

Agency organisation - A

- A - a managing director
- B - account planning and management
- C - account
- D - advertiser
- E - board of directors
- F - chairman
- G - Chief Executive Officer
- H - general manager
- I - the traffic or progress department
- J - the media department
- K - the creative department

Every agency tries to position itself differently from its competitors, and this is often reflected in the organization of the company, with greater resources devoted to one department than another. However, most agencies are organized in more or less the same way, and the key departments of each agency remain the same: (1), (2), (3), (4) and the management of the agency itself.

In most agencies, this structure works in two ways : 1° by functional departments that group together agency people with the same jobs, and 2° by account group that group together adpeople working on the same campaign for one client. **From the agency's point of view**, it is organized in a straightforward departmental form. The agency is headed by a (5) and (6) (also called (7) or, in America, (8)), together with a (9). Each director is responsible for a particular account or department. **From the client's point of view**, however, an agency looks somewhat different, for in most cases agencies are also organized in the form of account groups, with each (10) having one or more of them to run its (11). They contain people from each relevant department.

❶ ACCOUNT MANAGEMENT AND PLANNING DEPARTMENT

- L - 'contact reports'
- M - account executive
- N - account planner
- O - account people
- P - marketing managers and brand managers

These two functions may sound the same but they do not always coincide. The (21) are the equivalent - at various levels - of the client's (22). They represent the advertiser within the agency in two ways. The (23) is responsible to the client for the running of its campaign, and co-ordinates the agency's activity on the account. As the agency's representative to the advertiser they have to try to keep both sides happy. They will chair the agency's meetings on the business of the account and are responsible for producing the (24).

The (25) is trained in research techniques, and brings a more numerate and analytical mind than that of the conventional account executive to the running of the account and the preparation of the campaign. He is charged with ensuring that all data relevant to key advertising decisions have been properly analysed and complemented with new research.

② CREATIVE DEPARTMENT

Q - account people
R - art buyer
S - art studio
T - art director
U - brief
V - copy-writer
W - creative teams
X - creative director
Y - television production department
Z - the copy

This department actually creates and produces the advertisements on the basis of the (26) that is produced by the (27). This department is run by the agency's (28), who may or may not continue to create advertisements him/herself.

The core of the creative department is a series of, (29) each consisting of a (30) and an (31), who work together to produce the advertising ideas, words and pictures, and see them through to their finished state. Often it is not entirely clear which of the two has come up with the idea, so closely do they work. The (32) uses language to develop advertising and informational messages. This work, the text of an advertisement, is called (33). The (34) brings words to life using visuals. From layouts and storyboards to filming a commercial, they are involved in every stage of an advertisement's development.

What happens next with the creative teams' work varies from agency to agency. Some creative departments have an (35) to produce finished artwork for the ads, while others have this done by outside studios. Some agencies have a typographer, to liaise with the typesetting houses where the copy is set. Large agencies will have an (36), who commissions the illustrators and photographers, and occasionally a casting department, in charge of choosing actors and models for commercials. Some large agencies also have a (37). Despite its name, this does not actually produce the commercials (which is done by an outside production company), but it supervises their production.

③ MEDIA DEPARTMENT

What basic role does the media department play?

Why has this department grown in importance?

What other agencies deal with media buying?

What two jobs belong to the media department and what is their respective work?

④ TRAFFIC DEPARTMENT

What is traffic work?

Why is it important?

⑤ ACCOUNT MANAGEMENT

What is an account group?

How does an advertising agency get paid, basically?

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❶ ACCOUNT MANAGEMENT AND PLANNING DEPARTMENT

What is the basic role of this department?

What are the two jobs in this department. What is their respective role? What is their difference?

❷ CREATIVE DEPARTMENT

Name the jobs/functions in this department.

What is their respective role?

What do they base their work on?

What happens with the creative ideas to turn them into real media-ready ads?

❸ MEDIA DEPARTMENT

- L - 'time-and-space-buying'
- M - media buying companies
- N - media director
- O - media planners
- P - media buyers

Q - media owner

R - planners

S - progress

The media department is responsible for selecting the media in which the advertisements will appear, and for negotiating the best possible deal with the (41). This function - sometimes known as the (42) department - was a relatively neglected one until about 30 years ago, but in recent years, as media costs have escalated and as the media world has become more complex (with new forms of television, more specialized publications, the emergence of electronic media and so on), clients have realized that enormous sums of money can be saved by better negotiation of space and airtime. In many countries this has led to the rise of specialist (43), acting on behalf of advertisers.

The media department, headed by the (44), consists of (45), who create a detailed schedule of dates, times, areas and frequencies where the advertising message will appear. The schedule is based on the account's budget and marketing objectives. (46) implement the schedules created by the (47). As with any type of buying job, price negotiation is part of the job. This is another area of agency organisation where there is some debate as to what is the most effective structure.

media director

④ TRAFFIC DEPARTMENT

The traffic department (sometimes called the (48) department) has to ensure that every stage of the campaign is properly co-ordinated, and that the ad reaches the right media at the right time and in the right form. The role of co-ordinating all these disparate elements is vital in a process as complex as that of putting an advertising campaign together. Failure to do this could lead to the ad missing publication and could throw the whole campaign out of step.

⑤ ACCOUNT MANAGEMENT

T - account manager

U - account group

V - commission

W - creative team

X - fee

Y - media person

Z - progress chaser

AA - the volume and quality of the work

The(49) contains members from each of the major departments of the agency who are responsible for the department's work on that account. It is the embodiment of the concept of the full-service agency, incorporating the three main elements of any advertising campaign - 1) the marketing, planning and strategy; 2) the creative work; and 3) the media side.

At its most basic, with a relatively small client and agency, the group will consist of the (50), a (51), the (52), and a (53), but for a more complex account it will be larger.

Most agency's income used to be derived from (54) paid by media owners in the form of a 15% discount on the total rate-card cost of media booking. However, some years ago some agencies adopted the more realistic (55) system whereby they are paid according to (56).