

Cutting Edge: Our weekly analysis of marketing news

1 June 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

Ethnic minorities and patriotic ads

This study investigates how ethnic minorities respond to ads which seek to appeal to consumers through patriotism. It proposes that stimulating ethnic minorities' national identity through a prime will influence their evaluation of ads with a patriotic theme. The study indicates that Caucasian Americans respond more positively to ads with a patriotic theme than Asian Americans; that both Caucasian and Asian Americans become more positive in their ad evaluations when their US national identity is made prominent through a national identity prime; and that the effect of national identity activation on evaluation of ads is greater among Asian Americans than among Caucasian Americans

Journal of Advertising, Vol 45(2) 2016, pp244-255 (Yoo and Lee)

Agencies

Changing ad agencies may not help

The news that Marks & Spencer has started an advertising review prompted Sir Martin Sorrell to convince the company that its problems didn't rest with ad agencies (M&S is currently using WPP's Rainey Kelly Campbell Roalfe/Y&R), but instead they should be focusing on the product. M&S is planning to hold meetings in early June with a view to choosing four agencies to pitch later in the year. A second article examines how M&S can fight back in the fashion industry.

Campaign, 27 May 2016, pp2-3

Brands and branding

Measuring the extent of counterfeiting

Product counterfeiting is a growing problem for

businesses that produce physical products, but estimates of the extent of counterfeiting vary greatly and measurements often have methodological problems. Despite the importance of brand protection, brand owners often focus on other priorities which can make brands more vulnerable to counterfeiting. Brand owners are working with industry organisations to improve the measurement of counterfeiting. This study involves interviews with brand owners to identify practices and challenges for assessing the risk of counterfeiting.

Journal of Brand Management, Vol 23(3) 2016, pp327-344 (Wilson and Sullivan)

Success in the digital age

The author attributes the high rate of failure among new brands to the fact that lessons from successful brands were learnt in a different era of business. These principles are no longer appropriate for brands that are trying to succeed in a different competitive environment. Today's brand theory rests on six key principles which most brand theory will refer back to, but what we need to learn is how brands are growing today. He offers six rules for brand success in the digital age.

Admap, May 2016, pp14-16 (Ebdy)

From disruption to longevity

This issue of *Marketing Week* identifies 100 of the most innovative emerging brands, chosen because of the originality of their business models; their ability to tackle new markets; and their disruption of existing industries. However, the real measure of success will be their ability to sustain a long-term business. When it comes to developing into a successful global brand, lessons can be learnt from some of the most successful disruptors. *Marketing Week* speaks to three businesses that have made this transition: Uber, Google and Brewdog.

Marketing Week, 26 May 2016, pp14-18+29-59



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www.cim.co.uk/charteredcpd

Conferences and events

Team building

Team-building used to be considered outmoded and “corny” but now there is a new trend for business to use immersive teambuilding experiences. Right Angle Events has just launched the London Team Building Company aimed at high-end clients. Amongst its activities are a “Warhol Heist” and “Escaping London” where employees have to leave the City following a dramatic event. Meanwhile the Guinness world record company offers team building that could lead to a world record!

Meetings & Incentive Travel, May 2016, p57

Personalisation

In this brief opinion piece the author emphasises the importance of personalisation, particularly in the field of incentives. Every event can use technology which allows a delegate to feel like an individual, even if there are thousands of attendees. In the incentive market the success of the event often depends on personalisation because most delegates will have obtained their place through personal goals. The journey to personalisation depends on information gathering but it is also important to ensure that all the suppliers are on board.

Conference and Incentive Travel, May 2016, p9

Consumer behaviour

Celebrity attachments

Research shows that consumers form relationships with, or attachments to, human brands or celebrities. These relationships are perceived as being far more complex than those with inanimate objects. Research suggests that young adults are more likely to become attached to celebrities. Two studies demonstrate the importance to human brand and brand managers of attachment bonds between consumers and celebrities to enhance endorsed brand attachment.

Journal of Brand Management, Vol 23(3) 2016, pp273-288 (Ilicic et al)

Customer innovativeness and connectivity

The authors examine the practice of soliciting ideas from customers through online platforms where customers can be exposed to ideas from other customers. They consider how, when and why network structures – clustering or interconnectivity of ‘inspirations’ – affects the innovativeness of individual customers’ ideas. Five experiments suggest that high clustering or interconnectivity negatively influences the innovativeness of customers’ ideas because ideas are more likely to be similar or redundant when clustered. Greater redundancy leads to lower innovativeness but this effect is lessened when customers do not rely on other customers’ ideas for inspiration.

Journal of Marketing Research, Vol 53 2016, pp263-279 (Stephen et al)

Customer relations

CRM – more than just technology

This article looks at what is happening to CRM in an age of digital transformation. It discusses the next generation of CRM but stresses that it is not just a technology or a piece of software but a strategy which can take years to accomplish. However, there are three major benefits of CRM running on a platform that can help achieve goals and these all come out of the public cloud computing model: the power of digital; end-to-end experiences; and customer engagement.

CRM Magazine, Vol 20(5) 2016, p42 (Kolsky)

Direct marketing

Unsolicited calls

Ofcom manage the Telephone Preference Service (TPS), a free service that allows consumers to opt out of unsolicited calls. Mobile numbers can already be added but a new service has been developed whereby you can text 78070 with just TPS and your e-mail address. There are already 18.5m landlines registered on TPS but only 2.9m mobile numbers. Sadly Spam text messages are not yet covered although you can forward them to 7726.

Financial Times, 27 May 2016, p4

Law

Consumer Protection Regulations

This updated briefing paper gives an overview of the *Consumer Protection from Unfair Trading Regulations 2008* which were amended in October 2014. The Regulations, which apply mainly to business-to-consumer practices, impose a general prohibition on traders in all sectors from engaging in unfair commercial practices with consumers. The Regulations are particularly important in the marketing and selling of goods and services.

researchbriefings.parliament.uk, 26 May 2016

GDPR – be prepared

The EU’s General Data Protection Regulation (GDPR) comes into force on 25 May 2018, replacing the UK’s Data Protection Act, giving the EU a harmonised data protection regime. It centres on the idea that brands will have to obtain specific and unambiguous consent in order to use a person’s data. Failure to do so could result in a €20m fine or a 4%-of-global-turnover fine. This article considers how brands should prepare, the risks of not being ready and sets out five key changes that brands should know about.

Marketing Week, 26 May 2016, pp8-9

Audiovisual Media Services Directive

This Digital Single Market Factsheet explains that the EU’s Audiovisual (AV) Media Services Directive is being revised due to changes in the media landscape. These include the fact that children are

watching far less TV than previously, and that global internet video share of internet traffic is expected to rise to 80% by 2019. Some of the revisions are in advertising in which they aim to strike the right balance between consumer protection, particularly of children, and a more flexible system for TV broadcasters. Proposals include stronger rules to protect minors from inappropriate commercial communications of unhealthy foods. However, broadcasters will have greater flexibility to use product placement and sponsorship, although product placement will still be banned from programmes with a "significant" children's audience. The measures are expected to have a positive economic impact on media services providers.

europeanlawmonitor.org, 25 May 2016

The special one?

José Mourinho – ex Chelsea now Manchester United manager – has found himself in an interesting position as his ex-employer owns his name. Chelsea still own the rights to use the name on a large range of items including the likely – sportswear and then less likely napkin rings and nutcrackers. It is expected that Man Utd will cut a deal with them to transfer the rights. However it is not just the name but also the phrase "the special one" but that is registered to a company in Portugal. Image rights are a huge part of the income of premier clubs and during a 2010 court case it became known that Wayne Rooney received an additional £760,000 per month for the club's ability to use his name.

Financial Times, 28-29 May 2016, p5; The Times, 27 May 2016, p7

Marketing

Marketers can't do everything...

The author argues that "Everything is marketing", from even the smallest interaction with a customer to every sales call and e-mail. These all contribute to how a business or brand is perceived. But marketers cannot do everything – research shows that marketers work on average 20% more hours a week than they are contracted to do – and quantity is not necessarily a sign of quality. Marketers need to focus their efforts on achieving results and demonstrating their contribution. There are a lot of things that marketers cannot control so they should maximise their efforts in areas where they can make a difference. This article explores these ideas.

B2B Marketing, Q1 2016, pp22-29 (Green)

Channel marketers on social media

Channel marketers rely heavily on social media – a recent survey from Leadtail reveals that information gathering and sharing by channel marketers is vital in order to stay relevant. The top hashtags among channel marketers include: #cloud, #bigdata, #analytics, #innovation, and #digitaltransformation.

Channel marketers tend to engage in conversations about #marketing, #social media, and #contentmarketing. Social media is becoming more effective as a way of building partnerships: 52% of channel marketers surveyed said they prefer content sources shared from YouTube, 33% cite LinkedIn, 14% Instagram and only 11% rely on Facebook for their content. The report concludes that: "Social media is fast emerging as a way to establish thought leadership and peer influence within their own community".

thedrum.com, 26 May 2016

Market research

Youth research in Africa

Africa has the youngest population in the world with an estimated 200m aged between 15 and 24 allowing big opportunities for economic growth and development. Mobiles, which have been used to compensate for the lack of infrastructure in Africa, are essential to many people's lives, with social media giving them a channel for self-expression. The author, MD for Millward Brown in sub-Saharan Africa, explains how the firm has conducted many research projects across Africa. Here he shares some of the findings relating to the youth market.

Marketing Africa, Issue 11 2016, pp60-63 (Saklani)

The problem with the polls...

At a recent IJMR lecture Patrick Sturgis and John Curtice of the British Polling Council (BPC) discussed the work being undertaken by the BPC on what went wrong in last year's General Election polls. Political polling has become a hot topic, particularly with the fast-approaching EU referendum. The BPC enquiry concluded that the main problem was unrepresentative samples and made a number of recommendations. However, the EU referendum is likely to pose even more problems because of the lack of voting along party political lines. The only trend seen so far is the divergence between telephone and online polls, with telephone surveys showing 'Remain' in the lead and online revealing a much closer picture. (See also Cutting Edge 25 May)

research-live.com, 25 May 2016

Public relations

Halo effects on social media

Online chatter can affect consumer behaviour but the influential nature of chatter can have disastrous effects on negative events – research suggests that negative chatter is more informative about a company's performance than positive chatter. Product recalls are one of the most frequent negative events and the number of recalls has been rising. This study analyses the effects of recalls in three ways: it analyses the effect of recalls on online chatter; the effect of recall at a daily level; and the halo or spillover effects related to automobile recalls

at the "nameplate" or model level for 48 models. In addition it looks at whether negative online chatter about one nameplate has a halo effect on negative online chatter about another nameplate.

Journal of Marketing Research, Vol 53 2016, pp143-160 (Borah and Tellis)

Sponsorship

Ambush marketing – Rio 2016...

Sponsorship of individual events at this year's Rio Olympics could cost a company US\$100 million. Many companies who have not had the chance to be official sponsors still want to benefit from the huge audience that will be watching the event but are in danger of ambush marketing if they do so. The International Olympic Committee (IOC) defines ambush marketing as "any intentional or unintentional attempt to create a false, unauthorised commercial association with a brand or event". Even official sponsors can be accused of ambush marketing because there are so many restrictions – for example, the use of the IOC's trademarks are very restrictive. This article cites some examples of ambush marketing over the years and examines the trademarks that are being protected in this year's Games.

mondaq.com, 24 May 2016 (Bellingall)

...no specific laws for Euro 2016

The Euro 2016 football tournament commences on 10 June. Official sponsors include Adidas, Carlsberg, Coca Cola and McDonald's but it is inevitable that non-sponsor brands will want a slice of the action too. Some events have bespoke legislation specifically designed to prevent ambush marketing at that particular event. This was the case for London 2012 Olympics and the Glasgow 2014 Commonwealth Games. However, no legislation has been passed for Euro 2016. The event organisers, UEFA, will need to rely on existing laws and other measures in order to prevent ambush marketing. The author takes a look at what is available in terms of intellectual property laws, CAP/BCAP codes, ticket and stadium terms and conditions. He examines the potential risks and provides some advice to businesses.

lexology.com, 23 May 2016 (Smith)

Agriculture, fishing and forestry

Algae bloom disrupting supply

Salmon prices will remain high as the Chilean salmon farming industry is hit with higher premiums for insurance following a severe algae bloom which devastated fish farms. Chile are the second largest producer of farmed salmon (485,000 tonnes estimated in 2016) behind Norway (1,209,000 tonnes estimated in 2016). Norway have also

experienced issues with a disease affecting their supply.

Financial Times, 30 May 2016, p15

Businesses and strategy

Exploring research on product design

The authors provide a summary of research on product design which has been undertaken over 20 years, from 1995 to 2014, and describe research findings based on a review of 252 articles. They then make suggestions for future research to plug gaps in the literature. They also suggest an approach for exploring research opportunities based on seven industry trends: sustainability; the sharing economy; Internet of Things; 3D printing; experience economy; health and performance monitoring; and social media.

Journal of Product Innovation Management, Vol 33(3) 2016, pp320-341 (Luchs et al)

The state of innovation

Thomson Reuters 2016 *State of Innovation* study reveals that global innovation year on year is into double-digit growth, at 14% year-on-year. Information Technology is showing the fastest growth but Medical Devices, Home Appliances, and Aerospace and Defence are all growing apace. The report, which combines an analysis of patent applications with research from global scientific literature found that worldwide patent volumes grew at a rate of 13.7% last year.

stateofinnovation.thomsonreuters.com

Innovation – fail and learn quickly

The author, managing partner at Deloitte, explains that we innovate for three purposes: to serve customer needs; to respond to developments in technology; and to bring together the knowledge and skills of various people. She advocates putting in place a strong innovation leadership team so that each part of the business has innovation integrated into it; to work with start-ups and other partners to help disrupt traditional ways of working. Alongside this a strong innovation culture is needed. Ultimately innovation must allow for failure, but it is important to fail and learn quickly!

Catalyst, Issue 3 April 2016, pp52-55 (Grewal-Carr)

Restructure ahoy

The South Korean government is developing plans to restructure its heavy industries, especially shipbuilding, that accounts for 8% of the country's exports. A reduction in the workforce is expected as the value of orders drops considerably – estimated to be a drop of 94% in the first quarter. The loss of a job is difficult in a country where the employers prefer to train young workers than retrain older workers.

Bloomberg BusinessWeek, 30 May-6 June 2016, p18

Economy

UK trade patterns

A UK Government briefing paper, entitled *Geographical pattern of UK trade*, examines the UK's main trading partners over the past 10-15 years. The EU as a whole was the largest trading partner: last year it accounted for 44% of UK exports and 53% of the UK's imports, but the EU's share of UK exports has been falling over the past few years. On a country level the US is the UK's largest trading partner with £84 billion in goods and services being exported there in 2015, 16% of the total. Germany is the UK's second largest export market at £45 billion. China now accounts for over 7% of UK imports and the Commonwealth accounts for around 10% of UK trade.

researchbriefings.parliament.uk, 24 May 2016

Energy and utilities

Plugged in or not

The UK's energy market should be discussed in relation to 'Brexit/Remain' according to the industry. In 2015 the UK achieved 25% of its energy coming from renewable generation. But an exit from the EU would be a "disaster for the environment" according to Michael Liebreich, founder of the Bloomberg New Energy Finance research group. The UK now imports 45% of the energy it consumes.

Financial Times, 30 May 2016, p3

Environment

Perceived effectiveness of green products

Two studies examine which green messages in advertising are most helpful in influencing the perceived effectiveness of green products. They show that when environmentally-conscious people are exposed to abstract and distant messages, they have higher perceptions of a green product's effectiveness and brand attitude than in the case of concrete and proximal messages. Less environmentally-conscious consumers do not differ in their responses to abstract/concrete and distant/proximal messages.

International Journal of Advertising, Vol 35(4) 2016, pp622-641 (Chen and Chiu)

Fashion

Personalised experiences win over shoppers

Around 23% of shoppers use online channels to buy their clothes. Retailers are usually accommodating when it comes to ordering multiple sizes and paying for delivery and free returns to mitigate the problems of not being to try the clothes on. The clothing sector is under pressure to fulfil customer demands quickly and efficiently and consumers are keen to get exactly what they want. A recent survey found that the factor most likely to improve loyalty is that "it stocks clothes that fit my needs and

preferences" while over 71% of shoppers would "share more" if they were offered a personalised shopping experience. In the interests of retaining customers and boosting loyalty, retailers are turning to micro-personalisation to deliver a more tailored service.

Admap, May 2016, pp42-44 (Simms)

Financial services

Whose decision

Agencies are becoming ethical; well some are. The payday loan sector is an example of where ethical decisions are being made. Google have banned advertising on its AdWords platform that require payment within 60 days and in the US they are refusing money for products with an APR of over 36%. Maybe this decision is in light of a 178% increase in complaints according to figures from the Financial Ombudsman Service? Some however, say it should be government regulation and not media abstention to get the right outcome.

Campaign, 27 May 2016, p19; Financial Times, 26 May 2016, p4

FMCG

Beverages

Crafty brewers

Lager brand owners are stepping up the super-premium end of their trade as statistics show that £1 in every £4 spent on beer in London is in that market. A Craft beer is being developed by Carlsberg from yeast in a 133 year old beer bottle. Craft now accounts for 5.5% of the beer market. But if you want to make your own then look out for the nanobreweries. Ubrew allow members to brew their own tipple.

Marketing Week, 26 May 2016, p11; Financial Times, 27 May 2016, p12

Would you like ice with that?

The coffee revolution is continuing, but now it is moving into the cold coffee world. The market for hot coffee in the US has become a \$21.2 billion business. But the market is becoming more sophisticated with iced espressos becoming popular. Slightly confusingly iced coffee is being overtaken by cold-brew which is a slow cold process rather than taking a hot coffee and making it cold. The canned and bottled coffee market in the US is expected to reach \$3.6 billion by 2020. Both coffee producers and drink companies are getting in on the market which will undoubtedly spread to other countries.

Bloomberg BusinessWeek, 30 May-6 June 2016, pp24-26

Cosmetics and toiletries

Partnership benefits for Benefit

There is huge competition in the premium cosmetics market yet Benefit Cosmetics does not advertise in the UK. Benefit's marketing director, Hannah Webley-Smith, explains the company's strategy, part of which involves word-of-mouth recommendations, which replace advertising. It also focuses on partnerships with publishers and bloggers. A partnership with *Elle* magazine involved the distribution of samples of a new mascara, which resulted in an 18% increase in basket size. Webley-Smith believes that a "true" partnership, such as this, is "where both sides' business agenda has equal weighting".

Marketing Week, 26 May 2016, pp20-21

Food

Environmental standards

The destruction caused by palm oil production has been about within social media for many years but there is now a tougher stance being taken by key users to ensure that any oil produced is from sustainable sources. The use of uncertified palm oil is reducing fast and companies are very aware of reputational damage.

Financial Times, 27 May 2016, p30

Household

Sneaky peak

Do you check your fridge before going shopping? Bosch have teamed up with Sainsbury's to test whether inbuilt cameras which allow you to check what is in your fridge whilst you are shopping cuts waste. According to their research 70% of us do check our fridges prior to shopping, but 40% of us then forget what we need before actually shopping. Wrap will be monitoring the experiment.

The Grocer, 28 May 2016, p10

Government and public sector

Repelling dirt and moisture

The Bank of England is breaking a tradition that started in 1694 when cotton paper was used to create bank notes. A new breed of polymer note is being launched starting with the £5 note. It will be a little smaller than the current note and will feature Winston Churchill. Later on in the year new £10 and £20 notes will appear with Jane Austen and JMW Turner appearing respectively.

The Sunday Times, 29 May 2016, pp1-2

Health and pharmaceuticals

NHS Transplant bags big screens for campaign

NHS Blood and Transplant has launched a new campaign aimed at encouraging people to give blood. It enables donors to fill up a virtual bag of

blood on major ad screens in London and Birmingham. Members of the public will be handed an iPhone which uses AR to replicate the process of giving blood while the ad screen's blood bag is seen to fill up. A real-life patient featured on the screen is shown returning to health.

Marketing Week, 26 May 2016, p6

IT and telecoms

HP divestment

The restructuring of Hewlett-Packard is continuing as they divest HP Enterprise. The unit will merge with Computer Services Corp and their current CEO, Mike Lawrie, will be the CEO of the new company.

Financial Times, 26 May 2016, p19

Leisure and tourism

Bienvenido

Tourist arrivals in Spain in April have risen 11.3% compared to last year, equating to 6.1m visitors, according to recent figures from INE, Spain's equivalent to the ONS. The key rise has been visitors from the UK as other destinations have been affected by terrorism. Turkey, Egypt and Tunisia have all seen a fall while Spain, the Balearics, Bulgaria and Greece are picking up.

Financial Times, 31 May 2016, p6

Materials and mining

Cobalt stock pile

Electric cars rely on batteries as do mobile phones, so the ingredients to make them is important. China is just purchasing a copper mine in the Democratic Republic of Congo that also has the large deposit of cobalt which will give China estimated control over 62% of cobalt production next year. There is concern from Japan and USA about the deal.

Financial Times, 26 May 2016, p28

Media

Books

Sad truth

The incentivisation of reading is now happening as teachers give out stickers and parents bribes. Penguin are taking a different approach by creating bite-sized version of the classics to try and catch a reader. My reading was only limited by how many library books I could carry.

The Daily Telegraph, 27 May 2016, p7

Internet

Timely advertising?

You will soon be able to add "promoted pins" to a map with logos. Users of Google maps may soon see adverts for shops and services. Location searches

have been rising quicker than other types of service prompting this expansion.

Financial Times, 25 May 2016, p19

Magazines

Hearst diversifies into events

Hearst Magazines UK has been putting on events in what it calls a "dynamic distribution" of its magazine brands. It has been taking magazines out to its audience and inviting big brands along too. One such initiative took place at Westfield London, where cosmetic brands set up pop-ups, customers were offered a drink and could grab a free copy of *Red*, *Cosmopolitan*, *Harper's Bazaar* and other magazines. Hearst is trying to diversify at a time when print sales are still in decline while events are growing.

Campaign, 27 May 2016, p20

Newspapers

Newspapers may join up for ad sales

Trinity Mirror has reportedly been making contact with other newspaper groups with a view to merging ad sales and getting a better deal with media agencies. There are only three sales houses for TV and two for radio but there are eight or nine for print. National news brands' ad sales have declined from £1.544 billion in 2008 to £1.015 billion this year. Trinity Mirror and Telegraph Media Group have previously collaborated on advertising partnerships.

Campaign, 27 May 2016, p1

Television

Measuring the value of the patch

How do you account for sponsor patches? That is what the NBA wanted to know when they began working with Nervve Technologies. Nervve was originally in the intelligence business making visual search software for the US intelligence agencies. But they have now teamed up with Wasserman, a marketing agency, to look at measuring the power of the sponsored patch. The software can monitor TV footage and accurately measure the amount of "screen time" and so understanding the best place to advertise and what works.

Bloomberg BusinessWeek, 30 May-6 June 2016, pp33-34

Packaging

New livery

Hovis have repackaged their bagged loaf at the same time as launching a new softer recipe, they are also repackaging their "Best of Both" loafs. This follows Hovis suffering a 17.8% annual fall in sales. They have coordinated the launch to allow them to host street party sampling next month in line with

the Queen's 90th birthday.

The Grocer, 28 May 2016, p44

Retailing

Adaptions required

How do retailers survive? BHS has been using viral marketing to try and save the store and M&S are struggling to make headway. Reinvention is the solution according to the Raconteur. Multichannel and technology are the two key areas highlighted in a recent survey with international expansion close in third place. Topics covered include personalisation, improved customer service and better online/offline integration.

raconteur.net, 29 May 2016

Services

Till death...

Burial plots in the UK are becoming difficult to find but in Malaysia they are sold door-to-door by a company called Nirvana, in advance of being needed. The model works on a "pre-need basis" which, initially, was a difficult sell but enabling families to be buried in one place works to his target ethnic Chinese market. Nirvana has revenues of \$149m last year and a land bank to ensure they can inter their clients or their urns. The sites are created as parks and include water features and gardens. There are additional services that can also be booked including massages and makeup. In Australia architects are proposing a cemetery of the future where your grave is not marked with a headstone but a GPS co-ordinate. The site on the edge of Sydney will have a central "Gathering Place" for conducting services of any faith. Similar schemes are being considered in the UK.

Financial Times, 25 May 2016, p12; The Times, 30 May 2016, p20

Written by CIM's Knowledge Services Team

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New additions to the library

Theme - 'The Summer'

Report name and date	Coverage
Beach Holidays – UK – Feb 2016	Many consumers are expected to avoid North African and Turkish coastal resorts due to recent terrorist attacks and political unrest in the region. This will lead to high demand for Spanish and Portuguese resorts. Beaches will likely be crowded, so this gives travel brands the opportunity to market more secluded and alternative resorts across the Iberian Peninsula and Southern European regions.
Camping and Caravanning – April 2016	Camping and caravanning is gradually repositioning itself. Rather than just being the default option for those looking for an affordable way of holidaying, it is starting to be seen as an activity which offers people a high standard and wide choice of accommodation, while at the same time allowing them to reconnect with nature and switch off from their busy day-to-day lives.
Family Tourism – March 2016	In an age of fast-paced family life, 'relay parenting' and constant juggling of roles and responsibilities, where many households find it hard to find time even to sit down and eat together, holiday brands can position themselves as helping to provide precious spaces and opportunities for families to re-connect.
Travel Insurance – Feb 2016	Travel insurance is at risk of becoming synonymous with low cost, low cover policies that fail to meet the needs of customers. Repositioning the product as transparent and helping to educate people would help insurers to stand out from the rest of the market. Opportunities ranging from point-of-departure sales to claims-led mobile apps remain relatively untapped, presenting the chance to steal a march on the competition.
Travel Money – March 2016	With the holiday market growing and strong forecasts for overseas expenditure, the travel money market has a positive outlook. However, the commoditisation of the sector and consumers' continued pursuit of value for money makes it a challenge for brands to maintain market share if they don't keep up the best rates and lowest fees and charges. The convenience of using credit or debit cards to withdraw cash abroad poses an even greater long-term threat to traditional travel money providers.
Travel & Tourism – South Korea – Feb 2016	What are Korea's chief tourism attractions? How does tourism contribute to the Korean economy? Who visits South Korea and why? How far does the country's infrastructure meet the needs of tourists? What are the key factors shaping Korea's tourism industry?

On the Move

Name	From	To	New title	Source
Rosie Arnold	Bartle Bogle Hegarty	Abbott Mead Vickers BBDO	Creative Partner and Head of Art	Campaign
Richard Baker	Tesco	Motor Fuel Group	Retail Director	The Grocer
Gian Marco Castellani	Franklin Templeton Investments	BlackRock	Sales Director	Financial Times
Andrew Stirk	BETC London	Facebook	Head of Planning	Campaign

Promotions

Name	Company	Previous title	New title	Source
Bruno Bertelli	Publicis Worldwide	Executive Creative Director of Publicis Worldwide, Western Europe and CE of Publicis Italy	Global Chief Creative Officer	Campaign

Sources

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Key

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Catalyst (MyCIM)

[Conference & Incentive Travel](#)

CRM Magazine

[The Daily Telegraph](#) ~

europeanlawmonitor.org

[The Financial Times](#) ~

The Grocer

International Journal of Advertising** (18 month embargo)

Journal of Advertising**

The Journal of Brand Management*

Journal of Marketing Research**

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

lexology.com

Marketing Africa

Marketing Week **

Meetings & Incentive Travel

mondaq.com

researchbriefings.parliament.uk

raconteur.net

research-live.com

stateofinnovation.thomsonreuters.com

thedrum.com

The Times

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[Energy and utilities](#)

[Environment](#)

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[Cosmetics and toiletries](#)

[Food](#)

[Household](#)

[Government and public sector](#)

[Health and pharmaceuticals](#)

[IT and telecoms](#)

[Leisure and tourism](#)

[Marketing trends and issues](#)

[Advertising](#)

[Agencies](#)

[Brands and branding](#)

[Conferences and events](#)

[Consumer behaviour](#)

[Customer relations](#)

[Direct marketing](#)

[Law](#)

[Marketing](#)

[Market research](#)

[Public relations](#)

[Sponsorship](#)

[Materials and mining](#)

[Media](#)

[Books](#)

[Internet](#)

[Magazines](#)

[Newspapers](#)

[Television](#)

[Packaging](#)

[Retailing](#)

[Services](#)

[On the move](#)