

Changing Conditions In Personnel Department Of Advertising Agencies In India

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INTRODUCTION

What do human resources mean to you? Today's human resources are an asset for an organization. They are of paramount importance for the success of any organization. The values, ethics, beliefs of the individuals working in an organization also form a part of human resources. Success in managing the human resources function is certainly dependent on the organization's receptiveness to that function. Some organizations have a greater need than others for progressive human-resource policies and practices. A new, small company, for example, needs only the most rudimentary activities while older, large organizations require additional activities like formal training programmes, performance appraisal and career development. It is an established fact that human-resource development has its impact on the productivity of the organization. It can be said that productivity depends mainly on the morale of the employees, and morale building is a personnel function. Advertising agency is no exception to this. The focus of personnel management is on people at work. It is a wide area and covers a broad spectrum of activities that are organization - oriented like selection and job standards. The operative functions and strategies of personnel management are most important to any organization. If personnel functions are not looked into efficiently, it could result in employee turnover, absenteeism, low productivity, lack of commitment and alienation from the job and organization. To cope with these challenges, an agency has to formulate the different strategies as competent employees are the assets of their agencies.

The advertising agency is purely a service business. Its products are ideas, and its assets are creativity and expertise. The agency's business depends solely on the quality of people it has. The better the strategy regarding the personnel; the better will be the operations. The real need in the agency is well-qualified manpower in all functions and at all levels. Towards this, training or development is needed right from the graduation stage to the training and refresher course stage for different levels in the agency itself. The procurement, development, maintenance and utilization of the work force are the basic objectives of the personnel department. Such objectives are helpful for attaining the organizations' goals. Furthermore, it not only serves the organization and its employees, but also the society at large. In the changing scenario, one has to consider how companies are changing and the trends that are causing these changes to occur for the better understanding of the role of the personnel manager.

REVIEW OF LITERATURE

The review of literature provides a road map to identify the impact of changing conditions in the personnel department of the advertising agencies and how their strategies vary with their nature and age.

Cagley James W. (1986)¹, Mills Peter K. and Morris James H. (1986)² gave their view on the strategy of advertising agencies regarding their selection factor and the number of service typologies; the service performance of an advertising agency would be classified by them as a "task interactive service".

Wackman Daniel B., Salmon Charles T. and Salmon Caryn C. (1986) investigated the relative importance of factors that influence the success of the agency - client relationship, by using the questionnaire method. Four factors were identified for the purpose of the study, i.e. work product, work patterns, organizational factors and relationship climate. For this purpose, the authors adopted a dynamic approach - by viewing the agency-client relationship through a client life-cycle involving four phases i.e. Pre-relationship phase, Development phase, Maintenance phase

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¹ Cagley James W., 'A Comparison of Advertising Agency Selection Factors: Advertiser and Agency Perceptions'; *Journal of Advertising Research*; 26(3); June - July 1986; pp.39 - 44.

² Mills Peter K and Morris James H., 'Clients as Partial Employees of Service Organizations: Role Development in Client Participation'; *Academy of Management Review*; 11(4); 1986; pp.726-735.

and Termination phase.³

Tauber Edward M. (1987) and Pareek Vivek (2000)⁴ focused on the changing strategy of advertising agencies that the advertising agencies had the research department for their personnel, but some agencies are still very slow in this act, and they believe in eliminating this department as it is an expensive act for the agency.⁵

Doyle P., Marcel C. and Mitchell P. (1990) found that agency client relationship problems during the campaign might arise due to the factors such as personality conflicts, changes in key personnel involved etc. These conflicts were likely to have a spilt over effect, undermining the success of an advertising campaign, and adversely affecting the strategies of the advertising agencies.⁶

Light Larry (1990) and Shanker Ravi (1995)⁷ talked about the changing strategies of advertising agencies such as '*be global and compete local*', producing the best quality advertising by focusing on their energies and resources. Further, the authors also talked about the changing structure of the advertising agencies as instead of adding account planner into account group, it was being replaced with account executives.⁸

Rhea Marti J. and Jr. Tom K. Massey (1990)⁹ Beard Fred K. (1999) and Fam Kim Shyan and Waller David S. (1999)¹⁰ emphasized on one of the important strategies of advertising agencies to promote their agency's growth, i.e. client agency relations. Buchanan and Michell (1991) noted that it appears that the stability of the agency - client relationship is positively associated with the size of the organization involved and the capability of the advertising agency.¹¹

Bhagnari Shashi (2002) described a business model adopted by top advertising agencies such as HTA etc. that helped them to provide solutions to their problems and this new model or system helped them to improve their quality and productivity, so that they could complete their work on time, and this model even aided in faster decision making.¹²

Brownstein Marc (2007) emphasized on the problems faced by ad agencies by focusing on small advertising agencies. He said that to compete in this competitive era, the small advertising agencies have to get what they need by adopting new strategies - like - stop trying to employ all creatives in house, and have fresh talented brains from the outside.¹³

Srinivasan Lalitha (2009) asserted that major advertising agencies across the globe, faced with the economic downturn, are fine-tuning their strategies to protect their top and bottom lines. Further, the author suggested that the recession brings immense pressure on agencies' top and bottom lines across the globe and agencies need to invent products and services to handle the slowdown by adopting different strategies in their agencies. For example, TBWA has a strategy to focus on building momentum around its existing disciplines.¹⁴

The present study considers how the working conditions have changed with the passage of time in advertising agencies. There has been relatively little research focusing on the working and strategic approach of the advertising agencies, which are unique and different than the others. It, was therefore, observed that carrying out such a diagnostic study would be timely and appropriate.

The study aims to explore some of the basic issues related to the changing conditions of the workers in the advertising agencies. The study will explore the analysis of competitive environment, in terms of working conditions of the

³ Wackman Daniel B., Salmon Charles T., Salmon Caryn C., 'Developing an Advertising Agency Client Relationship'; *Journal of Advertising Research*; 26(6); December 1986- January 1987; pp.21- 28.

⁴ Pareek Vivek, 'New Frontiers Agency Report'; *A and M*; 12(11); September 2000; pp.48 - 50.

⁵ Tauber Edward M., 'Agency Research Department: 1990'; *Journal of Advertising Research*; 27(2); April - May 1987; pp.6 - 7.

⁶ Doyle P., Marcel C., and Mitchell P., 'Signals of Vulnerability in Agency Client Relation', *Journal of Marketing*; 44(4); 1990; pp 18 - 33.

⁷ Shanker Ravi, 'Emerging Trends in Indian Advertising Industry'; *Communicator*; October - December 1995; pp. 14 - 16.

⁸ Light Larry, 'The Changing Advertising World'; *Journal of Advertising Research*; 30(1); February - March 1990; pp.30-35.

⁹ Rhea Marti J. and Jr. Tom K. Massey, 'Human Resource Issues in the Sales Promotion Industry'; *Journal of Advertising Research*; 30(5); October- November 1990; pp. 26 - 34.

¹⁰ Fam Kim Shyan and Waller David S., 'Factors in Winning Accounts: The views of Agency Account Directors in New Zealand'; *Journal of Advertising Research*; May - June 1999; pp.21 - 32.

¹¹ Beard Fred K., 'Client Role Ambiguity and Satisfaction in Client - Ad Agency Relationships'; *Journal of Advertising Research*; 39(2); March - April 1999; pp. 69 - 78.

¹² Bhagnari Shashi, 'Ad Agency defies geographical boundaries'; *The Economic Times*, New Delhi; 12 December 2002.

¹³ Brownstein Marc, 'Problems with Ad Agencies'; *Ad Age Agency Journal, Spark Communications*; June 2007.

¹⁴ Srinivasan Lalitha, "Global Ad Majors Fine-tune Recession Strategies", *The Financial Express*, 8th April 2009.

workers and their recruitment and promotion procedure in advertising agencies. The related literature has been reviewed to make this study meaningful.

OBJECTIVES OF THE STUDY

- ✿ To know how advertising agencies formulate and implement their strategies that impact the working conditions of the workers with respect to their age.
- ✿ To examine the challenges and problems that have been faced by the workers working in the advertising agencies by changing their strategies.
- ✿ To study the impact of the changing strategies on the performance of workers in the advertising agencies.
- ✿ To study the overall performance of advertising agencies.
- ✿ To provide suggestions for better strategies to be adopted and implemented by the advertising agencies.

HYPOTHESES OF THE STUDY

Following are the various hypotheses of the study:-

- ✿ There is no difference in the strategies of fully and provisionally accredited advertising agencies in India.
- ✿ The number of years of establishment has no impact on the strategies of advertising agencies in India.

SELECTION OF THE SAMPLE

The addresses of the advertising agencies were selected from “*The Press and Advertiser's Year Book - 2005-06*” and “*Indian Newspaper Society*” (INS) 2006-07”. The selection of agencies was based on the following steps which are clear from the Tables 1, 2 and 3:

- ✿ All agencies which were accredited either provisional or fully with “*Indian Newspaper Society*” (INS) of INDIA were selected.
- ✿ Only those advertising agencies, which had their head offices in all four regions of INDIA, were selected which include five metropolitan cities i.e. Mumbai, New Delhi, Kolkata, Chennai And Bengaluru.
- ✿ 500 agencies which fulfilled the conditions listed above were identified .

Location of Head Offices	Number of Agencies	
	Fully Accredited	Provisionally Accredited
North	172	81
East	61	25
West	192	62
South	132	50
Total	557	218

Source: INFA 2005-06 & INS Year Book 2006-07

Geographic Location	Agency Accredited		Total
	Fully Accredited	Provisionally Accredited	
Delhi	129	43	172
Kolkata	48	12	60
Mumbai	144	24	168
Chennai	48	7	55
Bengaluru	35	10	45
Total	404	96	500

Source: INFA 2005-06 & INS Year Book 2006- 07

Geographical Location	Agency Accreditation		Total
	Fully Accredited	Provisionally Accredited	
Delhi	13	11	24
Kolkata	5	3	8
Mumbai	14	6	20
Chennai	5	2	7
Bengaluru	3	3	6
Total	40	25	65

✿ Out of those 500 agencies, approximately 400 were fully accredited, and 100 were provisionally accredited and to have the best sample, only 10 percent of fully and 25 percent of provisionally accredited advertising agencies were finally selected for the sample. i.e. 65 agencies were taken for the analysis.

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

PROFILE OF THE AGENCIES USED IN THE SURVEY

Tables 4, 5, 6 and 7 present the break up of agencies according to nature, experience and size. Tables 8 and 9 depicts the performance of advertising agencies in India. The age of advertising agencies also influence the firm's strategies. Hence, the age/experience of agencies need to be categorized on the basis of year of establishment, which is clear from Table 4.

Age of Agency	Fully Accredited		Provisionally Accredited		Total	
	No. of Agencies	Percentage	No. of Agencies	Percentage	No. of Agencies	Percentage
Below 20 years	21	52.5	24	96	45	69.23
20 - 40 years	8	20	1	4	9	13.85
40 - 60 years	9	22.5	0	00	9	13.85
Above 60 years	2	5	0	00	2	3.07
Total	40	100	25	100	65	100

Table 4 presents the classification of advertising agencies according to their age, and indicates that 52.5 percent fully accredited agencies and 96 percent provisionally accredited agencies had less than 20 years of life. The advertising agencies having age between 20 - 40 years constituted 20 percent, 4 percent and 13.85 percent respectively of the sample units amongst the fully, provisionally and over all accredited agencies respectively. However, only 3.07 percent of the advertising agencies had age of above 60 years in India. Thus, on the whole, a major proportion of the sample agencies had been in existence for less than 20 years.

The surveyed sample was further classified on the basis of their nature in Table 5.

Type	Fully Accredited		Provisionally Accredited		Total	
	No. of Agencies	Percentage	No. of Agencies	Percentage	No. of Agencies	Percentage
Accredited	40	100	25	100	65	100
Non - Accredited	0	00	0	00	00	00
Total	40	100	25	100	65	100

Table 5 depicts that the sample comprised of only those advertising agencies, which were accredited with the Indian

Geographically Location	Fully Accredited		Provisionally Accredited		Total	
	No. of Agencies	Percentage	No. of Agencies	Percentage	No. of Agencies	Percentage
North	13	32.5	11	44	24	36.92
East	5	12.5	3	12	8	12.31
West	14	35	6	24	20	30.77
South	8	20	5	20	13	20
Total	40	100	25	100	65	100

Newspaper Society. The agencies under the sample (65 agencies) comprised of 40 fully accredited and 25 provisionally accredited advertising agencies. The sample agencies were further classified on the basis of their geographical location in Table 6.

It is clear from Table 6 that, at the overall level, the highest number of agencies were located in North India (36.92%) followed by those located in West India (30.77%), and South India (20%). On further analysis, it was found that only 12.31 percent of the advertising agencies were located in East India. The above pattern, to some extent, also holds true when analyzed in case of fully accredited and provisionally accredited agencies separately.

The classification of advertising agencies according to the size of capitalized billing is given in Table 7.

Capitalized Billing Amount (₹)	No. of Agencies	Percentage
Below ₹ 1crore	20	30.77
₹ 1 crore - ₹ 50 crore	30	46.15
Above ₹ 50 crore	15	23.08
Total	65	100

Table 7 indicates that 30.77 percent of the sampled advertising agencies reported their capitalized billing up to ₹ 1 crore, and they were termed as small sized advertising agencies. On further analysis, it was found that 46.15 percent of the advertising agencies fall in the category of billing from ₹ 1 crore to ₹ 50 crore, and the same were termed as medium sized advertising agencies. The remaining 23.08 percent of the advertising agencies had a capitalized billing of above ₹ 50 crores, and they were termed as large sized agencies.

The performance of advertising agencies and surveyed sampled agencies were studied in terms of amount of capitalized billing and growth over the previous year in Table 8 and Table 9 respectively.

Year	No. of Agencies	Average Capitalized Billings (₹ Crore)	Year on Year Growth Rate (in percentage)
2000	750	44.24	-----
2001	757	49.43	11.73
2002	761	53.81	8.86
2003	770	58.65	8.99
2004	771	64.39	9.78
2005	775	70.76	9.89
2006	776	79.54	12.41
2007	778	89.88	12.99
2008	778	99.58	10.79

Source: INFA and INS

Table 8 exhibits that the capitalized billing of accredited advertising agencies in India had risen to ₹ 99.58 crore in 2008 from ₹ 44.24 crore in the year 2000. The amount of billing registered the maximum growth in the year 2007 (12.99%), followed by the year 2006 (12.41%). The year on year increase in the amount of billing remained limited to

Year	Average Capitalized Billings (₹ Crore)	Year on Year Growth Rate (in percentage)
2000	3.81	-----
2001	4.24	11.28
2002	4.59	8.25
2003	4.95	7.8
2004	5.43	9.69
2005	5.93	9.21
2006	6.66	12.31
2007	7.51	12.76
2008	8.78	16.91

Source: Primary Data

a single digit during 2002 - 2005. On the whole, the advertising business continued to grow at a frantic pace, making it resemble the California Gold Rush.

The Table 9 describes that the average capitalized billing of the sampled advertising agencies in India had risen to ₹ 8.78 crore in 2008 against ₹ 3.81 crore in 2000. The Table 9 shows that the advertising agencies have gradually increased their capitalized billing. The year on year growth reflects that there was a rapid surge in the growth rate in 2008, with a marvelous percentage of 16.91% against the previous record.

ANALYTICAL TOOLS USED

For analysis purposes, the agencies have been classified into fully accredited and provisionally accredited advertising agencies, also into old and new on the basis of experience. The present study used percentage and chi-square test for the analysis purpose. The chi-square test is used to test whether two or more attributes in fully, provisionally, old and new advertising agencies are associated or not in the present study. The chi-square test is one of the most widely used non-parametric tests in statistical work.

FINDINGS

The researcher found that agencies feel that there is a lack of coordination among the goals, techniques and procedures employed in the business schools and in the content and character of on-the-job training in the agencies. The graduates are mainly trained *in advertising* and *not for it*. The emphasis in the curriculum is mainly on theories and the graduates, therefore, do not have much of an idea of the practical aspects. Furthermore, the faculty members are mainly academicians; very few business schools have people from the profession in the faculty. No agency has a choice of whether to develop its employees or not; the only choice is that of method. If no organized programme exists, then it will largely be self-development, while learning on the job and this need not necessarily be in the direction needed by the agency. The researcher felt that planned development programmes, which is one of the important strategies of the personnel department (to develop the talent of their personnel), would return values to the agency in terms to productivity, heightened morale, reduced costs and greater organization stability and flexibility.

Preferred sources	Full Accredited		Provisionally accredited	
	No. of Agencies	Percentage	No. of Agencies	Percentage
Fresh Graduates	12	30	13	52
Already worked elsewhere	26	65	5	20
None	2	5	7	28
Total	40	100	25	100

$\chi^2 = 14.34134$ and Tab = 5.991 D.F. = 2 at 5% level of significance.

All this needs a place for personnel management in the organizational structure of the agency itself. The researcher found that very less of the surveyed agencies had this function designated in their organization structure, and this tells the whole story of poor human-resource development in the agency business.

The responses about from where the agencies prefer to procure their personnel, i.e., the source of recruitment preference, and what is the strategy regarding that are clear from Tables 10 and 11 across nature and experience respectively.

Table 10 clears that 65 percent of the fully accredited advertising agencies preferred experienced people from other agencies, or from the advertising/marketing department of companies, as against the 52 percent of provisionally accredited agencies preferring fresh graduates. In contrast to this, only 5 percent of fully and 28 percent of provisionally accredited agencies had internal recruitment because the agency either was totally taken care of by the family, or it had stagnated and did not wish to expand, or it had intentions of winding up.

Preferred Sources	Old Agencies		New Agencies	
	No. of Agencies	Percentage	No. of Agencies	Percentage
Fresh Graduates	3	27.3	22	40.74
Already worked elsewhere	7	63.6	24	44.44
None	1	9.1	8	14.82
Total	11	100	54	100
$\chi^2 = 1.3468$ and $Tab = 5.991$ D.F. = 2 at 5% level of significance.				

Table 11 shows that 63.6 percent old and 44.44 percent new advertising agencies preferred experienced people from other agencies or from the advertising/marketing department of companies. In contrast, 27.3 percent old and 40.74 percent new advertising agencies preferred fresh graduates. There were 9.1 percent old and 14.82 percent new agencies that had internal recruitment because the agency either was totally taken care of by the family, or it had stagnated and did not wish to expand, or it had intentions of winding up. The results of the test depicted that the sources of recruitment were not dependent on the age of the agency.

The researcher concluded that a major part of the 50 percent fresh graduates went for campus recruitment, but their quality of knowledge was on the lower side, hence, the institutes and faculty teaching business management need to orient their students better for the advertising profession. So, there is a lot to be done in the training of skills, right from the academic education stage, to the training at agency level so as to have good trained personnel at the agency level as is evident from the following Tables 12 and 13 on the basis of nature and experience respectively.

Training Facilities	Fully Accredited		Provisionally Accredited	
	No. of Agencies	Percentage	No. of Agencies	Percentage
On the job training	10	25	18	72
Training Schools	10	25	5	20
None *	20	50	2	8
Total	40	100	25	100
$\chi^2 = 16.0693$ and $T.V. = 5.991$ D.F. = 2 at 5% level of significance.				
*They appoint only experienced people.				

Table 12 indicates that 72 percent of the provisionally accredited advertising agencies gave on the job training as against the 50 percent fully accredited advertising agencies, who appointed only experienced people. On further analysis, it was found that 25 percent of the fully accredited and 20 percent of provisionally accredited agencies also

Training Facilities	Old Agencies		New Agencies	
	No. of Agencies	Percentage	No. of Agencies	Percentage
On the job training	3	27.27	25	46.30
Training Schools	2	18.18	13	24.07
None *	6	54.55	16	29.63
Total	11	100	54	100
$\chi^2 = 2.5889$ and T.V. = 5.991 D.F. = 2 at 5% level of significance.				
*They appoint only experienced people.				

had their training schools. To have an in-depth analysis, χ^2 test was applied to examine whether training arrangements depend on the nature of the advertising agencies. The results showed that the training arrangements were dependent on the nature of the agency.

Table 13 shows that 18.18 percent old and 24.07 percent new advertising agencies also had their training schools. 54.55 percent old agencies preferred only experienced people as against the 46.30 percent new agencies, who gave on the job training. The old agencies felt that it was the wastage of resources and time and to meet the targets before the deadline, they appointed only experienced personnel, who had prior experience in advertising. The result from χ^2 value depicted that the training arrangements were not dependent on the experience of the agency.

Regarding continuing training, the respondents gave the following responses as given in Tables 14 and 15 across nature and experience respectively.

In-service Development Facilities	Fully Accredited		Provisionally Accredited	
	No. of Agencies	Percentage	No. of Agencies	Percentage
Conduct-in house Development Programmes	3	7.5	2	8
Sponsor for Employee Development Programmes	8	20	4	16
Sponsor for Overseas Programme	5	12.5	1	4
All above	10	25	1	4
None	14	35	17	68
Total	40	100	25	100
$\chi^2 = 8.87364$ and Tab = 9.488 D.F. = 4 at 5% level of significance.				

Table 14 shows that 35 percent of the fully accredited, and 68 percent of the provisionally accredited advertising agencies had absolutely no in-service training programmes, they did not try to improve the quality of their personnel

In-service Development Facilities	Old Agencies		New Agencies	
	No. of Agencies	Percentage	No. of Agencies	Percentage
Conduct-in house Development Programme	1	9.09	4	7.41
Sponsor for Employees Development Programme	2	18.18	10	18.51
Sponsor for Overseas Programme	2	18.18	4	7.41
All above	6	54.55	5	9.26
None	0	00.00	31	57.41
Total	11	100	54	100
$\chi^2 = 18.78212$ and Tab = 9.488 D.F. = 4 at 5% level of significance.				

at all. In contrast, only 25 percent of the fully accredited agencies were such that went in for all types of improvement programmes, showing that their personnel had access to the latest changes in technology and techniques. These were those agencies which were probably on the top in the business. The nature of the agency had no impact on the opinion of the respondents regarding the in service development as was obvious from χ^2 value.

Table 16 : Promotion Of Creativity On The Basis Of Accreditation				
Programs for promotion	Fully Accredited		Provisionally Accredited	
	No. of agencies	Percentage	No. of agencies	Percentage
Sponsor for attending workshops	6	15	1	4
Sponsor for EDP's	7	17.5	2	8
Sponsor for related programme	3	7.5	1	4
Nothing is done	24	60	21	84
Total	40	100	25	100
$\chi^2 = 4.3115$ and $\text{Tab} = 7.815$ D.F. = 3 at 5% level of significance.				

Table 15 regarding in-service development across age showed that the majority (57.41% new) of the advertising agencies had absolutely no in-service training programmes, they did not try to improve the quality of their personnel at all, as against the 54.55 percent old agencies that had in-service training programmes and went for all types of improvement programmes, showing that their personnel had access to the latest changes in technology and techniques. These were those agencies that were probably on the top in the business. The experience had an impact on the opinion of the respondents regarding the in-service development, as was obvious from the χ^2 value.

It can thus be seen that there was too little emphasis on the aspect of training and development in advertising agencies. Majority of the advertising agencies only had on the job training facility. The quality of training needed overhauling and improvement. There was a total lack of concern with regard to the inculcation of values, ethics and culture in the training programmes of the agencies. This was probably the main reason why there was such a high personnel turnover rate in the advertising agencies. Proper personnel development is an important factor for retaining employees for long periods. Employees will continue to work at the same place if they get a chance to learn new things, and if they get an opportunity to keep themselves abreast with new developments in technology.

Due to the changes that come in with technology in advertising, the creative department people need to be updated accordingly. To know the variation in practices regarding what programmes the agencies conducted in order to promote creativity, a question was also raised in this regard during the field survey of the agencies. The survey data in this regard is presented in Table 16 and Table 17 across nature and age respectively.

Table 17 : Promotion Of Creativity According To Age Wise Position				
Programs for promotion	Old agencies		New agencies	
	No. of agencies	Percentage	No. of agencies	Percentage
Sponsors for attending workshops	1	9.09	4	7.41
Sponsors for EDP's	7	63.64	3	5.56
Sponsors for related programme	3	27.27	2	3.70
Nothing is done	0	0.00	45	83.33
Total	11	100	54	100
$\chi^2 = 36.0058$ and $\text{Tab} = 7.815$ D.F. = 3 at 5% level of significance.				

Table 16 indicates that 17.5% and 7.5% fully accredited and 8% and 4% provisionally accredited advertising agencies sponsored for employee development and related programmes. Similarly, 15 percent of the fully accredited and 4 percent of the provisionally accredited advertising agencies sponsored for attending workshops, which helped

in the employee's promotion. Further, 60 percent of fully, and 84 percent of the provisionally accredited advertising agencies had done nothing regarding promotion / improvement of their creative personnel. This is an area that needs continuous refresher courses. With rapid changes in technology and techniques, great changes are taking place in the advertising realm, but this was being neglected by most of the new upcoming advertising agencies. The nature of the agency had no impact on the opinion of the respondents regarding the programmes for creative promotion, as is evident from the χ^2 values.

Factors for Personnel Turnover	Fully Accredited		Provisionally Accredited	
	No. of Agencies	Percentage	No. of Agencies	Percentage
Gap in demand-supply	20	50	5	20
Monetary attraction	26	65	1	4
Cannibalization by Agencies	18	45	7	28
High ambitions/Ego problems/ Career Consciousness	22	55	25	100

Table 17 shows that 63.64 percent of the old and 5.56 percent of the new advertising agencies sponsored for employee development and related programmes. 9.09 percent of the old, and 7.41 percent of the new advertising agencies sponsored for attending workshops, which helped in the employees' promotion. Further, 83.33 percent of the new advertising agencies had done nothing regarding promotion / improvement of their creative personnel. Personnel turnover is quite high in the advertising business. The researcher inquired about the reasons for the same. The respondents gave several factors, which are clear from Table 18 and Table 19 across nature and age respectively.

Factors for Personnel Turnover	Old Agencies		New Agencies	
	No. of Agencies	Percentage	No. of Agencies	Percentage
Gap in demand-supply	10	90.91	15	27.78
Monetary attraction	6	54.55	21	38.89
Cannibalization by Agencies	9	81.82	16	29.63
High ambitions/Ego problems/ Career Consciousness	11	100	36	66.67

Tables 18 and 19 reveal that the gap in demand and supply of the talents was a very important factor and majority of the sampled agencies found this to be a reason for personnel turnover. This proved the researcher's assumption that had there been better training facilities, the shortage of talent would not be so great. The other factors like monetary attraction, ambition, career consciousness and ego problems could be categorized as one issue, since they all meant the aspiration for better status and amenities. This led to the last factor - cannibalization by agencies. Since the personnel could be lured by extra amenities, and there was a shortage of talent, the agencies offered strong baits for acquiring good talent.

The survey thus showed that the high rate of growth of advertising business was the foremost reason of high personnel turnover. Due to this, the demand of talented people, especially in the creative area, had outstripped the supply of experienced, knowledgeable and capable people who had got some track record. Furthermore, this gap between demand and supply was the most important reason for personnel turnover. The agency which lacked talented staff, but had acquired a larger account would offer a fancy incentives to lure a creative or servicing person from other agencies. Again, agencies which were short of talent, were so desperate that they accepted second or even third level creative persons of a more experienced agency, and offered them high designations - this is the "cannibalization by agencies". In this general atmosphere of agencies searching for talent, some creative or servicing people, who had one or two clients under their belt, got inflated ideas of them and accepted the job offered.

The most important thing to retain personnel and to keep them satisfied, the basic management tenets of fairness, equity, sympathetic, motivation, work environment, reward, etc. are needed. If the top management can create the feeling of responsiveness in their personnel, it will be the foremost way of controlling the employee turnover. The second way is to give the personnel exciting and challenging work. The atmosphere of stimulation that comes from challenging brands, good clients, even if they are few, is another way of controlling turnover.

Proper training and development is another important factor. New entries are usually given some sort of an induction programme. However, after they have completed two to three years in the agency, it is more important to give them a proper stimulus. A few agencies do conduct some training programmes periodically, and others also sponsor their personnel for Employee Development Programmes. This is necessary, as every time there is something new coming up in the business of advertising, e.g., brand positioning, strategic planning, financial planning, etc., smart agencies do give people some orientation regarding the latest concept. As far as an on going training programme is concerned, the researcher found that no agency has really developed a systematic ongoing programme for the same.

CONCLUSION

A good system of training, induction and familiarization is very powerful in motivating professionals. Hence, it is suggested that training, and development should become a part of the agency policy. In other words, agencies should seriously look into the human-resource development factors in order to retain their personnel and motivate them to give better job performance, thereby improving the working and operation of the agency by adopting these types of strategies in the advertising agencies.

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