

# Cutting Edge: Our weekly analysis of marketing news

20 November 2019

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

**Quick [links](#) to sections**

## Marketing trends and issues

### Advertising

#### The side effects of green advertising

Most research into green advertising has looked at how green attributes can enhance product attitudes, sales and brand image. This study looks at what happens after people have purchased a “green” product advertised in a green ad. Two experiments show that purchasing a green product may have unexpected post-purchase effects. For example, it could lower intentions to behave in subsequent environmentally friendly ways (something called the “licensing effect”). The research suggests that these effects are influenced by environmental identity: people with a weak environmental identity display post-purchase licensing effects while people with a strong environmental identity are more likely to behave in an environmentally friendly way.

**International Journal of Advertising, vol 38(8) 2019, pp1202-1223 (Meijers et al)**

#### Price comparison advertising

It is easy for price-comparison ads to breach the CAP code (Committee of Advertising Practice code). Aldi did so in its “Swap to Aldi and save” ad which compared a Christmas-themed basket of goods from Aldi with one from Tesco. Tesco’s basket, which contained household brands and fresh products at a cost of £61.56 was compared with Aldi’s own-brand products costing £32.53. Tesco said the price comparison was misleading and that it was not made clear that Tesco also sold cheaper, own-brand products. The Advertising Standards Authority (ASA) agreed with Tesco. The case highlights the need for marketers to be careful when formatting the text of an ad and in selecting the right products to compare. Products must be comparable in terms of

both brand reputation and cost.

**lexology.com, 7 November 2019 (Bray)**

### Agencies

#### Agency choice – how can clients differentiate?

It is hard for agencies to differentiate themselves in a crowded market. Overused expressions, such as “customer experience” make it even harder. Even the expression “digital” has attained a much broader definition. Econsultancy’s *Top 100 Digital Agencies* report (published in October) reveals how trends are changing. Some key trends identified in the report include data control; in-house/on-site; flexibility; transparency; and strategy and big ideas. But how do clients choose an agency? Two elements of agency selection that haven’t changed are talent and culture. Clients should be asking what an agency stands for and agency selection is still essentially a people-to-people business. Increased competition between agencies might mean that more of a hands-on, independent-style approach is what is needed.

**marketingweek.com, 18 November 2019 (Davis)**

<https://econsultancy.com/top-100/>

### Brands and branding

#### Performance vs brand-building

Long-term brand-building is essential for companies to grow and connect with consumers, but marketers must also talk in terms of short-term performance in order to gain the support of the boardroom. These were the messages to come out of *Campaign* magazine’s latest breakfast briefing in Manchester entitled “Brand v. performance: what’s driving Manchester’s ‘new economy’ boom?”. Susan White, marketing director at Hillary’s, argued that “There’s only so far you can grow your business through performance marketing” and that the rest is down to



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making people feel differently about the brand. Caroline Beesley, head of digital marketing for the Co-op, agreed that "It would be easy to get hooked on performance" and that a deeper emotional connection was needed. The speakers agreed that the line between performance and brand is blurred but that a strong brand can "feed" performance.

**Campaign, November 2019, pp18-19 (Spanier)**

### **Top brands for customer experience**

Only 10% of brands in the UK have a net promoter score of 40 or above, according to a study of the customer experience delivered by over 190 brands in the UK. Consumers were asked to rate brands on how likely they were to recommend them to friends and family. The industries offering the best customer experience were those that saved customer time and simplified the experience. The worst sectors in this respect were logistics, energy and water. The top three brands were NFU Mutual, First Direct and Volvo. The study was conducted by Bain & Co.

**Marketing Week, November 2019, p6**

### **House brands attract loyalty too**

Some store brands in the US have built up a loyal following, doing so even when the economy has been strong, which means that price is not the main factor. The trend could be in part due to young, internet brands, such as Dollar Shave Club and Casper Sleep, which have reassured people that it is ok to go beyond a few tried-and-tested brands. Amazon has contributed to the shift to house brands by using consumer data to produce new products and to "nudge" people into trying them. Big traditional retailers, such as Walmart, are also giving an identity to their own-label products which goes beyond price. While big brands may have to start working harder, it could become even harder for products that are stuck in the middle...

**Bloomberg Businessweek, 11 November 2019, p84**

### **Children**

#### **App encouraging "likes" is unhealthy says ASA**

The Advertising Standards Authority has ruled that TV ads encouraging children to get "likes" and follows on social media should be banned because they could be harmful to mental health. An ad for social media app PopJam (aimed at seven to 12-year-olds) was deemed unacceptable because it might lead children to believe that "popularity is desirable in its own right". The app was advertised on the ITV kids' channel, CITV.

**The Daily Telegraph, 13 November 2019, p12**

### **Conferences and events**

#### **A new role – event technologist?**

A new study, entitled *Are Event Planners Struggling with Event Technology?*, investigates the importance of technology for event planners and identifies some of the challenges associated with it. Some 46% of event planners say that event technology plays a very important part in their work while 68% believe that being a technology expert is essential for job success. The most popular way for event professionals to keep up with event tech is through peers and colleagues, industry blogs, news sites, trade shows and conferences. However, the biggest issue for organisers is the time it takes to complete the procurement, implementation and integration of the technology. George Sirius, CEO of Eventsforce which conducted the research, says that organisers don't necessarily have the time or skills to tackle event technology and that there should be a new role in the industry, that of an "event technologist...whose job is to focus exclusively on all things event tech".

**c-mw.net, 7 November 2019 (Daley)**

#### **Meetings getting shorter in Europe**

A new report suggests that meetings in Europe are increasing in number but getting smaller. The ninth edition of the *ECM Meetings Statistics Report* records over 56,000 meetings in European cities in 2018, up by 2.9% on 2017. However, the number of participants fell by 3% and the number of participant days by 5%. In other words, fewer participants are attending and the meetings are shorter.

**Association Meetings International, December 2019, p8**

### **Consumer behaviour**

#### **Consumer reactions to marketing tactics**

Over 500 Americans were asked about their attitudes to inbound and outbound marketing tactics. When asked "What is the most effective way for a company to attract your business?", 54.33% said "Appearing in search results when I'm looking for something I need or want". Rather surprisingly "Mailing me offers for discounts, coupons, or free trials" attracted 53.31% approval, compared with email, at just 38.37%. It appears that "quiet" channels, such as direct mail, may be right for some audiences and that no channel should be dismissed out of hand. The survey also covered the sentiment around marketing tactics (website and blogs were the most popular but traditional advertising came in second place, probably because people are so used to it that it no longer appears intrusive) and how they learn about a company or product (86.4% said online search and 82.9% customer reviews). The research was carried out by Fractl.

**moz.com, 11 November 2019 (Milligan)**

### **Gaining customer feedback**

Consumers rely heavily on ratings and reviews to help them make purchasing decisions. Brands and retailers are starting to realise that customer reviews or user-generated content must be part of their overall marketing strategy. Ethical brands shouldn't influence or censor customer feedback, but they can build a trustworthy review system that is helpful to shoppers. However, it can be difficult to get consumers to review a product. The author looks at the most effective ways of encouraging customers to post helpful reviews and advises brands to be honest about their ratings.

**ama.org, 5 November 2019 (Steimer)**

### **Customer relations**

#### **Digital offerings – what customers want**

Digital technologies are making companies rethink their customer value propositions. Mobile apps, the internet of things, AI, biometrics etc, are enabling them to deliver value in ways that they couldn't previously do. But given this amount of choice, how does a company decide what to use? Digital technologies provide masses of data, unlimited connectivity and huge processing power which savvy companies are converting into digital offerings. Yet successful offerings are created "at the intersection of what technologies can deliver and what customers want and will pay for" and this point of intersection is hard to identify. To find it, companies must experiment repeatedly, cocreate with customers and create cross-functional development teams. They should also share the insights internally. The authors include some case studies of companies that have done this.

**MIT Sloan Management Review, Vol 61(1) 2019, pp64-69 (Ross et al)**

### **Direct marketing**

#### **Be clear on messaging intentions**

Brands should be careful when sending out service information which also includes some type of marketing or promotion. Earlier this year EE sent out a message to customers informing them about the My EE app. It also told them about the release of the iPhone X and that they should "countdown the days" to an upgrade via the app. The message was sent to 8.2m customers, a second message being sent out to customers who hadn't engaged with the first. Over 2.5m messages were delivered to customers who had opted out of direct marketing. The ICO said that a marketing message within a service message broke the rules. The fact that EE had sent a follow-up message suggested that this was a marketing exercise and fined EE £100k for the misdemeanour. Brands need to be very clear about whether their message is for service or marketing purposes.

**lexology.com, 7 November 2019 (Bray)**

### **Texas targets Millennials on mobile**

While mobile is a direct channel to Millennials, messaging must be very relevant, and marketers must maintain high standards of personalisation and services. When Travel Texas (which promotes Texas as a travel destination) ran a mobile video ad campaign from February to May, it used new targeted mobile videos which resulted in a 25% travel uplift for ad exposure to non-Texans and a 2:1 return on ad spend based on increased hotel revenue.

**dmnews.com, 13 November 2019 (Wood)**

### **Law**

#### **Online censorship – the splintering internet**

Matt Hancock, Britain's health minister, has said he would consider bringing in a law to force internet giants such as Google and Facebook to stop the spread of anti-vaccine messages on their platforms and have a "duty of care" to their users. This forms part of a wider movement, with politicians around the world increasingly keen to censor harmful online material. China, which has been heavily censoring the Internet from its early days, has a complete ban on Twitter and Facebook while Saudi Arabia restricts access to information on a raft of topics. But now attitudes are hardening even in democracies and Big Tech may well face a tranche of new laws aimed at controlling what is viewed on their platforms. One impact of the new laws will be a further splintering of the internet as countries introduce their own policies.

**The Economist, 9 November 2019, pp57-58**

#### **Gunmakers pay compensation**

Do you remember the Sandy Hook school shooting? Well the families are suing Remington (the gun that was used). They allege that Remington's marketing of the rifle had inspired the killer. ..."despite evidence that rifles like the XM15-E2S have become the weapon of choice for mass shooters, Remington's advertising continued to exploit the fantasy of an all-conquering lone gunman..." The US Supreme Court has refused to block the lawsuit and denied Remington's "attempt to avoid accountability" despite the case initially being blocked by a Connecticut District court. The case could provide a template for victims of mass shooting to obtain compensation from gunmakers.

**Financial Times, 13 November 2019, p7**

#### **Managing data**

Legal aspects of managing data, a white paper written from the standpoint of English law, provides a practical guide to legal rights in data in terms of what they are and how they are managed. It offers an overview of data across several sectors (financial services, insurance, air transport, recorded music, healthcare and the public sector) before going on to

look at different types of data and offering a framework for its legal analysis.

**mondaq.com, 15 November 2019 (Kemp)**

<http://www.kempitlaw.com/white-papers/legal-aspects-of-managing-data/>

## **Marketing**

### **Influencer marketing**

Last year the ASA received 352 complaints about influencers; this year the number has reached 1,300. The ASA has recently ruled against a few influencers and brands that have been promoting products irresponsibly, especially those claiming to have health benefits. In February a BBC *Panorama* programme investigated irresponsible influencer marketing. In recent research by Takumi, 62% of UK influencers said they had been pressured by brands into breaking ASA guidelines at least once, while 67% of UK consumers said they would stop following influencers if they discover they have not labelled paid posts correctly. The ASA is looking at using data-driven monitoring to identify problem ads, but tougher regulations may be needed.

**PR Week, November-December 2019, p11**

### **Marketers and customers view AI differently**

Most consumers (81%) say that automated experiences with brands are too impersonal while 80% say that they are more likely to be loyal to a brand that shows they really understand them. This is according to a global survey from Acquia, a digital experience company. Despite this, marketers appear keen to use AI, with 72% saying they are looking forward to its introduction. Acquia concludes that what consumers want is a "simple, seamless personal experience via their digital channels". The marketing industry should start by getting the basics of AI right, and this starts with personalisation.

**dataiq.co.uk, 14 November 2019**

### **Thinking long-term for effective B2B**

New research among 600 B2B marketers suggests a link between long-termism and effectiveness in B2B marketing. Companies that outperformed their competitors over the past two years were twice as likely to think long-term. This article looks at this correlation and how marketers can structure their marketing accordingly. Some marketing experts give their opinions. The research was conducted by *Marketing Week* and The Marketing Practice.

**Marketing Week Sponsored Content, November 2019, pp32-33 (Schaick)**

## **Market research**

### **The changing face of polling**

The pollsters have a history of being wrong, notably in the 2015 election and with the Brexit vote. In 2017 the Tories were predicted to win a convincing majority but ended up in a worse position than before. Three factors contribute to these errors:

sampling (made worse by the shift to online, opt-in polls); adjusting for sample bias for which there is no agreed method; and "guesses" about turnout. The situation is much worse this year because of shifting voting patterns and the likelihood of widespread tactical voting. To improve their predictions, political scientists are turning to data science, notably "multi-level regression and post-stratification" (MRP), which combines polling results with demographic and past-voting data. It is used by YouGov. Some predict that this method might also be used to estimate local attitudes towards things like bin collections.

**The Economist, 9 November 2019, p28**

### **CMOs value research and competitive insights**

Gartner's *CMO Spend Survey-2020*, which surveyed marketing decision makers across North America and the UK, reveals the most important capabilities supporting marketing strategy. Market research and competitive insights (named by 32% of respondents); marketing analytics (32%); digital commerce (31%); and marketing operations (30%) emerged as the top four. Analytics and insights have been CMO priorities for years, with 76% saying they use data and analytics to make key decisions. Yet many marketing organisations struggle with data which means that they need to invest in the necessary technology and data talent. Gartner recommends that CMOs should prioritise analytics activities based on the value they deliver to the business. For example, they could use automation to reduce time-intensive, low-value tasks such as manual scorecards.

**researchworld.com, 14 November 2019 (McIntyre)**

## **Public relations**

### **The expanding role corporate comms**

The corporate communications remit has expanded: as well as communicating company messages, interacting with the media and dealing with crises, PR professional must ensure that social media, brand journalism and content marketing are aligned to engage with audiences. Brand messaging often starts with customers, but it is hard to create a cohesive strategy that coordinates the vast array of communication tasks needed. One answer is to integrate internal and external communications through technology. The advice is to: shape the conversation; integrate internal and external messages; empower employees to share stories; and measure and prove business impact.

**Public Relations Strategies & Tactics, Vol 2(10), October 2019, p8 (McLaughlin)**

## **Sponsorship**

### **Athletes want personal sponsorships**

Some of Britain's top athletes are taking legal action against the British Olympic Committee (BOC) due to restrictions preventing them from having personal

sponsorships at the Olympic Games. Some 26 athletes claim that the regulations prevent them from realising the financial benefits of the biggest event in their career. International Olympic Committee (IOC) restrictions are aimed at protecting the exclusivity of its 12 major partners. In February the German competition regulator ruled that the laws were too strict, and the IOC relaxed its rules. As a result, German, US and Australian committees have all granted their athletes more freedom over their personal sponsorships. Britain has also done so but not to the same extent.

**sportbusiness.com, 18 November 2019**

### **Airbnb to sponsor Olympics until 2028**

Airbnb is to sponsor the Tokyo (2020), Paris 2024 and Los Angeles 2028 Olympic Games. It says this will help to boost the availability of rental properties in host cities and reduce the costs for organisers. However, there has been criticism of the move due to concerns that Airbnb is harming the housing market in some cities. Ian Brossat, deputy mayor and chair of Paris's housing committee, has criticised the move as being "totally irresponsible given the disastrous consequences of Airbnb in our cities". There have been calls for the IOC to reject Airbnb's funding. Total, the oil company, will no longer be sponsoring the 2024 Olympics.

**The Times, 19 November 2019, p53**

### **Last minute naming of London Eye**

Lastminute.com has acquired the naming rights for the London Eye which will be known as lastminute.com London Eye 2020. The two brands are seen as a "perfect fit" due to their aspiration of inspiring travellers and creating memorable experiences.

**sponsorship.org, 18 November 2019**

## **Agriculture, fishing and forestry**

### **Tea benefits from SME coaching**

The leaves of *camellia sinensis* (tea), which reach the consumer in the form of tea bags or loose tea, are produced by small farmers and entrepreneurs in over 50 countries. Thisara Kalana, a tea grower in Sri Lanka, recounts how he took his new venture, Kandrick Tea, from the farm to international export markets. From exporting just 10 kilos of tea to Malaysia, Kandrick has expanded into new markets, with export volumes exceeding 300 kilos. A SME coaching programme has helped him to tailor his offering for different markets. An EU-funded project worth €8m, it supports SME export competitiveness in sectors that have the potential for economic growth and development.

**International Trade Forum, Issue 2, 2019, pp34-36 (Rafique and Riza)**

### **Lifestyle farming**

This article reports on the growing "lifestyle farming" trend in the US. Some wealthy Americans spend their spare time and cash on farming as a hobby. Just a few big farms are responsible for most of the US's food production while 41% of farms are small enterprises run by people who have other jobs. Mahindra North, a tractor maker, says that lifestyle farming is the fastest growing of its markets. It expects expansion of 10% a year over the next decade. Most lifestyle farmers don't do it for profit, instead regarding mowing, haymaking or looking after animals as a form of relaxation.

**Bloomberg Businessweek, 11 November 2019, pp75-77**

## **Building industry**

### **Building trends**

This article looks at the key factors affecting the way that buildings are constructed. Digital technology is helping to reshape how buildings are designed and built, enabling architects to be more innovative and catalysing the move away from traditional building models. Another significant influence on construction is sustainability – investors and government are increasingly focused on the environmental credentials of buildings and sustainability legislation. The third major influence is the changing nature of how we use buildings – employees have more choice of how and where they work while renting rather than buying a home has become a lifestyle choice for some, especially Millennials.

**London Business Matters, Issue 160, November 2019, pp60,62,64 (Young)**

## **Businesses and strategy**

### **Achieving collaboration**

Organisations often approach collaboration too narrowly, regarding it as a value rather than a skill that can be taught. Companies that succeed in collaboration realise that it needs the right mindset: respect for the contribution of colleagues; an openness to experimenting with other people's ideas; and being sensitive to how one's actions may affect others. These organisations have programmes that help to develop such attitudes in their employees. The author identifies six types of training techniques that can be used in these programmes. She shares some tools and exercises that show employees how to work well together.

**Harvard Business Review, Vol 97(6), November-December 2019, pp72-81 (Gino)**

### **Physical activity makes better workers?**

Physical activity is linked to better mental as well as physical health. It could also be connected to greater productivity. A new report by RAND Europe has found that those who report higher levels of activity enjoy better mental health but what about being better workers? Previous studies suggest

people who exercise more earn an average of 5% to 10% more although other factors could explain this. Firms can encourage workers to become more active using incentives, but the incentives must have conditions attached to them in order to be effective. Businesses could definitely play a bigger role in employee fitness and it might just bring them financial benefits...

**The Economist, 9 November 2019, p63**

### **FTSE 350 won't meet female board target**

The proportion of women in FTSE 350 senior leadership roles has risen to 28.6% from 27% last year, according to the Hampton-Alexander review. However, it warns that around 175 companies are still "well adrift" of the Government goal for at least a third of executive leadership roles to be filled by women by the end of 2020. Around 900 women are now on FTSE 350 boards but there are still only 14 female chief execs and only 25 women have achieved the chair role. By contrast, the FTSE 100 is on track to achieve 33% of women on boards by the deadline, with the current proportion being 32.4%. Burberry, Rightmove and GSK are among the FTSE 100 to have more than 40% of women on their boards.

**Financial Times, 13 November 2019, p2**

### **Start-up survival post 2012**

Out of the quarter of a million plus new businesses started up in the UK in 2012, only four out of ten were still in existence in 2017, according to a new analysis by DeVono Cresa. Different sectors had varying degrees of success. The best-performing were those with a more entrepreneurial mindset, such as technology, media, comms, information and those in the gig economy. However, health and education have also shown strong growth over the period. By contrast, the survival rate for business, admin and support services was much lower and there were significantly fewer new businesses within finance and insurance. London continues to be the most attractive location for new business although the south-west is also popular.

**London Business Matters, Issue 160, November 2019, p40**

### **North East second-most entrepreneurial**

The North West has become the UK's "most entrepreneurial" region outside London, according to Start Up Loans, part of the British Business Bank. Since being launched in 2012, the loan scheme has issued 8,366 loans in the North West compared with 6,062 for the South East. London received 15,423 loans. The findings coincided with National Entrepreneurs' Day on 19 November, alongside efforts to tackle regional equalities.

**The Times, 19 November 2019, p48**

## **Charities and NGOs**

### **RNLI controversy fuels donations**

When the national press ran stories criticising RNLI for funding overseas projects rather than focusing on UK coastal waters, the charity found itself in the middle of a reputational storm. Instead of apologising and hoping the story would go away, as some charities do, RNLI didn't apologise. It tweeted a strong response defending its position and pointing out that it had saved lives. The consequent furore resulted in the charity receiving more positive than negative reactions; its statement received 44,700 likes and 33 celebrities tweeted their support. Ultimately the charity received a "sharp rise" in donations even though many people had threatened to cancel their donations. A crisis of this kind can galvanise people and make them proud of their actions, says Isla Reynolds, RNLI's social media engagement manager.

**Third Sector, Issue 848, November-December 2019, pp16-21 (Cooney)**

### **A guide to digital strategy**

The *Charity Digital Skills Report 2019* (by Zoe Amar and the Skills Platform) reveals that 52% of charities do not have a digital strategy and that many charities rely on traditional ways of working, especially for fundraising and supporting beneficiaries. Yet these organisations are in danger of being left behind. A digital strategy has both benefits and challenges: whereas digital technology and social media provide cheap access to audiences, competition is fierce, and charities will have to compete for attention with the big brands. A digital strategy can also be daunting because of its complexity but one of the biggest obstacles is not knowing where to start. Charity Digital has produced a step-by-step guide for designing a digital strategy for a charity.

**charitydigitalnews.co.uk, 15 November 2019 (Paterson)**

## **Durable consumer goods**

### **Surprise toys add to plastic waste**

The trend for collectible "surprise" toys could be contributing to environmental pollution, according to campaigners who refer to them as "over-packaged plastic tat". The Toy Retailers Association's DreamToys list includes three "surprise" toys which are only revealed when they are unwrapped by the child. These include the Blume Doll, advertised as "part of the collectible unboxing craze". The idea is to collect them all, but children have no idea what they are receiving, and this could lead to more plastic being thrown away according to Friends of the Earth.

**The Daily Telegraph, 14 November 2019, p11**

## Economy

### **Unemployment falls but so do job numbers**

Unemployment has fallen at its fastest quarterly rate for four years although the number of people recruited has also fallen at its fastest rate. Although employment is high, economists warn that poor productivity could impede pay growth. Low productivity also means that companies cannot increase wages faster than prices which means that living standards can't rise. Annual productivity growth failed to grow year-on-year in Q3 but was up by 0.3% compared with Q2. Overall the labour market has been holding up but weak confidence among employers saw the number of vacancies fall by 53,000 in the three months to October, the largest decrease since 2009.

**The Times, 13 November 2019, p2**

## Education

### **Universities building luxury accommodation**

According to the Higher Education Policy Institute, universities are building luxurious halls of residence to attract well-off overseas students who would not like the usual standard of university halls. The think tank warns that rents are becoming so high that they account for 70% of students' annual spending. It wants universities to advertise the full range of accommodation options rather than just the poshest. The *Somewhere to Live* report reveals that the average weekly cost of halls has risen by 31% since 2011. Yet universities are still struggling to meet demand for accommodation. Universities are also looking at adopting the "hotel model" of accommodation which enables them to rent out rooms for conferences in the summer, but there are concerns that this type of living arrangement could lead students to feel isolated.

**The Daily Telegraph, 14 November 2019, p11**

### **New university to prepare students for work**

The London Interdisciplinary School (LIS), due to open next year, marks a shift away from traditional higher education towards more practical skills. It wants students to use skills from various disciplines to address issues that are of concern to employers. LIS projects will be practical and "problem-based", designed to prepare students for work. The projects will be developed in conjunction with organisations such as Metropolitan Police, Virgin and Crossrail, who will offer paid work placements. LIS expects to take a large proportion of students from disadvantaged backgrounds.

**Financial Times, 11 November 2019, p2**

### **Business education waking up to climate**

US business schools are increasingly offering sustainability programmes to students who want to become business leaders with an understanding of sustainable practices. MIT's Sloan School of Management offers a sustainability certificate while others, such as Duke's Fuqua School of Business and Yale's School of Management, offer dual-degree programmes covering sustainability. Nevertheless, some critics say that business schools are laggards when it comes to preparing for the climate crisis. Meanwhile, in London, Imperial College Business School has enjoyed double digit growth in applications for its masters in climate change, management and finance qualification.

**Bloomberg Businessweek, 11 November 2019, pp41-43**

## Energy and utilities

### **Speedier wind will boost wind farms**

Wind speeds have increased after three decades of slowdown, according to scientists who have analysed data from 9,000 international weather stations. This could help increase the amount of renewable energy generated by windfarms by over a third by 2024. This will be good for wind farm owners and the expansion of renewable energy. The previous slowing of wind speed has been attributed to increased "roughness" in the Earth's surface due to new buildings and urbanisation. However, large-scale ocean and atmospheric patterns could be making wind speeds faster again.

**The Guardian, 19 November 2019, p31**

## Environment

### **Consumers goods won't meet 2020 target**

In 2010 the Consumer Goods Forum, consisting of brands such as Unilever and Kraft, agreed to end net deforestation by 2020. However, new analysis by CDP, a not-for-profit, reveals that only a few brands in the consumer goods, fast food and retail sectors have done anything decisive to tackle deforestation in their supply chains. It found that only eight companies are using comprehensive forest and land management practices to remedy the situation while only three companies have 100% sustainable certification for their palm oil. CDP warns that consumer goods firms risk reputational and other damage if they don't address environmental problems in their supply chains.

**businessgreen.com, 18 November 2019 (Holder)**

### **Eurostar to go plastic-free for 25<sup>th</sup> birthday**

Eurostar has run its first plastic-free train to celebrate its 25<sup>th</sup> anniversary (14<sup>th</sup> November). The service, between London and Paris eliminated all single-use plastics and instead used wooden cutlery, recyclable cans of water, glass wine bottles, paper-based coffee cups and environmentally-friendly packaging. Eurostar already sells sustainably

sourced food on its trains. From 1<sup>st</sup> January 2020 Eurostar says it will plant a tree for every train service operating on its routes, amounting to 20,000 trees every year.

**climateaction.org, 14 November 2019 (Cooper)**

## Fashion

### **Gender fluidity the future of fashion?**

Celebrities, such as Rhianna and Harry Styles, have been photographed wearing clothing from non-binary fashion labels Art School ("a non-binary queer luxury label") and Harris Reed (which is "fighting for the beauty of fluidity"). Although there is a history of LGBTQI designers in fashion, the non-binary label is new and made to appeal to the one in ten millennials who identify as transgender or gender non-conforming. Many younger stars tend to dress in an androgynous way and shop "across the genders". Meanwhile New York Fashion Week included 36 transgender or gender non-conforming models. High street fashion brands, such as Zara and H&M are also selling gender-neutral ranges.

**The Observer, 17 November 2019, p15**

### **Never mind the dress code – go contactless**

DressCode, a UK company, has produced a range of men's shirts which include a contactless payments module in the cuff. CashCuff offers money available on demand even if you don't have your wallet or phone on you. CEO Andy Boothman refers to it as "cash on hand whenever you need it!"

**nfcw.com, 11 November 2019**

## Financial services

### **Google to open account**

Google becomes the latest tech company to move into the financial sector with the unveiling of a new current account, due to launch in the US next year. Apple has already launched a credit card and Facebook a digital currency. The US has a well-established banking system with thousands of banks and credit unions. The market is also very fragmented but both Google's and Apple's financial offerings are underpinned by established banks (Citi and Goldman Sachs respectively). Raymond Lau, CEO of financial data website, Leapfin, says that if the tech companies want to make an impression, they will have to do more than "incremental improvements to credit cards".

**The Daily Telegraph, 15 November 2019, p5**

### **Britain a nation of "cash desserts"**

New research from Which? suggests that 130 postcodes in Britain now have no cash machines while 129 have only one cash machine and 84 charge to take out money. This means that over 100,000 people are living in "cash desserts", it claims. Caroline Abrahams of Age UK says that older people are particularly badly hit by the lack of cash

machines as we move towards a cashless society, with "nowhere near enough consideration being shown for those who are being left behind". The situation has been exacerbated by the closure of a third of urban bank branches over the past five years.

**The Daily Telegraph, 14 November 2019, p11**

### **Contactless payments booming**

Over 726m contactless transactions took place in the UK in August, up by 14% on August 2018. Spending rose to £6.9 billion, up from £6 billion. The figures come from UK Finance, an industry trade body.

**Financial Times Money, 16 November 2019, p2**

## FMCG

### **Beverages**

#### **Big Milk fights back as milk falls out of fashion**

Milk consumption in America has fallen by 40% since 1975. Dairy farmers of America, a co-operative representing around 30% of milk producers reports that sales fell by \$1.1 billion in 2018 year-on-year. Dean Foods, America's largest milk producer has filed for bankruptcy, citing an "accelerated decline in the conventional white milk category". The downward trend is attributed to ethical concerns, health awareness and the popularity of alternative milks. A huge range of plant-based milks are available, including cashew, soy, macadamia, banana, coconut and rice. However, plant-based offerings still make up only 13% of the milk market. Big dairy groups are paying for coffee bars to be installed in high schools to serve up milky drinks to students.

**The Sunday Times, 17 November 2019, p23**

#### **Domestic champagne sales dip**

France's champagne producers are expecting this to be one of their worst years for sales within France. In 2018 147.8m bottles were sold, including 48.4m being sold in supermarkets, but sales fell by 34.3% in September and October year-on-year. Yet exports still make up over half of champagne sales; sales to the UK, France's biggest market, rose in the first half of 2019 as retailers prepared for higher post-Brexit tariffs.

**The Times, 16 November 2019, p49**

### **Cosmetics and toiletries**

#### **Coty acquires stake in Kylie Jenner business**

Kylie Jenner, the social media personality, is to sell a major stake in her cosmetics business to Coty, owner of Max Factor and Cover Girl. Coty, which will acquire 51% of Kylie Cosmetics, says it has entered into a partnership with Jenner to develop her beauty business "into a global powerhouse brand". She will continue to be the face of the brand and lead "all



creative efforts in terms of product and communication initiatives”.

**The Times, 19 November 2019, p41**

## **Food**

### **Mr Kipling helps boost profits**

The relaunch of the Mr Kipling brand has helped Premier Foods to return to profit. Its £15m pre-tax profits for the six months to the end of September were enhanced by an 8% growth in the Mr Kipling range. A big TV ad campaign helped to boost demand for the brand's cakes. Mr Kipling will also be moving into vegan cakes, with the launch Plantastic flapjacks this month, to suit changing consumer tastes.

**The Times, 13 November 2019, p47**

### **Mars launches vegan Galaxy bar**

Mars is to launch a Galaxy chocolate bar that will be certified by the Vegan Society; it becomes the first major confectionery brand to sell a plant-based alternative to milk chocolate. However, at £3 for a 100g bar, it will be double the price of a regular Galaxy bar. Dark chocolate is often vegan by virtue of not having milk or cream added but milk chocolate is harder to convert to a vegan offering. The milk in the Galaxy Vegan is replaced with hazelnut paste and a rice milk alternative. It will also have recyclable and compostable packaging. The UK vegan confectionery market has reached £10m in value, but still far less than the overall confectionery market, which is valued at £4 billion.

**The Guardian, 13 November 2019, p19; The Grocer, 16 November 2019, p40**

### **Start-ups and big groups enter meat-free**

This week has seen the launch of Burger King's Rebel Whopper, a plant-based burger, in 25 European countries. It hopes to win over mass-market consumers by making the product as meat-like as possible. Start-ups, such as beyond Meat and Impossible Foods, have helped to boost growth in the plant-based meat market, which is expected to reach \$50 billion by 2025, according to UBS. However, this will still only represent 2.5% of the total meat market. Meat companies are introducing their meat alternatives while FMCGs, such as Unilever and Nestlé are also joining in. An infographic sets out the state of the alternative protein market.

**Financial Times, 16-17 November 2019, p17**

## **Government and public sector**

### **Ombudsman rules out of date**

Old rules dictate that customers must wait eight weeks before they can take their unresolved complaints to an ombudsman. Ombudsman schemes

were introduced 50 years ago, allowing companies to address complaints within eight weeks to take account of the postal system. This has led to financial hardships for some complainants. Now campaigners want the rules to be changed. Research by MoneySavingExpert reveals that 89% of respondents would like the waiting time to be halved. Yvonne Fovargue, chair of the all-party parliamentary group on consumer protection, would like the system to reflect new technology since “The eight-week rule was created in a pre-digital age”. Campaigners would also like a single complaints portal to help consumers find the right ombudsman.

**theguardian.com, 17 November 2019, (Tims)**

### **Party supporters often see rivals' ads online**

UK political parties appear to be paying for online ads which are outranked by rival political parties. For example, 60,000 people who searched for “Labour Party” on Google last month were shown ads for the Brexit Party and the Tories. A search for the Lib Dems brought up an ad for the Tories and one from Labour. Google allows organisations to use any keywords they want to promote their ads which means that the ad will appear when someone searches on that word. Advertisers are supposed to be able to pay per click for ads to be targeted at people in certain areas or constituencies, but this does not always happen. Even when the Labour Party paid to promote its own site, it was outranked in a search by ads from the Brexit Party!

**The Sunday Times, 17 November 2019, p18**

## **Health and pharmaceuticals**

### **Should the NHS sell its data?**

The NHS has an outstanding collection of medical records and tech companies have spotted the commercial opportunities that this vast dataset can offer for creating healthcare apps or medical devices. A report from EY suggests that making available the data on the NHS's 55m patients could return £10 billion to the Health Service every year. Privacy campaigners are concerned, and others believe that NHS data should not be for sale. A YouGov poll suggested that only 13% of people trust tech multinationals with personal medical data. Lord Mitchell, a crossbencher, believes that there should be a better balance in the agreements between tech companies and the NHS but that the NHS “has a responsibility to maximise the value of its data”. The NHS already has deals with tech companies such as Google Health/DeepMind, Babylon Health and Amazon.

**The Daily Telegraph (Business), 13 November 2019, p5**

### **Apple launches health research app**

Apple is hoping to collect healthcare data from its customers which it can then use to develop new products. It is hoping that iPhone users and Apple Watch wearers will opt into a new research app. This comes at a time when big tech companies such as Google and Amazon are moving into healthcare using their computing power, data analytics and sensors. There are the usual privacy concerns over the use of health information. The US Government is to look at whether Google has broken privacy laws in a recent cloud computing project with Ascension, a healthcare system. Apple hopes to differentiate itself by using a "privacy first" business model.

**Financial Times, 15 November 2019, p17**

### **Health websites enable user tracking**

An *FT* investigation of 100 health websites, such as WebMD and Bupa, has found that 79% placed cookies on users' browsers, enabling third-party companies to track them on the internet. Previous research has identified that holding sensitive information about an individual could result in discriminatory marketing. In June the Information Commissioners' Office gave the online ad industry until December to clean up their data practices. (See also under Internet)

**Financial Times, 14 November 2019, p1,17**

## **IT and telecoms**

### **Voice assistants**

Some 66.4m Americans owned smart home speakers in 2018 but there are an estimated 265.9m smartphone users in the US, all of which have some form of voice assistant. People are attracted to voice assistants because they simplify their lives. This presents a huge opportunity that marketers can't afford to ignore. Consumer behaviour trends suggest that brands that achieve small tasks effectively and quickly using voice, get better reviews and see a rise in brand equity than those that don't. Alexa's technology is unique because it is tied to Amazon's speakers and not a downloadable option which means that people are consciously accepting it into their homes. This article looks at Alexa's infiltration and adoption. It also considers privacy concerns.

**ama.org, 7 November 2019 (Heisler)**

### **Listening to data**

Charts are useful for people who can see but are no use to the visually impaired. Visually impaired web users can currently use screen reader software that reads aloud alternative text. But alternative text struggles with charts that might have thousands of data points. Data sonification is a new technique aimed at transforming US economic data into a musical soundtrack. The US yield curve can be mapped into a sequence of pitched notes which

replay as the graphic changes. The sonification of data seems to be particularly suited to big data sets. For instance, the US space agency has sonified data from the Hubble telescope. Allowing people with disabilities to access more data, and to enter a scientific field, could lead to a huge explosion in knowledge.

**FT Special Report, Diversity in Technology, 13 November 2019, p3**

## **Leisure and tourism**

### **EasyJet moves into Thomas Cook market**

EasyJet is taking advantage of the gap in the market left by Thomas Cook, by launching a package holiday business. The company is expecting an 8% rise in revenues this year as well as an 8.6% growth in passenger numbers. The package holiday option is seen as a new, major source of revenue and the airline is likely to expand to new destinations such as Morocco and Israel.

**marketingweek.com, 17 November 2019**

## **Materials and mining**

### **Monetising India's gold**

In India everyone, from farmers to urban workers, invests in gold jewellery which is generally worn on special occasions. Indians collect more gold than the citizens of any other country and have a collective gold stash that is seven times the size of all the gold mined globally last year. Gold acts as an insurance policy and retirement plan in a country without a strong social welfare system. Rupeek Fintech, a startup based in Bangalore, is helping people to borrow money against their gold without them having to pawn it. It is estimated that monetising just a third of the estimated 25,000 tons of the metal held in India, could boost GDP growth rate by 2%. Rupeek, currently the only app-based home-pickup company for gold, is backed by India's large banks which are keen to have a piece of the gold lending market.

**Bloomberg Businessweek, 11 November 2019, pp20-21**

## **Media**

### **Internet**

#### **Small changes to website have impact**

The company website doesn't always need a complete rebuild but performing small "tweaks" can sometimes produce a significant impact. Six marketers describe some of the small changes they have made to their websites which have produced powerful results. They range from improving existing content to drive conversions to improving SEO and click-through; improving page layouts; and switching the top-level domain to better represent the brand.

**B2B Marketing, Autumn 2019, pp25-29**

### **Google to restrict user data**

From February next year Google will limit advertisers' ability to view data that breaks down the content of an app or web page where they bid for display ads. This follows an *FT* investigation revealing that some health web sites have been sharing sensitive information (See also under Health). Google's move will stop advertisers from linking sensitive information to individuals. Advertisers are concerned that this will give Google yet more power in the sphere of online advertising.

**Financial Times, 15 November 2019, p1**

## **Newspapers**

### **Newspapers should focus on journalism**

Tracey De Groose, executive chair of Newsworks, the marketing body for UK newspapers, has told the Society of Editors that the industry has "been selling our advertising space and not our journalism". She claims this has lost the sector around a billion pounds in ad revenue over the past decade. Online ad revenues have risen by 5% this year but the money isn't coming in fast enough because "digital advertising is broken" and advertisers no longer know where their advertising is being shown. However, the next phase of digital advertising is looking better for publishers and they should take advantage of the changes.

**prolificnorth.co.uk, 13 November 2019 (Austin)**

## **Social media**

### **Hiding likes could be good say marketers**

Instagram is hiding "likes" for some users around the world in a trial to see whether this might become a permanent feature. Adam Mosseri, CEO, says it will help to improve the mental health of users, but some influencers and celebrities argue that it could reduce engagement and put brands off. Some marketers will see this as a way of moving away from "vanity" metrics towards more sophisticated audience measurement. Meanwhile Instagram is still the top platform for influencer marketing in the US. A January poll by Mediakix found that 78% of US marketers believed Instagram to be one of the most effective formats for influencer content. In addition, 41% of US and UK internet users follow influencers on Instagram, more than other platforms. Only 11% of social media users in the US and UK said that the number of likes and comments were the most important qualities of an influencer.

**emarketer.com, 18 November 2019 (Droesch)**

## **Television**

### **Disney TV launches**

Last week saw the launch of Disney's new streaming service in the US, Canada and the Netherlands. Within two days it had attained over 10m subscribers, more than three times analyst forecasts. The new service, which offers a back

catalogue of Disney films, will challenge Netflix and Apple TV+. Netflix has around 158m subscribers globally while Disney is aiming for between 60m and 90m by 2024.

**The Times, 14 November 2019, p43**

### **BritBox launches first ad campaign**

BritBox, the streaming service collaboration between ITV and the BBC, has launched its first round of marketing. The ad, which shows various British actors going in and out of doors in a box, is meant to replicate how consumers talk about actors. The verdict is that BritBox would have done better to appeal to Britons' sense of nostalgia rather than their love of actors. Although Britbox is not intending to compete head on with Netflix, it may have to gee up its marketing to get consumers interested!

**marketingweek.com, 15 November 2019**

## **Video**

### **Google enters video games market**

Google has just launched Stadia, a computer games streaming service. Claiming to offer a "console-quality" experience, it will initially offer ten computer games in 14 countries. Google will potentially have a much bigger user base than the average console, expecting to attract hundreds of millions of users across North America and Western Europe. Microsoft, Google's main cloud gaming rival, has been slower to launch its service and Amazon has so far shown no sign of producing a games service. It looks as if Google and Microsoft will be battling it out to win over consumers and developers. However, analysts question the streaming business model.

**Financial Times, 18 November 2019, p11**

## **Packaging**

### **Supermarkets to get rid of black plastic**

Supermarkets are busy eliminating black plastic from their own-label ranges, with Morrisons claiming to be the first to remove all black plastic from its food and drink packaging. Most of the big supermarkets are on track to remove own-label black plastic at some stage next year, according to *The Grocer*. Black plastic goes to landfill or is incinerated because it contains a pigment that cannot be detected by recycling machines.

**The Grocer, 16 November 2019, p5**

### **Ted Baker – reusable packaging**

DS Smith is collaborating with Ted Baker to make its ecommerce packaging more sustainable. The companies have developed a completely recyclable box. Customers can return items in the same box simply by reversing the sleeve and placing it back around the box. It can then be sent back to the distribution centre to be used for other orders. Ted Baker has brought its packaging production back to

the UK from the Far East, enabling it to update the design to reflect campaigns or to deal with peaks in trade.

**FlexoTech, Issue 186, November 2019, p10**

## Retailing

### **Grocery sales rise but not for Big Four**

Grocery sales have grown by just 1.1% over the past month with sales at the Big Four supermarkets all falling. Aldi and Lidl, on the other hand, accounted for almost 75% of the growth, with their sales up by 9.5% and 13.8% respectively. Apart from the Big Four, M&S increased its food sales by 2.1% while Waitrose's sales fell by 0.3% over the four weeks. Retail analyst Clive Black says shoppers are in a "recessionary mood" despite high employment and rising wages.

**The Times, 13 November 2019, p47**

### **John Lewis ad – not raising the bar?**

This year's Christmas ad from John Lewis is a joint venture with Waitrose. The ad features a young girl and a fire-breathing baby dragon called Edgar who accidentally melts snow or burns Christmas trees. John Lewis made its first ever half year loss in September and the joint venture advertising will help save the company money. The stores will, of course, be selling Edgar merchandise, including a toy dragon, book and pyjamas. However, marketers have expressed mixed reactions to the campaign. Gemma Butler, CIM marketing director, says John Lewis is playing it safe by "settling into their role expected by customers to set the bar for Christmas advertising, rather than raising it".

**The Guardian, 14 November 2019, p21;**  
**marketingweek.com, 15 November 2019**

## Services

### **Green milk delivered by robots**

The "world's first robotic milk round" has been launched in Milton Keynes in Buckinghamshire. Starship, a tech startup, will be operating six-wheeled electric robots within a four-mile radius, with homeowners placing orders via their smartphones. The milk is plant-based and claims to have 70% fewer carbon emissions than dairy.

**The Daily Telegraph, 13 November 2019, p2**

### **Royal Mail fined for abuse of position**

Royal Mail's record fine of £50m imposed on it by Ofcom in 2018 has been upheld by the Competition Appeal Tribunal. Ofcom found that Royal Mail had indulged in price discrimination against Whistl, a rival delivering bulk mail. While Whistl processes the mail, it is Royal Mail that delivers the letters to their final destination. Ofcom decided that Royal Mail had

abused its dominant position when Whistl tried to roll out its own end-to-end service which excluded Royal Mail.

**Financial Times, 13 November 2019, p17**

### **Autonomous robot to search for potholes**

Kar-go is an autonomous electric delivery vehicle due to be launched in London next year. Its job will be to search the roads for potholes and deliver tools to road menders. The car has a range of 120 miles and can travel at 60mph. Initially it will simply deliver small tools to roadwork sites but could be used for deliveries to shops. The car's technology, developed by the Academy of Robotics in Cardiff, can detect defects in the road surface and use AI to decide where problems will crop up.

**The Times, 15 November 2019, p20**

## Transport and travel

### **SUVs hindering emissions targets**

SUV cars have become so popular that they are now the second fastest rising source of greenhouse gas emissions after power generation, according to the International Energy Agency. They produced 700m tonnes of CO2 last year, up by 544m tonnes on 2010. The rise in emissions is greater than the growth in CO2 from heavy industry, lorries, aviation and shipping. It is the growth in SUV sales that is making it harder for carmakers to achieve their emissions targets.

**The Times, 14 November 2019, p16**

Written by CIM's Knowledge Services Team

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