Aldi says would cost £18.19 compared to a basket of Aldi goods costing £11.42. Analysts have pointed out that the campaign could confuse consumers because Morrisons' basket contains branded goods whereas Aldi's contains own-branded products. Retail food analyst Bruno Monteyne believes that the campaign

is a sign of 'panic' as the big four supermarkets start to fight back against the discounters.

**Retail Week, 19 February 2016, p5**

### **Sales density**

*Retail Week* analyst Philip Wigenraad has produced a ranking of the top 30 bricks-and-mortar retailers according to sales density (sales per sq. ft.). Apple heads the list at 3,070 per sq ft, followed by Burberry and Game. However, these figures do not give the whole picture since they exclude online sales – many retailers have seen their sales densities decline due to the erosion of physical store sales by online channels.

**Retail Week, 19 February 2016, pp14-15**

### **Asda – worst sales year in its history**

Asda has reported the worst year in its 67-year history, with like-for-like sales for 2015 down by 4.7%. The final quarter to the end of December was the worst of the lot with a 5.8% decline in sales. Asda's problems are due in part to factors such as the rise of the discounters, although it has been faster than others to react to the changing nature of the UK grocery market. Asda has just announced another price drop and insists that it is on the road to recovery.

**The Independent, 19 February 2016, p59; Financial Times, 19 February 2016, p17**

### **Footfall rises in January**

In January British high streets enjoyed the first increase in footfall for more than two years, with shopper numbers rising by 0.2% year-on-year. The data, from the British Retail Consortium and Springboard, reveal that average footfall rose 1.2% compared with December's fall of 2.2%. Retail parks were the winners, with footfall rising by 5.5%.

**Retail Week, 19 February 2016, p5**

### **Direct selling**

This month a new online grocery service launches in Denmark: Shobr will deliver a wide range of products nationwide but the service will be run by suppliers who will sell their branded goods direct to consumers and will compete directly with the country's retailers. This is just one example of a growing trend in grocery markets around the world. Because of the internet and social media, brands can connect directly with consumers and some are choosing to sell directly to the consumer as well. The article considers whether this marks the decline of the middleman and whether retailers should be concerned.

**The Grocer, 20 February 2016, pp26-31**

## Services

### **Kids' clothing – thinking inside the box**

ShortStitch is a startup which sends out personalised boxes of children's clothing to parents who are too busy to find the time to buy their children stylish clothes. The boxes, which usually contain around 20 items, contain clothes from 20 up-and-coming brands from across Europe. The business model is based on companies, such as The Chaparral, Enclothed and Dapper, which send out boxes of clothes to men who don't like shopping!

**The Daily Telegraph (Business), 19 February 2016, p8**

### **Amazon aims for global delivery network**

There is speculation that Amazon plans to move into the delivery business as a direct competitor to UPS and FedEx as well as Alibaba with which it is competing for dominance of the global e-commerce market. Amazon laid out its logistics strategy in a 2013 plan, it proposed 'aggressive' expansion of its Fulfillment by Amazon service which offers storage, packing and shipping for independent merchants selling through Amazon.com. There are increasing signs that the company has moved closer to its goal of taking direct control of its global shipping.

**Bloomberg Businessweek, 15-21 February 2016, pp30-31**

### **Diminishing role of car salesman**

Could the day of the used car salesman be over? Auto Trader Group, Britain's biggest online used car marketplace, claims that more than half of consumers now pay only one visit to a car seller because they have already chosen the vehicle they want online. It reports consumers spend on average 11 hours searching the internet to find their perfect car – this changing behaviour has led retailers to adopt multichannel approaches.

**The Times, 18 February 2016, p13**

### **Fewer poor students at top universities**

New data on university admissions in the UK reveal that the number of students from poor backgrounds attending the 24 Russell Group universities – deemed to be the best in the country – has fallen over the past ten years. The study by the Press Association reveals that 17.2% of students from poorer homes started at a Russell Group university last year compared with 32.1% from better-off backgrounds. Ten years ago 19.5% came from poorer backgrounds. Oxford took in the smallest proportion of students from poorer backgrounds followed by Cambridge. PM David Cameron wants universities to do more to address social inequality.

**The Daily Telegraph, 18 February 2016, p10**

## Transport and travel

### **Jeep throws mud at 75-year anniversary**

This year Jeep is 75 years old – among the various

promotional celebrations taking place is an interesting stunt: German agency Parasol Island has created a limited-edition Mud Mask which jeep-owners living in the city can plaster on their vehicles to give the impression that they have been in the countryside. There are 75 tins up for grabs, which can be won by signing up to the brand's website.

**Campaign, 19 February 2016, p3**

### **App unlocks Volvo's potential**

Next year Volvo will become the first car, manufacturer in the world to sell vehicles that can be unlocked and switched on using a mobile phone app. The technology is due to be unveiled at this week's Mobile World Congress in Barcelona. The app will enable people to let friends drive the car even if they are miles away from each other. They simply need access to the app on their smart phones. The technology is currently being piloted on 20 rental cars in Gothenburg, Sweden.

**The Daily Telegraph (Business), 19 February 2016, p8**

### **Fractional car ownership – owning an F-Type**

Want to own a fancy car? Orto, launched in December by two entrepreneurial petrol heads, allows you to share ownership of a car such as the Jaguar F-Type. Up to four customers pay a deposit and 24 monthly payments which allows them to drive the vehicle for up to 170 days over two years. A recent survey of consumers by the IBM Institute for Business Value revealed that a quarter of respondents would be interested in 'fractional' vehicle ownership. Shared ownership is starting to take off in everything from taxis to tourism. In the meantime Orto has yet to sell a car...

**Financial Times, 19 February 2016, p14**

### **VW fails to shake off emissions scandal**

According to new figures from ACEA, the European Automobile Manufacturers Association, Volkswagen was the only top ten European car marque to report a sales fall for January. Overall passenger car sales in the EU increased by 6.2% year-on-year but VW saw a 3.8% fall in Europe. This is despite EU car registrations experiencing 29 consecutive months of growth. VW is still suffering from the reputational impact of the emissions scandal.

**Financial Times, 17 February 2016, p17**

Written by CIM's Knowledge Services Team

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## On the Move

Name	From	To	New title	Source
Robert Bridge	Yahoo	Telegraph Media Group	Chief Commercial Officer	research-live.com
Phil Buxton	Media Quake	The Drum	Chief Marketing Officer	thedrum.com
Joe Corcoran	Wieden & Kennedy London	Anomaly London	Creative Director	Campaign
Damian Eade	Kiosk	Cello Health Insight	Global Head of Digital	research-live.com
Mike Kettles	A Little Bird	Momentum Worldwide	Executive Creative Director	Campaign
Mick Mahoney	Rainey Kelly Campbell Roalfe/Y&R	Ogilvy & Mather	Chief Creative Officer	Campaign
Mick McCabe	Leo Burnett	Publicis Worldwide	Global Chief Strategy Officer	Campaign

## Promotions

Name	Company	Previous title	New title	Source
Mark Connon	AOL	EVP, Platform Business, Millennial Media (acquired by AOL)	Chief Mobile Officer of AOL Platforms & Advertising	thedrum.com
Paul Frampton	Havas	UK Chief Executive of Havas Media	UK and Ireland Chief Executive of Havas Media Group	Campaign



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B2B Marketing

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

Bloomberg Businessweek\*

The Bookseller\*\*

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

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

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

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[www.fwi.co.uk](http://www.fwi.co.uk) (Farmers Weekly)

[www.gov.uk](http://www.gov.uk)

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

Impact

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

Industrial Marketing Management

International Journal of Advertising\*\*

International Journal of Market Research\*\*

The Journal of Brand Management\*

Journal of Marketing Research\*\*

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

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

Management Today\*\*

Marketing Week \*\*

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

PR News\*\*

PR Week

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

Retail Week

The Times

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

Winning Edge

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

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To fast forward click on the following links:

[Agriculture, fishing and forestry](#)

[Building industry](#)

[Businesses and strategy](#)

[Charities and NGOs](#)

[Durable goods](#)

[Economy](#)

[Energy and utilities](#)

[Environment](#)

[Fashion](#)

[Financial services](#)

[FMCG](#)

[Beverages](#)

[Cosmetics and toiletries](#)

[Food](#)

[Government and public sector](#)

[Health and pharmaceuticals](#)

[IT and telecoms](#)

[Leisure and tourism](#)

[Marketing trends and issues](#)

[Advertising](#)

[Agencies](#)

[Brands and branding](#)

[Conferences and events](#)

[Consumer behaviour](#)

[Customer relations](#)

[Direct marketing](#)

[Law](#)

[Marketing](#)

[Market research](#)

[Public relations](#)

[Sponsorship](#)

[Materials and mining](#)

[Media](#)

[Books](#)

[Music](#)

[Newspapers](#)

[Radio](#)

[Social media](#)

[Television](#)

[Video](#)

[Packaging](#)

[Retailing](#)

[Services](#)

[Transport and travel](#)

[On the move](#)