## AGENCY ACCOUNT HANDLING

**Avoiding Blood, Sweat and Tears** 

## **MICHAEL SIMS**



## **CONTENTS**

PREFACE		xi
1	CHOOSING AN AGENCY	3
	Preparing for the Search as a Candidate	4
	Why Do You Want to Leave?	4
	What Do You Enjoy/Dislike about Your Job?	5
	What Sort of Person Are You at Work?	5
	What Sort of People Do/Don't You Get on With?	6
	What Do You Think of Your Current Agency Culture	
	and Style?	7
	Where Do You Want to Be in Five Years' Time?	7
	What Position Are You Looking For?	7
	How Have You Made a Difference in Your Current Job?	8
	What Type of Agency Environment Are You Looking	
	For?	8
	How to Work with a Recruitment Consultant	9
	As an Employer	9
	As a Candidate	11
	How to Prepare Yourself Mentally and Physically for the	
	Interview	12
	Before the Interview	12
	During the Interview	13
	After the Interview	15

	How Agencies Could Improve Their Interview	
	Process	15
	Before the Interview	16
	The Interview	17
	Unacceptable Questions	19
	Selecting a Candidate	20
	Making an Offer	20
	Selecting an Agency	20
2	STARTING TO WORK WITH A NEW CLIENT TEAM	25
	How the Agency Can Ease the Induction Process	26
	Not so Unusual First-Day Howlers	29
	Starting off on the Right Foot	29
	Doing Homework on Your New Client(s)	29
	Your First Few Weeks	30
	Getting Organized	32
	How You Can Help Your Team and Clients to Work	
	with You Better	37
3	THE DAY-TO-DAY RELATIONSHIP	43
	What Clients Want	44
	Managing the Client Relationship during Campaigns	49
	Producing an Effective Creative Briefing	51
	Creative Presentations to Clients	54
	Managing Problems with a Creative Concept	58
	Moving Concepts Effectively to Campaign Execution	60
	Effective Campaign Communication with Internal	
	Departments and Clients	62
	Working with the Creative Product	63
4	CLIENT SATISFACTION	69
	The Value of Focusing on Client Satisfaction	70
	Customer Orientation	71

		CONTENTS
	Instituting a Satisfaction Review Process	75
	Improving Satisfaction through Performance	79
	improving oatistaction through refrontiance	17
5	MASTERING THE MOMENT	83
	Managing Difficult Situations	84
	Exploiting Excellent Situations	94
	Extending the Honeymoon Period	94
	Extending the Success of a Campaign	95
	Improving Your Presentations	95
	Getting Involved in Pitches	98
6	LOOKING AFTER YOURSELF	105
	Being the Master of Your Own Destiny	106
	Setting Your Own Goals	109
	Enhancing Your Performance Appraisal Process	110
	How an Agency Can Maximize Personal Career	
	Development	112
7	TAKING CARE OF THE FINANCES	129
	The Principles of Running Campaigns Cost-Effectively	129
	Campaign Budgeting	131
	Securing Costs from Third Parties	134
	Preparing an Estimate	134
	Monitoring Costs	137
	Invoicing the Client	138
	Understanding a Campaign Financial Report	140
	Reconciling Campaign Financials	144
	Understanding an Account's Financial Metrics	144
	Agency Profit and Loss	144
	Time Utilization/Billability	146
	Work-in-Progress Analysis	147
	Debtor Analysis	148
	Budgeting and Forecasting	148

ix

x (	CONT	ENTS
-----	------	------

8	STEPPING UP AND OUT	153
	Spotting Your Next Destination	154
	Removing the Obstacles of Hard Work and Stress	158
	Five Myths about Hard Work	158
	Managing Stress	161
	Equipping Yourself Well	164
	Moving from Managing to Leading	167
ΕP	ILOGUE	175
RE	FERENCES	177
US	EFUL INFORMATION SOURCES	179
ΑВ	OUT THE AUTHOR	181
INE	DEX	183

.....