

# Cutting Edge: Our weekly analysis of marketing news

26 June 2019

Welcome to our weekly analysis of the most useful marketing news for CIM members.

Quick [links](#) to sections

## Marketing trends and issues

### Advertising

#### Paratextual advertising

Brands are using hybrid forms of advertising such as branded content, native advertising or sponsored TV “pods”, as alternatives and extensions to traditional mass media advertising. This article uses Genette’s (2010) theory of transtextuality to look at the effect of paratext “the text about the text” in advertising. The authors describe examples of paratextual advertising and promotion and present an analytical framework.

**Marketing Theory, Vol 19(2) June 2019, pp195-215 (Hackley and Hackley)**

#### North Korea

For years North Korea has been ad-free; the first advertising billboard appeared in Pyongyang in 2002 showing a celebrity promoting the Pyeonghwa car joint venture. Otherwise billboards showed hand-painted propaganda and political or social slogans. The country’s papers and magazines are essentially still free of commercial promotions while packaging reflects a certain “Korean-ness”. In 2002 North Korea started bringing in foreign products, leading to competition for local brands. Digital technology has also meant the end of hand-painted graphics. The country seems to be responding to foreign influence in the marketing of its consumer goods. The streets are still largely ad-free but things will change, and ad agencies will have their day...

**Campaign, June 2019, pp86-92 (Bonner)**

### Brands and branding

#### CBE and brand-hosted social media

The authors examine consumer brand engagement

(CBE) from a social aspect in the context of brand-hosted social media. They show that CBE and brand-based consumer-to-consumer interactions or social brand engagement (SBE) result in brand loyalty intentions. The results suggest that self-brand connections and SBE are drivers of CBE. In addition, CBE appears to be the main factor in encouraging brand loyalty. The survey was conducted among brand customers on Facebook.

**Journal of Marketing Management, Vol 35(7-8) June 2019, pp716-741 (Helme-Guizon and Magnoni)**

#### Sonic branding

Consumers process sonic information a lot faster than they do text, so consumer relationships with brands are increasingly shaped by sonic experiences such as sound and music. Effective audio branding is more than just a jingle and “sonic DNA” should run through all aspects of the brand. Brands, such as Skype, Intel and McDonald’s, have been using sonic branding for many years, mainly through jingles and idents. However, according to the *Audio Brand Index* from amp, even top-ranked companies (McDonald’s and Disney) have achieved limited effectiveness with their sonic branding. The sonic identity is like a “calling-card” that can be used across all customer touchpoints and will become as essential to a brand’s identity as its visual personality.

**warc.com/admap, June 2019 (Arnese)**

#### Cause-related marketing as brand strategy

Cause-related marketing (CRM) – donating to a charity when consumers buy particular products – is a popular brand strategy. This study tests the impact of a brand’s level (for example, high-end), and the conspicuousness of its CRM, on consumer responses towards the brand. Results suggest that



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consumers respond more positively when high-end brands participate in CRM, particularly when the CRM promotion is prominent. Pride and guilt are found to be important factors. The study suggests that implementing CRM campaigns may be fruitful for brands, particularly high-end ones that boost the conspicuousness of their CRM campaign.

**Journal of Product and Brand Management, Vol 28(4) 2019, Earlycite (Childs and Kim)**

## **Children**

### **Ben & Jerry's outdoor ads banned**

The ASA has banned two Ben & Jerry's outdoor ads because they targeted children by being within 100 metres of two schools. The Children's Food Campaign claimed that the ads contravened the CAP Code. The Code says that no medium should be used to advertise HFSS products if over 25% of its audience is under 16. Unilever (Ben & Jerry's owner) has been told not to promote HFSS products close to a school again. However, Unilever argues that Ben & Jerry's consumers are 18- to 35-year-olds.

**marketingweek.com, 19 June 2019**

## **Conferences and events**

### **Making events sustainable**

*The Last Straw? Make a Sustainable Difference in Events*, reports on a 2018 survey undertaken by C&IT in partnership with the Conference Centre Dublin (CCD). It highlights the fact that 61% of event professionals in the UK have seen a rise in the importance of CSR in their industry, but that many companies do not have any sort of CSR in place. The report gives pointers for event professionals on how to achieve more ethical, sustainable events. Advice includes: starting simple and doing research; the importance of collaboration; thinking local and making responsible choices; embracing technology; reducing, reusing and recycling; and thinking about the social impact.

**citmagazine.com, 19 June 2019**

## **Event technology**

Conference attendees who sign up to an app may be consenting to the collection of a huge amount of personal information, which event organisers can then use in their own marketing and sell on to other exhibitors and advertisers. Conferences, described as the "ultimate human-to-human format", suffered a downturn after the 2008 financial crisis but now there is an upward trend around the world, according to American Express Meetings & Events. Technology is aiding the sector's progress: the event management software market is worth \$8 billion a year and there are new specialist digital services. Amex says that companies are looking to monitor attendees' engagement levels through activity trackers and using facial recognition to register delegates and interpret their expressions. This will

enable exhibitors to follow up with emails and sales calls. Two major issues are: data privacy and the fact that digital apps are only as good as the infrastructure supporting them.

**Financial Times, 24 June 2019, p17**

## **Consumer behaviour**

### **Don't use Pride unless you are committed**

Marketers should beware of using Pride month as an advertising vehicle since customers may well regard it simply as a "marketing ploy". Half of users in the US say that if a company brings in new Pride-related merchandise or content, they will regard it as a marketing tactic, according to a June YouGov survey. However, companies that have already demonstrated their support for the LGBTQ+ community, could benefit from advertising. The results of YouGov's survey, *LGBTQ Pride*, are explored.

**emarketer.com, 20 June 2019 (He)**

## **Customer relations**

### **Defining customer segmentation**

Customer segmentation, a powerful tool for helping businesses to understand groups of customers and prospects, has been around for many years. However, the way in which segments are created and used in a digital world is constantly changing. This blog post gives an overview of segmentation; how segments are built; and what they are used for. It also provides examples of segment-based personalisation.

**business2community.com, 18 June 2019 (Sweet)**

## **Tackling the loyalty penalty**

The term "customer centric" is rapidly becoming a meaningless corporate buzzword but the UK Government is taking it seriously. Last week it gave the Competition and Markets Authority the power to fine companies for the so-called "Loyalty penalty", whereby businesses increase prices for loyal customers and give the best deals to new customers. A super-complaint to Citizens Advice last year revealed that the practice is commonplace in the telecoms, insurance and banking sectors. The CMA, FCA and Ofcom are all working on the issue. Meanwhile, companies are advised to rethink the conventional business model in which profits are made by overcharging loyal customers while attracting new ones by offering discounts...

**Financial Times, 19 June 2019, p18**

## **Direct marketing**

### **Door drops stable**

The latest annual door drop report from the Data & Marketing Association (DMA), reveals that door drops have remained reasonably stable despite GDPR and political uncertainty. The report shows that net spend by UK businesses last year reached

around £260m, slightly less than the £263m spent in 2017. However, better targeting has probably led to a decline in door drop volumes: the annual volume fell from 5.7 billion in 2017 to 5.4 billion last year. In 2018 this averaged out at 3.78 per week per household, the lowest since the DMA began the report. Tim Bond, head of insights at the DMA, says that with the upcoming ePrivacy Regulation, there could be “an opportunity for door drops – and also direct mail – to increase its prominence within the marketing mix”.

**marketingweek.com, 21 June 2019**

## Law

### Behavioural advertising unlawful

A report from the Information Commissioner’s Office (ICO) is concerned that profiling techniques used in online behavioural advertising are breaking UK and EU law. “The adtech industry appears immature in its understanding of data protection requirements” and “we have general, systemic concerns around the level of compliance of RTB” (real-time bidding), it says. One area of concern is profiling data which it claims is not being collected or handled lawfully because users have not given their explicit consent. It is also worried about the pop-ups which advertisers use to warn users about cookies. The ICO believes that the ad industry is taking more data than it is entitled to and that it will need to take further action to achieve compliance with the law.

**prolificlondon.co.uk, 21 June 2019 (Hall)**

### ICO and Ofcom on online harms

This article takes a look at the ICO and Ofcom’s joint report on internet users and online harms. The Government’s recent White Paper was based on this report. The ICO report revealed that three out of five British adults, and four in five 12- to 15-year-olds, had suffered at least one potential harm over the past 12 months. Both publications provide insight into the attitudes and motivations of internet users. The White Paper proposes a statutory duty of care by digital service providers among other initiatives.

**lexology.com, 19 June 2019 (O’Donoghue and O’Brien);**  
<https://ico.org.uk/media/about-the-ico/documents/2615000/online-harms-chart-pack.pdf>;  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/793360/Online\\_Harms\\_White\\_Paper.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/793360/Online_Harms_White_Paper.pdf)

### Becoming data-smart

Organisations are capturing and storing huge amounts of consumer data every day. The GDPR, plus new regulations soon to be introduced in California, mean that consumers can reclaim control over their data. However, organisations will still need to do more to ensure that the data is held securely and responsibly. Here are five ways to make your organisation “data-smart”.

**ama.org, 19 June 2019 (Raben)**

## Marketing

### Most marketers considering AR campaigns

New research suggests that 56% of marketers are “likely or very likely” to consider using AR in a campaign over the next 12 months, but a quarter say that technical barriers are preventing them from doing so and almost 40% says that cost is a barrier. Some retailers are already using AR, such as John Lewis, which has announced a trial of AR and VR allowing shoppers to visualise products in their homes. Julie Shumaker, VP of advertiser solutions at Unity, which conducted the research, points to the “disconnect between the growing demand for AR solutions and the pace at which advertisers, marketers and creatives are becoming comfortable with the technology”.

**prolificnorth.co.uk, 20 June 2019 (Hall)**

### Cause marketing – the best and the worst

Cause marketing has become central to many consumer companies’ corporate strategy (See also under FMCG) but marketers must demonstrate authenticity in their cause communications. According to Mintel, some 56% of Americans say they would stop buying brands that they consider to be unethical. Globally, 91% of consumers would switch to a brand that supports a good cause, if price and quality were the same. Supporting a good cause can nurture positive feelings and engender loyalty between stakeholders and the business. This article looks at some of the less fruitful cause marketing campaigns (Pepsi, Mastercard, Brewdog) as well as some highly successful ones (Patagonia, The North Face, Lush, Hey Girls). Remember that consumers can access a lot of information and won’t hesitate to ditch dishonest brands.

**the drum.com, 21 June 2019 (Mulcahy)**

### What is product marketing?

It is hard to find a good definition for product marketing, yet it is one of the few job functions that impinges on product, marketing and sales. Although product marketing is “the process of bringing a product to market”, marketing a product goes well beyond its launch and extends to the product’s entire lifecycle. This article considers what product marketing looks like before, during and after a product launch and presents seven critical steps that product marketers should be taking.

**blog.hubspot.com, 19 June 2019 (Kolowich)**

### Sales and marketing – not a linear journey

B2B sales and marketing were set up to operate in a linear fashion – first marketing and then sales – according to Brent Adamson, VP of Gartner. Yet Gartner’s 2018 research reveals that B2B buyers spend 27% of their time researching online and 17% meeting suppliers, suggesting that the linear model has become redundant. Digital disruption of

the traditional buying journey means that sales people may well become the first point of contact while marketers act as "sales enablers". Both sales and marketing need to be aligned so that they can produce content to influence decision-making processes. Brent Adamson suggests the creation of a "buyer enablement team". Gemma Butler, director of marketing at CIM, points out that marketers are vital for delivering business growth (CIM research has found that average business growth driven by marketing is around 19% a year). The line between sales and marketing has become less distinct and the remits of both have evolved to deal with a more complex and non-linear buying journey.

**The Times (Raconteur: Sales Performance), 20 June 2019, pp14-15 (Smith)**

### **Entry-level career opportunities**

DMA (Data & Marketing Association) Talent has produced a report to identify the opportunities that the data and marketing industry can offer young people. It provides a roadmap and outlines skills needed to get started. It covers three main areas which relate to entry-level marketing jobs, in the UK: the availability of entry-level jobs and the opportunities in the marketing industry; the skills that employees are currently seeking and whether current candidates fit the bill; and actions that can be taken in response to employers' views and needs.

**dma.org.uk, 20 May 2019**

### **Market research**

#### **The client-researcher relationship**

Market research involves producing commissioned knowledge as well as maintaining client relationships. Research material needs to be useful to the clients and they are the ones to determine whether it is of value or not. This case study looks at how commissioned knowledge is dealt with by a group of market researchers, the central question being: "How do market researchers consider and attempt to shape how clients receive commissioned market research knowledge?" The author is particularly interested in how researchers determine who their clients are and how to foster the client-researcher relationship.

**Marketing Theory, Vol 19(2) June 2019, pp149-168 (Nilsson)**

#### **Screen size impact on online data collection**

The authors consider whether the size of screen (smartphone vs PC) used by participants in online research can affect their responses. The main hypothesis is that screen size is likely to be a factor when stimuli with aesthetic qualities are shown on the screen. The study found that those with large screens responded with a higher level of both positive emotions and attractiveness perceptions than participants with small screen devices. The results emphasise that the

respondent's device can be an influencing factor in research projects that use online data collections.

**Journal of Consumer Marketing, Vol 36(5) 2019, Earlycite (Söderlund et al)**

### **Public relations**

#### **Averting retaliation and avoidance**

The authors investigate the role of empathy and apology in service recovery and seek to establish how these factors promote positive service outcomes and mitigate negative effects, such as customer retaliation and avoidance. Research using an online panel finds that service employee empathy and apology have a moderating effect on the relationship between the severity of the service failure and reconciliation, retaliation and avoidance. The authors conclude that managers should hire and train employees to promote empathy and the use of sincere apologies throughout customer interactions.

**Marketing Intelligence and Planning, Vol 37(4) 2019, pp358-371 (Radu et al)**

#### **Lord Bell in more PR controversy**

The owners of the O2 Arena, AEG Europe, have been accused of hiring a PR agency to drum up opposition to the building of a rival venue. Sans Frontières Associates, owned by Lord Bell (former owner of disgraced Bell Pottinger), is said to have set up a "fake" local community group called Newham Action Group, which used billboards and social media to object to the proposed building of the MSG Sphere in east London. If built, the new venue will become the largest concert venue in the UK and could compete with the O2 Arena. In May, Newham Action Group shut its social media accounts and took down its billboards following a complaint to the Advertising Standards Authority.

**The Times, 22 June 2019, p23**

### **Sponsorship**

#### **Purplebricks sponsors Team GB**

Purplebricks, the online estate agent, is to sponsor Team GB at the 2020 Tokyo Olympics. It will become the Official Estate Agent of Team GB. The company will change its "Sold" boards into special gold versions carrying the Team GB logo. This will reflect Purplebricks' own "Gold Trusted Service" award from Feefo, the review site. Tim Ellerton, commercial director for the British Olympic Association, says that Purplebricks' visibility in the streets will give Team GB "a great presence".

**marketingweek.com, 20 June 2019**

#### **Olympic Games sponsors**

Coca-Cola and Mengniu, a Chinese dairy firm, have signed an 11-year deal to become joint sponsors of the Olympic Games from 2021. Coca-Cola is the longest-standing sponsor of the Games while

Mengniu has been looking to expand globally.

**The Daily Telegraph (Business), 25 June 2019, p7**

## Agriculture, fishing and forestry

### **Perry looking for fresh growth**

Perry or “pear cider” has almost disappeared because it is so hard to make. Its chief advocate is Tom Oliver of Oliver’s Cider, who campaigned for perry back in the 1990s. There are more than 100 types of perry pear and the Ross-on-Wye Cider & Perry Company grows more than 40 of them. Yet there are probably no more than 30 perry producers in England. The Fine Cider Company, founded in 2014, is busy introducing it to Michelin-starred restaurants which may boost its popularity.

**FT Weekend (Magazine), 15-16 June 2019, pp26-27**

### **Public goods for public money**

A new survey of farmers by the Wildlife and Countryside Link, an environmental and animal welfare coalition, reveals that 50% of farmers supported the idea of “public money for public goods”, while a third were neutral on the subject and 20% disagreed. Most farmers (80%) agreed that the health of the natural environment is important or very important for business. Pollution prevention was deemed important by 56.2% of farmers; animal welfare by 50.4%; and biodiversity conservation by 38.2%. Rather surprisingly, these factors ranked higher than food productivity and competitiveness at 38%.

**farminguk.com, 24 June 2019**

## Building industry

### **Construction license in the pipeline**

A new Construction Licensing Task Force is to lead the development of a compulsory licensing scheme for UK construction companies. The aim is to improve the trustworthiness of the industry and “to transform the sector into a high-quality and professional industry”. The plan has been unveiled by the Federation of Master Builders (FMB), which says that all companies will need to hold a license regardless of size. The FMB says that 32% of homeowners are put off having major work done because of the fear of hiring a “dodgy builder”.

**Construction News, 21 June 2019, p10**

## Businesses and strategy

### **Organisational change for the 2020s**

The companies that are successful in the 2020s are those that can “learn and adapt to changing realities, combine artificial and human intelligence in new ways and harness the benefits of broader business ecosystems”. This requires a radical transformation since many businesses are founded

on systems that involve hierarchy and human decision-making. Traditional approaches to organisational change are not that effective and only around one in four transformations succeed. Leaders need to adopt a new approach that includes evidence, analytics and emerging technology. The science of organisational change is based on five elements, which are explained in this paper.

**bcg.com, 2 May 2019 (Faeste et al)**

### **Skills shortages on the rise**

Britain has record levels of employment and unemployment is at its lowest rate (3.8%) since 1974. This means that finding staff with the right skill sets has become increasingly difficult. One out of five businesses report taking six months to fill a role, according to the British Chambers of Commerce (BCC). It says that the system of education and training is not giving young people the right skills or pathways into the workforce. Pawel Adrjan, an economist who conducted the research with the BCC, says that many employers are “unaware or apathetic” about schemes such as T Levels or the apprenticeship levy. Employers have been demanding reforms to the levy and have also been critical of the T Levels, a technical alternative to A levels.

**The Times, 25 June 2019, p42**

### **African companies looking to expand**

Over the years many African businesses have tried to expand overseas but failed, while European and American firms still dominate African markets. Yet African businesses are starting to expand: a 2017 McKinsey survey found that two-thirds of African firms planned to expand into new countries in the region over the next five years. The Boston Consulting Group reports that the 30 largest African companies operated in an average of 16 countries in Africa in 2018. Some of the largest businesses now have the clout to challenge multinational incumbents. However, there are two major challenges: one is finding customers (the total economy of Africa is smaller than that of France); the second is uncertainty in the form of weak supply chains, volatile currencies and changeable regulations. Successful expansion may depend on being “choosy” about where to focus.

**The Economist, 22 June 2019, p58**

## Charities and NGOs

### **Charity income slows**

The NCVO’s *UK Civil Society Almanac 2019* has just been published. It gives insights into the state of the voluntary sector, what it does, its income, spending, workforce and impact. While most organisations are micro and small (82%), they contribute £17.1 billion to the UK economy. The report, which relates to 2016-2017, says that income has continued to grow,

but it has been slower than in previous years. Public and government income (the largest income sources) have plateaued. Growth instead has come from grants and investments. The data is presented in the form of infographics which can be clicked on to display the background information.

<https://data.ncvo.org.uk>, 19 June 2019

## Durable consumer goods

### Pocket money toys

Pocket money toys are retailing at around £5 each but, instead of "plastic tat", the products have become better designed and better made and may even retain the child's attention for bit longer. Perhaps because of the tough financial climate, the pocket money toys market has become more competitive than ever. This article looks at the popular products in the sub-£10 bracket which toyshop The Entertainer says is the "absolute sweet spot" in terms of price and represents over a quarter of the market.

**TnP, Vol 38(9) June 2019, pp32-33 (Welsh)**

## Economy

### Over-65s spending more than Millennials

Today's pensioners spend £100 a week more on alcohol and eating out than their predecessors, according to a report entitled *An Intergenerational Audit for the UK: 2019* by the Resolution Foundation. It claims that from 2017 to 2018 the average Briton aged 65 and over spent £388 on non-essentials every week compared with £283 between 2001 and 2002. Yet Millennials' (aged 18-29) spending has declined, from £406 a week in 2001-2002 to £387 in 2017-18. Overall the researchers found that weekly spending on non-essentials has risen over the past 20 years but identify a "squeeze on spending for Millennial and Generation X cohorts" especially discretionary spending.

**The Daily Telegraph, 20 June 2019, p12**

### Sub-Saharan population explosion

Sub-Saharan Africa will account for over half of global population growth between now and 2050. Its population is expected to reach two billion, which means it will overtake central and south Asia, according to the UN Department of Economic and Social Affairs. Meanwhile some places are showing population decline due to low fertility and high emigration: 27 countries have a lower population now than in 2010 and 55 are expected to experience a decline up to 2050. Eastern Europe is experiencing the fastest decline (for example, Lithuania lost 12% of its population between 2010 and 2019) while the US has gained the most (10m) over the past ten years.

**Financial Times, 18 June 2019, p6**

## Education

### Financial education – the gender gap

There is a significant gap between women's attendance at advanced finance courses and their "chronic" underrepresentation at senior levels in the financial services sector. Women accounted for only 27.2% of senior professionals at 47 global finance institutions which were profiled by the *FT* last year. Yet women are well-represented among the business school intake for masters of finance (MiF) courses. Universities and business schools are turning to sponsorship programmes and crash courses in female leadership to try to close the gap.

**Financial Times (Business Education: Financial Training), 17 June 2019, p4**

### Oxford receives massive donation

The University of Oxford has received a £150m donation, its largest in modern history, from Stephen Schwarzman, one of the richest businessmen in the US. The funds will be used for the construction of a hub to bring the humanities together in one place for the first time. It will also pay for an institute focused on the ethical implications of AI. In 2000 Cambridge University received a \$210m donation from Bill Gates, co-founder of Microsoft. According to Case Europe, philanthropic donations to UK universities have reached around £1 billion annually over the past three years. An analysis of UK higher education funding, including donations, is included.

**Financial Times, 19 June 2019, p3**

## Environment

### Energy groups against net zero target

Although BP and Shell have publicly said they would back the EU's plan to reduce emissions, they have so far withheld their support from the target of reducing emissions to net zero by 2050. This has led to accusations of "greenwashing". Other energy groups have been lobbying the EU to stick with their original plans of reducing emissions by between 80% and 95% below 1990 levels by 2050. This month the UK became the first major economy country to make it a legal requirement to cut CO<sub>2</sub> emissions to net zero by 2050.

**businessfast.co.uk, 20 June 2019**

### Boots to ditch all plastic bags by 2020

Boots plans to remove all plastic bags from its stores by 2020. This will involve the removal of 40m bags a year or 900 tonnes of plastic. Instead customers will be charged for new unbleached brown bags and all profits will be donated to BBC Children in Need. Boots has previously been criticised for packaging some prescription drugs in plastic bags but last year it signed up to the UK Plastics Pact, a voluntary pledge. Plastic bag sales among the seven biggest supermarkets in England have fallen by 86% since

the 5p charge was introduced.

**The Guardian, 25 June 2019, p4**

## Fashion

### **A stockmarket for trainers?**

Trainer brands deliberately release limited numbers at a time and people who can't buy in the primary market may be inclined to try the secondary market. This is according to Josh Lubber, the CEO and founder of StockX, a US firm with an online marketplace that connects buyers and sellers. It tracks price changes for shoes over a period of time, giving people an idea of when to buy and sell. The company only sells brand new trainers, taking a portion of the selling fee. StockX also sells streetwear, watches and handbags, with plans to add other items such as art and toys. It targets anything with limited supply that can be used as a commodity.

**Wired, July-August 2019, pp32-33**

### **Mulberry – live music attracts youth**

Mulberry is hoping that by funding music gigs in London pubs, it can raise its brand profile among younger shoppers. The events involve up-and-coming bands. It is also using social networks to boost visitors to its stores. The company made a loss of £5m in the year to 30 March, following the closure of four concessions in House of Fraser stores. Burberry has previously gone down a similar route by using relatively unknown bands for its Burberry acoustics sessions.

**The Guardian, 20 June 2019, p39**

### **Adidas three-stripe trade mark invalid**

This month the EU General Court ruled that Adidas' EU trade mark registration for three stripes was invalid. The decision was based on two factors: firstly, the mark hadn't been used consistently while evidence of amended versions of the mark was inadmissible; secondly, Adidas hadn't shown that the mark had acquired distinctiveness across the EU – it was only able to provide admissible evidence for five EU member states. This reflects the decisions in the cases of Kit Kat and Big Mac.

**lexology.com, 20 June 2019 (Casinader)**

## Financial services

### **Digital tech should boost America's big banks**

America's banking industry is still quite fragmented compared with other rich countries. Despite many mergers, it still has over 5,300 banks. Digital technology is starting to transform the industry and many observers reckon that the big banks, with their legacy IT systems and empty branches, will go the same way as retailers. The top four banks – Bank of America, Wells Fargo, JP Morgan Chase and Citigroup – together hold a third of America's

deposits, but digitisation should help even these colossi to grow. They may not have the agility of the fintechs, but they possess data on millions of customers and their brands are well-known.

**The Economist, 15 June 2019, p69**

### **Facebook launches cryptocurrency**

Facebook has announced that it will launch a digital currency called Libra which users around the world can use for financial transactions. It says that the currency will also help people who don't have access to traditional banks. However, Facebook has suffered a series of privacy scandals and this latest move is attracting the attention of regulators. The *FT* looks at the hurdles facing Facebook's new cryptocurrency. *The Guardian*, *FT* and *Daily Telegraph* give you the lowdown on what Libra means.

**The Guardian, 19 June 2019, p4; Financial Times, 19 June 2019, p15; The Daily Telegraph (Business), 19 June 2019, p5**

### **Cash vs digital currencies**

Cash is falling out of fashion while money-handling is expensive, and consumers are increasingly moving to mobile banking. This has implications for regulators and banknote printers. De La Rue, the UK company that prints banknotes, has seen its shares tumble by 55% over two years. A shift from cash to digital currencies will also threaten the role of central banks as a basic way of making payments. With its new Libra cryptocurrency, Facebook could have first mover advantage and there is a danger that access to finance could shift to private hands. One solution is for central banks to issue electronic versions of their currencies which would remove the need to print notes, but this presents its own set of problems.

**Financial Times, 24 June 2019, p22**

### **Digital adspend down**

In a short video, eMarketer analyst Monica Peart gives her opinion on the effect of Brexit on UK financial services digital ad spending. She explains that, although adspend has risen (from \$1.67 billion in 2016 to \$2.34 in 2019) and is forecast to reach \$2.53 billion by 2020, its share of digital adspend is predicted to fall, from 12.5% in 2016 to 11.7% in 2020. However, in mobile advertising it is keeping pace with the average while in search it has outperformed the average.

**emarketer.com, 20 June 2019 (Peart)**

## FMCG

### **Unilever's brands must be purpose-driven**

Alan Jope, Unilever's new chief executive, has set out his vision for the future of the business and its products. An ex-marketer who was president of Unilever's beauty and personal care, he says the

company “will dispose of brands that we feel are not able to stand for something more than just making your hair shiny, your skin soft...etc”. He says he will give brands the time to adjust and find a purpose if they don’t already have one.

**thedrum.com, 19 June 2019 (Lepitak)**

## **Beverages**

### **Rise in alcohol-free beverages**

There has been a significant rise in the number of alcohol-free or low alcohol beers available for the growing number of people who are drinking less or not at all. An increasing number of small craft breweries, such as Nirvana Brewery, are choosing to make only low or alcohol-free beverages. One report suggests that sales of low or alcohol-free beers rose by 28% in the year to February 2019 year-on-year. The trend is the same in Germany and Spain, which is the largest consumer of alcohol-free beer.

**bbc.co.uk/news, 20 June 2019 (Smale)**

### **Red Bull – anatomy of a brand**

Red Bull has been transformed from a local brand marketed to farmers, construction workers and truck drivers in Thailand, into a global brand phenomenon under Austrian owner, Dietrich Mateschitz. As part of a series on “brand breakdowns”, this article looks at Red Bull through a period of innovation in which it became a novel product that is associated with events, including racing and even space. The brand stands out in its category in what is described as “a remarkable feat of joined up thinking and brand strategy”.

**lexology.com, 18 June 2019**

### **Heineken – nutritional labelling on ciders**

This year Heineken will introduce calorie and nutrition labelling to its range of ciders, which include brands such as Bulmers, Old Mout and Strongbow. Marketing director, Cindy Tervoort, says the company has already made changes to its beers and is moving towards “a more sustainable cider category”. It is the latest in a number of big alcohol companies that have committed to providing full nutritional labelling. Pernod Ricard has promised to do so by the end of this year.

**The Grocer, 22 June 2019, p41**

## **Food**

### **The Welsh brand**

The Welsh Assembly’s Climate Change Environmental and Rural Affairs Committee says that Welsh food and drink needs to develop “a clear Welsh identity” rather than a “UK” identity after Brexit. Welsh-branded food and drink is doing well, with exports close to £7 billion, but most of it goes to the EU so a no-deal Brexit would not be good for the country’s producers. This article looks at the effectiveness of “Brand Wales”. The UK Government has traditionally focused on presenting food and

drink under the umbrella of the union flag but the argument for a Welsh identity and Welsh flag is compelling...

**The Grocer, 22 June 2019, pp42,63-65**

## **Tobacco**

### **Ecigarette marketing on social networks**

This US study investigated exposure to three types of ecigarette marketing – sponsored ads, brand pages, and user-created groups – on social networking sites and their influence on health-related outcomes. The results suggest that ecigarette users who joined user-created groups had considerably greater negative attitudes towards giving up smoking, and lower behavioral control, than those who were exposed to sponsored ads or who followed brand pages. Exposure to two or more types of marketing was found to have a combined effect on health-related outcomes.

**Journal of Advertising Research, Vol 59(2) June 2019, pp242-254 (Phua)**

## **Government and public sector**

### **Political system not fit for purpose**

There is a general mood of pessimism in the UK according to the *Mood of the Nation* research from BritainThinks, which was conducted just two weeks after Theresa May’s resignation. Some 58% of respondents were pessimistic about the UK (21% were “very pessimistic”), while 61% were optimistic about their local area and 74% were optimistic about their personal lives. However, 74% agreed that “the UK political system is currently not fit for purpose”. Brexit is a major driver of negativity, with 65% of the public pessimistic about its outcome; this includes 50% of leavers. Respondents were also pessimistic about the economy, poverty, the NHS and the environment.

**research-live.com, 19 June 2019 (McQuater)**

### **Government PR campaign criticised**

The UK Government has been accused of using a PR firm to help “rig” its campaign to build a Holocaust memorial next to the Houses of Parliament. This is despite opposition from Royal Parks, Historic England, the Environment Agency and Unesco. Big Ideas was hired by the Government at a cost of £118,000 to boost “pubic engagement”. The number of negative comments about the planning application had previously far outweighed positive ones but, after Big Ideas got involved, the number of supportive comments rocketed. Paul Diamond, a barrister in public law, says there are serious legal concerns over the consultation process.

**The Times, 24 June 2019, p20**



### **Post Offices**

Post Office branches are closing and reopening as in-store concessions as part of a nationwide strategy to reduce losses. Around 80% of all post offices are now located within third part retailers. A major agreement with WH Smith has led MPs to express concern that the Post Office will be at risk if the retail chain were to collapse. This article looks at what this shift into retail means for the Post Office and its declining fortunes. An infographic provides some Post Office statistics.

**The Grocer, 22 June 2019, pp30-35 (Tatum)**

## **Health and pharmaceuticals**

### **Drone deliveries**

Start-ups are targeting the \$70 billion global market in healthcare logistics, including drone deliveries. Zipline, based in San Francisco, has been operating in Rwanda since 2016, where it forms a national on-demand medical drone network. Other companies are using drones to supply medicines in other countries. For regulators who are concerned about the use of drones, health-care is a good reason to test out the technology. Drone deliveries have the potential to deliver substantial gains in efficiency, for example, by saving hospitals large amounts in lab and pharmacy costs. Obtaining permission to fly is much easier in less developed countries than it is in rich economies. However, the US Federal Aviation Administration is currently using a pilot scheme involving Zipline, to help develop a regulatory framework.

**The Economist, 15 June 2019, pp57-58**

### **Facial expression for diagnosing disease**

San Francisco-based Faceprint, a health-tech start-up, hopes to be able to diagnose Parkinson's disease from changes in people's facial expressions. Founder, Erin Smith, discovered that there was a measurable difference in facial expressions between those with Parkinson's and those without. The Michael J. Fox Foundation has helped her to run additional studies and Faceprint is now launching clinical trials. This year it hopes to launch Project FacePrint, which will extend the research beyond Parkinson's through crowdsourcing.

**Wired, July-August 2019, p43 (Katwala)**

### **Health insurers wants your data**

Health insurance companies want access to people's data and the plethora of apps and health-tracking devices is making it easy for them. People often don't even know that their data is being used. A researcher in Sydney has published a recent study showing that all but three of the 36 most popular anti-depression and stop-smoking apps give data to third parties. Twenty-nine of them transferred data to Google and Facebook for marketing and advertising purposes. There are serious ethical

issues but currently there is a lack of oversight on how data is shared. Even though third parties may not have access to a user's identity, this does not stop the likes of Facebook and Google from using other sources to identify them. Health IQ, which sells reduced rate insurance to active people, claims to be America's fastest growing life insurance company. However, insurers could face a crackdown from regulators.

**The Sunday Times (Business & Money), 23 June 2019, p8**

## **IT and telecoms**

### **How consumers relate to smart devices**

Marketers can give smart devices human-like features, notably a voice, which can help to build strong relationships with consumers. Products can become anthropomorphised to the extent that consumers reach conclusions about the human characteristics of the product, such as a car with an upturned grille and slanting headlights resembling a friendly face. Consumers can also end up liking anthropomorphised products more than others, regarding the product as a friend and this can lead to higher consumption. This study investigates the relationships consumers have with anthropomorphised devices and how these relationships influence actual and future use intentions.

**Journal of Marketing Management, Vol 35(7-8) June 2019, pp693-715 (Scweitzer et al)**

### **French tech has record year**

Meero, a Paris based tech company, has developed artificial intelligence for photo editing via an online platform. It has 31,000 clients and has just raised \$230m in funding to help it expand in what Thomas Rebaud, its co-founder, describes as a \$100 billion sector. This has been a record year for French tech companies, which have raised \$3.5 billion in funding, up by 8% year-on-year.

**Financial Times, 20 June 2019, p14**

## **Leisure and tourism**

### **Set-jettlers and over-tourism**

Dubrovnik, the site of King's Landing in *Game of Thrones*, is the destination of thousands of "set-jettlers" (those who visit film locations) every year; these outnumber the 1,500 inhabitants of the medieval city. According to the Mayor, *Game of Thrones* accounted for half the city's annual growth in tourism in 2015. Dubrovnik is not the only target of *Game of Thrones*' followers: one in six tourists to Northern Ireland last year went to see sites from the film. However, Dubrovnik could lose its UNESCO world heritage status because of "over-tourism".

**The Economist, 22 June 2019, p27**

### **New Monopoly – cashless and digital**

Monopoly, the board game, is to become cashless while Mr Monopoly (Rich Uncle Pennybags) will turn into a voice-activated digital assistant. Special sets, targeting those who like to interact with a digital assistant, will have a smart speaker in the shape of a top hat. By pressing the button on top of their playing pieces, players can issue instructions, such as “Buy St James Place”. Meanwhile, Mr Monopoly will tell you “You’re bankrupt” or to “Go to Jail!” The board game caters for the player with a shorter attention span!

**The Times, 25 June 2019, p15**

## Media

### **Games**

#### **Cloud gaming**

At the recent Electronic Entertainment Expo (E3) in Los Angeles, Microsoft gave more details about its forthcoming Project xCloud, its cloud gaming service due to launch this year. Cloud gaming enables games to be played on any device with an internet connection, doing away with the need for consoles and PCs. Microsoft is well-placed to offer cloud gaming, but it remains the second-biggest cloud platform after Amazon Web Services, which has already announced Stadia, its own cloud-gaming service. Cloud computing has already disrupted other areas, such as film, and it looks as if gaming will be next...

**The Economist, 15 June 2019, p58**

### **Newspapers**

#### **Mail overtakes Sun**

*The Mail* has surpassed *The Sun* as the most read UK national news brand for both print and online, according to The Publishers Audience Measurement Company (PAMCo), which took over from the National Readership Survey last year. *The Mail's* monthly brand reach rose by 6% year-on-year to 31.1m. *The Sun's* titles, including its bingo and fantasy football websites, achieved a monthly reach of 29.7m. Among “quality” newspapers, *The Guardian* had the highest reach (24.9m) followed by *The Telegraph* (22.7m) and *The Independent* (19.7m).

**marketingweek.com, 20 June 2019**

### **Radio**

#### **Audio – a question of content**

Marketing tends to be a visual medium but digital has made it easier to share audio content. A recent Ipsos-iHeartradio survey reveals that radio is very much part of the scene. As US millennials turn away from their traditional cable TV in favour of streaming services, radio has become more prominent in consumers’ minds. The survey reveals that 85% of consumers listen to radio in a week, compared with

social media (68%) and live TV (59%). The range of audio material available to consumers is growing. What does this mean for marketers? It’s all a question of content: people like to hear stories which promote a sense of intimacy which is something that visual marketing can’t always deliver.

**dmnews.com, 20 June 2019**

### **Social media**

#### **Tackling harmful content**

Facebook, Google and Twitter have teamed up with ad agencies (WPP, Publicis and Omnicom) and big brands, such as P&G and Unilever, to address “harmful and misleading content”. They want to develop a set of protocols to protect people and brands online. The initiative was announced at the Cannes Lions advertising festival following increasing pressure for the control of misinformation and abuse on social media platforms.

**Financial Times, 19 June 2019, p16**

#### **YouTube under investigation**

YouTube is being investigated by the US Federal Trade Commission (FTC) for violating children’s privacy. This follows complaints that YouTube has not protected children who use its site and has been collecting data on kids aged under 13. This could have an impact in other parts of the world. The UK’s ICO is to present its age-appropriate design code to Parliament in July. It will control how sites, such as YouTube, can track children online. YouTube is reported to be considering placing all children’s content on a dedicated app but this could be damaging to its “engagement metrics” and ad revenue. Ultimately the various concerns over YouTube could damage the trust of its users.

**The Daily Telegraph (Business), 21 June 2019, p5**

#### **Virtual influencers**

Virtual influencers are AI-generated characters who promote products and services on social media. Sometimes the figures are so human-like that they could fool someone into thinking they were the real thing. Brands are warned that using this tactic could lead to a lack of credibility. A high-profile example is Miquela Sousa who has 1.6m followers on Instagram. Virtual influencers are “the modern-day fictional brand characters or mannequins in shop windows” says Vanitha Swaminathan, a professor of marketing. They have the advantage that companies can shape them to fit in with every aspect of their objectives and communications. *The New York Times* warns that companies using fictionalized characters as a marketing tool should ensure that “any claims communicated about the product are truthful, not misleading and substantiated.” This is an area that the US Federal Trade Commission has yet to address.

**ama.org, 20 June 2019 (Powers)**

## Television

### **Netflix – what next for the TV market?**

Netflix continues to grow: it spent \$12 billion on content last year, up by more than a third on 2017. This year it is expected to spend around \$15 billion which means that it is gaining on rivals Disney-Fox (\$22 billion) and Comcast-Sky (\$21 billion). Netflix is disrupting the TV market by attracting viewers and undermining pay-TV. Even though TV advertising is predicted to grow by just 0.5% this year, compared with an overall ad market of 3.8%, Zenith continues to describe it as the “principle display medium” for years to come. This article examines what the growth of Netflix means for TV and how the TV industry is responding.

**Campaign, June 2019, pp112-116 (McCabe)**

### **TV still top for games and toys**

TV is still the biggest single advertising medium for toys and games. However, the picture for Q1 is not encouraging: children’s commercial impacts across commercial stations for Q1 fell by 25% year-on-year, following double-digit declines for the whole of 2018. A major area of concern is the decline in the audience of girls aged four to nine, which fell by 32% year-on-year. Yet TV still has an important role to play in marketing and remains the most cost-effective way of reaching some child demographics. TV campaigns need to work harder but should not just be limited to TV. Video should perhaps be regarded as the biggest part of the overall marketing strategy, with YouTube the most high-profile option.

**TnP, Vol 38(9) June 2019, p13 (Taylor-Smith)**

## Packaging

### **PMI refocuses business**

Philip Morris International’s (PMI) product portfolio is shifting away from traditional smoking products. This is putting pressure on the supply chain in terms of agility, flexibility and speed to market. The company is transforming its business model – it is currently working towards reducing around 40 billion packs of conventional cigarettes to zero – and this requires facing new competition and customer segments. This article explores the role of digital printing in helping to transform PMI’s product line and packaging.

**Digital Labels & Packaging, Issue 41, May-June 2019, pp50-51 (Finna)**

### **Supermarkets failing on recyclable packaging**

A study from Which? has revealed that only 52% of own-brand supermarket packaging – including cardboard, glass and plastic – could be easily recycled by householders. It also found that 42% of packaging was labelled incorrectly or not at all so that it was difficult for consumers to decide what to do with it. The worst supermarket for recycling was

Morrisons, with 61% of packaging not widely recyclable, while the best were Tesco and Waitrose, with 40% that could not be easily recycled. Iceland came out worst for the quality of recycling labelling. Which? wants the Government to make better labelling mandatory.

**The Daily Telegraph, 22 June 2019, p12**

## Retailing

### **The biggest events in retail**

This article examines the world’s top ten retail events or peak selling periods. Christmas continues to be the top mass selling opportunity for retailers with the power to make or break companies. “Christmas creep” is a key feature, with commercial activity starting earlier than ever, while the Boxing Day sales have become “Boxing Week”. After Christmas comes Chinese New Year and China’s Singles Day, while US Thanksgiving comes in at number ten. Halloween is growing fast in both Britain and the US. Valentine’s Day, Mother’s Day, Easter, Father’s Day and ‘back to school’ help to create a framework for the year in British retail.

**Campaign, June 2019, pp96-100 (Parker)**

### **Tesco to go upmarket in convenience**

Tesco may launch an upmarket convenience store based on its “Finest” products. The concept, which was presented to analysts and investors recently, would compete with brands such as Marks & Spencer’s Simply Food. Tesco believes it could make profit margins of 7%, twice that of the company as a whole.

**Financial Times, 19 June 2019, p18**

## Services

### **HSBC leases over 1000 desks from WeWork**

HSBC is to lease over a thousand desks in London from WeWork, the shared office space provider. WeWork says this will be the world’s largest co-working space. HSBC already has space in WeWork’s offices in Hong Kong and elsewhere, making it one of the company’s biggest tenants. This is also a sign that WeWork is competing with traditional landlords. Corporates no longer want to be saddled with long, expensive leases. WeWork says that four out of ten of its members are bigger companies.

**Financial Times, 20 June 2019, p1**

### **Decline in room sales at Premier Inn**

Whitbread, which owns Premier Inn, has seen total UK room sales at the hotel chain fall by 1.5% in the three months to the end of May. This compares with a 0.1% decline in the UK hotel sector as a whole. Like-for-like revenue per available room was down by 6% compared with the wider market decline of just 3.4%. Whitbread blames its poor performance on a decline in business travel due to Brexit. Despite

this, the company is currently hoping to see growth in Germany.

**Financial Times, 20 June 2019, p18**

## Transport and travel

### **Air-free tyres and 3D-printed treads**

A puncture-proof tyre is being developed by Michelin and General Motors (GM) who will be testing a prototype airless version on the Chevrolet Bolt electric car this summer. The tyre, which is called Uptis (unique puncture-proof tyre system), could be on the market as early as 2024. Michelin says that 200m tyres have to be thrown away every year because of punctures or uneven wear. As well as being more environmentally-friendly, the Uptis removes the need to carry a jack or spare wheel in the car. Michelin and GM are hoping to use a 3D printer to make a new outer layer for the tyre when it wears out. This includes the possibility of having seasonal treads for winter or summer printed on the tyres.

**The Economist, 15 June 2019, p74**

### **Banks to limit lending to non-eco shipping**

Eleven global banks have agreed to limit their lending to shipping companies that do not adhere to environmental standards aimed at reducing emissions. The Poseidon Principles framework has the goal of reducing the shipping industry's emissions by at least 50% of 2008 levels by 2050. The banks, led by Société Générale and Danske Bank, account for 20% of the shipping market. The initiative is also a sign that banks are feeling pressure from shareholders to achieve environmental goals.

**Financial Times, 19 June 2019, p17**

### **Ryanair – boarding pass advertising**

Ryanair is to allow boarding pass advertising enabling advertisers to target its 153m customers. The airline is offering low minimum spend levels and an online self-serve portal, which will allow small local brands to participate. Ryanair claims that customers look at their boarding passes eight times during their journey, which gives advertisers a big opportunity.

**marketingweek.com, 19 June 2019**

### **RFID luggage tags and single biometric ID**

The International Air Transport Association (IATA) has passed resolutions that will commit its 290-plus member airlines to introduce barcoded luggage tags with RFID inlays. This could help to reduce luggage mishandling rates by up to 25%. It also wants to see a rollout of One ID, which means that passengers will move from paper documents to a single biometric ID that can prove their identity anywhere in the world. Elements of this are already being tested at airports such as Heathrow.

**nfcworld.com, 19 June 2019**

Written by CIM's Knowledge Services Team

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