

# Cutting Edge: Our weekly analysis of marketing news

22 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

#### Celebrity brand extensions – ad effectiveness

Celebrities are increasingly creating their own branded products. This article moves beyond the celebrity as endorser to celebrity as a brand promoting a brand extension. It explores how perceived congruence between the celebrity's image and the brand image of their own products relates to measures of advertising effectiveness. The effects of congruence between a celebrity and a product can be explained by schema theory. Schemas help to organise viewer perceptions of ads by organising consumer expectations. The aim of this research is to examine celebrity schemas in the context of advertising effectiveness and to offer insights into how consumers evaluate celebrity advertising for brand extensions.

**Journal of Marketing Communications, Vol 23(2) 2017, pp162-175 (Harmon-Kizer)**

#### Advertisers review digital advertising...

There has been much publicity about ads from major advertisers appearing alongside terrorist, white supremacist and pornographic content on the internet. The topic of media transparency is very much in the public eye, particularly after comments made by Marc Pritchard, P&G's chief brand officer, and *The Times* newspaper. Most brands have reacted quickly by suspending their advertising while others are reviewing how they buy their digital ads. Yet there is little evidence that much is being done to improve media transparency and reduce fraud. Some marketers seem to be aware of the risks of not "cleaning up digital" but, as Ian Twinn, ISBA director of public affairs says, there are "no guarantees of 100% protection, other than not

advertising". (See also under Government)

**Marketing Week, March 2017, pp16-17 (Vizard)**

#### ...as others pull out of Google

High street banks – HSBC, Lloyds and RBS – have become the latest businesses to remove their advertising from Google after their ads appeared alongside extremist videos on YouTube. Havas, the French media agency has also removed all digital ad spending from Google and YouTube in the UK. At the latest count more than 250 companies have suspended their ad deals with Google. Matt Brittin, head of Google's European operations, has publicly apologised.

**The Sunday Times, 19 March 2017, p2; Financial Times, 18-19 March 2017, p1; The Times, 21 March 2017, p1; Financial Times, 21 March 2017, p1**

#### Haptic reaches the parts other ads can't

Recent research suggests that haptic ads are a good way to enhance mobile ad campaigns, boost audience engagement and stand out from other ads. Over 75% of participants in a study by Teads and Immersion Group agreed that "touch made ads are more attention-grabbing". Using a sense of touch also improved ad awareness (75%) and led to a 41% rise in purchase intent.

**bizreport.com, 16 March 2017**

### Agencies

#### Agency billings

Last year Grey, a WPP agency, was the leader among the top ten ad agencies in terms of its proportional increase in billings. Billings rose by 24.8% to £271.2m, thanks to top accounts Vodafone, P&G, GlaxoSmithKline and Volvo and gaining the Marks & Spencer account. Abbott Mead Vickers BBDO remains at the top of the billings table in terms of value (£516.3m) even though its takings



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rose by a mere 3.2%. McCann Erickson is in second place with £390.1m. WCRS suffered the greatest proportional fall (23.4%) in billings. The *School Reports 2017*, which is covered in this week's *Campaign*, was compiled using data from Nielsen.

**Campaign, 17 March 2017, pp1,9-61**

### **Dentsu tries new ways of recruiting**

Dentsu Aegis Network UK is using mobile gaming as a way of attracting talent from more diverse backgrounds and to find candidates who it would not normally identify during traditional hiring. During Advertising Week Europe (taking place this week) Dentsu is inviting people to participate in a live-escape game which allows people to win prizes and have a chance of being recruited. Last year the agency used digital skills workshops as a new way of hiring; this resulted in an 11% rise in the number of women recruited.

**Campaign, 17 March 2017, p5**

### **Brands and branding**

#### **Global branding – new consumer segments**

This paper looks at consumer attitudes to global brands and explores whether these attitudes can be used as segmentation criteria. It starts by looking at various dimensions that have been used to analyse consumer perceptions of global brands. It then goes on to conduct an analysis across three countries to examine certain factors related to national and cultural consumer context and consumer brand equity. It identifies "distinct and fresh" groups of consumers that are indicators of market trends. Three different clusters of consumers – "no logo", "brand dreamers" and "ethnocentrics" – provide insights for brand managers into developing a global strategy.

**Journal of Marketing Analytics, Vol 4(4) December 2016, pp159-171 (Palazzo et al)**

### **Conferences and events**

#### **Engaging remote delegates**

It is possible to webcast a conference to a remote location so that others can take part. Here the authors explain how one might get remote participants to engage in a live event. In an abridged extract from their book, *Remotely Engaging*, they explain that the most obvious way to engage such participants is to allow them to ask questions, but that even this method can have degrees of complexity. They examine the various levels of interactivity enabled by technology.

**Association Meetings International, February 2017, pp26-27 (Shepherdly and Cook)**

#### **Paperless events**

Amadeus, the travel technology company, believes the future lies in paperless events. Amanda Hoffmeister, head of group events management, says that the use of event apps is a central part of

the company's event strategy and will be further developed this year. Amadeus's UK events team organises about 60 customer events a year, with around 60% of these using apps rather than a dedicated website. Worldwide the company runs more than 150 events and 900 meetings a year. It has realigned the focus of its events to create, smaller, more strategic occasions for specific audiences.

**Conference & Incentive Travel, March 2017, pp14-15**

### **Consumer behaviour**

#### **Online evaluation set sizes and purchase**

Product search engines, such as Amazon or eBay, offer consumers a vast choice of products and services and the results can be filtered using various criteria. The evaluation set size (ESS - the number of options being evaluated by the consumer) is a key part of the interaction between the consumer and the search engine. Analysis of consumer behaviour at such sites is challenging. Using data from 3,182 hotels on a large travel search engine, the authors develop a model for evaluation set size and purchase behaviour. The results suggest that efforts to increase purchase probability may not depend on producing larger evaluation sets.

**Journal of Interactive Marketing, Vol 37 February 2017, pp16-31 (Choudhary et al)**

#### **Identifying the superconsumer**

Every product or brand has its own superconsumers, which, unlike high-volume buyers, are highly engaged with, or passionate about, the brand. Although superconsumers may represent just 10% of consumers for a particular product or category, they can potentially generate 30% to 70% of sales, a larger share of profit and most of the insights. Superconsumers will buy more products at higher prices; they can also help with innovation and spread the word to other consumers. The trick is to find these valuable consumers and to engage with them. Five characteristics of superconsumers are identified.

**Market Leader, Q2 2017, p14 (Yoon)**

#### **Losing a smartphone – as bad as terror attack**

A new report asking people to rate key events according to their stress levels has found that modern concerns, such as identity theft, commuter delays and going on holiday, rate highly. The research, conducted by The Physiological Society, also found that the threat of terrorist attack ranked just one point ahead of losing a smartphone and substantially below planning a wedding or moving house!

**The Daily Telegraph, 16 March 2017, p11**

## **Customer relations**

### **Inequity in buyer-supplier relationships**

There is often tension between buyers and suppliers because each partner is keen to claim its "fair share" of the jointly created value. This research looks at conditions in which inequity in this relationship influences the supplier's resource sharing with the customer. The study is conducted in the context of Japanese buyers' relationships with US buyers. It reveals that companies' reactions to positive and negative inequity vary according to the nature of the interdependence structure while positive and negative inequity influence perceived relationship performance in different ways.

**Journal of Marketing Research, Vol 54 February 2017, pp124-137 (Griffith et al)**

### **Prescriptive selling**

Increasingly B2B suppliers believe that today's customers are sufficiently empowered to need sellers only at the end of the purchase process. Yet customers have too much information and choice, which makes it difficult for them to make purchase decisions. The authors develop a solution which involves a "take-charge prescriptive" approach to guide customers through their decision-making. Companies that have adopted prescriptive selling share a set of practices: they work to understand customers' purchase journeys; identify customer challenges at each buying stage; give their sellers tools to help overcome challenges; and track customers' purchase progress so that they can intervene when necessary.

**Harvard Business Review, March-April 2017, pp118-125 (Toman et al)**

## **Direct marketing**

### **Email still effective but content is king**

The DMA's *Marketer email tracker 2017* reveals that email is "important" or "very important" to 95% of marketers but that marketers are finding it increasingly difficult to make their messages interesting or relevant. Content is paramount and, unless marketers give consumers something of value, they will lose the battle for the inbox. An infographic presents the topline findings of the report.

**dma.org.uk, 15 March 2017**

## **Law**

### **Influencer marketing – compliance and risk**

Influencer marketing is on the increase – it can help to improve the credibility of a brand as well as reaching demographics that might not be accessible through more traditional marketing. Regulators are keeping their eyes on influencer content that constitutes marketing but does not declare itself as such, since there is widespread non-compliance. Brands and agencies that don't declare their interests could be in trouble. In the US the FTC took

action against Warner Bros' campaign for the game, *Middle Earth: Shadow of Mordor*, while the UK's CMA has already taken some agencies to task. Brand enforcement is bound to attract media attention and can damage consumers' trust if they feel they are being deceived.

**lexology.com, 13 March 2017 (Smith)**

## **EU addresses consumer protection on social**

On 16 March the EU consumer authorities and the European Commission met with Facebook, Twitter and Google to discuss two areas of concern: protecting consumers from unfair terms and conditions; and removing fraud and scams, such as marketing of counterfeited products, which can mislead consumers who use social networks. The companies have a month in which to finalise measures on how they will comply with EU regulations.

**europeanlawmonitor.org, 17 March 2017**

## **Marketing**

### **Reach, resonance and returns**

Marketers are constantly being challenged to find new sources of demand to drive brand growth. Three areas controlled by a company where it can boost its position as a "global productivity leader" are: innovation, skills and deployment of capital. The author examines these three capabilities in the context of marketers' quest for brand growth. In this paper he refers to them as "Reach" (finding growth in uncomfortable places); "Resonance" (embedding capabilities for growth); and "Returns" (optimising investment to fuel growth).

**Journal of Brand Strategy, Vol 5(3) 2016-17, pp312-327 (Gildenberg)**

## **Gaining true insight in B2B marketing**

Data-driven insight helps B2B marketers to learn about both existing customers and prospects' behaviour, which helps them to enhance their campaigns. This could range from finding similar, cold targets to building sophisticated models but these processes involves more than just an analytics system. If marketers want "true insight", they need to go back to basics, to "build a clean, well-ordered view of customers and prospects across channels". Four experts discuss the issues involved in acquiring true insight.

**Database Marketing, February-March 2017, pp14-16 (Lawson)**

## **Market dynamics – spatial dimensions**

How does space – the "geographical product of the relations among people things and institutions" – influence markets? This article examines the dynamics of markets by looking at four spatial dimensions – place, territory, scale and network – to understand how various types of spaces matter in different market dynamics. A meta-analysis reveals

12 unique mechanisms linked to the four spatial dimensions. The authors go on to identify future directions for research into market system dynamics.

**Marketing Theory, Vol 17(1) 2017, pp9-29 (Castilhos et al)**

### **Getting the price right**

Cost increases because of weak sterling will bring pricing to the fore this year and many businesses may be tempted to charge people more for less. Marketers often spend less time on pricing than on other elements of the marketing mix but pricing is important because it is strategic, tactical and creative. Marketers who approach pricing proactively have a better chance of protecting their brand. This article looks at pricing as a brand strategy, tells how marketers can create more value and presents three ways to protect margins.

**Market Leader, Q2 2017, pp50-52 (McAnena)**

### **Age discrimination**

Some senior marketers have felt side-lined by younger "digital natives" as many organisations focus on digital skills at the expense of traditional marketing. The *Marketing Week Career and Salary Survey 2017* reveals that 29% of marketers believe that "older people" are under-represented or not represented in their companies. The disparity is most obvious in the beauty sector where 44% of marketers believe older people to be under-represented, compared with just 27% who consider this to be the case in the financial services industry. This article considers ways of tackling discrimination.

**marketingweek.com, 20 March 2017 (Bacon)**

### **Market research**

#### **Positive solicitations boost customer purchase**

Two studies reveal that beginning a survey with an open-ended, positive solicitation, (such as asking customers what went well during their purchase experience), enhances customer purchase behaviour. Overall the researchers found that starting a survey with an open-ended positive solicitation led to a 32.88% increase in customer spending, compared to a survey that didn't start in this way. This suggests that companies can influence the feedback process and that open-ended, positive feedback can result in positive memories of an experience.

**Journal of Marketing Research, Vol 54 February 2017, pp156-170 (Bone et al)**

### **Value from customer data**

It is vital to be able to use customer insights for shaping products and solutions as well as for the customer experience. Research suggests that businesses which use customer behavioural insights perform 85% better in terms of sales growth than their competitors. Yet many companies use just a small fraction of the data they have access to, while

others are not clear on the outcomes they wish to achieve. In order to generate good returns on data the authors suggest three paths that are open to most organisations: finding "novel" patterns in customer buying habits; improving productivity through data optimisation; and creating new solutions and services.

**mckinsey.com, March 2017 (Brown et al)**

### **Public relations**

#### **Communicating for the good**

With so much "fake news" and "alternative facts" around, this year's April Fools' Day stories may get lost in all the clutter. Fewer stories may be a good thing – perhaps creativity should be channelled into "doing something good" rather than being creative for the sake of it. Brands are placing a greater proportion of their budgets into cause-related marketing and PR, such as Audi's gender-equality ad during the Super Bowl. Research suggests that prospective customers and employees prefer brands that give something back. This could be the year that brands are seen to take on more responsibility and champion more causes.

**PR Week, March-April 2017, p25 (Fraser)**

### **Crisis communications**

For SMEs crisis communications can help to avert reputational and financial ruin. This article looks at how three PR companies – Wide PR, Cobb PR and MHP Communications – helped their clients to tackle the launch of a hazardous-waste-landfill site; a fire at Eastbourne Pier; and a disaster at a major public event.

**telegraph.co.uk, 14 March 2017**

## **Agriculture, fishing and forestry**

### **Manuka honey prices leads to bee theft**

Honey exports from New Zealand rose by 35% in the year to June 2016, reaching £179m, of which around a third went to China and Hong Kong. Booming prices have led to an increase in thefts of the country's bees, with 400 such crimes being reported in the six months to January. Native Manuka honey has tripled in value since 2012 to £84 per kg, with a single hive now being worth £1,100.

**The Daily Telegraph (Business), 16 March 2017, p8; The Times, 17 March 2017, p36**

### **Buy British say MPs**

MPs have suggested that online grocery retailers should introduce a "Buy British" button so that buyers know what they are purchasing post-Brexit. Shoppers would be able to restrict their buys to UK-grown food. Currently it is difficult for online shoppers to know where their food has been grown but is much easier for in-store shoppers who can

look for the Union-flag logos on packs. George Eustice, environment minister, says he has met with the National Farmers' Union to discuss the proposal.

**The Daily Telegraph, 15 March 2017, p2**

## Building industry

### T-levels – what they mean for the industry

In his budget statement, Chancellor Philip Hammond announced that £500m a year would be spent on new technical courses as an alternative to A-levels, with the aim of increasing technical and vocational skills in the country. Construction will be one of the 15 sectors to receive a "T-level", which is likely to cover various sub-categories, such as bricklayer, electrician and carpenter. *Construction News* examines the implications for the industry.

**Construction News, 17 March 2017, pp6-7**

### Robot aims high

The exterior of the Chi She Gallery in Shanghai was constructed using a car-manufacturing robot that had been adapted for the job over a period of five years. The wall was built in just two weeks with the aid of two human helpers. This is the first time that Archi-Union, the architects, have used a robot builder in construction.

**Wired, April 2017, pp40-41**

## Businesses and strategy

### Product biography and servitisation

The authors question the theory that products should be treated as "stable" platforms for the delivery of services. They use the concept of the "product biography" to argue that products are intrinsically unstable and use it to disrupt the conventional views of products in servitization. Using the circular economy context, they explore some of the implications of the product biography approach in environments where the need for service-based innovation is evident. Two case studies illustrate the implications of the circular economy for product qualification and network reconfiguration. Implications for servitization of the product biography approach and its application to the circular economy are discussed.

**Industrial Marketing Management, Vol 60 January 2017, pp126-137 (Spring and Araujo)**

### Polman calls for protection of UK companies

Paul Polman, head of Unilever, has called for our "national champions" to be better protected from takeover by foreign companies. This follows the failed takeover of Unilever by US food company Kraft Heinz a few weeks ago. His remarks have received a lukewarm response from City experts, with one saying that the blame for mergers & acquisitions lies with shareholders and owners, not the board and management. Others say that a takeover should be considered in relation to a

national interest test. There has also been debate over whether the UK Takeover Code should be updated.

**The Daily Telegraph (Business), 16 March 2017, p4**

## Charities and NGOs

### ICO fines

At the end of January the Information Commissioner's Office (ICO) informed 11 charities that they would be fined for breaking data protection rules. This was part of a wider investigation by the ICO into media reports that charities had pressured supporters into donating. In December the RSPCA and British Heart Foundation were fined a total of £43,000 for breaching the Data Protection Act. The RSPCA was fined the greater amount because some of its data had been shared despite donors having opted out. *Third Sector* looks at what mistakes the charities made and whether they might have appealed.

**Third Sector, March-April 2017, pp6,42-43; Database Marketing, February-March 2017, p6**

## Durable consumer goods

### Film merchandise

Disney's merchandise revenue fell by 23% in the last quarter of 2016. Now it is trying to boost revenues by targeting millennials with merchandise for its new release, *Beauty and the Beast*. It is launching a raft of tie-ins with higher-end labels to create a "halo" effect around the film brand. These include Juicy Couture (\$700 track jackets) and Invicta (\$500 watches). The market for film merchandise has become extremely competitive. There is also a risk of "merchandise fatigue" – every seven years entertainment toys "peak and decline", according to Isaac Larian of MGA Entertainment.

**Bloomberg Businessweek, 20-26 March 2017, pp20-21**

## Economy

### UK unemployment at record levels...

Unemployment in the UK is likely to reach the highest level for 40 years, having fallen to 4.7% in January according to the Office for National Statistics. In contrast, earnings rose by just 2.2%, slightly above the inflation rate of 1.8%; this represents the weakest growth in real earnings since November 2014. The Bank of England expects inflation to rise to 2.7% this year, which will place a further strain on family incomes. As well as a rise in self-employment, the ONS has pointed to an increase in the number of people on zero-hours contracts, which account for 2.8% of all people in employment.

**The Times, 16 March 2017, p44; Financial Times, 16 March 2017, p2**



### **...while elsewhere employment is uncertain**

According to most of the countries who took part in a recent Manpower survey, the number of people being hired is expected to rise during the second quarter of the year. In Taiwan more than a third of employers expect to recruit more people. On the down side hiring expectations have reached their lowest point in India since the third quarter of 2005 and in China two-thirds of employees report uncertainty about their payroll situation for the second quarter.

**The Economist, 18 March 2017, p89**

### **Economic challenges for regions**

In May mayors are due to be elected in six areas of England. They will have considerable power over transport, economic development, skills and planning, yet the six regions together account for just 12.9% of GDP, compared with London's 22.9%. The *FT* considers the economic challenges that each region – West Midlands; Greater Manchester; Tees Valley; Liverpool; Peterborough and Cambridgeshire; and the West of England – face in terms of productivity, unemployment and deprivation.

**Financial Times, 16 March 2017, p2**

## **Energy and utilities**

### **EU Energy Union**

The EU's Energy Union strategy focuses on the shift to a low-carbon, competitive economy. In February EU member states agreed a proposal to invest €444m in European energy infrastructure projects. Eighteen electricity, smart grid and gas projects will contribute to the Energy Union's goals by connecting energy networks, increasing energy security and helping to meet sustainable development with the integration of renewable energy sources in the EU.

**London Business Matters, March 2017, p37**

### **Peak oil could be sooner than expected**

One way in which China is tackling air pollution in Beijing is by dictating that every new taxi is electric or gas-powered. This poses a threat to oil producers who fear the onset of "peak demand" for oil. Royal Dutch Shell believes the peak could arrive as early as 2020 but Chevron chief executive, John Watson, argues that demand "is likely to grow for our product for some time". Some big oil companies believe that the threat of peak demand is just another pressure on them to become more efficient and are focusing their efforts accordingly...

**Financial Times, 16 March 2017, p17**

### **Energy market reforms – Britain**

This House of Commons briefing paper covers current energy market reforms in Britain. In 2016 a review of the marketplace resulted in a report from the Competition and Markets Authority.

Recommendations from the report are currently being implemented whilst further reforms are being considered. This paper focuses on major reforms and events, including the CMA's key findings for domestic consumers and implications for suppliers.

**parliament.uk, 15 March 2017**

### **Delays to introduction of smart meters**

Digitally connected smart meters are to be brought to British homes by the end of the decade, through an £11 billion government scheme. Suppliers warn that the scheme could be held up by delays to the technology – to date only 5m out of the 26m homes in Britain have a first-generation smart meter. The Government insists that the upgrade will reduce energy bills by £300m by 2020. Small, disruptive energy suppliers are set to benefit because they will be able to launch their services faster. The technology will also give rise to a range of retail offerings.

**The Daily Telegraph (Business), 17 March 2017, p4**

## **Environment**

### **Climate emissions level off**

Harmful climate emissions from burning fossil fuels have remained level for a third consecutive year as natural gas continues to replace coal in the largest markets and renewable energy becomes more affordable. This is according to the International Energy Agency, which says that the move to a greener global economy is occurring more rapidly than originally thought.

**Financial Times, 17 March 2017, p1**

### **Haddock removed from green list**

The Marine Conservation Society has removed haddock from the North Sea and West Scotland from its list of "green" fish. This is likely to affect the UK's fish and chip shops, since 80% of the haddock eaten in the country comes from these areas. It is also one of the UK's "Big 5" fish, together with salmon, cod, tuna and prawns. Haddock has been downgraded because stock numbers last year fell below the recommended level.

**The Daily Telegraph, 17 March 2017, p11**

## **Fashion**

### **Jones could be booted into administration**

Jones the Bootmaker, the 160-year-old footwear chain, is on the verge of going into administration, although it could still be sold as a "going concern". Jones, which has 100 shops and 800 employees, has suffered from the growth of online shopping and a rise in business rates. Private equity firm, Alteri, acquired Jones two years ago for £12m in a deal which included the shoe chain, Brantano.

**The Guardian, 15 March 2017, p21**

### **Bentley Clothing wins trademark case**

Bentley Clothing has won a legal battle against luxury carmaker, Bentley, which had tried to prevent it from using the name on its clothing products. Bentley also failed to cancel the clothing brand's trademark. Carmakers have been capitalising on the aspirational nature of their brands by expanding into areas such as clothing. Bentley, which has been producing jewellery and accessories since the 1920s, was unable to demonstrate that it had a strong reputation in clothing.

**Financial Times, 21 March 2017, p22**

### **Inditex – fast fashion but margins fall**

Inditex, the world's largest fashion retailer by market value and owner of the Zara chain, has reported 10% growth in full-year net earnings although margins have reached a seven-year low. The Spanish company is regarded as a pioneer in fast fashion because it produces clothing quickly and in small enough quantities to allow it to respond rapidly to changes. It also produces most of its clothes in high-cost countries (unusual in the fashion industry), such as Spain and Portugal, which enables it to launch new designs faster than competitors.

**Financial Times, 16 March 2017, p18**

## **Financial services**

### **Local currencies**

ATMs were the big thing for Generation Y, by offering them quick cash on demand. The next big thing is local currencies, such as the Brixton pound, which can be used in certain cities or areas to shop in local stores for local goods. The timing is right for a shift in payment methods because of the coming together of three major factors: urbanisation; the rise of millennials; and blockchain technology, which enables secure transactions. This could lead to a new way of thinking about money based on co-operation.

**Wired, April 2017, p43 (Meiri)**

## **FMCG**

### **Beverages**

#### **Hot chocolate – as salty as seawater**

Research by Consensus Action on Salt and Health (Cash) reveals that drinking chocolate is as salty as sea water and that most foods will not meet Public Health England targets for salt reduction by the end of the year. It found that, out of 28 categories, only bread rolls had reached the reduced salt levels. Galaxy Ultimate Marshmallow Hot Chocolate was found to have 16 times more salt than the maximum target.

**The Daily Telegraph, 20 March 2017, p2**

### **New tastes in drinks**

People are treating themselves by buying higher quality, more expensive alcohol. This has translated into higher share prices for some manufacturers, such as Fever Tree, maker of premium tonics and mixers. The rise of craft beer is another indicator that people are looking for better quality products. The challenge for large brewers, such as Diageo, is to stay relevant...

**The Times, 18 March 2017, pp56-57**

### **Food**

#### **Greener chocolate**

A group of large chocolate manufacturers has joined up with Prince Charles to address the problem of deforestation. Mars, Nestlé and Ferrero have pledged to come up with a plan to stop cocoa growers cutting down huge amounts of forest. This could involve better policing of rainforests and incentives to grow higher-yield crops. Various governments, including those of the Ivory Coast, Ghana, France and the UK, have also pledged to present a plan to the UN climate change conference in Bonn in November. Prince Charles says the agreement is "a hugely encouraging step".

**The Daily Telegraph, 17 March 2017, p9**

#### **Mars addresses home market with Maltesers**

Mars is launching Maltesers in the US, representing its first chocolate brand launch in its home market for 20 years. Mars hasn't previously been able to introduce the brand to the US due to a legal wrangle with Hershey over who owns the rights to the name "Malteser". Mars may be the biggest chocolate maker globally but in the US it is playing catch up with Hershey.

**Financial Times, 21 March 2017, p17**

### **Tobacco**

#### **Watch where you vape**

Debrett's has produced an etiquette guide for users of e-cigarettes. It says the worst faux pas is vaping in a confined space, followed by smoking an e-cigarette in a restaurant or in a job interview (stating the obvious!) It is also bad form to be found vaping in cars, in bed or in someone else's home.

**The Daily Telegraph, 17 March 2017, p12**

#### **New cigarette laws on the horizon**

This is a reminder that from 20 May new laws will come into force stating that smokers will no longer be able to buy packs of ten cigarettes; instead they will have to buy larger packs at the prohibitive cost of £9 for the cheapest pack. Menthol cigarettes are also being phased out to deter young people from smoking. Cigarette packs, bearing graphic images and health warnings over 60% of their surfaces, will be plain.

**msn.com, 19 March 2017**

## Government and public sector

### **UK Government withdraws YouTube ads**

The UK Government has temporarily removed all its ads from YouTube, following the discovery that they are appearing next to inappropriate content (See also under Advertising). The Cabinet Office wants assurances from Google that its ads will be displayed in a "safe and appropriate way" in the future. *The Guardian*, Channel 4 and the BBC have also removed their ads for similar reasons. The Government considers platforms such as YouTube to be a cost-effective way of reaching mass audiences. Google has responded that it is committed to "doing better" and says "In the vast majority of cases, our policies work as intended, protecting users and advertisers from harmful or inappropriate content".

**bbc.co.uk/news, 17 March 2017; The Guardian, 17 March 2017, p2**

### **Panama – "first smart city" in Latin America**

Panama City is fast becoming Latin America's first smart city. Free Wi-Fi points are being installed at bus stops, giving access to travel information, as part of a joint project between the city authorities, JCDecaux, and wireless internet provider WIGO. JCDecaux has also joined with mobile phone networks to enable them to install cells in its street furniture to improve the City's networks. Innovations in Panama City are being rolled out elsewhere in the country under Panama's innovation authority: 20 local authorities have signed up to integrate their platforms into a digital platform for municipal management.

**The Times (Raconteur: Smart Cities), 15 March 2017, p12**

## Health and pharmaceuticals

### **US pharma – gaining approval**

The US pharma industry has breathed a sigh of relief at the nomination by Donald Trump of Scott Gottlieb, a physicist and regulator, to head up the US Food and Drug Administration (FDA). Trump had previously said that the industry was "getting away with murder" by charging high prices for its drugs. A radical change in the FDA would have threatened companies, such as Pfizer and AstraZeneca, which are due to launch new drugs over the coming months. Mr Gottlieb has previously been an advocate of "patient power", having supported some reforms which have made it easier for drugs to gain approval.

**Financial Times, 18 March 2017, p18**

### **China's medicines market**

China's national drugs market has grown to become the second-largest in the world. It is predicted to reach \$167 billion by 2020, compared with US spend

of \$400 billion a year. China tends to sell generic drugs with small margins and its pharma industry is highly fragmented which explains the limited investment in medicines. The Government is encouraging the industry to consolidate by raising standards for new medicines and improving the regulatory system. Developing drugs in China will prove far cheaper than in Europe or the US, which may give Chinese firms more incentive to produce medicines for the global market.

**The Economist, 18 March 2017, p66**

## IT and telecoms

### **Microsoft – looks to the cloud**

Windows Office, once the dominant PC application, still generates around two-fifths of Microsoft's revenues, but the company no longer protects it with the rigour it used to. The "new" Microsoft is touting Azure, a global computing cloud which has over 100 data centres around the world. Microsoft has become more of a vertically integrated technology company which not only writes software, but builds data centres and designs hardware. Alongside this, the company has experienced a shift in culture to become more open. But life in the cloud is hard, Azure is still loss-making and Microsoft has some way to go to compete with Amazon's AWS cloud services.

**The Economist, 18 March 2017, pp61-62**

### **Comparing apples with pears**

Apple has successfully opposed the use of a pear logo by Pear Technologies Ltd. Pear had filed two stylised logo marks as EU Trade marks but the Board of Appeal decided that the logos were visually similar to Apple's logo and that the two types of fruit, though distinguishable, are closely related in colour and size. This is an interesting decision because other tech companies, such as BlackBerry, have used fruit as a brand. It could be that Apple is more concerned about the way the fruit is depicted than the fact that it is fruit.

**lexology.com, 15 march 2017 (Zhou)**

### **Baidu leads AI in China**

In February the Chinese Government recruited internet giant, Baidu, to lead a new AI lab. Baidu has already spent huge sums on AI, driven by the fact that its revenue growth has been declining. It is experiencing pressure from local rivals as well as having been overtaken by Alibaba Group as China's leader in the digital ad market. Baidu has access to one of the largest and most detailed sets of consumer data in China which should give it an advantage when building AI products. Its experience in AI could help it to achieve dominance in some areas and enable it to enter new ones, such as cloud computing and self-driving cars.

**Bloomberg Businessweek, 20-26 March 2017, pp38-40**



## Leisure and tourism

### **Olympics – unsustainable business model?**

This month Budapest became the latest of a growing number of cities to withdraw their bids to host the 2024 Olympic Games, reducing the number of contestants to just two – Los Angeles and Paris. A 2016 study by Saïd Business School revealed that the average cost overrun of hosting the Games was 156%. The International Olympic Committee's contract with host cities ensures that the taxpayer foots the bill for any overspend. Although sponsors and TV broadcasters are keen to invest huge amounts in the Games, the IOC is taking an ever-increasing share of revenues. It currently gives less than 30% of TV revenues to the host city, down from 69% in 1992. So is the current model for hosting the Olympics is sustainable...?

**The Economist, 18 March 2017, p67**

### **Disneyland – popular despite financial losses**

Despite France having invested huge amounts in Disneyland Paris, the theme park's shares have plummeted since it was opened in 1992 and it has achieved profitability for just a few years of its existence, the last profitable year being 2008. Disney has restated its wish to take Euro Disney back into private ownership but investors are at loggerheads. The park has high running costs and badly needs to update itself digitally but it is still popular and could still deliver profits...

**The Economist, 18 March 2017, pp63-64**

## Materials and mining

### **Diamonds are not forever**

The supply of new diamonds is in decline, diamond companies are reducing their exploration budgets and synthetic diamonds are becoming more popular. It is predicted that natural diamonds production will peak in 2019 after which there will be a slow decline. Diamonds are the result of "the most successful and sustained publicity campaign in history", argues the author of this article. He charts the rise and fall of the diamond and how it has been buoyed up by clever marketing.

**The Times, 18 March 2017, p27**

### **Sheffield steel – a glow on the horizon**

Sheffield steel, which suffered from deindustrialisation in the 1980s followed by the recent financial crisis, is betting its future on precision engineering. Companies are adopting advanced technology to enable them to compete with cheaper manufacturers. Sir Andrew Cook owns one of the few family run steel companies left in in Sheffield. His factory has survived through innovation and the manufacturing of high-tech, components that Chinese companies don't make. There are other grounds for optimism, which include

investments in Sheffield by both Boeing and McLaren.

**Financial Times, 21 March 2017, p3**

### **UK miner – a rare opportunity**

Neodymium, a rare earth metal, is used in magnets for electric car engines. British company, Mkango Resources, has two mining licences in Malawi, one of which may produce up to 17 rare earths, including neodymium. The company has joined up with Rotherham-based Metalysis whose patented technology can be used to produce the magnets for the cars. If all goes well, this could help to offset the dominance of China, the biggest producer and consumer in the rare earth market.

**The Times, 20 March 2017, p40**

## Media

### **Books**

#### **E-book sales fall while physical books up**

While overall book sales rose in the UK last year by 6%, sales of e-books fell by 4%, according to data from Nielsen. Physical book sales rose by 7%, led by non-fiction (up 5%) and children's (up 3%) books. The fall in e-book sales has coincided with a decline in the growth of e-reader ownership and a hike in the prices of e-books. Nielsen also reports that last year, for the first time, mobile phones and tablets overtook e-readers as the most common device for reading e-books.

**emarketer.com, 16 March 2017**

### **Film**

#### **Disney objects to Malaysian censorship**

Walt Disney has removed *Beauty and the Beast* from cinemas in Malaysia after its censorship board insisted that a "gay moment" (two men dancing) should be removed from the film. Disney's statement that "the film has not been and will not be cut for Malaysia", reflects the determination of multinationals not to cave in to illiberal demands of other markets. This is the first Disney film to feature a gay character and the withdrawal of the film will not overly affect Disney's takings. In Singapore, where the film has been approved, the Anglican bishop has warned congregations of its "homosexual content".

**Financial Times, 16 March 2017, p6**

### **Internet**

#### **Selective eWOM processing**

Online reviews, a type of word-of-mouth (eWOM), are popular with consumers when making purchase decisions. However, consumers are often faced with hundreds of reviews for just one product or service and cannot possibly process all of them. In a series of studies, the authors examine selective processing of these eWOM cues. A cluster analysis of members

of a large online panel reveals five eWOM processing types: "The Efficient"; "The Meticulous"; "The Quality-Evaluators"; "The Cautious Critics" and "The Swift Pessimists". The research could help companies to better understand consumers' eWOM processing and improve their online review sites.

**Journal of Interactive Marketing, Vol 37 February 2017, pp89-104 (Gottschalk and Mafael)**

### **Ad fraud a growing concern**

Google and Facebook, between them, control around 60% of all digital advertising but now they could face a boycott from major advertisers unless they do something to tackle advertising fraud which will cost the ad industry \$16.4 billion this year. This is according to Johnny Hornby, founder of The&Partnership, a media agency. His comments follow increasing concern about the rise of ad fraud, which includes tricks to steal from advertisers, including the use of fake sites, bots and hi-jacked computers.

**The Times, 16 March 2017, p41**

### **Carry on camping – but not on Google!**

Pitchup.com, an outdoor accommodation company, is at loggerheads with Google because it refuses to host its adverts. It has been excluded from Google's Hotel Ads search tool which lets users search for hotel prices within Google search results. The tool is currently only open to large sites, such as Expedia and Booking.com. Google claims that the tool doesn't support camping sites but says it is still testing the feature. It is currently embroiled in a number of anti-trust cases with the European Commission, which accuses it of having promoted its own price comparison service over others.

**The Daily Telegraph (Business), 16 March 2017, p8**

## **Newspapers**

### **Success in print media**

When digital media started to challenge print as the preferred source of information for millennials and others, a few "visionary" print media companies were able to respond to the threat. By combining their print platforms with a digital presence they succeeded in maintaining an online readership while still selling print copies. This article looks at some successful examples, such as *The Washington Post*, which has increased its digital subscriptions by 145% and *The Times*, one of the few UK newspapers to increase its print circulation. The article also outlines the way forward for newspapers using a few "common action steps".

**Gulf Marketing Review, March 2017, pp14-16**

### **Guardian attracts 200,000 paying readers**

*The Guardian* has reached the 200,000-reader mark for its paid-for membership scheme. Katherine Vine, its editor, says this is an "important milestone" as

the newspaper continues to tackle the fall in ad revenues.

**Campaign, 17 March 2017, p3**

## **Radio**

### **The power of audio marketing – radio**

Sound is one of the most successful ways of connecting with an audience. The power of audio marketing has been underestimated, according to Ed Keohane, director of audio at Bauer Media Group. Studies reveal that 41% of viewers skip through video ads while radio listeners tend to listen to the entire commercial, claims Keohane. Radio helps to create one-to-one relationships with a community of listeners, which is particularly true when it is delivered via apps on mobile devices. A recent digital audio campaign by Bauer for Jaguar UK resulted in a 100% listen-through rate and high levels of test drives. According to RAJAR, 45.5% of radio listening is done via a digital device.

**Advertising Week Europe, 20-24 March 2017, pp148-149 (Gedetsis)**

## **Social media**

### **Social media – hard to integrate and assess**

A survey of US marketing execs reveals that they are spending 10.5% of budgets on social media, a figure that is expected to rise to 18.5% in the next five years. Yet marketers consistently overestimate spend, partly because they struggle to integrate social media with other channels and partly because its impact is hard to ascertain. Some 43.3% of those surveyed said they "haven't been able to show impact yet". Marketers give social media a score of 3.2 out of seven for contribution to company performance.

**marketingweek.com, 16 March 2017**

### **Twitter – bots will distort marketing data**

New research from two US universities suggests that around 15% of Twitter accounts (48m) are bots and not people. This is bad news for Twitter and disappointing for marketers who rely on engagement data. The report, from the University of Southern California and Indiana University, also points to the benefits of social media bots, but warns that brands will not be able to properly evaluate marketing performance.

**dmnews.com, 14 March 2017**

## **Television**

### **Ofcom to assess Fox bid for Sky**

UK culture secretary, Karen Bradley, has referred 21<sup>st</sup> Century Fox's bid for Sky to Ofcom. She wants the regulator to examine whether Fox's acquisition of the broadcaster will damage media plurality in Britain by giving too much influence to Rupert Murdoch's media empire. Ofcom will also look at Fox's commitment to UK broadcasting standards and

carry out a "fit and proper" review of Sky and its chairman, James Murdoch.

**Financial Times, 17 March 2017, p15**

## Packaging

### **Plastic bottles contain 7% recyclable plastic**

According to Greenpeace, six of the world's biggest soft drinks companies are using plastic bottles that contain only 7% recycled plastic on average. The worst offender is Dr Pepper Snapple, whose bottles contain less than 1% recycled plastic, followed by Nestle (4%) and Coca-Cola, Suntory and Danone (each 7%). PepsiCo was the best performer, at 9%. Over 530 billion plastic bottles are produced globally every year, with 12m tonnes of plastic ending up in the sea. Drinks companies are taking action by using thinner bottles or bottles made from bioplastics.

**The Times, 16 March 2017, p17**

### **Pantene launches shower timer bottle**

Today is the United Nation's World Water Day which aims to reduce water wastage. Pantene, the shampoo brand, has come up with one solution to help consumers conserve water. Last November it launched a limited edition ShowerGlass bottle in California. Each bottle has a five-minute timer attached to it with instructions to "Flip the bottle to time your shower". The timer is designed to be transferred between bottles. The campaign reached 211.8m consumers on social media telling them about the water shortage in Southern California.

**brandchannel.com, 16 march 2017**

## Retailing

### **House of Fraser in turnaround plan**

House of Fraser plans to reduce the number of brands it sells, to relaunch its website and to target older women under a turnaround strategy initiated by its Chinese owners. The store aims to cut 47 of the 677 third-party brands it sells and reduce the number of own-labels from nine to five. The store's new core customer, nicknamed "Jo", is a mother of two who typically earns two or three times the national average. House of Fraser will also have fewer, shorter promotions to reduce shopper expectations that they will receive discounts.

**retail-week.com, 17 March 2017; The Times, 17 March 2017, p47**

### **Retail Parks suffer from Brexit effect**

Overall retail footfall fell by 1% in February but the decline was steepest at retail parks, where footfall fell by 1.6% compared with a 2.5% rise in the same period last year. This is the largest fall in footfall since November 2013 and is probably attributable to people holding back their spending on large household items and furniture due to the triggering of Article 50.

**retail-week.com, 20 March 2017**

## Services

### **The rise of the serviced apartment**

Savills, the estate agent, says that 2017 will be a record year for new serviced apartment development in the UK: over 2,600 units are due to open. Serviced apartments are becoming increasingly popular for business or leisure or both (bleisure). This article looks at the growth of serviced apartments and apart-hotels, as businesses move staff around the world on flexible or short-term contracts. Serviced apartments and apart-hotels are increasingly appearing on online aggregator and booking sites which no longer focus just on single hotel rooms.

**London Business Matters, March 2017, pp48-51**

### **Prices rise for pubs and restaurants**

Nearly three-quarters of pub and restaurant chains say they are considering price rises, according to a survey by CGA Peach, for its *Coffer Peach Business Tracker*. It says that food and drink catering businesses are facing rising costs from business rates coupled with a hike in the national living wage and fierce competition in the sector. Nevertheless restaurants enjoyed a rise of 2.4% in like-for-like sales during February.

**The Daily Telegraph (Business), 16 March 2017, p5**

### **Domino's – a digital topping**

Although Domino's has maintained traditional ways of making pizzas over the 57 years since the company was founded, it has introduced numerous ordering methods. It likes to promote the idea of "minimal human" and "maximal digital contact". Modern marketing methods have worked well for the company and, as it has become more tech-oriented, its sales have been rising. Domino's has gone from 9% of the market in 2009 to 15% last year, the fastest growth rate among the US's top ten fast-service chains.

**Bloomberg Businessweek, 20-26 March 2017, pp42-47**

### **Luxury accommodation for baby boomers**

Chelsea Court in London's King's Road is a luxury care home with suites costing between £2,000 and £3,000 a week for people with dementia. It offers premium hotel-style facilities with luxurious suites and escorted trips to art galleries or the opera. It was opened last November by hotelier, Laurence Geller, who is betting on the fact that niche, hotel-style accommodation for the elderly will appeal to those who are disenchanted with the current quality of care in nursing homes, and the wealthy baby boomers who are coming up to retirement.

**Financial Times, 18-19 March 2017, p16**

## Transport and travel

### **Japanese cars and Brexit**

In an indication that Toyota will continue to manufacture cars in the UK post Brexit, it has decided to invest £240m in upgrading its UK car plant in Derbyshire. This has been boosted by £21.3m from the UK Government as it seeks to maintain the competitiveness of the UK car sector. Around three-quarters of the cars produced by the Derbyshire factory are exported to the EU but many of the components used in the vehicles are imported from the EU. In a separate article the *FT* examines how Japanese carmakers – Nissan, Toyota and Honda – are responding to Brexit.

**Financial Times, 17 March 2017, p1; Financial Times, 17 March 2017, p3**

### **As drones take off, new laws will kick in**

The global unmanned aerial vehicle (UAV) market is worth around \$4 billion and predicted to reach at least \$100 billion within ten years. The rapid growth of drones will take place in the construction and infrastructure, transport, media and entertainment, agriculture, security and mining sectors. Their increased use will create new risks that will have to be managed – drone users should be aware of the law and are advised to access the CAA's drone code. Aviation law for drones is likely to develop rapidly over the next few years.

**lexology.com, 13 March 2017 (Rebello);**  
[www.caa.co.uk/Consumers/Model-aircraft-and-drones/Flying-drones/](http://www.caa.co.uk/Consumers/Model-aircraft-and-drones/Flying-drones/)

### **Intel acquires MobilEye for self-driving tech**

This month Intel paid \$15.3 billion for Mobileye, an Israeli company that specialises in autonomous car technology. The company's EyeQ software, which is already fitted in over 15m vehicles, can be used to collect information from installed cameras to update the maps that autonomous cars need. Intel, meanwhile, is joining other tech companies that are trying to compete with carmakers and auto-parts suppliers for the car of the future. Tech firms are also making alliances with carmakers – last year Intel and MobilEye joined forces with BMW to develop self-driving cars.

**The Economist, 18 March 2017, pp62-63**

Written by CIM's Knowledge Services Team

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## On the Move

Name	From	To	New title	Source
Rosie Ayoub	Survey Sampling	Norstat UK	Managing Director	research-live.com
Colin Bradshaw	IBG World	TwentyCi	Chief Customer Officer	Database Marketing
Matt Lee	Leo Burnett	M&C Saatchi	Joint Deputy Executive Creative Director	Campaign
Madeleine Macey	n/a	Liberty	Marketing and Communications Director	fashioninsight.co.uk
Mike Mathieson	Consultant	Lucky Enterprises	Chief Executive	Campaign
Daren Rubens	PHD	The Lighthouse Company	Chief Executive	Campaign
Shaun Spiers	Save the Children UK	Action for Children	Managing Director of Fundraising, Communications and Policy	Third Sector

## Promotions

Name	Company	Previous title	New title	Source
Neil Christie	Wieden & Kennedy	Managing Director	Chief Operating Officer	Campaign
Dean Standing	REaD Group	various	Client Services Director	Database Marketing
Ricky Wilson	Marks & Spencer	n/a	Head of Online Trading and Merchandising for Clothing and Home	retail-week.com



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

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Campaign\*\*

Conference & Incentive Travel

Construction News

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

Database Marketing

[www.dma.org.uk](http://www.dma.org.uk)

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

The Economist\*

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

[www.europeanlawmonitor.org](http://www.europeanlawmonitor.org)

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

Gulf Marketing Review

Harvard Business Review\*\*

Industrial Marketing Management

Journal of Brand Strategy

Journal of Interactive Marketing

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Journal of Marketing Communications\*\* (18 month embargo)

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

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PR Week

[www.retail-week.com](http://www.retail-week.com)

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[Agriculture, fishing and forestry](#)

[Building industry](#)

[Businesses and strategy](#)

[Charities and NGOs](#)

[Durable goods](#)

[Economy](#)

[Energy and utilities](#)

[Environment](#)

[Fashion](#)

[Financial services](#)

[FMCG](#)

[Beverages](#)

[Food](#)

[Tobacco](#)

[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](#)

[Materials and mining](#)

[Media](#)

[Books](#)

[Film](#)

[Internet](#)

[Newspapers](#)

[Radio](#)

[Social media](#)

[Television](#)

[Packaging](#)

[Retailing](#)

[Services](#)

[Transport and travel](#)

[On the move](#)