A

is for **alliances**

alliances

Less pitches, more partnerships

Acknowledgements

Thanks to the many people who have inspired this publication

IPA Client Council

Sara Bennison *Barclays*
Sally Cowdry *Camelot*
Roisin Donnelly *Procter & Gamble*
Andy Fennell *Diageo*
Nigel Gilbert *Virgin*
Chris MacLeod *Transport for London*
David Magliano *The Co-operative Group*
Jonathan Mildenhall *Coca-Cola*
Will Orr *British Gas*
David Pemsel *Guardian*
Wendy Proctor *Government*
Steve Vranakis *Google*

IPA Council

Ian Priest *Chime Communications & VCCP*
Heather Alderson *BBH*
Jane Asscher *23red*
Steve Booth *Arena Media*
Kate Bruges *JWT*
Karen Buchanan *Publicis*
Neil Christie *Wieden + Kennedy London*
Tim Clyde *The Minimart*
Mel Cruickshank *Wunderman*
Simon Dodd *Digger*
Samuel Ellis *LIDA*
Colin Fleming *AMV.BBDO*
Maggie Frost *VCCP*
Dale Gall *Profero*
Sarah Golding *CHI & Partners*
Jason Goodman *Albion*
Adam Graham *Weapon7*
Giles Hedger *Leo Burnett*
Neil Henderson *St Luke's*
Carrie Hindmarsh
Kate Howe *Draftfcb*
Chris Hunton *RKCR/Y&R*
Annette King *OgilvyOne Worldwide*
Tom Knox *DLKW Lowe*
Paul Lawson *Leo Burnett*
Mike Leeson *Golley Slater Cardiff*
Russ Lidstone *Havas Worldwide London*
Stephen Maher *MBA*
Jim Marshall *Carat*
Andrew McGuinness
Marc Nohr *Kitcatt Nohr Digitas*
Liz Nottingham *Starcom MediaVest Group*
David Patton *Grey London*
Ben Quigley *Different*
Jane Ratcliffe *MediaCom*
Stephen Roycroft *Ardmore Advertising*
Saad Saraf *Mediareach Advertising*
Rory Sutherland *OgilvyOne Worldwide*
Nicky Unsworth *BJL Group*
Nigel Vaz *SapientNitro*
Chris Whitson
Chris Whitworth *RAPP*
Liz Wilson *CMW*
Claire Wood *Leith*
Stephen Woodford

ISBA represented by

Dominic Grounsell *Chairman ISBA Executive & RSA Group*
Debbie Morrison

The Marketing Society represented by

Stephen Maher *Chairman & MBA*
Hugh Burkitt
Gemma Greaves

IPA New Business Group

Katie Lee *Leo Burnett (Chair)*
Sarah Hesz *mcgarrybowen*
Lena Robinson *Aegis Media UK*

IPA Client Service Group

Liz Wilson *CMW (Chair)*
Andy Cairns *BBH*
Jason Cobbold *Publicis*
Simon Dodd *Digger*
Leigh Thomas *Dare*

Intermediaries represented by

Libby Child *Aprais*
Susie Galbraith *BlueDoor*
Kerry Glazer *AAR Group*
Suki Thompson *Oystercatchers*

Speakers and Panellists

and participants at the Alliances Adaptathon, held Thursday 3rd October 2013, in particular

Stuart Bowden *MEC*
Robert Calder *Kopparberg*
Kate Cox *Havas Media*
Louise Forbes *Sony Mobile*
Jan Gooding *Aviva*
Emma Harris
Professor Julie Hay *Psychological Intelligence*
Chris Hirst *Grey*
Alison Hoad *RKCR/Y&R*
Helen Hunter *Sainsbury's*
Craig Inglis *John Lewis*
John Kearon *Brainjuicer*
Tim Male *Lloyds Banking Group*
Craig Mawdsley *AMV.BBDO*
James Murphy *Adam&EveDDB*
Liz Nottingham *Starcom MediaVest Group*
Gavin Patterson *BT*
Xavier Rees *Adam&EveDDB*
Cilla Snowball *AMV.BBDO*
Claire Thomas *M&S*
Jonathan Trimble *18 Feet & Rising*
Troy Warfield *Avis*

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Zoe Mitchell *New Business*
Kathryn Patten *Events*

IPA Supporters

Claire Beale *Marketing*
Paul Simonet *Imagination*

About this publication

This is the first in a series of chapters about the ADAPT agenda led by IPA President Ian Priest. It reports on the main output from the Alliances Adaptathon and the 100 days of activity that followed it.

- **Who are we talking to?**
  The marketing and communications industry
- **What do we want to achieve?**
  Better commercial creativity
- **Why?**
  To reshape the business model to reflect an evolving and dynamic industry
- **How do we do this?**
  By adapting faster and better in 5 key areas

A	**Alliances** Less pitches, more partnerships
D	**Diversification** Less one-dimensional, more multi-dimensional
A	**Agility** Less set-piece, more real-time
P	**Performance** Less time-based, more value-based
T	**Talent** Less traditional, more diverse

Ian Priest
IPA President & Founding Partner VCCP

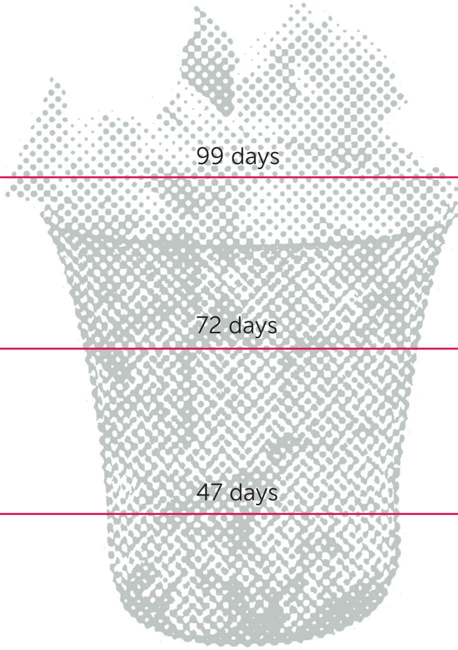
Provocation

Better client agency relationships *(viz. alliances)* lead to better commercial creativity, and only the fittest survive and thrive, so it is in our best interest to put energy and effort into making them better.

This is a two-way process but the main responsibility lies with client marketing and procurement – because clients get the advertising, and the agencies, they deserve.

David Ogilvy said it first, in Confessions of an Advertising Man *1962* when he related it to advertising. Jonathan Mildenhall *Coca-Cola and Marketer of the Year 2013* applied it to agencies as well in his IPA keynote at the Cannes Advertising Festival in June 2013.

The cost of pitching



Agencies

Large agency	99 days	£178,000
Medium agency	72 days	£90,000
Small agency	47 days	£65,000

Clients

Clients estimate their internal pitch costs amount to almost £32,000

Debbie Morrison
ISBA

It takes six to nine months to bed down a new relationship.

David Magliano
The Co-operative Group

Source: IPA/ISBA New Business Survey 2009

The waste of pitching

New business teams and intermediaries are motivated by pitching for new business but increasingly the direct and time costs of pitching are prohibitive. Unless there is a guarantee of a minimum three-year tenure the investment is not matched by the commercial return even for the winning agency.

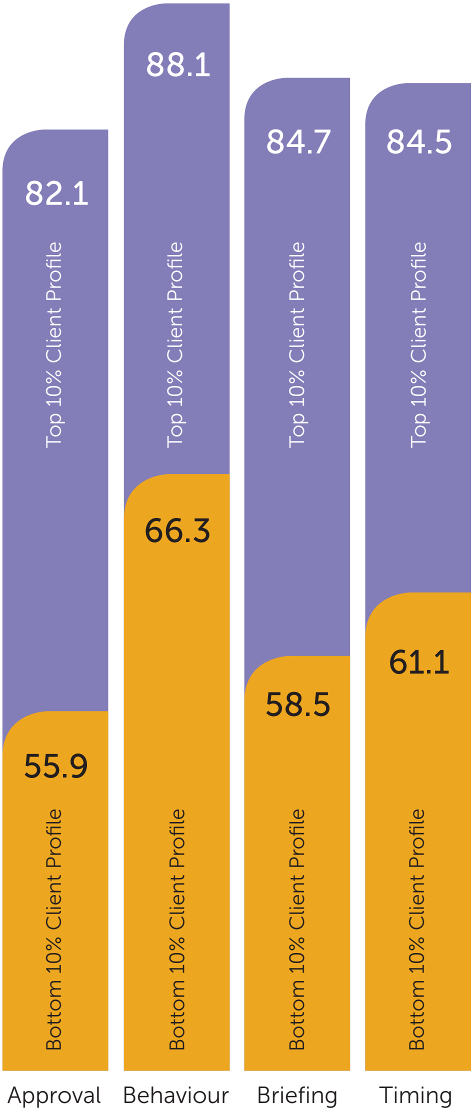
Nor does the client brand necessarily benefit. It can take up to a year to fully integrate a new agency into the client way of working before the relationship begins to flourish.

The pitch process uses up valuable client time and resource too. And is it worth it? For all the due diligence that goes into it, so often it is the emotional response to a pitch presentation that drives the final decision.

We work in a people business and work best with people we know we can trust to deliver demonstrable commercial value. That's why relationships between marketing clients and senior agency personnel are so often repeated, and why pitches are often triggered by a change of people at the top.

But how do we maintain this level of intimacy in a more networked environment, with bigger teams, multiple relationships and global reach? How can we manage complexity, yet still deliver the same, or even more, trust and commercial value?

Better relationships = better work



+37% for creative

+21% for media

Sample: 10,000 relationship audits/99.9% confidence level
Source: Aprais (Copyright 2013)

The value of long-term partnerships

It makes business sense to aim for less pitches and longer partnerships but it requires a change of culture and behaviour. 'Pitches down' is currently a less attractive media headline than 'Pitches up'. Retention is less newsworthy than acquisition. Developing and building is less macho than 'winning'.

The current system favours win-lose. Whether it's agency to agency in a pitch situation, or client to agency in negotiating down terms and conditions. Win-lose can only ever work in the short-term and favours procurement more than marketing. Long-term partnerships are built on the basis of win-win.

Our evidence base

Through the work of Aprais *(opposite)* we now have quantitative evidence that better client agency relationships correlate with better work – a differential of +37% between the best and worst for creative output, and +21% for media output. We can also identify the 4 key factors which drive better relationships

1. **Transparent and effective approval processes**
2. **Mutually agreed and maintained timing plans**
3. **Honest and open briefings with clear business objectives, budget, timing and brand guidelines**
4. **Respectful and collaborative behaviours built on shared goals and rewards.**

The value of long-term partnerships

+ DDB

3 cars in the top 10 list of best-selling cars of all time

Source: IPA

IPA IPA IPA IPA IPA IPA IPA

Inspiration

So what can we learn from proven cases of commercially creative partnerships? What can they teach us about the ingredients for success when it comes to client agency behaviours? There are countless examples we could draw on. Here are just a few from the Alliances Adaptathon.

VW and DDB

'For IPA President Ian Priest the VW and DDB partnership is the pinnacle of what can be achieved. VW's 50+ year relationship with agency network DDB has survived management changes and changes in ownership to produce some of the most awarded creative and effective brand communications, and three car models in the top 10 list of best-selling cars of all time.

Avis and DDB

For Avis Rent a Car and DDB it's a values-based relationship philosophy which helps breed understanding and respect between client and agency. Client Troy Warfield felt that the 1966 agreement *(opposite)* was as relevant today as it was back then.

BT and AMV.BBDO

For BT and AMV.BBDO it's an understanding of succession planning. Gavin Patterson and Cilla Snowball were the first to admit the need for strong leadership at the top and even stronger teamwork down the line.

Lloyds Banking Group and MEC

For Lloyds and MEC it's a belief in the transformational power of the project brief. Tim Male and Stuart Bowden demonstrated the same passion for the bigger purpose of their London 2012 Games programme.

John Lewis and Adam&EveDDB

For John Lewis and Adam&EveDDB it's the ability to talk tough. Craig Inglis and James Murphy were united in wanting the best for the brand and found that constructive conflict helped them test and interrogate to the core the quality of their output.

There was a general consensus about what win-win in relationships looked like, when the room were consulted *(see over)*.

But it didn't necessarily make it easy. In the words of Paul Bainsfair IPA Director General, 'It all sounds so simple, so why do we find it so difficult?'

Advertising Working Philosophy (1966)

1. Avis will never know as much about advertising and brand communication as DDB, and DDB will never know as much about the rent-a-car business as Avis.

2. The purpose of the advertising is to persuade the frequent business renter (whether on a business trip, vacation trip, or renting an extra car at home) to try Avis.

3. A serious attempt will be made to create advertising with five times the effectiveness of the competition's advertising.

4. To this end, Avis will approve or disapprove, not try and improve, ads which are submitted. Any changes suggested by Avis must be grounded on a material operational defect (a wrong uniform, or a wrong car type for example).

5. To this end, DDB will only submit for approval those ads which they as an agency recommend. They will not 'see what Avis thinks of that one'.

6. Channel selection should be the primary responsibility of DDB and the channel planning agency. However, DDB and the channel planners are expected to take the initiative to get guidance from Avis in weighting of markets or special situations, particularly in those areas where cold numbers do not indicate the real picture. Channel judgements are open to discussion. Conviction should prevail. Compromises should be avoided at all costs.

7. All brand communication will be Fordable, and the agency will secure approval in writing from Ford on each ad.

8. Any difference of opinion needs to be aired in a reasonable way – face to face where possible. If differences cannot be resolved then xx of DDB and xx of Avis will review and decide within 48 hours.

9. All creative presentations will be done face to face and all decision makers must be at the meeting.

10. We all aim to be proud of our brand communication.

What win-win looks like

The 175 participants at the Alliances Adaptathon were invited to list 3 words which best expressed win-win relationships. This is what they came up with.

Source: IPA Alliances Adaptathon 3rd October 2013

Partnership principles

We work with legal contracts but often fail to consider how the factors that influence these can also be applied to the 'contracts' for working together that we engage in on a day-to-day basis.

Managing the working contract becomes ever more complicated when there are more than two parties involved, and when many of the stakeholders may meet only occasionally, if at all.

Understanding how to work better together can make a big difference to the quality of our joint output.

Professor Julie Hay *Pyschological Intelligence*
delivers the keynote at the Alliances Adaptathon

The main overall intent of a good partnership is to get good work into the market and to work well and openly together. If conflicts come up of whatever shape or size the going in point should be 'this can be sorted out and resolved'.

It can help to consider the partnership as existing at three levels. If we can define at which level any issue is occurring we will be better able to stop it in its tracks.

1 Procedural – the administrative aspects of our working relationship. The main processes between the client and agency such as briefing, feedback, evaluating. Reporting lines and structures. Expectations of meeting frequency, format, note-taking etcetera.
2 Professional – how we work together as professionals. The boundaries of our scope of work. What each side will bring to the party. What we regard as a professional way of working. Our culture and planning cycle.
3 Psychological – how we work together as people. This is the level that is so often ignored because it operates in the subconscious, and probing can make us feel uncomfortable at first. On the upside, once we have grasped the foundations of psychology in an organisational context using ideas from transactional analysis, it can make us more collaborative, productive and effective.

Windows on the world

Source: Working it out at work – Understanding attitudes and building relationships
Julie Hay *Sherwood Publishing*

The psychology of ‘win-win’

‘Windows on the world’ (*opposite)* are a metaphor for understanding how attitudes affect perceptions. Known as life positions, the four are permutations of whether we think we are OK or not OK, and whether we think other people are OK or not OK. A similar concept is implied when we talk about win/win, win/lose etc.

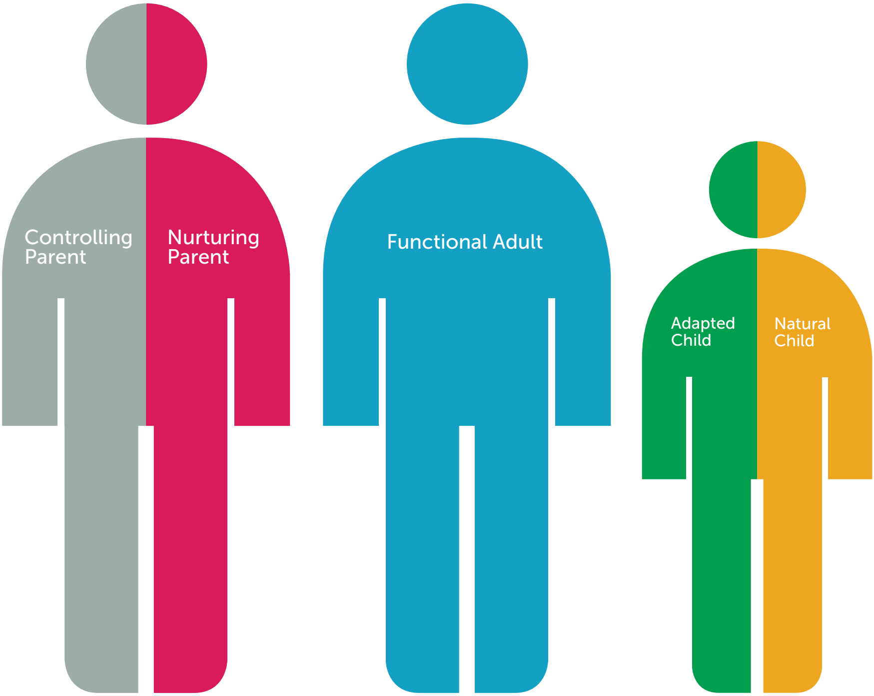
An ‘I’m OK you're OK’ (IOKYOK) or win/win attitude between clients and agencies brings clarity of purpose to the relationship. We can try to understand what it feels like to be in their situation. We can be more tolerant of apparent shortcomings. In true assertive fashion, we can object to the behaviour whilst continuing to respect the individual.

Positive strokes

‘Stroke’ is a jargon term for a unit of human recognition. Although as individuals we vary in the amount of recognition we need, we must all get at least some attention from others. Positive strokes invite us to feel OK about ourselves and others and fit the IOKYOK window.

Positive strokes are not always nice comments; constructive criticism is a positive stroke as is listening and showing respect for other opinions even if you disagree with them. They help build trust and commitment.

Personal styles



Source: Working it out at work / Julie Hay *Sherwood Publishing*

Personal styles

If we can identify the personal style of another person and select a corresponding wavelength, team communication will be improved. Five main styles or wavelengths, all based on childhood experience, generally apply to working relationships:

1. **Controlling Parent** / ***being firm***
2. **Nurturing Parent** / ***being caring***
3. **Functional Adult** / ***being logical and problem solving***
4. **Adapted Child** / ***being polite and courteous***
5. **Natural Child** / ***being friendly, creative***

Nurturing Parent is an important style for team motivation, confidence and morale. Controlling Parent, on the other hand, applies when we need to be firm – to spell out clearly the performance requirements. Functional Adult allows us to think rationally on more than one level. It helps us balance priorities and decide between conflicting requirements and limited resources. We have to take into account our own feeling and those of others, yet still remember the objectives and priorities.

Contracting for relationships

Whether we work for a client organisation or an agency, we need to pay careful attention to the psychological level of the contract and to the psychological distances. The triangular relationship, between procurement, marketing and the agency, needs to be kept in equilibrium, otherwise the agency will become the victim of the games between the other two.

Psychological framework

Although it is sometimes easy to disregard what is happening at an unconscious level in our working relationships, organisational psychology provides an evidence base for demonstrating that, when we gain mastery of the nuances of our human interactions, the procedural and professional levels of our relationships will tend to fall into place with ease.

If we can make time to develop and agree a psychological framework for conducting our relationships, between ALL Players on the team, in terms of social and psychological dynamics and supporting procedures, we will be better able to establish and embed relationships that are characterised by mutual respect and trust, openness and transparency, in order to optimise the benefits of working together and to maximise commercial creativity.

A new relationship contract

The psychological framework *(opposite)* has been prepared by Professor Julie Hay *Psychological Intelligence* and a core group of participants from 3rd October in response to a call at the Alliances Adaptathon for a new relationship contract. It is designed to provide a useful outline for discussion between client and agency.

Whether it becomes a signed agreement or not, adherence to the principles contained within it will help secure better client agency relationships for the longer term.

Psychological Framework

Commitment

• We intend to adopt a partnership approach to working together. We confirm our mutual commitment to interacting in ways that build a relationship to best achieve mutually beneficial outcomes.

• We understand that human beings routinely communicate at a psychological level that will often be outside conscious awareness. We will actively pay attention to the possibility of such dynamics and, when we sense them, will be willing to explore them with a view to avoiding any negative impact on our interactions.

• We recognize that conflicts will arise due to the different personal and working styles and will be flexible in order to develop ways of relating that take into account the style preferences of others.

• In addition to maintaining an openness to differences we will proactively and cooperatively identify ways we can improve our working relationships.

Practicalities

• We will be open and provide ongoing feedback about what we evaluate to be going well and what we believe can be improved. We will pay just as much attention to what is going well as we do to any problem areas.

• Where we disagree with someone's decision we will assume good intentions and will seek to understand how they made that decision before we advise them of our objections.

• We will share as much information as possible and, within legal and commercial constraints, we will err on the side of giving too much information rather than not enough.

• When we suspect there may be unconscious dynamics in operation we will discuss this directly with the person(s) involved and we will acknowledge our own part in such processes.

Procedures

• At the end of one-to-one and group meetings we will set aside time to share our personal evaluations of the dynamics of the meeting – what went well, what could be improved, what unconscious dynamics may have occurred.

• For the first 100 days, and for as long afterwards as we mutually agree, all involved will produce a monthly summary of their views on what has been working well and what could be improved; one person at each organisation will have the responsibility for collating this information and it will then be shared with all Key Players in each organisation.

Source: IPA / Julie Hay *Psychological Intelligence*

AdaptLabs at IPA Alliances Adaptathon 3rd October 2013

Start as we mean to go on

Although the psychological level of any partnership is vitally important it does not preclude the need for mutual understanding at a procedural and professional level.

One of the key insights from the first Alliances AdaptLab was that the pitch process can be arduous and challenging and the euphoria of winning can feel like a fullstop rather than a new beginning.

If we start as we mean to go on, and make the effort to establish all aspects of this new relationship, it was argued, it will stop the relationship getting transactional too quickly and allow both sides to explore how to do things really well.

Managing the transition

During the pitch process only a select few from either side ever meet and often that is only for an hour or so. By introducing all relevant stakeholders to each other and establishing clear lines of communication, early on, the new relationship is more likely to enjoy a smooth transition.

One of the key outputs from the Alliances AdaptLab was a recommendation for both client and agency to appoint a key individual to the temporary role of Head of Transition.

Scope of work

Another insight from the Alliances AdaptLab was that the scope of work in the first 100 days is very likely to be atypical. There may well be no legal or financial contract in place, so we need to recognise it as distinct and different, and agree specific procedures, practices and payments for this time period.

In the first 100 days there will be a tactical requirement to service the immediate business imperative while, at the same time, working on the longer term strategic development and setting aside time to develop the best possible creative off the back of the pitch. There will also be a need for handover meetings with the incumbent and induction meetings for the new team. Associated hours and corresponding fees will need to be negotiated to make this happen.

Working practices

The first 100 days can also set the foundations for longer term working practices and processes. It provides the opportunity for us to establish rules of engagement – particularly how/when/how often to communicate, and how we use technology and when face-to-face is required.

Given the investment in the pitch process it will also be important to agree the billing process quickly, to generate an early cash flow.

Evaluation and Forward Planning

At the end of the first 100 days, the Alliances AdaptLab recommended that the Key Relationship Stakeholders should take time out to evaluate

1. **Are we working well together?**
2. **Are there any research or knowledge gaps?**
3. **Does the agency team fit the requirements of the scope of work?**
4. **Does the outline remuneration agreement reflect the actual cost of doing business?**

This evaluation will provide the basis upon which

realistic and unambiguous KPIs can be established

key aspects of the SLA framework can be agreed

the business contract can be finalised

the scope of work and resource required can be planned

any relevant performance-related bonuses can be agreed.

The First 100 Days Charter

This document is designed to help clients and agencies manage the transition to a new contractual working relationship, and sets parameters for an open and honest long term partnership. It is developed against the principle that we should start as we mean to go on, and provides a useful overview of what to do by when.

By Day 10

- Confirm appointment of the transition team
- Identify key stakeholders and reporting lines
- Clarify scope of work for the first 3 months
- Set expectations of relationship management styles using the psychological framework
- Agree remuneration method

By Day 30

- Mutual introduction of core team to the wider stakeholder groups
- Mutual induction and immersion programme/events
- Agree method and frequency of core team communications/meetings and how to overcome the inevitable relationship glitches
- Confirm briefing, approval and sign-off process and responsibilities

By Day 60

- Complete handover of all responsibilities and assets from outgoing incumbent agency
- Begin to develop an agreed approach to setting KPIs and evaluation process
- Take time out to review how the relationship is progressing, against the psychological framework

By Day 90

- Review briefing, approval and sign-off process to ensure it is fit for future purpose
- Evaluate professional and personal behaviours and bring in new skillsets and people as necessary
- Agree scope of work for the next 6-12 months and required agency resource, and remuneration
- Agree KPIs and performance incentives
- Set expectations for regular relationship audit and review

Source: IPA/AAR Group

It also presents the opportunity to test whether the partnership principles outlined in the psychological framework are being adhered to, and what process of audit and evaluation needs to be set in place to maintain and strengthen performance.

The First 100 Days Charter

In the 100 days following the Alliances Adaptathon the IPA New Business Group, chaired by Leo Burnett Group New Business Director, Katie Lee, together with AAR Group CEO, Kerry Glazer, agreed to develop a First 100 Days Charter *(opposite)* as a guidance note for the industry.

It was circulated and commented on at a consultation breakfast with new business directors and intermediaries, hosted by Ian Priest *IPA President* during Good Pitch Week 2013.

It was also reviewed by representatives of ISBA Executive and COMPAG, with the help of Debbie Morrison *ISBA Director of Consultancy and Best Practice.*

Although it is not yet a joint industry agreement, it will be integrated into new joint client agency training on relationship management in the year ahead.

Head of Retention

If we start as we mean to go on, based on partnership principles, then we will increase the chances of sustaining a long term relationship and delivering better commercial creativity. 'One of the main recommendations coming out of the Alliances Adaptathon was for agencies to create the title of Head of Retention and appoint an individual to the specific task of monitoring and measuring client agency relationships.

The Head of Retention would be the equivalent of a Head of New Business but with responsibility for organic growth, performance improvement and client satisfaction.The title would be a signal of intent for a change in focus and culture.

Relationship audits

Another important recommendation was for increased professionalism in auditing the quality of relationships between clients and agencies with a view to continuous improvement. It was noted how many new business intermediaries were now developing services in client agency relationship management. The concept of instigating regular relationship reviews was generally regarded to be a helpful development.

One of the intermediaries present at the Alliances Adaptathon suggested the IPA audit the auditors. Hence the appendix which follows.

Appendix

Relationship audits
The following intermediaries submitted synopses of their services in response to an IPA email request.

AAR

By engaging with AAR's Transition consultancy, clients and agencies can minimize the chances of common niggles and issues undermining the great work and relationship which has been achieved through the pitch process. The focus of the *AAR Early Days Review* is to compare the commercial reality for both clients and agencies when compared to that which was set up at the pitch. The review is delivered either by AAR's 15 minute online survey, or by face-to-face interviews or a combination of the two. The only thing AAR insist on is that it is mutual, with both client and agency participation, and both senior and day-to-day team members are included. AAR also offer an annual performance evaluation service, providing a confidential and objective 360 degree relationship review, using both their online *AAR Any Day Review* and supporting face-to-face interviews. The output of this consultancy is a clear development road map and comparative benchmark data which can be used to inform PBR arrangements as well as realign current working practices.
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Agency Insight

Agency Insight specialises in agency relationship management. Their work is consultancy based; 100% of their income comes from clients with no income from agencies (no subscriptions or any other types of payment). 50% of their output is strategic advice unconnected with pitches, relating to market insight, brand and creativity, campaign efficacy and team relationships (both agency and client).
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Aprais

Aprais is an international company, formed 12 years ago, dedicated to measuring, managing and improving the business relationships between marketing companies and their communication agencies. Marketing/ Communications Agency Relationship and Performance Management is the only service Aprais offers. As a specialist in this field, Aprais can demonstrate that the only truly effective reviews are, at minimum, 2 way, 180 reviews (client on agency/agency on client) and also have a mix of qualitative and confidential quantitative inputs. The optimum frequency is also proven to be every 6 months. Aprais recommends 360 reviews, where additionally both teams self assess. The majority of Aprais's business is ongoing, and funded equally by clients and agencies. Aprais now have 30 partners worldwide, and can run single UK only client/agency reviews (one brand, one agency, one client team) through to complex multinational programmes. Aprais have validated benchmarks of good client and agency performance by country, category and agency type.
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Bigfoot Consulting

Bigfoot Consulting is owned and run by Paul Tredwell. After over two decades of working in account management in top flight advertising agencies, Paul has spent the last 10 years as an independent consultant. The focus and passion for Bigfoot Consulting is helping business-to-business service providers and buyers build stronger, more valuable, longer-term relationships. Their approach to relationship auditing is principally qualitative, with some quantitative elements. Whether initiated by agencies and/or clients, this is a proven model which is engaging and effective at all levels. It can extend, for example, to evaluating pitch performance and to pre-acquisition relationship diligence. Great emphasis is placed on actionable, practical solutions, informed by Paul's extensive experience in business relationships. In addition, Bigfoot Consulting delivers training and mentoring to help improve performance in relationship management.
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BLUEdOOR

Relationships are organic and delicate things. Susie leans towards the qualitative but values the backing of numbers to substantiate the need for changes, and where to make those changes. Susie has created a 'Psychological Contract' framework that has been finessed over the last 12 years. Each client/agency team work with this framework and mould it to their needs. Susie offers advice along the way. In so doing, the client/agency team shape how they do business and behave together and put benchmarks in place that work for them. Once the 'how' of working together is established the brand communication work often goes from strength to strength. Susie works with 7 different tutors and consultants and her clients range from large multinationals to small UK based agencies. Most briefs come from the agency.

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Alison Bone Consulting

Alison is a qualified, experienced and accredited Counsellor/Psychotherapist. She has been involved in working with relationships between individuals, organisations, families and teams for over 20 years. She believes that if organisations are to adapt and succeed then individuals and teams need support in their learning and development as an integral part of the change process. Alison has been carrying out training and consultation with the advertising industry during 100 days experiment following the Alliances Adaptathon. The feedback has been very positive with participants reporting greater insight and positive change.

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Client Relationship Consultancy

Client Relationship Consultancy works exclusively for agencies and are the experts in agency client relationships. They work with the world's leading agencies, including every major agency group, to help them monitor and strengthen their client relationships in order to make their business more secure. They offer a discreet service. Any agency that works with them knows it will be in complete confidence. Their approach is based on the world of organisational psychology, change and couples therapy.

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creativebrief

Through its strategic consultancy group creativebrief offers Diagnostics, a bespoke service tailored to the needs of each client. The Diagnostic results generate practical actions that maximise efficiency and effectiveness of client/agency relationships to meet future brand objectives. creativebrief works in the main for clients.

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The Haystack Group

The Haystack Group conduct client/agency relationship audits for clients both large and small. Audits are normally undertaken at the client request. Their approach to relationship audits is designed around the need and motivation of the client for having them in the first place. They can take both qual and quant formats, or a combination of the two. They are invariably two way and The Haystack Group recommend they are conducted annually even if as a simple refresher rather than a deep dive. The most important thing is that the audit keeps a productive relationship in place and especially does not get in the way of day to day operations.

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ID Comms

ID Comms is a global marketing consulting business. They provide brands with the strategies, processes and tools they need to protect and maximise the value of their investments in media. They also offer a tool called AgencyPerformanceMonitor™ which is a cloud-based relationship evaluation tool, specially configured to monitor the performance of media agency service and strategy delivery. It provides both Quant and Qual evaluation and allows for either one-way or two-way evaluations.
AgencyPerformanceMonitor™ also includes a global benchmark function, which allows client-side marketers to compare how their teams are scoring agencies versus the industry and also how their agency is performing versus all other agencies.
AgencyPerformanceMonitor™ can be instigated by clients or agencies. It is paid for through one annual license payment (divided quarterly) which allows unlimited evaluations and unlimited uses. The only additional cost is a one-off set up fee to install all their company data and bespoke questionnaire.

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Oystercatchers

Oystercatchers philosophy for the perfect partnership is based on three core principles; namely that all business is built on people, all people are complex, and therefore deeply understanding ‘why things happen’ is strategically more important than just reporting ‘what is happening’. Oystercatchers undertake two types of partnership evaluations, and these will always be delivered on a mutual benefit of client on agency, agency on client, and sometimes also agency on agency. Dependent on the business needs they will deploy either Oystercatchers Optimise™ or Oystercatchers Ignite™. Optimise™ evaluates and improves the effectiveness of an existing partnership. Ignite™ is used to change the existing client/agency model, fix a failing relationship or to stop a pitch from happening unnecessarily. The majority of ongoing Optimise™ evaluations are instigated by the client, however about half are paid for jointly by both client and agency. Ignite™ is instigated by both clients and agencies alike.

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Rainmaker Consulting

Agency owners work with Rainmaker in a sense of real partnership, not only to win new business with global brands, but also to develop these accounts further. As a new business consultancy, they start every new client relationship with an audit of their business model and service. They act as a natural extension of the commercial team and are trusted to progress relationships not only with new client brands, but also with existing client organisations. The primary objective is sustainable growth for creative and marketing agencies. They perform qualitative relationship audits with a thorough face-to-face debrief.

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Roth Observatory

Client/Agency relationship measurement is a core pillar of Roth Observatory’s business. All relationship products are qualitative; Client on Agency and Agency on Client and comprise a combination of on line and F2F evaluations. Roth Observatory is totally Client-facing and receives no income of any form (by way of registration fees, club memberships etc.) from Agencies. They do however recommend that Clients ask their Agencies to contribute to the cost as it is a shared agenda, and underlines the neutrality of their involvement in the process. Roth Observatory have proprietary relationship monitoring tools to optimise performance tailored to the specific requirements of Client organisations, and ensure that performance data feeds into Payment by Results mechanisms to systematically, and fairly, reward great performance.

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Jenny Williams Coaching

The quality of the relationship between client and agency dictates the quality of the work and ultimately the results. As a trained behavioural expert Jenny seeks to understand what is really going on and ask the right questions. Using qualitative interviews, the methodology framework is designed around three key elements: intention, emotion, information/facts. The process provides feedback independently to both parties and then together to agree an action plan. Jenny then works with both parties to facilitate relationship transformation and deliver the agreed results. Jenny has over 17 years senior client experience and is an expert in developing people to deliver results as an ICF Accredited Coach, NLP Master Practitioner and has a deep understanding of personalities working with the Enneagram.

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ADAPTATHON

Our Adaptathon programme

The dates set for the remainder of the Adaptathons in the ADAPT series are

Diversification	**4th/5th February 2014**
Agility	**7th/8th/9th May 2014**
Performance	**8th July 2014**
Talent	**8th October 2014**

Please contact rosie@ipa.co.uk if you would like to get involved.

Design Morrison Dalley

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