ADVERTISING AGENCY-CLIENT RELATIONS:

A STRATEGIC PERSPECTIVE

Paul Michell

TECHNISCHE HOCHSCHULE DARMSTADT
Fachbereich 1
Gesamthibliothek
Betriebswirtschattslehre
Inventor-Nr.: 40.039
Abstall-tir. : A 30/786
So trochlete:
5.2.4.1.1
100210-1-30

CROOM HELM London & Sydney

CONTENTS

List of Tables List of Figures Acknowledgements

1.	INTRODUCTION TO AGENCY-CLIENT RELATIONS	1
2.	AGENCY-CLIENT TRENDS: ACCOUNT LOYALTY AND SWITCHING	.5
	Maintained, Switched and "New" Accounts	6
	Account Durability of Top Fifty Clients	11
	Account Durability by Product Category	16
	Summary	19
	References	19
3.	AGENCY-CLIENT TRENDS: POLARISATION	
•	VERSUS FRAGMENTATION	20
	Account Durability by Advertising Agency	
	Type	21
	Broad Trends in Account Movements	
	Between Agency Types	25
	Detailed Account Trends Between Agency	
	Types	26
	Trends Among Very Large and Large	
	Agencies	29
	Acquisitions/Mergers and Client Conflict	32
	"Creativity" and Account Switching	35
	Pitching for New Business	37
	Creativity and the New Agencies	38
	Advertisers and the Media Independents	40
	Advertisers and the Creative Consul-	
	tancies	41
	Value for Money in Agency-Client	
	Polations	12

	Creativity and Clients' Direct Accounts Summary References	44 45 47
4.	AGENCY-CLIENT PERCEPTIONS OF CREATIVITY	50
	Importance of Agency-Client Relations Importance of Agency Creative Ethos Importance of Actual Creative Process Importance of Creative Environment Importance of Personal Characteristics Differing Perceptions of Creativity among Advertisers and Agencies Detailed Comparison of Agency and Client Perceptions	50 51 53 54 56 57
	Operational Approaches to Creativity	63
	Summary	65
	References	66
5.	BRAND DEVELOPMENT AND ACCOUNT PLANNING	70
Message Developing a Positioning Strategy The Account Planning Role	Strategy	70 71 73 75 80
	Agency-Client Discord on Creative Development	83 85 86
6.	THE SUCCESSFUL ACCOUNT TEAM	88
	Matching Organisation to the Relationship The Account Team and Levels of Creative Competence	90 96 105 108 111 112
7.	WHERE ADVERTISING DECISIONS ARE REALLY MADE	115
	Interorganisational Decision-Making Units Top Management Leadership in Creative	115
	Process	123
	Account Team and Decision-Making Summary	124 129

	References	130
8.	INTERNATIONAL ADVERTISING DECISIONS	134
	Research on Control of International Advertising Future Trends in International Control Agencies and the Global Strategy Parallels and Divergencies Between	134 140 144
	Interpublic and Saatchi and Saatchi Omnicom and D'Arcy McManus Benton and Bowles	151 153 154
9.	ACCOUNT SWITCHING AND PERFORMANCE AUDITING	157
	Perceptions of Reasons for Account Switches Agreement and Disagreement on Incidents	
	Leading to Breakups	159
	Dissatisfaction with Agency Performance Changes in Client Policy	159 161
	Changes in Client Management	162
	Changes in Agency Policy	163
	Changes in Agency Management	164
	Performance Audit	164
	Summary	169
	References	171
10.	USING CREATIVITY TRAINING TO IMPROVE THE RELATIONSHIP	174
	Developing a Creativity Course Immediately Improved Creative Effectiveness Longer-Term Evaluation of the Course Summary and Conclusions References	175 177 182 184 185
11.	CONCLUSIONS: IMPROVING THE PRODUCTIVITY OF AGENCY-CLIENT RELATIONS	187
	, , ,	400
INDE	х	193