

Cutting Edge: Our weekly analysis of marketing news

15 March 2017

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

Pre-launch consumer interest

This study investigates how consumer interest in a “new experience” product develops as a result of advertising and WOM during the pre-launch period. Focusing on the US motion picture and video game industries, it reveals that blog postings have permanent “trend-setting” effects on pre-launch consumer interest in a product but that advertising only has temporary effects.

Journal of Interactive Marketing, Vol 37 February 2017, pp57-74 (Kim and Hanssens)

Attracting attention

You need to attract attention for your creativity to succeed, which means either surprising or annoying the audience – but which is the best route to go down? Some insurance ads have been hard to forget: Go Compare’s Gio Compario has been called the “most irritating” ad of the last 15 years; in contrast, people loved Compare the Market’s Meerkats; whereas the Moneysupermarket.com ad (featuring strutters and builders) received a lot of complaints, it was also the most liked ad of 2016. An infographic comparing recall with likeability shows that recall is all important – attract attention and the ad will last!

dma.org.uk, 8 March 2017

Mobile to get over a third of ad spend

This year UK mobile ad spend is expected to reach nearly £7 billion which is more than a third (36.6%) of all UK media ad spending, according to eMarketer. Total digital ad spend is predicted to rise by 11% to £10.89 billion, representing 57.9% of total media spend. This year UK digital ad spend has “passed a tipping point”, with mobile overtaking

desktop in terms of spend for the first time. Google will gain the largest share of UK digital ad revenues (40.7%), followed by Facebook (16.4%).

emarketer.com, 8 March 2017

Agencies

Creativity in the advertising process

Creativity is the key to successful advertising. This study examines the creative process used by agencies when they are developing creative work. The authors conduct 21 in-depth interviews with UK agency practitioners to understand the stages that take place in the advertising creative process. It reveals that the process consists of a series of sequentially-linked stages. It provides insight into how agencies customise the process and shows that agencies have different approaches to how much client involvement takes place.

Journal of Marketing Communications, Vol 23(2) 2017, pp176-194 (Turnbull and Wheeler)

Agencies and brands – the KPI gap

Agency tactics have recently come under scrutiny, with Procter & Gamble’s Chief Brand Officer, Marc Pritchard, calling for change. Brands and agencies should be working towards a common goal but research by DataXu reveals that there is a big difference in the key performance indicators (KPI) used by UK brands and agencies. While 62% of brands claim they struggle to get valuable KPIs from media agencies, 72% of agencies say the same of brands. Neither party appears to be measuring the same KPIs. The three most common KPIs for brands are: conversion rate (36%), shares and likes (34%) and cost-per-lead (31%). For media agencies it is return on marketing investment (46%), website visitors or metrics (34%) and repeat clients or business (28%).

Marketing Week, March 2017, pp36-37 (Chahal)



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Future-proofing

The *Agency of the Future* report, from the Marketing Agencies Association, reveals that two-thirds of ad agencies are "happy" for their fees to be linked to performance. The research, conducted among 100 senior leaders, recommends six "pillars of success" for future-proofing agencies: flexible agency models; an "in it together" attitude; acting as a problem-solver for clients; staying ahead through innovation; having a distinctive agency culture to attract talent; and being accountable for measurement and results.

Campaign, 10 March 2017, p5

Brands and branding

Brands boosting data on mobile phones

Less than half the households in the world have internet access, mainly due to the cost. Increasingly consumers go online through their phones but cannot afford enough data to make extensive use of the internet. The author examines two case studies in Brazil where mobile marketing agency, MUV, helped clients to expand data access for mobile phone users: e-commerce company, Netshoes, paid telecoms carriers so that consumers could get free, unlimited access to the company's mobile site and mobile app, with the result that sales rocketed. Unilever's Dove brand offered customers a chance to win additional data for their phones by answering questions about a video ad. This resulted in a significant increase in clicks and brand awareness.

Journal of Brand Strategy, Vol 5(3) 2016-17, pp294-297 (Castelo)

Researching brand attitudes and search

Brand tracking surveys, which assess consumers' brand attitudes, are a widely-used approach to tracking brand health. Yet search engines receive a huge number of queries that have the brand name in the query text and this data could be useful for assessing brand health. The authors conduct a survey to investigate the relationship between brand attitudes and search engine queries. They find that users actively shopping in a category (in this case smartphone and automotive) are likely to search for any brand. They note that consumers change their searching behaviour as they move from recognition to familiarity and from familiarity to consideration. However, users that already own an automotive or smartphone brand are more likely to search for that brand even when they are not buying, which accounts for a significant volume of brand search.

Journal of Interactive Marketing, Vol 37 February 2017, pp105-116 (Dotson et al)

Brands should understand regional values

New research suggests that brands do not understand the importance of regional differences in the UK even though this could mean missed opportunities and wasted budgets. *Britain Decoded*, a study by MediaCom's Real World Insight division,

reveals why some media would be more effective in rural areas instead of cities. It shows that Targeting "en masse" is no longer a solution for selling products and services in the UK, as people look for brands that can address their local, national and regional identities.

Marketing Week, March 2017, pp38-39 (Chahal)

Conferences and events

The talent gap

Over the past few years the events sector has moved from being an employer's to an employees' market, which has created fierce competition to recruit the best talent. In *C&IT's State of the Industry Survey 2016*, recruitment was named as the top challenge for event agencies. C&IT conducted two surveys to investigate recruitment, training and careers challenges from both the employer and employee point of view. The topline findings are shared here.

Conference & Incentive Travel, March 2017, pp20-21 (Harwood)

Engaging delegates with technology

Delegates who are emotionally engaged derive more from, and are more committed to, a meeting. They learn and remember more, they are more interactive and they help to get others involved. They will also rate the event higher and are more likely to return next time. With advances in meeting technology, there are various ways of measuring and building engagement. The author describes some of these, which include: surveys using smart devices; measuring social media activity; social media sentiment analysis tools; gamification; event app analytics; and wearable beacons.

Association Meetings International, February 2017, pp44-45 (Ball)

Consumer behaviour

Customer behaviours, cash flow and volatility

Marketing influences customer behaviour which in turn affects a company's cash flow and valuation. Yet marketers often overlook the volatility of customers' cash flows. This study links different, recurring customer behaviours to the future level and volatility of customers' cash flows. Analysis of the database of a Fortune 500 retailer shows that a 1% "desired" change in recurring customer behaviours corresponds to a quarterly 4.61% decrease in cash flow volatility and a \$39.42m rise in the future cash flow level of the company. Marketing by the company is 1.9 to 3.2 times more effective at managing future cash flow and volatility when it targets customers with certain characteristics. The study helps marketers to manage different customer behaviours that influence future cash flow levels.

Journal of Marketing Research, Vol 54 February 2017, pp27-43 (Shah et al)

Nostalgia encourages patience

Marketers often create feelings of nostalgia but new research suggests another way in which they can exploit nostalgia, by prompting consumers to remember cherished memories. A study among US and Asian participants found that prompting nostalgia, by recalling a happy experience, made people more patient while uploading a website; led them to underestimate how long they had been waiting for a restaurant table; and less likely to select fast shipping. Nostalgia appears to affect people's sense of time. There are various practical implications for marketers, such as using vintage elements in promotional campaigns.

Harvard Business Review, Vol 95(2) 2017, p36 (Xun et al)

Customer relations

Customer retention assessment

Customer attrition is a serious challenge for internet retailers, yet customer retention is central to business growth and survival. The authors use transaction data from a B2C web retailer to propose a customer retention assessment method. They demonstrate that the assessment successfully identifies valuable customers.

Journal of Marketing Analytics, Vol 4(4) 2017, pp172-185 (Huang and Tsui)

Guanxi networks and relationship marketing

In China the term "Guanxi" refers to the building of personal relationships, which is akin to relationship marketing in Western cultures. However, there is a limited understanding of the structural and relational characteristics of Guanxi stakeholder networks. This study investigates the networks of four Chinese construction SMEs. It reveals a high degree of structural and relational "embeddedness" in Chinese SMEs with Guanxi ties in the construction business-owners' network. It also reveals the existence of internal markets of multi-skilled employees and business-development managers.

Industrial Marketing Management, Vol 60 January 2017, pp204-218 (Badi et al)

Direct marketing

Avoiding being labelled as spam

Everybody has been focusing on the GDPR and the move to permission-based marketing. However, there is still an opportunity to target prospects with a "soft opt-out" approach, although this could lead to messages being caught up in spam filters. This article briefly explains how spam filters work, the challenge for e-mail marketers and the options available.

dma.org.uk, 6 March 2017 (Moss)

Law

KitKat – raising the bar

Last year the General Court of the EU (EGC) rejected Nestlé's application to register the shape of

its four-finger KitKat bar. It said that the shape did not have "inherent distinctive character" throughout the EU and that the shape must be proved by all member states. Now the EU Intellectual Property Office (EUIPO) will re-examine whether the mark can be an EU trade mark registration. It has already acquired distinctive character in 10 of the 15 countries that were member states in 2002 – the year of Nestlé's original application – but the EUIPO needs to decide whether it has acquired distinctive character in the other five member states. This article also comments on the implications for businesses in general.

lexology.com, 7 March 2017 (Barber and Wathes)

Cost of after-sales calls

This month the EU Court of Justice ruled that member states must ensure that where a trader operates a telephone helpline for the purpose of after-sales service, the consumer should not have to pay more than the basic rate. This means that call charges relating to the sales contract, using a helpline operated by the trader, cannot exceed the cost of a call to a standard geographic landline or mobile telephone line. As long as the cost of a standard call charge is adhered to, it is irrelevant whether the trader makes a profit or not through that telephone helpline.

lexology.com, 7 March 2017 (Giampaolo)

Marketing

Challenges and opportunities – new report

CIM's new *Challenges and Opportunities Facing Marketers in 2017* report was commissioned to discover the key challenges and opportunities for marketers this year and why they need to start a new dialogue with the wider organisation. This includes leading change and communicating what the business needs to do in order to flourish in a Brexit economy. It reveals that 55% of the marketers surveyed regard Brexit as their top concern for 2017; while 47% mentioned the recession. Meanwhile 54% believe that we will start to see more "Brand Britain" messaging in campaigns. You can access the report through the following link:

exchange.cim.co.uk/thought-leadership/challenges-and-opportunities-2017/

The new marketing operating model (MOM)

According to the Association of National Advertisers (ANA) 2016 survey of business disruptions, consumer expectations of "near-real-time" interactions and services has risen to the top of the agenda, up from sixth place in 2015. Technology is essential for helping marketers meet these expectations. It is also required to underpin a new Marketing Operating Model (MOM). An effective MOM, one that drives continual growth, consists of three parts: integrated consumer data; decision

making; and distribution platforms. This article describes how to build up a MOM by investing in marketing technology and working more closely with IT in a more agile way.

mckinsey.com, March 2017 (Heller and Robinson)

Product diffusion and market coverage

Market coverage is important for evaluating the various segments of the market and in deciding which segments to cover when marketing a product. The larger the market covered by the product the greater the sales for that product. This study examines the effect of market coverage on product sales. The authors propose new product diffusion models based on the market covered. The proposed models are weighted and ranked using data from real-life sales.

Journal of Marketing Analytics, Vol 4(4) 2017, pp135-146 (Anand et al)

Programmatic and the purchase funnel

Marketers aim to deliver a message at the right time in the right place. This paper looks at the development of programmatic technology and how it can be used to reach consumers at every point in the purchase funnel. The authors argue that success depends on a "radical" change to traditional media planning, starting with the consumer. This requires marketers to understand the programmatic system. They explain the important terms involved in a way that will assist brands and develop the right solutions for the company.

Journal of Brand Strategy, Vol 5(3) 2016-17, pp275-281 (Gertz and McGlashan)

Market research

Focus groups – not irrelevant

Last year an article in the *Wall Street Journal* argued that focus groups have become irrelevant for discovering insights. The author argues that the technology "explosion" has, if anything, made focus groups into an even more powerful tool. Here he looks at the huge contribution that focus groups have made in the past by examining five notable examples that "changed the world": in Second World War propaganda; in Chrysler's 1950s realisation that it is women, rather than men, who chose sensible sedan cars; identifying the psychological effects of AIDS on gay men; turning Domino's Pizza around; and helping Barack Obama "beat the odds".

research-live.com, 21 February 2017 (Brazil)

Public relations

Brand crises – effects of social media

Corporate crises can threaten a company's stability or even survival. Social media are important as places where stakeholders can respond to crises. This research investigates whether a social media audience and traditional mass media audience react differently to a brand crisis with regard to firstly,

their attitude to the brand and secondly, word-of-mouth (WOM). It reveals that stakeholders exposed to the crisis via social media react more negatively towards the brand compared to those who are exposed to it mainly through traditional media. Social media exposure leads to more WOM and act as "multipliers" of the reaction to a brand crisis.

Journal of Marketing Communications, Vol 23(2) 2017, pp135-148 (Pace et al)

Rejecting the media

Both President Trump and Liverpool Football Club have shunned the media recently. Trump has excluded certain elements of the press from briefings, while Liverpool has banned *Sun* journalists because of its reporting of the Hillsborough disaster. Brands and organisations have an increasing faith in their own media channels at a time when mainstream media's power is declining. This article asks whether brands, politicians, or indeed any organisation, can afford to reject the established media and considers what this means for the PR industry.

PR Week, March-April 2017, p11 (Harrington)

Men-only golf club branded "Jurassic Park"

Amongst the campaigns singled out for praise by *PR Week* is Paddy Power's "Jurassic Park", in which the bookmaker had a go at Muirfield Golf Club in Scotland for not admitting women as members. It attached a sign saying "Welcome to Jurassic Park" to the golf-club's gates. The club is due to hold a second ballot over whether to remain "men-only" before the end of the month.

PR Week, March-April 2017, p14

Sponsorship

Football is becoming overcrowded

Heineken recently announced an extension to its 27-year sponsorship of rugby. This follows the announcement of its headline sponsorship of the Rugby World Cup 2019, which will be held in Japan. Although Heineken has also been associated with the UEFA Champions League, Hans Erik Tuijt, global sponsorship director, believes that there are far too many brands associating with football, which he says is becoming "cluttered". He argues that many brands become sponsors of football "even though their connection to the sport is questionable" and warns against "wallpaper sponsoring".

marketingweek.com, 7 March 2017

The value of sponsorship

Sponsorships are among the most difficult of marketing strategies to measure. They combine hard-to-measure channels, such as out-of-home, TV and radio, with signs on stadia and logos on clothing together with the so-called "brand halo" which is associated with the sponsorship partner. The author

argues that sponsorships do not perform as well as other channels in media mix models. Here he offers one possible approach to thinking through a potential sponsorship's value.

blogs.gartner.com, 27 February 2017 (Kihn)

Agriculture, fishing and forestry

UK forestry – barking up the right tree

Forestry has seen returns of 14.7% over the past three years, making it the best-performing asset class in the UK, according to Strutt & Parker, a property agency. This is better than returns on commercial property, homes, equities and bonds. Sitka spruce, a coniferous evergreen produces the most desirable timber because it can grow quickly in poor soil. However, some people wonder whether the market has peaked, especially since government grants for planting trees are being withdrawn. With Brexit looming – and 80% of wood consumed in the UK being imported – forestry could just see a turnaround.

Financial Times, 11 March 2017, p4

Free-range milk

British free-range milk bearing the Pasture Promise label is backed up by NSF certification, a food standards label that guarantees that cows have been grazing outside for at least 180 days a year as well as being out at grass for an hour before and after milking. In January the Enjoy Milk free-range milk campaign helped to contribute to the disruption in the on-going consolidation of the dairy industry. Free-range, together with a "modest" recovery in milk prices, has been the saviour of some small farms.

The Observer, 12 March 2017, p12

Rice in Nigeria

Rice farming in Nigeria is booming thanks to moves by the central bank to help the sector. Imports have become more expensive and locally-produced rice is in high demand, with prices rising by 60% last year. Agriculture makes up 24% of GDP, yet Nigeria produces little of what is required by its 180m people. In 2015 around 46% of rice was imported but last year the central bank piloted a scheme to supply materials, including fertilisers, to help the poorer farmers. The aim is for rice to be produced efficiently enough to compete with imports, as well as being sufficiently cheap for consumers and commercially-viable for farmers.

Financial Times, 10 March 2017, p9

Building industry

Women in construction

This issue of *Construction News* is dedicated to

women in the construction industry. It points out that by the end of 2016 an estimated 27m people were in work, of which 13.6m were men and 13.3m women giving a fairly even balance. Yet, of the 2.3m people working in construction, only 296,000 were women. Data from the ONS show that the proportion of women in construction is only slightly higher than before the recession. Meanwhile the number of women on the boards of the top UK's 20 largest contractors has declined over the past three years. Articles cover topics such as gender imbalance in the rail sector; the need for more diverse teams; first-hand experiences of women; and factors that are holding women back.

Construction News, 10 March 2017, pp26-27

Green hotel

Oasia Hotel Downtown, in Singapore, is covered in climbers and flowers. It was designed by architects WOHA as the first tropical high-rise building. The architects, for whom sustainability is paramount, say that the flowers are there to attract insects, while the climbers are for squirrels and lizards. The hotel aims to make up for the lack of greenery in the business district.

Wired, April 2017, p26

Businesses and strategy

Digitisation boosting servitization

The current literature fails to explain how companies can use digital methods to enhance their service offerings. This paper looks at how digitisation can help "servitization" for manufacturers. A multiple case study at four manufacturing SMEs suggest that particular digitisation options lead to three "servitization pathways": industrial, commercial and value servitization. The barriers, resources and competitive benefits peculiar to each pathway are discussed. The paper also offers managers insight into successfully attaining higher service levels through development of digital assets and the skills needed to integrate them into customers' processes.

Industrial Marketing Management, Vol 60 January 2017, pp42-53 (Coreynen et al)

Shared service centre research – a review

Companies stay competitive by looking for efficiencies and cost reductions. In fact over 75% of Fortune 500 companies have created models of shared services in order to achieve superior performance through cost savings and better service. In this literature review of the shared service centre (SSC), the authors identify 17 major research areas as well as providing information on methodologies and theories. They suggest three specific areas for future research: direct relationships, mediating and outcome effects.

European Management Journal, Vol 35(1) February 2017, pp26-38 (Richter and Brühl)

Restructuring or reconfiguration

Businesses have to reorganise from time to time in order to keep up with changing market conditions but executives struggle with knowing how and when to do so. Reorganisation involves two change processes: restructuring and reconfiguration, both of which can deliver value if undertaken in the right way. The goals of both are the same in that they help to enhance innovation and, eventually, financial performance. The authors provide four guidelines to assist companies in deciding which type to follow and when.

Harvard Business Review, Vol 95(2), pp128-132 (Girod and Karim)

Authenticity – in your dreams!

This century has seen high-profile fraud and incompetence among some of the world's largest companies, which led to faith in business leaders falling to an all-time low by 2012. The public's trust in big business has been further tested by crises such as the VW emissions scandal and corruption at FIFA. Meanwhile employee engagement is also at an all-time low, yet people who enjoy work are more productive. It is in this context that the topic of authenticity has come to the fore. The authors look at whether corporations can be truly authentic and explain how the necessary qualities are summed up in the mnemonic, "DREAMS".

London Business School Review, Issue 1 2017, pp15-17 (Goffee and Jones)

Charities and NGOs

Charity videos

Charities make five common mistakes when creating videos. These are depicted here in the form of visual characters, with advice on how to beat each one: "Informaticus" – overwhelming the audience with facts and figures; "Cautious Nauseous" – playing to fears and anxieties; "The Jargonaut" – a robotic voice accompanied by the use of jargon; "Miss Hit" – failing to target the audience effectively; and "Blubbersaurus" – the overuse of sorrow, which can leave the audience desensitised and disengaged.

charitycomms.org.uk, 14 March 2017 (Tapper)

Blue Cross – contactless dog coat donations

The Blue Cross, the pet charity, is to extend its Tap Dogs scheme. Launched last year, the initiative involves dogs wearing contactless-enabled coats. People can simply "pat and tap" the dog to make a £2 donation using their contactless payment card. Now the scheme is being expanded with support from PayPal, which has funded a new range of contactless dog coats.

charitydigitalnews.co.uk, 13 March 2017

Durable consumer goods

Lego – record revenues

Lego achieved its highest-ever revenues in 2016 – up by 6% to an 85-year high of 37.9 billion Danish Kroner. However, sales in the US were flat despite a rise in marketing spend. Last year Lego launched 355 new products with the Star Wars Millennium Falcon proving to be its best seller. The company increasingly focuses on engaging with children online. This year it launches a new platform inviting children to share what they have been building out of Lego.

The Daily Telegraph (Business), 10 March 2017, p3

Printable jewellery

In general US jewellery stores have slim margins, of around 4.6%, largely due to the labour involved in making the jewellery. Now 3D-printed jewellery is becoming cheaper and faster to produce, which is helping to bring it into the mainstream and boost profits. Daniel Christian Tang, a Toronto-based business, claims to have a 40% profit margin.

Bloomberg Businessweek, 13-19 March 2017, pp36-37

Rugged appliances

The promotional video for the Coffeeboxx, a coffee machine, shows it being rattled around, showered with pieces of steel, placed under a Jeep and finally being blown 20 feet into the air. As a result 4,500 of the machines were purchased in December, four times the number sold since the product's launch in 2015. Its inventor, Jim Doan, designed the industrial-grade machine in response to the number of coffee machines that were being destroyed on building sites. Parent company, OXX Inc., aims to make \$100m in sales over the next seven years by focusing on the "rugged appliance" category.

Bloomberg Businessweek, 13-19 March 2017, p74

Economy

More austerity

The Institute for Fiscal Studies has predicted that British workers will face a "third parliament of austerity" and further tax rises until 2025, with average wages likely to be no higher in 2022 than they were in 2007. The Resolution Foundation, a think tank, claims that workers are due for the worst decade of wage growth since the Napoleonic Wars of 1803-15. The combination of low wage growth and benefit cuts means that the next four years will be worse for the poorest third of households than the four years following the financial crisis.

The Daily Telegraph, 10 March 2017, p8

Northern Ireland – living with Brexit

The majority of people in Northern Ireland (55.8%) voted to remain in the EU but are now having to live with more serious implications of the Brexit vote

than Mainland Britain. This is because it is the only part of the UK, apart from Gibraltar, to share a land border with another EU country. This article looks at the implications for Northern Ireland and some of its affected businesses. These include Martin Gallen, the only "end-to-end" maker of Irish bagpipes, or Si-Saf, a biotech company that derives three sources of funding from the EU.

Management Today, Issue 1 2017, pp42-45

The inflation basket

Children's scooters, gin, non-dairy milk, cycle helmets and jigsaws for adults were among the goods added to the basket of goods used to calculate the UK's inflation rate, by the Office for National Statistics. Leaving the basket are: mobile phones (replaced by smartphones), a child's swing, menthol cigarettes and the fee for stopping a cheque.

bbc.co.uk/news, 14 March 2017

Energy and utilities

Solar power – more energy needed

The world's solar power capacity rose by around 50% in 2016, largely due to the US and China. Almost half of solar power installed last year took place in China, which, together with Asia, made up two-thirds of new capacity. Experts believe that, in order to meet the Paris Climate Agreement targets, solar power must continue to grow rapidly. Last year solar power installation in the UK fell by around half the level of the year before, following cuts to government incentives. Despite Europe currently producing 104GW of solar power, slowing growth in the region has led to calls for the EU to set more ambitious renewable energy goals.

The Guardian, 8 March 2017, p22

Environment

Green shipping

Ships carry 90% of the world's trade yet produce only 3% of greenhouse gas emissions. However, 15 of the largest ships emit more oxides of nitrogen and sulphur than all the cars in the world. Ship-owners need to address this issue but this isn't easy in an industry that is suffering from overcapacity and debt. The International Maritime Organisation has agreed to cap emissions of sulphur from 2020 but this will cost billions of dollars in upgrades. This has led to a growing interest in green lending. The Sustainable Shipping Initiative, an NGO, has launched "Save as you Sail", which aims to share the fuel savings between the ship-owner and charterer. This is enabled by new technologies, which are providing more accurate readings of fuel consumption.

The Economist, 11 March 2017, pp76-77

Fake spider thread

Bolt Threads, a US company, has produced a tie made exclusively from spider silk and retailing at £260. But the silk isn't taken directly from the spider – instead it uses genetically modified yeasts to produce the proteins found in spider silk. It is hoped that scientists can use the same processes for making other garments; this will help in the phasing out of synthetic fabrics that harm the environment. Other companies are working on making thread out of spider silk, which is one of the strongest and most flexible of materials.

The Times, 14 March 2017, p17

Fashion

LVMH targets e-commerce market

LVMH is building an e-commerce website which will bring together its brands and some of its competitors, on one portal as it makes the most of the growing trend for online sales of luxury goods. The company plans to launch the site, which will be branded as its department store Le Bon Marché, in May. By distributing non-LVMH brands, the company will be competing with other e-commerce platforms, such as Net-A-Porter.

Financial Times, 9 March 2017, p26

Nike – unveils hijab for athletes

Nike is continuing with its diversity policy: it recently started promoting its first plus-size clothing collection for women. Last week it released its first "pro hijab" design for female Muslim athletes. The design comes from Nike Middle East's campaign, which shows women in hijabs. The new hijab, which will be available in Spring 2018, is designed for high performance.

brandchannel.com, 8 March 2017

Modern clothing – a pain in the neck?

Modern fashion can have serious health consequences, according to the British Chiropractic Association (BCA). In particular it singles out skinny jeans, stilettos, heavy handbags and accessories as having an effect on back health and posture. Even hoods on Parka-style coats can lead the wearer to strain their neck to look out. The BCA claims that 73% of women in a survey suffered back pain because of their clothes.

The Times, 14 March 2017, p17

Financial services

Lemonade – adding fizz to insurance sector

Last year two US tech entrepreneurs set up Lemonade, a New York-based insurer for homeowners and renters. The company regards itself primarily as a tech company, with its app appealing to the digital generation. Lemonade takes just 20% of the premium and rewards "under-

claiming” customers by giving a share of unused income to a chosen charity, which results in good PR. Lemonade also keeps costs down by using algorithms (instead of underwriters), as well as chatbots, AI and machine learning. Claims have been settled in as little as three seconds!

The Economist, 11 March 2017, p72

Incentives boost mobile payments

US research suggests that incentives encourage people to make mobile payments. A study by Auriemma Consulting Group shows that people who received an incentive to use mobile payments in-store, did so 4.6 times, compared with 3.1 times for those who weren't incentivised over a week-long period.

nfcworld.com, 8 March 2017

FMCG

Food

Casting light on food choices

Ambient lighting is often used in a restaurant to enhance the consumer experience; but can it also have an impact on what diners order? A field study at a major restaurant chain and a series of lab studies, indicate that consumers tend to go for less healthy food options when the light is dim rather than bright. One explanation is that ambient light influences mental alertness, which in turn impacts food choices. Restaurant and grocery stores can use such insights to nudge consumers towards particular food choices, such as healthy or higher-margin foods, while health-conscious consumers could opt for brighter lighting!

Journal of Marketing Research, Vol 54 February 2017, pp111-123 (Biswas et al)

Nestlé to tackle sugar in chocolate

Nestlé has promised to reduce the sugar content of its confectionery by 10%. It plans to remove 7,500 tonnes of sugar from brands, including KitKat, Lion Bar, Quality Street, After Eights and Smarties. The sugar will be replaced with other ingredients although the company admits that some products will be made smaller. Last year Nestlé said it had found a method for making a smaller amount of sugar dissolve faster so that the tongue detects more sweetness.

The Times, 8 March 2017, p15

Taking cheese to China

In Hong Kong, where the British ruled for years, dairy makes up 5% of the ingredients used in catering. Mainland China is a tougher nut to crack for importers, despite its growing consumer dairy market. New Zealand's Fonterra Co-operative Group, the world's biggest dairy exporter, has been training Chinese chefs since 2015 and now hosts workshops

in a number of Chinese cities. One problem is that a large proportion of Chinese are lactose intolerant but this is becoming less of a problem as people are being exposed to milk at a younger age.

Bloomberg Businessweek, 13-19 March 2017, pp20-21

Tobacco

Budget tax hike

Philip Hammond, the UK chancellor, has announced a minimum excise tax which will result in a pack of 20 cigarettes costing at least £7.35. This will be implemented in May, on the same day as the new rules stating that cigarette packs should be plain green with no branding. The excise tax is intended to deter people from buying cigarettes, especially younger people – 71% of smokers aged 16 to 24 buy cheaper brands.

Financial Times, 9 March 2017, p6

Nicotine delivery – no smoke without fire

The home page of Philip Morris's new website announces that it is "Designing a smoke-free future" which is a little strange for a tobacco company. In fact the company is looking to the future with products, such as the IQOS, which uses a flavoured pack of tobacco called a heatstick. The tobacco is warmed without catching fire so there is no fire, smoke or ash. This article examines how Big Tobacco is focusing on alternative nicotine delivery technology as people quit smoking.

Bloomberg Businessweek, 13-19 March 2017, pp46-53

Government and public sector

TV ahead for campaign news

A survey of adult internet users in France has found that over 70% used TV to obtain campaign information on the presidential election, which makes it the leading source of information. News sites were the second most popular (35%), followed by radio (34%), social networks (13%) and candidates' websites (9%). However, France appears to be more digitally attuned than Germany, where people are less likely to use the internet or social media for political information. The first round of voting in France's presidential election is on 23 April.

emarketer.com, 10 March 2017

Health and pharmaceuticals

Chinese medical apps – in poor health?

China has more than 2,000 mobile healthcare apps, in a country where hospitals are overcrowded and there is distrust of services. Ping An, which has 27m active users, delivers 400,000 diagnoses a day. In the last quarter of 2016 investment in the digital health industry fell by 10% year-on-year and some medical apps have closed. Some medical apps are

using tie-ups with physical establishments to boost revenues. Others are diversifying: Spring Rain Doctors, which found that advertising wasn't enough to meet its costs, plans to offer private health insurance.

Financial Times, 10 March 2017, p18

App offers smarter diagnosis

Smartphone photos don't always depict a good likeness of their subject. Israeli firm, Healthy.io, has developed an app called Dip.io that can use mobile-phone images for urine analysis. The patient photographs the colours on the dipstick against a special colour card which the app can use to correct the colours. In Britain the NHS is using a version of the app to monitor MS sufferers who are at greater risk of UTIs. Home-testing could save the NHS around £10m a year. Dip.io may also be useful for diagnosing skin conditions from an image.

The Economist, 11 March 2017, pp81-82

IT and telecoms

US telecoms due for shake-up

The US telecoms sector is in a state of flux – AT&T's goal is to be the largest owner of content and distribution with its \$85 billion takeover of Time Warner, while Verizon is focusing on digital platforms with its acquisitions of AOL and Yahoo. The \$19.6 billion sale of new airwaves is likely to lead to more consolidation while there are indications that President Trump will lift ex-President Obama's block on telecoms mergers. It is also likely that Trump will be more relaxed about anti-trust legislation. There is speculation that T-Mobile USA, the fastest-growing mobile player, will take advantage of these trends...

Financial Times, 10 March 2017, p17

Smart posters use FM signals

A team at the University of Washington has unveiled a technique to develop smart posters and clothing which can communicate directly with car radios or smartphones. It uses background FM radio signals to transform them into mini FM radio stations that use almost no power. A poster for the band Simply Three, which was displayed at a bus stop, could send the band's music and an advert directly to a smartphone 4m away or to a car more than 20m away. The team believes the system could be used on bus stop billboards for sending content about local attractions; on street signs that gives location information; or on clothing with integrated health sensors.

nfcworld.com, 7 March 2017

India – bringing data to the masses

Last September Mukesh Ambani, India's richest man, launched Jio, a mobile-telecoms network, with the aim of bringing data to the mass market. Over

the past few months it has acquired 100m customers, allowing those in the slums of India to use social media and streaming videos for the first time. India's telecoms market has huge potential since data usage is low and most people don't have smartphones. The project has cost Ambani \$25 billion and, although he will start charging for the service from 1 April, he will struggle to make a profit. Meanwhile the country's three main mobile operators are battling to respond in kind...

The Economist, 11 March 2017, p68

Leisure and tourism

Theme parks in the UAE and GCC

Theme parks, which are a key part of the global leisure industry, have experienced an increase in footfall over the past few years. The Asia-Pacific region has seen the highest growth in attendance (up 5%) compared with North America and EMEA, (up 2.2% and 3%). PwC forecasts that UAE's leisure and entertainment market has the potential to receive 45m visitors by 2021. With this in mind, this article examines the opportunities for the theme park sector in the UAE and GCC (Gulf Cooperation Council).

Gulf Marketing Review, March 2017, pp38-41

US tourism – the Trump effect?

Has Trump had a damaging effect on tourism to the US? According to one estimate the US will have 4.3m fewer visitors this year compared with last year because of reactions to Trump and his travel ban on some Muslim countries. Tourism Economics says that this equates to a loss of 62,000 jobs and \$7.4 billion in revenue. It reports that bookings to the US from Western Europe fell by 14% from 28 January to 4 February compared with the same period last year. In addition, the US has fallen three places to number seven in the 2017 best countries survey of how countries are perceived.

Bloomberg Businessweek, 13-19 March 2017, pp15-16

Materials and mining

Akzo looks for fresh coat of paint

Amsterdam-based Akzo Nobel, a leading maker of paint and coatings, has just rebuffed a €20.9 billion takeover bid from a competitor, PPG Industries. Ton Büchner, CEO, aims to make Akzo leaner and more profitable; he is looking at ways to separate out its specialty chemicals business, which accounts for a third of group revenues. Its disposal would enable the company to concentrate on its decorative paint and coatings business.

Financial Times, 10 March 2017, p16

Green metals boost mining

Glencore, an Anglo-Swiss metals conglomerate, is decidedly unfashionable in that it is the world's

biggest exporter of coal, operates in the Democratic Republic of Congo (DRC) and has recently made a deal with Rosneft, Russia's oil company. But it is not all bad PR – Glencore is also one of the biggest suppliers of copper and the biggest supplier of cobalt (thanks to its investment in the DRC), which are both vital for clean-tech products, such as electric vehicles and batteries. These and other "green" metals have given a boost to investment in mining businesses which are just emerging from a slump.

The Economist, 11 March 2017, pp63-64

Media

Books

China hostile to children's books

There are reports that the Communist party in China is implementing a crackdown on children's literature as part of its campaign against "hostile" western ideas. Thong Kong's *South China Morning Post* is reporting that the number of foreign picture books being printed in China is due to be cut. Last Friday Alibaba announced that it would ban the sale of all foreign publications on Taobao, a popular online shopping site. China is a huge market for children's titles, with over 40,000 titles being published there last year.

The Guardian, 14 March 2017, p16

Film

Cinema – strong content, strong audience

A huge proportion (78%) of the UK population goes to the movies which makes them a captive audience for advertisers. This gives brands an opportunity to target the 70% of cinema-goers who are under the age of 35. Audiences are prepared to watch ads when they go to the cinema because they regard them as part of the experience. Innovation in cinema advertising is going beyond 2D to 3D or even "4D", as in the case of the 2016 Airbnb campaign. According to Digital Cinema Media, advertisers should aim to spend 5% to 8% of their overall spend on cinema.

Advertising Week, 20-24 March 2017, pp144-145 (Webster)

Games

Nintendo – making the switch?

Nintendo's Switch console aims to bring together mobile and home gaming, providing a more flexible offering than its competitors, the PlayStation or Xbox. When it was launched on 3 March, US retailers sold out in hours and Nintendo is on course to reach its target of selling 2m consoles before April. But the merging of home and portable gaming has led to compromises, such as weaker graphics and shorter battery life. Nintendo will also need a

better line-up of compelling games than it has had previously.

Bloomberg Businessweek, 13-19 March 2017, pp35-36

Internet

Media buying flaws highlighted

Google has admitted to having not done enough to prevent advertisers from having their ads posted on YouTube content from Islamic State and the pro-Nazi group, Combat 18. The advertisers would have unknowingly helped to provide funding to such groups. Programmatic advertising automatically serves ads to customers, but the technology is so complex that brands often end up on unsuitable or obscure sites. Last month Mark Pritchard, Chief Brand Officer at P&G, warned that digital technology was creating "crappy advertising" and claimed that the media buying system is antiquated.

The Times, 8 March 2017, p4

The industrial Internet of Things

The Internet of Things (IoT) has been of benefit to manufacturing companies, where data from various machines can be used to monitor factory performance, track goods and predict maintenance needs. Gartner forecasts that 8.4 billion IoT-connected devices will be in use this year, with 3.2 billion in business vs 5.2 billion in the hands of consumers. This will create demand for new talent in areas such as data science, software development, marketing and sales. The smart firms are those that recognise this change. This supplement is devoted to the industrial Internet of Things, with articles on choosing the right model for industry and a central infographic which illustrates the potential of IoT across functions and industries.

The Times (Raconteur: Industrial Internet of Things), 9 March 2017, pp1-16

Music

Royalties from online streaming

Last week US regulators appeared at a court in New York to decide how much music publishers should be paid from online streaming. Song-writing trade groups and big streaming companies (Apple, Spotify, Amazon, etc) will put their cases before judges who will decide on the payments to be made through to 2022 on all songs streamed in the US. The Copyright Royalty Board sets the rates every five years and rates were last set in 2012, at a time when iTunes was the dominant service. Songwriters are aggrieved because, for every \$6 paid by streaming companies to record labels, only \$1 finds its way to publishers.

Financial Times, 9 March 2017, p32

Newspapers

FT offers online advertising charter

The *Financial Times* has produced an online advertising charter that will guarantee online viewability, brand safety and pricing as well as addressing ad fraud. The newspaper, which has created a list of eight commitments, warns advertisers to use only approved online exchanges to purchase *FT* inventory rather than buying it from cheaper, unapproved parties. Jon Slade, the *FT*'s Chief Commercial Officer, says that there are still major problems such as when a media owner only receives 40% of the price of an ad because intermediaries are taking their cut. He hopes that other publishers will follow the *FT*'s lead.

Campaign, 10 March 2017, p5

Metro becomes most-read daily print paper

Britain's tabloids are notorious for taking a partisan approach but *Metro* has managed to remain neutral on all big political issues. Now it has overtaken *The Sun* and *The Daily Mail* to become the most-read daily print paper in Britain, with 10.3m readers a month. The newspaper, which relies exclusively on ad revenues, is valued by advertisers for its "high visibility" and good RoI, says Steve Goodman, director of print advertising at Group M.

Financial Times, 8 March 2017, p2

Radio

Radio advertising spend – highest ever

Last year commercial radio achieved record advertising revenues, which rose by 5.4% year on year to £645.8m. This is according to figures from Radiocentre, the radio trade body, which says that growth was driven by a 90% rise in spend by online retailers. According to Nielsen, eBay increased its spend on radio by 600% in 2016. Mike Gordon, Chief Commercial Officer at Global Radio, believes that the trend for growth in radio ad spend is "more of a momentum than a flash in the pan". Radiocentre offers some tips for radio advertisers.

Campaign, 10 March 2017, p8

Social media

Facebook loses viewing share

Last year the proportion of time spent by Britons watching videos on Facebook fell by a fifth to 1.7%, from 2.2% of time spent watching video in 2015. This is according to research by Thinkbox, which reports that viewing on YouTube rose from 4.4% to 6.4% last year. However, TV continues to be the main medium for advertising, making up 94% of all film ads watched. YouTube accounted for just 0.7% and other online sites 5.2%.

Campaign, 10 March 2017, p2

Television

Ad-free won't be the death of TV

The rise of the audio and video-streaming marketplace has led to an increase in ad-free choices. This makes things difficult for marketers who want to reach the very audiences who are prepared to pay a fee to cut out the ads. Simon Daghish, deputy commercial MD at ITV, is quite upbeat about the situation. He believes that people are paying to get access to the content they want rather than paying to eliminate the ads. He says that ads should focus on quality: "An ad has to be humorous, informative, engaging or enjoyable" but that creativity counts the most. Although ad-free streaming is set to grow, he believes that this won't herald the death of traditional TV.

Advertising Week Europe, March 2017, pp202-203 (Webster)

Video

Crowdsourcing video

Seenit, a London-based start-up, allows companies to crowdsource smartphone footage so that they can find the film they want without all the expensive accoutrements, such as a film crew. Founder, Emily Forbes, decided that, rather than manually collecting clips from people, it would be easier if sources uploaded the video themselves. Since 2014 Forbes has sold £2.3m in annual subscriptions and worked with over 100 clients.

Wired, April 2017, p17

Retailing

Retailers disappointed over Budget

The UK's retail industry has expressed its disappointment in the Spring budget delivered by Chancellor Philip Hammond. Philip Day, head of Edinburgh Woollen Mill Group, says that big retailers are not making any money despite generating a lot of taxes. Mike Coupe, Group Chief Executive at Sainsbury's, has attacked business rates, referring to them as an "analogue tax" while calling on the Government "to carry out a root and branch review of business taxation to create a level playing field across all businesses." Other big retailers are equally condemnatory.

retail-week.com, 8 March 2017

Supermarkets charging suppliers

Supermarkets have been charging suppliers to keep their products on the shelves as well as other tactics, such as demanding that they buy tickets for charity dinners at up to £25,000 a pop. They also charge suppliers if customers make complaints, according to Christine Tacon, the groceries adjudicator. Tacon's role was created by the Government to respond to criticism about how the top ten supermarkets treat their suppliers. The

British Retail Consortium claims that the UK has "one of the most regulated supply chains in the world".

The Times, 13 March 2017, p17

Grocery price rises up

Supermarket price rises have doubled due to the fall in the value of the Pound following the Brexit vote. Prices of groceries rose by 1.4% in the three months to the end of February, up from 0.7% in the three months to the end of January. The data, which was compiled by Kantar Worldpanel, reveals that butter rose by 15%, fish by 9% and tea by 6%. The slump in Sterling has led retailers to pass on price rises to consumers. The Pound has fallen by 17.5% against the Dollar and 12% against the Euro since last June.

The Times, 8 March 2017, p10

Services

Funeral companies – a dying art?

Dignity, the only funeral company to be listed on the stock exchange, has suffered a fall in value which it attributes to greater competition and a decline in the number of people dying in the UK this year. It predicts that the number of deaths could fall by 5% to 560,000 in 2017, down from 590,000 in 2015 and 2016. The company is also losing market share to companies that offer pre-arranged funeral plans. A lack of regulation is encouraging new entrants to the market. Some companies are even offering digital services.

The Guardian, 9 March 2017, p23

Transport and travel

Jaguar ad for multitasking banned

The campaign for the Jaguar XE has been banned by the Advertising Standards Authority because it could encourage "unsafe driving practices". Last September an advertorial in *The Guardian* for the XE's in-car technology boasted that the driver could listen to music, "organise your next meeting and stay in touch with colleagues and family on the move". Jaguar has been advised that future ads should not encourage the use of multiple apps and a phone at the same time.

The Times, 8 March 2017, p14; bbc.co.uk/news, 8 March 2017

California – a boom in self-driving vehicles

Some 27 companies are licensed to use prototype self-driving cars on California's roads. They include new entrants Uber and PlusAI, a 15-person start-up. Companies from around the world are moving to Silicon Valley where they can develop their technology and exploit its talent pool. The rise in autonomous testing licenses is happening at the same time as rapid growth in the number of self-driving vehicles appearing on the roads. Alphabet's Waymo has the largest fleet of vehicles on the road (77 out of 180). Apart from Waymo, the number of authorised self-driving cars has more than trebled over the past year.

Financial Times, 10 March 2017, p19

Written by CIM's Knowledge Services Team

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On the Move

Name	From	To	New title	Source
Paul De Lara	Infosys	Oracle	Corporate Comms Director	PR Week
Toby Orr	Portland	Department for International Trade	Director of Comms	PR Week
Caroline Pay	Bartle Bogle Hegarty	Grey London	Joint Chief Creative Officer	Campaign
Oliver Rawlins	Guardian Media Group	FremantleMedia	Group Director of Comms	PR Week
Thea Rogers	HM Treasury	Deliveroo	Head of Global Comms and Policy	PR Week

Promotions

Name	Company	Previous title	New title	Source
Christian Herisson	Usborne	Sales and Marketing Director	UK Commercial and Sales Director	The Bookseller
Norman Howell	Formula One	Head of Digital	Director of Global Comms	PR Week
Anna Howorth	Usborne	Marketing and Publicity Manager	Director of Global Branding and UK Marketing	The Bookseller
Vicki Maguire	Grey London	Executive Creative Director	Joint Chief Creative Officer	Campaign

Cutting Edge: Our weekly analysis of marketing news

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www.brandchannel.com

Campaign**

www.charitycomms.org.uk

www.charitydigitalnews.co.uk

Conference & Incentive Travel

Construction News

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

www.dma.org.uk

The Economist*

www.emarketer.com

European Management Journal

[The Financial Times](http://TheFinancialTimes.com) ~

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

Gulf Marketing Review

Harvard Business Review**

Industrial Marketing Management

Journal of Brand Strategy

Journal of Interactive Marketing

Journal of Marketing Analytics*

Journal of Marketing Communications** (18 month embargo)

Journal of Marketing Research**

www.lexology.com

London Business School Review** (12 month embargo)

Management Today**

www.marketingweek.com

Marketing Week **

www.mckinsey.com

www.nfcworld.com

The Observer

PR Week

www.research-live.com

The Times

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

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