

# iapi

Institute of Advertising  
Practitioners in Ireland



## THE CHEAT SHEET

## Marketing

- Why are you looking to change agency?
- What are the current agency's strengths and weaknesses?
- If you were unable to change the agency what would you do to improve the situation?
- What does the current activity plan look like?
- What services are you looking for from the agency?
- Has there been a fair review of the effectiveness of the agency's work?
- Has the agency management been given every opportunity to improve performance along agreed dimensions?
- Could the relationship be repaired through a change of personnel?

## Setting the budget

- Important to select budget size, as it will help to determine the most effective solution?

## Conducting a review

- Have you got an in-depth and up-to-date knowledge of the agencies?
- If not, have you got the time to undertake the necessary due diligence?
- Alternatively, would retaining a specialist consultancy such as a pitch consultant or media auditor be of benefit? Consultants can play a useful role in the process.
- Enlist the client team and commit to dates in the diary.
- Build up current knowledge of agencies in relevant sectors.

## Involve procurement

- How good a negotiator are you and could procurement get a better deal?
- Does procurement really understand the creative process?
- Should there be a partnership between marketing and procurement from the beginning of the process?

## The Brief

- Invest time and effort in producing a written brief describing the brand's current position, and future requirements.
- Invest time and effort in clarifying and agreeing the client's criteria in selecting an agency or agencies for the brand.
- Undertake due diligence in checking out an agency's reputation. Are they a member of IAPI?
- Commit to an approved budget that the agency will be working to and include this in the brief.

## Agency remuneration

- Discuss remuneration early in the process.
- Agencies' remuneration should be viewed in the context of added value rather than price alone.
- A useful source of information is the IAPI guide to remuneration available from [www.iapi.ie](http://www.iapi.ie)

## The issue of conflict

- Take a realistic view of client/agency conflict and agree parameters.
- Make better use of non-disclosure agreements and emphasise confidentiality.
- Consider the benefit of agency experience in the sector.

## Agency Management

- Has the client the time and expertise to manage a disparate range of agencies specialising in different aspects of marketing communications?
- Should the client appoint a lead agency to manage the process?
- Should the client appoint a one-stop-shop i.e. select an agency within a marketing communications group or cherry pick independents.

## The selection process – useful criteria

- Response to specific briefs and tasks set.
- Communication skills (listening, talking and presenting).
- Interpersonal and social skills.
- Team dynamics within the agency.
- Creative ability.
- Analytical ability.
- Decision making ability.
- Negotiating skills.
- Ethics, values and attitudes.
- Strategic thinking.
- Project planning and management.
- Market sector expertise and brand understanding.

## Managing the handover process

- The client should take the initiative and ensure there is a hand-over.
- The client should consider mandating a hand-over in the agency contract.

## Maintaining the relationship

- Agency relationships are valuable to clients and need active management.
- Both parties should sign a contract within the first month; an IAPI approved contract is available from [www.iapi.ie](http://www.iapi.ie)
- Good communications, shared objectives, common interests, injecting excitement and adjusting to the arrival of new people is key.
- Agency and client review meetings should be held every six months.
- Third party audits can be helpful sometimes.
- Put measures of effectiveness in place from the start of any activity for the brand.
- Regular reviews of effectiveness at Marketing or Director Level enables reporting of key metrics at CEO and main board level.
- Be rigorous in the evaluation of the effectiveness of expenditure.
- Give clear briefs with realistic goals at all times.
- Have good client/agency communications at all times and conduct regular status update report meetings.



8 Upper Fitzwilliam Street, Dublin 2, Ireland.  
**t.** +353 (1) 676 5991 **f.** +353 (1) 661 4589  
**e.** [info@iapi.com](mailto:info@iapi.com) **www.iapi.ie**