

Cutting Edge: Our weekly analysis of marketing news

2 December 2020

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

Quick [links](#) to sections

Marketing trends and issues

Advertising

New UK scam alert system

The ASA has been building up its technological capabilities as part of its five-year strategy to regulate online ads. The latest tool is the UK Scam Alert System which aims to identify and remove paid-for scam ads in collaboration with digital advertising and social media platforms. The ASA plans to use AI and machine learning to help ramp up enforcement measures against advertisers whose ads breach the advertising codes of practice. The Scam Alert System will work in three phases: consumers report online scam ads; the ASA notifies participating platforms and publishers; and partners remove and block offending ads as well as suspending the advertiser's account.

[lexology.com](#), 12 November 2020 (Bray)

New consumer behaviours, new media plans

The coronavirus has had a rapid and serious effect on advertisers' media budgets, especially in sectors such as travel and cinema. Others, such as CPG and digital retail, have redirected their budgets online with the aim of increasing market share. The pandemic has accelerated the shift online and consumer behaviour has changed (See also Consumer behaviour) with little indication that it will revert to how it was before the pandemic. Advertisers are trying to plan for next year and to position themselves for an uncertain future. On the upside, the shift online means that it will be easier to track media-spend performance more accurately: this could ease the way when negotiating a marketing budget. While many advertisers have adjusted their media spend, it is unlikely that these will reflect the true scale of the changes. The authors suggest that marketers should answer five

key questions before deciding on their media plans for next year.

[mckinsey.com](#), 18 November 2020 (Butt et al)

Nike ahead in US diversity advertising

Many companies struggle to introduce diversity and inclusion into their advertising but some are making progress. A study by Adobe back in May 2020 revealed that Nike, Coca-Cola, Google, Apple and Dove were perceived to be the brands with the most diversity in their advertising. Nike has shown ads featuring diverse athletes and inclusive products, such as the Nike Pro Hijab for Muslim female athletes, as well as activewear for people with disabilities and plus size clothing.

[emarketer.com](#), 18 November 2020

Agencies

Five models for agency-brand relationships

A new IPA report predicts that five models will define the way in which agencies and brands will work together over the next decade. *The Future of Brand and Agency Relationships* argues that the models should be viewed as being on a pendulum to reflect the "dynamic" ecosystem. The "Titan" and "Engineer" models are more likely to result in longer-term relationships between brand and agency with a harder set of measurement KPIs. The "In-house" and "Hybrid" models are likely to result in weaker KPIs linked to traditional areas of measurement, such as engagement for a short-term campaign. The fifth model, the "Coalition", sits in the middle of the others. Nigel Vaz, IPA president, says there is an increasing opportunity for agencies to become, "long-term and integral business partners" to their clients.

[campaignlive.co.uk](#), 24 November 2020 (Oakes);

<https://ipa.co.uk/knowledge/publications-reports/the-future-of-brand-and-agency-relationships>



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www.cim.co.uk/membership/cpd/

Ex-agency marketers becoming consultants

According to a recent Forrester report, 17,000 agency jobs will be lost next year adding to the 35,000 jobs that have already been lost this year. This will result in many “uniquely” skilled people entering the jobs market. Many of the lost roles were senior agency positions but the demand for this sort of talent won’t just disappear, so what does this mean for the marketing industry? The author has identified a “thriving counterculture” of independent consultants who have set out to change the industry. The “new normal” is one where brands may choose to partner with individuals, rather than agencies, to solve some of their trickier marketing problems. Most marketing consultants have been around long enough to have a deep understanding of processes and practices. They also have the advantage of low overheads and may be cheaper than an agency. The marketing industry could move towards value-based pricing where they compensate partners according to the market value of the deliverable. As the ecosystem of marketing services providers shifts, consultants are likely to play a larger role.

Adweek, Vol 61(24), 16 November 2020, p8 (Perse)

Brands and branding

Communicating values – brand loyalty

Customer loyalty is directly linked with people aligning their values with brands, according to *The Future of Retail: Opportunities for Brands in the New Normal* report from Braze. It found that 61% of UK shoppers (and 86% of Gen Z shoppers) have already ditched a brand because of something they have heard or experienced which they didn’t agree with. This year has been a “wake up call” for brands to decide what they stand for. They should communicate their values to customers in an authentic and transparent way, says the report. However, brands are facing numerous challenges, such as a fragmented customer landscape where consumers are using multiple platforms to connect with brands. The first step is to put the right technology in place. The second is to build trust, authenticity and transparency through all communications. Some 97% of retailers said that human connection was a key way of creating trust.

retailtimes.co.uk, 17 November 2020 (Manderson);
<https://www.braze.com/resources/library/guide/2020-the-future-of-retail>

The brand birthday – something to remember

Last year British Airways turned 100 and Sainsbury’s 150 while Instagram is ten years old this year. Brand birthdays are a reason to celebrate but how can they be used for brand building? Many brands see birthdays as a chance to create something unique for consumers and to use bold marketing. Andrew Geoghegan, global head of consumer media planning at Diageo, discusses what he learnt when

deciding how to celebrate the 200th birthday of Johnnie Walker, the world’s biggest-selling scotch whisky brand. His advice is to use the brand’s heritage, but make it special for customers, and to engage consumers with what the brand will be doing in the future rather than focus solely on what happened in the past. Other brands mentioned in the article are: Converse, Mario Kart and Tesco.

marketingweek.com, 23 November 2020 (Geoghegan)

Children

Age-restricted ads – ASA monitoring

The ASA has published the findings of its latest monitoring of age-restricted ads appearing in children’s media. It examined “inappropriately-placed” ads for various product categories including HFSS food and drink. Over the period from July to September 2020, it found age-restricted ads on 49 web sites and seven YouTube channels that were likely to attract a child audience. It discovered breaches in gambling, alcohol, weight reduction and HFSS but not e-cigarettes. Now the ASA is in the process of contacting advertisers to warn them to review and amend their practices so that their ads are targeted responsibly. The initiative forms part of the regulator’s More Impact Online five-year strategy.

asa.org.uk, 20 November 2020

Advertising to children – Commons paper

The UK’s Advertising Codes have strict rules to protect children from harmful, misleading or offensive advertising material. The Government has been consulting on the advertising of HFSS products on broadcast TV and online media. In July it stated its intention to introduce a 9pm watershed on TV for all ads for HFSS foods by the end of 2022, but is now consulting on a total online ad restriction for HFSS products. This briefing paper covers the current advertising regulatory regime in the UK with a particular focus on children. It also discusses the relationship between advertising and childhood obesity, with links to primary sources.

commonslibrary.parliament.uk, 20 November 2020 (Conway)

Conferences and events

Physical events get go-ahead

From 2 December business events will be allowed to take place with physical audiences. Under Tier 2, which most of the country has been placed in, venues will be restricted to 50% capacity or 2,000 people outdoors (whichever is lower) and 1,000 indoors, although events will not be allowed at all in Tier 3 areas. Tier 1 will allow up to 4,000 outdoors but, since this was written, we have learnt that only three parts of the country are in Tier 1. Venues hosting business meetings and events will still need to comply with the Meeting Industry Association’s government-approved guidelines while larger events

will need to abide by the AEO, AEV and ESSA's All Secure Standard.

mitmagazine.co.uk, 23 November 2020

Experiments with hybrid events – the future?

The city of Rotterdam has been exploring what the event industry will look like in the future using a series of seven hybrid experiments. The long-term effects of the pandemic on the events industry are unclear, as events have had to be cancelled, postponed or rapidly moved online. Futurist and author Yuri van Geest, who is directing The Rotterdam Experiment, says that each experiment will take place at a different location and will be organised in a hybrid form. This means that a group will be physically present while a larger audience interactively "experiments" online. The objective is to find solutions for the event of the future, with knowledge being shared online. The first experiment, which takes place on 3 December, has the theme of mixed reality and connecting the real and virtual world within networking.

[eventindustrynews](http://eventindustrynews.com), 27 November 2020 (Hyland)

Consumer behaviour

Seasonal shopping behaviours

Consumers have not only changed their behaviour but have a greater appetite for choice, which means that this year's holiday shopping will be a period of "profound" change. To see what this means for retailers, McKinsey surveyed over 3,500 holiday shoppers in the US, UK, China, Germany and France. Over 60% of consumers said they had changed their shopping habits and would continue with their new ones, while 37% said they would do more shopping online this year. However, consumers will be looking across channels for gift ideas. The new report, *2020 Holiday Season: Navigating shopper behaviours during the pandemic*, covers topics such as: the new consumer; the "big loyalty challenge" (40% of consumers have tried new brands during the pandemic); reduced holiday spending; and top shopping days.

mckinsey.com, 5 November 2020 (Charm et al);

<https://www.mckinsey.com/business-functions/marketing-and-sales/solutions/periscope/our-insights/surveys/2020-holiday-season-navigating-shopper-behaviors-in-the-pandemic>

Millions of Britons go online for Xmas shop

Some 23 million Britons will do most of their Christmas shopping online, according to data from Retail Economics. Some 43% of consumers expect to do at least half their shopping online, while 13% expect to do more than 90% online. Half of shoppers started buying in November due to fears over product availability.

marketingweek.com, 23 November 2020

Customer relations

Click to queue

During the pandemic queuing to enter a supermarket at peak times has become the norm. Initially piloted in July, Sainsbury's are now rolling out a queuing app to 55 stores, the app tells you when you are next in line. This follows similar apps from Asda and John Lewis. M&S have a different approach in their 566 standalone food halls, their app allows you to book a 30-minute slot.

[The Grocer](http://TheGrocer.com) 28 November 2020, p9

Direct marketing

Are you compliant? – email marketing laws

Email marketing laws are there to help marketers not only to avoid big fines, but to help prevent damage to their reputations. Many email marketers are aware of local laws but are often lacking in knowledge of international regulations. However high the quality of the email campaign, if you are sending emails across borders, you must be compliant with the legislation. To determine whether a country's email marketing laws apply to you, consider three things: whether you are based in the country; whether your ESP is based in the country; and whether the email recipients are based there. This article provides a useful summary of email marketing laws in the US, EU, Canada, Australia, China, Singapore and Brazil. It also covers the UK's Privacy and Electronic Communications Regulations and the Data Protection Act.

ukbusinessforums.co.uk, 20 November 2020

Email – the importance of ROI measurement

Understanding an email programme's return on investment can give a competitive advantage but many brands do not have much idea of how to measure email's success and it often receives little attention in the boardroom. In a survey conducted by Litmus last year, 45% of marketing professionals said their email marketing measurement was poor, very poor or non-existent. Yet while many marketing budgets have been pared back, organisations are continuing to invest in email. A June 2020 survey suggested that 51% of marketers at major US and UK brands had increased their email marketing spend. The only channels to beat this were chat features (56%) and mobile app functionality (55%). Smart marketers are those who continue to invest in channels that deliver the best ROI, such as email.

[emarketer](http://emarketer.com), 24 November 2020 (Goldman)

Law

Ticketmaster fined £1.25m

The ICO has fined Ticketmaster UK £1.25m for "failing to keep its customers' personal data secure". This dates back to a breach in February 2018 when up to 9.4m customers across Europe were affected. A chat bot introduced on Ticketmaster's payment

page had allowed malicious code to harvest personal data, including names, payment card numbers and CVV codes. The ICO said that Ticketmaster should have assessed the risks of using a chat bot hosted by a third party on its payment page; it should have identified and implemented appropriate security measures; and it should have identified the source of fraudulent activity “in a timely manner”, which it had failed to do.

ico.org.uk, 13 November 2020; [lexology.com](https://www.lexology.com), 13 November 2020 (Amin)

Can a tattoo be protected by copyright?

In both the US and UK, a tattoo is protected by copyright as an artistic work provided that the design is the author’s own creation rather than a copy of a previous work. But there are differences between the two systems. An interesting question relating to tattoo copyright is whether it is infringed when the person wearing the tattoo is reproduced digitally in a computer game. This is discussed in the context of English law and a case in Illinois, where a tattoo artist brought a lawsuit against the developers of a game series which featured two sports stars wearing her tattoos. The difference that trademarking the tattoos may have made to the outcomes of the cases is discussed.

[lexology.com](https://www.lexology.com), 13 November 2020 (Daniel)

Marketing

Mondelez adopts “humaning” approach

Mondelez International has announced a new marketing strategy called “humaning”, a consumer-centric approach aimed at creating meaningful connections with people rather than using data-driven tactics. It will help the company to listen, empathise and adapt to consumer needs for its snack marketing. The approach will also be used inside Mondelez as a member of the Unstereotype Alliance and Free The Work initiative (a movement to remove harmful stereotypes from media and advertising). Humaning will link with Mondelez’s diversity and inclusion initiatives including the more inclusive campaigns that the company has been conducting in recent years. However, *Marketing Dive* believes that Mondelez is unlikely to give up its reliance on premium first-party data which will inform how it listens to consumers in this uncertain environment.

[marketingdive.com](https://www.marketingdive.com), 13 November 2020 (Kelly)

What it takes to move from CMO to CEO

In one of a series of articles examining individuals who have moved from CMO to CEO, Paul Evans, Vodafone’s former head of media, discusses how he made the leap between the two. In October this year he became the first global chief exec of Adgile, a TV data and effectiveness start-up. Here he shares his experiences of the transition to the board room and how he has been presented with the

opportunity to use a marketing mindset and approach to help grow the business.

[thedrum.com](https://www.thedrums.com), 18 November 2020 (Evans)

Market research

The future of polling and the US election

The polling industry predicted a substantial win for Joe Biden in the US election but the result was much closer, with Donald Trump gaining more of the vote than pollsters expected. This follows several polling miscalculations in a number of countries, including the UK elections of 2015 and 2017 and last year’s Australian elections. How should the polling industry react to all this? Leaders from BritainThinks, Leger, Opinium and Ipsos MORI give their take on the US election result and offer some suggestions for the way forward for the polling industry.

[research-live.com](https://www.research-live.com), 18 November 2020 (Kay)

Being there – how to get close to customers

“Being there” with a customer is an important part of understanding their behaviour. The ideal way to understand customers is by “Asking People” or speaking to them, preferably face-to-face; it is also “Observing People” by watching their behaviours rather than just asking for their opinions; and it is immersing yourself in the customer experience by “Serving People” and understanding how they experience your products or services. Since the start of the pandemic, organisations have been further away from customers than ever and the kind of “Ask, Observe, Serve” customer research has disappeared. So, how do you stay connected? Here are ways in which you can still follow this three-pronged approach.

[managementtoday.co.uk](https://www.managementtoday.co.uk), 20 November 2020 (Marsh)

Public relations

Five trends for crisis response

The pandemic has removed barriers between external and internal communications which means that crisis comms has become everyone’s job, wherever you are in the organisation. Lesley Sillaman, executive VP of Havas PR, has been tracking five trends and how to incorporate them into your crisis response for 2021. One trend is the shift to P2P where, “audiences expect to hear directly from brands via the communication channels they’re using”. She argues that scenario planning is still the best way to prepare for a crisis. Her teams use the RASCI (responsible, accountable, support, consulted, informed) and DARCI (decision maker, accountable, responsible, consulted, informed) frameworks. Ultimately, a successful crisis response means matching what you say with what you do, so “stay agile, authentic and empathetic”.

[prdaily.com](https://www.prdaily.com), 25 November 2020 (Pittman)

Sponsorship

Paris 2024 – Havas for media advertising

The organisers of the 2024 Olympic Games in Paris have recruited Havas Group to take care of media advertising. It will be responsible for purchasing ad space across TV, radio, print, billboards and cinema. Although adspend has fallen throughout the sports industry, Etienne Thubois, Paris 2024's CEO, says he is confident that the Games will achieve its sponsorship goal of €1.1 billion. However, the Paris organising committee has already adjusted its strategy in the light of the pandemic, with Tony Estanguet, Paris 2020 president, previously stating that there are plans to reduce costs to the value of "millions of euros".

sportspromedia.com, 26 November 2020 (Impey)

Weetabix breakfasts with FA

Weetabix is to become the official breakfast partner of the England Women's and Men's Senior Teams as part of a deal with the Football Association. The partnership, which starts next April, will centre on Weetabix's nutritional credentials. Weetabix is also sponsoring the girls' programme, Wildcats, which will be renamed Weetabix Wildcats and targets girls aged five to 11 who want to get into football.

marketingweek.com, 22 November 2020

Agriculture, fishing and forestry

Dairy lockdown consumption

When Britain first went into lockdown in March, sales of plant-based foods rocketed. However, this doesn't seem to have harmed the milk and cheese sector. A Harris Interactive poll found that 96% of UK adults bought milk during lockdown, with 86% of those choosing cow's milk and 29% saying they bought milk more than they did before the pandemic. Those aged 18 to 34 were most likely to buy more milk. Meanwhile, 80% of Britons were eating the same amount of cheese as before lockdown and 52% of cheese-eaters chose British products. An infographic gives some more facts on shoppers' dairy preferences during lockdown.

thegrocer.co.uk, 20 November 2020

Potato production up despite wet harvest

The British potato harvest is expected to be up by 2.8% on last year, at 5.3m tonnes, but below the five-year average of 5.4m tonnes, according to the AHDB. Growers have suffered from an extremely wet harvest for the second consecutive year. The AHDB is due to launch a promotional campaign in response to the market conditions caused by the pandemic. This follows a similar campaign back in the summer which reached five million shoppers through catch-up TV, social media and display ads.

agriland.co.uk, 22 November 2020 (Kellett)

Pigs, soya and deforestation

The Environment Bill makes it illegal for UK businesses to use commodities that have not been produced according to laws protecting forests. The Bill comes at the same time as a report on the UK's approach to deforestation associated with products such as cocoa, rubber, soya and palm oil. Soya is a major issue for UK pig producers, but over the past ten years the sector has reduced the amount of soya in pig food from 20% to 10%. Lizzie Wilson, of the National Pig Association, argues that there must be a "resilient supply of sustainable soy" for the UK market. It is estimated that the pig industry uses around 15% of total soybean meal imports into the UK livestock industry.

farminguk.com, 24 November 2020

Building industry

Scottish timber – a larger role in building

A Scottish consortium has launched a project to use Scottish timber to create the structural elements of a building. Having obtained funding from Innovate UK's Sustainable Innovation Fund, it will manufacture the first Scottish-sourced cross laminated timber and nail laminated timber housing unit in CSIC's innovation factory in Hamilton. The project could result in home-grown Scottish timber going mainstream in the construction industry. The use of home-grown timber will not only reduce the costs of construction, but cut CO₂ emissions and open up new markets for the UK timber sector. In 2018 the UK was the second largest net importer of forest products after China. UK timber has mainly been used for non-structural applications but things might start to change...

theconstructionindex.co.uk, 24 November 2020

Businesses and strategy

Over a third of SMEs recruiting in Q3

More companies tried to recruit during the third quarter of 2020 compared with the previous quarter, according to the latest *Quarterly Recruitment Outlook* (QRO) from the British Chambers of Commerce. In Q3 37% of firms tried to recruit but this was still below the pre-pandemic level of 55% (Q1). Businesses in construction (48%) and transport/distribution (44%) were the most likely to recruit while hotels and catering firms were the least likely (30%). While 62% of firms said they expect no change in the size of their workforce over the next three months, 18% said they thought their workforce would expand over the next three months compared to Q2 (12%). The survey was conducted mainly among SMEs employing fewer than 250 people.

britishchambers.org.uk, 3 November 2020

Fast-growth tech – agile is key to success

The 23rd *Deloitte Technology Fast 50* celebrates UK innovation and entrepreneurship. Despite the uncertain environment, the UK tech sector has been fairly robust and the Fast 50 have achieved average revenue growth of 2,898% over the past three years. Deloitte identifies business strategy as being at the centre of the Fast 50's performance, with agility being key to their success. During the pandemic, half of respondents said they had adapted to focus on shorter-term strategies. Many companies have shifted to a remote working model, aided by the agility already embedded in the business or access to technology. All companies demonstrated considerable agility by being able to change their products or service offerings, pricing, business models or target markets within just four weeks of knowing about the pandemic.

deloitte.co.uk, 19 November 2020;

<https://www.deloitte.co.uk/fast50/insights/>

Delivering corporate purpose: a board agenda

Purpose is the foundation that guides a company's actions and behaviours. It answers the question: "What would the world lose if our company disappeared?" Companies need to deliver a clear purpose based on measurable environmental, social and governance (ESG) commitments and goals. By doing this, they can improve their reputations, identify risks early, establish the business as a leader in industry standards and boost business performance. But delivering authenticity in corporate purpose is not easy and it is the job of boards to ensure that management teams understand the issues at stake. The authors examine corporate purpose and five actions the board can take to drive the company's ESG journey.

mckinsey.com, 20 November 2020 (Huber et al)

Charities and NGOs

The Injustice Advent Calendar

Christmas is both a good and a bad time for the charity sector. November tends to be the biggest month for donations, web traffic and social media engagement; but everything drops off in December as people become distracted by other things. Last year saw the launch of the Injustice Advent Calendar from Traidcraft Exchange. The Calendar sends a daily message to all those who subscribe, setting out a different action linked to whichever charity campaign is showcased for that day. Audiences may not get chocolate but they will get a buzz from knowing they have made a small difference. Last year there were over 5,000 occasions when people took a specific action and over 23,000 times when people engaged with an issue of justice. This year Traidcraft is partnering with 18 charities.

charitycomms.org.uk, 27 November 2020 (McNaughton)

Economy

Government's spending review summary

On Wednesday 25 November the Chancellor presented the Government's *2020 Spending Review*, which coincided with the Office for Budget Responsibility's (OBR) most recent set of forecasts for the economy. This HoC Library *Insight* provides a useful summary of both sets of information and what the implications for the economy and public finances in coming years. Overall spending as a result of the pandemic will exceed £1 trillion this year, but should return to previously forecast increases over the next few years. The economy has been hit hard, with the OBR forecasting the largest annual fall in GDP since 1709. A chart shows how government funding will vary by department, with Defra receiving the greatest increase in budget (45%) while other departments have fairly modest increases of 5% or more. There are links to all the original sources of data.

commonslibrary.parliament.uk, 26 November 2020

(Harari et al);

<https://commonslibrary.parliament.uk/2020-spending-review-summary/>

Confidence surveys – a mixed bag

Confidence surveys are often an indicator of changes in the economic outlook. This House of Commons Library bulletin provides top-level data on three such surveys which reveal a mixture of sentiments. The *European Economic Sentiment Indicator* reports that between September and October 2020 the UK sentiment index rose by 1.6 points to 84.6, up from May's low of 61.7. In contrast, the GfK *Consumer Confidence Survey*, which includes views on major household purchases, registered -33% in November, down by two points on October (-31%), and its lowest reading since May. The CBI *Industrial Trends Survey* continues with the more pessimistic view: in November more manufacturers thought that output would fall over the next three months than thought it would rise. There are links to the original sources.

commonslibrary.parliament.uk, 20 November 2020

(Brien)

Education

Co-op – future-proofing apprenticeships

A report by the University of Warwick and commissioned by the Co-op, examines the national apprenticeship programme and offers recommendations for changes to Government policy. The report finds that there are 10,885 apprentices in retail, but that this number has fallen by about a quarter since 2014-15. The Co-op, which offers 1,200 apprenticeships, has promised to support "hundreds" of new apprenticeships. Chief executive Steve Murrells says he wants to work with the Government to future-proof apprenticeship policy and to see how the national programme, "can better

accommodate different needs, business to business, apprentice to apprentice". Currently the employer levy for apprenticeships doesn't even cover the cost of all off-the-job training.

retailgazette.co.uk, 26 November 2020 (Szajna-Hopgood);

https://assets.ctfassets.net/5ywmq66472jr/10RJ4xY8W7GMAMC4KxfYNI/7d1019693e93cb81e883258cc7dd2958/Future_Proofing_apprenticeships_-_Report.pdf

Energy and utilities

Smart meters could identify health problems

Smart meters could help to identify health problems among the most vulnerable in the population, by monitoring changes in consumer behaviour. This is according to Smart Energy GB's *Smart Future of Healthcare* report which looks at ways in which smart energy data can be used for remote health and wellbeing monitoring. Data from the meters could be analysed to recognise patterns of appliance use and to learn people's daily routines. For example, inactive appliances such as TV or ovens, could mean that someone has had a stroke or is ill. Provided that consumer consent is given, the data could also help people living with dementia and other conditions. The report calls on Ofgem to ensure strong data security and opt-in regulations for the sharing of data with third parties.

utilityweek.co.uk, 19 November 2020 (John);
<https://2020health.org/publication/smart-future-of-healthcare/>

Solar panels – never mind the sun

Solar energy can be inconsistent because of clouds but now a new invention has found a way around this by harvesting ultraviolet light which is present whatever the weather. The new concept, called AuREUS (Aurora Renewable Energy and UV Sequestration) was invented in the Philippines by electrical engineering student Carvey Maigue. The panel takes the form of resin which takes in UV light and can be used to create windows, walls or any part of the exterior of a building. Maigue believes the new panels could help to "democratise" renewable energy so that people can get closer to it and understand it better. The invention was a winner of the James Dyson Sustainability Award.

fastcompany.com, 23 November 2020 (Berg)

Environment

CMA looks into eco-friendly marketing claims

The UK Competition and Markets Authority (CMA) is to investigate products and services that are labelled as "eco-friendly". Last year UK consumers spent £41 billion on ethical goods and services, according to the CMA but the credibility of sustainability claims can affect brand value. For example, false or misleading claims could prompt legal action by consumers or even shareholders who are affected by the negative publicity. The CMA will focus on UK

marketing practices as well as examining green claims in the global context. It will then produce guidance for businesses on the way they market goods and services in relation to their environmental impact.

lexology.com, 18 November 2020 (Leadley et al)

ITV launches climate change ads

ITV is demonstrating its commitment to reducing its carbon emissions to net zero by 2030 through a series of ads showing the effects of global warming on some of its shows. The ads include: "Catastrophe Street", where a storm causes havoc in *Coronation Street*; and Ant and Dec's *Saturday Night Takeaway*, which turns into "Saturday Night Blown Away". The campaign invites viewers to measure their own carbon footprint. ITV plans to use 100% renewable energy and have a 100% sustainable supply chain before 2030.

campaignlive.co.uk, 23 November 2020 (McGonagle)

Fashion

ESG marketing

Vogue magazine's #GetYourGreens series, which explores how the fashion industry is becoming greener, reflects changes in consumer attitudes towards sustainability in fashion. Today's consumers expect fashion and retail to meet their environmental, social and governance (ESG) responsibilities. As companies move towards more sustainable manufacturing processes, questions arise as to how these changes should be marketed to consumers and how the law views environmental claims. The EU has several directives to address the issue of misleading advertising. Advertising using ESG claims requires legal diligence to comply with existing advertising laws. Any claim that can be described as objective by consumers must be substantiated in order to be compliant. Levi, Kering, Nike and Adidas are examples of clothing companies that have incorporated sustainability and transparency into their strategies.

lexology.com, 20 November 2020 (Maher et al)

Financial services

Card payments – rise in merchant outlets

The number of merchant outlets accepting card payments will rise from 74.5m at the end of 2019 to 95.9m by the end of 2025, mainly due to government initiatives to encourage cashless payments, according to research from RBR. Its *Global Payment Cards Data and Forecasts* report reveals that the number of merchant outlets accepting card payments worldwide rose by 4% last year, with India recording a rise of 40%. UnionPay has overtaken Discover as the most widely accepted card scheme, with 59.3m and 59.2m merchant outlets respectively. Visa and Mastercard are each accepted by 55.6m and are the most widely

accepted outside China.

[nfcw.com](#), 18 November 2020 (Phillips)

Achieving differentiation in mobile banking

Internet users' use of digital financial services has almost doubled over the past two years and this trend has been speeded up by the current pandemic. According to the *Mobile Finance Report 2020* from Adjust, the amount of time users spend on banking and payment apps rose by almost 9% between 2019 and 2020. The number of sessions in payment apps rose by 49% across the countries in the survey, with the greatest rises being seen in Japan, Germany, Turkey, the US and UK. This raises the question about how financial institutions can stand out in a crowded mobile banking space. Here are four steps to help achieve differentiation and acquisitions.

[thefinancialbrand.com](#), November 2020 (Gerber)

FMCG

Beverages

First wine aged on ocean bed

Winemaker Lorenzo Zonin of the Podere San Cristoforo wine estate in Tuscany has produced the very first Petit Verdot wine that has been aged in the sea. At the beginning of 2020 he placed 600 terracotta amphorae at the bottom of the sea off the Tuscan coast for nine months. While the amphorae have become encrusted with algae and shells, the immersion appears to have accelerated the maturity of the wine. Zonin, who was inspired by the vessels used by the Romans and Phoenicians for ageing wine, is hoping to patent his S-Amfora ageing process.

[thedrinksbusiness.com](#), 20 November 2020 (Shaw)

Corona Beer launches content studio

Corona Beer recognises that consumers don't want to be interrupted by advertising. This insight has shaped the beer brand's strategy and the launch of Corona Studios, an in-house production facility focusing on quality entertainment. The studio launches with a series called *Free Range Humans*, which features eight people who have left their jobs to lead a life of outdoor adventure. "We need to start entertaining instead of interrupting consumers", says Felipe Ambra, global VP of Corona. The series will reflect the company's broader aim, which is to act more like a publisher in its approach to marketing.

[campaignlive.co.uk](#), 23 November 2020 (Weissbrot)

Cosmetics and toiletries

Coty ramps up e-commerce and innovation

The pandemic has done a great deal to speed up beauty brand Coty's digital strategy. While many brands were scrambling to create digital experiences

from scratch, Coty was ahead of the game. It appeared at CES in Las Vegas to unveil its latest technology which included a "smart mirror" enabling a live AR hair dye try on. Coty's agile approach to innovation and its use of AR have enabled it to post a quarterly profit. There has been a boom in DTC digital sales of health and beauty products, which are predicted to rise by 23.3% by 2025. Coty is keen to grab a share of this market and is ramping up its e-commerce offering which is set to become one of its biggest channels.

[thedrum.com](#), 18 November 2020 (Stewart)

Food

Labelling of plant-based foods

The plant-based alternative food market in Europe is expected to reach €2.4 billion by 2025, up from €1.5 billion in 2018. On 23 October the European Parliament rejected proposals to ban plant-based products from using meat-related expressions such as "steak", "sausage" and "burger" in their labelling. Farmers and the meat industry argue that the labelling could mislead consumers. By contrast, the EU has voted in favour of the stricter labelling of plant-based dairy alternatives. As the plant-based market expands and consumers become more conscious of what they are eating, there will be greater impact on the meat industry. The European Parliament vote is part of a wider reform of the EU's Common Agricultural Policy but it is as yet uncertain whether the UK will follow the EU's proposals. The UK is the biggest market in Europe for the consumption of plant-based products.

[lexology.com](#), 18 November 2020 (Doherty)

Cadbury post office pops up online

Cadbury's annual pop-up post office, which enables people to send a bar of chocolate to someone anonymously, has been turned into a virtual pop-up this year. The service will also donate to The Trussell Trust, a charity which aims to stop hunger in the UK. The Cadbury Secret Santa postal service first launched in 2018 and has appeared at various locations around the UK as part of the company's "Secret Santa" campaign. Cadbury will also donate Advent calendars, selection boxes and biscuits to food banks.

[campaignlive.co.uk](#), 24 November 2020

Fermented food growth

The health benefits of Kimchi are having a positive effect on imports from Korea. In 2019 886 tonnes of Kimchi (worth £2.5m) were imported. Earlier in 2020 Waitrose announced they had seen a 43% rise in sales.

[The Grocer](#), 28 November 2020, p38

Tobacco

Plain packaging: Flawed thinking?

Australia lead the world in moving to plain packaging for cigarettes and they were the first to adopt the policy. Whilst there was an initial drop more data is showing an increase in rates. One academic, Riccardo Welters from James Cook University, believes that, "plain packaging regulations may have been counterproductive". The removal of brand loyalty with the plain packaged boxes with no logos, have basically pushed consumers to purchase on price. The current suggestion on the table is to impose price floors or increase taxes to equalise the prices.

vapingpost.com, 30 November 2020;
<https://www.vapingpost.com/2020/11/30/australian-economists-call-for-streamlined-cigarette-prices/>

Government and public sector

Resilient societies

The idea of governments creating resilient societies is covered in this McKinsey article. The long version of the article breaks down the four approaches that governments can engender to create a more resilient society including, virus control and a reimagined healthcare ecosystem, supporting a learning revolution, improvement in supply chains and stimulus measures to re-energise the economy. It then breaks this down into ten priorities giving best practice tips.

McKinsey.com, 30 November 2020;
<https://www.mckinsey.com/industries/public-and-social-sector/our-insights/rethinking-resilience-ten-priorities-for-governments>

Health and pharmaceuticals

B2B pharma marketing – prepare for 2021

This post is intended to help B2B pharma and life science marketing teams to review current marketing activities, think of ways in which they can do things better and introduce some new marketing tactics. Here are 17 marketing tips to consider for next year. They include the observation that there is a gap in personalisation in the B2B pharma sector. What better way to get to know your patients than through web personalisation? Another suggestion is to align the brand with a charity or good cause, such as sponsoring a green initiative. Another possibility is to conduct research and publish within the sector. The overall message is to be strategic: look at what you already have and then improve its performance; with a goal to remove waste, do things better and then scale up.

orientation.agency, 25 November (Lawson)

Meat-free diets – food for thought

A new study has found that those on a plant-based diet are 43% more at risk of bone fractures than

meat eaters. Vegans also have a higher risk of fractures to specific areas of the body, such as hips, legs and vertebrae, according to research published in the journal *BMC Medicine*. Even vegetarians and people who eat fish but not meat were found to have a higher risk of hip fractures than those who ate meat. The risk was partially reduced once BMI and dietary calcium and protein were taken into account. The findings were made by the Universities of Oxford and Bristol as part of a wider study among almost 55,000 people.

Farminguk.com, 23 November 2020

IT and telecoms

Brands turn to AR during pandemic

Brands that rely on people trying on their goods, such as sunglass maker Bollé, have turned to AR tools on social platforms like Snapchat and Instagram, to allow customers to see how they look. Other brands have turned to AR for a range of uses including physical events, such as the Tribeca Film Festival, or showroom demos (Ford and Kendra Scott jewellery). AR is increasingly appearing in marketing plans, according to Matt Maher, founder of M7 innovations which has worked with Bollé and Chanel. Snapchat, which ramped up its AR features during the pandemic, recently launched an AR feature in collaboration with Gucci, which included the first branded AR shoe try-on feature to appear on the platform. Social media tools have helped to reduce the time it takes to roll out an AR-based campaign. According to one expert, AR has reached a point where it is "as natural as using Photoshop". It will also benefit from the accessibility of 5G networks which will expand the size and speed of AR features.

Adweek, Vol 61(24), 16 November 2020, p5 (Kulp)

Leisure and tourism

Inspiring visitors to care for public resources

It is important to maintain the natural environment but caring for publicly-owned "goods", such as parks and waterways, becomes harder as budgets are reduced. Four studies described in the *Journal of Marketing* sought to discover whether people can be made to feel psychological ownership for public property. In one study, where rubbish had been deposited on a lake, half of the people kayaking were asked to give the lake a nickname. Those who named it were more than five times as likely to pick up the rubbish (41%) than the other kayakers (7%). In another experiment, people who saw a "Welcome to YOUR Park" sign were more likely to pick up rubbish and donate more to the park than those who didn't see the sign. The research has implications for those caring for public resources, for policymakers and not-for-profits who may have limited resources.

ama.org, 19 November 2020 (Peck et al)

Materials and mining

Growing demand for scrap metal

A new report reveals that demand for scrap metal is likely to grow over the next two decades. Consumers and investors increasingly want recycled materials while government policies are helping to drive cleaner, more reusable scrap metal. According to Renate Featherstone, principal analyst at Wood Mackenzie which produced the report, there is no global vision for the use of scrap metal. Europe collects scrap but lacks sufficient scrap-smelting capacity which results in huge amounts of scrap being exported. The report says that using all available scrap could substantially reduce steelmaking CO₂ emissions. However, it concludes that "Mining, refining and smelting will remain part of our lives for many decades to come".

[mining.com](#), 27 November 2020

Raw materials alliance

Two months ago, the EU launched the European Raw Materials Alliance (ERMA), a partnership of over 300 from industry, research and government departments. Now they have come together to see how Europe's raw materials supply can be secured to help the EU with its "green and digital transition". In the first instance it is focusing on rare earths, whose production is dominated by China with a market share of between 80% and 100%. ERMA will also focus on advanced materials for energy storage and conversion. An infographic sets out the materials, technologies and sectors involved.

[erma.eu](#), 23 November 2020

Media

Books

Christmas reads

Looking for reading inspiration? Why not check out this selection from our Book Shop. Titles covering digital, humour and change. There is a discount code giving up to 20% of CIM Bookshop purchases, valid until midnight 31 December 2020.

[exchange.cim.co.uk](#), 16 November 2020;

<https://exchange.cim.co.uk/editorial/marketing-must-reads-christmas-gift-guide-2020/>

Games

Gaming – a win win sector

Gaming employs around 47,000 professionals, including related industries. Over the past year there has been a 20% rise in job vacancies following a 218% surge in physical game sales during lockdown. These are the findings of a new report, *Gaming: Perfect Play for Growth*, from recruiter Robert Walters and Vacancysoft. Key findings are that: average contribution to the economy per gaming employee is £80,000 (double the national average); there are "significant" sectoral hubs in 20 towns and

cities across the UK; and jobs in the gaming sector will rise threefold over the next five years. Another finding is that support functions, not just technical roles, have risen to prominence in the sector: 13% of the roles advertised are now in marketing or PR.

[netimperative.com](#), 19 November 2020

Animal Crossing – new rules for brands

Animal Crossing: New Horizons (ACNH), which launched this year, has proved so popular that marketers have been keen to run campaigns in the virtual world. Now Nintendo has published a set of *Usage Guidelines for Business and Organisations*, which include the instructions to refrain from bringing politics into the game and not to obtain "any financial benefit from using the Game". The author explains why Global Pride 2020 did not partner directly with Nintendo for its #GlobalPrideCrossing campaign but acknowledges that if you are trying to create a "highly" promotional campaign, then you should seek permission from the game publisher. The new rules from Nintendo are useful because they make decision-making easier for the brand and they should lead to smarter and more valuable activations.

[wearesocial.com](#), 26 November 2020 (Robin);

<https://www.nintendo.co.jp/animalcrossing/announcement/en/index.html>

Magazines

BeanOld for adults

Beano has launched its first *BeanOld* comic for adults. *BeanOld* features some of the famous characters of 2020 including Sir Tom Moore, Marcus Rashford and Dominic Cummings! The comic, which is a pull-out from the regular *Beano*, sees Dennis the Menace's parents looking back over the year, recalling Zoom quizzes, home schooling and toilet roll shortages. Greta Thunberg is seen offering Dennis' father help with growing a Christmas tree; while Dominic Cummings is the getaway driver in a plan to steal all the town's Christmas presents! What better way to promote the comic to adults?

[toyworldmag.co.uk](#), 19 November 2020

Newspapers

DMGT ad revenues down by 16%

The Daily Mail Group (DMGT) has suffered a 16% fall in advertising revenues across all media in the year to 30 September, with the pandemic causing print ad revenues to decrease by 30%. Digital, which made up 65% of total ad revenue, saw average global unique browsers rise by 38% during the year. However, the coronavirus caused the *Metro's* circulation to fall to around a quarter of pre-pandemic levels; it used to enjoy the biggest Monday to Friday ad market share by volume of any UK weekly newspaper. DMGT says its ad market for consumer media brands, "lacks visibility and

conditions are likely to remain both challenging and volatile". This, combined with declining circulations, presents a pessimistic outlook as, "structural changes in newspaper readership continue".

marketingweek.com, 22 November 2020

Radio

Radio – good for the supermarket shop?

Radio is a powerful yet often under-utilised advertising medium. This Christmas one thing is for certain: people will still be doing their big food shop. Adding radio to the media mix can help to increase supermarket ad awareness by 35%, according to Radiocentre's Radiogauge Predict tool. Radio can also boost brand relevance ("this brand is for people like me") by 10%. Supermarkets that appear on the radio are also more trusted, with a 19% rise in trust from listeners who hear radio ads for a particular brand. Hearing ads on the way to the supermarket can also lead to brand switching, with purchase intent among people who wouldn't normally buy a brand rising by 39%.

radiocentre.org, 12 November 2020

Social media

Easy filming

With virtual tours now being essential for looking at a house to purchase or rental, estate agents are being helped by a new app, Holofy Space. The app allows the agent to easily film the virtual tour, edit the tour, and then post to social media sites and websites.

propertyindustryeye.com, 27 November 2020

Television

TV still the most effective medium

The Global TV Deck (from The Global TV Group) covers 26 countries, and represents data and technical expertise from major players in the TV industry. It acts as a databank for advertisers as well as to remind them of the importance of TV as an advertising medium. The databank covers TV's reach, popularity, resilience, trust, impact and effectiveness. The latest (third) edition, shows that TV reaches around 70% of the population of Europe daily. It also accounts for 90% of the average viewer's video time and has remained remarkably resilient despite competition from SVOD services, such as Netflix, and online video platforms, such as YouTube. It is also the most trusted form of advertising and the most likely to trigger emotions in the viewer. TV can have positive impacts on other media: in France the traffic on an advertiser's website rises by 61% during a TV campaign, while the average TV ad achieves sales of €4.9 for every €1 invested.

thinkbox.tv, 18 November 2020

Ad-free streaming – a marketing problem

A major problem when measuring connected TV audiences is that most streaming time occurs without advertising. Netflix, Amazon Prime and Disney+, which made up almost half of all time spent streaming in Q2 2020, are all ad-free. On the other hand, YouTube and Hulu, which both carry advertising, also have ad-free options. These top five streamers account for around three-quarters of all streaming time, according to Nielsen. Users often cite Netflix's lack of ads as one of its most attractive features. The increasing use of ad-free streaming is of concern to marketers as viewers increasingly move away from traditional TV. There are ways around this ad-free environment, as this article explains, but many tactics have trade-offs and they certainly don't replace advertising directly on a premium video platform!

emarketer.com, 16 November 2020 (Benes)

Video

YouTube launches audio ads

YouTube has launched "Audio ads", its first advertising format where advertisers target audiences through a listening rather than viewing experience. The listening part of the ad takes priority over the visual element which is "typically a still image or simple animation", says product manager Melissa Nikolic. She reports that 75% of measured audio ad campaigns on YouTube drive "a significant lift in brand awareness". Music streaming is at a record high on YouTube, with over two billion people a month using the platform to listen to music. This presents new opportunities for advertisers.

netimperative.com, 19 November 2020

Packaging

Solid shampoo bars, zero plastic waste

Garnier is launching a range of shampoo bars in the UK which will eliminate plastic waste. L'Oréal's Garnier Ultimate Blends shampoo is packaged in 100% recyclable FSC-certified cardboard and will result in 80% less packaging than a conventional shampoo bottle. The new bars are blended with 94% plant-based ingredients. Garnier launched its Green Beauty initiative earlier this year as part of the "L'Oréal For the Future" sustainability programme.

packagingnews.co.uk, 27 November 2020 (Qureshi)

Smart packaging to reduce waste

A group of companies have collaborated under the name Packadore Collective to create a flexible connected packaging solution that aims to reduce food waste. The new "DeXel" concept transforms existing jars and bottles into intelligent packaging using a timer device that is attached to the lid of the food pack, motion sense technology and a LED light to inform consumers. Working together with the

user's smartphone, it can track and advise on the product. For example, if it lights up green, the product is safe to use but a red light indicates that the food can no longer be eaten. DeXel can also be used to provide consumer insights on the use of its partners' brands.

packagingeurope.com, 25 November 2020

Retailing

Retail sales up due to early Xmas shopping

UK retail sales volumes rose by 1.2% in October compared with September, representing its sixth consecutive month of growth. Sales of non-store retailing rose by 6.4%, household goods by 3.2% and department stores by 3.1%. The figures suggest that people started Christmas shopping earlier this year, ahead of possible further restrictions. Overall retail sales rose by 7.9% compared with February. This was due to a rise in online sales (up 52.8%) boosted by widespread discounting but a decline in store sales (down 3.3%).

ons.gov.uk, 20 November 2020 (Murphy)

Catalogues popular during the pandemic

Both high street and online retailers are using traditional catalogues as a way of attracting the attention of people stuck at home during what is usually the busiest shopping period. Brands are offering attractive photography and product descriptions to inspire shoppers. Toy retailers, such as Toymaster, have long used direct targeted mailouts to highlight store offers. Jigsaw, the fashion retailer, has been sending out more catalogues this winter, following a good response to its usual mailouts, as a way of keeping its brand "front of mind during lockdown". Research suggests that a lower proportion of people open an email or click on an online ad than keep a catalogue. Retailers are advised to combine a variety of channels to reinforce their message.

toyworldmag.co.uk, 23 November 2020

Asda expands store within a store

Asda is allowing Nomad to take over the supermarket's frozen aisles in ten stores for a six-week period. The campaign, which promotes the Birds Eye and Aunt Bessie's brands, calls for shoppers to: "Make the most of your Christmas roast". The Asda aisles have been decorated with vinyl floor stickers, cabinet borders, etc featuring branding and meal suggestions. Nomad says the initiative is in anticipation of a greater demand for frozen food. The campaign also forms part of Asda's brand partnership programme which has already seen a "store within a store" concept in partnership with toy retailer The Entertainer. It plans a further collaboration with B&Q.

thegrocer.co.uk, 26 November 2020 (Sandercock)

John Lewis social media views down

John Lewis and Waitrose's "Give a little love" Christmas ad has notched up fewer views in its first week than last year's "Excitable Edgar" did in its first 24 hours. This year's ad received 5.4m views on YouTube and 1.2m on Facebook compared with Edgar's 17.3m views on social media within just 24 hours. "Buster the boxer", the 2016 ad, has so far been John Lewis' greatest viral success, with 28.5m views in 24 hours online. However, the number of people viewing the John Lewis seasonal ad on Facebook has been in decline since 2016.

campaignlive.co.uk, 20 November 2020 (McGonagle)

Pets at home benefits from rise in pet owners

Pets at Home has seen a sharp rise in sales as people focused on their pets during lockdown. In the six weeks to 8 October, the retailer's revenues rose by 5.1%. Many people working from home were able to get a dog or cat for the first time, having never considered owning a pet before. Although it does not sell dogs or cats, Pets at Home reports a 25% rise in membership of its Puppy & Kitten Club for new owners. The UK pet market is set to reach £7 billion next year.

bbc.co.uk/news, 24 November 2020 (Jordan)

Devastation of the high street

As we finish writing this edition of Cutting Edge we have not only the news of the Arcadia Group going into administration, but also the proposed rescue deal of Debenhams dissolving as JD Sports withdraw their interest in purchasing its 127 stores. Arcadia are represented in 124 Debenhams UK Stores. The Arcadia Group made up of well-known brands including Topshop, Topman, Wallis, Evans, Burton, Miss Selfridge and Dorothy Perkins slipped into administration following many months of speculation. Arcadia is also hampered by a slow move into e-commerce.

theguardian.com, 1 December 2020; retail-week.com, 1 December 2020; ft.com, 1 December 2020

Services

Co-op expands robot delivery

Over recent months the Co-op has been trialling a robot delivery service in Milton Keynes. The robots, supplied by Starship Technologies, have been a huge success, and demand has "continued to soar". Now the Co-op is expanding the autonomous delivery service to Northamptonshire and plans to have 300 robots in use by the end of 2021. Chris Conway, head of e-commerce at the retailer, says that it has had attracted many new customers to the channel this year.

business-live.co.uk, 25 November 2020 (Finch)

Transport and travel

Disruption in the automotive supply chain

As vehicles move to being connected, autonomous and electric, traditional business models will be replaced by a new type of “mobility ecosystem”. This in turn will require new thinking about where liability lies within the supply chain, as technology, consumer needs and regulatory frameworks shift. Original equipment manufacturers (OEMs) are likely to see reduced negotiating power and there are already joint ventures between OEMs, tech providers and utility companies. This is likely to continue as traditional businesses look to partner with disruptive start-ups. This article looks at the impact of these changes on product life cycles, changes in the way we consume vehicles (mobility as a service or MaaS) and managing risk from a legal perspective.

pinsentmasons.com, 18 November 2020 (Gardner)

Ferrari on track to retain Testarossa mark

Ferrari is allowed to keep its trade mark for the Testarossa brand even though it discontinued production of the sports car in the 1990s. The European Court of Justice (CJEU) decided that, because the company continued to make vehicle parts for the car, it had fulfilled its obligation for trademark use. This follows a challenge back in 2017 by German toy manufacturer Autec which claimed that Ferrari did not fulfil the obligation for trade mark use. This article considers the reasoning behind the case which may provide some reassurance for other brands that no longer make a product but are still providing goods and replacement parts.

lexology.com, 20 November 2020 (Visser)

EV marketing and the rush to launch

The UK Government has brought forward the ban on new petrol and diesel cars to 2030 which effectively means that the automotive industry has lost a whole development cycle. We are likely to see a dramatic uplift in pure EV launches, not to mention a raft of premature “half-baked” product launches as manufacturers rush to grab a share of the market. There will be disparities between electric models that have been developed from the ground up and those that have been rushed out. Brand builders and storytellers will do well if they are on the “right side of innovation”. Otherwise they might be left, “trying to paper over gaping holes in acceptable standards”. Marketing can no longer be just an auxiliary function for automotive: as dealerships are replaced with online channels, it has never been more important to integrate brand experience with marketing and service.

campaignlive.co.uk, 23 November 2020 (Roope)

Written by CIM’s Knowledge Services Team

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www.vapingpost.com

www.wearesocial.com

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