IS AGENCY'S NEED TO HAVE ACCOUNT PLANNING?

Dr. Yashmin Sofat*

Assistant Professor, Department of Commerce, B.B.A, B.Ed, M.Com, PGDBA, M.Phil, Ph.D,

A.S.College, Khanna,

ABSTRACT

Today's in this turbulent times ,strategies are the wealth of an organization, which can help it in achieving its goals. It is of paramount importance for the success of any organization. Competitive strategy refers to how a company competes in a particular business (note: overall strategy for diversified firms is referred to as corporate strategy). Competitive strategy is concerned with how a company can gain a competitive advantage through a distinctive way of competing. Advertising agency is no exception to this. This paper attempts to know that account management is the backbone for every agency because Account Management, as a whole, is the link from the client to the agency to the consumers. This division of the agency can be further divided into Account Planning, New Business and the Client Services. Each of these three departments plays a vital role in the strategy formulation procedure of advertising agencies in India. Account planning serves to channel the consumer's view point to the agency's creative staff during the entire process of making an advertising campaign. Account planning brings the voice of the consumer to the creative, so that, in turn, the creative can talk to the consumer.The researcher found that advertising executives who endorse account planning feel that advertising research is typically used to measure the effectiveness of a campaign that has already been launched, whereas data collected by account planners actually contribute to the campaign's development. this paper also highlighted the impact of size and year of establishment of the agencies on their account management. Finally, in this paper author attempts to provide data and information regarding that how account planning makes it easier to sell a client on a campaign because the agency can explain quite specifically why the advertising should be done in a particular way. The agency can also tell the client why the campaign will work because its account planner has been in close contact with the client's target audience.

INTRODUCTION

Everybody knows what advertising is, but like a good many things that everybody knows, specific description are hard to come by–the internal working of the advertising business are frequent subjects for discussion, yet relatively little is actually known about the scene behind the working of advertising.

When critics fulminate about advertising, they generally have in mind the advertising agency business. The novels that have used advertising as a lurid background have usually taken the advertising agency as a point of departure. The movies that have touched on advertising have also intended to use the advertising agency as the symbol of the advertising business. A well-developed glamorous mythology of high living on expense accounts has grown up about the advertising business. The business that so inflames these passions is, in reality, only on of the three fulcrums in the work of advertising.

Earlier Advertising is, in fact, a tripartite affair but now it has five key players. The agency serves as the middlemen between the advertiser and the media. The base of the advertising business is the advertiser. They are of many different kinds and advertise in many different ways. The advertiser–the company, organization or individual–orders, pays for and signs the commercial messages carried by advertising media and benefits from advertising. It is, of course, impossible to have advertising without them.

It is also impossible to have advertising beyond the primitive forms of identifying signs and perhaps handbills without available media to carry advertising. Newspapers, magazines, radio, television, films, hoardings, direct mail and a host of other minor media disseminate the advertising messages.

The third important segment of the advertising business is the advertising agency–a professional organization that plays so large a part in producing and placing advertising for advertisers, particularly regional and national advertisers, who are usually referred to as "clients" of the agency. The fourth important segment of advertising world is the vendor. Members of this group are also called freelancers, consultants and self–employed professionals. Last but not the least important segment is target audience. All strategy starts with the customer.

Originally, the term strategy has been derived from Greek 'strategos' which means generalship, that is, the art of the general. Because of this nature of origin of strategy, most of the dictionaries define strategy in military sense.

A Strategy is a unified, comprehensive, and integrated plan that relates the strategic advantages of the firm to the challenges of the environment. It is designated to

ensure that the basic objectives of the enterprise are achieved through proper execution by the organization. However, the term strategy cannot be used in military sense as business is not always like a war situation; some advertising agencies adopt strategy which makes competition irrelevant, known as blue ocean strategy. (The term coined by Chan Kim and R. Mauborgne in 2005).

Strategy is one element in a four–part structure. First are the ends to be obtained. Second are the strategies for obtaining them, the ways in which resources will be deployed. Third are tactics, the ways in which resources that have been deployed are actually used or employed. Fourth and last are the resources themselves, the means at our disposal. Thus, it is strategy and tactics bridge the gap between ends and means.

RESEARCH METHODOLOGY

There are 775 accredited advertising agencies out of which 65 advertising agencies were took as a sample from all the metropolitan cities where the head offices of advertising agencies were situated. The study has been mainly based on the primary data. For choosing the sample stratified random sampling technique was used. Statistical tools, such as percentages, chi-square are used to analyze the data.

OBJECTIVES OF THE STUDY

✓To know how advertising agencies formulate and implement their strategies regarding account management.

✓To examine the challenges and problems those have been faced by the advertising agencies.

✓To provide suggestions for better strategies to be adopted and implemented by advertising agencies.

✓HYPOTHESES OF THE STUDY

To achieve the above stated objectives, hypotheses have been set up with respect to nature and size. Following are the hypotheses of the study:-

✓There is no difference in the strategies of fully and provisionally accredited advertising agencies in India.

✓There is no difference in the strategies of advertising agencies in India across their size.

✓The number of years of establishment has no impact on the strategies of advertising agencies in India.

SELECTION OF THE SAMPLE

The addresses of the advertising agencies were selected from "The Press and Advertiser's Year Book" and "Indian Newspaper Society" (INS)". The selection of agencies

was based on the following steps:

All agencies which were accredited either provisional or fully with "Indian Newspaper Society" (INS) of INDIA were selected, i.e.775.

✓ Only those advertising agencies, which had their head offices in all four regions of INDIA, were selected which include five metropolitan cities i.e. MUMBAI, NEW DELHI, KOLKATTA, CHENNAI and BANGLORE.

✓ 500 agencies were identified which fulfilled the conditions listed above.

✓ Out of those 500 agencies, to have best sample as against to total population in each category of fully and provisional accredited advertising agencies, only 10 percent of fully and 25 percent of provisionally accredited advertising agencies were finally selected for the sample.i.e.65 agencies.

✓ Out of these 65 agencies, 40 were Fully Accredited and 25 were Provisionally Accredited.

FINDINGS

This division of the agency can be called the backbone of the organization because Account Management, as a whole, is the link from the client to the agency to the consumers. This division of the agency can be further divided into Account Planning, New Business and the Client Services. Each of these three departments plays a vital role in the strategy formulation procedure of advertising agencies in India.

Account planning serves to channel the consumer's view point to the agency's creative staff during the entire process of making an advertising campaign. Account planning brings the voice of the consumer to the creative, so that, in turn, the creative can talk to the consumer.

A good account planner gets to know a client's target audience first hand. He moderates focus groups and conducts one – on – one interviews as well as mail and telephone surveys. This personal contact is preferably maintained on a day – to – day basis. The qualitative information thus generated tends to personify and represent consumers showing them as thinking individuals with distinctive tastes and preferences. Moreover, the planner regularly reports his findings to the other members of the account management team also.

The researcher found that advertising executives who endorse account planning feel that advertising research is typically used to measure the effectiveness of a campaign that has already been launched, whereas data collected by account planners actually contribute to the campaign's development. "The researcher who explains the market place

with value – added interpretation and analysis will have a decided edge over the researcher who is still describing markets." Because account planning helps an agency know a client's market so clearly, the concept leads to attention grabbing campaigns that help sell more of the product. Account planning leads to relevant advertising more often because account planner is the consumer's representative within an agency. Finally, account planning makes it easier to sell a client on a campaign because the agency can explain quite specifically why the advertising should be done in a particular way. The agency can also tell the client why the campaign will work because its account planner has been in close contact with the client's target audience.

Account planning is a concept that started in British advertising agencies in the 1970's and it was taken up by the American agencies after mid-eighties. But this concept is still new for most Indian advertising agencies. The researcher found that only 15 percent of fully accredited advertising agencies and 4 percent of provisionally accredited advertising agencies had an account planner. 17.5 percent of fully accredited and 16 percent of provisionally accredited advertising agencies said that this function was looked after by the client-servicing group. The remaining did not understand why an account planner was needed as is seen in the Table 1.1.

Table 1.1

Account Planner in the Agency

Who did Account Planning	Fully Accredited		Provisionally Accredited	
	No. of agencies	Percentage	No. of agencies	Percentage
Account Planner	6	15	1	4
Client Service group	7	17.5	4	16
No necessary	27	67.5	20	80
Total	40	100	25	100
χ^2 = 2.0761 and Tab = 5.991 D.F. = 2 at 5% level of significance.				

Source: primary data.

In order to examine whether the persons involved in account planning depends on the nature of advertising agencies, χ^2 test was applied. The result shows that the person involved in account planning is not dependent on nature of the agency.

To know the variation in practices of requirement of account planner in the agencies across age and size, a question was also raised in this regard during the field survey of the agencies. The survey data are presented in tables 1.2, 1.3.

Table 1.2

Account Planner in the Agency

Who did Account Planning	Old Agencies		New Agencies	
	No. of agencies	Percentage	No. of agencies	Percentage
Account Planner	6	54.55	1	1.85
Client Service group	4	36.36	7	12.96
No necessary	1	9.09	46	85.19
Total	11	100	54	100
χ^2 = 33.7001 and Tab = 5.991 D.F. = 2 at 5% level of significance.				

Source: primary data.

Table 1.3

Account Planner in the Agency

Who did Account Planning	Small agencies	Medium agencies	Large agencies			
	No. of agencies	Percentage	No. of agencies	Percentage	No. of agencies	Percentage
Account Planner	1	5	5	16.67	7	46.67
Client Service group	3	15	3	10	6	40
No necessary	16	80	22	73.33	2	13.33
Total	20	100	30	100	15	100
χ^2 = 12.3793 and Tab = 9.488 D.F. = 4 at 5% level of significance.						

Source: primary data.

It is obvious from the tables 1.2 and 1.3 that similar to experience; size also has influence on the person involved in account planning. To examine whether the persons involved in account planning depends on the experience and size of advertising agencies, χ^2 test was applied. The results of χ^2 test shows that the person involved in account planning is dependent on experience and size of the agency.

To survive, agencies must grow, and growth is one of the desirable requirements of any business. It is, therefore, they make the strategy, which is logical to have a separate cell in the agency, which is responsible for the growth of business. Often this growth comes in the form of new products developed by existing clients. In such cases this new business comes in the jurisdiction of the client servicing people. The other way of growing is by acquiring the business of new clients. For such cases the agency has to have a few executives who are exclusively hired for developing new accounts.

The importance of adding new accounts becomes apparent when one considers the

turn over of accounts in the agency business. Clients change agencies when they feel another agency may do better a job or offer fresh ideas or a better bargain in their commission which is their strategy to attract and capture new clients. An agency may even become the scape goat when the client's sales volume falls, regardless of whether advertising is the cause or not. Agencies may resign the account when there is lack of compatibility between the advertiser and agency people. The agency may even resign an account in order to take on a rival product's larger account. On the other hand there are clients that have been with the same agencies for decades and the reason behind that the agencies keep on changing their strategy to retain their clients. Executives charged with the responsibility of getting business must know the politics of advertising intimately which is the part of their agency's strategy and helps in capturing the market share more than their competitors. Knowledge of impending changes in the prospective client's and his agency's relations provide leads for approaching prospective clients.

There are various ways in which agencies promote their services. This may be done by advertising for new business; by contracting a prospective client when asked for; or by aggressively soliciting new business. When approaching a new client, the agency makes an agency 'presentation', which is a description of the agency's personnel, resources, present accounts and previous successes. Normally the agency has its brochures and pamphlets containing all this material and it is sent to the client in advance. This presentation may be by a single agency before a client or in competition with several agencies.

The latest trend is that the prospective client asks for 'speculative presentations' where the agencies come with a tentative campaign prepared for the product to be handled and this is then called a speculative campaign. The cost of such presentations is very high due to the creative efforts involved and the demonstration material prepared, and there is no assurance that the agency will win the account.

Sixty five percent of respondent agency executives told the researcher that speculative presentation was a bad trend in the business because so much time and money gets wasted while the present clients get neglected. They felt that the clients took the agencies for a ride by using their ideas because many clients make use of this device to pick the brains of competing agency personnel. Some executive felt that even the clients should not solely rely on the speculative presentation of an agency. All previous campaigns should be seen because they are a better test of the agency's talent.

On being asked how the agencies pitch for new accounts, the different alternatives

they used were client references (78.7% of agencies) where a former client recommended the agency to a new client; advertising of services (17.8 percent of the surveyed agencies); personal contacts (35.7%) where the agency representatives contacted clients at social gatherings, etc.; and speculative presentations (37.5%). When further asked about the frequency of speculative presentations made they gave the following replies as shown in table 2.1, 2.2 and 2.3.

Table 2.1

Frequency of speculative presentations

How often speculative presentations are made	Fully Accredited	Provisionally Accredited		
	No. of agencies	Percentage	No. of agencies	Percentage
Very often	2	5	1	4
Often	7	17.5	4	16
Sometimes	16	40	10	40
Rarely	4	10	3	12
Never	11	27.5	7	28
Total	40	100	25	100
x^2 = 0.2172 and Tab = 9.488 D.F. = 4 at 5% level of significance.				

Source: primary data

Table 2.2

Frequency of speculative presentation

How often speculative presentations are made	Old Agencies	New Agencies		
	No. of agencies	Percentage	No. of agencies	Percentage
Very often	1	9.09	2	3.7
Often	2	18.18	9	16.67
Sometimes	4	36.36	22	40.74
Rarely	1	9.09	6	11.11
Never	3	27.28	15	27.78
Total	11	100	54	100
x^2 = 0.65766 and Tab = 9.488 D.F. = 4 at 5% level of significance.				

Source: primary data.

Table 2.3, Frequency of speculative presentation

How often speculative presentations are made	Small agencies	Medium agencies	Large agencies			
	No. of agencies	Percentage	No. of agencies	Percentage	No. of agencies	Percentage
Very often	1	5	1	3.33	1	6.67
Often	3	15	6	20	2	13.33
Sometimes	9	45	11	36.67	7	46.67
Rarely	1	5	4	13.33	2	13.33
Never	6	30	8	26.67	3	20
Total	20	100	30	100	15	100
χ^2 = 2.11681 and Tab = 15.507 D.F. = 8 at 5% level of significance.						

Source: primary data.

Cross checking the responses given in tables 2.1, 2.2 and 2.3 and the replies given earlier we find that whereas only 37.5 percent of fully, 40 percent of provisionally accredited, 36.37 percent of old, 38.89 percent of new, 35 percent of small size, 40 percent of medium and 33.33 percent of large size advertising agencies respondents had said that they used speculative presentations for pitching for new accounts. In the table, it is seen that 62.5 percent of fully, 60 percent of provisionally accredited, 63.63 percent of old, 61.11 percent of new, 65 percent of small size, 60 percent of medium size and 66.67 percent of large size advertising agencies actually do it. On this basis, we cannot be sure whether even the other 27.5 percent of fully, 28 percent of provisionally accredited, 27.28 percent of old, 27.78 percent of new, 30 percent of small size, 26.67 percent of medium and 20 percent of large size advertising agencies really do not do it.

The above tables 2.1, 2.2 and 2.3 clears the fact that they are hiding information on this aspect shows that they 'feel' they are not doing the right thing. This is because according to proper business principles such presentations are unethical. These unethical practices are followed by both the agencies and the clients. Just as agencies should not be making these presentations, so also clients should not be asking for them. No agency is supposed to bulldoze its way to the client of another agency, nor should the client allow it unless he has decided that he wants to hire a new agency. Some of the agencies, especially the larger ones, have evolved a face saving formula that the client pays them rejection fee and only then they participate. In any case, it is a speculative campaign because the agency does not know whether he is going to become its client or not.

The account executive often works on the formulation of the advertising strategy in cooperation with the other respective department representatives of his agency along with the clients. Regardless of the source of the strategy, the account executive must see that

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the agency keeps to the stated plan. Since this function is the hyphen in the clients-agency relationship, the executive has to have qualities like diplomacy, tactfulness, creativity, knowledge, persuasiveness, sensitivity and honesty.

To do all this well, the agency account executive should build good relations with those in the agency and a good rapport with the client. When he needs coordination, he must be able to get it. He must be able to synthesis the thoughts of all involved and communicate them well to others.

If the agency loses a client, the client service person is held responsible. So he should have the ability to smell smoke before the relationship catches fire. This is possible only through continuous contact, not necessarily per functionary, with the client's organization. He should ensure that he is never out of sight in order to prevent any other agency from inching its way into the client's heart and mind. On being asked what the average frequency of contact with clients was the respondents gave the following replies as shown in tables 3.1, 3.2 and 3.3.

Table 3.1, Average frequency of contact

Average frequency	Fully Accredited	Provisionally Accredited		
	No. of agencies	Percentage	No. of agencies	Percentage
Daily	2	5	1	4
Weekly	7	17.5	2	8
Bi-weekly	3	7.5	1	4
Fortnightly	2	5	1	4
Monthly	1	2.5	2	8
Depends	25	62.5	18	72
Total	40	100	25	100
x^2 = 2.6333 and Tab = 11.070 D.F. = 5 at 5% level of significance.				

Source: primary data.

Table 3.2, Average frequency of contact

Average frequency	Old Agencies		New Agencies	
	No. of agencies	Percentage	No. of agencies	Percentage
Daily	1	9.09	2	3.70
Weekly	2	18.18	7	12.96
Bi-weekly	1	9.09	3	5.56
Fortnightly	1	9.09	2	3.70
Monthly	1	9.09	2	3.70
Depends	5	45.46	38	70.38
Total	11	100	54	100
x^2 = 2.9388 and Tab = 11.070 D.F. = 5 at 5% level of significance.				

Source: primary data.

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Table 3.3

Average frequency of contact

Average frequency	Small agencies		Medium agencies		Large agencies			
	No. of agencies	Percentage	No. of agencies	Percentage	No. of agencies	Percentage	No. of agencies	Percentage
Daily	1	5	1	3.33	1	6.67		
Weekly	2	10	3	10	4	26.66		
Bi-weekly	1	5	2	6.67	1	6.67		
Fortnightly	1	5	1	3.33	1	6.67		
Monthly	1	5	1	3.33	1	6.67		
Depends	14	70	22	73.34	7	46.66		
Total	20	100	30	100	15	100		
χ^2 = 4.2103 and Tab = 18.307 D.F. = 10 at 5% level of significance.								

Source: primary data.

Tables 3.1, 3.2 and 3.3 clears that 37.5 percent of fully accredited, 28 percent of provisionally accredited, 54.54 percent of old, 29.62 percent of new, 30 percent of small size, 26.66 percent of medium size and 53.34 percent of large size advertising agencies said that their average frequency of contact to their clients varies from daily to monthly. But maximum of the advertising agencies (62.5% fully, 72% provisionally, 45.46% old, 70.38% new, 70% small size, 73.34% medium size and 46.67% large size) responds that their average frequency to meet the clients depends upon the importance of the client and the campaign and that is the deciding factor whether they should contact the client every day or once a month.

To have in-depth analysis, χ^2 test was applied to examine whether the average frequency of contact to client depends on the nature, experience and size of advertising agencies. It is surprisingly to know that the result shows that the average frequency of contact to client is not dependent on nature, experience and size of the agency.

The client servicing person is, in a way accountable for all the expense on his account in terms of time and money. He should realize the distinction between good servicing and extra servicing. On the client's side he has to ensure that the client's money is not wasted. If he does not take care of these matters properly, he will soon put his agency in to a financial crisis or the agency may lose the account he is working on.

For this it is essential that the client services person should have some orientation of financial management. The respondent agencies were asked how oriented their contact persons were towards cash flow management, and what did the agencies do to orient them towards it. This researcher received all vague types of replies, which showed that the agencies had not bothered to give any financial orientation to their contact persons.

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The agency can never afford to forget that its service is constantly on trail in the mind of the man who has to foot the bill. When the client makes payment for other expenditures of his organization, he is able to evaluate their cost – benefit with ease. But this is not the case where advertising is concerned. Expenditure on advertising cannot be compared to expenditure on other commodities and services. It calls forth an entirely different attitude which has to be constantly motivated by the client service person. He has to make the client feel convinced that his expenditure on advertising is really adding more value for his organization.

The researcher experienced that the client servicing persons face a problem of identity. They get so involved, professionally and emotionally, to the client that they forget that this was actually a job given to them from the agency, to which they owed their allegiance fist. They begin to overspend for the client and accept any and every service the client asks from them. This is only because of their enthusiasm in their duty. In such cases, the account executives have to be made aware of his actions so that he slowly pulls himself out of this involvement.

The researcher further found that the contact person gets so perfect at his job that the agency tends to leave the account wholly on him only. In such cases, soon there may come a time that the account executive may get the feeling that he has become indispensable for the agency as far as those accounts are concerned. He may begin to raise his price and threaten to leave taking the accounts he is handling with him. To prevent such a thing from happening, it is essential that the agency maintains contact with their accounts at all levels of hierarchy. The accountability should rest with the account executives, but the account should never be given the feeling that there is no other person in the confidence that their brand will not be orphaned even if that particular executive leaves the agency. Unless this confidence is instilled in the client's mind right from the beginning, the agency stands a chance of losing clients when they lose account executives.

In any case, client turnover does take place, and the various reasons for it have been enumerated earlier in this point. The agencies should make the following strategies to reduce this turnover. First and foremost, the agency must devote its best brains to service present clients, instead of diverting them to the pursuit of new ones. Deputing the client service persons for acquiring new business means neglecting present clients. In the survey the researcher found that a large number of agencies left this work on the service team itself, as can be seen from tables 4.1, 4.2 and 4.3

Table 4.1, New Business looked after by

Who looks after New Business	Fully Accredited		Provisionally Accredited	
	No. of agencies	Percentage	No. of agencies	Percentage
Separate Department	8	20	2	8
Top management	19	47.5	14	56
Client Servicing	7	17.5	5	20
Every one	6	15	4	16
Total	40	100	25	100
χ^2 = 1.729 and Tab = 7.815 D.F. = 3 at 5% level of significance.				

Source: primary data.

Table 4.2, New Business looked after by

Who looks after New Business	Old Agencies		New Agencies	
	No. of agencies	Percentage	No. of agencies	Percentage
Separate Department	6	54.55	4	7.41
Top management	3	27.27	30	55.56
Client Servicing	1	9.09	11	20.36
Every one	1	9.09	9	16.67
Total	11	100	54	100
χ^2 = 15.6399 and Tab = 7.815 D.F. = 3 at 5% level of significance.				

Source: primary data.

Table 4.3, New Business looked after by

Who looks after New Business	Small agencies		Medium agencies		Large agencies	
	No. of agencies	Percentage	No. of agencies	Percentage	No. of agencies	Percentage
Separate Department	1	5	3	10	6	40
Top management	14	70	15	50	4	26.67
Client Servicing	3	15	7	23.33	2	13.33
Every one	2	10	5	16.67	3	20
Total	20	100	30	100	15	100
χ^2 = 12.3957 and Tab = 12.592 D.F. = 6 at 5% level of significance.						

Source: primary data.

It is evident from the table 4.1 that 20 percent of fully accredited, 8 percent of provisionally accredited, 54.55 percent of old, 7.41 percent of new, 5 percent of small size,

10 percent of medium size and 40 percent of large size advertising agencies said their new business is looked after by the separate department. And, 47.5 percent of fully accredited, 56 percent of provisionally accredited, 27.27 percent of old, 55.56 percent of new, 70 percent of small size, 50 percent of medium size and 26.67 percent of large size advertising agencies said that their new business is looked after by top management only because they don't rely on other for this. Whereas, at least 17.5 percent of fully accredited, 20 percent of provisionally accredited, 9.09 percent of old, 16.67 percent of new, 15 percent of small size, 23.33 percent of medium size and 13.33 percent of large size advertising agencies have their client servicing people looking after new business. But, below the 20 percent of all the advertising agencies either fully, provisionally, old, new, small, medium or large said that in their agencies everyone looked after the new business. To examine whether the persons involved in looking after the new business in the advertising agencies depends on the size of agencies, ⊡ 2 tests was applied. And, it is obvious from the tables that the nature and size of agencies does not affect and influence the strategy of advertising agencies but experience influence the strategies of advertising agencies regarding the persons involved in looking after the new business in their advertising agencies.

This means that one of the reasons of client turnover in these agencies is bad servicing. So, there the agency's strategy is to satisfy the clients by providing best quality service.

The second strategy that should be adopted by Indian advertising agencies is avoiding deputing such persons in the servicing group who cannot keep their calm. However brilliant they may be, a client will not tolerate haughty and short-tempered contact persons, and such persons will always provoke rejection by clients. But the researcher experienced that the maximum sampled agencies (75%) did not have this strategy and criteria in mind when they selected persons for client servicing. But some of the agencies (41%) had problems with their clients servicing people who were brilliant but still not able to retain their accounts.

Thirdly, the agency should first check the previous agency relations of the client before taking him up as a new account. It is possible that the client already has a record of changing agencies at frequent intervals. That is why 60 percent of the respondent advertising agencies had a high client turnover. Many of the respondents (35.7%) said that their problematic accounts had similar problems with their previous agencies and they admitted that if they had first checked on their previous relations they would not have

accepted their business.

Fourthly, the agency should be in contact with the person who makes the decisions regarding advertising on the client's side. It is very possible that the middleman is not able to understand or explain exactly what the agency intends in the campaign. The researcher found that only 12.5 percent of the respondents insisted that the decision maker on the client's side should be present at all the meetings their agency had with them.

Lastly, the agency should always reason out things from the other side of the table, i.e., it should try to see things from the clients' viewpoint too, before the relations get strained. Again, only 12.5 percent of the respondent agencies replied that they always did this whereas the others did not.

SUGGESTIONS

From the above analysis it can be said that Indian advertising agencies need to have account planners to do good consumer research. They should depute new business to a separate cell and not have the client servicing people shouldering that responsibility. When taking on new business the prospective client's previous credentials should be investigated in order to prevent client turnover. Also, all the agencies should get together and stop offering speculative campaigns because it affects their present business leading to client turnover again. Also, their client servicing people should be given orientation of cash flow management to ensure better profitability. Proper contact reports should be maintained to prevent post mortem arguments and contact should be maintained at all levels of the client's organization, especially with the decision maker of advertising. Finally, when selecting the contact person's care should be taken to see that the basic characteristics needed are there in the person.

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