



Responsible drinks marketing: shared rights and responsibilities

Responsible
drinks marketing

Report of an ICAP Expert Committee

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Abstract

Purpose – The purpose of this paper is to share – and provide context for – eight recommendations about responsible drinks marketing, which were developed by an Expert Committee led by the author in 2006. The International Center for Alcohol Policies (ICAP) and its sponsors have long recognized the importance of maintaining integrity and high standards in the marketing of beverage alcohol products.

Design/methodology/approach – An Expert Committee was convened from 30 May to 2 June, 2006, with participants who were selected from each region of the world, representing the perspectives of marketers, regulators, beverage alcohol producers, researchers and consumers. The result of their work together was a report entitled, *Responsible Drinks Marketing: Shared Rights and Responsibilities*, which included the eight recommendations presented in this article.

Findings – Recommendations focus on three distinct contexts: understanding perspectives on responsible drinks marketing; unifying principles for marketing worldwide; and best practice strategies for marketers.

Practical implications – Alcohol beverages have been an integral part of societies for thousands of years. While consumption patterns vary dramatically in different countries and societies, the marketing of beverage alcohol carries significant responsibilities.

Originality/value – Based on the agreed-upon premise that adults who choose to drink should be free to enjoy alcohol beverages safely and responsibly, the author and Expert Committee drew upon resources that included United Nations Guidelines for Consumer Protection.

Keywords Alcoholic drinks, Marketing, Regulation, Consumers

Paper type Viewpoint

Introduction and background

When a product has the potential to be misused and thus may confer harm as well as benefit, it is particularly important for marketing standards to be upheld consistently. In addition, marketing is a commercial right and a critical conduit for consumer information in most countries.

In an effort to broaden the debate on responsible drinks marketing, the International Center for Alcohol Policies (ICAP)[1] convened an Expert Committee in 2006 to engage in discussions on responsible drinks marketing and develop recommendations about rights and responsibilities in this context (International Center for Alcohol Policies,

International Center for Alcohol Policies (ICAP) is a not-for-profit organisation funded by leading producers of beverage alcohol. ICAP is dedicated to promoting understanding of the role of alcohol in society and to helping reduce the abuse of alcohol worldwide through dialogue and partnerships involving the beverage alcohol industry, the public health community and others with an interest in alcohol policy. ICAP's sponsors are: Asahi Breweries Ltd; Bacardi-Martini; Beam Global Spirits & Wine; Brown-Forman Corporation; Diageo plc; Heineken N.V.; InBev; Molson Coors Brewing Company; Pernod Ricard; SABMiller plc; and Scottish & Newcastle.



2006). The committee was comprised of participants from each region of the world and included marketers, regulators, beverage alcohol producers, researchers and consumers (see list below):

(1) *Chairman:*

- Hugh Burkitt, Chief Executive, The Marketing Society, London, UK.

(2) *Co-rapporteurs:*

- William Weintraub, Professor, School of Journalism and Mass Communications, University of Colorado, Boulder, CO, USA;
- Amy West, Consultant, Manchester, CT, USA; and
- Susan Biemesderfer*, Consultant, Santa Monica, CA, USA.

(3) *Members:*

- Matti Alderson, Director, FireHorses Ltd, Bucks, UK;
- Arthur Guerra de Andrade, Professor, Department of Psychiatry, University of São Paulo, São Paulo, Brazil;
- Jodie Bernstein*, Director, Council of Better Business Bureaus, Washington, DC, USA;
- Victoria Brooks, Marketing and Business Development Director, SolarLab Research and Design, London, UK;
- Marcus Grant, President, International Center for Alcohol Policies, Washington, DC, USA;
- Juan Luis Guillen, President, Entredosmundos, Burgos, Spain;
- Michael Harvey, Consumer Planning Director, Diageo, London, UK;
- Mark Leverton, Director of Alcohol Policy and Industry Issues, Diageo, London, UK;
- Michael MacAvoy, Chief Executive Officer, Alcohol Advisory Council of New Zealand, Wellington, New Zealand;
- Mark McCallum, Chief Marketing Officer, Brown-Forman Corporation, Louisville, KY, USA;
- Louise Nadeau, Professor, Department of Psychology, Université de Montréal, Montreal, Canada;
- Roger Sinclair, Professor of Marketing, Wits School of Economic and Business Sciences, Wits University, Benmore, South Africa; and
- James Tait, Corporate Affairs Director, Lion Nathan, Sydney, Australia.

(* Susan Biemesderfer and Jodie Bernstein were invited but were unable to attend.)

Committee members were selected for their experience with and commitment to issues of alcohol and regulation, their sensitivity to the intersection between good advertising and public health concerns, their knowledge of emerging threats to individual security and quality of life and their understanding of the challenges posed by current regional market realities.

The following commentary reflects the viewpoints of Expert Committee members generally and its Chairman in particular.

A context for new perspectives on responsible drinks marketing

It is important to address the topic of responsible drinks marketing in a realistic context. Beverage alcohol marketing is already one of the most highly regulated forms of commercial communication in the world. In some countries, such as Norway, alcohol advertising on billboards and television is banned altogether. In Ireland, spirits advertisements on television and radio are prohibited, as is the broadcasting of alcohol advertisements before sports programs. In France, there is a ban on alcohol company sponsorships of sports events, as well as alcohol advertisements on television. Changes in regulation activity, including self- and co-regulation strategies [2], are emerging as well (see Table I for select country examples).

Efforts to further regulate drinks marketing are taking place at a time when beverage alcohol producers have willingly and increasingly engaged in addressing responsible drinks messaging, adherence to proposed new labelling guidelines, requirements for the pre-vetting of future marketing campaigns, pressure for the withdrawal of advertisements deemed to breach codes of best practice and the implementation of other acts of self-regulation in many countries.

These responsibility-focused activities and developments, as well as public and legislative debate on responsible drinks marketing, are increasing around the world. There are important national and regional concerns that ought to be taken into account and considered within broader debate and discussion. From Asia and the Pacific to the Americas, Europe and Africa, each region is characterized by cultural, religious and socioeconomic variants that affect debates about alcohol advertising, regulation and the relevance of particular messages within specific population subgroups and markets.

In short, responsible drinks marketing is undisputedly a topic of international concern with serious implications for countries, communities, families and individuals. In addition, the abuse of alcohol and irresponsible drinking patterns are complex social problems. And when it comes to achieving responsible drinking patterns, the manner in which alcohol is presented to the public is a key component. That said, although responsible drinks marketing is a particular and significant facet of this equation, it is also merely one piece of a very large, complicated puzzle.

The right to choose: a key piece to the puzzle

The right to choose is a fundamental principle protected under various international declarations, including the United Nations Guidelines for Consumer Protection (United Nations, 2003). The aim of these public and private efforts is to maintain the benefits of responsible consumption, while minimizing the harms that can come with abuse – for example, those associated with underage drinking, binge drinking, alcohol-impaired driving and other risky behaviours and patterns of alcohol consumption. Whereas drinking is a choice, the ultimate goal of alcohol policy is the safe and enjoyable use of alcohol, with policy implementation that enhances positive social values and reduces harm in any community.

Country	Date	Activities
New Zealand	August 2003	Guidelines drawn by the Alcohol Advisory Council of New Zealand (ALAC) on the naming, packaging and merchandising of alcohol beverages are incorporated into New Zealand advertising codes
Brazil	September 2003	The National Council for Advertising Self-regulation announces new guidelines on advertisements for alcohol beverages, including tighter rules regarding young people and association of alcohol consumption with sexual success
Spain	September 2003	Brewers of Spain, the Confederation of Consumers and the Association for Self-regulation announce self-regulatory agreement setting standards for beer advertising. A similar code exists for spirits
USA	September 2003	The Federal Trade Commission cites improvements in self-regulation by the alcohol industry; finds no evidence of alcohol companies targeting underage consumers. Both the Beer Institute and the Distilled Spirits Council of the United States announce moves to strengthen their respective codes, with a new requirement that 70 per cent of the audience for all advertising should be aged over 21 years
Greece	February 2004	An independent Self-regulatory Organisation (SRO) for the advertising industry is launched in Greece
Australia	April 2004	The Australian Associated Brewers, Distilled Spirits Industry Council of Australia, Liquor Merchants Association and Winemakers Federation of Australia agree to abide by the new <i>Alcohol Beverages Advertising Code</i>
South Africa	July 2004	The Industry Association for Responsible Use of Alcohol (ARA) revises its <i>Code of Commercial Communication and Conduct</i> for the third time since 1989, adding provisions that prohibit the special promotion of beverages with higher alcohol content and the promotion of aggressive or antisocial behaviour
Germany	October 2004	Zentralverband der Deutschen Werbewirtschaft (ZAW), the German advertising association, issues new and stronger self-regulatory rules for alcohol advertising
Ireland	2004	Central Copy Clearance Ireland, an independent pre-vetting agency, reports that, from its establishment in February 2003 through July 2004, the number of complaints received about alcohol advertising by the Advertising Standards Authority for Ireland halved by comparison with the previous year
Belgium	March 2005	A convention on alcohol marketing is signed by representatives of all Belgian producers, distributors and retailers, with the endorsement of the Ministry of Health. Complaints about beverage alcohol marketing are to be considered by the Jury for Ethical Practices in Advertising (with consumer representation)

Table I.
Chronology of self- and
co-regulation activities
worldwide: examples
from 2003 to 2007
(February)

(continued)

Country	Date	Activities
USA	March 2005	The Distilled Spirits Council of the United States publishes its first-ever public report detailing complaints about specific alcohol advertisements, decisions of the industry's internal review panel and actions taken by each advertiser. The Council announces that it will continue to publish periodic reports and has done so semi-annually, with the <i>Fourth Public Report on Advertising and Marketing Complaints</i> released in August 2006. For the latest report, see www.discus.org/responsibility/code.asp
Netherlands	May 2005	The Dutch Foundation for the Responsible Alcohol Consumption (Stichting Verantwoord Alcoholgebruik, STIVA) announces the establishment of an independent pre-vetting commission for alcohol beverage advertising. Fines for non-compliance are also proposed
Nigeria	May 2005	In accordance with the revised <i>Nigerian Code of Advertising Practice</i> , the Advertising Practitioners Council of Nigeria calls for penalties for advertisers who do not comply with rules
UK	June 2005	New guidelines on broadcast alcohol advertising are published by the Committee of Advertising Practice, with strengthened provisions relating to young people and to any suggested link with sexual success
Cameroon	June 2005	The National Advertisement Council introduces proposals to enable tougher scrutiny of beverage alcohol advertising
UK	August 2005	The Scotch Whisky Association launches a <i>Code of Practice</i> for responsible marketing and promotion of Scotch Whisky in the UK. The Code is backed by an Independent Complaints Panel, has the power to impose sanctions on distillers if the rules are breached and has international reach, setting out best practice for Scotch Whiskey producers in export markets where stricter national codes do not exist
Japan	September 2005	The Industry-wide Council for Alcohol Consumption produces a code of practice for alcohol beverages. The code specifies restrictions on different types of media and outlines content requirements
UK	November 2005	Home Office Minister Paul Groggins and the UK drinks industry launch a set of standards to improve good practice in the sale of beverage alcohol, entitled <i>Social Responsibility Standards for the Production and Sale of Alcoholic Drinks in the UK</i> . The code, whose development was coordinated by the British Beer and Pub Association, addresses responsible advertising, marketing and retail of drinks in both on- and off-license sectors. Sixteen national bodies sign up to <i>The Standards</i>
European Union	November 2005	CEPS, the European Spirits Organization, has adopted <i>CEPS Charter on Responsible Alcohol Consumption</i> . According to the Charter, by 2010, 75 per cent of advertising by CEPS members will carry responsible drinking messages and will be in full adherence to updated standards on Responsible Marketing
Slovak Republic	2005	All Slovak breweries sign an ethical code of practice managing self-regulation in the marketing of alcoholic beverages

(continued)

Table I.

Country	Date	Activities
USA	January 2006	The Beer Institute creates an independent panel, the Code Compliance Review Board (CCRB), to review complaints about the content and placement of beer advertisements; CCRB's judgments are posted on the Institute's Web site
European Union	2006	The European Forum for Responsible Drinking (EFRD) reissues its <i>Common Standards for Commercial Communications</i> (based on its 1994 guidelines). <i>Common Standards</i> are supported by a range of European trade associations and individual companies and serve as a benchmark for national advertising codes. In addition, EFRD's <i>Advertising Compliance Monitoring Report 2005</i> , released in mid-2006, reveals a significant improvement in compliance with alcohol industry's responsible marketing guidelines. The Report is the result of an annual independent exercise carried out in 13 European Union Member States by the European Advertising Standards Alliance and its national members, the Self Regulatory Organizations (SRO)
New Zealand	2006	In January 2006, the Ministry of Health announces a wide-ranging review of current regulations controlling alcohol advertising. In May 2006, the Government approves <i>Terms of Reference</i> for the review and sets up a Steering Group charged with directing it. Throughout the remaining 2006, the Steering Group conducts stakeholder consultations with community representatives, public health NGOs and researchers, industry stakeholders and relevant Government and non-Government agencies. The Group is expected to make final recommendations to the Government (track the latest developments at www.ndp.govt.nz/alcohol/)
South Africa	February 2006	The Advertising Standards Authority of South Africa invites recommendations from marketers, consumer organizations and members of the public on amending its <i>Code of Advertising Practice</i>
Canada	August 2006	<i>The Code of Ethics of the Alcoholic Beverage Industry in Quebec</i> is developed and adopted by industry members. This voluntary self-regulation code goes beyond current laws and regulations in Quebec and covers packaging, labeling, advertising, promotion, target markets and commercial practices. Members of the public may file a complaint with an independent five-member Ethics Council if there has been a failure to comply with the Code
Germany	September 2006	Bundesverband der Deutschen Spirituosen-Industrie und Importeure e.V. (BSI, Federal Association of the German Spirits Industry and Importers) and Zentralverband der Deutschen Werbewirtschaft (ZAW), the German advertising association, draw up a code of conduct on commercial communication for alcoholic beverages
Ireland	October 2006	The Advertising Standards Authority for Ireland, which is tough on alcohol advertising, launches a revised <i>Code of Standards for Advertising, Promotional and Direct Marketing</i> . The revised Code includes new and strengthened provisions on substantiation of claims and a more comprehensive section on children (defined as anyone under the age of 18 years)

Table I.

(continued)

Country	Date	Activities
European Union	November 2006	The European Commission issues its <i>Communication on Reducing Alcohol-related Harm in Europe</i> . The document proposes a system of coordinated national and EU codes of practice on commercial communications, based on self-regulation and/or co-regulation frameworks
UK	October 2006 to January 2007	In October 2007, the Portman Group, a pan-industry Social Aspects Organization, undertakes a consultation with industry, government, relevant NGOs and others on the fourth edition of its <i>Code of Practice on the Naming, Packaging and Promotion of Alcoholic Drinks</i> (first edition – 1996; second edition – 1997; third edition – 2001), with an updated text due for publication in spring/summer 2007. Almost 150 complaints have been filed in the Code's 10-year existence, with over 70 irresponsible or inappropriate products redesigned or removed from the market as the result. In addition, the Portman Group publishes annual code reports reviewing complaints about drinks marketing during each year, with the latest Report issued in January 2007. The number of complaints about irresponsible drinks marketing remains low (8 in 2006, the same as in 2005), with more producers turning to The Portman Group for confidential pre-launch advice
Thailand	January 2007	An alliance of major alcohol producers and importers releases recommendations for voluntary advertising guidelines to reduce young people's exposure to alcohol promotions. The recommendations set a benchmark that there should be no alcohol advertising if 25 per cent or more of the audience of a particular program or media category is under 20 years
European Union	February 2007	Hamburg-based Hans Bredow Institute for Media Research and the Institute for European Media Law in Saarbrücken publish a new study on better regulation in the media sector, requested by the European Commission. The report – entitled, <i>Study of Co-Regulation Measures in the Media Sector</i> – finds that self- and co-regulatory models can be attractive alternatives to traditional regulations. The report recommends a state-run regulator in the background of self-regulatory bodies, sufficient incentives for the industry to support such a regime, proper enforcement of rules, adequate and proportional sanctions against offenders and transparency and openness in all interaction

Table I.

Alcohol beverages have been an integral part of societies for thousands of years, and adults who choose to drink should be free to enjoy alcohol beverages safely and responsibly. When and where they fail to do so, marketing alone cannot adequately explain, nor solve, such problems. Education, access to information, adequate public service delivery, parental involvement and community policing are just some of the strategies and tactics that must come into play. As consumers continue to exercise their rights to purchase and drink beverage alcohol, communities, governments, public health organisations and alcohol producers themselves continue to devise global and local strategies to reduce the harm associated with alcohol abuse and continue to communicate and educate people about the safe and responsible consumption of beverage alcohol.

Recommendations

What must be addressed to advance the responsible marketing – and safe and healthy consumption – of alcohol beverages? And what is possible in terms of advancing the efforts of people, communities and countries invested in safe and healthy consumption?

- (1) *Government and industry should strive to build partnerships with regard to the marketing of alcohol beverages.* Society is arguably best served when the relationship between the beverage alcohol industry and government is characterized by understanding, trust and cooperation. This requires open and regular communication leading to a consensus approach to self-regulation, co-regulation, monitoring and enforcement.

A critical barrier to aligning the perspectives of the industry, marketers, regulators, retailers, public health officials and consumers in the responsible drinks marketing debate remains the absence of a unifying idea or overall objective that all parties might agree upon, commit resources toward and unilaterally champion. Again, this kind of feasible result can be achieved only with true and lasting partnership across sectors. In addition, with self-regulation, there ought to be consensus to implement procedures across all sectors of the industry (beer, wine and spirits) and apply such measures to both developed and developing markets.

- (2) *Marketing codes should be developed where they do not already exist.* Marketing codes should describe the appropriate practices for marketing communications, promotions, media, products and packaging. Since local populations best understand their own values, customs and regulations, they are in the best position to adopt relevant local codes. Guidance on principles and how to apply them is available in *Self-regulation and Alcohol: A Toolkit for Emerging Markets and the Developing World* (International Center for Alcohol Policies, 2002).

Above all else, it is important for marketing to be legal and truthful, and for codes to reinforce this. It would be difficult to construct one code or means of regulation that would serve every market, but, excepting those countries where there is an outright ban on the promotion of alcoholic drinks, a benchmark of best practices – such as the regulatory model devised by the European Advertising Standards Alliance – is worth examining [3]. It is also important to bear in mind that industry self-regulation and other kinds of activity (for instance, community efforts, special interest group initiatives and local and national legislation and government regulation) are not mutually exclusive and can, in fact, be complementary.

- (3) *The industry should take steps to ensure that marketing codes cover all types of consumer communication, including new media.* Some codes were developed before the emergence of Internet communications, text messaging and other technologies. The same provisions that apply to on- and off-premise promotional activities should also apply to these new media.

It is important to take into account the fast-growing popularity of new media among young people and the potential they offer for responsibility messaging. If both informal and formal information and communication technologies are influencing young people and their choice of activities, then these same channels of communication can be used to educate and inform consumers about

responsible drinking behaviours. In fact, the United Nations and the International Telecommunications Union recently joined forces to rethink information, education and communication globally and to close existing gaps in development and knowledge worldwide.

- (4) *Responsibility messages should be developed globally and adapted at the local level to help educate consumers.* Alcohol beverages are not always consumed appropriately or legally. Since industry has a unique opportunity and particular skills to help reinforce responsible drinking norms, focused and consistent messaging can have a positive impact on consumer behaviours. In particular, marketing strategies that incorporate familiar cultural and social norms related to drinking may help to preserve traditions and reinforce patterns of responsible drinking behaviour.

The authority of a specific brand in a local market ought to be considered, as well as the possible advantage in pooling resources across brands in favour of a single message in certain locations. If a brand has greater stature in the market, it will have the ability to carry a message and be heard more easily than those messages emanating from unknown sources or from less respected brand names. However it is delivered, the most effective message will be based on understanding consumers on a market-by-market basis.

- (5) *Alcohol beverage retailers should ensure the creation of consistently safe drinking environments.* Although retailers are often conspicuously absent in organised discussions about responsible drinks marketing, their role in the supply chain – as well as in social settings where alcohol is served – is significant. Enlisting retailers in the responsible drinks marketing discussion is important not simply because they contribute to a social problem or are more inclined to engage in illegal, harmful activities, but because they are well positioned to understand the market and the demands of the consumer.

The point of purchase provides a unique opportunity to promote and reinforce responsible consumption. Conversely, experience shows us that retail establishments, at times, may sell alcohol beverages to consumers inappropriately (for example, to underage consumers or consumers who are intoxicated). In addition to the training of servers, public health authorities and government can play a crucial role in engaging retailers more effectively in the development of codes, regulations, licensing and enforcement.

- (6) *The industry should facilitate consumer access to channels of communication for feedback, complaints, questions and concerns.* The more fully industry understands and appreciates consumers' attitudes, problems and ideas, the better it is able to serve them.

In addition, effective self-regulation requires not only the existence of strict standards and compliance with them, but also accessible mechanisms for redress. The ways in which consumers may and have voiced their opinions range from buying (or not buying) certain brands to filing complaints alleging code violations and, in extreme cases, filing litigation. It is worth noting that, despite the existence of numerous codes that address alcohol advertising worldwide via both self-regulatory systems and government-imposed

regulations, relatively few consumer complaints are filed with regard to beverage alcohol marketing.

- (7) *The public health community, government and the industry should disseminate results of research on alcohol-related issues.* Areas of particular focus ought to include information on the factors contributing to problems such as underage and binge drinking, as well as success stories on the effectiveness of particular national strategies. Insights from research findings could help support alcohol policy and inform responsible marketing campaigns.

In addition, credible data from well-designed research can inform policy decisions and help influence national strategies for strengthening the responsible use of alcohol in society.

- (8) *The industry should set up a repository of “best practice” with regard to responsible marketing.* There are helpful truths and insights to be shared. Some individual members of the beverage alcohol industry are already engaged in reminding and/or educating people about how to drink responsibly. However, there is no mechanism in place by which industry members can go on record with their consumer research, successes and other experiences in terms of responsible drinks marketing.

For example, one best practice shared by marketers serving on the ICAP Expert Committee focused on the need for responsible drinks marketing to be consistent if it is to be effective. Messages that carry the greatest potential to influence consumers are likely to be those that are not too extreme, effectively communicate a reasonable and well-understood reflection of current realities and address situations to which consumers can relate.

Moving forward: responsible marketing and what is possible

Responsible marketers have an interest in the long-term satisfaction of consumers and in applying both truth in advertising and a real understanding of how their products are being used throughout their campaign strategies. While it is the job of an effective marketer to secure distribution, widen the market base and maintain some ability to translate brand demand into power in price negotiations, it is important to do so in conjunction with long-term consumer satisfaction, safety and wellbeing. Ultimately, the success of a particular product will relate directly to its contribution to safe and enjoyable lifestyle patterns among consumers. And there is evidence of new awareness along these lines – for instance, with the heightened pace of activity in the self-regulation arena.

Responsible drinks marketing efforts, done right, can reach beyond the result of preventing the marketing of risky and unhealthy drinking behaviours to providing information that can help consumers make decisions about whether, how and when they drink. Well-informed consumers, like well-informed marketers, retailers, regulators and public health officials, should be better positioned to make choices compatible with a balanced, safe and responsible lifestyle.

Notes

1. International Center for Alcohol Policies (ICAP) is a not-for-profit organisation funded by leading producers of beverage alcohol. ICAP is dedicated to promoting understanding of the role of alcohol in society and to helping reduce the abuse of alcohol worldwide through dialogue and

partnerships involving the beverage alcohol industry, the public health community and others with an interest in alcohol policy. ICAP's sponsors are: Asahi Breweries, LTD; Bacardi-Martini; Beam Global Spirits & Wine; Brown-Forman Corporation; Diageo PLC; Heineken N.V.; InBev; Molson Coors Brewing Company; Pernod Ricard; SABMiller PLC; and Scottish & Newcastle.

2. For the purposes of this discussion, "self-regulation" is understood to be voluntary self-regulation by the beverage alcohol industry – and can be based on individual company codes, industry association codes or any combination of such codes to which a company commits its compliance. Self-regulatory frameworks can and often do include avenues for redress, including penalties and sanctions. "Co-regulation" is self-regulation in the context of other, external regulation or monitoring (e.g., legislative and governmental regulation).
3. See the Web site of The European Advertising Standards Alliance (EASA) at www.easa-alliance.org/.

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About the author

Hugh Burkitt became Chief Executive of the Marketing Society in April 2003. At the Society, he has been responsible for the launch of its *Manifesto on Marketing* and also helped set up the Panoramic Group, which has created a new forum where eight of the leading marketing organisations have agreed to work together to promote marketing. His period of office at the Society has seen many innovations, including the introduction of the unique Marketing Leaders Programme for future marketing directors. Hugh began his own marketing career as a Unilever trainee at Birds Eye Foods in 1967 and progressed via the Manchester Business School to Collett Dickenson Pearce in 1972. He spent the next thirty years in advertising, founding the agency Burkitt Weinreich Bryant Clients and Company in 1986, and retiring in 2002 as Chairman of Burkitt DDB. Successes during this period include the launch of Piat d'Or, Malibu, Archers and Coors; the re-launch of Baileys Irish Cream; gaining market leadership for Nestle Purina's Bakers Complete; and being the first advertising agency to demonstrate to John Lewis, a major UK retailer, that advertising works. Hugh is a council member of the Advertising Association and has also served on the Advertising Standards Authority (ASA) Council, the Institute of Practitioners in Advertising (IPA) Council and the Complaints Panel of the Portman Group. He is a past President of the Solus Club. In February 2005, Hugh completed a walk up Kilimanjaro in the company of John Humphrys of the BBC to raise money for Voluntary Service Overseas (VSO) projects in Tanzania. He can be contacted at: hugh.burkitt@marketing-society.org.uk

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