



AMERICAN ASSOCIATION  
of ADVERTISING AGENCIES  
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## Appendix





- ⇒ **Methodology and Budget Projections** **3**
  - Who we spoke to 4
  - Marketing Budget: Current vs projected in 2 years 6
- ⇒ **General Needs Assessment** **10**
  - Biggest marketing challenges 11
  - Integrated marketing activities 15
  - Strategic partner agency 21
- ⇒ **Agency Search Process** **22**
  - Frustrations with current agency 23
  - Triggers & drivers of agency searches 27
  - Looking to replace 32
  - Steps agency could have taken 34
- ⇒ **Search Phase Dynamics** **39**
  - Solicitations 40
  - Phases of agency search –RFP/Credentials phase 48
    - Case Studies 60
    - Relationship Phase 64
    - Presentation Phase 72
  - Perspective on “meeting theater” 80
- ⇒ **Advice and Winning Qualities** **92**
  - One piece of advice 93
  - Criteria and capabilities 97
  - Characteristics of relationship most enjoy 99
  - Qualities of winning agencies 103
  - Traits of ideal marketing communications partner for 21<sup>st</sup> century 107
  - One compelling thing in agency selection 113



# Appendix - Methodology and Budget Projections



- ⇒ **Several sub-groups within the data set were analyzed, including:**
  - Size of marketing budget
  - Type of industry
  - Region and marketing focus (global, national, regional, etc.)
  - Years in marketing and job title
  - Number of agency searches involved in and recency of agency search
  - Any significant differences across responses could mostly be explained by size of marketing budget
  
- ⇒ **Significant differences are noted at the 90% confidence level**
  
- ⇒ **The following weights have been applied when data is analyzed in total to reflect budget proportions among all national advertisers:**
  - Small budget marketers have been weighted down by .53
  - Medium budget marketers have been weighted down by .63
  - Large budget marketers have been weighted up by 2.0

# List of Companies\*

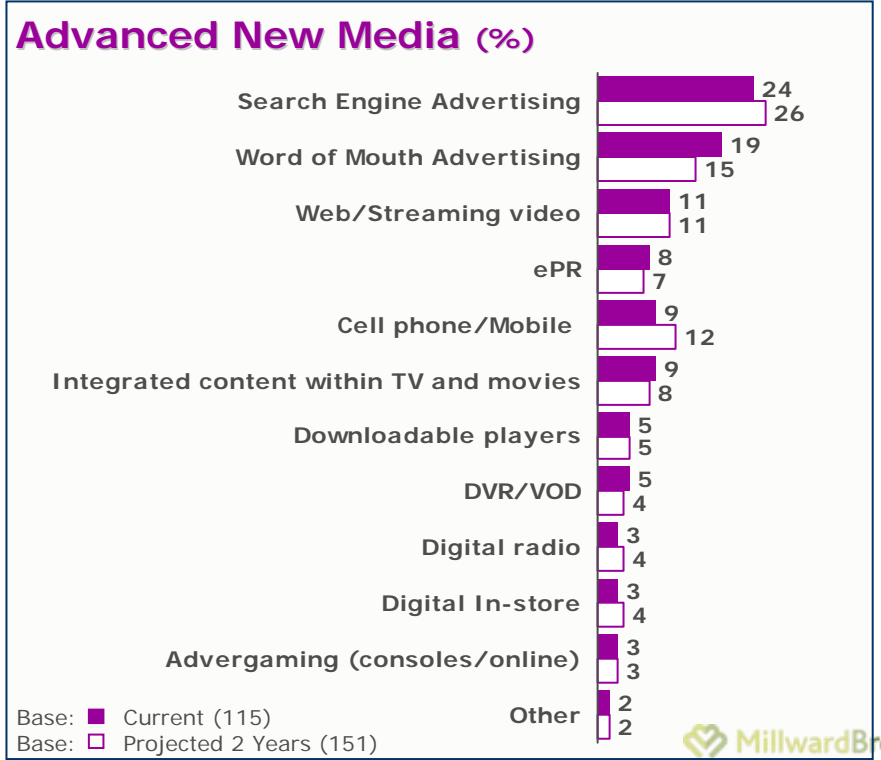
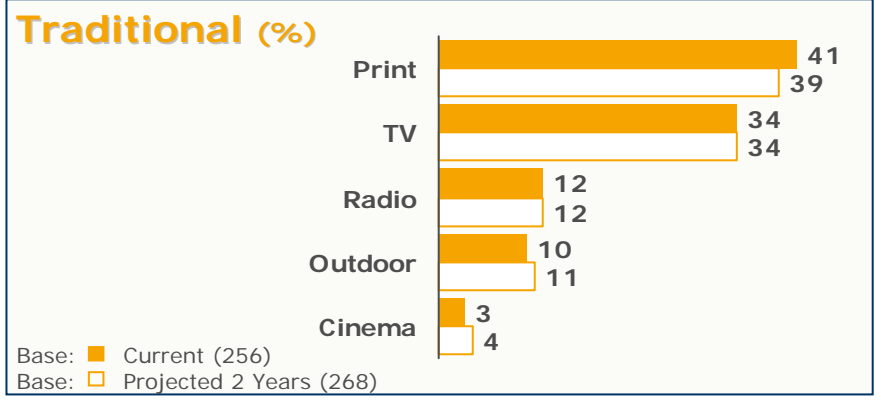
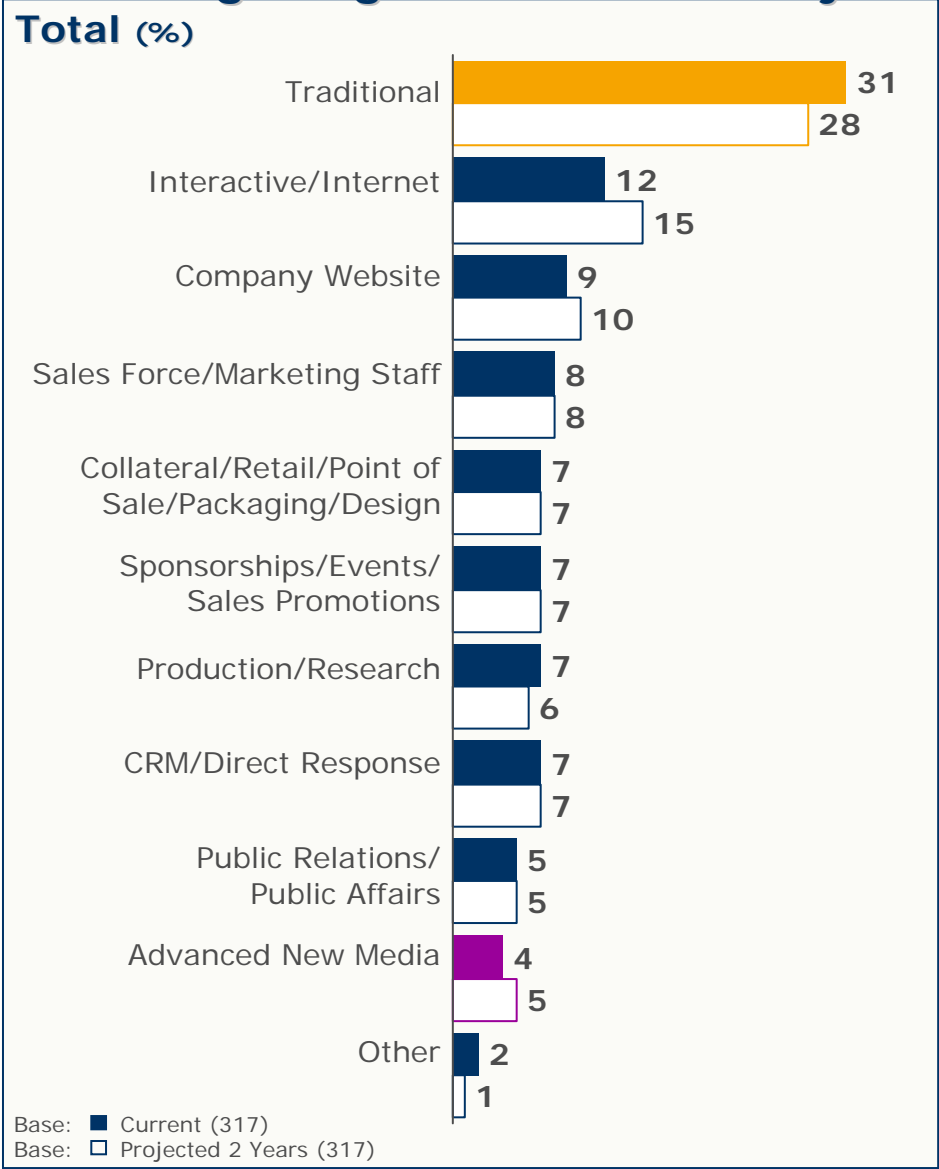
Accenture Technologies	Goody's Family Clothing	Pre-paid legal
ACE Insurance	Graco Inc.	Pristley Advisers Inc
ACN	HandR Block	Professional Auto Repair
Aculink Mortgage Solutions	Hach Company	Ross Enterprises Limited
Allhomes	Hanesbrands, Inc	Smith Barney
Anthropologie	Healthways	Springville Griffith Institute Central School District
Arthur J. Gallagher and Company	H-E-B	Subway
Athena Enterprises	Heineken USA	SunTrust Bank
BLH	Lockheed Martin	Symplegades Inc.
Boston Pizza	Macy's	Synbiotics Corporation
Central Florida Computer Services	Manchodu	TAMKO
Cintas	MasterCare Cleaning Co., Inc.	Target
ConAgra	Mellon	Tractor Supply Company
Crystals Cottage Of Little Feet	Mercedes-Benz	Vanity Fair
DU	MINI USA, a div of BMW of NA	VAVA/NetResearch and Design
durham	Mohegan Sun	Wal-Mart
ELS	Nancy's Fancies	Watkins
Funding USA LLC	Newell Rubbermaid	WGI
Genesis Innovations	NewHorizonsoft, inc	



\*Note: Respondents were not required to provide their company name

Marketers project growth in internet and advanced new media at expense of traditional advertising, mainly print.

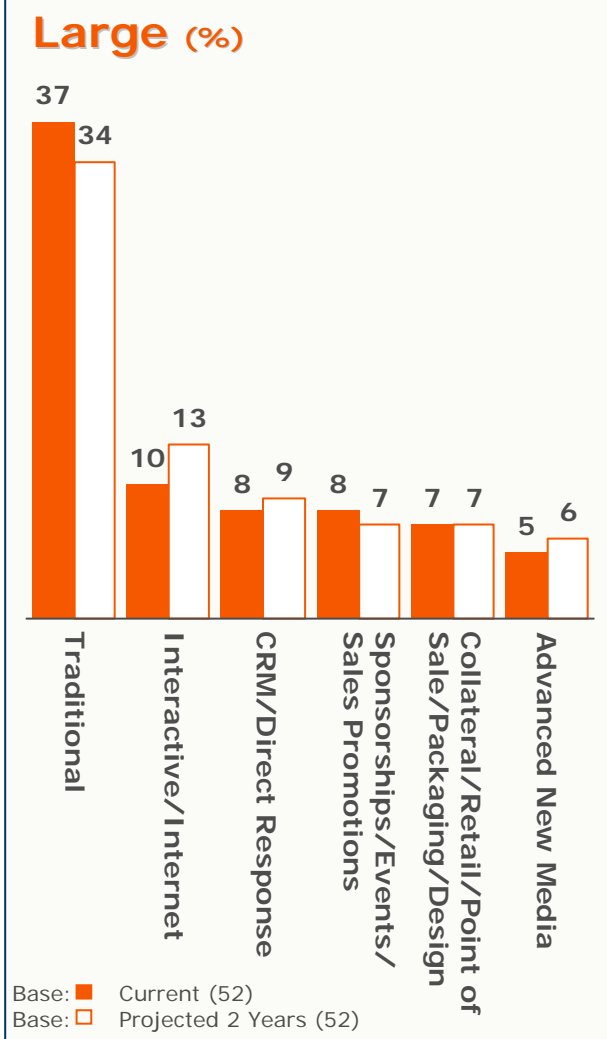
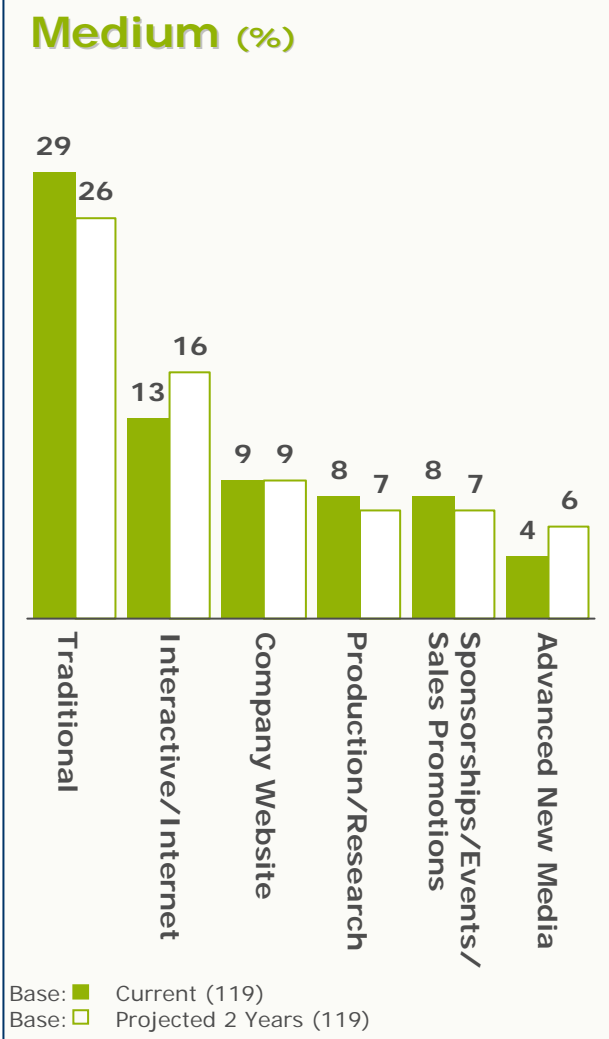
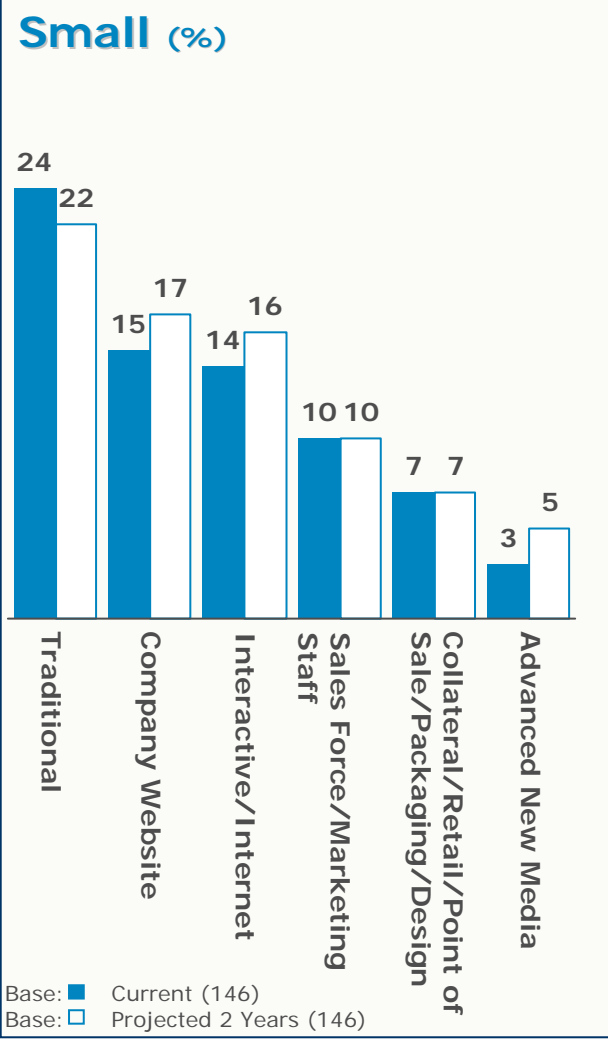
### Marketing Budget: Current vs. Projected in 2 Years



Q. 1/2: Please indicate how your total U.S. marketing budget is allocated. And how do you project your budget to be allocated in 2 years?

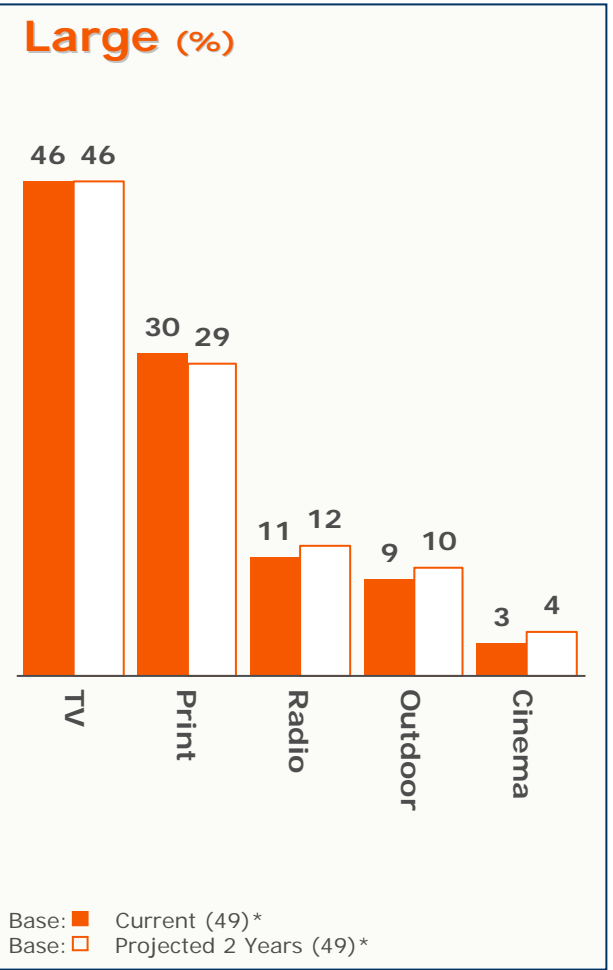
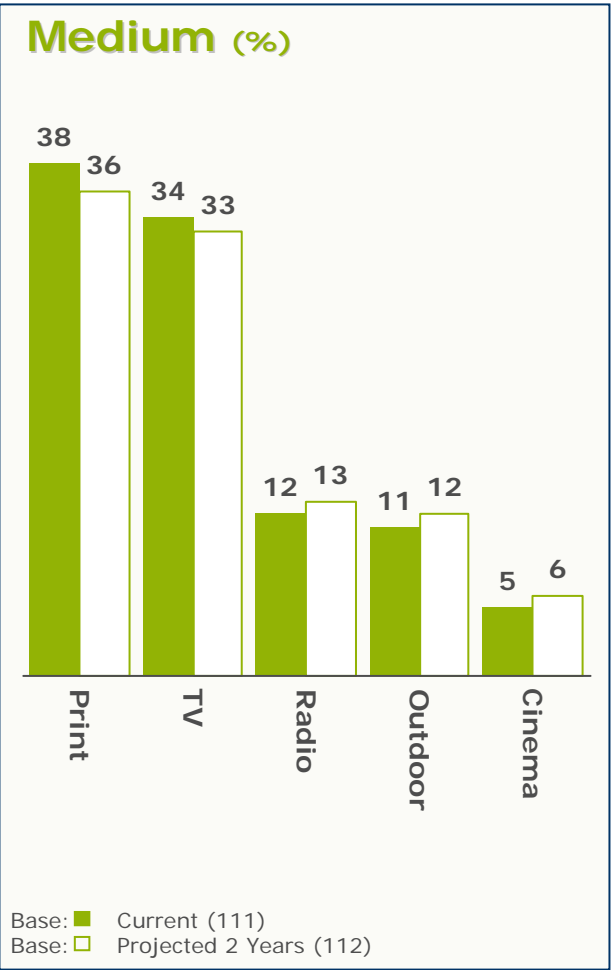
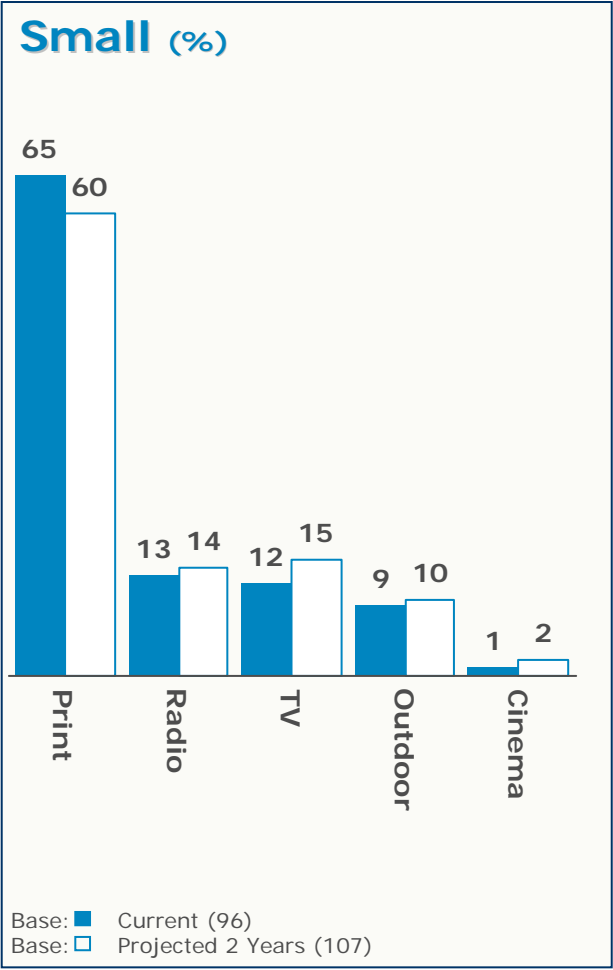
Traditional media tops the list for all marketers, but not surprisingly has the greatest budget allocation in large companies. Internet has a larger share of the budget for small and medium, while company website is mostly strongly featured for small.

Marketing Budget: Current vs. Projected in 2 years by Company Size (top 5 budget allocations plus advanced new media)



Traditional media, specifically print, is projected to decline primarily for marketers with small and medium budgets. For large budget marketers, TV and print are projected to be a fairly consistent budget allocation.

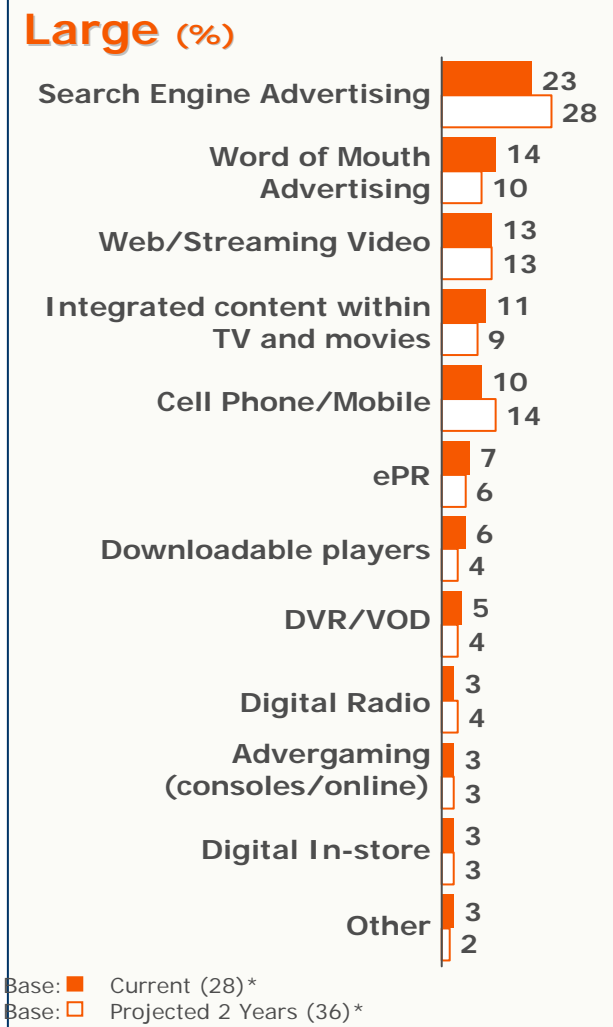
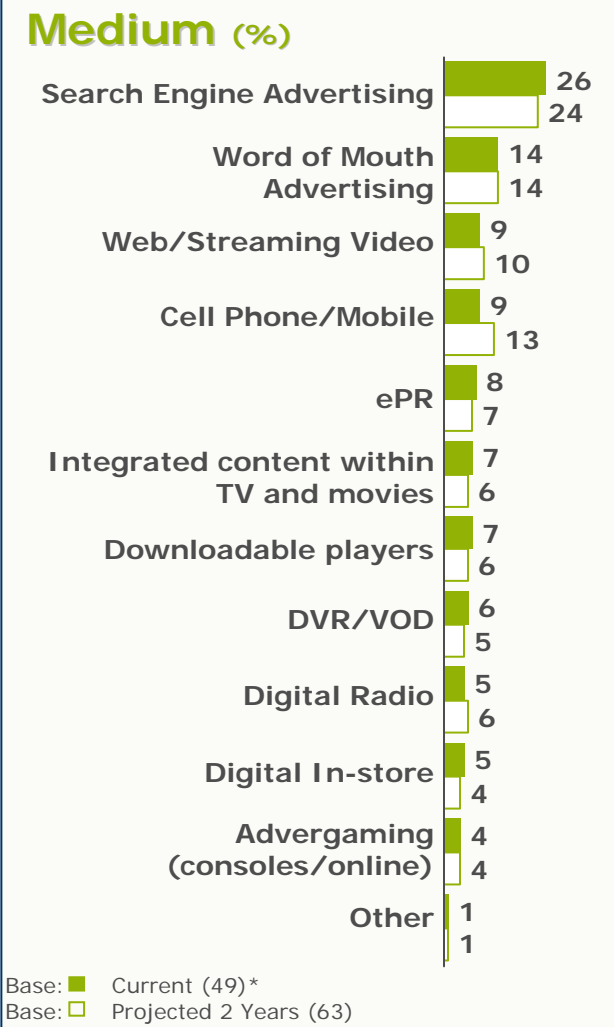
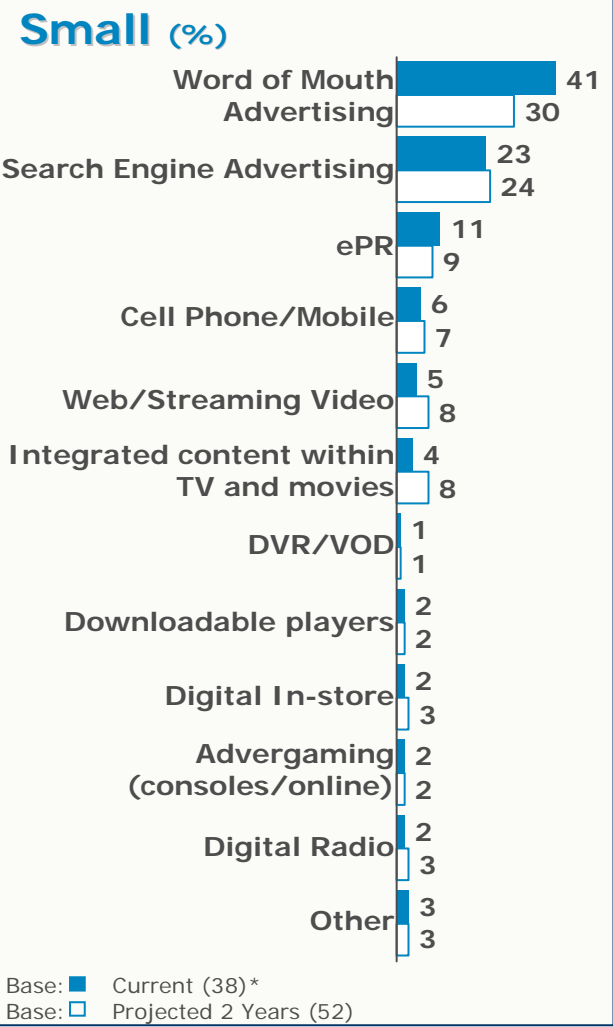
Traditional Media



\*Caution: low base size



Advanced New Media



\*Caution: low base size



# Appendix - General Needs Assessment



## Biggest Marketing Challenge (Full List)

	Total %	Small %	Medium %	Large %
Reaching customers/the right audience/target/specific demographic/geographic area	20	24	22	6
Awareness/brand awareness/recognition/developing brand identity	14	15	11	17
Ability to afford the cost/marketing cost/budget/cost/keeping cost down	12	14	8	19
Measuring the effectiveness of media/emerging media/effective marketing programs	8	8	7	13
Advertisement/advertising to our market audience/clients/target	7	4	8	13
Return investment/seeing it in the short term/measuring ROI	7	3	8	17
Saturated/cluttered/competitive market	7	7	8	4
Allocation/allocating of funds/resources/where needed	5	6	3	4
Finding enough/qualified/motivated people/customers/clients/right companies to represent us	5	4	6	6
Finding/determining right audience/target, etc.	4	8	--	--
Attracting visions/new visions/new leads	3	1	4	6
Having the latest/new technology/keeping up with times on technology	3	1	4	6
Getting the business off the ground/getting it work/new business	3	3	2	6
Balancing advertising	2	2	--	9
Expanding internet ads/referrals to websites	2	2	4	--
Having enough time/to hit all the bases	2	2	1	2
Selling the product that is not differentiated/selling service	2	2	1	2
To attract customers to various/the ethnic/diverse market	2	1	5	--
Guidelines/FDA regulations	2	2	1	2
Timing/well timed actions/being in time	2	2	3	2
Miscellaneous/all others	4	3	6	2
Base: Mentioned Something	(292)	(139)	(106)	(47)

## Biggest Marketing Challenge — Small Budget Marketer Verbatims

- ⇒ Not enough money in the marketing budget.
- ⇒ Reaching target audience of client pool.
- ⇒ Getting customers interested in buying from my business instead of just going to a local store.
- ⇒ Finding motivated qualified customers.
- ⇒ Pinpointing our target audience.
- ⇒ Reaching the desired targets in a totally fragmented marketplace.
- ⇒ To obtain bigger response (results) within the budget allocated.
- ⇒ Finding the select target audience that will want to take advantage of my services.
- ⇒ Tracking what worked and didn't work with regards to our marketing efforts.
- ⇒ Finding the right customers that will buy our products. Some of the stuff we sell is priced around \$80,000 and you really have to pinpoint that company willing to pay that much.
- ⇒ Building and tracking response to mailing lists. Comparing the benefits of direct mail/print vs. web marketing.
- ⇒ Convincing executive management to allocate marketing money in the budget.
- ⇒ Trying to reach a very specific demographic and geographic area.
- ⇒ Probably it would be that we don't have a large budget for marketing and our technology isn't keeping up with modern marketing techniques.
- ⇒ Trying to get my target area to come in to my store, no-one targets the right areas.
- ⇒ Reaching the right audience.
- ⇒ Brand/Corporate Identity Partnership programs.
- ⇒ Changing our image and positioning, reaching new markets.
- ⇒ The primary challenge is making sure that the right demographic is being reached.

## Biggest Marketing Challenge — Medium Budget Marketer Verbatims

- ⇒ Getting information about marketing programs to the 100+ offices we support that they will read and understand.
- ⇒ Branding recognition.
- ⇒ Reaching only our select and target audience through media that is compelling, prompts direct response, and is trackable for ROI analysis.
- ⇒ Return on investment - building smaller brands cost effectively.
- ⇒ My biggest marketing challenge is to reach everyone across the globe and break down ethnic borders and give helpful goods to all those who need them.
- ⇒ Developing a campaign that will reach the target audience effectively.
- ⇒ Getting to the end user of the product without a sales force.
- ⇒ Getting people to even view your advertising in a over-advertised world.
- ⇒ Determine ROI on marketing spend.
- ⇒ Measuring ROI.
- ⇒ Our biggest challenge is tracking results from all of our marketing activities to justify spending and decision-making.
- ⇒ Reach end influencer.
- ⇒ Getting past the clutter of everyone else.
- ⇒ In the constant changing world of advertising, our biggest challenge is getting the message across as clear as possible for the greatest impact and the appropriate time.

## Biggest Marketing Challenge — Large Budget Marketer Verbatims

- ⇒ Measuring ROI on any indirect media placement.
- ⇒ Marketing spend effectiveness: best allocation of limited budgets to channels, instruments, topics.
- ⇒ Carving out, achieving, and maintaining a unique brand position for our products that drives desired company growth.
- ⇒ Determining ROI.
- ⇒ Showing ROI on traditional advertising/media while getting a handle on whether and how significantly new media is eroding traditional forms of media in reaching potential customers.
- ⇒ Balancing the need for short term, ROI focused results with building long term brand momentum.
- ⇒ 1) Reinventing the business model of a struggling company. 2) Media fragmentation. 3) Landing on the right creative messaging.
- ⇒ Allocation of resources and breaking through the clutter.
- ⇒ Getting through the clutter to connect with your consumer.
- ⇒ Trying to tailor our messaging to reach many different types of customers, but in a very cost effective manner. Trying to stay in touch with consumer buying habits, adjusting advertising accordingly as needed, and at the same time having to compete in an industry with razor-thin profit margins.
- ⇒ Getting a clear view of ROI for marketing spend for all elements/programs.

## Definition of Integrated Marketing Activities (Full List)

	Total %	Small %	Medium %	Large %
A mix of different marketing channels/that work together to communicate one central message	34	42	26	32
Can handle/carry consistent message throughout/different/multiple marketing activities/functions	20	25	16	15
Ability to deliver across all media/channels	17	15	15	30
Ability to work within multiple technologies/strategies to accomplish desired marketing results	11	13	9	9
Cohesive marketing strategy	10	12	8	11
Effective team work/team spirit/working together	9	11	8	4
Full service firm that handles all aspects of marketing	7	5	8	13
Cross-marketing ability/abilities	6	7	7	2
Full service application on all my needs	6	7	4	6
Able to reach demographic through all/old/new media	5	5	3	11
Ability to integrate all technologies to find the best/most timely solution at the appropriate time and place	5	5	3	9
Ability to provide full range of promotion/advertising services	5	2	9	4
Bringing together all means of marketing	4	6	3	--
All pieces moving in the same direction	2	--	4	2
Can perform/various tasks successfully	2	2	1	4
360 degree communication	1	--	--	6
Miscellaneous/all others	4	1	6	6
Base: Mentioned Something	(269)	(121)	(101)	(47)

# Definition of Integrated Marketing Activities —

## Small Budget Marketer Verbatims

- ⇒ It means that they are able to integrate all the ways to advertise to meet your full range of potential consumers for the price range that you are able to pay.
- ⇒ Offering a tight multi-channel campaign that is consistent and thorough.
- ⇒ A planned marketing approach utilizing multiple communication media.
- ⇒ Using multiple outlets to achieve one goal.
- ⇒ Combining all marketing together. Meaning, making your advertising, public relations, sales efforts, web, retail, etc. all work in unison.
- ⇒ Synergy and connection between all marketing activities.
- ⇒ Using many different marketing tactics which tie together to accomplish the same broad marketing goal. An example would be a direct mail, print, and telemarketing campaign all tied together to promote one specific product/service.
- ⇒ IMA are the tactics employed to meet an overall strategic marketing plan. The activities are not performed as stand alone activities, but are performed in the context of the other tasks to be completed.
- ⇒ Using a variety of marketing communication tools (advertising, public relations, and direct marketing) together strategically to brand, promote, and sell your business.
- ⇒ Effective team work.
- ⇒ Bringing together all means of marketing.
- ⇒ Multi-channel, multi-media.
- ⇒ Using all forms of marketing strategies cohesively where they work together for a purpose, and not conflict.
- ⇒ A cohesive marketing strategy.
- ⇒ Ability to work within multiple technologies and strategies to accomplish desired marketing results.



## Definition of Integrated Marketing Activities —

### Medium Budget Marketer Verbatims

- ⇒ It is the layering of market activities — each one serving as a piece to the whole business plan.
- ⇒ This means coordinating one marketing activity across different channels.
- ⇒ It means that my brand's marketing communication has a consistent look and feel from TV to print to online to PR to beyond. It all has a consistent message and is on strategy.
- ⇒ Cross-channel marketing programs (traditional media, interactive, PR, client communication, events, etc.).
- ⇒ Integration across all media forums as well as point of purchase as well catalogs — i.e. integration across all customer touchpoints from where they learn about a product to when they buy it.
- ⇒ Provide strategic marketing plans that will integrate in all media.
- ⇒ Activities working together to impact the brand and the behavior of the customer.

# Definition of Integrated Marketing Activities —

## Large Budget Marketer Verbatims

- ⇒ Ideas that can be executed across multiple platforms (e.g. pr, in-store promotions, events, online, direct to consumer, TV, print, etc.)
- ⇒ 360 view and ability to deliver across all media/channels.
- ⇒ A full service firm that handles all aspects of marketing.
- ⇒ Reaching the targeted consumer through a host of media vehicles with one, consistent message.
- ⇒ Being able to have a comprehensive campaign across all media/marketing activities delivering the same messaging concepts.
- ⇒ That all touchpoints work together.
- ⇒ Combining marketing and advertising expertise and resources.
- ⇒ Cross-promotional capability, centralized functions.
- ⇒ All activities work together to reinforce the main message.
- ⇒ The ability to integrate messaging across various media channels.
- ⇒ Holistic, media agnostic approach to surrounding the consumer in the most effective way possible with a consistent yet targeted message (including tonality, look, feel, etc.)
- ⇒ Consistent messaging applied across different delivery channels.
- ⇒ One voice across many communication touchpoints.

Marketers cite integration of similar activities with slight variations by budget size: Websites top the list for Small and Medium, while more traditional media tops the list for Large.

### Types of Marketing Activities Integrating (Top 5 Comments)

Small		Medium		Large	
	%		%		%
Websites/blogs/email campaigns	47	Websites/blogs/email campaigns	25	Advertising/TV/Radio	35
Print/publications	29	Advertising/TV/Radio	23	Promotions/brand/material	35
Advertising/TV/Radio	22	Marketing ideas/direct marketing	16	Websites/blogs/email campaigns	23
Marketing ideas/direct marketing	18	Promotions/brand/material	16	Marketing ideas/direct marketing	23
Promotions/brand/material	12	Print/publications	14	Everything	15

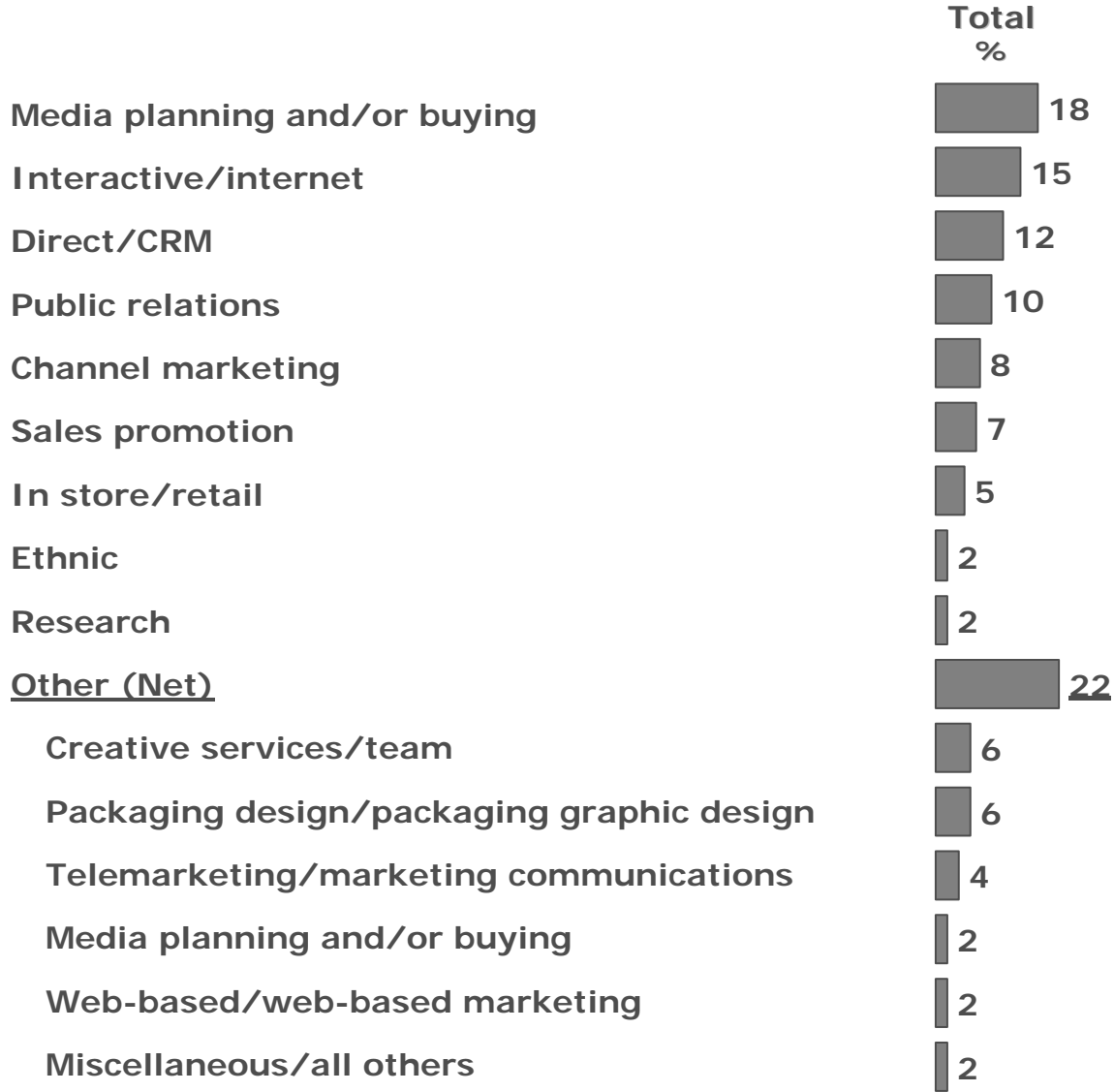
## Types of Marketing Activities Integrating (Full List)

	Total %	Small %	Medium %	Large %
Web/websites/networking/blogs/email campaigns	35	47	25	23
Advertising/tv/radio advertising	24	22	23	35
Print/publications	21	29	14	10
Marketing ideas/activities/direct marketing	18	18	16	23
Promotions/brand/material promotions	17	12	16	35
Everything	11	7	14	15
Local sales strategies	8	10	8	5
Customer service	6	8	4	8
Public/media relations	6	6	7	5
Conventions/shows/art/trade shows	5	8	4	--
Media/new media	5	2	9	8
Retail/in-store retail/sales	5	8	1	8
Communication/interaction with customers	4	3	5	5
Management/good management	4	6	2	3
Outdoor advertising/show presence	4	3	7	-
Research and development	4	4	4	3
Buying incentives	2	3	--	--
Commercial/residential housing	2	2	2	5
Creative design	2	3	2	3
Fund-raiser/sponsorship	2	3	1	5
Product line	2	1	2	3
Miscellaneous/all others	4	3	3	5
Base: Mentioned Something	(248)	(116)	(92)	(40)*

\*Caution: low base size

Q.26: What types of activities are you integrating?

# Description of Strategic Partner Agency for Specialist/Niche Agencies



Base: Strategic partner is a specialist/niche agency (39)\*

\*Caution: low base size  
 Q.15a: And how would you characterize that Specialist/Niche Agency? (Allow only one response)



# Appendix - Agency Search Process



## Frustrations/Challenges Working With Current Agency (Full List)

	Total %	Small %	Medium %	Large %
Lack of understanding on business/marketing goals	20	17	18	29
Not open/don't welcome feedbacks/comments	11	10	6	23
Slow/slow turnaround time	11	12	8	16
Creativeness/lack of creativity/not creative/not creative at all	10	5	8	23
Communication issues/communicating ideas/information	9	12	6	6
Inability to meet deadlines	7	7	10	3
Problems with staff/not enough/good/skilled staff	7	5	6	13
Lack of ideas/new ideas	6	5	8	3
Poor estimate(s)/they don't provide good estimate(s)/not good in estimating cost	6	7	6	3
Inability to convey message/the right message	6	2	8	13
Poor service/not effective/poor results	6	7	6	6
Managing expenses/not good in managing expenses	5	--	12	3
They only look after/take care of big clients/small clients don't get service/attention	5	7	6	--
Shortage of money	4	9	2	--
Costs/money (n.s.)	4	3	6	3
Need to handle too much by myself/need more support/full attention	4	10	--	--
Availability	2	2	4	--
Don't understand products	2	5	--	--
Lack of knowledge addressing new channels/effectively	2	2	--	6
Bureaucracy	1	2	2	--
Miscellaneous/all others	6	3	10	3
Base: Mentioned Something	(140)	(58)	(51)	(31)*

\*Caution: low base size

Q.11: Are there any frustrations or challenges in working with your current agency/ies? If so, what are they?

## Frustrations Working with Current Agency — Small Budget Marketer Verbatims

- ⇒ I have to advertise heavily on the Internet myself, and try to figure out ways to make my website more appealing.
- ⇒ They don't understand our products or our customer base.
- ⇒ Lack of knowledge about addressing new channels effectively.
- ⇒ Since I've started a small company, I get frustrated with not getting the attention I need because I have a small budget. That's the biggest adjustment, since I used to be with a very large company (and a much larger budget) and got VIP treatment all the time. I feel that because I'm starting off small right now that the agency doesn't bother making any effort to help me in any way I'm not specifically asking.
- ⇒ Because we are only mid-sized, I wear many hats. I am training people to do the same and finding it a hard task to accomplish.
- ⇒ Hard to get them on the same page across all markets we serve.
- ⇒ Timing is not impressive under pressure and last minute deadlines.
- ⇒ Turn around time is very slow, level of expertise is at times questionable.
- ⇒ Lack of creativity.
- ⇒ Length of time to complete projects.
- ⇒ It usually takes a different agency, as far as the ones I've found, for each segment area I want to address. Communication can be poor. Often encounter an inability on their part to explain their methods (e.g. SEA) and how, or if, it's really helping our business.
- ⇒ Not very familiar with the industry.
- ⇒ They don't listen.
- ⇒ Inability to meet deadlines and bring in a project on budget.
- ⇒ Not knowing exactly what the monthly budget should be for best results



## Frustrations Working with Current Agency — Medium Budget Marketer Verbatims

- ⇒ Managing expenses.
- ⇒ They do not provide enough innovative ideas for our media.
- ⇒ Agencies have a lack of understanding about what our system can/cannot execute well and what our retailer network will/will not embrace.
- ⇒ Typical art vs. commerce friction: Our priority is that ads sell products — they sometimes over focus on likeability, emotional connection, breakthrough. All are important, but the ad must sell products or there is no point.
- ⇒ Ideas don't always take our limitations into consideration. They don't take the time to understand the process.
- ⇒ They are on to new ideas before properly executing the current plan — obviously they are always looking to sell me on the next idea.
- ⇒ They do not come up with enough ideas on their own. They are constantly contacting me with questions when I want them to present me with ideas.
- ⇒ They charge us when they breathe. They need to manage expectations a bit better so we can all meet deadlines.
- ⇒ Not maximizing dollars to reach select audiences.
- ⇒ Budget, or more specifically, staying on budget.
- ⇒ Availability. High charges.

## Frustrations Working with Current Agency —

### Large Budget Marketer Verbatims

- ⇒ It always gets down to comp, they want to be paid for ideas and we pay for manpower. Hard to value ideas until they are out in the marketplace and the agency will not risk the comp.
- ⇒ Not focusing on ONLY what will grow the business.
- ⇒ Reluctance to try new media. Not being able to design creative that works in different types of media.
- ⇒ Do not listen, do not seem to care about our business, lack of creativity, stale, not moving as fast as consumers and technology.
- ⇒ We need creativity!
- ⇒ The creative sometimes believe they know what's best for the brand because they've been with the brand for so long.
- ⇒ They charge us extra for new services at all times.
- ⇒ Turnaround times, expectations, their not fully grasping the brand, questioning their level of expertise in many areas outside of the brand (technology), etc.
- ⇒ They tend to regress to traditional advertising, particularly television as the basis for all of their creative ideation. They have difficulty thinking in multi-channel integrated campaign fashion.
- ⇒ Do not necessarily understand enough about our business.
- ⇒ I understand they have misread how we want our direct mail pieces printed or sent in the past.

## Most Important Trigger in Last Agency Search (Full List)

	Total %	Small %	Medium %	Large %
Needed better agency/agency with better performance/poor performance of former agency	14	9	15	23
Need fresh/new ideas/approach to attract/get more clients	12	13	12	9
Cost/price	8	12	5	4
Needed agency with the right expertise/know how/qualification/specialization	7	7	7	9
Need to expand business operations/broader range of services	7	7	6	9
Change in brand's success sales/awareness levels	4	7	1	2
Need for re-branding/establishing/changing the image of our business	4	3	6	4
Needed agency for a specific/new project/to market a certain product	4	4	5	4
Looking for better profits/getting more out of the money spent on marketing	4	3	7	2
Innovative/creativity	4	4	4	4
Internet/technology expertise/providing new technological/media solutions	3	4	2	2
Understanding the customer's needs/better	3	3	2	4
Needed to outsource/lack of internal resources	3	6	1	--
Centralization/consolidation of marketing activities/needed one agency to handle all marketing activities of my company	3	2	2	6
More targeted marketing/more targeted to our customers'/clients' needs	3	4	5	--
Communications/effective/more effective in communicating	2	1	5	2
Comprehension/understanding of the brand	2	1	2	4
Experience	2	4	1	--
Reputation/good reputation	2	1	3	--
Due to changing marketplace/needed somebody who understood the market/changing marketplace	2	1	3	4
Needed a local agency/agency in closer proximity	2	2	1	2
Base: Mentioned Something	(288)	(136)	(105)	(47)*

\*Caution: low base size

Q.19: For the next several questions, please think about your most recent agency search. What was the single most important contributing factor that triggered the agency search?

## Most Important Trigger in Last Agency Search —

### Small Budget Marketer Verbatims

- ⇒ We were getting the same answers over and over — needed fresh thinking and new ideas.
- ⇒ Need for a new approach.
- ⇒ Realizing that we couldn't take the next step without help, both from a creative standpoint as well as some of the blocking and tackling.
- ⇒ The cost of using the agency.
- ⇒ FUNDING.
- ⇒ Fresh new approach.
- ⇒ I felt that the service that they were providing was not worth the price they were charging.
- ⇒ A desire for more personal attention and an agency with a better understanding of my values.
- ⇒ Fresh ideas to get more clients.
- ⇒ The fact that my current agency is not listening to what I want!

## Most Important Trigger in Last Agency Search — Medium Budget Marketer Verbatims

- ⇒ Need for a new agency partner in Europe — greater design focus (vs. production).
- ⇒ Agency didn't understand the changing marketplace.
- ⇒ Abilities of the agency and their staff.
- ⇒ Prior agency was not accountable for their work — wasted large sums of money with little return and did not offer any corrective action, came in over budget, had more concern for their company image than in providing us with creative that would successfully drive sales, continually resisted change/criticism even when their creative concepts tested poorly.
- ⇒ New ideas needed.
- ⇒ Speed and efficiency in planning and executing effective tactical plans.
- ⇒ Main office of previous agency took on a competitor and could not put up a "Chinese wall."
- ⇒ New fresh ideas and concepts in advertising.
- ⇒ Lack of account service, detail. No creative leadership at the agency.
- ⇒ The old agency wasn't delivering anything creative or new for one of our brand's products. We gave them multiple opportunities to try, but they kept failing. It was time for someone new.
- ⇒ Dissatisfaction with current agency over attention to detail and dedication to our projects.
- ⇒ Incumbent agency decided to raise rates — first from 7.5% to 10%, then when they did a profitability analysis, they raised the demand to 15% of gross — which was a 100% increase over the previous year — and unfortunately, the service, delivery and measurement were not up to par for paying that amount of money.
- ⇒ Old agency was unable to come up with creative ideas that resonated with the target audience.

## Most Important Trigger in Last Agency Search — Large Budget Marketer Verbatims

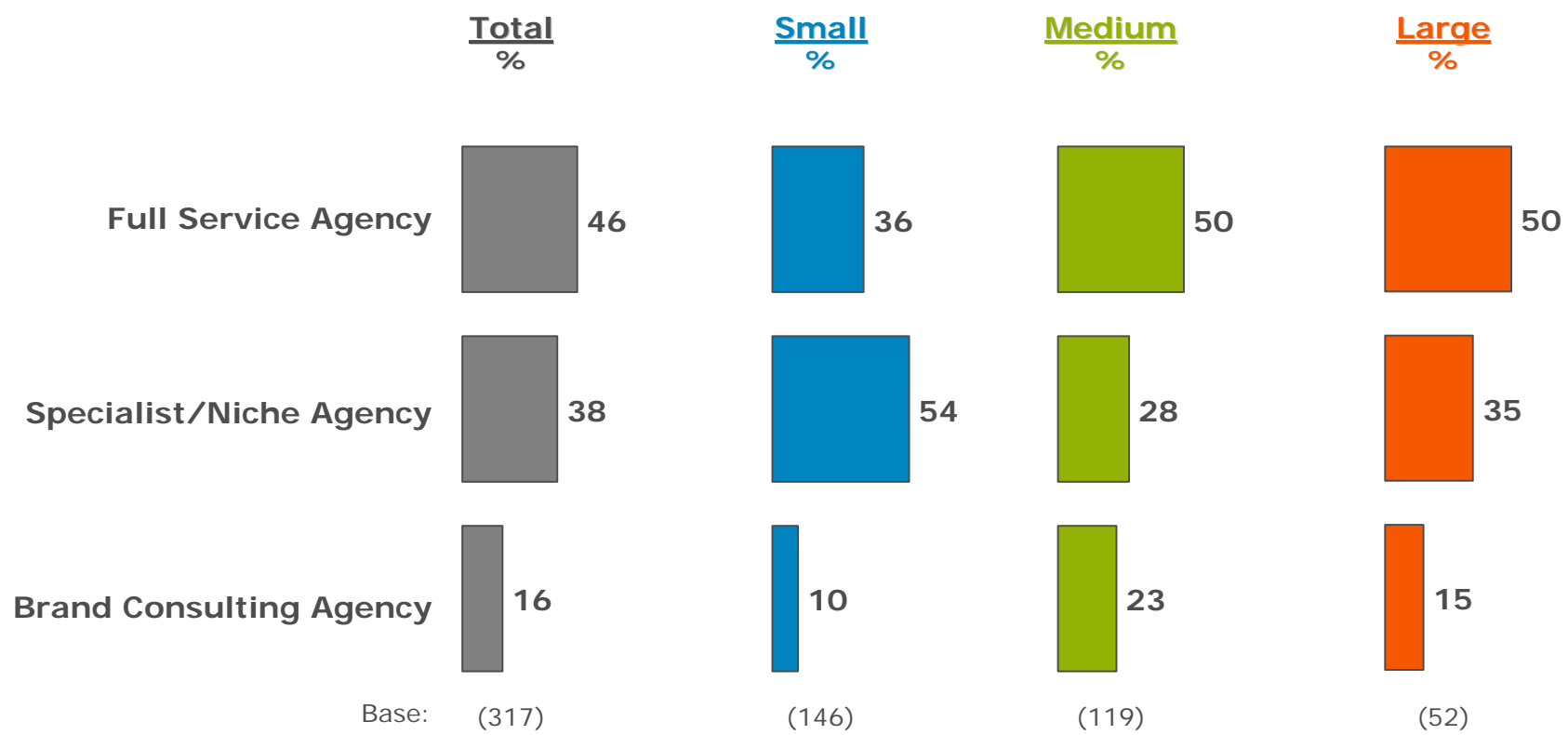
- ⇒ Performance.
- ⇒ Lack of understanding of how we wanted to position the company (strategy).
- ⇒ A need for a new marketing agency following a recent company expansion.
- ⇒ Our business is growing, and the current agency could not keep up.
- ⇒ My current primary agency was struggling with the assignment of developing compelling TV advertising for this spring, so I decided to invite several alternative agencies to pitch for our Spring creative work. The work was assigned to a new agency, but my incumbent is now working to develop TV creative for Summer and beyond.
- ⇒ We needed an agency that could take our brand to the next level creatively.
- ⇒ The need for a strategic partner who could take a fresh approach to reinventing the business model and communicating that reinvention to the consumer.
- ⇒ The creative solutions were no longer fresh and we seemed to be making their work better versus they making us better.
- ⇒ Lack of responsiveness from the incumbent agency.
- ⇒ Not client-focused, not a good working relationship. They also weren't providing new and different or forward-thinking. We felt we were getting the same thing, but no outside the box thinking.
- ⇒ The previous agency simply could not provide strategic thinking nor compelling creative work. They were unable to grasp the concept of building a long-term approach to the brand. Everything was a one-off campaign...even after we developed a focused brand strategy and communications platform.
- ⇒ Need for improved performance of marketing communications.

Marketers rank creative failing to perform as expected, lagging business results, the desire to focus on best in class specialists and the need for the agency to upgrade their capabilities as key drivers of agency search.

### Drivers of Agency Search (Top 5 Comments) (% Very/Somewhat Important)

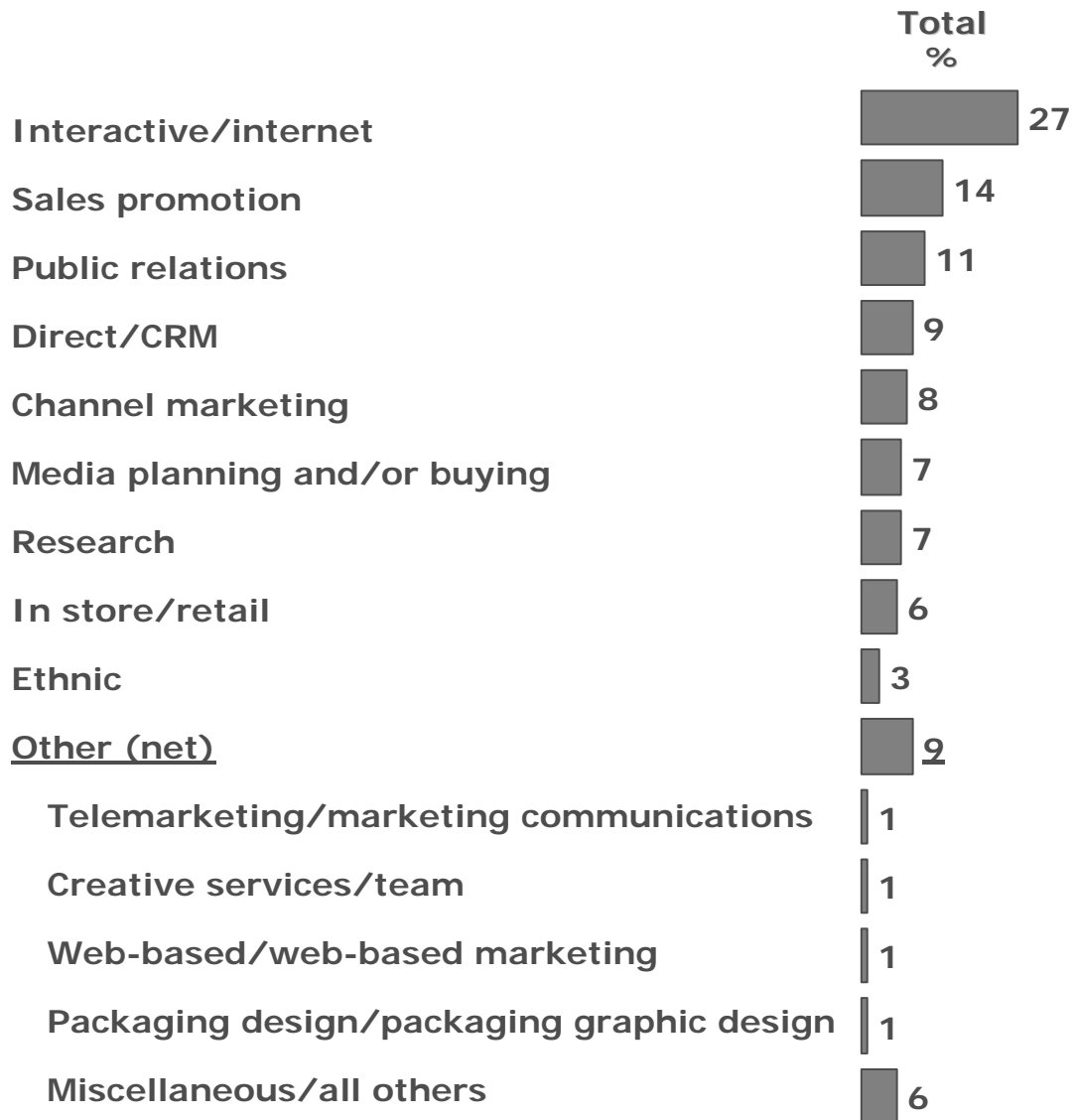
Small	Medium	Large
Lagging business results 73	Creative failed to perform as expected 80	Our desire to focus on best in class specialists 73
Creative failed to perform as expected 68	Lagging business results 76	Agency's need to upgrade capabilities 65
Our desire to focus on best in class specialists 62	A lack of/eroding team chemistry 76	Poor service 62
Creative differences 60	Creative differences 75	A lack of/eroding team chemistry 62
Agency's need to upgrade capabilities 59	Agency's need to upgrade capabilities 75	Creative failed to perform as expected 60

# Agency Looking to Replace





# Agency Looking to Replace — Specialist/Niche Agencies



Base: Strategic partner is a specialist/niche agency (130)

Half of the marketers engaged in an agency search felt there was nothing the incumbent agency could have done to prevent the search. Of the other half that did offer suggestions: Small budget marketers cited being more cost effective, while Medium and Large marketers suggested being more innovative, improved listening and better research about the market.

**Steps Agency Could Take To Have Prevented Search (Top Comments)**

Small		Medium		Large	
Nothing/not sure	47	Nothing/not sure	54	Nothing/not sure	50
Cost effective/better/lower price	17	Having new/fresh/original/stronger ideas	18	Provide/hire more/better staff/resources	19
Provide better results/ be more effective	17	By listening to concerns/complaints of clients	18	Being innovative/more innovative	15
Provide good/better service	14	Being innovative/more innovative	18	Provide good/better service	15
Having good/better communication skills	14	Cost effective/better/lower price	16	By listening to concerns/complaints of clients	12
Having new/fresh/original/stronger ideas	13	Provide good/better service	15	Research the customers/market more thoroughly	12

## Steps Agency Could Take To Have Prevented Search (Full List)

	Total %	Small %	Medium %	Large %
<b><u>Mentioned Something</u></b>	<b>50</b>	<b>53</b>	<b>46</b>	<b>50</b>
Being innovative/be more innovative	7	4	8	8
Provide good/better service	7	8	7	8
Be cost effective/having better price/lower cost/price	6	9	8	2
By listening to concerns/complaints of clients	6	5	8	6
Having new/fresh/original/stronger ideas	5	7	8	2
Provide/hire more/better staff/personnel/resources	5	1	3	10
Better communications/having a good/better communication skills	4	8	4	--
Proactive ness/being proactive/more proactive	4	3	4	4
Provide better research/research the customers/market more thoroughly/provide better customer/market data	4	2	3	6
Provide better results/be more effective	4	9	3	2
Being assertive/be more assertive	2	1	1	4
Miscellaneous/all others	2	1	1	4
<b>Don't know/nothing</b>	<b>50</b>	<b>47</b>	<b>54</b>	<b>50</b>
Base: Total	(317)	(146)	(119)	(52)

## Steps Agency Could Take To Have Prevented Search — Small Budget Marketer Verbatims

- ⇒ We were too small to be a big money maker for the agency. Our company didn't feel that we were recognized as an important client. Our needs felt ignored.
- ⇒ Lowered costs or made the marketing more cost effective, better return for investment dollar.
- ⇒ Show more proof that their efforts had worked prior. Communicate better.
- ⇒ Provide a better understanding of our target market with sound research strategies and proven reputation.
- ⇒ Worked harder to give us what we asked for and put less time into trying to change what we wanted.
- ⇒ Got younger, more knowledgeable staff.
- ⇒ Developed more out of the box ideas rather than the traditional things associated with software consulting. They could have been more helpful in my quest to advertise through more than one media.
- ⇒ Come to the table with stronger ideas and not expect to be given the job.
- ⇒ Taken leadership and listened and attempted to do something that would impress me rather than sitting back and resting on their laurels.
- ⇒ Given better ideas — not so bogged down in what we had been happy with in the past. We were asking them to do something different and they were not able to adapt.

## Steps Agency Could Take To Have Prevented Search — Medium Budget Marketer Verbatims

- ⇒ They can step up to the role and present an innovative, cost effective solution.
- ⇒ Worked harder to understand client needs and probe better to understand what we were truly asking for.
- ⇒ Take responsibility for the failures, offer corrective action, share the pain (i.e. we were over budget, our work did not drive sales and tested poorly, so we will provide free services or at least discount our fees as we rework the creative to correct our mistakes).
- ⇒ Provide creative that beat out current controls.
- ⇒ Better response to me (the client) — this agency was habitually late to conference calls, additionally they were not cutting edge with their ideas.
- ⇒ They could have given us creative, innovative ideas that were groundbreaking for the brand and for the category. The ideas they presented us with had been done.
- ⇒ Do a better job of what we were looking to accomplish, without the negative aspect of telling us what they were doing was the right and only way.
- ⇒ Brought in more creative teams (other than one) to solve the problem.
- ⇒ More creative and on-target with customer segment.

## Steps Agency Could Take To Have Prevented Search —

### Large Budget Marketer Verbatims

- ⇒ Developed geographic expertise in the regions we needed support.
- ⇒ Researched the market, looked at the competitive landscape.
- ⇒ They could have approached the assignment more as if they were trying to win business rather than just give an existing account something new. What they considered new was too narrowly defined for my liking.
- ⇒ They needed to address internal issues within their creative department to raise the talent level much sooner than they did.
- ⇒ Nothing much. We had lost trust in them.
- ⇒ Kept their costs down. They assume that because we have big budgets, they can charge more.
- ⇒ Lived up to the expectations they set.
- ⇒ The senior account person was trying to hide the shortcomings of the agency from his management team. As a result, our frequent demands for new thinking on our business were ignored. Unfortunately, this meant the end to a 40 year relationship.
- ⇒ Been more cooperative to match our customer numbers and those of our other brands for a more detailed look into their research.



# Appendix – Search Phase Dynamics



## What in Solicitation Appealed (Full List)

	Total	Small	Medium	Large
	%	%	%	%
Creativity/creative/new approach/ideas	22	18	26	20
Knowledge/understanding of our business/market	8	9	7	8
Previous work/industry experience/history	8	4	11	8
Professionalism/the way they present themselves	8	7	7	12
Simple/short/concise/straightforward	7	7	5	12
Colorful/catchy ads/graphics	5	7	3	--
Cost/price	5	7	5	--
Innovative ideas/deliveries	5	3	5	8
Internet knowledge/demonstration of online/web experience	5	7	3	--
Offering information/details/explanations	5	10	--	--
Specific skill/skills that needed at that point in time	5	6	3	4
Unobtrusive/not pushy/not hard selling	5	4	7	4
Everything/most of it	4	3	5	4
Personalization/personalized mails/presentations	4	6	-	8
Case studies	3	1	2	12
Clear message/follow up call	3	3	3	4
Good reputation/reputation	3	1	5	4
High quality paper	3	4	--	8
Proactiveness/being proactive	3	1	3	4
Strategic ideas/thoughts/orientation	3	1	2	8
Tone of respect for time/patience	3	3	2	4
Miscellaneous/all others	7	3	11	8
Base: Mentioned Something	(153)	(67)	(61)	(25)*

\*Caution: low base size

Q.40: Of the solicitations that appealed to you, what did you like?



## What in Solicitation Appealed — Small Budget Marketer Verbatims

- ⇒ I like the way that some of them approached me and tried to show me how concerned they were for my business needs.
- ⇒ Free trials of agencies, new media forums such as blogs.
- ⇒ Simple, straight forward solicitation.
- ⇒ Understanding of my business, success stories with other companies.
- ⇒ Seemed to be directed toward us specifically not a mass mailer to anyone on the list.
- ⇒ Down-to-earth presentations, grassroots organizations that have been through what I'm going through in my industry.
- ⇒ Level of creativity.
- ⇒ Whenever they could convey their message in a creative fashion (didn't happen very often).
- ⇒ Receiving a thorough proposal, speaking to the knowledge the agency has of our business.
- ⇒ Creative ideas presented personally.
- ⇒ The most creative/artistic looking ones, such as the mailing with a huge craft foam happy face instead of a normal card.
- ⇒ Simple communications that clearly show where an agency adds value.
- ⇒ Online experience with a focus on online.
- ⇒ Seemed better informed about my company.
- ⇒ Clear-cut, plain English, no hype-people knew what they were talking about and explained things clearly.
- ⇒ Prior work history and reputation, location, specialty area.
- ⇒ Previous industry experience.
- ⇒ Those that showed creative flair, a sense of humor, similar values (people over profit).

## What in Solicitation Appealed — Medium Budget Marketer Verbatims

- ⇒ I like feeling as if I'm being brought onboard with a company that has a good track record.
- ⇒ The ones that listened and didn't immediately sell, sell, sell.
- ⇒ When an agency demonstrated through case study that they can develop a big creative idea and execute it in a manner that would work for my industry.
- ⇒ Unique business model — creative way of dealing with a problem/opportunity.
- ⇒ Innovative deliveries.
- ⇒ Creative approach.
- ⇒ Creative on target — having done solid research.
- ⇒ The chemistry — the energy and enthusiasm of some of the teams we met. After we moved from the long to the short list, we had the short list of four semi finalists prepare a proposed fee based on a scope of work, and the cost implications helped to further whittle down the list.
- ⇒ Professional, persistent contact showing results and how their organization would help us achieve our objectives.
- ⇒ I like to see a unique idea or an obvious grasp of my market.
- ⇒ Demonstrated experience beyond TV and print; integrated marketing. Strong retail tie-ins.
- ⇒ Ones that included a variety or partnership opportunities that could offer new territories.
- ⇒ Their client list and documented work.
- ⇒ Out of the box thinkers.
- ⇒ Innovative creative solutions.
- ⇒ Industry experience.
- ⇒ Their online programs.
- ⇒ Specific examples of success.
- ⇒ Creative and succinct.

## What in Solicitation Appealed — Large Budget Marketer Verbatims

- ⇒ That they demonstrated that they knew our market, our customers, and how to be most effective in our communications.
- ⇒ Simple and with case studies.
- ⇒ Few appeal to me. The one that did, in recent memory, stood out because it conveyed a strong strategic orientation.
- ⇒ Case studies.
- ⇒ The ones that are innovative and stable.
- ⇒ The energy of the proposing agency and the reputation.
- ⇒ When they send an example of something they have done, that has broken through the clutter of my desk, and therefore has potential to break through the clutter to reach the consumer.
- ⇒ Level of creativity, relevance to our market.
- ⇒ Strategic abilities clear in creative.
- ⇒ They were personal and indicated a knowledge of our business situation versus simply being cool and creative.
- ⇒ New ideas or approaches.
- ⇒ Portfolio of produced work case studies, recent news of agency successes.
- ⇒ Proactive, sense of fun, new technologies.
- ⇒ Use of media that I am interested in using myself.

## What in Solicitation Didn't Appeal (Full List)

	Total %	Small %	Medium %	Large %
Pushiness/pushy people/don't take no for an answer/hard core selling	12	12	13	11
Ignorance of the market/not understanding the/our industry/business/no apparent clue to our business core	10	10	9	14
It's like any other/nothing different/unique/special/too generic/having the same approach	10	10	12	8
Irrelevant/not needed/poorly targeted	7	3	8	14
Too flashy/fancy/over the top presentation	7	5	8	11
Not reliable/credible/lack of credibility	6	4	8	5
Everything	6	5	8	3
Not creative/no creative ideas/lack of creativity/imagination	5	3	9	--
Not personal/impersonal mails/calls/presentations/too mass produced	5	7	4	--
Too plain/simple presentations/no substance	5	6	3	8
Didn't read them/disregarded them/didn't pay attention to them/ignored them/it's a waste of time	5	6	3	5
Bad/poor solicitations/presentations	4	1	7	5
Old-fashioned/traditional ideas/approach/not innovative ideas/no innovative approach	4	3	7	3
Phone calls/cold calls	4	7	3	--
Don't like solicitations without my permission/contact them when i want it	4	4	1	8
Arrogance/they insist of knowing what I need/what is right or wrong	3	4	1	3
Communication/no communication skills/don't know how to communicate properly	3	5	1	3
Expensive/cost is too high/high prices	3	5	--	3
Miscellaneous/all others	4	2	5	8
Base: Mentioned Something	(215)	(102)	(76)	(37)*

\*Caution: low base size

Q.41: Of the solicitations that didn't appeal to you, what didn't you like?

## What in Solicitation Didn't Appeal — Small Budget Marketer Verbatims

- ⇒ Sounded all the same.
- ⇒ All of them were geared toward a broad audience. Nothing specific to my organization.
- ⇒ Too mass produced.
- ⇒ Flashy, expensive looking pieces that screamed, we're going to charge you a lot of money because we produce work that's won awards in our industry! (Even though I couldn't care less if they won an award for an advertisement in the advertising industry!).
- ⇒ Their aggressiveness and not knowing what I did for a living.
- ⇒ Repeated calls. Attempted to track me down via coworkers, pretending to know me personally.
- ⇒ Same thing rehashed and presented over and over again.
- ⇒ Attitude, we are the best. We KNOW what you need.
- ⇒ Lack of knowledge of our business, impersonal mailings.
- ⇒ No prior research of what our company does.
- ⇒ The ones that brag to much.
- ⇒ Pushiness, lack of knowledge of our business.
- ⇒ Busy communications that try to be all things for all clients.
- ⇒ Those that emphasized profit over people, slick advertising, lack of personal touch.
- ⇒ Pushy, pushy, pushy. The best decisions are not impulse ones, so the agencies who push you into a quick decision to go with them aggravate me.
- ⇒ Arrogance, pretentiousness, ignorance of market.

## What in Solicitation Didn't Appeal — Medium Budget Marketer Verbatims

- ⇒ Not receiving personal attention and having too much paperwork to sort through.
- ⇒ They didn't listen to what I needed or wanted.
- ⇒ No examples, or examples that I did not think would work well in our industry.
- ⇒ Attacking our current agencies and their work in an effort to suggest that they could do better. Their lack of knowledge about our brand activities and the results we had received showed that they did not really understand our category/business and were just trying to discredit our current partners.
- ⇒ Too flashy.
- ⇒ Canned pitches, unsupported promises.
- ⇒ Irrelevant content to our business.
- ⇒ Lack of related experience.
- ⇒ Generic approach, not tailored to our business or our challenges.
- ⇒ Hard sell approach.
- ⇒ Didn't demonstrate that they understood our business.
- ⇒ Arrogance and over-the-top presentation (shows fiscal irresponsibility and lack of confidence in the message).
- ⇒ Promises of promotion quality that we believe to be too good to be true.
- ⇒ The credibility of the organizations.
- ⇒ Don't understand our business segment, but pretend to.

## What in Solicitation Didn't Appeal — Large Budget Marketer Verbatims

- ⇒ National agencies trying to imply they knew our geography, which it was apparent that they didn't, and didn't do their homework before they pitched — thought their 'brand name' would carry them.
- ⇒ Fancy and expensive, with no substance.
- ⇒ Superficial basic pitches that have nothing to do with my needs and everything to do with the agency's needs, no homework being done.
- ⇒ Attempts to show me how creative they can be by sending something silly.
- ⇒ Pushy people that don't take no for an answer.
- ⇒ All very mundane. Promoting the same sales pitch.
- ⇒ Lack of relevance
- ⇒ The aggressive fashion, and inability to understand our business.
- ⇒ Not customized to my business.
- ⇒ They are simply mailing or calling a list and not really in touch with our business or our needs.
- ⇒ Generalities about agency strengths (e.g. Small agency with big agency resources). Lack of portfolio or case histories, lack of awareness of our current relationships.
- ⇒ Since we're a big company, we have agencies fighting over our contract. It is easier for us to find someone we like than look at who comes to us.
- ⇒ The assumption that they know what our problem is and they have the solution when they clearly just want to sell something.

## Most Important Factor in RFP/Credentials Phase (Full List)

	Total %	Small %	Medium %	Large %
Solid company with a good record/reputation/experienced/have a good experience in the industry/years of experience	13	15	12	9
Actual knowledge of industry/business/understanding of brand positioning/our needs/goals/marketing initiatives	10	7	12	16
Cost effective firm/cost effectiveness/ability to work within budget/our budget	10	15	6	2
Creativity/being creative/having creative ideas/strategies/good/great creative record/track record/good package on new/fresh/exciting ideas	9	6	11	14
Presentation of previous work/samples of their work for other clients	7	6	5	11
Ability to execute in a way that is relevant to the business/high quality service/proven results	6	6	6	5
Capabilities/capable of getting work done well/ability to provide quality work/full service capabilities	5	6	5	2
Good to work with/good cooperation/team work	4	4	3	5
Better interaction with/between companies/communication/having a good communication skills/professionalism	3	2	5	2
Chemistry/having good chemistry with clients/customers/good customer service	3	4	1	2
Organized/good planning	3	3	2	7
Accountability/being responsible	2	1	3	--
Honesty/integrity	2	2	1	--
Innovation/innovative	2	2	1	2
Timelines/fast turnaround/having the work done faster/on time	2	1	4	2
Good/they do good/great work	2	2	1	2
Good/appealing RFP	2	1	3	--
Miscellaneous/all others	3	2	3	2
Base: Mentioned Something	(262)	(124)	(94)	(44)*

\*Caution: low base size

Q.43: In the Request for Proposal (RFP) or credentials phase of your search, what was the one most important factor you were really looking for from the responding agencies?



## Most Important Factor in RFP/Credentials Phase — Small Budget Marketer Verbatims

- ⇒ Team capabilities and chemistry.
- ⇒ Experience with my target market.
- ⇒ Depth and scope of experience.
- ⇒ Really understands our needs and market segment and target audience.
- ⇒ Interest in my business, proven research into my business before the proposal was even made.
- ⇒ Understanding what I did for a living.
- ⇒ Ability to coordinate activities across different markets; cohesive messaging; strategic vision.
- ⇒ Knowledge of our business in relation to our local market.
- ⇒ Capabilities review.
- ⇒ Good interaction between companies.
- ⇒ Creativity/excitement/imagination and track record of proven successful internet marketing methods.
- ⇒ Ability to work within budget parameters, basic understanding of needs.
- ⇒ We wanted to know the costs... up front and at end of project. We also wanted to see references of prior, similar, projects that were successful from this agency.
- ⇒ Their reputation and track record.
- ⇒ Current examples with statistics explaining what was done for other companies and how their marketing strategies improved the client companies' bottom line.
- ⇒ If they could give us what we needed within our budget.
- ⇒ Prior e-commerce/web development experience.
- ⇒ Sincere interest in getting to know myself and the values and history of my company.
- ⇒ Proven success with companies similar in nature to ours.

Q.43: In the Request for Proposal (RFP) or credentials phase of your search, what was the one most important factor you were really looking for from the responding agencies?

## Most Important Factor in RFP/Credentials Phase —

### Medium Budget Marketer **Verbatims**

- ⇒ A solid company with a good track record of satisfied clients.
- ⇒ Cost effective measures and the ability to focus on results, ROI, and key performance indicators for everything.
- ⇒ Complete knowledge of my industry.
- ⇒ A good package on new ideas.
- ⇒ Range of capabilities, strategic thinking process, and results orientation.
- ⇒ Understanding the marketing strategy and how they would/could fit into it.
- ⇒ Understand our category; make an immediate impact on our business.
- ⇒ History, white papers, case studies, and references.
- ⇒ Had the capabilities to manage all aspects of the project.
- ⇒ Understanding of brand challenge.
- ⇒ Creativity and strategic thinking.
- ⇒ New and innovative ideas. New opportunities for my brand. Enthusiasm.
- ⇒ Complete responses to our questions; appearance that the response was customized.
- ⇒ Expand our already successful media efforts into new media/other avenues.
- ⇒ Clear proof of performance with other brands and knowledge of our brand.
- ⇒ I wanted them to clearly listen and provide what was requested. Some provided too much (which was not asked for).
- ⇒ Quantifying results — case studies in like industries.
- ⇒ Opportunities for differentiation and breakthrough positioning.

## Most Important Factor in RFP/Credentials Phase —

### Large Budget Marketer Verbatims

- ⇒ Clients success stories, preliminary pitch of our business problem.
- ⇒ Case studies that show they know how to move the business.
- ⇒ Prior experience with company and industry expertise.
- ⇒ Prior work with demonstrated results.
- ⇒ Quality of the creative work in terms of having both a strategic and creative basis.
- ⇒ Strategic partnership capabilities with a major client with whom they had a long term relationship.
- ⇒ Creative capabilities that looked like they would translate to our business needs.
- ⇒ Understanding our business.
- ⇒ Prior experience and work.
- ⇒ Experience/reputation.
- ⇒ Understanding of our future branding needs (not a restatement of where we know we already are).
- ⇒ Creativity and novel approaches. Also solutions that were actionable.
- ⇒ Creative reputation, innovative thinking, more full-service, provides more strategic ability, more big brand experience.
- ⇒ Demonstrated track record of results.

## Eye Catching in a Positive Way: Initial RFP Stage (Full List)

	Total %	Small %	Medium %	Large %
Actual knowledge of industry/business/understanding of brand positioning/our needs/goals/marketing initiatives	15	10	15	27
Commitment/being able to commit to clients/customers	12	12	10	14
Creativity/being creative/having creative ideas/strategies/good/great creative record/track record/good package on new/fresh/exciting ideas	9	6	10	16
Ability to execute in a way that is relevant to the business/high quality service/proven results	8	7	11	5
Solid company with a good record/reputation/experienced/have a good experience in the industry/years of experience	6	7	8	--
Cost effective firm/cost effectiveness/ability to work within budget/our budget	5	4	7	3
Timelines/fast turnaround/having the work done faster/on time	5	9	3	--
They ask good/the right/a lot of questions/request information	5	5	4	5
They give good/enough information/answer (all) questions	5	4	6	8
Simple/short/concise/direct to the point	4	3	7	3
They do good (consumer/market) research/upfront research	4	2	6	8
Thorough/detailed work	4	2	6	5
Presentation of previous work/samples of their work for other clients	4	5	4	3
Good image/attitude/like the way they present themselves	4	8	--	--
Good/well done/exciting presentation/having a passionate presenter/about the business/interesting presenter/good demonstration	3	4	1	3
Friendly/courteous/respectful behavior	3	5	3	--
Good/they do good/great work	3	1	6	3
Good/professional personnel/staff	3	5	--	3
Ahead of the times/new media oriented	2	4	--	--
Capabilities/capable of getting work done well/ability to provide quality work/full service capabilities	2	2	1	3
Personal/personal contact/face to face/get to know them	2	3	--	3
Miscellaneous/all others	4	1	10	--
Base: Mentioned Something	(214)	(105)	(72)	(37)*

\*Caution: low base size

Q.51: For each of the following stages in the search process, what were some of the things that really caught your eye in a positive way about the prevailing agency? Initial/RFP stage?

## Eye Catching in a Positive Way: Initial RFP Stage — Small Budget Marketer Verbatims

- ⇒ Did their own mini-research about our organization.
- ⇒ Relating it to our business and industry.
- ⇒ Demonstrable ROI with other clients experience in medical device space experience in DTC space.
- ⇒ Coming in with clear examples of how the agency has successfully branded firms in our business after a merger.
- ⇒ 20 years experience in the exact field my company needed. Contacts with people who DESIRED what I was trying to sell, and working knowledge of the barriers needed to overcome to accomplish our goals.
- ⇒ Interest in just providing brand management and not trying to sell us on how they could handle other services in the future.
- ⇒ Positive, enthusiastic contacts and representatives.
- ⇒ Friendly, respectful, professional.
- ⇒ Prompt, courteous response and a genuine desire to work with/for us.
- ⇒ Were able to understand our business and what was important to us.

## Eye Catching in a Positive Way: Initial RFP Stage — Medium Budget Marketer Verbatims

- ⇒ People who listen, seem to grasp our desires, and don't look at their Blackberry during meetings.
- ⇒ Completed RFP's and provided samples of other work they had done similar to what we were asking.
- ⇒ True understanding of not only our business but our segment/industry and competition.
- ⇒ Demonstrated strengths in the areas that were most critical to us.
- ⇒ Their business model exactly matched our ROI philosophy. They presented prior work not just as a creative portfolio, but as case studies: the background, the challenge, the solution, the results.
- ⇒ Ask questions to fully understand underlying needs.
- ⇒ Calling and asking questions — obviously wanting to do a great job and win the work.
- ⇒ Staff enthusiasm and comprehension of needs.
- ⇒ A lot of questions were asked to discover what we are looking for.
- ⇒ Conducted their own research (primary and secondary) to understand our brand challenges.
- ⇒ Comprehensive, customized content.
- ⇒ The research and effort put forth to understand biz and the commodity we sell.
- ⇒ Conciseness, targeted answers, relateness of experience.
- ⇒ Very thoughtful and had the client perspective in mind.
- ⇒ On the ball and took the initiative to develop several ideas without direction from us directly.
- ⇒ Uncanny understanding of the challenges of our company.

## Eye Catching in a Positive Way: Initial RFP Stage —

### Large Budget Marketer Verbatims

- ⇒ Understand the business. Understand key drivers of results.
- ⇒ Some agencies go above and beyond, and start thinking about/learning about our brand before the formal process begins.
- ⇒ Organized and packaged will with relevance to my needs, winners reel had them at the bottom of the considered list, though.
- ⇒ They took the time to gather our key players within our organization together for a workshop of getting to know our brand and to learn what we were looking for in an agency. They went away with this info and presented a creative campaign.
- ⇒ Very thorough exploration of the genre of business, clear cut understanding of the competitive landscape, understanding of the existing positioning of the business model, and the need to differentiate. Research of the customer base's likes, dislikes, and motivation stimulation.
- ⇒ Chemistry. Connections with senior people from the agency.
- ⇒ Effective communication.
- ⇒ Created boards and had ideas of what they could do before I gave them any information at all.
- ⇒ It comes through in the RFP response how much they've read and understand the core issues presented in the RFP. They create a tight, but thoughtful response. Packaging can be important to separate those who didn't even try from those that did, but even very elaborate packaging can't hide vacuous response.
- ⇒ They took time to understand the brand and the competitive marketplace.

## Fatal Mistakes Made by Non-Prevailing Agency: RFP Stage (Full List)

	Total %	Small %	Medium %	Large %
Lack of knowledge/skills on business/don't understand our business	17	13	17	31
Didn't respond on time/didn't respond at all/failure to respond on time	14	19	11	6
Too generic proposal/did not respond to/meet the specific needs of our business	8	9	9	3
No/not enough commitment/engagement/involvement/effort	6	7	5	6
Bad presentation	5	6	6	--
Poor communication/don't communicate properly	5	5	3	9
Poor planning/don't plan properly	5	4	6	3
They are not clear/concise	5	3	6	9
No good output/did not do a good job/couldn't handle the task	5	3	8	3
Not thorough/detailed enough/incomplete work	5	3	8	6
Arrogance/being arrogant/cockiness	4	6	--	3
Lack of creativity/creative vision/not creative enough	4	2	3	9
Didn't give enough/gave little information/description/service background/data	4	2	8	3
Over promising/promising something they can't deliver	3	3	5	--
Too aggressive/pushy/harassing	3	3	3	3
Don't like sales reps/not comfortable with sales reps	2	2	3	--
Not experienced/not experienced enough	2	3	--	--
Lack of competence/skills/unqualified staff	2	1	--	6
Too traditionally minded/not forward thinking enough	2	1	2	3
Cost was too high/they were too expensive	2	1	3	--
Gave too much information/not relevant information/to us	2	1	2	6
Base: Mentioned Something	(193)	(95)	(66)	(32)*

\*Caution: low base size

Q.50: For each of the following stages in the search process, what were some of the fatal mistakes that the non-prevailing agency made? RFP stage?



## Fatal Mistakes Made by Non-Prevailing Agency : RFP Stage — Small Budget Marketer Verbatims

- ⇒ They took too long to present me with a good presentation.
- ⇒ Poor quality responses and proposal.
- ⇒ Did not return the RFP on time.
- ⇒ Didn't dig in enough to our unique business issues.
- ⇒ Didn't take time to understand our needs.
- ⇒ Didn't meet deadline.
- ⇒ Lack of timely and proactive response; lack of a full proposal addressing my total needs.
- ⇒ Did not ask clarifying questions.
- ⇒ Cockiness.
- ⇒ Failure to respond in a timely manner; setting up a time to follow-up and then not being available at that time.
- ⇒ Again, lack of knowledge of our business. If I have given you our website and clearly laid out the role of our company in an RFP request, an agency should walk in the door knowing what I do and demonstrating ways in which their company can work with a real estate firm.
- ⇒ Presumptive of needs rather than inquisitive.
- ⇒ Focus on themselves and what they have done rather than what they can do for us.
- ⇒ Did not deliver within requested time period.
- ⇒ Not enough knowledge about the product.

## Fatal Mistakes Made by Non-Prevailing Agency : RFP Stage — Medium Budget Marketer Verbatims

- ⇒ Unclear response to request.
- ⇒ Didn't complete all areas of the RFP.
- ⇒ Did not show strengths in areas we had deemed as most important to our needs (i.e. We asked agencies to rate themselves across many dimensions, of which only a few were truly critical to us).
- ⇒ Put too much of the burden on us for information that could have been obtained elsewhere.
- ⇒ Not clear and concise.
- ⇒ Calls with additional questions when we specifically asked that the RFP be answered with no calls/dialogue.
- ⇒ Not enough information.
- ⇒ Failure to fully understand our client base.
- ⇒ Lateness in response, lack of focus on task.
- ⇒ Didn't demonstrate that they did their homework.
- ⇒ Failure to fully respond to the RFP, and failure to meet RFP deadlines.
- ⇒ Failure to meet objective.

## Fatal Mistakes Made by Non-Prevailing Agency : RFP Stage —

### Large Budget Marketer Verbatims

- ⇒ Not clearly indicating what their market distinction was and they did not clearly indicate what type of work they desired to do for the company. They wanted it all, and wanted to be all things to all people!
- ⇒ Lack of future vision for the brand.
- ⇒ Not completely understanding our brand.
- ⇒ Lack of preparation, polish, energy, practice.
- ⇒ Not listening to the feedback and incorporating it into the work not progressing ideas further.
- ⇒ Not completely understanding our business.
- ⇒ Lack of innovative ideas.
- ⇒ Not investing in a clear understanding of the business problem to be solved and demonstration of exactly how their proposal solved the issue.

## Best Case Studies (Full List)

	Total %	Small %	Medium %	Large %
Ability to execute in a way that is relevant to the business/high quality service/proven results	18	21	16	12
Solid company with a good record/reputation/experienced/have a good experience in the industry/years of experience	16	16	19	9
Presentation of previous work/ samples of their work for other clients	16	15	14	21
Actual knowledge of industry/business/understanding of brand positioning/our needs/goals/marketing initiatives	14	14	11	19
Creativity/being creative/having creative ideas/strategies/good/great creative record/track record/good package on new/fresh/exciting ideas	10	8	12	12
Capabilities/capable of getting work done well/ability to provide quality work/full service capabilities	6	8	5	2
Cost effective firm/cost effectiveness/ability to work within budget/our budget	6	10	1	5
Honesty/integrity	4	4	2	5
Organized/ good planning	3	2	2	7
Advertising impact on sales	2	3	2	2
Chemistry/having good chemistry with clients/customers/good customer service	2	3	1	2
Good/well done/exciting presentation/having a passionate presenter/about the business/interesting presenter/good demonstration	2	3	1	5
Innovation/innovative	2	1	2	2
Timelines/fast turnaround/having the work done faster/on time	2	2	2	5
Flexibility/open to ideas/collaborative	2	1	--	7
Good image/attitude/like the way they present themselves	2	2	4	--
Present local ideas/market my business in the area	2	3	--	2
Base: Mentioned Something	(243)	(117)	(83)	(43)*

\*Caution: low base size

Q.44: When you were evaluating relevant experience, what separated the best case studies from all the others?

## Best Case Studies — Small Budget Marketer Verbatims

- ⇒ Similar industries or situations, learnings from experience, measurement.
- ⇒ Provided case studies and related their experience to our business.
- ⇒ The agency's previous experience in branding companies going through mergers, especially in relation to real estate.
- ⇒ Showing proof of their experience with their portfolio.
- ⇒ How well they'd translate to my business
- ⇒ Understanding of the business and successful execution that was recognizable.
- ⇒ 20 years of experience, plus actual projects completed in the location we were desiring.
- ⇒ Those with good reputation, honesty, dependability, and record of honoring prior contracts and commitments.
- ⇒ The case studies that had the most relevance to our industry.
- ⇒ How similar their clients were to us in the complexity of our business and the state they were in at the time.

## Best Case Studies — Medium Budget Marketer Verbatims

- ⇒ Ability to execute in a way that is relevant for our business.
- ⇒ Those that could show real results (i.e. sales increases), rather than just showing pretty pictures or awards.
- ⇒ Beyond broad B2B experience, specific experience in our industry helped.
- ⇒ Strategy that was clearly evident in the tactics used and creative implemented.
- ⇒ Ability to understand a brand and understand they need to not only execute, but measure results.
- ⇒ Detailed understanding of the brand challenge, which becomes the basis of the marketing approach — which leads to measurable business results.
- ⇒ Experience in unique and hard to sell products with successful results.
- ⇒ Referrals and recommendations from other companies with whom the ad agency had previously worked.

## Best Case Studies — Large Budget Marketer Verbatims

- ⇒ Comparability to my company's situation.
- ⇒ Demonstrated results, measurable and verifiable, with bottom-line focus.
- ⇒ The presentation itself, and the correlation I could see between the example and my business.
- ⇒ Long term success with the client. Short term turn-around experience with a client.
- ⇒ Results and the ability to translate strategy into execution.
- ⇒ Well prepared; clearly understood my concerns and our objectives.
- ⇒ Specific retail experience and well-done presentation.
- ⇒ Evidence of results in a situation that was similar to ours.

## Eye Catching in a Positive Way: Developing Relationship Stage (Full List)

	Total %	Small %	Medium %	Large %
Actual knowledge of industry/business/understanding of brand positioning/our needs/goals/marketing initiatives	16	21	11	11
Commitment/being able to commit to clients/customers	13	14	14	11
Better interaction with/between companies/communication/having a good communication skills/professionalism	10	14	7	6
Good listeners/ability/willingness to listen to us	9	7	11	9
Personal/personal contact/face to face/get to know them	8	7	7	11
Good to work with/good cooperation/team work	8	6	14	3
Creativity/being creative/having creative ideas/strategies/good/great creative record/track record/good package on new/fresh/exciting ideas	7	8	6	6
Friendly/courteous/respectful behavior	7	10	4	6
They ask good/the right/a lot of questions/request information	6	4	6	11
Timelines/fast turnaround/having the work done faster/on time	4	5	3	3
Flexibility/open to ideas/collaborative	4	3	3	9
Chemistry/having good chemistry with clients/customers/good customer service	3	5	3	--
Good image/attitude/like the way they present themselves	3	2	6	--
Good/they do good/great work	3	3	3	3
Good/professional personnel/staff	3	1	4	9
Ability to execute in a way that is relevant to the business/high quality service/proven results	2	1	6	--
Good/well done/exciting presentation/having a passionate presenter/about the business/interesting presenter/good demonstration	2	2	3	--
Honesty/integrity	2	2	3	--
Solid company with a good record/reputation/experienced/have a good experience in the industry/years of experience	2	2	--	9
They give good/enough information/answer (all) questions	2	3	1	3
Funny/have a good sense of humor	2	3	1	3
Miscellaneous/all others	2	1	1	9
Base: Mentioned Something	(202)	(96)	(71)	(35)*

\*Caution: low base size

Q.51: For each of the following stages in the search process, what were some of the things that really caught your eye in a positive way about the prevailing agency? Developing Relationship stage?



## Eye Catching in a Positive Way: Developing Relationship Stage — Small Budget Marketer Verbatims

- ⇒ Very good communication and they asked tons of questions.
- ⇒ Simple preparation, insightful view that took contingencies into account.
- ⇒ Worked closely with our team to identify needs and what they needed to do to please us.
- ⇒ They had done their research and were able to talk intelligently about our business.
- ⇒ Creative team, particularly writer and art director, were easy to talk to and quickly understood our objectives.
- ⇒ Ongoing dialogue and contact to establish a partnership.
- ⇒ Told us how to improve on our past campaigns by having pointers on each of our last campaigns.
- ⇒ Personable. Appropriate sense of humor. Respectful. Seemed to jive with our company goals. Excited about my company and what they could do for it.
- ⇒ Wanted to know what we were looking for and paying attention to detail. I guess, listening.
- ⇒ Collaborative approach, willing to give and accept criticism respectfully and without hesitation.
- ⇒ A good personable representative who appeared to be well versed and well prepared in our field.
- ⇒ Seems to be willing to commit extra face-to-face time.
- ⇒ Friendly, homey feel, but all business, made an effort to showcase positive feedback from customers.
- ⇒ Able to summarize our goals and offer exciting creative ways to express our message.

## Eye Catching in a Positive Way: Developing Relationship Stage — Medium Budget Marketer Verbatims

- ⇒ Communication, creative quality.
- ⇒ They made the effort to come meet with us and deliver customized solutions.
- ⇒ Were not pushy sales people, asked questions and listened to our needs.
- ⇒ They took the time to get to know our business before they came to see us. Sent us talented/experienced representatives who were able to discuss our business using relevant examples from prior work. It made it very easy to picture them working with us on our business.
- ⇒ Asked questions to help move on successfully to the next stage.
- ⇒ Worked well and took any guidance we provided. Wanted to make us happy.
- ⇒ Ones where there was a true synergy, a working together to develop strategy and creative.
- ⇒ Took the time to meet our team and discover who we are in the corporation.
- ⇒ Listened to our feedback and answered the questions in the final presentation.
- ⇒ Brainstorming to illustrate knowledge and expertise in industry.
- ⇒ Spent time researching company and executives, as well as field personnel.
- ⇒ Made sincere efforts to understand our people and our objectives. Down to earth.
- ⇒ CEO contacted us to make sure that all of our questions were being answered and that we were happy with the team put on the assignment.
- ⇒ Goes way out to ensure requests are met while providing quality advice.
- ⇒ Willingness to bring my team into the development stage — let us peak under the covers.
- ⇒ Dedicated account representative on site for three weeks.
- ⇒ Asking the right questions and listening.

## Eye Catching in a Positive Way: Developing Relationship Stage — Large Budget Marketer Verbatims

- ⇒ Questions about our business and amount of due diligence.
- ⇒ 1) 360 degree management team with maturity and experience, 2) The culture of the agency appeared to be good for employees in terms of treatment and unity, 3) Seemed on the leading edge of our developments.
- ⇒ Demonstrate initiative in learning more about the business/category. Show growing enthusiasm/passion over time.
- ⇒ Understood us and our business needs — did a lot of research on our brand.
- ⇒ Attentive to our needs, willing to please, personal service.
- ⇒ They want to talk and get to know all of the members of the team, not just the CEO. Some firms make it terribly obvious that their approach is a CEO to CEO approach only, and that the CMO or Marketing/communication folks are secondary.
- ⇒ Spending the time to get to know people and their challenges.

## Fatal Mistakes Made by Non-Prevailing Agency : Developing Relationship Stage (Full List)

	Total %	Small %	Medium %	Large %
Lack of knowledge/skills on business/don't understand our business	13	13	9	22
Poor communication/don't communicate properly	13	17	10	5
No/not enough commitment/engagement/involvement/effort	12	13	9	14
Arrogance/being arrogant/cockiness	8	5	9	14
Lack of social competence/did not behave correctly	8	11	7	3
Didn't respond on time/didn't respond at all/failure to respond on time	6	6	3	8
Too aggressive/pushy/harassing	6	3	12	3
No good chemistry with the staff/we did not get along/gel/click	6	4	4	11
Lack of competence/skills/unqualified staff	5	3	7	3
Poor planning/don't plan properly	4	5	1	3
Too generic proposal/did not respond to/meet the specific needs of our business	4	5	3	--
No good output/did not do a good job/couldn't handle the task	4	4	6	--
Not flexible/open for ideas	4	2	6	5
Not listening/no ability/willingness to listen	4	2	6	5
Bad presentation	3	3	1	3
They are not clear/concise	3	4	--	3
Impersonal/no/not enough personal contact	3	2	--	11
Miscellaneous/all others	4	2	6	3
Base: Mentioned Something	(198)	(94)	(67)	(37)*

\*Caution: low base size

Q.50: For each of the following stages in the search process, what were some of the fatal mistakes that the non-prevailing agency made? Developing Relationship stage?

## Small Budget Marketer **Verbatims**

- ⇒ No follow up and not aggressively pursuing the opportunity.
- ⇒ Did not listen, called too often.
- ⇒ Not wanting to spend time talking about my company, my experience with it (and elsewhere), and seeing what we do.
- ⇒ Lack of enthusiasm and lack of knowledge of our business.
- ⇒ Communication and follow-up.
- ⇒ Not demonstrating that they understand our business.
- ⇒ Did not return phone calls in a timely manner and did not give clear answers to questions.
- ⇒ The inability to grasp our company, our products, and our needs.
- ⇒ Not paying attention. Unable to communicate a clear understanding of our goals.
- ⇒ Good response time, but not very personable in general. Lacking in social skills.

## Medium Budget Marketer **Verbatims**

- ⇒ Showed more concern about protecting their creative, not wasting their time, and ensuring they were not being taken advantage of, than in learning about us and trying to win our business. Suggesting that we would steal ideas or that they had better ideas that they wouldn't show us until we compensated them. Did not build an atmosphere of partnership and trust. This indicated to us that they were more interested in building their business than ours, and that they were inexperienced and lacked confidence in their work.
- ⇒ Acted like they'd already won the deal.
- ⇒ Not willing to accept feedback.
- ⇒ Would not listen to recommendations, they wanted to do their own thing and would not take our advice.
- ⇒ Assuming and not asking relevant questions; no true understanding of the business.
- ⇒ Could not come to an agreement. Had different ideas on the project creatively.
- ⇒ Very pushy presentations.
- ⇒ Arrogance — The creative director taking 2 cell phone calls while I was briefing the agency on the assignment, then leaving because he didn't realize it was going to go so long (90 minutes).
- ⇒ Head of the agency TALKED and TALKED and TALKED and gave the impression he would dominate all future meetings and wasn't interested in listening.
- ⇒ Bragging and not listening.
- ⇒ Too aggressive and harsh.

## Large Budget Marketer Verbatims

- ⇒ Not following up fast enough — not making us feel like they truly cared and wanted the business.
- ⇒ Didn't have the actual working team in the room — a bunch of figureheads who would not be our day-to-day partners.
- ⇒ Choosing to do work without input, rather than take advantage of offers to provide direction during the process.
- ⇒ Being arrogant and confrontational.
- ⇒ Were invisible. Simply didn't contact the search professional or the client to talk or ask questions. They were too caught up in themselves and didn't understand the culture of the company.
- ⇒ Pompous leaders that paraded 10 people in front of us that would not be working on our business.
- ⇒ Assuming fit without investing in understanding our business issues. Overly familiar.

## Eye Catching in a Positive Way: Presentation Stage (Full List)

	Total %	Small %	Medium %	Large %
Good/well done/exciting presentation/having a passionate presenter/about the business/interesting presenter/good demonstration	15	14	15	19
Actual knowledge of industry/business/understanding of brand positioning/our needs/goals/marketing initiatives	13	14	11	14
Creativity/being creative/having creative ideas/strategies/good/great creative record/track record/good package on new/fresh/exciting ideas	13	11	14	16
Ability to execute in a way that is relevant to the business/high quality service/proven results	10	9	15	3
Commitment/being able to commit to clients/customers	9	10	4	16
Good/they do good/great work	9	6	11	11
Simple/short/concise/direct to the point	7	13	1	5
Timelines/fast turnaround/having the work done faster/on time	6	6	8	3
Capabilities/capable of getting work done well/ability to provide quality work/full service capabilities	5	5	1	14
Flexibility/open to ideas/collaborative	5	5	3	8
Cost effective firm/cost effectiveness/ability to work within budget/our budget	4	5	3	5
Solid company with a good record/reputation/experienced/have a good experience in the industry/years of experience	3	3	1	8
They give good/enough information/answer (all) questions	3	1	7	3
Good/professional personnel/staff	3	2	6	--
Good to work with/good cooperation/team work	3	2	1	8
Chemistry/having good chemistry with clients/customers/good customer service	2	2	1	3
Honesty/integrity	2	3	1	--
They are well prepared	2	1	3	3
Organized/good planning	2	3	1	3
Thorough/detailed work	2	3	1	--
Presentation of previous work/samples of their work for other clients	2	3	3	--
Friendly/courteous/respectful behavior	2	3	3	--
Dynamic/energetic	2	--	3	5
Miscellaneous/all others	3	1	6	3
Base: Mentioned Something	(205)	(96)	(72)	(37)*

\*Caution: low base size

Q.51: For each of the following stages in the search process, what were some of the things that really caught your eye in a positive way about the prevailing agency? Presentation stage?



## Eye Catching in a Positive Way: Presentation Stage —

### Small Budget Marketer Verbatims

- ⇒ Their presentation was neat, timely, and efficient. Then they opened the floor for suggestions, questions, and comments.
- ⇒ Very interactive and directly responded to our needs — didn't try to sell me things I wasn't interested in.
- ⇒ Put together a whole package that was irresistible and made us feel like we were being taken care of.
- ⇒ Preparation simple, insightful view that took contingencies into account.
- ⇒ Showing some new ideas for advertising that weren't asked for. They thought ahead.
- ⇒ Presenting a full package not just for now, but for what they can do down the road.
- ⇒ Creative, imaginative presentation. Went all out to capture our attention, proving they would do so in marketing efforts as well.
- ⇒ Outlined the costs involved, the different marketing plans, and in the end, even went outside the box to accomplish the goal. Our agency found a secondary agency that had a client, and they changed their fee structure to allow us to contract that agent even though they would receive less money. Absolutely fantastic, win-win service.

## Eye Catching in a Positive Way: Presentation Stage —

### Medium Budget Marketer Verbatims

- ⇒ Were able to convey a sense of ownership/pride in the work and have a genuine interest in seeing our business succeed.
- ⇒ Timeliness and results.
- ⇒ On-point portfolio/case study review demonstrating understanding of our needs.
- ⇒ Organized presentation that delivered solution to our problem.
- ⇒ Presented a wide range of spec creative with budget in mind — a big idea with higher production costs and several other creative ideas for varying budgets. They understood that it was not about having the perfect concept, it was about showing us that they had the creative ability to get to the best solution for us. Also, it showed us that they did not have a difficult artist's mentality — the ideas could be flexible.
- ⇒ Listened to our concerns, requests, and presented solid examples of similar situations they had helped clients with in the past, how they handled them and the results experienced by the client.
- ⇒ Demonstrated their creative and strategic capabilities in answering our challenge.
- ⇒ Good presentation skills. Attention to detail. Wanted our business.
- ⇒ Good give and take in the conversation. They didn't monopolize, but did have a POV (which they could defend).

## Eye Catching in a Positive Way: Presentation Stage —

### Large Budget Marketer Verbatims

- ⇒ Cost competitive, followed the process with enthusiasm, and clearly demonstrated their value.
- ⇒ Future vision for the brand and how they could contribute to create it.
- ⇒ They came back to us with an outstanding creative campaign that worked with our goals and ideas for our brand.
- ⇒ Well executed. Obviously a lot of work and practice had gone into the prep for the presentation. The presentation was tight, terse, telegraphic, and to-the-point. They let the strategic thinking and creative speak for itself without a lot of narrative.
- ⇒ Having a strong idea and understanding our brand and what we are trying to do and how they can help.
- ⇒ Did not need to sell, just show they were excited and proactive in their approach.
- ⇒ Enthusiastic about work, willing to partner with us, able to compromise, and willing to accept creative constructive criticism.
- ⇒ They stay within the allotted time. They deliver what was asked for first. If they provide more, its good for bonus points. They clearly demonstrate that the creative is a vehicle to express the strategy, not the other way around.
- ⇒ Obvious they had done their homework, had prepared well, knew the issues we were addressing, and presented the rationale for the solutions they were presenting.
- ⇒ Ability to work through contract issues in a positive manner; willing to be flexible and try something new.
- ⇒ Simple clarity of thought and presentation.
- ⇒ Authenticity, level of commitment of the most senior leadership to see projects through to success.

## Fatal Mistakes Made by Non-Prevailing Agency : Presentation Stage (Full List)

	Total %	Small %	Medium %	Large %
Bad presentation	16	14	19	14
Lack of knowledge/skills on business/don't understand our business	13	12	12	16
Lack of creativity/creative vision/not creative enough	11	10	9	16
No good output/did not do a good job/couldn't handle the task	9	11	9	3
Poor planning/don't plan properly	5	4	7	5
No/not enough commitment/engagement/involvement/effort	5	8	3	3
Too aggressive/pushy/harassing	5	4	7	3
Arrogance/being arrogant/cockiness	4	4	3	5
They are not clear/concise	4	1	6	11
Cost was too high/ they were too expensive	4	5	3	3
Not thorough/detailed enough/incomplete work	4	3	7	3
Not flexible/open for ideas	4	2	4	8
Didn't respond on time/didn't respond at all/failure to respond on time	3	3	4	--
Poor communication/don't communicate properly	3	4	1	3
Too generic proposal/did not respond to/meet the specific needs of our business	3	4	4	--
Lack of competence/skills/unqualified staff	3	3	1	8
Over promising/promising something they can't deliver	2	1	3	3
Not listening/no ability/willingness to listen	2	--	3	5
Too much hype/not enough substance	2	2	3	3
Miscellaneous/all others	2	5	--	--
Base: Mentioned Something	(203)	(99)	(67)	(37)*

\*Caution: low base size

Q.50: For each of the following stages in the search process, what were some of the fatal mistakes that the non-prevailing agency made? Presentation stage?

## Fatal Mistakes Made by Non-Prevailing Agency : Presentation Stage — Small Budget Marketer Verbatims

- ⇒ Boring and not creative.
- ⇒ Did not answer the questions we set forth prior to arrival of their presentation.
- ⇒ Didn't suggest potential solutions to our unique issues.
- ⇒ Timeliness, style, understanding of our business.
- ⇒ Creative just wasn't that appealing or differentiated for the target market. They just didn't "get it".
- ⇒ Lack of follow up.
- ⇒ Boring presentation. Obviously, no care put into presentation, nor creativity.
- ⇒ Not demonstrating that they understand our business.

## Fatal Mistakes Made by Non-Prevailing Agency : Presentation Stage — Medium Budget Marketer Verbatims

- ⇒ Presented ideas that either were not very exciting or only tangentially supported the brand positioning.
- ⇒ Brought in a large team including some younger, inexperienced employees. Some of them didn't seem to know why they were there and they didn't explain why they had brought them. One actually dozed off during her colleague's presentation. We became quite concerned that if we chose that agency, they would pass our work to these employees. We did not want to be an experimentation ground for inexperienced jr. team members.
- ⇒ Presentation was not relevant.
- ⇒ Not understanding exactly what our needs were for our product.
- ⇒ They didn't make the presentation interesting and they didn't engage us.
- ⇒ Presentation is too corporate, too boring, and lacks creativity.
- ⇒ Rambling and focusing on capabilities rather than ideas.

## Fatal Mistakes Made by Non-Prevailing Agency : Presentation Stage —

### Large Budget Marketer Verbatims

- ⇒ Poor creative and executions and not being able to back it up with results for their clients.
- ⇒ Lack of future vision for the brand.
- ⇒ Clients want logic to play a key role in this emotional venture, but you also have to get us excited from a chemistry standpoint in terms of the long-term prospect of working together, great pitch content can go a long way in getting us excited, but chemistry is also built by getting us excited about the approach.
- ⇒ Creative concepts that do not stand out or do not address the strategic opportunities. Weak presentations, too nervous, lack of confidence, too many people involved in the presentations.
- ⇒ Lack of innovative ideas.
- ⇒ Poor quality, making excuses for materials presented.
- ⇒ Not investing in a clear understanding of the business problem to be solved and demonstration of exactly how their proposal solved the issue.

## Perspective on 'Meeting Theater' (Full List)

	Total %	Small %	Medium %	Large %
Very important/would not chose agency without (good) presentation	20	19	21	21
Good/well done/exciting presentation/having a passionate presenter/about the business/interesting presenter/good demonstration	15	15	16	12
Simple/short/concise/direct to the point	14	13	16	15
Contents/information/substance is more important than style/show/glam	10	8	14	9
Not important/overrated/other aspects are more important	9	11	8	9
Actual knowledge of industry/business/understanding of brand positioning/our needs/goals/marketing initiatives	7	7	10	3
Personal/personal contact/face to face/get to know them	6	7	4	9
Capabilities/capable of getting work done well/ability to provide quality work/full service capabilities	5	5	3	9
Entertainment/keeps the audience engaged/involved	5	5	4	6
Informal/casual/low pressure presentation/contact	5	5	6	--
Better interaction with/between companies/communication/having a good communication skills/professionalism	4	--	6	12
Ability to execute in a way that is relevant to the business/high quality service/proven results	3	3	--	9
Creativity/being creative/having creative ideas/strategies/good/great creative record/track record/good package on new/fresh/exciting ideas	3	3	4	3
Honesty/integrity	3	5	1	3
Solid company with a good record/reputation/experienced/have a good experience in the industry/years of experience	3	4	3	3
Ahead of the times/new media oriented	2	3	1	--
Has to be unique/different/stand out	2	4	--	3
Use internet/e-mail contact/online presentation	2	4	1	--
Friendly/courteous/respectful behavior	2	--	5	3
Advertising impact on sales	1	2	1	--
Chemistry/having good chemistry with clients/customers/good customer service	1	2	1	--
Commitment/being able to commit to clients/customers	1	2	--	--
Timelines/fast turnaround/having the work done faster/on time	1	--	3	--
Meeting theatre/conference room is not important/of less importance	1	2	--	3
Base: Mentioned Something	(317)	(146)	(119)	(52)



## Perspective on 'Meeting Theater' — Small Budget Marketer Verbatims

- ⇒ If I am not presented with a well organized presentation, I will not be likely to choose that company to represent my organization's needs.
- ⇒ I like in-person and very informal. The formal presentation is a little stale and doesn't allow honest discussion from both sides.
- ⇒ I do NOT want to see a dog and pony show. Do not bring in the entire staff, when 1 or 2 people will do. Come in with what I ask; no more, no less.
- ⇒ Delivery is important as long as it is professional. Reading from slides is not attractive.
- ⇒ First impressions go a long way towards building a working relationship, being honest and sincere in one's delivery is essential to sustaining such relationships over time.
- ⇒ It does not really matter how or where they present their company. I am looking for a personable representative that knows what he or she is doing.
- ⇒ None of it matters if the ideas are not what I am looking for.

## Perspective on 'Meeting Theater' — Medium Budget Marketer Verbatims

- ⇒ Presenters need to read the room. I'm continually shocked by the people who walk in and bulldoze through a meeting without reading the room.
- ⇒ Ability to read the audience and react appropriately is critical — no matter how/what was prepared.
- ⇒ Efficient use of time allotted in presenting their proposal and how well they meet our expected needs
- ⇒ As long as it effectively delivers the information and shows us what they can do, I do not have any preference in delivery/style. I can be just as impressed with handouts or simple discussion as with multimedia presentations if the content is good.
- ⇒ It was very important for us that the agency listened and explained how their capabilities fit with our need. Presentation delivery and style were less important than content.
- ⇒ How an agency promotes itself to our company and persuades us to be its partner bodes well for its making sure that our message will be understood by our customers.

## Perspective on 'Meeting Theater' —

### Large Budget Marketer Verbatims

- ⇒ Hate it, but necessary, I realize I would not pick an agency that did not do it.
- ⇒ Short, on the point, at eye level with decision makers in the company, no big staging.
- ⇒ Prefer short and to the point, that allows for interaction and time for questions.
- ⇒ I like interactive and they should be willing to debate with me. I want to make sure I am not hiring a bunch of "yes" people.
- ⇒ Having it together and having a show boat approach made them stand out.
- ⇒ You only get one chance to make a first impression.
- ⇒ It is important as it definitely can influence the audience. It definitely helps get an agency to the finals but it may not ultimately help get the business.
- ⇒ Do not bring in the head person just to show me that I'm important. All too often at dinner the owner of the agency is getting to know HIS EMPLOYEES as well and this reflects badly. Presentations — be friendly, keep it light. Wear something appropriate even if you are a creative person.
- ⇒ The less theatrics, the better. I appreciate a well-honed presentation that doesn't drone on, but the canned banter between agency principles, or the obvious dog and pony tactics, are old and tired. It's about the content and quality of the ideas. They need to demonstrate that they've studied and listened, and I prefer listening to talking.
- ⇒ Like to have agency present their capabilities and their approach for addressing our needs. Content is more important than glitz.
- ⇒ Sincerity beats showmanship. Making a personal connection is more compelling than overly formal theatrics.
- ⇒ Less is more. Too many people are over-whelming and give the sense that senior leaders are not into the details.

## What is Good 'Theater' (Full List)

	Total %	Small %	Medium %	Large %
Interesting/enjoyable/exciting presentation	21	30	12	19
Good/great/effective presentation	16	16	21	6
Professional/knowledgeable/understands our business/needs	16	14	19	13
Simple/concise/direct delivery/delivers message properly	12	10	15	9
Comprehensible/explains well/easy to understand the message/to see their point	9	10	9	6
Informative/detailed/gives the possibilities/merits	8	8	6	16
A passionate presenter/passionate about the business/industry/captivating presenter	7	4	9	9
Creative/shows their creativity	7	6	4	13
Use high-tech/new media/multimedia	5	5	3	9
Well coordinated/programmed presentation	4	5	6	--
Good communication/good listeners	4	3	7	--
Realistic/calm/not over the top	4	4	6	--
Doing a good job/going above the top	3	3	4	3
Small/intimate setting/not too many people	3	1	4	6
Memorable/unusual presentation	3	3	3	3
Agents acting out/starring in the video/commercial video	2	3	--	3
Agreeable/comfortable atmosphere	2	3	--	3
Presentation (no detail)	2	4	--	--
Miscellaneous/all others	6	5	4	13
Base: Mentioned Something	(179)	(80)	(67)	(32)*

\*Caution: low base size  
Q.45a: What is good "theater"?

## What is Good 'Theater' — Small Budget Marketer Verbatims

- ⇒ Telling a story, connecting with examples from my company, great presentation.
- ⇒ I've never been impressed by flash presentations using a visual multimedia, unless it is in the form of a case study. If a group comes in and they are in sync, knowledgeable about our business, and have many samples of impressive marketing products, they will earn my trust. That's good theater to me.
- ⇒ Informative, exciting follow-up during and after the presentation.
- ⇒ 'Animated' seamless presentation, not patronizing, thoughtful and sleek, not too long, short on fluff.
- ⇒ I'm not sure. But if you're asking what makes for a good presentation, the presenter should celebrate the prospective customer's business and show passion for their work and the new business. And a little fun helps, too.
- ⇒ Clear and efficient.
- ⇒ Demonstrating they did their homework on us.
- ⇒ Captivating the audience where they feel that they are a part of the scene. It is the secret to having someone feel they are a part of what you are representing, and that they can do it as well.
- ⇒ Visually pleasing, easy to understand, attractive.
- ⇒ Must entertain, capture attention immediately, but must be memorable also.

## What is Good 'Theater' — Medium Budget Marketer Verbatims

- ⇒ Short, concise, creative and not bragging.
- ⇒ Concise delivery without struggling with technology and delivery.
- ⇒ A well done presentation, with to the point delivery, and complete understanding of the client at mention.
- ⇒ Delivers the message in a way that shows they are knowledgeable and will be a strong, effective partner.
- ⇒ A succinct presentation (including reel, samples of work, etc.) with integrated remarks that all flow. We also saw some agencies that seemed to have some disconnects among themselves.
- ⇒ Engagement, ability to convey they understand the brand through mood pieces.
- ⇒ One that incorporates interaction and that remains in the mind of the participants, one with relevance.
- ⇒ I guess good 'theater' is their overall presentation. They must be clear in both their oral and written communication. They must be enthusiastic and want our business. In the theatre, actors must treat every night like the first night and give the audience their best. The same holds true with an agency. They must treat my colleagues and me like they want and value our business.

## What is Good 'Theater' — Large Budget Marketer Verbatims

- ⇒ Show me solid creative and then back it up with results.
- ⇒ Some grand way of showing off their creative talents.
- ⇒ When the theater engages the audience and helps bring the creative solution to life for those who can't see the potential of an idea.
- ⇒ Ability to clearly and concisely present ideas and materials. At minimum, a PowerPoint presentation. Also, like to have the rationale for their solutions.
- ⇒ Presentations that do the creative justice and put it into an understandable context. An ad alone may not do justice to the ad's effectiveness. Presentations must have good energy.
- ⇒ A presenter that is passionate about our business and their own.
- ⇒ Visuals, good story teller, simple close that wraps up against the objective the case study was addressing.

## What is Bad 'Theater' (Full List)

	Total %	Small %	Medium %	Large %
A bad presentation/boring/not exciting/not engaging/annoying/irritating/redundant	29	36	21	27
Too much show/more show than content/thinking glam will convince more than substance	14	7	18	27
Lack of communicating points/don't relay message properly/hard to understand message	12	12	13	10
Unprepared/not knowledgeable/have not done enough research on the subject	11	8	13	13
205: canned presentation/nothing special/too formalized	8	9	6	7
Missing the point/not targeted to our needs	8	8	6	10
Too boastful/bragging/pretending that they are the best	6	5	7	7
Fake/ not credible/unrealistic	6	6	4	10
Lack of substance/direction	5	1	10	7
Too long/lengthy	4	4	3	10
Too pushy/overdone	4	4	6	--
Unprofessional/lack of professionalism	4	5	4	--
Amateurishness/being an amateur/not experienced	3	4	--	7
Having a bad impression	3	6	1	--
Too much reliance on traditional media/just paper/posters/whiteboard/slides	3	6	--	--
Too much emphasis on technology	2	2	3	--
Too many people presenting	1	--	1	3
Miscellaneous/all others	4	4	4	7
Base: Mentioned Something	(183)	(85)	(68)	(30)*

\*Caution: low base size  
 Q.45b: What is bad "theater"?



## What is Bad 'Theater' — Small Budget Marketer Verbatims

- ⇒ Material not applicable.
- ⇒ Boring and lacks communicating the point.
- ⇒ Attitude that you are the best and no one can beat you. That attitude tells me you don't think you can grow any more. You don't think anyone knows more than you!
- ⇒ Being under prepared and out of sync with your team members. I once had an ad rep give me a business card with a woman's phone number on it. He said, "oops, obviously I've been carrying these around at too many bars." I wasn't impressed. His brochure and ad samples weren't clean or presentable. It looked like he had rolled out of bed and grabbed his presentation last minute. Very bad theater.
- ⇒ Poor presentation skills and someone who's clearly not educated on the prospective customer's business or didn't follow the RFP.
- ⇒ Selling themselves with no context of how we fit into the picture.
- ⇒ Where the audience you are trying to connect to is not seeing the picture you are trying to portray to them.
- ⇒ Poor presentation — not understanding business and direction.
- ⇒ Too many bells and whistles with no train.
- ⇒ Noting being able to reach your groups, and communicate with anyone, including the agency.

## What is Bad 'Theater' — Medium Budget Marketer Verbatims

- ⇒ Fluffy presentations with lots of bells and whistles that just distract from a core message.
- ⇒ Participants who don't seem to know why they are there. Resume speeches that do little to show that the agency knows/cares about our business and can successfully deliver results.
- ⇒ Ones that do not address the root needs of the participants and are not interactive.
- ⇒ Not getting the right information across to answer our needs.
- ⇒ All flash, no substance.
- ⇒ Not getting the message out in a timely manner to the correct audience.

## What is Bad 'Theater' — Large Budget Marketer Verbatims

- ⇒ Poorly delivered and wordy presentation that overshadows their future plans with their past successes.
- ⇒ Hard to pay attention, no message delivered.
- ⇒ Unprepared or under-prepared, presenting ideas not requested or out of scope of directives given.
- ⇒ Theatre for the sake of theatre. Irrelevant coolness. Bringing too many people with nothing to say.
- ⇒ Shows me they don't understand my brand.



# Appendix – Advice and Winning Qualities



## One Piece of Advice in Pitching New Business (Full List)

	Total %	Small %	Medium %	Large %
Do your homework/research/before talking/meeting with client	14	14	12	19
Understand/research/learn about who your client is/what your client needs	14	13	14	17
Be creative/present new/creative ideas/strategies	7	6	9	5
Listen to clients/needs	7	9	8	--
Be respectful/professional/human/respect your clients/customers	5	3	6	5
Keep it simple/don't be over the top	5	7	5	--
Learn the product/the industry/its market	5	5	3	10
Show enthusiasm/enjoy what you do/have fun with it	5	5	4	2
Be good/bring it/deliver	3	2	5	2
Be honest/truthful to your clients/customers	3	3	3	--
Be more on time/deliver on time	3	2	3	5
Communicate with your client properly/effectively	3	2	4	5
Don't be pushy/pressing too much	3	5	1	--
Know how to present yourself/the company to the client	3	3	2	5
Learn how to focus on clients/focus more on clients/customers/not yourself	3	3	2	5
Listen (n.s.)	3	2	3	5
Miscellaneous/all others	3	3	5	--
Base: Mentioned Something	(265)	(128)	(95)	(42)*

\*Caution: low base size

Q.55: If you could give agencies one piece of advice in pitching new business, what would it be?

## One Piece of Advice in Pitching New Business — Small Budget Marketer Verbatims

- ⇒ Do your research and get an understanding on exactly what services the company provides.
- ⇒ Research thoroughly what the company does that they are proposing to. Investigate past the top layer and really understand the company.
- ⇒ Don't push people with the idea that you know more than they do about their market.
- ⇒ Listen more to determine how you can truly partner with the business.
- ⇒ Don't talk about money or percentages, talk about how to improve and what you can do for us.
- ⇒ Know your potential client inside and out and be genuine.
- ⇒ Don't start out so pushy, build a relationship before trying to change their company.
- ⇒ Sell your agency's image not yourself.
- ⇒ Listen to what we asked for and don't brag about work you've done that isn't relative to my needs.
- ⇒ Don't follow the latest trend, start a new one. Don't bombard the audience with whistles and bells; focus on the real point.
- ⇒ Do your homework on the company before you enter the doors. Do your homework on the industry.
- ⇒ Demonstrate your relevance to the customer, not just your capabilities. Focus on relevant experience wherever possible and avoid perceived fads unless you have data to back up a tactic's effectiveness.
- ⇒ Understand exactly what the potential client is seeking through more time investigating. Understand the potential client's needs.
- ⇒ Don't oversell your agency. Go in with the attitude of helping the client. Money is important, but doesn't always win the deal.

# One Piece of Advice in Pitching New Business — Medium Budget Marketer Verbatims

- ⇒ Be human and do your research before getting into the room.
- ⇒ Understand the client's problem and come up with a solution that works for them at the price they expect. Be honest. Be accountable.
- ⇒ Always think in terms of the value you can bring to the company you are pitching. What do they need and how are you especially capable of delivering it?
- ⇒ Communicate (and demonstrate) that your shop is a lively, thinking, proactive group of professionals. Show some personality! Bring someone along who can break the ice! If you saw Mr. Deadhead sitting for two hours reading every line (and this guy is a 25+ year veteran of the agency biz), you'd understand.
- ⇒ Show real life examples of problems that have been solved by tying strategy to tactical executions — creative is only good when it meets these criteria!
- ⇒ Never assume that you know the client, always spend time developing and learning the business.
- ⇒ Listen to the client — ask questions and learn about the business before you go into the pitch. Be able to talk about your experience with the product or service.
- ⇒ Don't showboat — show an interest in the client's business — not just by visiting their website, but by bringing ideas.
- ⇒ Be focused and take time to understand client perspective. Too much sizzle stands out negatively.
- ⇒ Understand who the customer is - not how the business works, but who is really buying the product.

# One Piece of Advice in Pitching New Business —

## Large Budget Marketer Verbatims

- ⇒ Do true due diligence. Talk to the marketers, the operators, the customers, and if possible, the competitors.
- ⇒ Make sure you truly understand the business — not just the category.
- ⇒ Impress the client with your overall business understanding (position yourself as a business partner) and not just a generator of creative advertising.
- ⇒ Go in through the back door, being respectful of corporate life.
- ⇒ Do your research, show good case studies, and understand your client mindset.
- ⇒ Be creative and present ideas as if you are pitching them vs. telling people what you can do for them. Show previous relevant examples that you have had success with, with similar brands/categories, etc.
- ⇒ Only pitch business you are willing to take the time to really do the due diligence to pursue. Make it less about you, the agency, and more about the client.
- ⇒ Know the company's brand as best you can. Don't pretend to know everything, but demonstrate an appreciation and familiarity with it.




## Criteria and Capabilities Look for in Agency (Full List – 1 of 2)

<u>% Very Important</u>	Total %	Small %	Medium %	Large %
An understanding of the category and my business	64	68	63	58
Ability to work cost efficiently	63	68	59	60
Is honest/has integrity	61	62	55	71
Has team chemistry between us and agency	55	49	61	56
Passion about your business/proactive	55	53	56	56
Strategic development capability	53	40	61	67
Is respectful	52	55	50	46
Proven ability for managing workflow	50	43	53	60
Ability to conduct target segmentation	49	49	49	48
Relevant experience/case studies	46	38	50	58
Agency depth of resources	46	42	50	48
No conflict of interest	45	40	49	50
Agency's record of accommodating short turnaround/ or high volume requirements	44	38	50	50
Base: Total	(317)	(146)	(119)	(52)

Q.22: In searching for the new agency, how important were each of the following criteria?

Q.23: In searching for the new agency, how important were each of the following agency capabilities? Please select one response for each.

## Criteria and Capabilities Look for in Agency (Full List – 2 of 2)



<u>% Very Important</u>	Total %	Small %	Medium %	Large %
The agency's process	44	38	52	40
Demonstrated ROI capabilities	43	33	53	50
Creative reputation	43	42	45	42
Technical capabilities	42	40	44	44
Analytical capabilities	41	34	45	50
Integrated services capabilities	41	33	50	44
Functional discipline expertise	40	27	50	56
Agency stability	40	40	43	33
Non-traditional media capabilities	37	34	45	29
Category specialist	35	32	37	42
Traditional media capabilities	29	23	36	33
Global network capabilities	27	23	34	25
Corporate culture	25	18	33	27
Agency location close to our company	24	20	33	17
Small agency size	24	25	25	17
Holding company affiliation	18	14	24	15
Base: Total	(317)	(146)	(119)	(52)

Q.22: In searching for the new agency, how important were each of the following criteria?  
 Q.23: In searching for the new agency, how important were each of the following agency capabilities? Please select one response for each.

## Characteristics Of Agency Relationship Most Enjoy (Full List)

	Total %	Small %	Medium %	Large %
Actual knowledge of industry/business/understanding of brand positioning/our needs/goals/marketing initiatives	20	23	19	17
Creativity/being creative/having creative ideas/strategies/good/great creative record/track record/good package on new/fresh/exciting ideas	17	11	16	32
Better interaction with/between companies/communication/having a good communication skills/professionalism	15	13	14	21
Commitment/being able to commit to clients/customers	11	14	7	13
Flexibility/open to ideas/collaborative	11	11	9	13
Chemistry/having good chemistry with clients/customers/good customer service	9	13	5	9
Good to work with/good cooperation/team work	8	4	10	11
Cost effective firm/cost effectiveness/ability to work within budget/our budget	6	9	4	2
Personal/personal contact/face to face/get to know them	6	8	6	--
Capabilities/capable of getting work done well/ability to provide quality work/full service capabilities	5	3	7	4
Friendly/courteous/respectful behavior	5	6	5	2
Honesty/integrity	4	4	3	6
Ability to execute in a way that is relevant to the business/high quality service/proven results	3	4	2	4
Accountability/being responsible	3	3	2	2
Timelines/fast turnaround/having the work done faster/on time	3	2	4	6
Good/they do good/great work	3	2	5	--
Good/professional personnel/staff	3	2	4	6
Ahead of the times/new media oriented	2	2	1	2
Solid company with a good record/reputation/experienced/have a good experience in the industry/years of experience	2	2	2	--
They do good (consumer/market) research/upfront research	2	1	3	--
Base: Mentioned Something	(260)	(116)	(97)	(47)*

\*Caution: low base size

Q.9: What are the characteristics of the relationship with your current agency/ies that you most enjoy?

## Characteristic of Agency Relationship Most Enjoy —

### Small Budget Marketer Verbatims

- ⇒ The agency we hired was not given the challenge to reach the non-USA/Canada market. We have a good working relationship and the agency has learned more about our markets over the past 18 months. I enjoy the high quality professional image that our agency has brought to the company.
- ⇒ Very casual and friendly. They are an extension of my marketing arm and we all have the same goal in mind. I feel as though I am their only client.
- ⇒ The agency needs to have exemplary customer service and be a business partner vs. a vendor. This is what I find most important with agencies I employ.
- ⇒ Ease of communication, they understand our company's unique problems, they have competent knowledge of the product, good customer service if we have problems, overall friendly and nice to work with.
- ⇒ Having outside opinions and viewpoints to give our CEO and staff alternate strategies to consider.
- ⇒ A designated representative, personalized attention, and a marketing plan designed with a good understanding of my skills and values.
- ⇒ We used to work more closely with an agency, but have brought more things in-house due to the complexities of our business, and needing devoted staff to truly understand all the complexities, and then to develop marketing strategies and pieces from having that understanding. We are currently seeking out an agency who has worked with business similar to ours and need them to help us make contacts and push our product down some distribution channels that we have not yet sought out, so we HOPE to enjoy working with an agency that understands our business and all the complexities and can give us direction.
- ⇒ Easy to contact.

## Characteristic of Agency Relationship Most Enjoy —

### Medium Budget Marketer Verbatims

- ⇒ Working with bright, energetic, and creative people to identify business opportunities.
- ⇒ When they come to me with new ideas and ways to reach my target audience.
- ⇒ The integration of their technologies with ours. The historic data that they have compiled on our marketing efforts.
- ⇒ Understanding our business, supporting our goals.
- ⇒ Getting breakthrough ideas that will excite the consumer.
- ⇒ Strategic partnership — the ability of account executives to think strategically and offer good advice.
- ⇒ Well, we work with a few agencies. The ones I most enjoy are the ones who take initiative without me standing over them and calling them daily to move forward on a project. They listen to what I like and don't like and fix it — instead of arguing.
- ⇒ The ability to bounce ideas off each other and looking out for the best possible solution for the problem at hand. Not just an attitude to produce a product, but to produce a product correctly.
- ⇒ They fully understand the product and work with us as a team.

## Characteristic of Agency Relationship Most Enjoy —

### Large Budget Marketer Verbatims

- ⇒ Fresh ideas. Thought provoking dialogue. Providing context to our content.
- ⇒ Their ability to come up with good creative despite the inefficiencies in our internal process.
- ⇒ That they are responsive to our needs.
- ⇒ Great to work with, have a good sense of urgency, and they do great direct response.
- ⇒ They're not vendors — they're partners. They live the day-to-day business with us. They are proactive and strategic.
- ⇒ The creative stimulus they provide.
- ⇒ Great camaraderie and they know us and our culture really well. They know what we are looking for.
- ⇒ Long-term relationship, deep level of understanding of the brand and its evolution in terms of positioning and messaging.
- ⇒ Hard working. Know my industry.
- ⇒ They bring fresh thinking to the table and the firepower to get things done quickly.

## Primary Qualities Exhibited in Winning Agency (Full List)

	Total %	Small %	Medium %	Large %
Creativity/being creative/having creative ideas/strategies/good/great creative record/track record/good package on new/fresh/exciting ideas	25	15	29	44
Actual knowledge of industry/business/understanding of brand positioning/our needs/goals/marketing initiatives	23	27	21	12
Cost effective firm/cost effectiveness/ability to work within budget/our budget	14	19	8	7
Ability to execute in a way that is relevant to the business/high quality service/proven results	13	11	11	22
Solid company with a good record/reputation/experienced/have a good experience in the industry/years of experience	12	13	14	5
Commitment/being able to commit to clients/customers	10	14	8	2
Flexibility/open to ideas/collaborative	9	12	2	15
Better interaction with/between companies/communication/having a good communication skills/professionalism	8	7	9	5
Chemistry/having good chemistry with clients/customers/good customer service	8	7	7	10
Capabilities/capable of getting work done well/ability to provide quality work/full service capabilities	7	7	8	5
Honesty/integrity	6	6	5	7
Personal/personal contact/face to face/get to know them	4	8	1	--
Accountability/being responsible	3	4	1	2
Ahead of the times/new media oriented	3	4	2	2
Innovation/innovative	3	2	2	7
Timelines/fast turnaround/having the work done faster/on time	3	2	4	5
Advertising impact on sales	2	2	2	2
Availability	2	3	--	--
Cultural understanding/being able to understand different cultures	2	--	1	7
Base: Mentioned Something	(251)	(125)	(85)	(41)*

\*Caution: low base size

Q.54: What were the primary qualities and attributes exhibited by the winning agency?

## Primary Qualities Exhibited in Winning Agency — Small Budget Marketer Verbatims

- ⇒ Cheapest. No learning curve. Does good work. Gets things done on time.
- ⇒ The personal relationship, low costs in production and commission
- ⇒ Low cost. Professional. Qualified.
- ⇒ Cost efficiency.
- ⇒ Enthusiasm and passion for our product and genuineness, as well as professionalism and their strategic approach as well as experience.
- ⇒ Creativity. Excitement. Vision. Trustworthiness. Excellence. Ability. Knowledge in internet field. Proven track record.
- ⇒ Experience understand our business/project affordable.
- ⇒ Creative, understanding of business, there was no incumbent agency for this assignment.
- ⇒ Global reach and effectiveness, collaborative attitude, competence in industry and product categories.
- ⇒ They are more interested in achieving OUR goals than in just utilizing their agency for our mutual purposes. They found any and all means to accomplish those goals, even at the loss of fees and commissions to themselves.
- ⇒ I had confidence that they could give me what I was asking for.
- ⇒ Creative, personable, willing to go the extra mile in both securing my account and developing marketing strategy, emphasize people over profit.



## Primary Qualities Exhibited in Winning Agency — Medium Budget Marketer Verbatims

- ⇒ Smart, creative, good business people.
- ⇒ Complete service agency that clearly showed how they implement strategy in tactical executions. Process orientation that was a very good fit with our organization.
- ⇒ Good presentation. Creative ideas on web marketing strategies.
- ⇒ Comprehension of client base and our needs, enthusiasm for product
- ⇒ Ability to understand the target customer demonstrated ability to create communications that address key brand challenges. Collaborative style.
- ⇒ Brought a sense of partnership with them and a sponsorship that was groundbreaking for my category.
- ⇒ A new viewpoint, more creative and understanding of new media methods to reach our target audience. E capabilities and FOCUS on ROI.
- ⇒ Understanding of our business, strategic strength, knowing how far to push creative while being able to sell through.
- ⇒ Ability to adapt to last minute changes in direction and message.
- ⇒ Knowledge of the category, understanding of our needs/position within the category, and how to differentiate us from competition.

## Primary Qualities Exhibited in Winning Agency — Large Budget Marketer Verbatims

- ⇒ Great creative, great track record within the advertising industry.
- ⇒ Understood our business, good chemistry, able to ramp up quickly and incorporate change willingly.
- ⇒ Proactive about our business, they made it seem like they had been thinking about new ideas. They did a lot of research and tried to translate other ideas from different categories.
- ⇒ Exuberance, clever ideas, style, fun, willing to compromise based on OUR needs.
- ⇒ Authentic personalities with a strong fit with our culture. Commitment of the top executives in the agency to deliver the business results or die trying.

## Traits of Ideal Marketing Communications Partner for 21st Century (Full List)

	Total	Small	Medium	Large
	%	%	%	%
Creativity/people with creative thinking	23	22	21	27
People/company who understands customer/industry	19	19	18	19
Innovative/company is innovative	12	11	9	19
Communications/good in communicating/able to provide the right communication channel/good listener	11	11	10	10
Cost effective/inexpensive	10	12	6	15
Effective/efficient/provide good results	10	9	6	21
Good cooperation/teamwork/integrated in the workflow	9	8	9	8
Honest/trustworthy/reliable	9	8	8	10
Company with broad knowledge/knowledgeable	8	8	5	13
Flexibility/flexible/company is flexible	8	6	8	10
Interested in/identify with my business/devoted	8	12	5	4
Fast/quick turn around/speed	7	5	4	15
Identifying/reaching target	7	6	6	8
Technology/internet savvy	7	7	10	2
Use of different/new media/multimedia/provide new media/multimedia solutions	7	6	6	8
Experienced/experienced company	5	5	7	2
Provide strategic/long term planning/marketing	5	3	3	15
Up to date/know the current/latest developments	5	8	3	4
Customer service/satisfaction	4	3	5	4
Open to ideas/new ideas	4	2	5	6
Progressive/progressive company	4	8	1	2
Powerful/dynamic/energetic/exciting	4	5	3	2
Aggressive/company is aggressive	3	2	2	4
Looking outside the box	3	2	4	--
Good/great/leading company	3	4	--	6
Work detail orientated/accurately	3	3	2	6
Ahead of the times	2	2	3	2
Know the business inside and out	2	3	2	--
Base: Mentioned Something	(275)	(130)	(97)	(48)*

\*Caution: low base size

Q.12: What traits would you use to characterize your ideal marketing communications partner for the 21st century?

## Small Budget Marketer **Verbatims**

- ⇒ Creative, flexible, good listener, quick.
- ⇒ They must know my business inside and out and keep up with the trends within the industry.
- ⇒ Understand our customer and our industry.
- ⇒ Smart (able to understand my company), Current (on current best practices), Thoughtful (propose the best solution for my current and long-term issues), Creative (don't always fall back on standard answers).
- ⇒ Proactive, service-oriented, interested in my business — the more the agency knows about my business, the better they will be at suggesting creative and innovative ways to reach my audience. This needs to be true no matter what the budget is.
- ⇒ Innovative, technologically savvy, creative.
- ⇒ Understand our product. Not focused on their own products more than ours.
- ⇒ Interest, knowledge in new media; creative ideas for strong ROI; ability to adjust quickly with change in direction.
- ⇒ True partnership; they believe they have as much to gain/lose as we do based on hitting our target; High interaction; Highly creative; Vast experience base to tap from.
- ⇒ Understand us, what we want, and provide us at the right price.
- ⇒ Vision, innovation. Consistent message, brand understanding, ability to reach target market.

## Small Budget Marketer **Verbatims**

- ⇒ Good listeners, creative, and able to produce results.
- ⇒ Innovative, thinks outside the box, simple, clear message.
- ⇒ Creative, out of box thinker, organized, timely.
- ⇒ An organization that thinks outside the box. I equate this to the Ford and GM motor companies. They, as big corporations normally do, think they can continue status quo in marketing and sales promotions and expect people to purchase from them based on past experience. With more choices and more opportunities, evolving with the times, and finding MORE win-win opportunities for customers is the key to the 21st century.
- ⇒ Have ideas rather than implementing strategies and ideas that they are given.
- ⇒ Media smart, creative.
- ⇒ Someone savvy in a variety of technologies who we can trust to do the work for us.
- ⇒ Forward-looking, understands more aspects of the business than just marketing.
- ⇒ That shares and fully understands our goals and budget constraints.
- ⇒ Innovative, effective, and efficient.
- ⇒ Listening but also provides ideas out of the ordinary.

# Traits of Ideal Marketing Communications Partner for 21st Century —

## Medium Budget Marketer Verbatims

- ⇒ People with creative thinking.
- ⇒ Full partnership — as broadly engaged in our business as we are ourselves.
- ⇒ As though they were part of my staff.
- ⇒ Someone innovative and understands our needs.
- ⇒ Big picture creative ideas complemented by an understanding of the real world.
- ⇒ A partner that takes the time to understand not only the customer and the product, but what makes the customer purchase the product.
- ⇒ Creative, service, flexible, nimble.
- ⇒ Fresh ideas and direction.
- ⇒ Willing to work with us and our values rather than just going on to the next tech level even if it's not appropriate for our needs.
- ⇒ Inventive, Creative, Modern, Rational.
- ⇒ Listens to the customers needs, research the end users of the product so that the marketing is done correctly.
- ⇒ Intelligent, creative, timely, innovative, professional, friendly, understands the brand.
- ⇒ Creative, nimble, responsive and objective. Also focused on ROI and understand the latest methods to reach target audiences in a cost effective way.

## Large Budget Marketer Verbatims

- ⇒ Able to provide the right communication channel creative vs. creative being channel specific.
- ⇒ Efficient, effective, creative, process driven, best in class, 360°.
- ⇒ Ability to develop fresh/new creative platforms offering unique consumer experiences with an appropriate ROI that's measurable.
- ⇒ Smart. Bottom-line focused. Creative. Feel like a part of the brand team — true partner. Honest.
- ⇒ Continue to think beyond today, and push us to think differently.
- ⇒ Innovative. Practical. Strategic. Stable. Flexible. Smart. Spends my money as if it were theirs.
- ⇒ A partner who is on the cutting edge of what is new and knows how to execute it. Is an integrated marketing powerhouse who can develop measurable results.

## Large Budget Marketer Verbatims

- ⇒ Agile; quick to respond; versatile in multi-media strategy and creative that works within the specific media strategy; thorough understanding of the business to support reinvention of the business model as needed.
- ⇒ Fresh thinking, knowledgeable of our needs, familiar with our brand, knowledgeable of diverse needs of ethnic consumers, accessible at all times, flexible, confidential, discreet.
- ⇒ In tune with our business, not someone we employ but a true partner. Above all, smart. Smart with campaigns, budget, hires...everything.
- ⇒ They need to understand business and how my company makes money. Secondly, they need to be marketers before they are advertisers. As marketers, they will look at how they can drive consumers to my business through multiple sales channels and using multiple methods.
- ⇒ Innovative and persuasive.
- ⇒ Nimble, creative, cost effective, holistic business partner — not one-dimensional, service orientation.
- ⇒ Creative, innovative, understands our internal corporate culture.



## One Compelling Thing In Agency Selection (Full List)

	Total	Small	Medium	Large
	%	%	%	%
Successful company/got results/good performance	9	7	10	12
Cost/price (no detail)	8	11	5	5
Experience/having good experienced in the business	8	9	5	9
Creativity/best creative concept to address short term needs/client's needs	7	3	9	16
Reputation/having a good reputation/in the business	7	8	9	2
They understood/ having a good understanding in our business/goals	6	7	6	2
Chemistry/team chemistry/being able to work as a team	5	5	5	9
Ability to generate ideas/new/strong/exciting/relevant ideas	4	3	5	7
Personal relationship with owner/agency who knew our business	4	2	6	2
Better/best skill level available	3	2	4	2
Customer service/good customer service	3	3	2	7
Having the best/better plan at a low/lowest cost/price	3	5	--	5
Internet savvy/better internet marketing experience	3	5	1	--
Strategy/having a good strategies/strategic thinking	3	1	5	5
The people/the way the people presented themselves	3	3	4	2
Good/better communication	2	2	1	2
Honesty/being honest to clients	2	3	1	--
Innovativeness/being innovative in the business	2	1	5	--
Reliable/trustworthy company/having confidence in them	2	2	2	2
Ability to deliver	1	--	4	--
Miscellaneous/all others	5	7	3	2
Base: Mentioned Something	(274)	(131)	(100)	(43)*

\*Caution: low base size

Q.24: What was the one compelling thing that made you select the agency that you did?

# One Compelling Thing In Agency Selection —

## Small Budget Marketer Verbatims

- ⇒ They offered more ways, at a cheaper price, to reach more potential clients.
- ⇒ Price and readership.
- ⇒ They understood our company, our competitors, and the industry the best.
- ⇒ They could provide what I need at a good cost.
- ⇒ Business relationship with the different medias.
- ⇒ They had the best plan at the lowest cost.
- ⇒ They had an excellent writer that had tremendous experience in our industry.
- ⇒ Their reputation.
- ⇒ Previous experience in both the medical device space and direct to consumer.
- ⇒ Price, best local advertising to our demographic, for the dollar.
- ⇒ Their experience and knowledge of our industry and business.
- ⇒ Creative solutions that were presented.
- ⇒ They understood my objectives.
- ⇒ They had worked for a large competitor and we liked the results.
- ⇒ Capability and experience in brand identity and brand management.
- ⇒ Their research capabilities and knowledge of the specific market, which was young adult volunteers.
- ⇒ High-technology experience with global reach.
- ⇒ Don't have to pay if they didn't generate business.
- ⇒ Knowledge and ease of doing business.
- ⇒ Very approachable; spoke in clear terms, no hype; kept us updated during every step.
- ⇒ Reputation and past experience with the type of project we had.

# One Compelling Thing In Agency Selection — Medium Budget Marketer Verbatims

- ⇒ They had good ideas and were interested in the project.
- ⇒ Creative capability.
- ⇒ Commitment to our goals and listened to what we needed and delivered.
- ⇒ Strong creative and the effort they showed in the proposal.
- ⇒ Best combination of big creative ideas with understanding of the environment in which we operate.
- ⇒ Return on Investment Philosophy - they set expectations and track success the same way we do and understand the need to manage some brands in a more creatively cost effective manner. As a result, they have special capabilities and expertise that makes them better able to deliver ROI.
- ⇒ Their ability to continually approach with new ideas and markets.
- ⇒ Innovative, sound ideas.
- ⇒ Accomplished affiliation within 2 weeks.
- ⇒ Reputation in the event space.
- ⇒ The main thing — the chemistry. And, they had a good solution to the creative assignment that we gave out.
- ⇒ Team chemistry.
- ⇒ Process and results orientation.
- ⇒ Ability to manage all aspects of a campaign.
- ⇒ They understood what we were trying to do.
- ⇒ They went above and beyond. When we asked for one new creative design and copy, they created three, so we had a choice.

## One Compelling Thing In Agency Selection — Large Budget Marketer Verbatims

- ⇒ Creative concept that was fresh for our business segment.
- ⇒ 1. Creative capability, the idea 2. Strategic capability 3. Fit
- ⇒ We had a great chemistry from the very beginning - the first pitch.
- ⇒ Experience, cost efficiency, and innovation for better ways to what we were currently doing.
- ⇒ Agency took on another large retailer and poor performance.
- ⇒ Strategic thinking applied to business.
- ⇒ Commitment and ability — they showed that they can help us achieve our goal within our budget.
- ⇒ Demonstrated track record of creative excellence.