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5.   **KEYWORDS**: Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.

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REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

ACKNOWLEDGMENTS

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APPENDIX/ANNEXURE

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BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITE

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

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EVALUATING SERVICE PERFORMANCE OF ADVERTISING FIRMS: STUDY ON BANGLADESHI ADVERTISING COMPANIES

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ABSTRACT

Communication takes place to promote, aware the target market about the various offerings, information about the organization and it considers as the window of the organizations through which organization interacts with their target market. The promotion campaign mostly is conducted by the external organization like advertising firms. Very few of them are successful and well recognized to the clients because of their work performance and quality of the service. In this study, we have revealed some factors which are considered by the clients to analyze the performance of the advertising agencies. We have also provided some guidelines to the advertising agencies which will be helpful to formulate their marketing strategy.

KEYWORDS

Advertising Agencies, Service Performance, Clients' Evaluation, Strategic Planning, Competitive Advantage.

INTRODUCTION

Communication is one of the important marketing mixes in a business. Marketing strategy without communication is beyond the imagination. Therefore a company needs to inform its clients or customers through communication mixes about the organizations' offerings. Otherwise their products or services would be only an innovation to the problem solving elements of consumer needs and wants, not to aware the consumers.

In this regard advertising agencies are playing the pivotal role in developing and delivering necessary information to the target audiences or customers in creative way. Ad agencies are familiar for print ad, TV ad, banner, festoon, event management and so on. The main objective is to convey the messages about products services, or company so that the target customers get their desired information. This will lead the target customers to behave favorably towards the companies' offerings.

Advertising industry in our country was not so focused during the last decades (before 2000). Media strategy got the creative touch since 2000. A lot of creative and informative ad was produced during the last 5 years. Among of them **"Din Bodoler Pala (Journey to change the day) – Banglalink"; "Khaile Chatben Na khaile Postaiben (If you eat, you will enjoy otherwise you will miss)- Nokia" got the International Award**. Some GP's advertisement is also memorable. With that emerging creative communication edge, advertising agencies needs to be very creative and dynamic.

Since year 2000, there was a few numbers of advertising agencies in our country. Among of them **Asiatic** was leader in this industry. After the year 2000, this industry has become so lucrative that some MNC ad companies invested in our country. The World leading advertising firm **"Gray Worldwide"** started their operation since 1996. Another giant company **TBWA** started their operation jointly with **Benchmark** from May 2008. With that intense competition within this industry, Ad agencies (those who are local based company) are facing lots of threats from the other end. That is why, local companies need to rethink about the new competition. They should boost up their effort to compete with the global companies.

Therefore, evaluating the agency performance is the key to find out the effective advertising firms. Clients usually maintain a long term relationship with that organization to whom they are satisfied (Kotler, Armstrong, et all). Our study focuses on the factors affecting the clients' judgment to evaluate the service performance of advertising agency for their marketing communication.

PURPOSE OF THE STUDY

Providing standard service to the clients is harder than offering products. So, satisfying clients through providing service is complex in nature (Zeithaml, Bitner and Gremler). In addition to this concept, there are few criterion to perform standard service is sometimes unknown to the organization and also, the characteristics of service is heterogeneous (Zeithaml, Bitner and Gremler) that is service performance vary according to the different situation, among the different people. Clients are also unable to judge the service performance equally (Zeithaml, Bitner and Gremler). Keep these in mind; we have conducted this study to unveil the significant factors which are considered by the clients to evaluate service performance. Therefore,

a)   We want to discover the significant factors to evaluate service performance of the advertising firm.
b)   To develop a conceptual model based on the exploratory study to postulate the understanding of the service performance.
c)   Advertising firms will be able to comprehend the clients' demand of the service offerings and to formulate their marketing strategy as well.
d)   Finally, the proposed model will be helpful for the further research.

MODEL AND HYPOTHESIS

Performance evaluation is very extensive job that requires a specialized effort. There are no unique systems by which the performances of the all organizations can be measured and evaluated. Evaluation system with target and goal is not always work to ensure the performance (Humme and Wright, 2010). It requires a continuous effort to discover the mechanism to measure the service performance. On the other hand variability of the service confuses the consumers to judge the performance of the service (Zeithaml, Bitner and Gremler). Therefore factors for evaluating service performance vary among the different nature of companies.

Cornnely, Laura J. mentions the following factors are important to evaluate advertising effectiveness. The factors are - Creativity, Ad Techniques, logic, testimonial, emotions, information presented in the ads. She told that advertising helps to promote new products or services, save money, compare between products, and tell you about the sales.

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Clients evaluate their adverting agency continuously because to get the better service. They become loyal to those agencies that provide the desired service. From the research it is found that clients evaluate their agencies on the basis of these criteria - Account Management, Creativity, Consumer Planning/Research, Production, Media Planning, Media Buying, Direct/Relationship Marketing, Interactive, Public Relations, Budget and Financial, Agency Management.

McBride & Associates (2002) contributes some factors to the study to evaluate the agency performances. They evaluate the performance of the advertising agencies on the basis of following criteria - Reliability, communication skills, business focus, or leadership, a relationship between, the business strategies of the advertiser and to accurately appraise the agency's contributions, advertiser/agency relationship is a joint venture with the mutual dependency that implies.

According to Roy, Don (2011), service encounter can be accessed through the touch point of the service, for example - greetings, salesperson's product knowledge, selling skills demonstrated, closing attempts, and transaction execution.

From the above study, we propose the following model to evaluate service performance of the advertising firm. This model postulates that clients' considerations about the service performance depends on the factors such as, Service variety, on time service, Expert in Massage Development, Employees' Competency, Creative in preparing marketing communication plan, Up-to-date with market trends, Relationship with other medias, technically Savvy, Reasonable Price, that lead them to measure service performance. Although there could have some situational considerations to evaluate service performance which are ignored in this study. Because the situational factors (war, recession, monopoly situation, less expert clients etc.) are uncontrollable can be present anytime of evaluation (Management theory), organization should get ready accept the truth and adopt these factors. Therefore, we propose that - **There is a significant relationship between the stated independent variables and dependent variable (Hypothesis).**

FIGURE 1: PROPOSED MODEL TO EVALUATE SERVICE PERFORMANCE OF THE ADVERTISING AGENCY

Independent Variables:
- *Wide Variety of Services*
- *On time Service Delivery*
- *Expert in Message development*
- *Employees' Competencies*
- *Creative in marketing communication plan*
- *Up-to-date with Market Trends*
- *Relationship with other Medias*
- *Technically Savvy*
- *Price*

There is positive relationship between these variables

(Hypothesis)

Dependent Variable:

Service performance
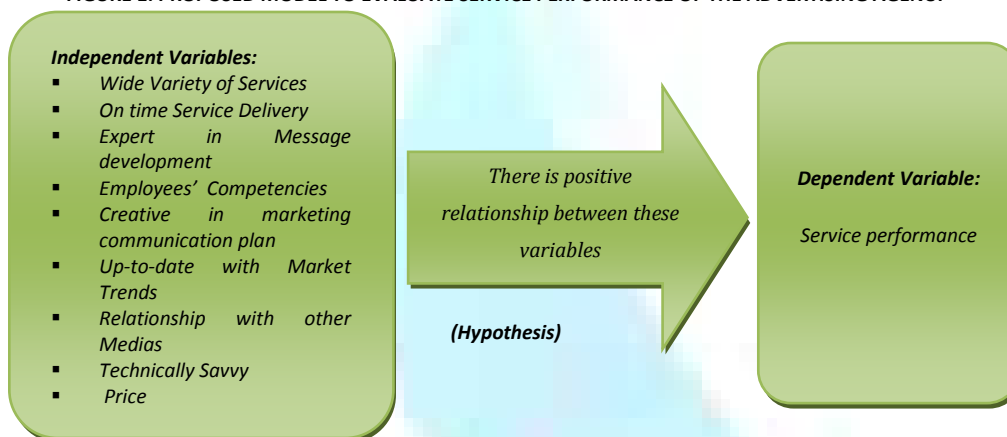
METHODOLOGY

The study is exploratory in nature and based on primary and secondary information. Secondary information is collected from the different journals, internet and periodicals of the organizational news. Primary information is gathered using survey methods. To elicit the responses, a detailed questionnaire has been designed and surveyed by the well trained interviewers. Information is obtained from the employees of the advertising agencies and their clients.

A preliminary questionnaire is developed using Likert scales. The independent and dependent variables are identified and there is one question for each of the variables. The questionnaire is pre-tested several times to arrive at appropriate wording, format, length and sequencing of the questions. Pre-test feedback is used to refine the questionnaire until it is ready for data collection.

After fixing the questions for the independent and dependent variables based on the type of questions different values are assigned to the Likert scale. For a positive statement highest number (7) is assigned for 'strongly agree' and lowest number (1) for 'strongly disagree' responses. For a negative statement highest number (7) is assigned for 'strongly disagree' and lowest number (1) for 'strongly agree' responses.

8 advertisement firms have been selected randomly. They are- Grey World Wide, Unitrend Limited, Asiatic Marketing Communication Ltd, Madonna Advertising Ltd, TBWA\Benchmark, Interspeed Advertising, Bitopi Advertising, Adcomm Ltd. 80 clients have given their opinion which are selected using convenience sampling technique. For analyzing the survey data we have used the multiple regression to get the output.

REGRESSION MODEL FOR TESTING THE HYPOTHESIS

The present study investigates the relationship between Service variety, on time service, Expert in Massage Development, Employees' Competency, Creative in preparing marketing communication plan, Up-to-date with market trends, Relationship with other medias, technically Savvy, Price and service performance. For this research two sets of variables are selected.

- The dependent variable here is the clients' evaluation toward service performance of company.
- The independent variables are Service variety, on time service, Expert in Massage Development, Employees' Competency, Creative in preparing marketing communication plan, Up-to-date with market trends, Relationship with other medias, technically Savvy, Price

The basic model is being tested in the study therefore is:

$Y = a + b_1 * X_1 + b_2 * X_2 + b_3 * X_3 + b_4 * X_4 + b_5 * X_5 + b_6 * X_6 + b_7 * X_7 + b_8 * X_8 + b_9 * X_9 + error$

DEPENDENT VARIABLE
- *Service performance = Y*

INDEPENDENT VARIABLES
- Variety of Service = X_1
- On time Service = X_2
- Expert in message development= X_3
- Employees' competencies = X_4
- Creative in preparing marketing communication plan= X_5
- Up -to-date with business trends= X_6
- Relationship with other medias = X_7
- Technically savvy= X_8
- Price= X_9

ANALYSIS

In the regression analysis, model summery describe the strength of association between independent variables and dependent variable. Hypothesis is tested by the ANOVA table where level of significance is considered at 0.05. And finally, we have got the value of coefficient of independent variables individually with level of significant.

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STRENGTH OF ASSOCIATION BETWEEN INDEPENDENT VARIABLES AND DEPENDENT VARIABLES

TABLE -1: MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878(a)	.771	.741	.599

Source: SPSS Output

a Predictors: (Constant), price, up to date with business trends, relationship with other medias, technically savvy, on time service, expert in message development., variety of service, employees' competencies, creative in marketing communication plan

FINDINGS

As the R^2 value is 0.771 which is closer to 1, it indicates there is strong relationship among the dependent variable (clients' attitude towards the service performance of advertising firms) and the independent (Service variety, on time service, Massage Development, Employees' Competency, Creative in preparing marketing communication plan, Up-to date with business trends, Relationship with other medias, technically Savvy, Price) variables considered in this model. Here the value of adjusted R^2 (0.741) is closer to the R^2 value and both are closer to 1. This suggests that adding each of the additional 9 independent variables after the 1st independent variable, makes a significant contribution in explaining the variation in the dependent variable clients' attitude towards the overall services of the ad companies.

HYPOTHESIS OF THE MODEL

TABLE - 2: ANOVA (b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	84.396	9	9.377	26.161	.000(a)
	Residual	25.091	70	.358		
	Total	109.487	79			

Source: SPSS Output

a Predictors: (Constant), price, up to date with business trends, relationship with other medias, technically savvy, on time service, expert in message development., variety of service, employees' competencies, creative in preparing marketing communication plan

b. Dependent Variable*: service performance*

FINDINGS

From the above table it is found that the significance level of the F value (0.000001) is below α = 0.05. At 9 & 70 degrees of freedom the calculated value of F is also greater than the table value. These indicate that the independent variables have significant relationship with the dependent variables. So our hypothesis is accepted. This indicates that the independent variables (Constant), Service variety, on time service, Massage Development, Employees' Competency, Creative in preparing marketing communication plan, Up-to-date with business trends, Relationship with other medias, technically Savvy, Price of the ad firms have significant relationship with the dependent variable clients' attitude towards the service performance of the advertising firms.

COEFFICIENTS ANALYSIS

Analysis of co-efficient provides us which independent variables have significant relationship with the dependent variables. Here With (n-2) = (80-2) = 78 degrees of freedom and α = 0.05, critical value of t = 1.9908

TABLE- 3: COEFFICIENTS (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.496	.420		-3.563	.001
	Variety of service	.185	.052	.252	3.552	.001
	On time service	.084	.053	.095	1.574	.120
	Expert in message development	.155	.058	.194	2.662	.010
	Employees' competencies	.126	.058	.158	2.193	.032
	Creative in preparing marketing communication plan	.215	.060	.279	3.561	.001
	Up-to-date with business trends	.096	.055	.104	1.732	.088
	Relationship with other medias	.107	.064	.135	1.671	.099
	Technically savvy	.193	.054	.212	3.603	.001
	Price	.155	.060	.164	2.609	.011

Source: SPSS Output

a Dependent Variable: service performance

FINDINGS

From the table we can see that only the significance level of Variety of Service (0.001), Expert in Communicating Message Development (0.010), Employees' Competencies (0.032), Creative in Preparing Marketing Communication Plan (0.001), Technically Savvy (0.001), and Price (0.001) are below 0.05, which indicates that these independent variables have significant relationships with the dependent variable service performance of advertising firms.

On the other hand, other variables have significance level value more than 0.05, which indicates that other variables [on time service (0.120), up-to-date with business trends (0.088), and relationship with other medias (0.099)] have not any significant relationship with the dependent variable –service performance.

Therefore, we can present our desired equation to measure the service performance of advertising firms is –

So, Service Performance ($\hat{Y}$) = -1.496 + 0.185* Service Variety (X_1) + 0.155* Expert in message development (X_3) + 0.126* Employees' competencies (X_4) + 0.215* Creative in preparing marketing communication plan (X_5) + 0.193* technically savvy (X_8) + 0.155* price (X_9).

That means clients consider the performance of the advertising firms on the basis of

- Variety of service, Expert in communicating message development, Employees' competencies, Creative in Preparing Marketing Communication Plan, Technically savvy, Price
- On the other hand clients do not consider the factors like- On timely service, Up-to-date with business trends, and Relationship with other medias to measure the performance of the advertising firms.

RECOMMENDATIONS & CONCLUSION

From the above analysis some recommendations can be made to the advertising forms on the following areas to formulate their strategic planning to achieve competitive advantage over the competitors.

- Advertising companies should put more focus on their ability to perform creative works and be very strategic to develop marketing communication plan. Creative communication plan guides the client's organization to fulfill their marketing objectives

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- Employees are the key to provide better quality services to the clients. Company should train up their employees to be more competent to perform tasks. In this regard, they should hire the efficient employees.
- Those who are providing wide variety of services, people usually will take the advantages to get services. So ad companies are supposed to widen their service offerings to the clients. Usually clients want "one stop service" because it saves time and money.
- Company should also increase their technical abilities, so that they can fit with the situation if technological innovation takes place. Clients also consider the reasonable price charged to conduct any promotional campaign by the advertising firms. Therefore, ad firms should maintain a reasonable price for their service performed.

Therefore we can conclude that advertising firms should give more focused to strengthen their strengths' to gain competitive advantages in the current market. These factors – (Variety of service, Expert in communicating message development, Employees' competencies, Creative in preparing Marketing Plan, technically savvy, Price) are very important to the clients to evaluate the service performance. If the clients remain satisfy with the present service, they tend to be loyal. As a result, advertising companies can gain greater market share over its competitors.

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ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

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