

Cutting Edge: Our weekly analysis of marketing news

24 March 2021

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

Quick [links](#) to sections

Marketing trends and issues

Advertising

ASA examines influencer non-compliance

The ASA has reported that influencers have demonstrated “a disappointing overall rate of compliance” when making it clear that they are promoting a product or service. This follows an investigation in September 2020 in which the ASA checked 122 Instagram accounts of UK-based influencers and over 24,000 Instagram Stories. It found that just 35% of these were labelled and identifiable as promotions. The study concluded that there was inconsistent disclosure across stories and posts, poor visibility of advertising labels and unmarked affiliate content. ASA chief executive Guy Parker says that influencers and brands have been given “fair warning”. The ASA will now be following up on its findings and taking enforcement action. (See also under Social media)

[marketingweek.com, 18 March 2021; Influencer Ad Disclosure on Social Media](#)

Are moving consumers more affected by ads?

People are often moving around when they are exposed to advertising which has led researchers to ask the question: “Are moving consumers more influenced by advertising?” This article focuses on the idea that the body influences the brain and that physical activity can have a positive impact on attitudes and intentions towards an ad or brand. This effect occurs because the greater arousal caused by physical activity is transferred to the advertisement. This suggests that companies should consider consumer movement when planning advertising; but warns that media spaces where consumers are likely to be moving around can be more expensive than other venues.

[Journal of Advertising Research, Vol 60\(4\), December 2020, pp417-426 \(Dahlen et al\)](#)

Agencies

Ad agency employee numbers hit by pandemic

The IPA’s 2020 agency census reveals the groups that were hardest hit by the pandemic. For example, the number of industry employees under the age of 25 fell by 29.4% from 2019 to 2020, while numbers over the age of 60 fell by 22.1% year-on-year. Female employee numbers were hardest hit (down 12.8%) while numbers of men in the industry fell by just 8.1%. There was also a fall in the numbers of women in the C-suite which were down from 34% in 2019 to 32.4% in 2020. In contrast, those of ethnic backgrounds rose from 13.7% to 15.3%. Overall agency employee numbers fell by 10.8%.

[marketingweek.com, 19 March 2021](#)

Brands and branding

Cultural impact

Branding is, “the act of influencing perception”. While marketing and advertising focus on the extraction of value, branding builds value from the ground up. Therefore, the main impact of branding, rather than being economic, is cultural. This applies across the board, from sole traders through to large companies or nations. Brands can define whole industries and this is what is called “cultural impact”. While brands must evolve to meet the needs of a changing world, they do not have to be a “crisis chameleon”. On the contrary, brands with a strong sense of who they are can adapt better in a crisis than those who don’t have that understanding. These are the brands that will have the most opportunity to make a cultural impact...

[fastcompany.com, 12 March 2021 \(Peterson\)](#)

Making an effort...authenticity and ethicality

Perceived authenticity and brand ethicality can strongly impact consumer decision making, but the link between the two has not been well established.



Chartered CPD Programme

Don’t forget, reading this publication can count towards your annual CPD record.

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

Here the researchers investigate how two types of authenticity (indexical and iconic) influence consumers' perceptions of brand ethicality. Five studies reveal that indexical authenticity cues (an original product by a brand) result in greater perceived brand ethicality than iconic authenticity cues (an authentic reproduction by the same brand). This is explained by the fact that indexical authenticity cues prompt people to perceive that a product is made with more effort; this increases the perception that it is made with love, which in turn enhances their perception of brand ethicality.

Journal of Business Ethics, March 2021, pp1-22 (de Kerviler et al)

Rebranding a company – communication key

Toluna, the consumer intelligence platform provider, was rebranded to Toluna Start last year to reflect changes that had been taking place in the company and the marketplace. Frederic-Charles Petit, CEO and founder, decided to go ahead with the company rebrand in the middle of the pandemic but had the problem of uniting 1,400 employees across four continents. The rebrand was intended to help bring recent acquisitions (Harris Interactive and KuRunData) under the company's brand umbrella. It would also reflect the increasing proportion of revenue that came from brands (60% compared with just 10% a decade ago when agencies accounted for 90%). Communication with employees was essential in the rebranding, as explained in this brief article.

managementtoday.co.uk, 18 March 2021 (Brown)

Conferences and events

Venue site visits to begin from end of month

Following the announcement that stay-at-home restrictions will be lifted on 29 March, the Business Visits and Events Partnership (BVEP) has confirmed that visiting a business event venue will be permitted for the purpose of viewing the venue for a booking or work-based event, if this can't be done remotely. Chair of the BVEP Simon Hughes says this follows some "extensive lobbying" by the BVEP on behalf of its partner organisations. It will enable the events industry to "begin to rebuild its pipeline of business".

eventindustrynews.com, 19 March 2021 (Parry)

Consumer behaviour

Nudges – reducing socioeconomic disparities

The way in which products and options are presented to consumers will affect their purchases. However, it is not clear how this "choice architecture" creates socioeconomic inequities. A new study in the *Journal of Marketing* shows that people of low socioeconomic status (SES), low numerical ability and low knowledge are most influenced by nudges. This means that "good nudges" to encourage options that are in a person's

best interest, reduce SES disparities. However, nudges that encourage the selection of inferior options make disparities worse. Results from six studies suggest that nudges for retail purchases, vaccine take-up and automatic retirement contributions, can reduce socioeconomic inequities.

ama.org, 17 March 2021 (Mrkva et al)

Limited consumption leads to better WOM

A common marketing technique is to allow consumers to experience a product on a limited basis, such as through trial-sized packs or limiting access to services such as streaming and apps. Consumers often write reviews after such experiences and are encouraged to do so by brands. This research shows that limited consumption experiences motivate consumers to spread positive word-of-mouth. This could be because the limited experience gives them a sense of closure and leads them to feel more certain of their opinions.

Marketing Letters, February 2021, pp1-15 (Saenger and Thomas)

Customer relations

Customer experience management for SAM

In strategic account management (SAM), companies have the challenge of differentiating themselves and gaining market share; but most haven't tapped into customer experience management (CXM), which the author argues is the "single most important investment" a company can make. Research suggests that: CX leaders can attract three times the returns of CX laggards; great CX leads to twice the customer engagement; and 80% of companies think they deliver "super experiences", but only 8% of customers agree with this. This article compares CXM with CRM and concludes that you need both. It includes some helpful infographics.

Velocity, Vol 23(1), 2021, pp42-44 (Parekh)

Direct marketing

Email optimised for younger audiences

While email remains the preferred method of communication for all age groups, according to the *Consumer Email Tracker 2020* report, brands should consider their relationship with younger audiences such as Gen Z, when communicating via email. This article considers some key points relating to those surveyed in the 18- to 24-year-old age group to help ensure that they become future long-term consumers. The main points to come out of the report in this respect are that: you should use a multi-channel mix because younger people aren't as reliant on email as older generations; ensure that emails are optimised for Gmail; make sure emails are focused on mobile optimisation with responsive landing pages; create a strong opt-in proposition and set out brand values clearly; and allow flexibility when it comes to communications types.

dma.org.uk, 3 March 2021 (Dawson)

Law

Facebook in CMA antitrust probe

The Competition and Markets Authority (CMA) is to investigate how Facebook allegedly uses customer data to outdo competitors in social media and online advertising. This is just the latest in the CMA's scrutiny of Big Tech's dominance. It previously announced that it would be looking into Apple's App Store fees and Google's new privacy settings. The UK investigation is expected to follow similar lines to the European Commission's own probe into Facebook in which it is looking at claims that Facebook is "distorting" the classified ad market through its free Marketplace platform.

ft.com, 19 March 2021 (Beioley and Espinoza)

CJEU rules on hyperlinking

The CJEU has previously stated that content published on websites without any restrictions, and linked by way of framing, does not need the consent of the right's holder. This is based on the idea that the copyright holder has already "envisaged all internet users as the relevant public". However, in a new ruling this month, the CJEU has decided that where the copyright holder has imposed measures to restrict framing (content that is accessible to the public only behind paywalls or is protected through technological measures), that content can't be framed by third parties without authorisation. When licensing such content to third parties, the third parties can also be required to adopt technological measures to prevent unauthorised framing by other parties. Confused? This article includes a chart to illustrate how hyperlinks are being treated under EU copyright laws.

lexology.com, 18 March 2021 (Riede and Grinschg)

Marketing

How to use incentives for positive WOM

Word-of-mouth (WOM) can be one of the most effective means of persuasion and many companies will offer consumers incentives to generate WOM. This process doesn't always have the desired effect, however, and could actually decrease the customer's willingness to take part. A new study, published in the *Journal of Marketing*, investigates how marketers can encourage positive WOM without using such incentives. The research shows that commonly used marketing "perks", such as gifts, benefits and rewards, can be effective at fostering WOM, depending on how they are framed and perceived by consumers. For example, the less they are perceived as having a contractual obligation, the more effective they are at encouraging WOM.

ama.org, 17 March 2021 (Lisjak et al)

Creating a marketing message

Having established a marketing strategy, how do you work out what to say in the content? The

marketing message can be just as important as the strategy. Without an effective marketing message, there is no way to carry out the strategy. This post defines what a marketing message is, provides real case studies (Nike, Black Girl Sunscreen, Chipotle, Lab Muffin, Zoom) and then explains how to create a marketing message. You should take into account factors such as: knowing your target audience; understanding the audience's pain points; making value propositions; being clear and concise; and using familiar language. Ultimately, however, the marketing message must be designed to convince the customer to do business with you.

blog.hubspot.com, March 2021 (Needle)

Agile marketing teams – customer-centric

Agile marketing means "putting the customers at the centre of everything", but many marketing organisations don't create teams around this concept. A key benefit of agile marketing is to have teams that create meaningful experiences for customers, rather than working in silos. Here are some examples of teams that are built around customers, including funnel teams, persona teams, product teams, service teams and cross-functional teams. However, agile marketing teams do not in themselves necessitate a company restructuring. A member of a cross-functional team, for example, may still report to a creative director, but work would be assigned through the team.

marketingland.com, 17 March 2021 (Ackerman)

Market research

B2B research

In B2B it is hard to establish causal factors when trying to assess the effect of a strategic decision. Experiments are considered to be the "gold standard" but it is difficult to place businesses or buyers in experimental conditions. Instead, researchers tend to place managers in experimental conditions to study the effect of the context on their decision making and other outcomes. Researchers struggle with B2B because of the multiple parties involved, purchasing timelines and long post-purchase assessments. Despite their complexity, B2B experiments can be a chance to gain richer insights, if researchers follow a two-step process: firstly, they must match study design to purpose; and then follow this by matching context to respondents. Ultimately every B2B experiment should pass this test: "Does it improve our understanding of an issue beyond merely establishing causality?"

ama.org, 26 January 2021 (Hada)

Public relations

Don't make decisions out of fear

When faced with threats such as the pandemic, some leaders either stay cool and calm or go off the

rails. It is all a question of how they handle their own fear and that of their team and their organisation. Fear is a response designed to protect us from danger but it can also hinder our best thinking, decision making and ability to innovate in a difficult environment. Some leaders either freeze, fight or run but these behaviours are damaging to their own reputation as well as that of the business. Crisis leadership requires the adoption of two important perspectives: a strategic mindset and a focus on employee engagement, productivity and wellbeing.

managementtoday.co.uk, 22 March 2021 (Sloan)

Sponsorship

Study wants end to high carbon sponsorship

A new study is calling on sport to end sponsorship deals with polluting companies that are using so-called "sports-wash" to divert attention from their role in the climate crisis. Some 258 sponsorship deals across 13 sports around the world are with companies that promote "high carbon products, services and lifestyles", says the report, which comes from the New Weather Institute and other bodies. The *Sweat not oil* report identifies football as the sport attracting the greatest number of polluters, while Toyota (an Olympic partner) is said to be the biggest carbon sponsor in sport, with 31 partnerships across various categories. The report further claims that deals with polluting companies "contradicts" pledges made by sport to tackle climate change.

sportspromedia.com, 22 March 2021 (Carp)

The rise in e-sports sponsorship

The pandemic has had a serious impact on the market for sponsorship rights in traditional sport. One industry that has benefited is e-sports, which offers new opportunities for sponsors. E-sports have not only adapted and thrived during the pandemic, but they have received more media attention than ever before. They also offer flexibility and a wide range of options for sponsors who can choose according to their brand objectives. Sponsors can partner with organisations, tournaments, teams or individual players. In the past e-sports sponsors tended to be businesses connected to the industry, but now mainstream names are on board. Mercedes-Benz has announced a partnership with e-sports company ESL while Levi's has partnered with NUEL, the UK's largest university e-sports organiser.

internationallawoffice.com, 19 March 2021 (Dennis and Qayum)

Agriculture, fishing and forestry

Mini robots to address labour shortage

A shortage of seasonal labour has become a big problem for farmers and growers since Brexit. Now

an agri-tech start-up wants to help by launching a range of self-driving mini tractors. Ben Green set up Kernow Robotics in 2019 after identifying labour shortages as a problem. Some of the robots are designed to supplement, rather than replace jobs, such as a small robot that wanders around scaring off crows. Others can do precision spraying for rows of vegetables. Green expects the first prototype to be operating by the end of April and the first commercial machine to be launched in three years' time. The company offers the service as a package: it brings the robots to the field, does the work and goes away again without the farmer actually having to buy the robot. Kernow plans to start by helping Cornish daffodil farmers, before moving on to livestock.

farminguk.com, 22 March 2021

Red Tractor in biggest-ever promotion

Red Tractor has launched its biggest ever marketing campaign to promote the assurance scheme's food and farming standards. A new animated TV ad will appear on ITV with Red Tractor expecting 45m consumers to watch it before the May bank holiday weekend, up 20% on last year's campaign. "Our farmers take enormous pride in the food they grow and rear to feed us, so it was important that this care was replicated in the production of this advert," said Red Tractor's head of marketing Richard Cattell.

pig-world.co.uk, 22 March 2021

Building industry

Green homes grant

The Green Homes Grant Voucher Scheme (GHGVS), announced by the Government in July 2020, offers vouchers that contribute towards the cost of installing energy efficient improvements to homes. Although the scheme has been extended to March 2022, there is to be significantly less funding for it than previously allocated. There are also hints that the scheme could be scrapped completely. This paper examines the GHGVS in detail, including eligibility, quality assurance, local authority delivery and statistics on take-up. Hindrances have included availability of installers in some areas and the time taken to issue vouchers and to pay installers.

commonslibrary.parliament.uk, 19 March 2021

Construction bootcamps

As reported last week, the Department of Education has announced £43m in funding for the creation of free bootcamps of up to 16 weeks' duration and covering areas such as construction. The courses, which are open to adults aged 19 and over, could lead to an interview with a local employer. The West Midlands Combined Authority is to receive £475,000 to train people for jobs in the construction industry, while Devon County Council will receive £40,645 for its brickwork bootcamps. Skills bootcamps are

currently running in six areas, with more to follow.

theconstructionindex.co.uk, 22 March 2021

Businesses and strategy

Sales models post-pandemic

All sales models have their "sell-by date" and, as product standards change and new entrants arrive on the scene, buyers have more choice and expect more from vendors. Companies that don't adapt to these changing expectations will lose their advantage. Building and maintaining a relevant sales model that is understood by everyone in the organisation, is the most important way in which companies can respond to these changes. Now, as companies come out of the pandemic, they should reconsider their sales model. This will include changing customer selection criteria; making the customer buying process clearer; and making more effective use of selling metrics.

Harvard Business Review, Vol 99(2), March-April 2021, pp52-57 (Cespedes)

Ten principles of organisational design

In 2014, a Strategy& survey found that 42% of executives considered their organisation not to be aligned with their strategy. The CEO of a global company stays in post for around five years on average meaning a major organisation may happen only once during their tenure. So they have to get it right because there won't be a second chance, but every business is different and there won't be any one answer to the best design. The authors have identified ten guiding principles for organisational design that apply to every organisation and which have been developed over the years by PwC and Strategy&. These principles offer guidance for leaders whose strategies require a different type of organisation from the one they already have.

strategy-business.com, 23 March 2021 (Neilson et al)

A look at offices of the future

We have reached the anniversary of the first lockdown and, for many people, a whole year of working at home. According to a survey from workplace coaching firm Ezra, employees would be prepared to exchange promotion, pay rises and company benefits, for the ability to continue working remotely. However, another study by intelligent learning platform HowNow, suggests that 67% of workers in the UK feel "disconnected" from their colleagues. This article looks at what some businesses are planning to do and asks experts to predict future ways of working. These include hybrid working models, newly designed working spaces with yoga, gyms and live music and additional break out and collaboration spaces. The article also mentions the need for chiropractors and physios, to cater for people who have adopted bad working postures and bad backs while working remotely!

business-live.co.uk, 21 March 2021 (Finch)

Charities and NGOs

Small charities innovate on social media

Small charities are becoming more innovative in their use of social media. With limited resources, many have shifted their campaigns online through imaginative social media promotions. Here are some examples of ways in which small charities have used social media to raise funds, reach new audiences and communicate more widely. London-based Catcuddles has been using Instagram as a platform for sharing animal pictures and finding new owners for unwanted cats; while Cybersmile Foundation, which tackles bullying on social media, has been using social media influencers to recount their own experiences of bullying. Other charities showcased are: Mermaids, The Royal Marsden Cancer Charity, Mental Health Foundation and Youth Music.

charitydigital.org.uk, 19 March 2021 (Lepper)

Government reform to charity spending

The Government is to allow charity trustees more freedom over how they use surplus money from fundraising and permanent endowments. The changes mean that if people give to fundraising campaigns which don't meet their target, or raise more than expected, charities will be able to keep donations of up to £120 without consulting the regulator. Current rules say that they must consult the donor about what to do with the money. Minister for civil society, Baroness Barran, says that the Government had accepted "the vast majority" of the Charity Commission's recommendations.

civilsociety.co.uk, 22 March 2021 (Hargrave)

Economy

Lockdown savings – how it will be spent

The release of lockdown savings will see an extra £50 billion in spending this year, according to a forecast from Scottish Friendly and the CEBR. Their research suggests that 46% of Britons have increased their cash savings over the past six months and that households plan to spend 26% of this during 2021. However, Scottish Friendly warns savers of the effects of a rapid rise in inflation on their money. The survey of 4,000 UK adults also found that 34% of those who plan to spend more this year say they will spend it on travel and accommodation for overseas holidays while 29% say they will spend more on domestic holidays. In addition, 28% expect to spend more in restaurants and cafes although only 19% said they were keen to increase spending in pubs and bars.

scottishfriendly.co.uk, March 2021;
[Scottish Friendly Survey](#)

Consumer demand recovery and behaviour

Early 2020 saw the collapse of consumer spending across many countries as consumers changed their

behaviour; companies their business models; and governments their regulations: but the economic impact has been uneven. This report focuses on what the crisis means for consumer behaviour, a key factor in global economic recovery. It analyses consumer spending in China, France, Germany, the UK and US and segments consumers to help predict the size and shape of the consumer demand recovery. It then analyses six case studies to see how consumer demand will evolve and which behavioural changes acquired during the pandemic are likely to “stick” using a “stickiness” test.

mckinsey.com, 17 March 2021 (Remes et al)

UK economy dashboard

The ONS has produced an interactive dashboard presenting key economic data for the UK. It allows you to select the data (from the categories of GDP growth, inflation, trade, labour market and public finances), control the time period on the chart and download the data.

commonslibrary.parliament.uk, 19 March 2021 (Keep);
[UK economy: dashboard](#)

Education

The power of apprenticeships

A recent DMA report, *Apprenticeships: The Hidden Potential*, researched how businesses have decided to go down the apprenticeship route and how this has benefited organisations and their employees. For young people wanting to enter the marketing industry straight from school, apprenticeships are the perfect answer to gain experience and knowledge as well as earning an income. For businesses, apprenticeship programmes help to diversify talent and make the organisation more representative of society and customers. This article offers three pieces of advice: to take responsibility; plan in advance; and include in-person interactions. The report is free to download.

dma.org.uk, 17 March 2021;
<https://dma.org.uk/research/apprenticeships-the-hidden-potential>

The Turing Scheme launches

The Erasmus scheme, launched in 1987, involved 11 EU states including the UK, in a programme enabling students to study in another European country or “partner” country elsewhere in the world. In December 2020 the British Government announced that the UK would not continue to participate in the programme, and replaced it with the Turing Scheme. The new scheme, which offers funding of £110m for study and work placements around the world from September 2021, launched this month with a focus on four main objectives: global Britain, levelling up, developing key skills and value for UK taxpayers.

commonslibrary.parliament.uk, 18 March 2021 (Lewis)

Energy and utilities

UK mulls over North Sea new licence ban

The UK Government is considering a ban on new oil exploration licences in the North Sea as part of a move away from fossil fuels to achieve its goal of net-zero emissions by 2050. A ban on new licences would mean the gradual end for UK exploration in the North Sea, with Scotland being hit the hardest. But environmental groups claim that 2040 is too late to allow the UK to attain its climate change goals, even though there will be a ban on the sale of new petrol and diesel vehicles by 2030. Over 30% of UK electricity was generated by gas-fired power plants last year while the offshore industry accounted for around 46% of the UK’s overall energy requirements in 2019. Oil and gas rigs in the UK are responsible for about 10 million tons of CO₂ per year, which is about 3% of the UK’s total.

offshore-energy.biz/uk, 15 March 2021 (Lepic)

First microwave-powered boiler

Heat Wayv, a London-based energy tech firm, has developed the very first microwave-powered boiler. Heat Wavyv One, an IoT appliance controlled by a smartphone app, uses microwaves to heat water. It can be fitted to any interior wall, is silent, and is able to supply hot water and heating on demand to any home that already has a conventional gas boiler. It also creates zero greenhouse gas emissions. Company co-founder Paul Atherton says that the new boiler will “go a long way to help in cutting 24% of household carbon dioxide emissions”.

energylivenews.com, 17 March 2021 (Mavrokefalidis)

Environment

Ecolabels better than sustainable advertising

This research investigates loyalty to sustainable brands by evaluating consumers’ perceptions of various communications tools. The results of a survey reveal that ecolabel consciousness contributes to the creation of a sustainable brand image and helps to develop environmental consciousness. However, perceived advertising spend does not create this effect. Loyalty to sustainable brands tends to be influenced by consumers’ environmental consciousness but not by sustainable brands’ image. The research concludes that environmental consciousness is essential for developing sustainable brand loyalty, which reinforces the importance of the consumer’s environmental education.

Journal of Marketing Theory and Practice, March 2021, pp1-17 (Gaspar Ferreira and Fernandes)

Nestlé the first to use recycled paper for OOH

Nestlé UK & Ireland has become the first UK advertiser to use recycled paper for its six-sheet OOH ad campaigns. Polo, KitKat, Quality Street and

Nescafé are among the brands who will be using green printing techniques on 100% recycled paper. This follows months of R&D, according to the company. Nestlé has made a commitment to attain net-zero emissions by 2050.

[marketingweek.com](https://www.marketingweek.com), 19 March 2021

Fashion

Fashion's green targets not working

Some of fashion's largest firms are failing to meet pledges to improve their social and environmental impacts, according to the first *Sustainability Index* from the *Business of Fashion* magazine. The *Index* grades 15 fashion companies on six areas: transparency; emissions; water and chemicals; materials; workers' rights; and waste. None of the companies scored more than 50 out of 100, with Richemont scoring just 14 and Under Armor nine. The best performers were Kering (49) and Nike (47). The report says that many of the largest companies in fashion simply don't disclose where their products come from. A 2019 study from the UN Alliance for Sustainable Fashion revealed that fashion was the second-biggest consumer of water, accounting for between 8% and 10% of global CO₂ emissions.

[fashionunited.uk](https://www.fashionunited.uk), 23 March 2021

Boohoo – can its success continue?

Online fashion retailer Boohoo has had quite a year, with impressive sales, coupled with allegations of modern slavery, and acquisitions of well-known brands. This article examines Boohoo's tumultuous year, considers where it will go next and asks whether its success will continue. According to two retail experts, the answer is "yes". Professor Kim Cassidy of Edge Hill University, says that Boohoo will benefit from its core customers who are "brand loyal and were committed online fashion shoppers before the pandemic". However, she warns that shoppers who are "new" to online shopping are likely to go back to physical stores. Meanwhile, Professor Gordon Fletcher of the University of Salford Business School points out that the "Boohoo approach" already appealed to generations, "where social media guides fashion purchasing decisions". For Boohoo, buying existing brands is a "more rapid route to growth" as long as these brands "continue to have meaning and value with its customers".

[business-live.co.uk](https://www.business-live.co.uk), 22 March 2021 (Houghton)

Financial services

FCA launches investment risk campaign

The Financial Conduct Authority (FCA) has published research findings on consumers who take part in high-risk investments, such as cryptocurrencies and foreign exchange. It reveals that a new, younger and more diverse set of consumers (notably women under 40 and from a BAME background), is getting

involved in high-risk investment, probably prompted by the raft of new investment apps available. They also rely on media such as YouTube and social media for tips and news. The research reveals a lack of awareness of the risk associated with investing. The research will help the FCA to design a new campaign to address harm caused to consumers who invest in high risk, high return investments. It has also launched a digital disruption campaign to prevent investment harm, which directs consumers to a high return investment webpage covering key questions investors should be asking.

[fca.org.uk](https://www.fca.org.uk), 23 March 2021

Amex offers contactless Prada bracelet

Those who have an American Express Centurion card (invitation-only) will be able to make purchases by linking the card to a leather bracelet made by Prada, the Italian fashion house. The black leather bracelet will contain a small microchip enabling contactless payment in the same way as a contactless card or Apple Pay. This is the first Prada accessory to incorporate payments technology.

[nfcw.com](https://www.nfcw.com), 8 March 2021 (Phillips)

FMCG

Beverages

Lucozade denies shrinkflation

Lucozade has denied accusations of shrinkflation following an outburst on social media when shoppers discovered that one-litre bottles of Lucozade Energy had been reduced to 900ml while the price remained the same. Lucozade said it was changing the size so that it could "continue selling it for £1 as we know it's an important price for our customers". It also said that the price was set by the retailer and touted its ongoing commitment to sustainability. "This as an opportunity to introduce a transparent label to our Lucozade Energy bottles, making the drinks far easier to recycle back into new bottles", it said.

[thegrocer.co.uk](https://www.thegrocer.co.uk), 19 March 2021 (Woolfson)

Food

Strong Roots awarded B Corps certification

Strong Roots, an Irish plant-based company, has achieved B Corps certification for its work on packaging, supporting charitable organisations and acting to reduce its carbon footprint in partnership with CarbonCloud. It becomes the latest food company, along with Danone, BrewDog and Ben & Jerry's, to achieve B Corp certification, which nearly 70 food and drink brands in the UK have now acquired. B Corps status is becoming increasingly high profile among retailers. In 2019 Waitrose created a dedicated aisle just for B Corps products.

[thegrocer.co.uk](https://www.thegrocer.co.uk), 22 March 2021 (Sandercock)

Chocolate ad depicts dulaities of French life

Le Chocolat des Français, the French chocolatier, together with TBWA\Paris, have created some ads that show how the brand's bars "only keep the best of France". In each ad the chocolate bar's packaging is superimposed on to seven different backdrops showing the less desirable side of France which includes factories belching out smoke, litter, seedy night life, heavy traffic and so on. The scenes on the choc bar, which takes central stage with its elegant wrapping, merge into these backgrounds.

adweek.com, 18 March 2021 (Griner)

Household

Dulux dog is 60

Dulux is making the most of lockdown decorating trend with a campaign targeting consumers in their post-pandemic life. The campaign, for its Simply Refresh paint range, also celebrates the company's 90th anniversary and the 60th anniversary of its Old English sheepdog mascot, which is so well-recognised that it is often known as the "Dulux dog" rather than by the name of the breed. Although Dulux has been experimenting with the marketing mix, TV is still "the best and the biggest way to appeal to a mass market audience", according to Ewa Moxham, head of marketing. Dulux currently has 96% brand awareness, according to Kantar but awareness is likely to grow this year as the brand is working with Channel 4 to commission a return of *Changing Rooms*, the 1990s TV show.

marketingweek.com, 15 March 2021 (Valentine)

Government and public sector

Trump to set up own social network

Donald Trump is to return to social media "with his own platform", according to his advisor, Jason Miller. Miller says that the new platform will "completely redefine the game" and attract "tens of millions of people". Trump was suspended from Twitter and Facebook after the riots at the US Capitol in Washington. The former president had been using Twitter for more than ten years, allowing him to bypass traditional media and speak directly to people.

bbc.co.uk/news, 22 March 2021

Health and pharmaceuticals

UKRI to support healthy ageing research

UK Research and Innovation is offering £10.7m in funding to support the Government's healthy ageing agenda. Seven projects are due to start this month with the objective of gaining insights into internal and external environments that are relevant to ageing, such as people's homes and workplaces. They will also look at how social and digital connectivity can support physical and mental

wellbeing. The programme will offer opportunities to businesses to deliver effective solutions to support older people. One in 12 people in the UK are over the age of 75, this will rise to one in seven by 2040.

ukri.org, 8 March 2021

EU to introduce digital vaccination certificates

The EU is to introduce a Digital Green Certificate which will show a resident's Covid-19 status, according to a proposal from the European Commission. The certificate will contain a QR code containing information about whether residents have been vaccinated against Covid-19, had a negative test result or recovered from the illness, with a digital signature to authenticate it. The EC plans to build a gateway through which all signatures can be verified across the EU. It is also working with the WHO to ensure that certificates are recognised elsewhere in the world.

nfcw.com, 18 March 2021 (Phillips)

Amazon Care offered to other businesses

Amazon is to extend its virtual healthcare service, Amazon Care, to other employers in a further sign that it could disrupt the sector. Launched in 2019, Amazon Care was initially offered to Amazon's own employees and their families in Seattle. It provides in-app video consultations with doctors and nurses so that people can receive instant diagnosis and treatment. Now it is to offer the service to other companies in Washington, enabling them to offer it as a workplace benefit.

chargedretail.co.uk, 18 March 2021 (Stevens)

IT and telecoms

Phone brand loyalty – not as solid as expected

Once people adopt a phone ecosystem – Apple or Android – they tend to stick with it, or do they? According to a new survey by SellCell, Apple owners' brand loyalty has risen to a record 92%, but Samsung's owner loyalty has shrunk by 11.7% to 74%. This means that a quarter of Samsung owners could be thinking of buying another brand. Apple's "aggressive" product strategy has brought, not only changes of design, but a high level of loyalty. Meanwhile, Google's Pixel phones have lost 18.8%-worth of loyalty, with 35% of owners saying they will buy elsewhere. Another thing to focus the minds of phone marketers is that 89% of teens say their next phone will be an iPhone...

zdnet.com, 18 March 2021 (Matyszczyk)

Leisure and tourism

P&O to offer round Britain sailings

P&O is to offer cruises around Britain starting in June and September, but only for Britons who have had both doses of the vaccine. This is the first time that the cruise company has offered trips around

Britain, but there is still uncertainty over international travel. The ships will have enhanced sanitation measures, social distancing and passengers will wear masks in some areas of the ships.

[marketingweek.com](https://www.marketingweek.com), 17 March 2021

Overseas spectators won't go to Olympics

The Tokyo Olympics is to take place without spectators from overseas with the organisers hoping that it will still go ahead despite the pandemic. Tickets will be limited to a domestic audience, with limits being placed on numbers. The decision to exclude international visitors has been expected, but it will nevertheless cost millions in cancelled ticket sales. The Tokyo Olympic Committee had estimated that overall ticket sales would reach 90 billion yen (\$827m) with 900,000 expected to be sold to overseas fans.

[bloomberg.com](https://www.bloomberg.com), 20 March 2021 (Nishizawa)

Media

Changing media consumption

The pandemic has changed the way in which people consume media. YouGov's recent *International Media Consumption Report 2021*, which examined how people around the world read, listen or watch, reveals what the "major disruption in the global media industry" means for media buyers and advertisers. Key findings include the fact that streaming has (unsurprisingly) flourished, linear TV has remained stable and streamed video viewing has increased. Podcasting, despite predictions to the contrary, has risen in popularity, up from 27% in 2019 to 33% last year. While billboards, predictably, have had a bad year, the medium "continues to have relevance in the marketing mix", says the report. However, print media has not fared well, with UK print magazine and newspaper readership falling by more than 10% between 2019 and 2020. The findings are due to be released in a webinar on 25 March. The report, which will be repeated annually, can be downloaded.

prolificnorth.co.uk, 17 March 2021 (Spargo); [International Media Consumption Report 2021](https://www.internationalmediareport.com)

Film

Cineworld to reopen with Warner Brother deal

Cineworld is to reopen its US cinemas in April and its UK venues in May. It has signed a deal with Warner Brothers to show films in its theatres before they are streamed. This follows a dispute last year when Cineworld and AMC (owner of Odeon Cinemas) fell out with Universal Pictures for allowing *Trolls: World Tour* to go straight online at a time when theatres were being forced to close. Cineworld's deal with Warner Brothers allows it to show films exclusively for 45 days before being streamed. *Godzilla vs. Kong* will be the first film to be shown in theatres,

starting on 2 April. Global box office takings declined by more than 70% last year.

[bbc.co.uk/news](https://www.bbc.co.uk/news), 23 March 2021

Internet

Comparing concurrent online channels

The authors propose a new analytical model to look at the trade-off between concurrent marketing channels. Search engines and e-commerce platforms might be seen as competing in the same market when they are targeting the same set of consumers. Advertisers therefore need to work out which of these platforms is performing better and why. A proposed model aims to identify the main parameters a company should adopt so as to successfully assess the effectiveness of each online channel. It does this by suggesting the maximum cost-per-click that a company should pay in order to benefit as much from search engine marketing as from an e-commerce platform.

Journal of Marketing Theory and Practice, March 2021, pp1-16 (Angeloni and Rossi)

Google Adwords for small budget

Pay-per-click (PPC), part of a digital marketing campaign, is considered effective for getting a measurable return on investment. Several channels offer PPC advertising but this article focuses on Google Adwords, which the author argues is a good investment if you only have a small marketing budget. It has the advantage of being used by billions of people, including your target audience; you only pay for actual clicks on your ad, which take people to your website; people click on something they are specifically interested in (the "relevant" audience); and you can at least skip the first stage of the buyer journey.

[business2community.com](https://www.business2community.com), 16 March 2021 (Slavin)

Magazines

Waitrose bans plastic toys in magazines

Magazine publishers may have to rethink their giveaways. Waitrose is to remove all children's magazines from its shelves that contain "short lifespan" plastic toys and is asking publishers to replace the toys with sustainable alternatives. It took the initiative after hearing about a ten-year-old girl's campaign to stop giving away plastic toys. From 2020 Waitrose also banned plastic toys in Christmas crackers.

[thegrocer.co.uk](https://www.thegrocer.co.uk), 23 March 2021 (Farrell)

Social media

ASA rules against influencer personal brand

Usually, the ASA rules against influencers who don't ensure that paid-for posts are clearly labelled as advertising. Now, for the first time, a complaint has been upheld against an influencer for the promotion of their own personal brand. The ASA has ruled against Molly-Mae Hague, an influencer, with regard

to a £8,000 giveaway on Instagram. The complaint related to the promotion of Hague's personal brand rather than paid-for marketing for a third party. Last year she offered to give away a range of gifts worth £8,000 but emphasised that there was no brand affiliation and that the winner would be chosen at random. The action received 12 complaints on two main counts: that the prize was not awarded in accordance with the laws of chance and the promotion was unfairly administered, both of which the ASA upheld. This is a reminder that influencers should be aware that their own communications with followers could fall within the remit of CAP Codes. (See also under Advertising)

lexology.com, 15 March 2021 (Helmer et al)

Video

Video viewing and advertising last year

Thinkbox has produced two charts showing how average daily video viewing time rose to five hours and 16 minutes (4hrs 54mins among 16- 34-year-olds) in 2020. Daily time spent watching video advertising last year reached 19 minutes (12.5mins among 16- to 34-year-olds) but broadcaster TV accounted for by far the greatest proportion of this, at 91.1%. The chart includes YouTube and TikTok.

thinkbox.tv, 9 March 2021

Short-video apps are on the rise

Social entertainment is a growing phenomenon, with user-generated videos becoming an important part of the social media environment, especially for organic and influencer marketing, paid advertising and social commerce. In its latest report, *The US Short-Video Landscape*, eMarketer examines TikTok, Instagram Reels, Snapchat Spotlight and YouTube Shorts. This article looks at each of these in relation to the short-video genre and their prospects for marketing and advertising.

emarketer.com, 21 March 2021 (Williamson)

Packaging

Glossy packaging detracts from trust

Research has previously found that glossy objects are good at attracting attention and are also more positively evaluated than matte ones. However, this study suggests that glossy packaging could negatively impact brand trust. This negative effect was found to occur across different contexts and product categories. Consumers tend to evaluate a product in glossy packaging as less trustworthy because they perceive it to be a "desperate" attempt to attract consumer attention. This negative reaction is in fact part of their persuasion knowledge.

Marketing Letters, February 2021, pp1-12 (Han and Pandelaere)

Ocado cuts own-brand plastic by 27 tonnes

Ocado has revamped the packaging on its own-

range products, which it claims will eliminate 27 tonnes of plastic every year. Altogether it is removing nine million non-essential packaging elements, including 640,000 plastic nets. It will also print directly on to egg boxes, rather than on to a label. Meanwhile, product labels have been overhauled in "new bright, contemporary artwork". In January Ocado rebranded from green to purple, inspired by grapes, to give the company a more distinctive identity.

thegrocer.co.uk, 17 March 2021 (Nott)

Retailing

The potential of social commerce

E-commerce works for conversion optimisation but it ignores the preceding shopper journey. The digital path to purchase tends to start with a product search which steers buyers towards a "conversion event". Yet digital hasn't got much beyond offering a basic merchandising and checkout process. By comparison, the US shopping mall excels at being entertaining, interactive and social, implying that physical retail still dominates the experiential aspects of shopping. Social media is having an influence on e-commerce but, while it can attract window-shopping, it doesn't often result in a sale. The proportion of users who made a social commerce purchase last year was just 9%, according to a survey by Bizrate Insight. Social's biggest potential could be to deliver "net new demand" for brands although its value may be difficult to measure.

emarketer.com, 19 March 2021

High street footfall increases

Over half (53%) of workers in the UK travelled to their place of work at least once a week during the week commencing 14 March, according to the ONS. This is the highest figure since last June and probably due to the reopening of schools on 8 March. The good news is that this coincides with overall footfall around the UK's retail sites rising by 7% week-on-week, according to data from Springboard. It reports a seventh week of growth in eight consecutive weeks. Non-essential stores will stay closed until at least 12 April although in Wales they have been able to reopen gradually from 22 March. Experts believe that the UK high street has a "strong future" but will look different as consumers expect a different shopping experience.

retailgazette.co.uk, 19 March 2021 (Jahshan)

Digital age verification trials

Retailers are being asked to take part in an age verification technology trial, as part of a scheme launched by the Home Office and the Office for Product Safety and Standards. The scheme, which applies to off-licence retailers, bars and restaurants, aims to stop the under-18s buying alcohol. Retailers

will be able to choose their own alternatives to physical identification and then test them out. Trials, which will begin in the summer, could potentially include a holographic or ultraviolet identification feature on a mobile phone.

thegrocer.co.uk, 19 March 2021 (Leader)

Services

Screwfix to expand as it reaches £2 billion

Screwfix, the building and DIY retailer, is to open 50 new stores in the UK and Ireland, 80% of which will be in the UK along with 500 new jobs. Screwfix, owned by Kingfisher, aims to increase its number of British stores to over 900, up from a previous target of 800. It has benefited from being categorised as an essential retailer during the pandemic at a time when people have been turning to DIY projects. It has seen annual sales of £2 billion for the first time ever, for the 2020-2021 financial year.

thisismoney.co.uk, 15 March 2021 (Wise)

Greggs makes a loss but has ambitious plans

Last year Greggs opened its 2,000th store with the aim of getting to 3000. A year on and the company has just reported a £13.5m loss, its first in over 30 years as a listed company. Analysts are now questioning whether the business will be hit by the move away from city centres and the trend for people to make their own lunch rather than buy it. Nevertheless, Greggs says it will still open around 100 stores this year. Chief executive Roger Whiteside says it also plans to serve more food in the evenings and hopes that lower rents in the UK high street will "open up some areas that we previously found difficult to access". Meanwhile the company is expanding its food offerings, including work on vegan versions of popular items.

business-live.co.uk, 21 March 2021 (Whitfield)

Transport and travel

Coventry first to go all electric with buses

Coventry is to replace its entire fleet of buses with electric vehicles, making it the UK's first all-electric bus city. This follows £50m in new funding from the Department of Transport. Transport Minister Baroness Vere says the initiative will have a "profoundly" positive effect on air quality and emissions as well as reducing noise pollution.

energylivenews.com, 22 March 2021 (Mavrokefalidis)

Baidu looks to personal mobility for growth

Baidu is China's unrivalled leader in search but advertising suffered when Chinese businesses reduced their marketing budgets during the pandemic. Even as the economy recovers,

advertising is unlikely to drive Baidu's growth as much as before and there is so much digital ad space in China that prices have fallen. This has led Baidu to diversify. Perhaps its most audacious move has been into "intelligent driving" which it believes has "huge long-term monetisation potential". It has three propositions: to create a nationwide fleet of robotaxis powered by its Apollo self-driving technology; to mass-produce electric vehicles; and to sell services to Chinese carmakers, such as automated parking tech. However, Baidu will be a late comer to an already crowded personal mobility market.

economist.com, 20 March 2021

Written by CIM's Knowledge Services Team

© Copyright 2021 CIM

The views expressed in *Cutting Edge* are not necessarily those of The Chartered Institute of Marketing.

Sources

We created this edition of *Cutting Edge* from the sources listed in the next column. As a member you have access to a discrete range of them through the CIM website, some are freely available on the internet, but there will be others that we can only supply you with through our photocopying service.

To access the journals you have available to you as a member:

- Go to www.cim.co.uk/more/marketing-library/ and log in to the site.
- You will then have access to the links to Ebsco, Emerald and e-books available via Ebook Central.
- A user guide for the electronic resources is available on this page.

Please note: the titles as they appear in *Cutting Edge* are *not* the same as in the original article. If the journal is within Ebsco, you can search by publication, which then allows you to choose the date. This page will also clearly show if there is an embargo on the title or if there is a short delay.

Key

**Full text available on Ebsco – although there may be an embargo

*Abstract available on Ebsco

+Full text available on Emerald

~Available online if you register

Please contact Knowledge Services if you would like any further assistance or would like more information on our photocopying services (charges apply).

Tel +44 (0)1628 427333

Email knowledge@cim.co.uk

www.adweek.com
www.ama.org
www.bbc.co.uk/news
www.blog.hubspot.com
www.bloomberg.com
www.business2community.com
www.business-live.co.uk
www.chargedretail.co.uk
www.charitydigital.org.uk
www.civilsociety.co.uk
<https://commonslibrary.parliament.uk/>
www.theconstructionindex.co.uk
www.dma.org.uk
www.economist.com
www.emarketer.com
www.energylivenews.com
www.eventindustrynews.com
www.farminguk.com
www.fashionunited.uk
www.fastcompany.com
www.fca.org.uk
[The Financial Times](#) ~
www.thegrocer.co.uk
Harvard Business Review**
www.internationallawoffice.com
Journal of Advertising Research**
Journal of Business Ethics**
Journal of Marketing Theory & Practice**
www.lexology.com
www.managementtoday.co.uk
www.marketingland.com
www.marketingweek.com
www.mckinsey.com
Marketing Letters** (12-mnth delay)
www.nfcw.com
www.offshore-energy.biz
www.pig-world.co.uk
www.prolificnorth.co.uk
www.retailgazette.co.uk
www.scottishfriendly.co.uk
www.sportspromedia.com
www.strategy-business.com
www.thinkbox.tv
www.thisismoney.co.uk
www.ukri.org
Velocity**
www.zdnet.com

Contents

To fast forward click on the following links:

[Agriculture, fishing and forestry](#)

[Building industry](#)

[Businesses and strategy](#)

[Charities and NGOs](#)

[Economy](#)

[Education](#)

[Energy and utilities](#)

[Environment](#)

[Fashion](#)

[Financial services](#)

[FMCG](#)

[Beverages](#)

[Food](#)

[Household](#)

[Government and public sector](#)

[Health and pharmaceuticals](#)

[IT and telecoms](#)

[Leisure and tourism](#)

[Marketing trends and issues](#)

[Advertising](#)

[Agencies](#)

[Brands and branding](#)

[Conferences and events](#)

[Consumer behaviour](#)

[Customer relations](#)

[Direct marketing](#)

[Law](#)

[Marketing](#)

[Market research](#)

[Public relations](#)

[Sponsorship](#)

[Media](#)

[Film](#)

[Internet](#)

[Magazines](#)

[Social media](#)

[Video](#)

[Packaging](#)

[Retailing](#)

[Services](#)

[Transport and travel](#)