

Title	Participants Title	Map	Role	Revenue	Budget	Current Agencies	Role with Agency	Segmentation Title	Segmentation Explanation	Segment...
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The Agency Edge

RESEARCH SERIES

What Agency Clients Really Want From Their Account Managers

AMIEyes Only Fall 2017

Presented by
Susan Baier, Audience Audit, Inc.
 and
Drew McLellan, Agency Management Institute

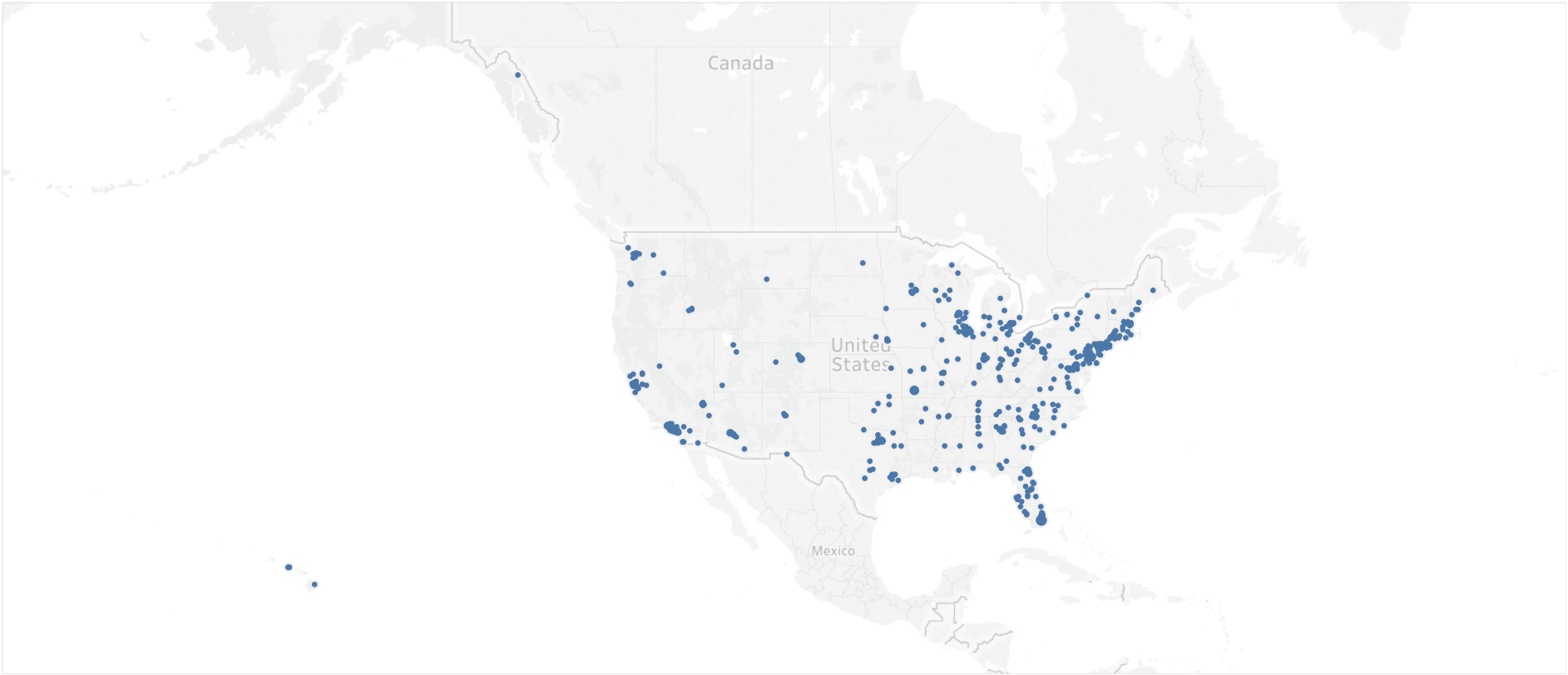


Title	Participants Title	Map	Role	Revenue	Budget	Current Agencies	Role with Agency	Segmentation Title	Segmentation Explanation	Segment...
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Participants

Title	Participants Title	Map	Role	Revenue	Budget	Current Agencies	Role with Agency	Segmentation Title	Segmentation Explanation	Segment...
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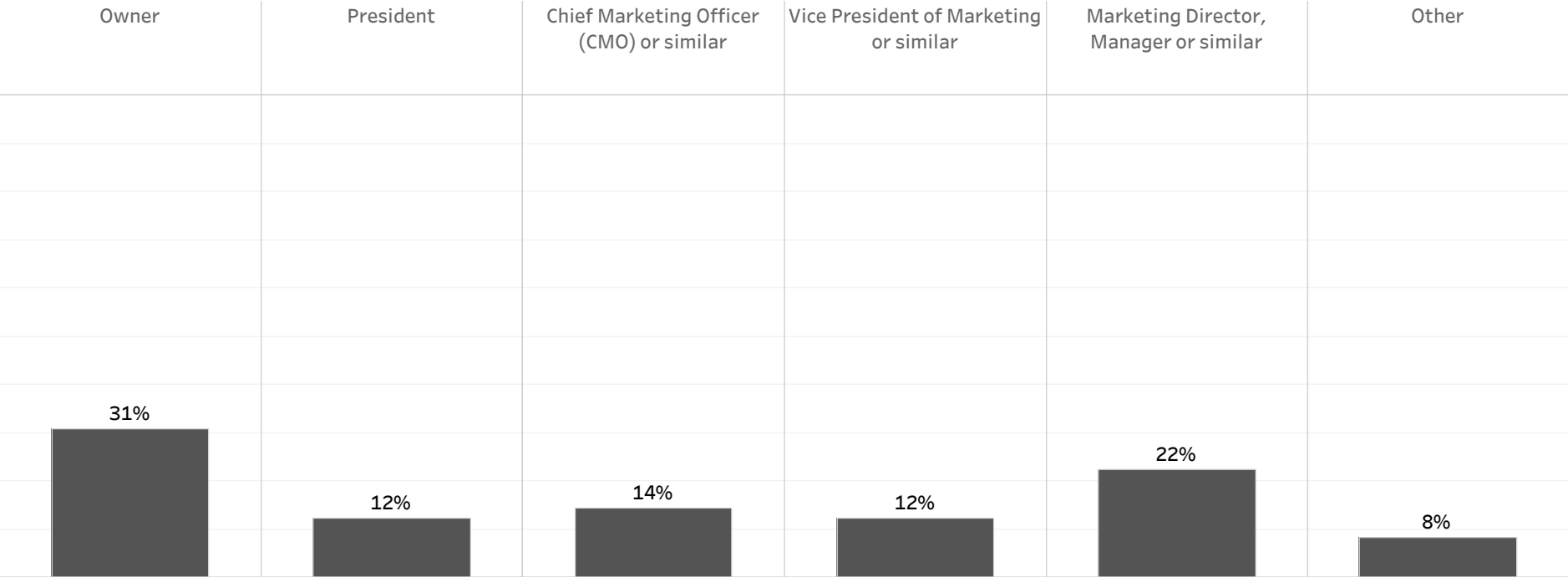
528 agency clients from around the U.S. participated in the research.



Title	Participants Title	Map	Role	Revenue	Budget	Current Agencies	Role with Agency	Segmentation Title	Segmentation Explanation	Segment...
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Respondents hold a range of roles in their organizations. Nearly 1/3 are owners.

Role

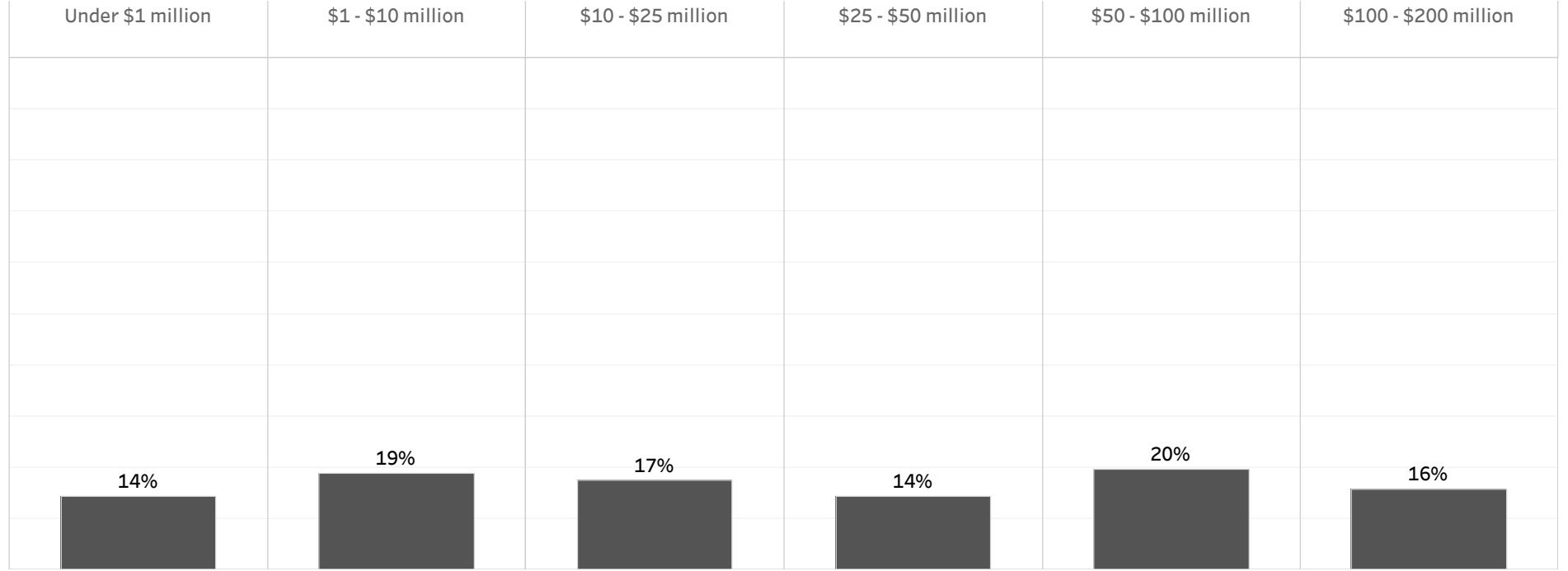


What is your role?

Title	Participants Title	Map	Role	Revenue	Budget	Current Agencies	Role with Agency	Segmentation Title	Segmentation Explanation	Segment...
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Respondents report a range of annual revenue levels.

Gross Annual Revenue

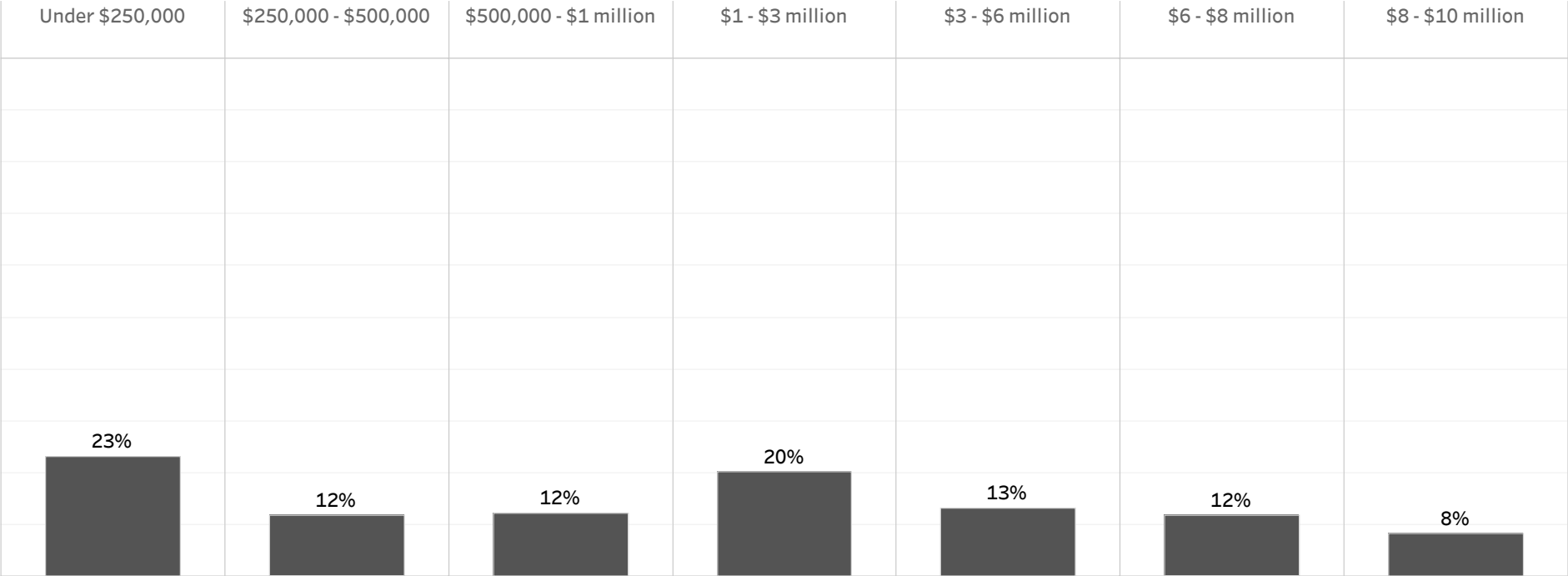


What is your organization's gross annual revenue for this year?

Title	Participants Title	Map	Role	Revenue	Budget	Current Agencies	Role with Agency	Segmentation Title	Segmentation Explanation	Segment 1: High Expectations
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Respondents report a range of gross marketing budgets.

Gross Annual Marketing Budget

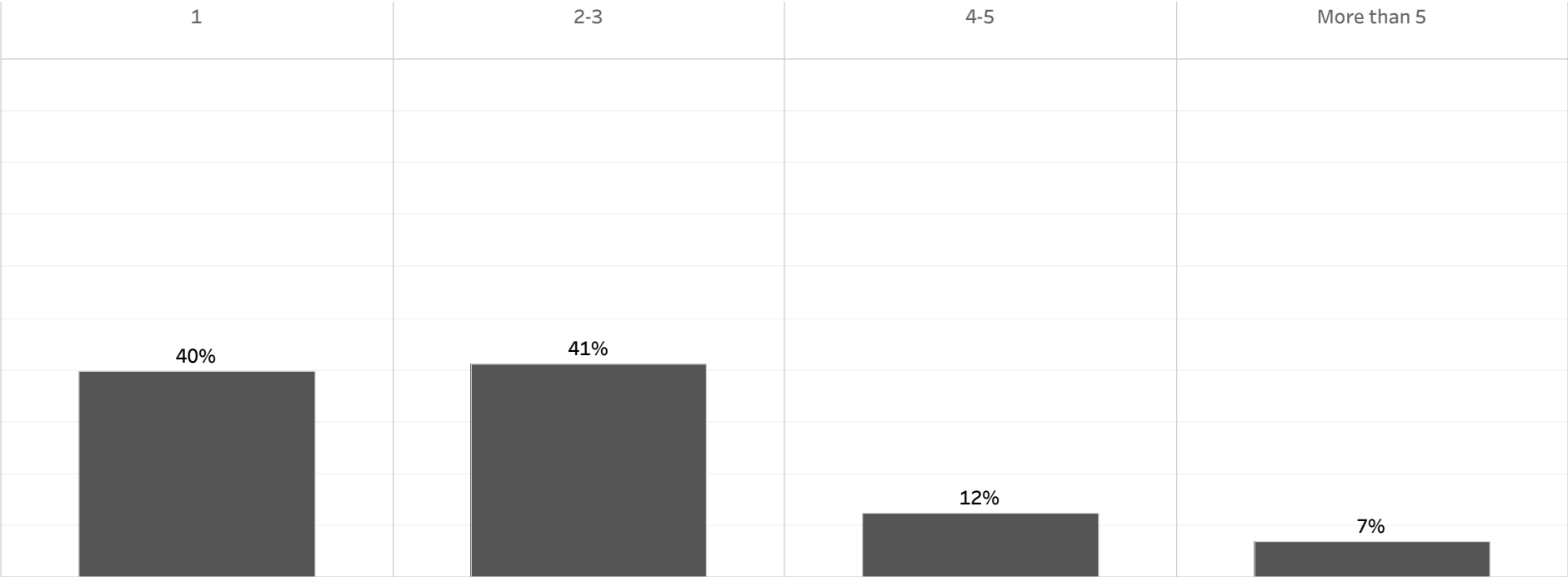


What is your organization's gross annual marketing budget for this year (not including personnel costs)?

Participants Title	Map	Role	Revenue	Budget	Current Agencies	Role with Agency	Segmentation Title	Segmentation Explanation	Segment 1: High Expectations	Segment 2: Low Expectations
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Most respondents say their organization works with 1-3 advertising or marketing agencies.

Current Agencies

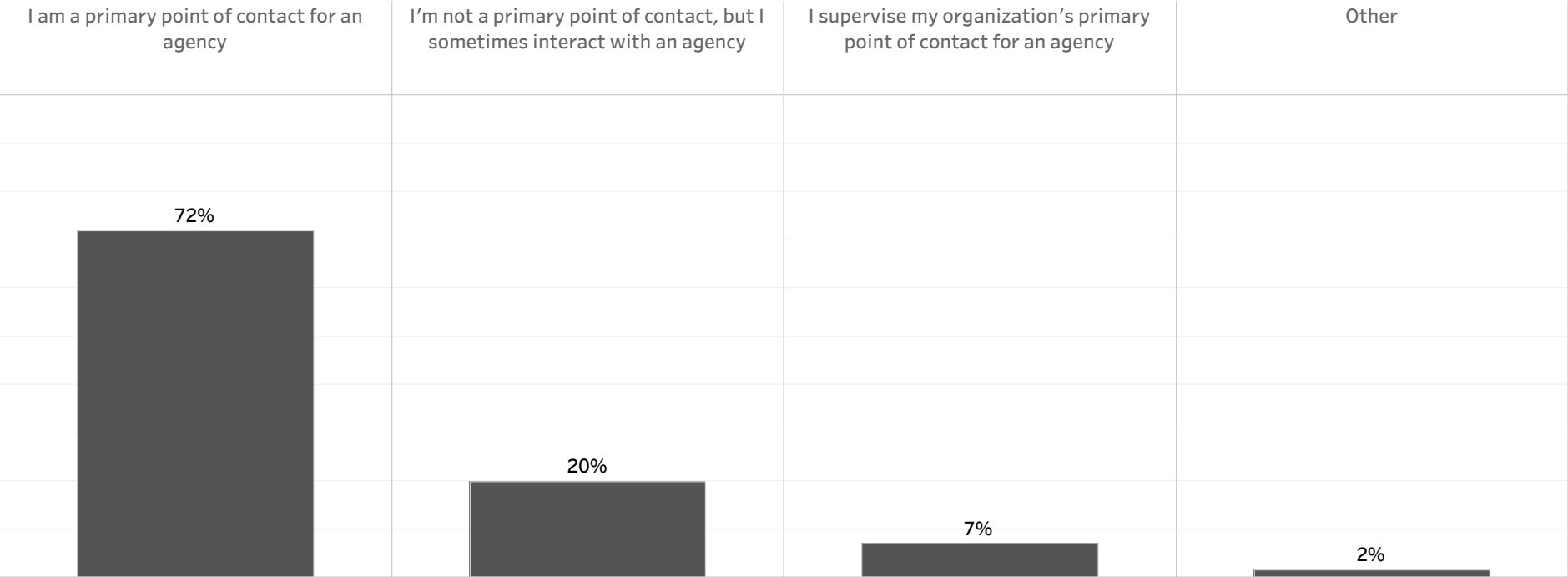


How many advertising or marketing agencies currently work with your organization?

Map	Role	Revenue	Budget	Current Agencies	Role with Agency	Segmentation Title	Segmentation Explanation	Segment 1: High Expectations	Segment 2: Low Expectations	Segment 3: Shot Callers
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Nearly 3/4 of respondents say they are the primary point of contact for the agencies that work with their organization.

Role with Agency



How would you describe your role with regard to marketing or advertising agencies that work with your organization?

Role	Revenue	Budget	Current Agencies	Role with Agency	Segmentation Title	Segmentation Explanation	Segment 1: High Expectations	Segment 2: Low Expectations	Segment 3: Shot Callers	Segment Distribution
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Attitudinal Segmentation

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Revenue	Budget	Current Agencies	Role with Agency	Segmentation Title	Segmentation Explanation	Segment 1: High Expectations	Segment 2: Low Expectations	Segment 3: Shot Callers	Segment Distribution	Non-Differentiating Attitudes
---------	--------	------------------	------------------	--------------------	--------------------------	------------------------------	-----------------------------	-------------------------	----------------------	-------------------------------

Segmentation was based exclusively on ratings of attitudinal statements.

Neither the number of segments nor their defining attitudes were predetermined.
All resulted organically from a purely mathematical analysis.

Each segment represents a group of respondents
for whom a particular set of attitudes are strongly connected.

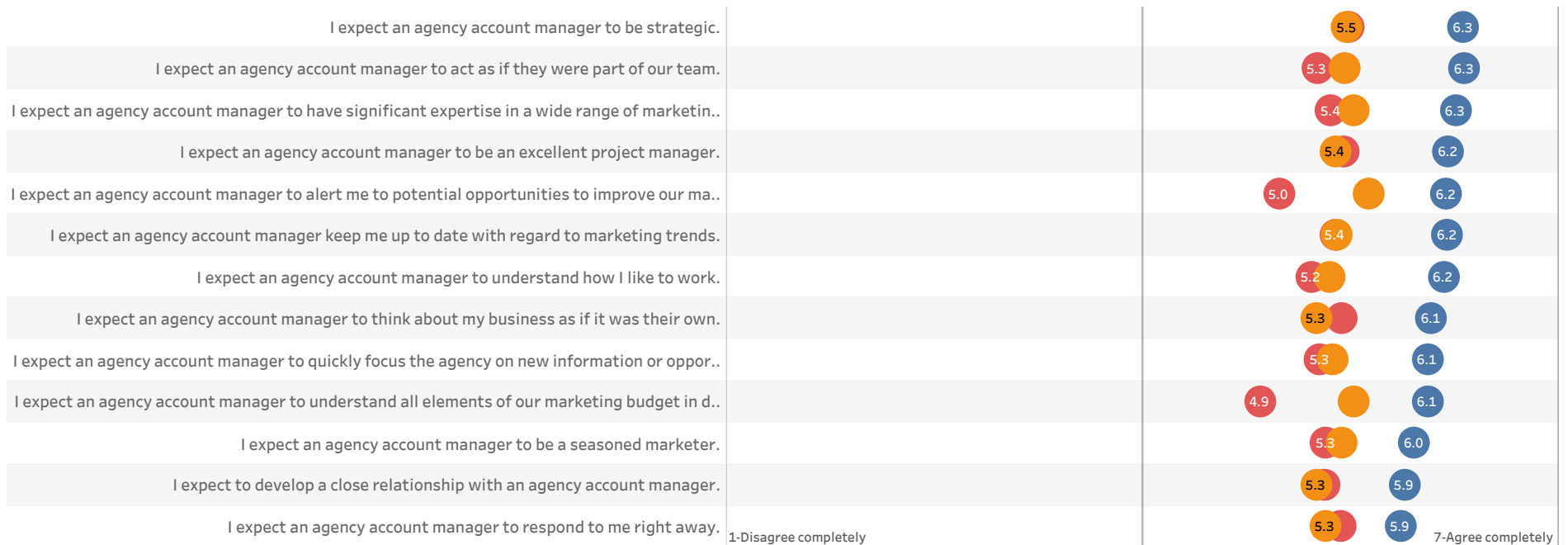
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Budget	Current Agencies	Role with Agency	Segmentation Title	Segmentation Explanation	Segment 1: High Expectations	Segment 2: Low Expectations	Segment 3: Shot Callers	Segment Distribution	Non-Differentiating Attitudes	Segment Comparisons Title
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The Lofty Expectations segment demands a lot from their agency AE, including experience, strategic thinking and the ability to identify new opportunities for their client.

Average Level of Agreement - Segment 1 Attitudes

Lofty Expectations | Underwhelmed | Shot Callers



How do you feel about the following statements?

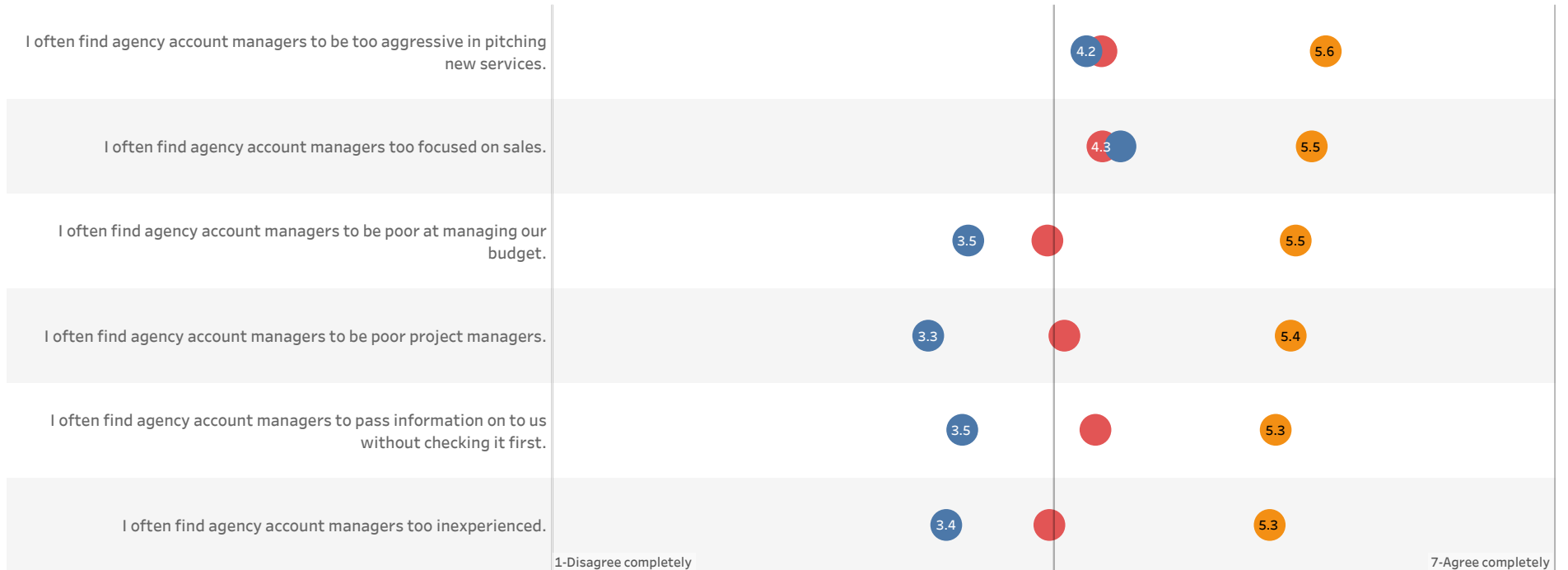
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Current Agencies	Role with Agency	Segmentation Title	Segmentation Explanation	Segment 1: High Expectations	Segment 2: Low Expectations	Segment 3: Shot Callers	Segment Distribution	Non-Differentiating Attitudes	Segment Comparisons Title	Organization Type by Segment
------------------	------------------	--------------------	--------------------------	------------------------------	-----------------------------	-------------------------	----------------------	-------------------------------	---------------------------	------------------------------

The Underwhelmed segment has found agency AEs to be inexperienced, inefficient sales people.

Average Level of Agreement - Segment 2 Attitudes

Lofty Expectations | Underwhelmed | Shot Callers



How do you feel about the following statements?

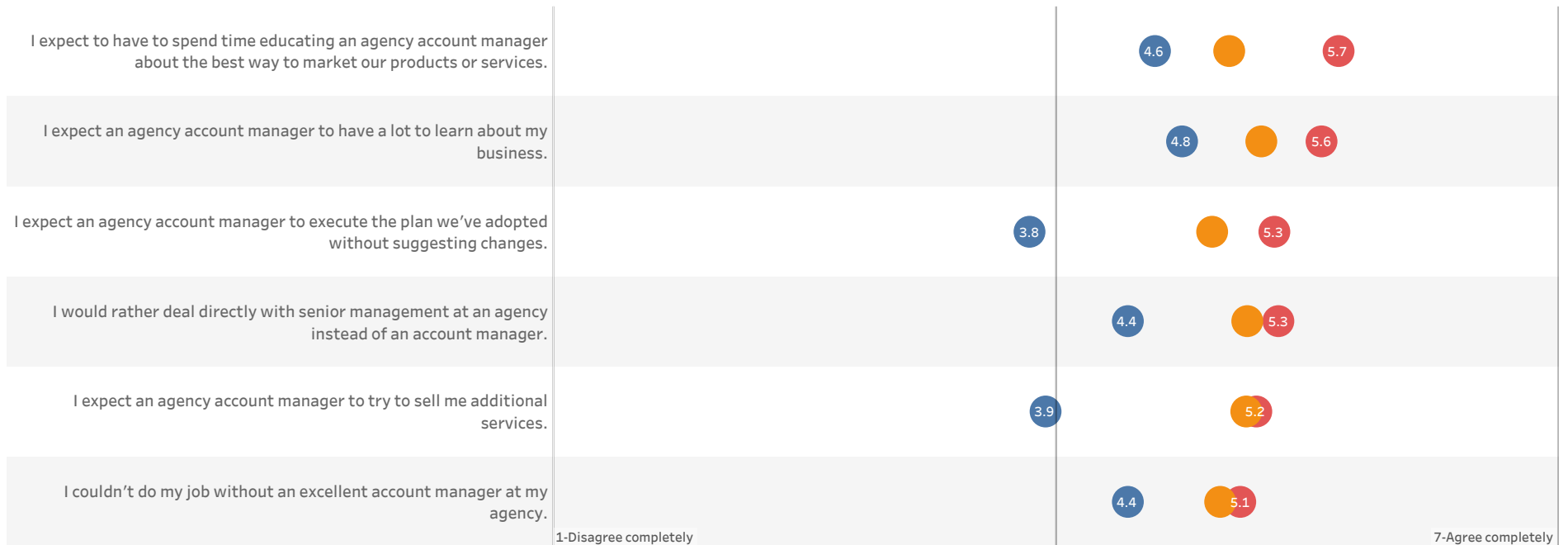
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Role with Agency	Segmentation Title	Segmentation Explanation	Segment 1: High Expectations	Segment 2: Low Expectations	Segment 3: Shot Callers	Segment Distribution	Non-Differentiating Attitudes	Segment Comparisons Title	Organization Type by Segment	Customer Type by Segment
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Shot Callers want their agency AE to follow their instructions to the letter, and assume that they'll have to spend time educating them about marketing.

Average Level of Agreement - Segment 3 Attitudes

Lofty Expectations | Underwhelmed | Shot Callers



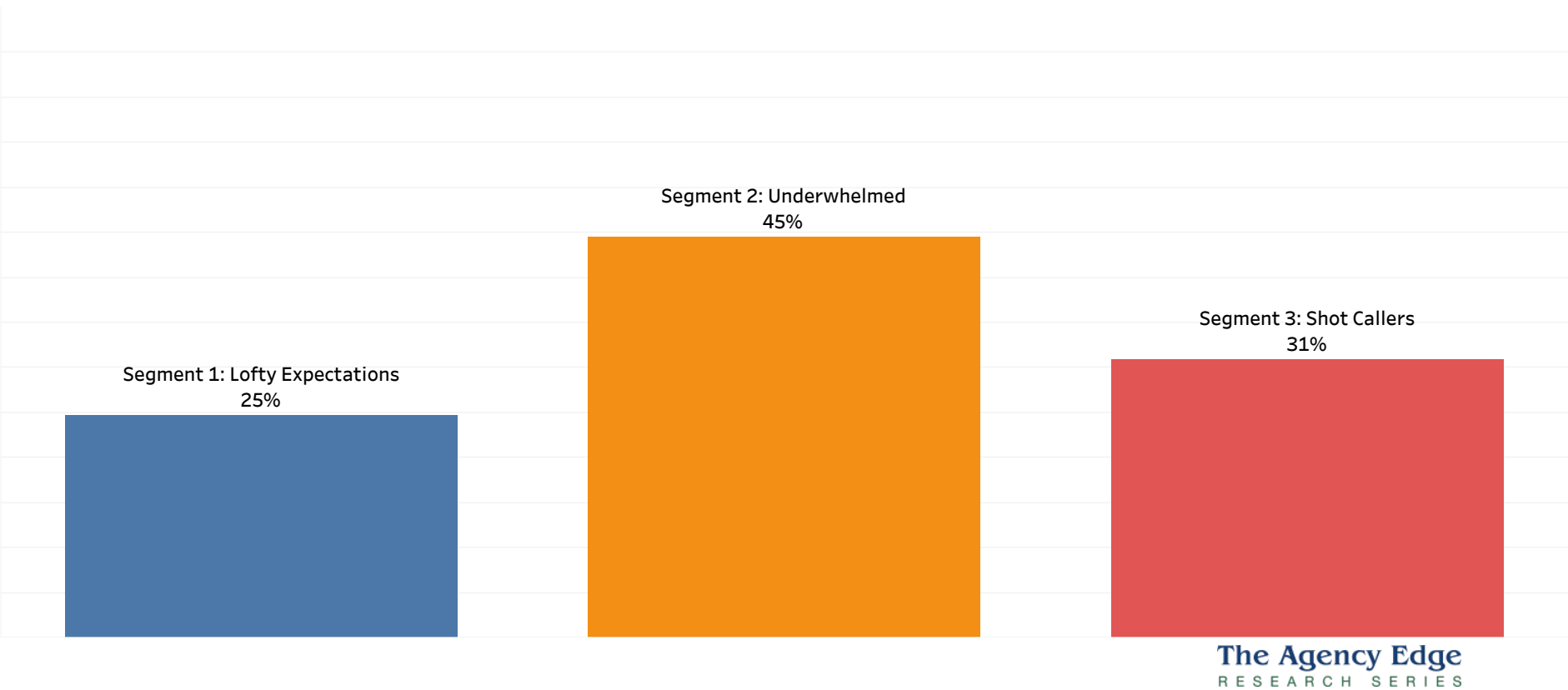
How do you feel about the following statements?

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Segmentation n Title	Segmentation Explanation	Segment 1: High Expectations	Segment 2: Low Expectations	Segment 3: Shot Callers	Segment Distribution	Non-Differentiating Attitudes	Segment Comparisons Title	Organization Type by Segment	Customer Type by Segment	Role by Segment
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The Underwhelmed segment represents 45% of the respondent group.

Attitudinal Segments



Segmentation Explanation	Segment 1: High Expectations	Segment 2: Low Expectations	Segment 3: Shot Callers	Segment Distribution	Non-Differentiating Attitudes	Segment Comparisons Title	Organization Type by Segment	Customer Type by Segment	Role by Segment	Revenue by Segment
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While some attitudes are not responsible for differentiating segments, we can nevertheless see statements with which Lofty Expectations respondents are more likely to disagree.

Average Level of Agreement - Non-Differentiating Attitudes

Lofty Expectations | Underwhelmed | Shot Callers



How do you feel about the following statements?

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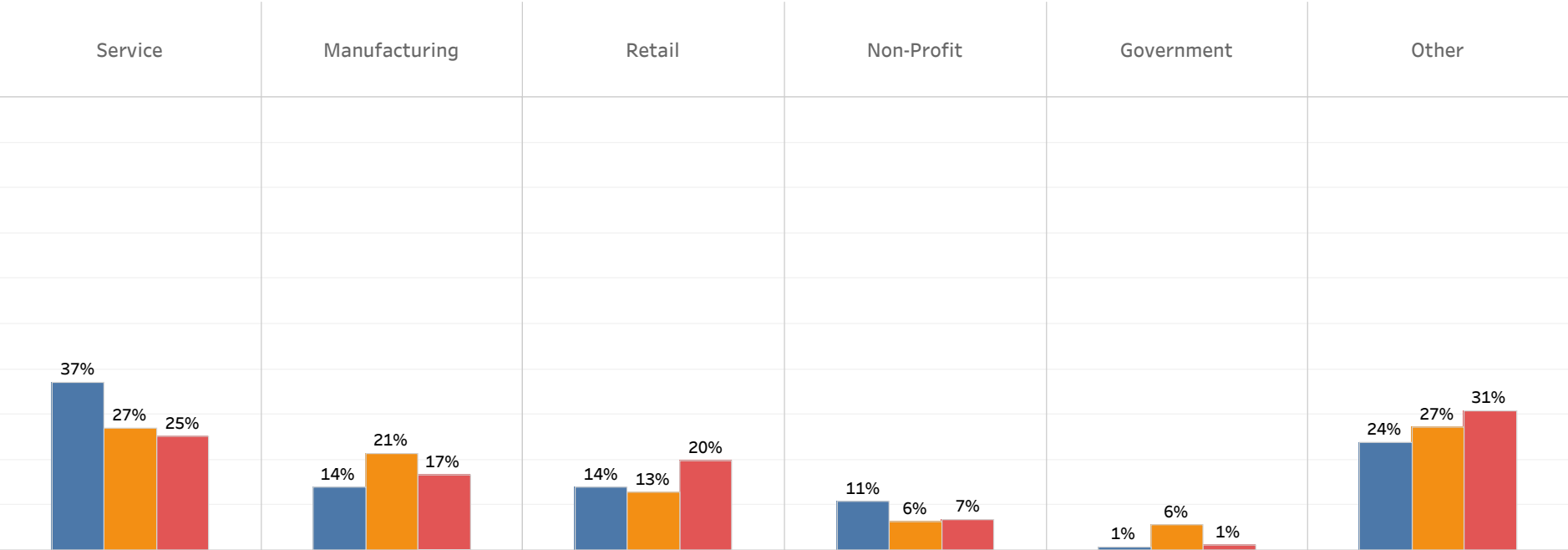
Segment 1: High Expectations	Segment 2: Low Expectations	Segment 3: Shot Callers	Segment Distribution	Non-Differentiating Attitudes	Segment Comparisons Title	Organization Type by Segment	Customer Type by Segment	Role by Segment	Revenue by Segment	Budget by Segment
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Segment Comparisons

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Lofty Expectations respondents appear somewhat more likely to work for organizations offering services.

Organization Type by Segment
Lofty Expectations | Underwhelmed | Shot Callers



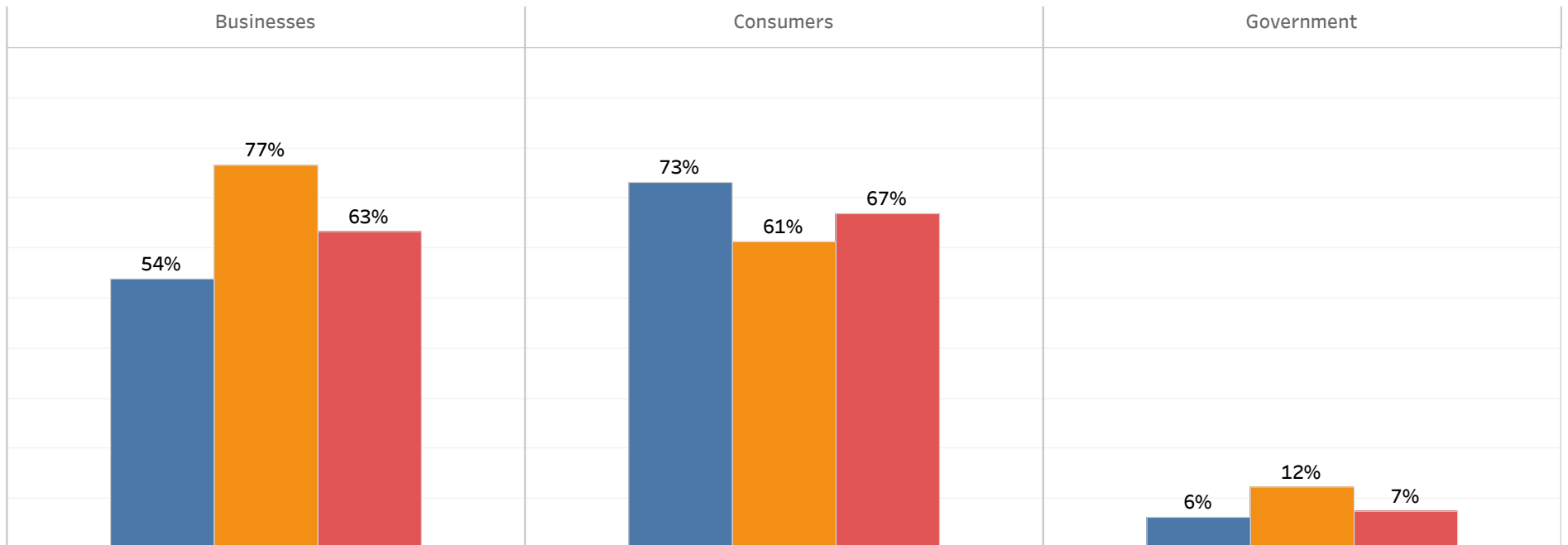
In which type of organization do you work?

Segment 3: Shot Callers	Segment Distribution	Non-Differentiating Attitudes	Segment Comparisons Title	Organization Type by Segment	Customer Type by Segment	Role by Segment	Revenue by Segment	Budget by Segment	Gender by Segment	Age by Segment
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Underwhelmed respondents are more likely to say their organizations serve other businesses.

Customer Type by Segment

[Lofty Expectations](#) | [Underwhelmed](#) | [Shot Callers](#)

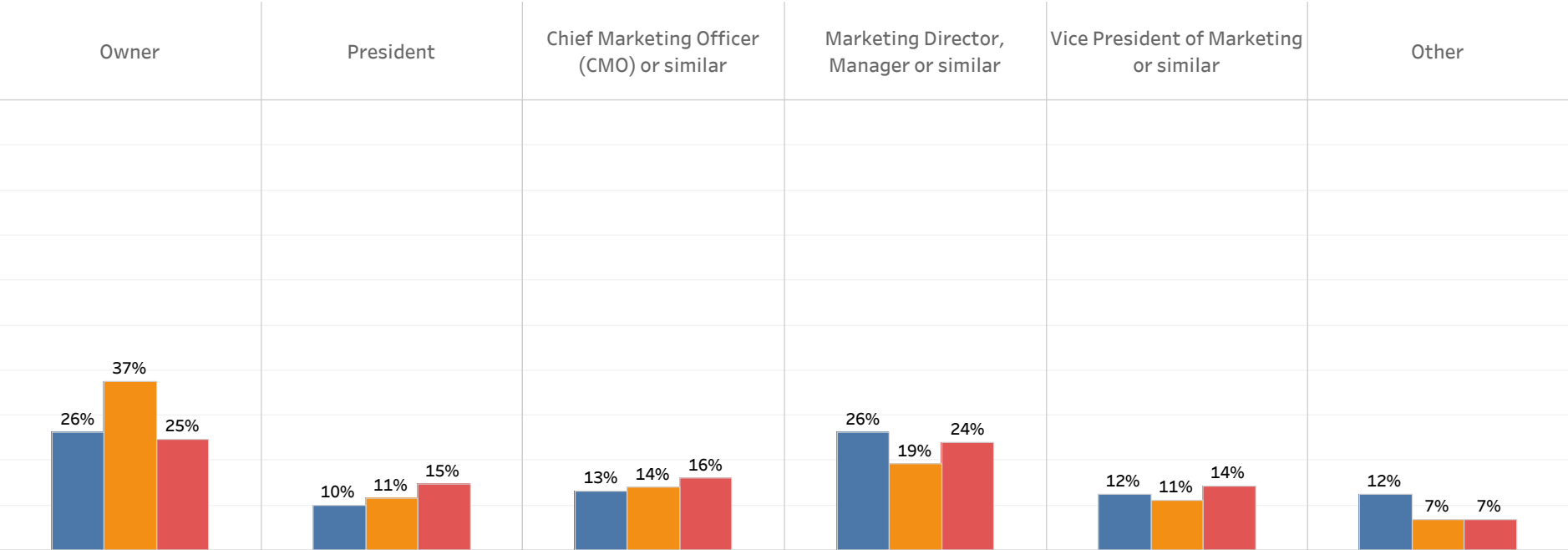


Which of the following best describes your organization's customers? Choose all that apply.

Segment Distribution	Non-Differentiating Attitudes	Segment Comparisons Title	Organization Type by Segment	Customer Type by Segment	Role by Segment	Revenue by Segment	Budget by Segment	Gender by Segment	Age by Segment	Worked in an Agency by Segment
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Underwhelmed respondents are more likely to say they are owners.

Role by Segment
Lofty Expectations | Underwhelmed | Shot Callers

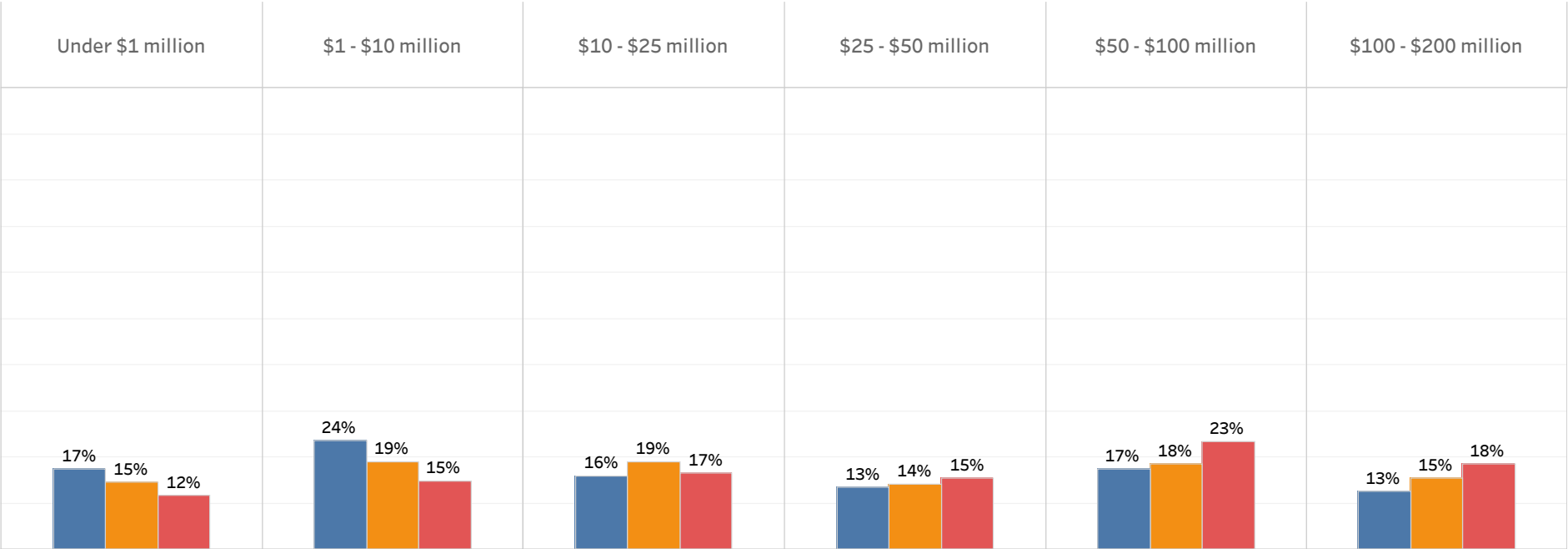


What is your role?

Non-Differentiating Attitudes	Segment Comparisons Title	Organization Type by Segment	Customer Type by Segment	Role by Segment	Revenue by Segment	Budget by Segment	Gender by Segment	Age by Segment	Worked in an Agency by Segment	Working with Agencies Title
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All segments include respondents in each revenue bracket.

% of Segment at Each Revenue Level
Lofty Expectations | Underwhelmed | Shot Callers



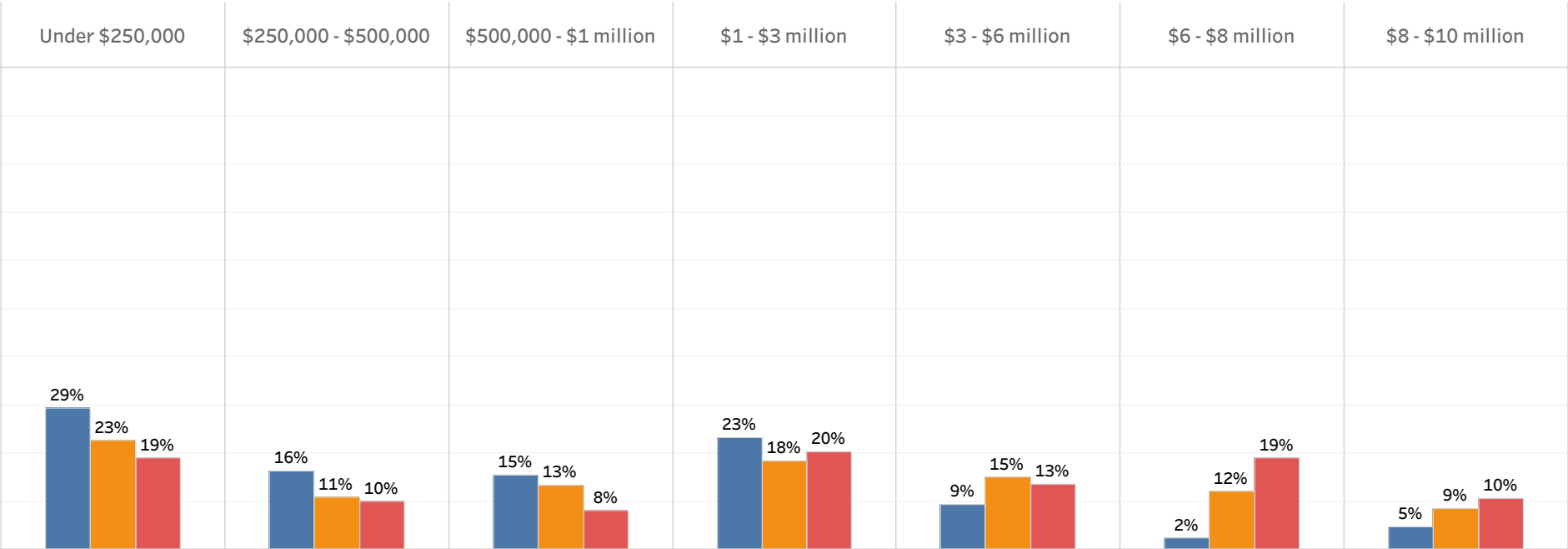
What is your organization's gross annual revenue for this year?

Segment Comparisons Title	Organization Type by Segment	Customer Type by Segment	Role by Segment	Revenue by Segment	Budget by Segment	Gender by Segment	Age by Segment	Worked in an Agency by Segment	Working with Agencies Title	Agencies by Segment
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Lofty Expectations clients are slightly more likely than other segments to report an annual marketing budget of under \$1 million.

Marketing Budget by Segment

Lofty Expectations | Underwhelmed | Shot Callers



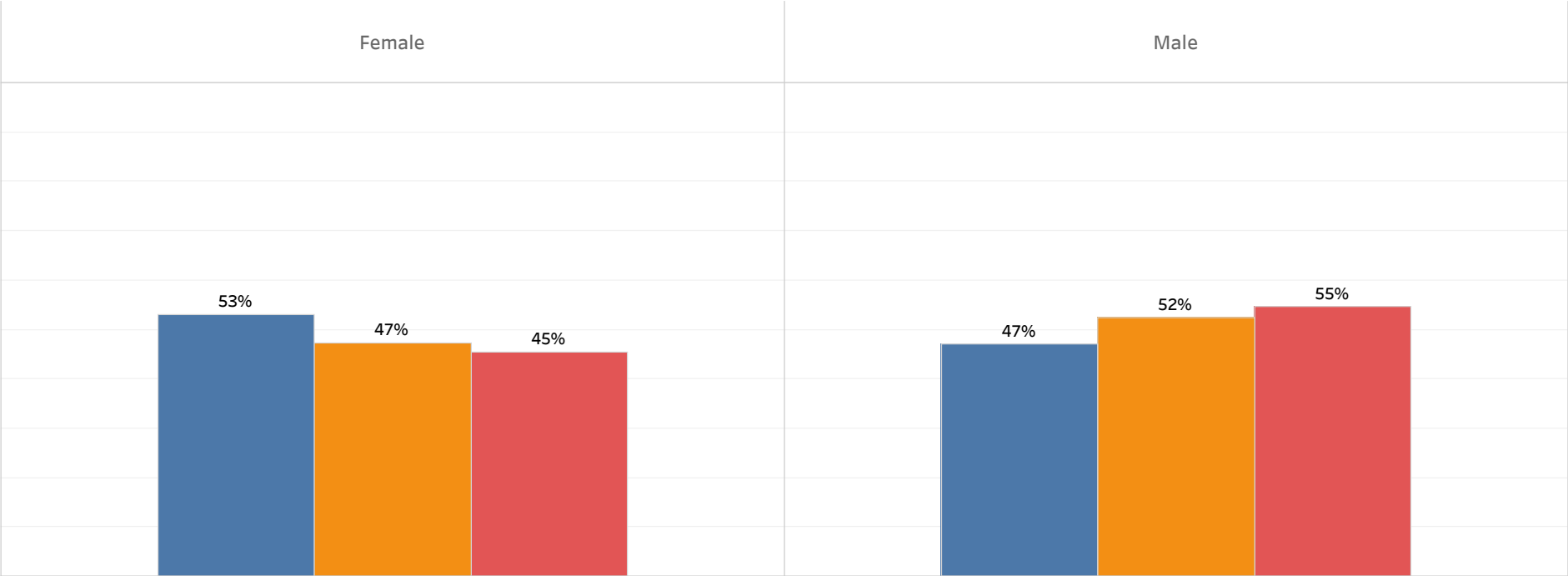
What is your organization's gross annual marketing budget for this year (not including personnel costs)?

Organization Type by Segment	Customer Type by Segment	Role by Segment	Revenue by Segment	Budget by Segment	Gender by Segment	Age by Segment	Worked in an Agency by Segment	Working with Agencies Title	Agencies by Segment	Agency Relationships by Segment
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There is little difference in gender by segment.

Gender

Lofty Expectations | Underwhelmed | Shot Callers

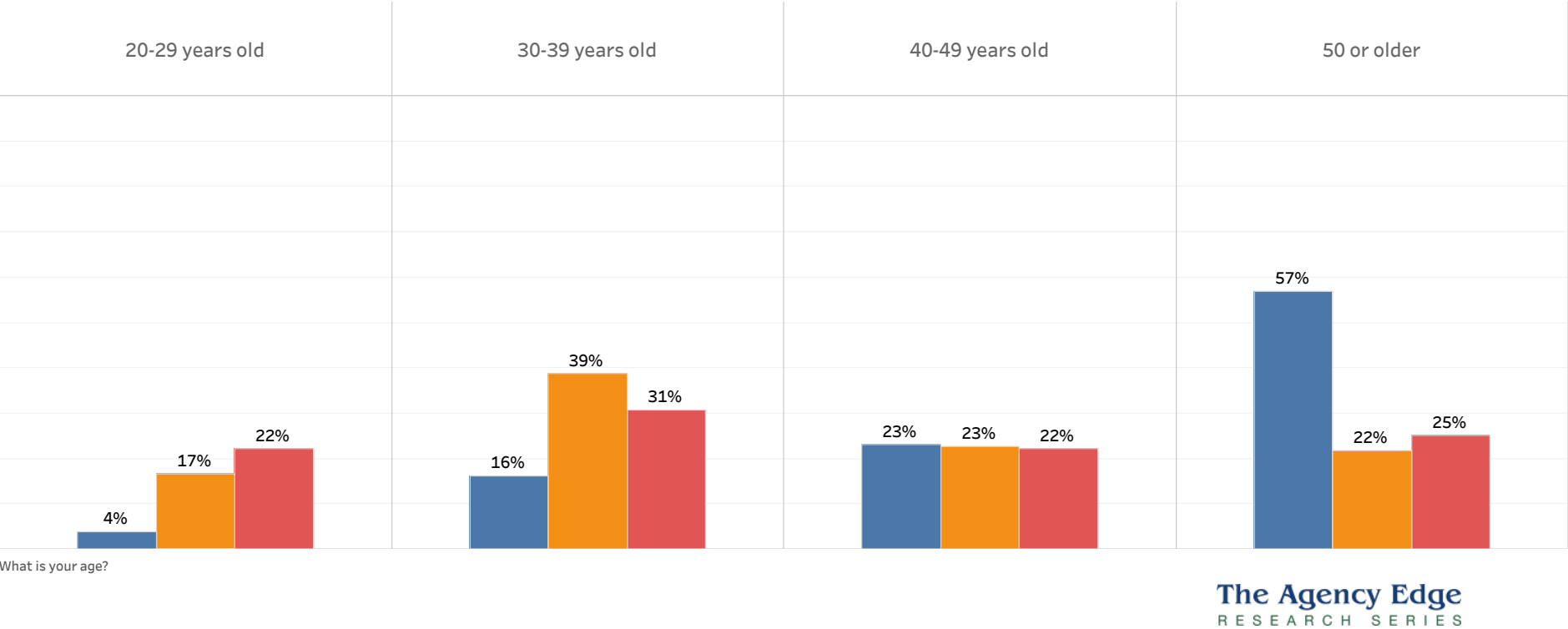


What is your gender?

Customer Type by Segment	Role by Segment	Revenue by Segment	Budget by Segment	Gender by Segment	Age by Segment	Worked in an Agency by Segment	Working with Agencies Title	Agencies by Segment	Agency Relationships by Segment	Experience Working with Agencies
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While we see all segments in all age groups, Lofty Expectations clients are much more likely to be 50 or older, and Underwhelmed clients under 40.

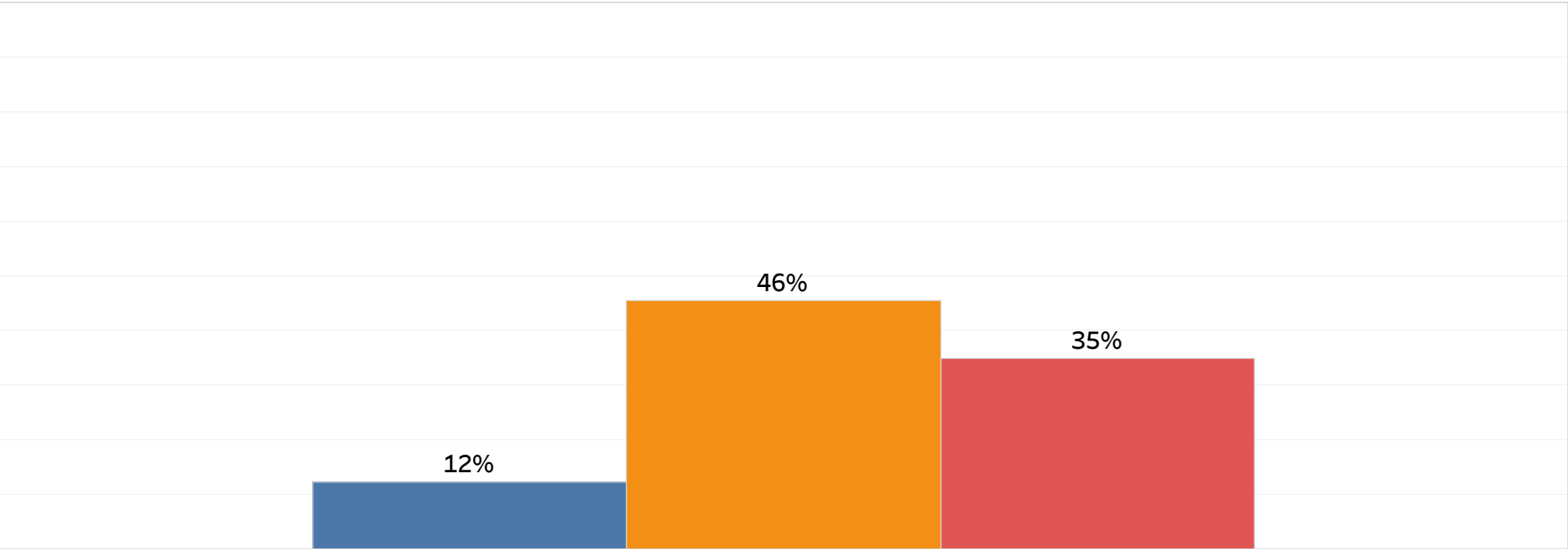
Age
 Lofty Expectations | Underwhelmed | Shot Callers



Role by Segment	Revenue by Segment	Budget by Segment	Gender by Segment	Age by Segment	Worked in an Agency by Segment	Working with Agencies Title	Agencies by Segment	Agency Relationships by Segment	Experience Working with Agencies	Role with Agency by Segment
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Nearly half of Underwhelmed respondents say they have worked in an agency themselves.

Worked in an Agency
Lofty Expectations | Underwhelmed | Shot Callers



Have you ever worked in an agency yourself?

Revenue by Segment	Budget by Segment	Gender by Segment	Age by Segment	Worked in an Agency by Segment	Working with Agencies Title	Agencies by Segment	Agency Relationships by Segment	Experience Working with Agencies	Role with Agency by Segment	Who Interact With by Segment
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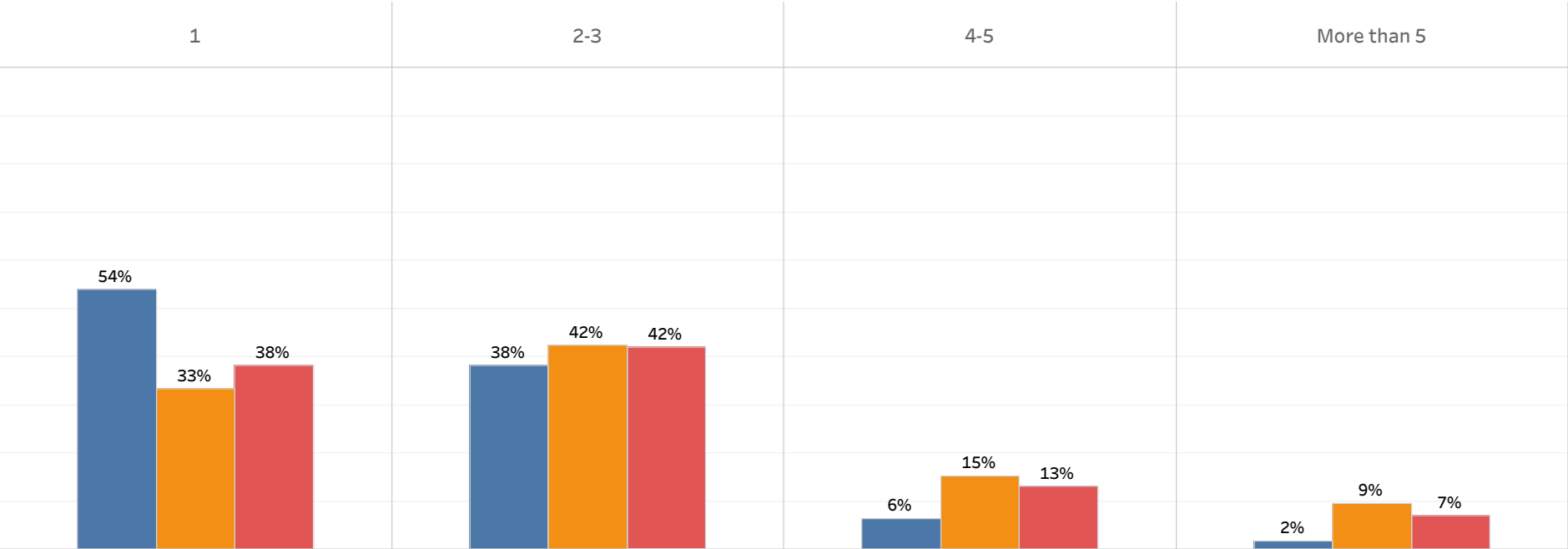
Working with Agencies

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Lofty Expectations clients are more likely to report working with only one agency.

Agencies by Segment

Lofty Expectations | Underwhelmed | Shot Callers



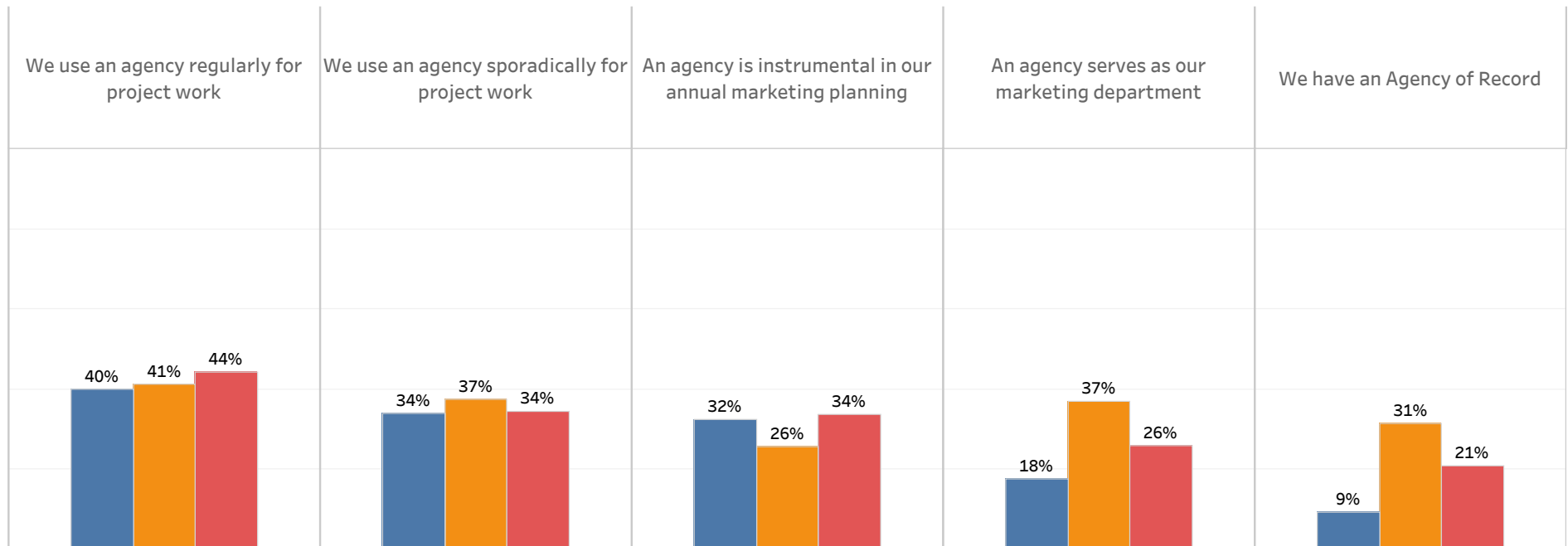
How many advertising or marketing agencies currently work with your organization?

Gender by Segment	Age by Segment	Worked in an Agency by Segment	Working with Agencies Title	Agencies by Segment	Agency Relationships by Segment	Experience Working with Agencies	Role with Agency by Segment	Who Interact With by Segment	Who Agency Interacts With by Segment	How Long Worked with Agency Contac...
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Underwhelmed clients are more likely to say they have an agency of record or that their agency serves as their marketing department.

Agency Relationships by Segment

Lofty Expectations | Underwhelmed | Shot Callers



Which best describe the relationship you have with your current marketing/advertising agency or agencies? Choose all that apply.

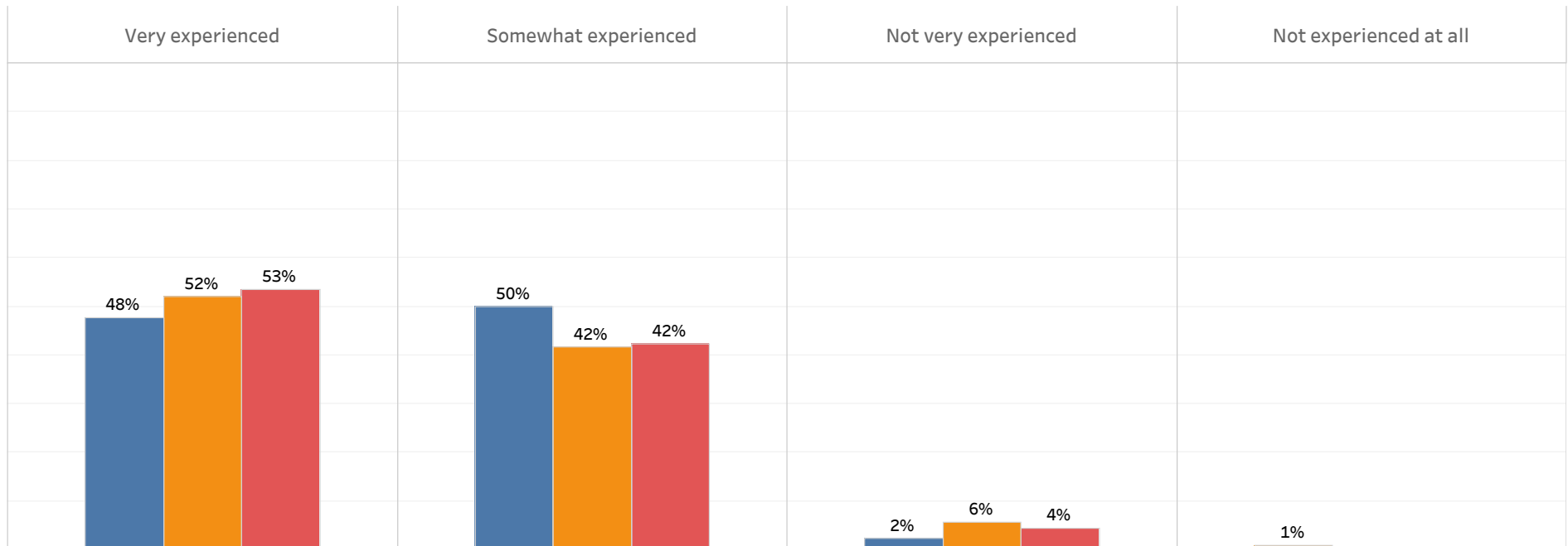
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Age by Segment	Worked in an Agency by Segment	Working with Agencies Title	Agencies by Segment	Agency Relationships by Segment	Experience Working with Agencies	Role with Agency by Segment	Who Interact With by Segment	Who Agency Interacts With by Segment	How Long Worked with Agency Contact by Segment	Understanding Agency Contact Responsibilities
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Respondents say they are fairly experienced with respect to working with agencies.

How Experienced Working with Agencies

[Lofty Expectations](#) | [Underwhelmed](#) | [Shot Callers](#)



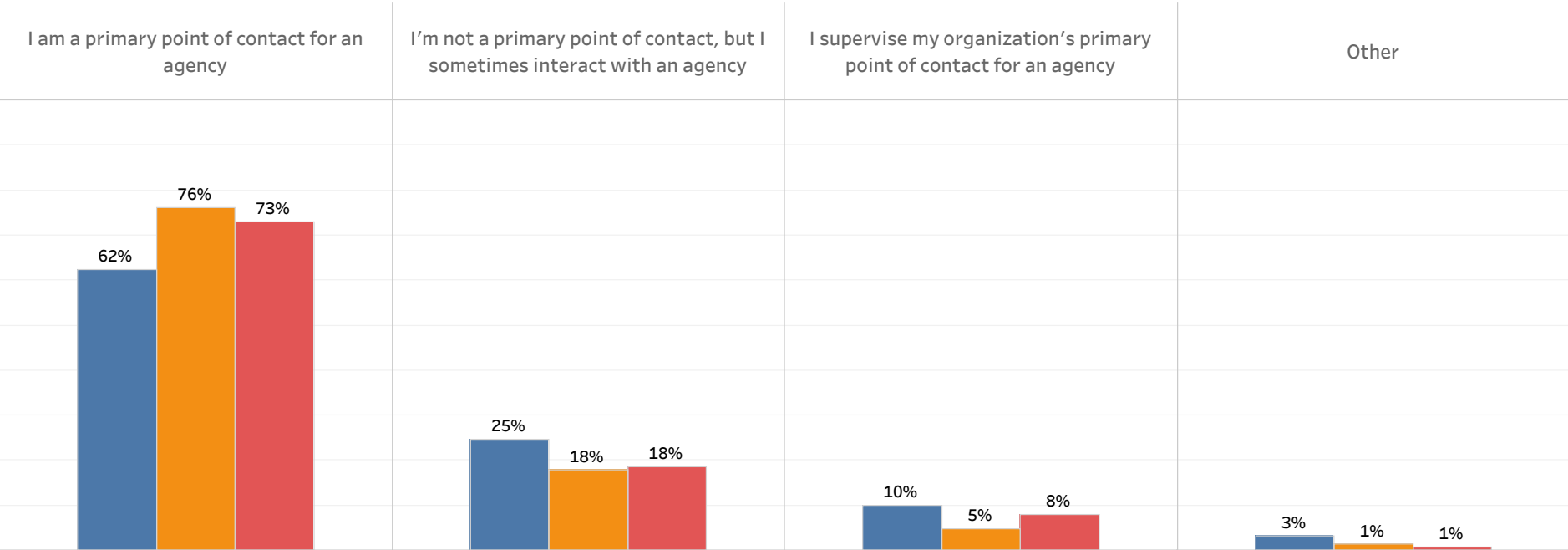
How experienced would you say you are with regard to working with marketing or advertising agencies?

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Lofty Expectations respondents are slightly less likely to report being the primary point of contact for agencies, although the majority are nevertheless.

Role with Agency by Segment

Lofty Expectations | Underwhelmed | Shot Callers



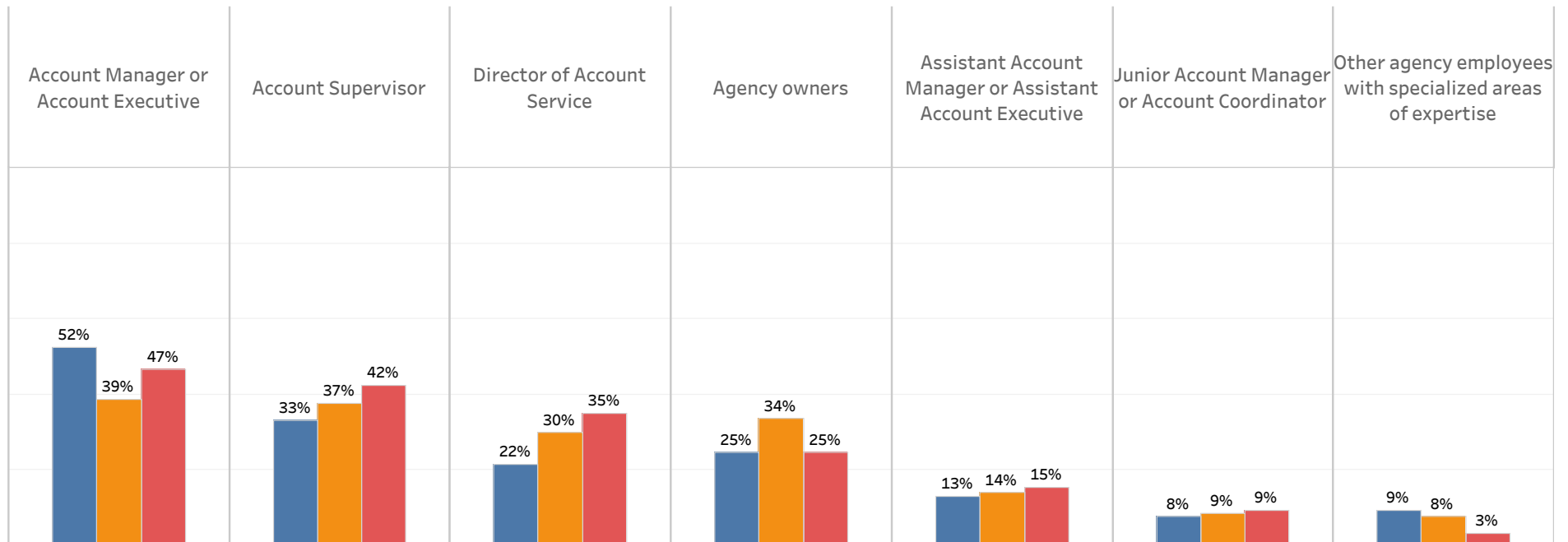
How would you describe your role with regard to marketing or advertising agencies that work with your organization?

Working with Agencies Ti..	Agencies by Segment	Agency Relationships by Segment	Experience Working with Agencies	Role with Agency by Segment	Who Interact With by Segment	Who Agency Interacts With by Segment	How Long Worked with Agency Contact by Segment	Understanding Agency Contact Responsibilities	How Often They Interact by Segment	Opportunities to Interact with Agency by Seg..
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While Lofty Expectations clients are more likely to interact with an AE, Underwhelmed clients are just as likely to interact with the agency owner.

Who Interact With by Segment

Lofty Expectations | Underwhelmed | Shot Callers



Who do you typically work with when interacting with your marketing or advertising agencies? Choose all that apply.

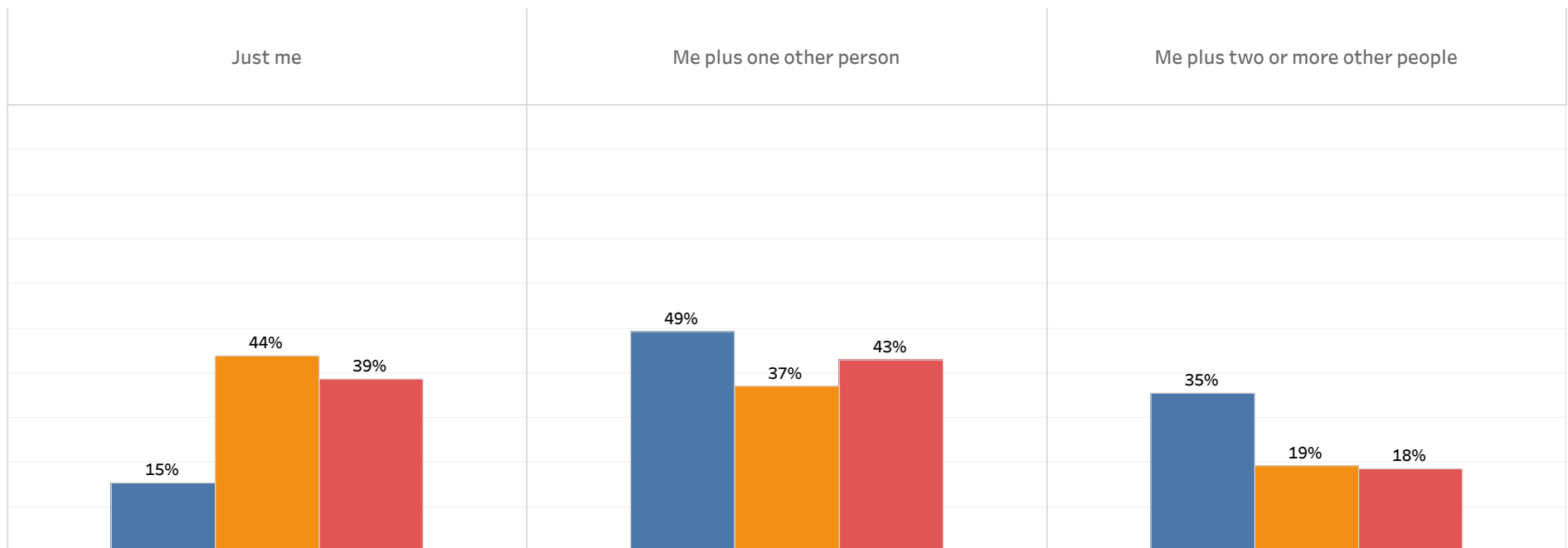
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Agencies by Segment	Agency Relationships by Segment	Experience Working with Agencies	Role with Agency by Segment	Who Interact With by Segment	Who Agency Interacts With by Segment	How Long Worked with Agency Contact by Segment	Understanding Agency Contact Responsibilities	How Often They Interact by Segment	Opportunities to Interact with Agency by Segment	How Prefer to Interact by Segment
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Lofty Expectations respondents are least likely to say they're the agency's only regular point of contact in their organization.

How Many People Agency Interacts With by Segment

Lofty Expectations | Underwhelmed | Shot Callers



With how many people in YOUR organization does your primary agency account manager regularly interact?

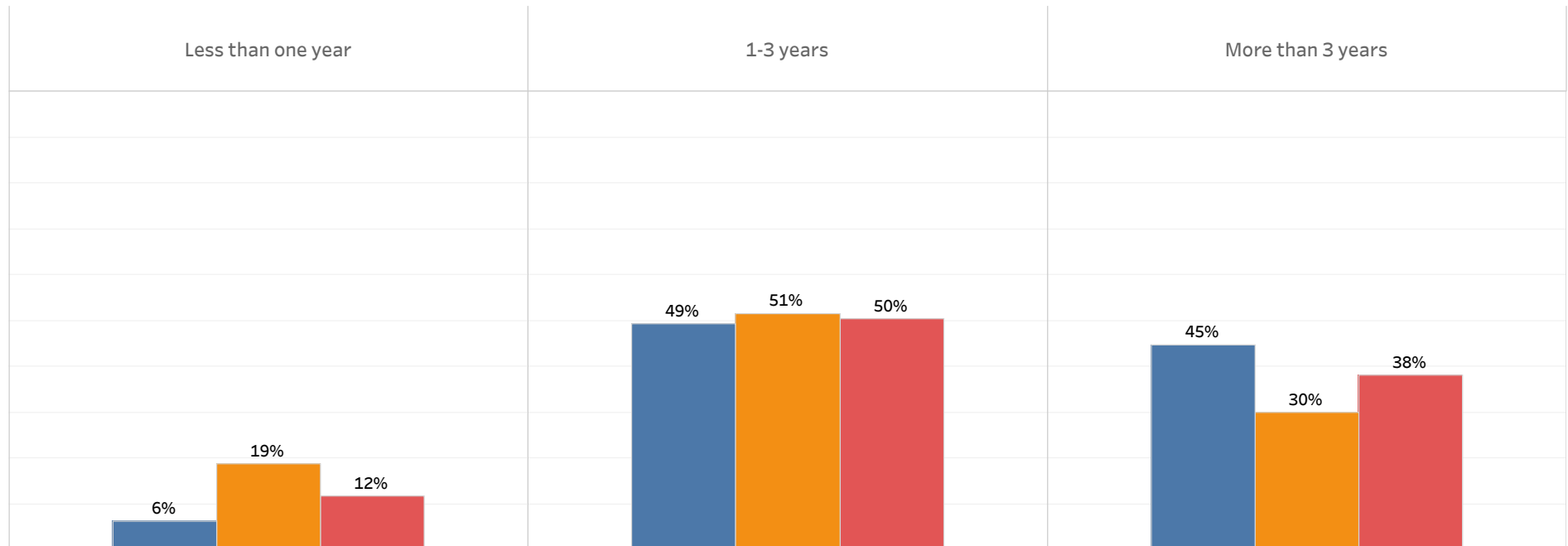
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Agency Relationships by Segment	Experience Working with Agencies	Role with Agency by Segment	Who Interact With by Segment	Who Agency Interacts With by Segment	How Long Worked with Agency Contact by Segment	Understanding Agency Contact Responsibilities	How Often They Interact by Segment	Opportunities to Interact with Agency by Segment	How Prefer to Interact by Segment	How Quickly Agency Responds Now
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Underwhelmed respondents are the least likely to say they've worked with their primary AE for more than 3 years.

How Long Worked with Contact by Segment

Lofty Expectations | Underwhelmed | Shot Callers



How long have you worked with your primary agency account manager or point of contact?

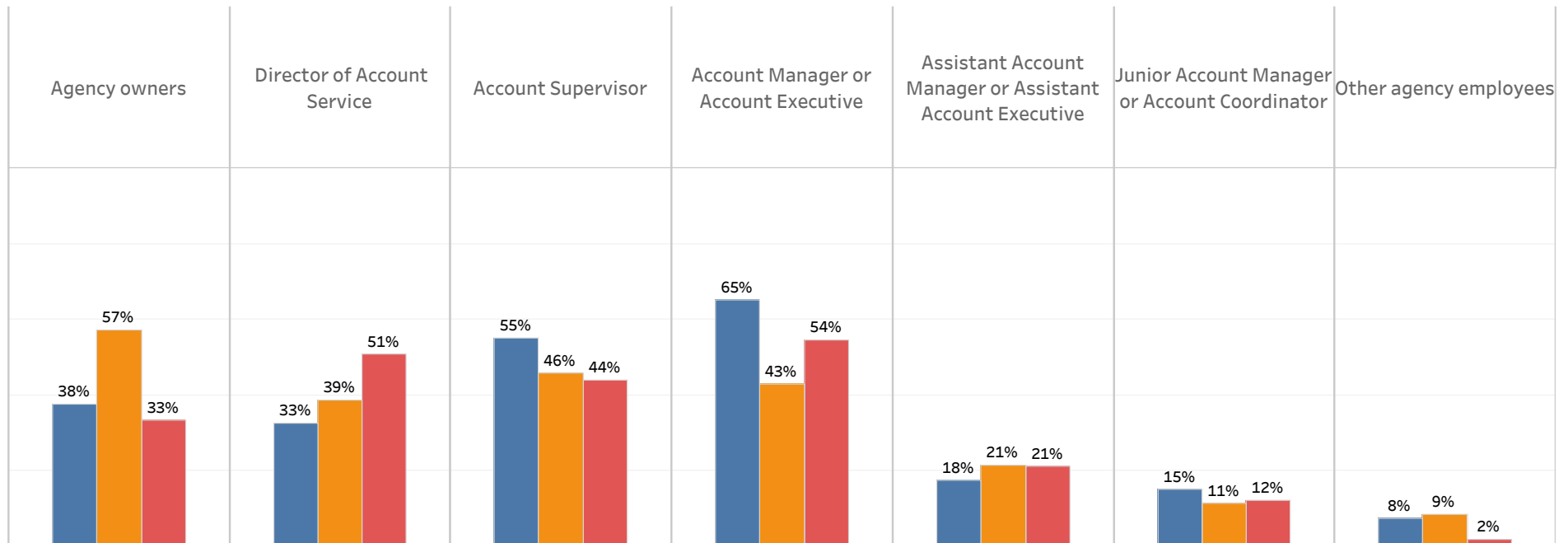
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Experience Working with Agenci..	Role with Agency by Segment	Who Interact With by Segment	Who Agency Interacts With by Segment	How Long Worked with Agency Contact by Segment	Understanding Agency Contact Responsibilities	How Often They Interact by Segment	Opportunities to Interact with Agency by Segment	How Prefer to Interact by Segment	How Quickly Agency Responds Now	How Quickly Clients Expect Response
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Underwhelmed clients feel that they understand the responsibilities of the agency owner better than they do the AE or AD.

Percent Understanding Contact Responsibilities Well by Segment

Lofty Expectations | Underwhelmed | Shot Callers



How well do you understand the different responsibilities of the various agency contacts with whom you interact?

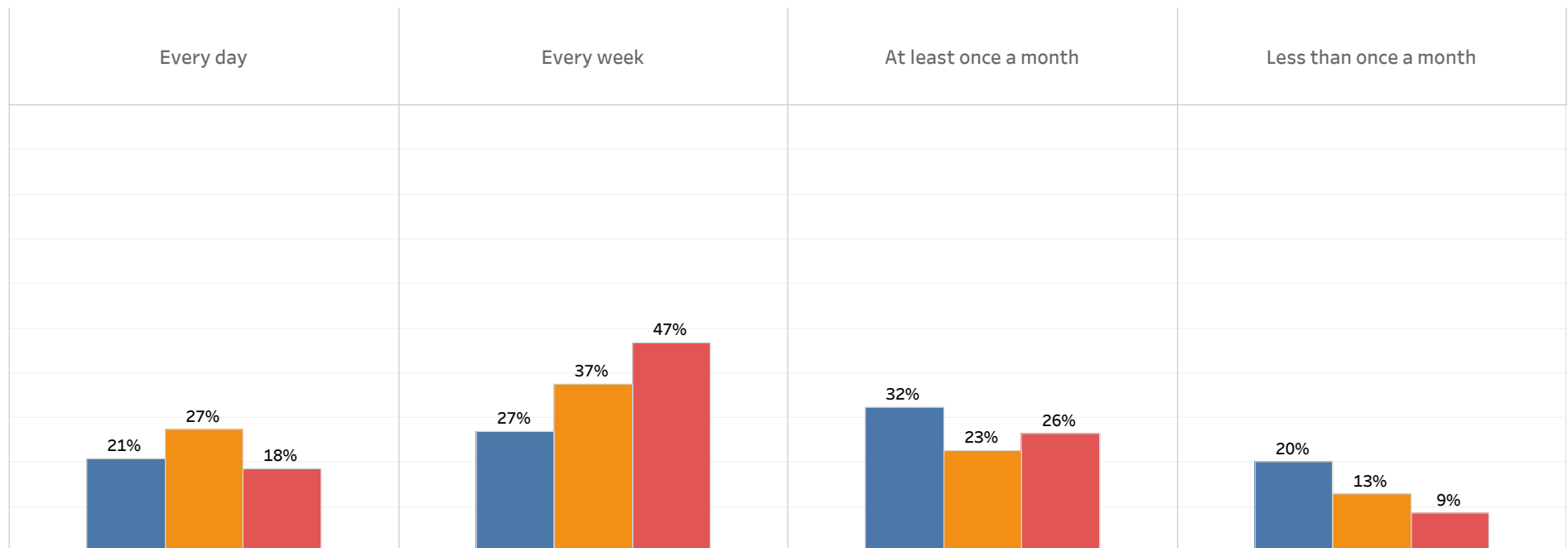
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Role with Agency by Segment	Who Interact With by Segment	Who Agency Interacts With by Segment	How Long Worked with Agency Contact by Segment	Understanding Agency Contact Responsibilities	How Often They Interact by Segment	Opportunities to Interact with Agency by Segment	How Prefer to Interact by Segment	How Quickly Agency Responds Now	How Quickly Clients Expect Response	How Quickly Clients Expect Response by S...
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Lofty Expectations clients are slightly less likely to say they interact with their agencies every week.

Interaction by Segment

Lofty Expectations | Underwhelmed | Shot Callers



How often do you personally interact with an account executive, account manager or another primary point of contact at marketing or advertising agencies working with your organization?

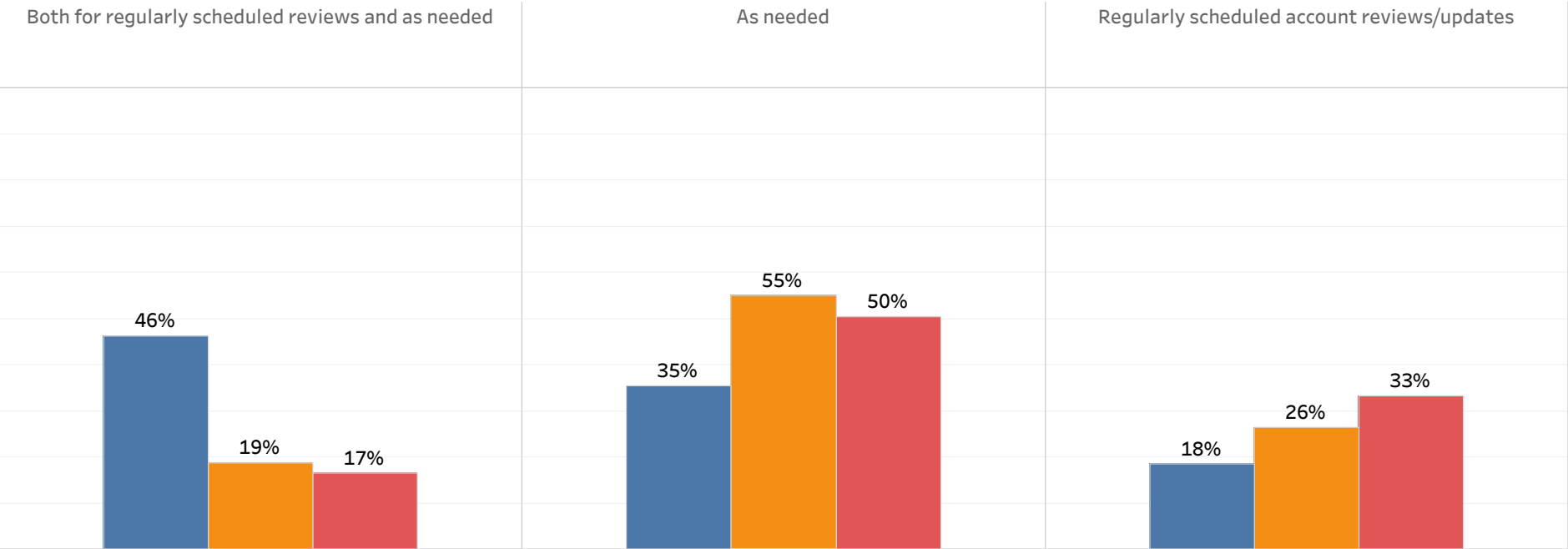
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Who Interact With by Se..	Who Agency Interacts With by Segment	How Long Worked with Agency Contact by Segment	Understanding Agency Contact Responsibilities	How Often They Interact by Segment	Opportunities to Interact with Agency by Segment	How Prefer to Interact by Segment	How Quickly Agency Responds Now	How Quickly Clients Expect Response	How Quickly Clients Expect Response by Segment	How Quickly Clients Expect Response by G..
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Lofty Expectations clients are much more likely to say they can interact with their agency as needed in addition to regularly scheduled reviews.

Opportunities to Interact with Agency by Segment

Lofty Expectations | Underwhelmed | Shot Callers



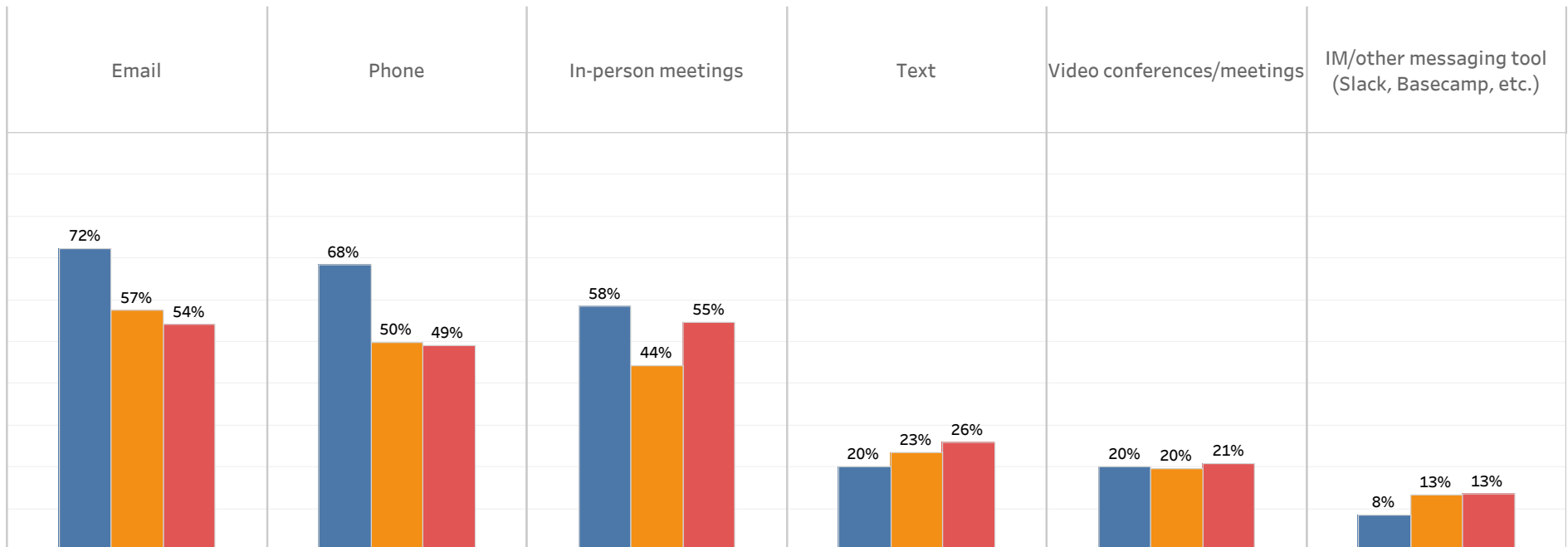
Which of the following opportunities do you have to interact in person with your agency personnel?

Who Agency Interacts With by Se..	How Long Worked with Agency Contact by Segment	Understanding Agency Contact Responsibilities	How Often They Interact by Segment	Opportunities to Interact with Agency by Segment	How Prefer to Interact by Segment	How Quickly Agency Responds Now	How Quickly Clients Expect Response	How Quickly Clients Expect Response by Segment	How Quickly Clients Expect Response by Gender	How Quickly Clients Expect Response by A..
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Lofty Expectations are more likely to say they prefer to interact using all three primary methods.

How Prefer to Interact by Segment

Lofty Expectations | Underwhelmed | Shot Callers



How do you prefer to interact with your agency Account Executive or primary contact? Choose all that apply.

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How Long Worked with Agency Con..	Understanding Agency Contact Responsibilities	How Often They Interact by Segment	Opportunities to Interact with Agency by Segment	How Prefer to Interact by Segment	How Quickly Agency Responds Now	How Quickly Clients Expect Response	How Quickly Clients Expect Response by Segment	How Quickly Clients Expect Response by Gender	How Quickly Clients Expect Response by Age	How Feel after Interaction with AE
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Most respondents seem to be satisfied with the response time of their current agency AE.

How Quickly Responding Now by Segment

	About as quickly as I expect			More quickly		
	1: Lofty Expectations	2: Underwhelmed	3: Shot Callers	1: Lofty Expectations	2: Underwhelmed	3: Shot Callers
A phone call about an urgent issue	64%	43%	52%	26%	46%	40%
An email about a non-urgent issue	71%	47%	59%	18%	33%	26%
An email about an urgent issue	69%	46%	50%	21%	44%	39%
A phone call about a non-urgent issue	68%	50%	57%	19%	35%	31%
A request to set up a meeting to discuss account strategy	69%	45%	54%	21%	39%	27%
A phone call about an invoice or payment	70%	47%	57%	17%	36%	27%
An email about an invoice or payment	69%	51%	56%	18%	35%	29%

How quickly is your CURRENT agency account manager typically responding to these?

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Understanding Agency Contact..	How Often They Interact by Segment	Opportunities to Interact with Agency by Segment	How Prefer to Interact by Segment	How Quickly Agency Responds Now	How Quickly Clients Expect Response	How Quickly Clients Expect Response by Segment	How Quickly Clients Expect Response by Gender	How Quickly Clients Expect Response by Age	How Feel after Interaction with AE	What Would Do if Unhappy
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The majority of respondents expect their AE to respond within an hour for urgent issues.



How Quickly Expect Response

	Immediately	Within an hour	Within 3 hours	By end of day	Within a week
A phone call about an urgent issue	38%	25%	17%	13%	4%
An email about an urgent issue	22%	36%	22%	15%	2%
A phone call about a non-urgent issue	9%	13%	24%	37%	14%
An email about a non-urgent issue	8%	15%	20%	39%	17%
A phone call about an invoice or payment	11%	15%	18%	32%	19%
An email about an invoice or payment	10%	15%	18%	33%	19%
A request to set up a meeting to discuss account strategy	11%	14%	21%	32%	18%

How quickly do you expect an agency account manager to respond to the following from you?

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How Often They Interact by ..	Opportunities to Interact with Agency by Segment	How Prefer to Interact by Segment	How Quickly Agency Responds Now	How Quickly Clients Expect Response	How Quickly Clients Expect Response by Segment	How Quickly Clients Expect Response by Gender	How Quickly Clients Expect Response by Age	How Feel after Interaction with AE	What Would Do if Unhappy	What Would Do if Unhappy by Segment
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Lofty Expectations respondents are more likely to expect a response within an hour for urgent issues. Underwhelmed respondents are more likely to expect this for non-urgent issues.



How Quickly Expect Response by Segment

	Immediately						Within an hour					
	1: Lofty Expectations		2: Underwhelmed		3: Shot Callers		1: Lofty Expectations		2: Underwhelmed		3: Shot Callers	
A phone call about an urgent issue	38%		40%		35%		35%		21%		23%	
An email about an urgent issue	22%		20%		25%		45%		33%		33%	
A phone call about a non-urgent issue	4%		13%		9%		5%		16%		17%	
An email about a non-urgent issue	2%		11%		6%		5%		17%		20%	
A phone call about an invoice or payment	5%		14%		11%		8%		17%		17%	
An email about an invoice or payment	3%		14%		10%		7%		16%		20%	
A request to set up a meeting to discuss account strategy	5%		14%		12%		8%		14%		17%	

How quickly do you expect an agency account manager to respond to the following from you?

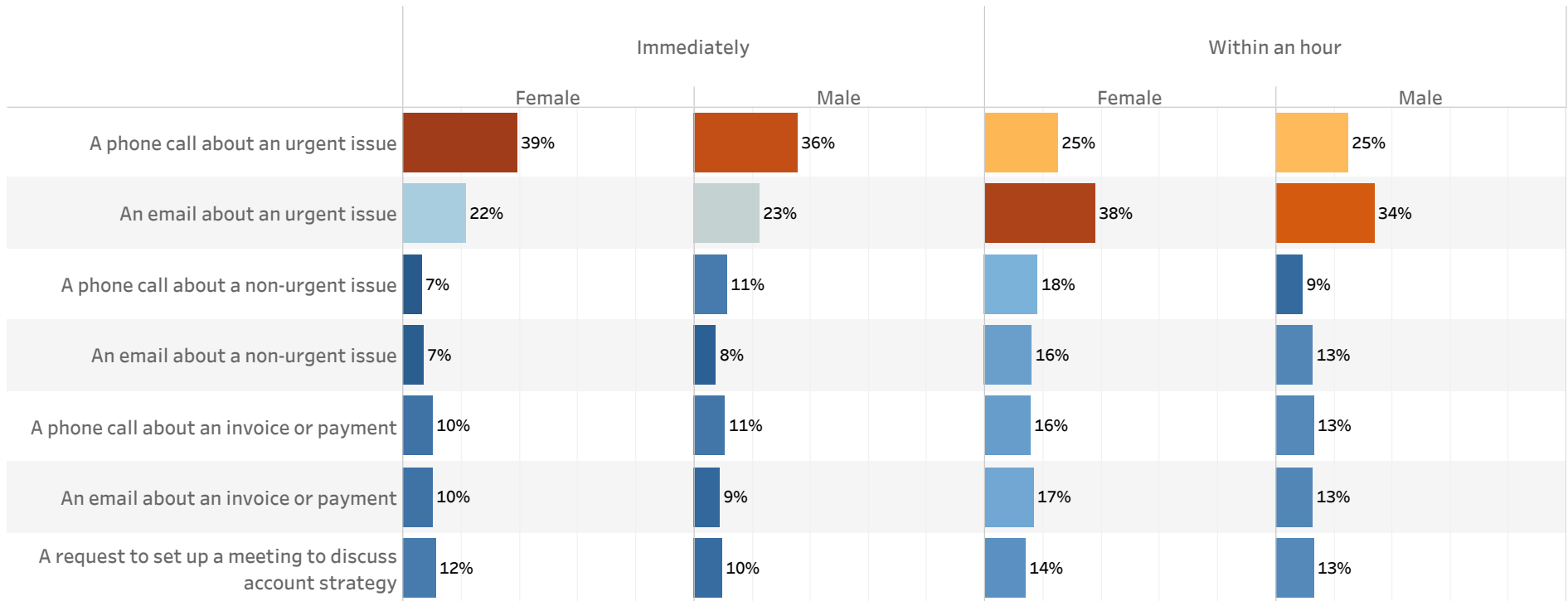
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Opportunities to Interact with...	How Prefer to Interact by Segment	How Quickly Agency Responds Now	How Quickly Clients Expect Response	How Quickly Clients Expect Response by Segment	How Quickly Clients Expect Response by Gender	How Quickly Clients Expect Response by Age	How Feel after Interaction with AE	What Would Do if Unhappy	What Would Do if Unhappy by Segment	What Would Do if Unhappy by Age or Gender
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Men and women feel similarly about expected response times.



How Quickly Expect Response by Gender



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RESEARCH SERIES

How Prefer to Interact by Segment	How Quickly Agency Responds Now	How Quickly Clients Expect Response	How Quickly Clients Expect Response by Segment	How Quickly Clients Expect Response by Gender	How Quickly Clients Expect Response by Age	How Feel after Interaction with AE	What Would Do if Unhappy	What Would Do if Unhappy by Segment	What Would Do if Unhappy by Age or Gender	Expectations Title
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Older client contacts appear to be somewhat more demanding when it comes to response time for urgent issues.



How Quickly Expect Response by Age

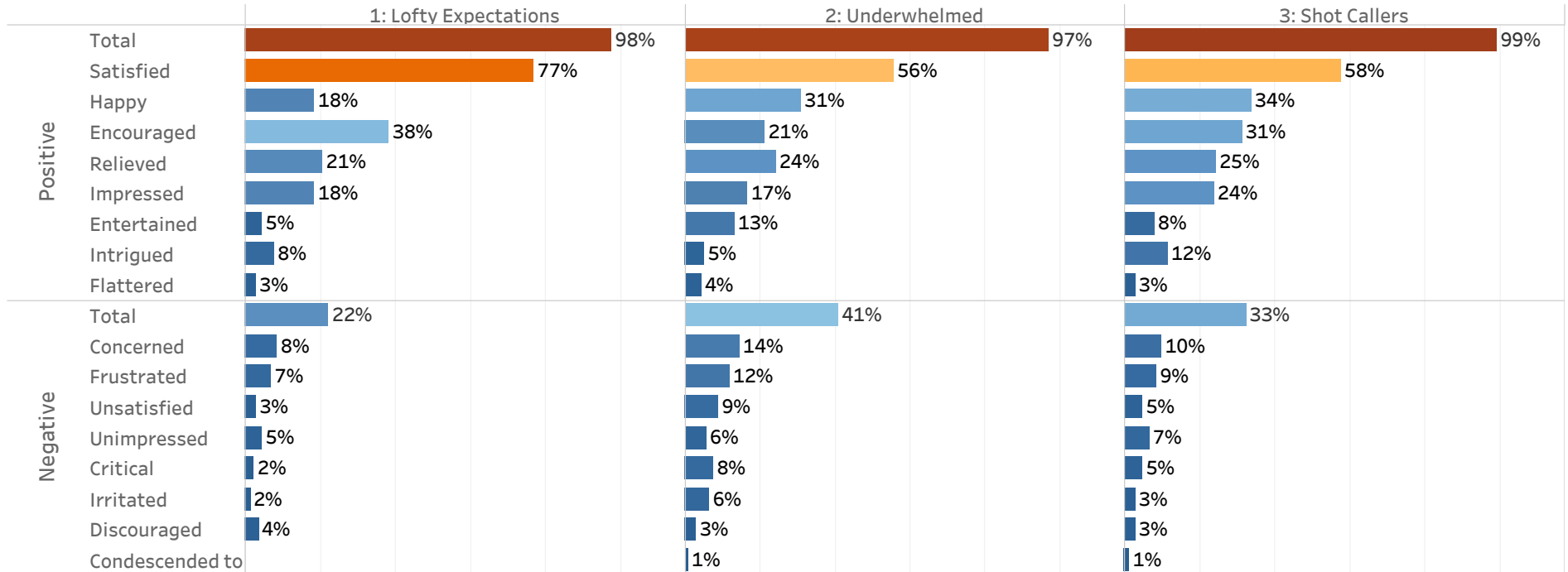
	How Quickly Expect Response by Age					
	Immediately			Within an hour		
	Under 35	35-44	45 or older	Under 35	35-44	45 or older
A phone call about an urgent issue	41%	42%	50%	16%	17%	17%
An email about an urgent issue	27%	25%	33%	22%	27%	44%
A phone call about a non-urgent issue	11%	18%	14%	22%	13%	14%
An email about a non-urgent issue	14%	10%	17%	24%	18%	14%
A phone call about an invoice or payment	16%	18%	11%	25%	15%	14%
An email about an invoice or payment	21%	13%	14%	24%	22%	14%
A request to set up a meeting to discuss account strategy	21%	17%	22%	16%	18%	8%

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How Quickly Agency Responds N...	How Quickly Clients Expect Response	How Quickly Clients Expect Response by Segment	How Quickly Clients Expect Response by Gender	How Quickly Clients Expect Response by Age	How Feel after Interaction with AE	What Would Do if Unhappy	What Would Do if Unhappy by Segment	What Would Do if Unhappy by Age or Gender	Expectations Title	Important AE Characteristics
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Lofty Expectations respondents are much more likely to report feeling satisfied after an interaction, and less likely to report negative feelings.

How Feel After Interaction by Segment



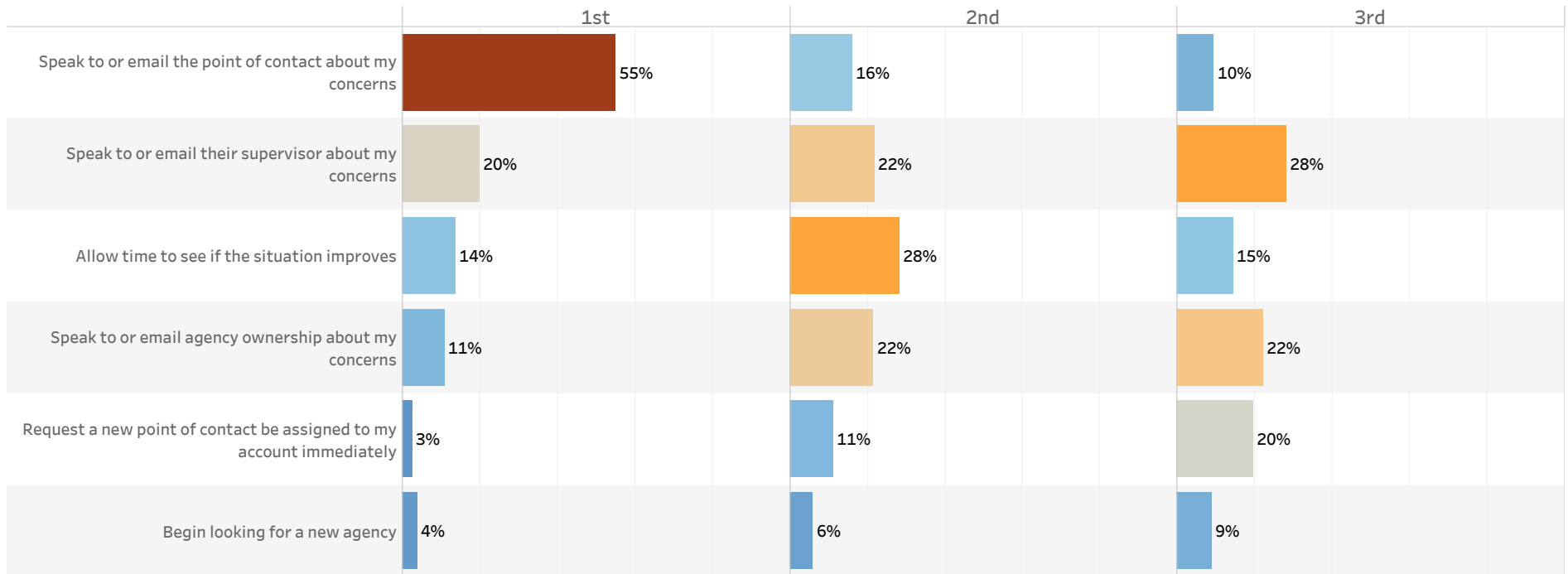
Which best describe how you usually feel after a typical interaction with your agency Account Executive or main point of contact? Choose all that apply.

How Quickly Clients Expect Res..	How Quickly Clients Expect Response by Segment	How Quickly Clients Expect Response by Gender	How Quickly Clients Expect Response by Age	How Feel after Interaction with AE	What Would Do if Unhappy	What Would Do if Unhappy by Segment	What Would Do if Unhappy by Age or Gender	Expectations Title	Important AE Characteristics	Top 5 Characteristics by Segment
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More than half of respondents say that if they were unhappy with their AE, a conversation with that person would be their first step.



What Would You Do if Unhappy



If you were unhappy with your primary agency point of contact, which of the following would you do, and in which order?

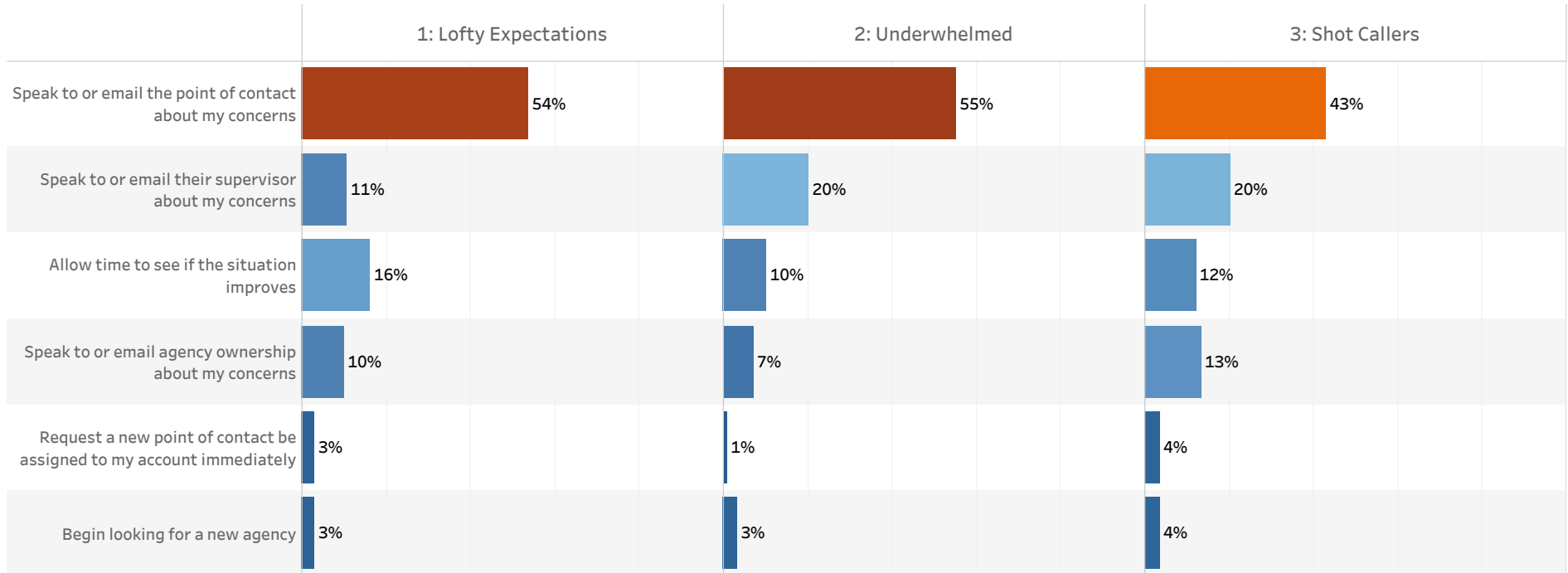
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How Quickly Clients Expect Res..	How Quickly Clients Expect Response by Gender	How Quickly Clients Expect Response by Age	How Feel after Interaction with AE	What Would Do if Unhappy	What Would Do if Unhappy by Segment	What Would Do if Unhappy by Age or Gender	Expectations Title	Important AE Characteristics	Top 5 Characteristics by Segment	Important Characteristics by Gender
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Shot Callers are slightly less likely to speak to the AE first.



What Would You Do First if Unhappy (by Segment)



If you were unhappy with your primary agency point of contact, which of the following would you do, and in which order?

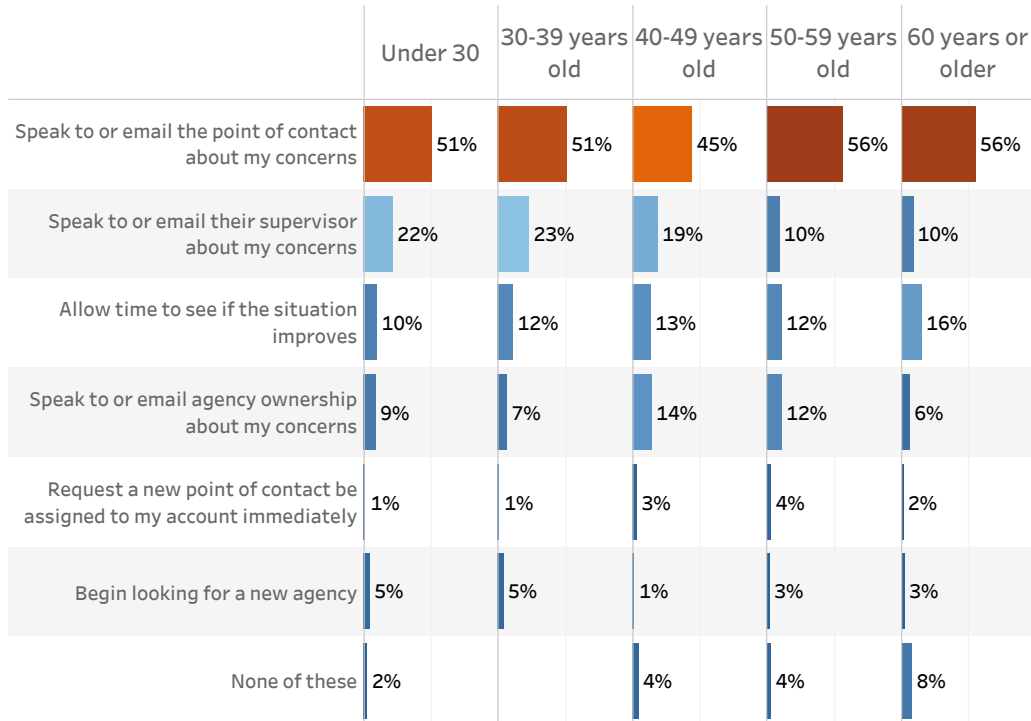
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How Quickly Clients Expect Res..	How Quickly Clients Expect Response by Age	How Feel after Interaction with AE	What Would Do if Unhappy	What Would Do if Unhappy by Segment	What Would Do if Unhappy by Age or Gender	Expectations Title	Important AE Characteristics	Top 5 Characteristics by Segment	Important Characteristics by Gender	Important Characteristics by Age Group
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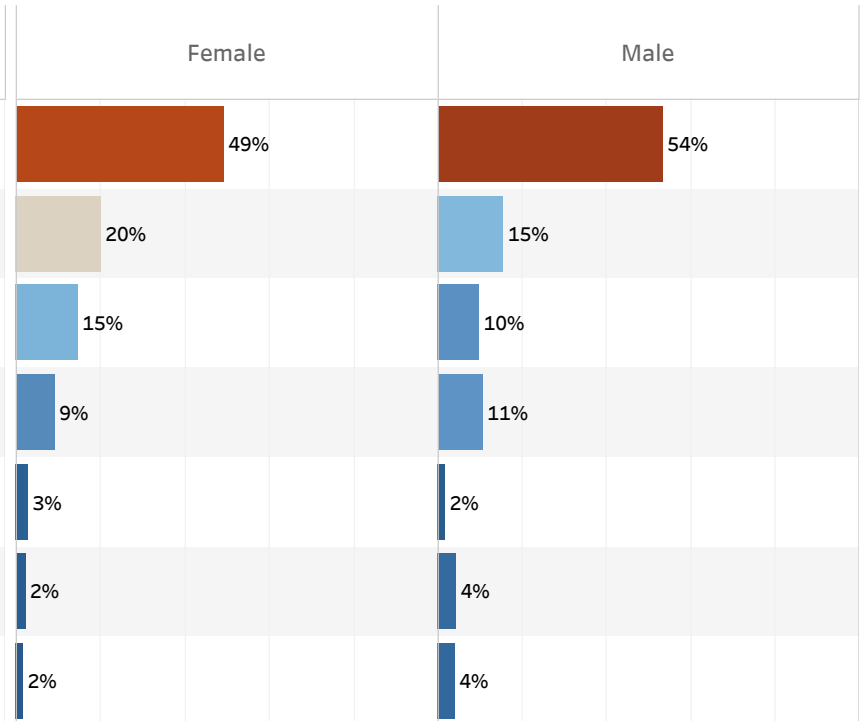
There are few differences by age or gender.



What Would You Do First if Unhappy (by Age)



What Would You Do First if Unhappy (by Gender)



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How Quickly Clients Expect Res..	How Feel after Interaction with AE	What Would Do if Unhappy	What Would Do if Unhappy by Segment	What Would Do if Unhappy by Age or Gender	Expectations Title	Important AE Characteristics	Top 5 Characteristics by Segment	Important Characteristics by Gender	Important Characteristics by Age Group	Preferred AE Gender by Respondent G..
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Expectations and Dreams

How Feel after Interaction ...	What Would Do if Unhappy	What Would Do if Unhappy by Segment	What Would Do if Unhappy by Age or Gender	Expectations Title	Important AE Characteristics	Top 5 Characteristics by Segment	Important Characteristics by Gender	Important Characteristics by Age Group	Preferred AE Gender by Respondent Gender	Preferred AE Age by Respondent A..
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Lofty Expectations clients are much more likely to prioritize a wide range of marketing expertise, ability to adapt without panic, and strategic, innovative thinking. They are less likely to prioritize age, personality or gender.

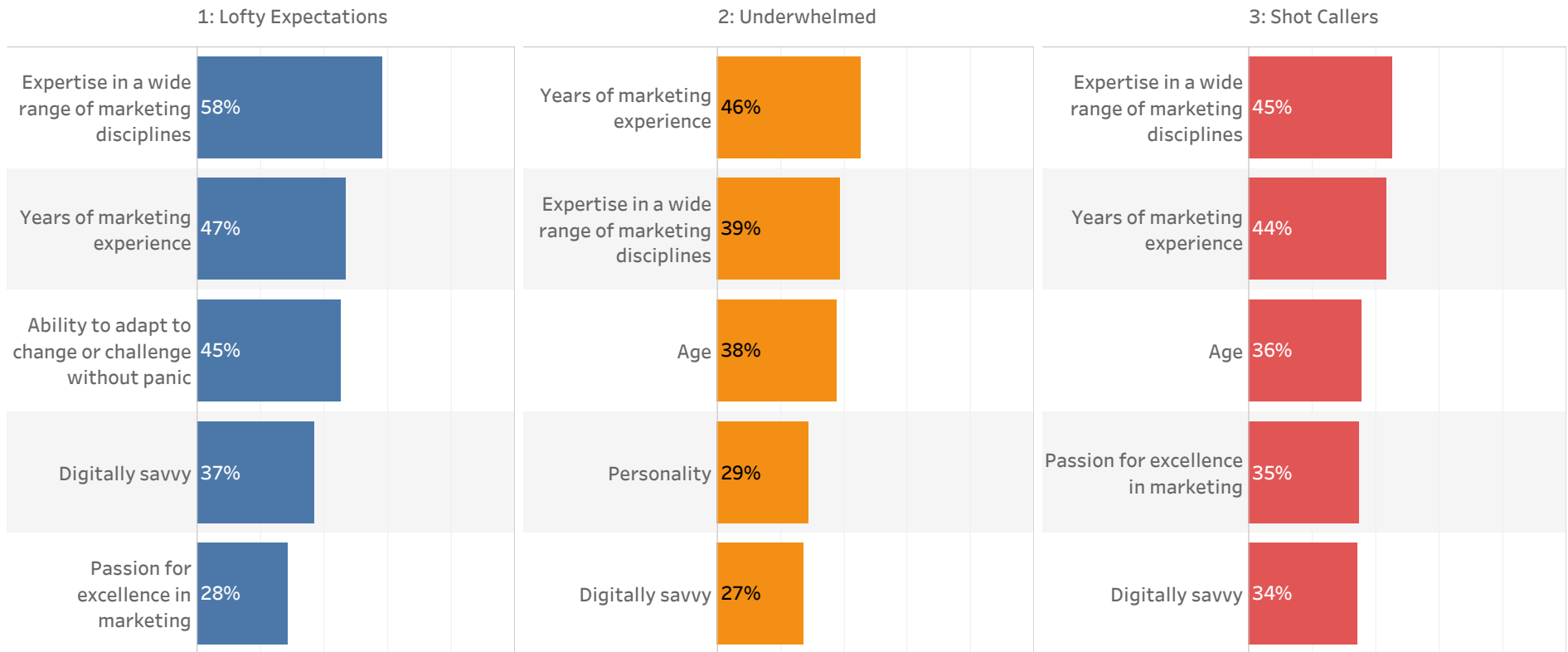
Most Important AE Characteristics

	1: Lofty Expectations	2: Underwhelmed	3: Shot Callers	Grand Total
Expertise in a wide range of marketing disciplines	58%	39%	45%	46%
Years of marketing experience	47%	46%	44%	45%
Digitally savvy	37%	27%	34%	32%
Ability to adapt to change or challenge without panic	45%	26%	27%	31%
Age	9%	38%	36%	30%
Passion for excellence in marketing	28%	25%	35%	29%
Personality	11%	29%	33%	26%
Delivery on commitments	22%	19%	17%	19%
Results-focused	23%	15%	20%	19%
Detail-oriented	24%	14%	18%	18%
Ability to meet deadlines	16%	14%	15%	15%
College experience	6%	17%	18%	15%
Gender	4%	21%	13%	14%
Strategic thinking	23%	10%	13%	14%
Focus on keeping me informed	12%	14%	17%	14%
Clear and succinct communication	20%	11%	15%	14%
Ability to make things happen in response to new information or opportunities	19%	12%	10%	13%
Politeness	7%	16%	13%	13%
Innovative thinking	20%	8%	11%	12%
Presentation skills	8%	10%	9%	9%
Quality of communication using the method I most prefer (phone, email, etc.)	7%	9%	9%	8%
Ownership of all activities and results on my account	9%	9%	6%	8%
Familiarity with our key success metrics and our performance against them	13%	7%	4%	8%
Familiarity with developments in our industry	15%	6%	4%	7%
Ability to delegate	2%	8%	5%	5%
Communication without errors or grammatical mistakes	2%	5%	3%	4%

Which do you consider the most important characteristics of an agency account manager? Choose your top 5.

What Would Do if Unhappy	What Would Do if Unhappy by Segment	What Would Do if Unhappy by Age or Gender	Expectations Title	Important AE Characteristics	Top 5 Characteristics by Segment	Important Characteristics by Gender	Important Characteristics by Age Group	Preferred AE Gender by Respondent Gender	Preferred AE Age by Respondent Age	Preferred Agency Type by Segment
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Lofty Expectations respondents are more likely to prioritize "ability to adapt to change or challenge without panic" in their top five characteristics for an AE.

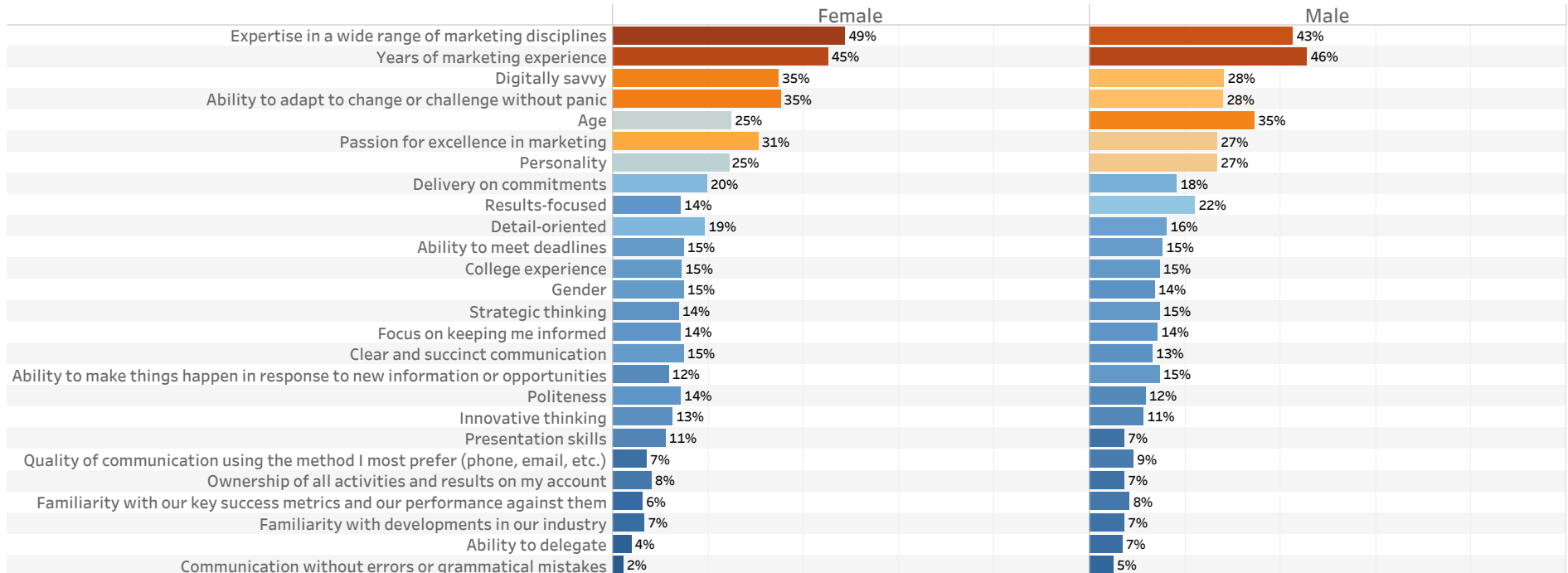


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What Would Do if Unhappy by..	What Would Do if Unhappy by Age or Gender	Expectations Title	Important AE Characteristics	Top 5 Characteristics by Segment	Important Characteristics by Gender	Important Characteristics by Age Group	Preferred AE Gender by Respondent Gender	Preferred AE Age by Respondent Age	Preferred Agency Type by Segment	Formal Feedback of AE by Segment
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There is little difference between women and men with respect to the characteristics of an AE that they prioritize.

Most Important AE Characteristics by Gender



Which do you consider the most important characteristics of an agency account manager? Choose your top 5.

What Would Do if Unhappy by..	Expectations Title	Important AE Characteristics	Top 5 Characteristics by Segment	Important Characteristics by Gender	Important Characteristics by Age Group	Preferred AE Gender by Respondent Gender	Preferred AE Age by Respondent Age	Preferred Agency Type by Segment	Formal Feedback of AE by Segment	Would Like to Provide Feedback by S..
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Younger respondents are much more likely to prioritize the age of their AE. Older respondents prioritize experience, passion and being results-focused.

Most Important AE Characteristics by Age

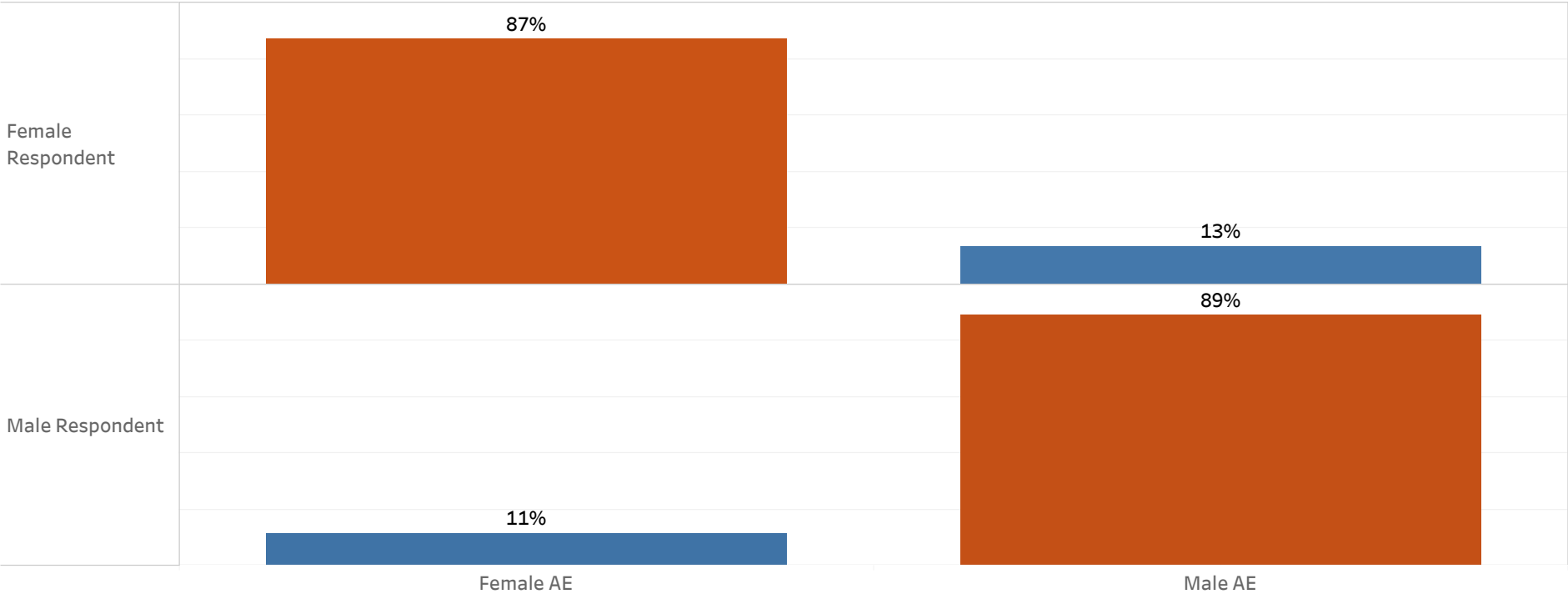
	Under 30	30-39	40-49	50-59	60 or older
Expertise in a wide range of marketing disciplines	32%	39%	55%	57%	44%
Years of marketing experience	47%	43%	45%	44%	51%
Digitally savvy	28%	31%	31%	32%	38%
Ability to adapt to change or challenge without panic	26%	30%	34%	37%	27%
Age	54%	36%	25%	18%	13%
Passion for excellence in marketing	17%	28%	29%	31%	43%
Personality	32%	28%	29%	17%	17%
Delivery on commitments	12%	15%	23%	23%	24%
Results-focused	16%	14%	14%	20%	40%
Detail-oriented	15%	17%	18%	21%	19%
Ability to meet deadlines	14%	11%	16%	19%	19%
College experience	26%	20%	13%	6%	5%
Gender	27%	22%	8%	6%	5%
Strategic thinking	12%	9%	17%	17%	21%
Focus on keeping me informed	15%	13%	13%	19%	11%
Clear and succinct communication	12%	14%	8%	21%	16%
Ability to make things happen in response to new information or opportunities	11%	6%	23%	17%	10%
Politeness	22%	10%	17%	8%	10%
Innovative thinking	5%	14%	11%	14%	16%
Presentation skills	9%	10%	9%	6%	13%
Quality of communication using the method I most prefer (phone, email, etc.)	6%	7%	9%	10%	10%
Ownership of all activities and results on my account	9%	8%	5%	11%	8%
Familiarity with our key success metrics and our performance against them	2%	7%	8%	12%	8%
Familiarity with developments in our industry	6%	2%	5%	10%	22%
Ability to delegate	5%	7%	7%	5%	2%
Communication without errors or grammatical mistakes	2%	5%	4%	5%	

Which do you consider the most important characteristics of an agency account manager? Choose your top 5.

Expectations Title	Important AE Characteristics	Top 5 Characteristics by Segment	Important Characteristics by Gender	Important Characteristics by Age Group	Preferred AE Gender by Respondent Gender	Preferred AE Age by Respondent Age	Preferred Agency Type by Segment	Formal Feedback of AE by Segment	Would Like to Provide Feedback by Segment	Impact of Feedback on Agency Service
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Those who say gender is important overwhelmingly prefer an AE of their own gender.

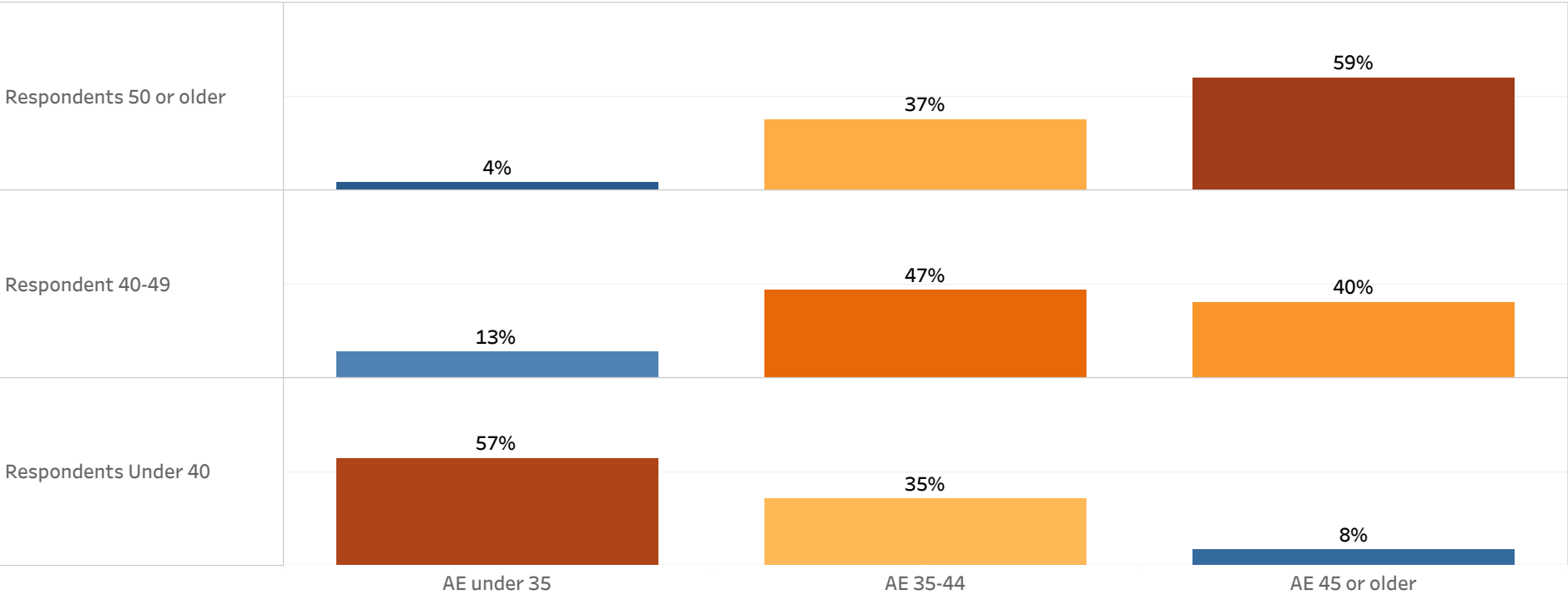
Preferred AE Gender (if gender is important) by Respondent Gender



Which gender would you prefer for your agency account manager?

Older respondents who feel age is important would prefer an older AE; younger ones would prefer an AE under 35.

Preferred AE Age by Respondent Age



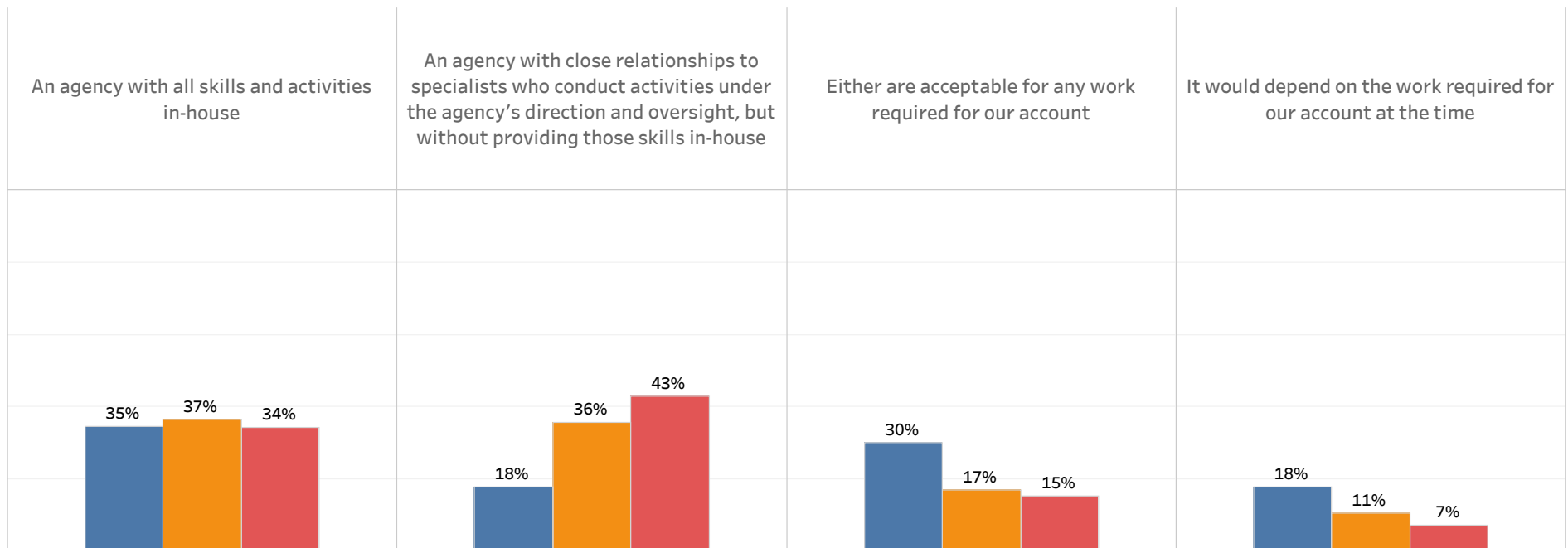
Which age range would you prefer for your agency account manager?

Top 5 Characteristics by Segment	Important Characteristics by Gender	Important Characteristics by Age Group	Preferred AE Gender by Respondent Gender	Preferred AE Age by Respondent Age	Preferred Agency Type by Segment	Formal Feedback of AE by Segment	Would Like to Provide Feedback by Segment	Impact of Feedback on Agency Service	Time Spent by Agency on Managing Account by Segment	What AE Should Do with One Hour Left by Segment
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Shot Callers are more likely to say they prefer agencies who work with outside specialists vs. having all skills in-house. Lofty Expectations clients appear the most flexible.

Preferred Agency Type by Segment

[Lofty Expectations](#) | [Underwhelmed](#) | [Shot Callers](#)



With which type of agency would you prefer to work?

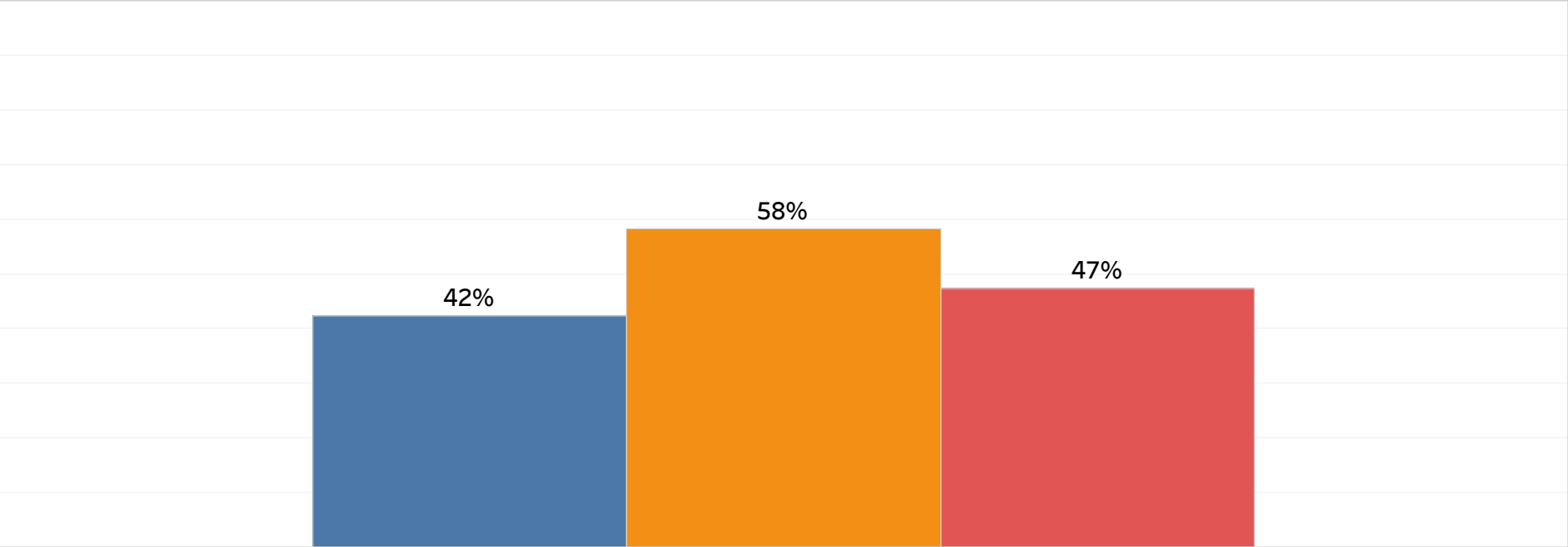
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Important Characteristics by..	Important Characteristics by Age Group	Preferred AE Gender by Respondent Gender	Preferred AE Age by Respondent Age	Preferred Agency Type by Segment	Formal Feedback of AE by Segment	Would Like to Provide Feedback by Segment	Impact of Feedback on Agency Service	Time Spent by Agency on Managing Account by Segment	What AE Should Do with One Hour Left by Segment	Transparency with Agencies
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Underwhelmed clients are more likely to say their agency requests formal feedback from them about their AE.

Formal Feedback About AE by Segment

Lofty Expectations | Underwhelmed | Shot Callers

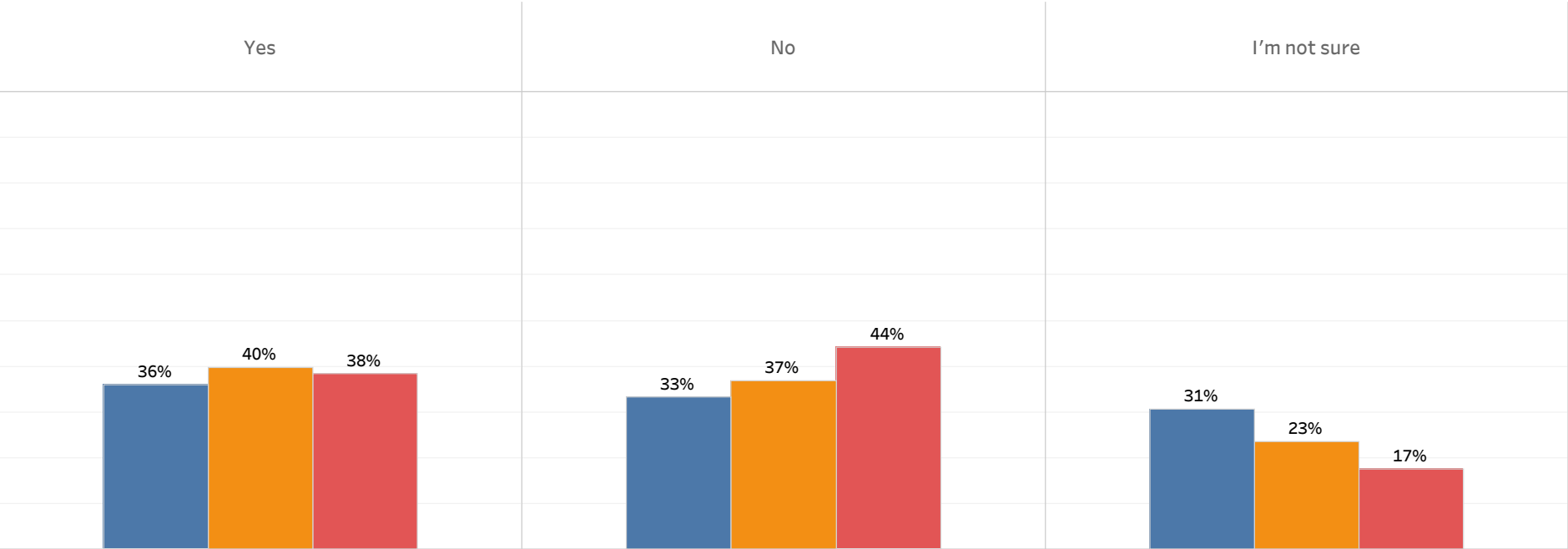


Does your agency request formal feedback from you (report cards, written reviews, etc.) about your agency point of contact or Account Executive?

Important Characteristics by..	Preferred AE Gender by Respondent Gender	Preferred AE Age by Respondent Age	Preferred Agency Type by Segment	Formal Feedback of AE by Segment	Would Like to Provide Feedback by Segment	Impact of Feedback on Agency Service	Time Spent by Agency on Managing Account by Segment	What AE Should Do with One Hour Left by Segment	Transparency with Agencies	Transparency with Agencies by Segment
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Among those who aren’t asked for formal feedback about their AE, a significant percentage wish they were.

Would Like to Provide Formal Feedback About AE
Lofty Expectations | Underwhelmed | Shot Callers



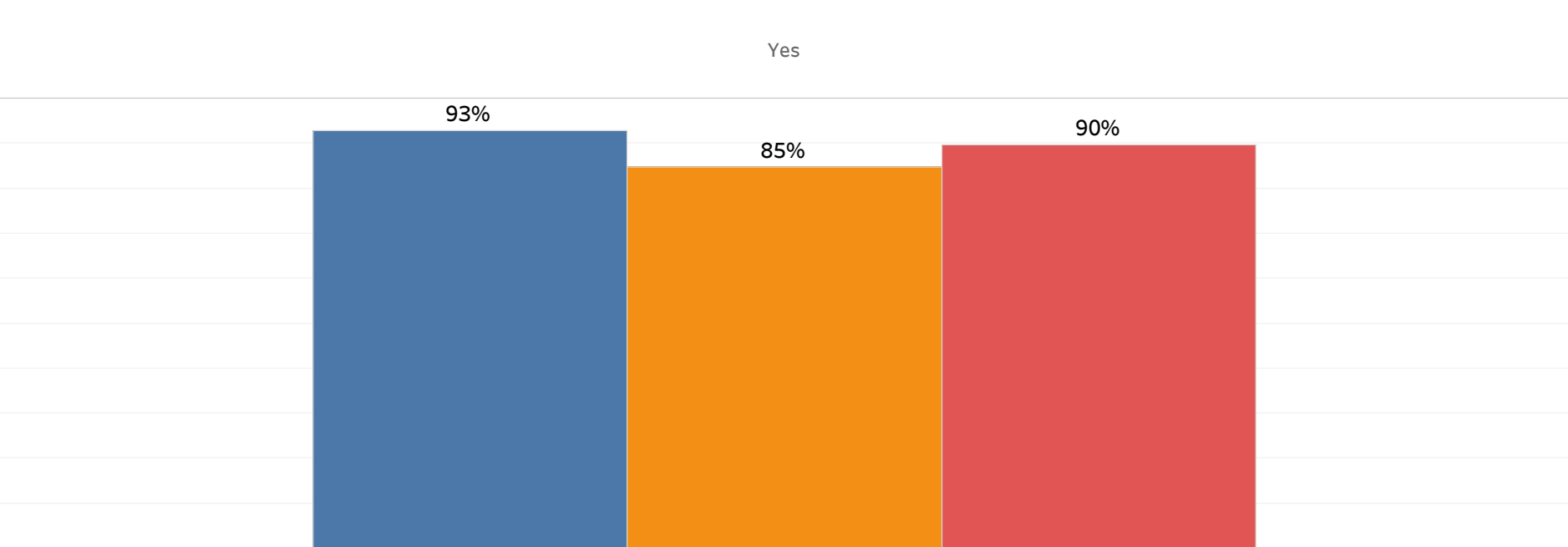
Do you wish your agency requested formal feedback from you about your agency point of contact or Account Executive?

Preferred AE Gender by Responden..	Preferred AE Age by Respondent Age	Preferred Agency Type by Segment	Formal Feedback of AE by Segment	Would Like to Provide Feedback by Segment	Impact of Feedback on Agency Service	Time Spent by Agency on Managing Account by Segment	What AE Should Do with One Hour Left by Segment	Transparency with Agencies	Transparency with Agencies by Segment	Technology Platforms to Use with Agen..
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Among those who are asked for formal feedback about their AE, the vast majority (regardless of segment) believe it improves the level of service they receive.

Does Formal Feedback Improve Service?

Lofty Expectations | Underwhelmed | Shot Callers



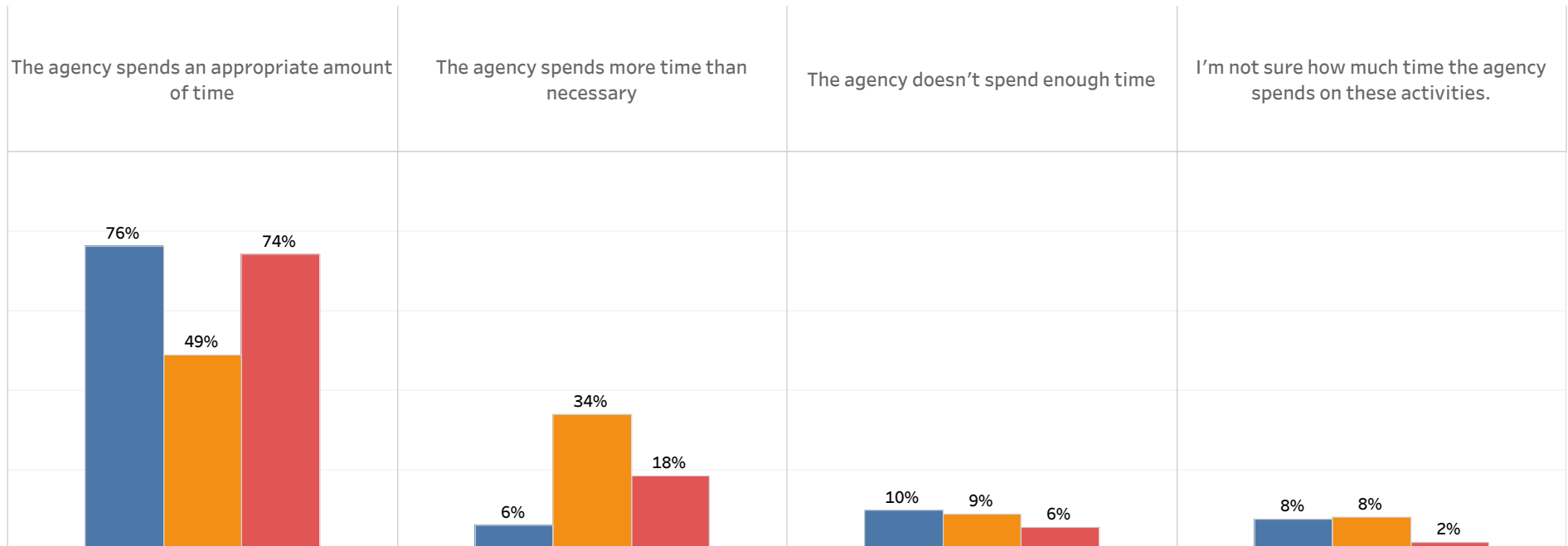
Do you find this helpful in improving the level of service you receive?

Preferred AE Age by Responden..	Preferred Agency Type by Segment	Formal Feedback of AE by Segment	Would Like to Provide Feedback by Segment	Impact of Feedback on Agency Service	Time Spent by Agency on Managing Account by Segment	What AE Should Do with One Hour Left by Segment	Transparency with Agencies	Transparency with Agencies by Segment	Technology Platforms to Use with Agencies	Technology Platforms by Segment
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Underwhelmed clients are more likely than others to say their agency spends more time than necessary managing their account.

Time Spent by Agency on Managing Account by Segment

[Lofty Expectations](#) | [Underwhelmed](#) | [Shot Callers](#)



How do you feel about the amount of time spent by your agency on managing your account and projects, vs. actually developing or executing marketing initiatives?

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Formal Feedback of AE by Segm...	Would Like to Provide Feedback by Segment	Impact of Feedback on Agency Service	Time Spent by Agency on Managing Account by Segment	What AE Should Do with One Hour Left by Segment	Transparency with Agencies	Transparency with Agencies by Segment	Technology Platforms to Use with Agencies	Technology Platforms by Segment	Technology Platforms by Age	Technology Platforms by Gender
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Most respondents say they are transparent to some degree with their agencies, but a minority say they are "completely transparent", even with marketing program goals, results or KPIs.



Transparency with Agencies

	Not transparent at all		Not very transparent		Somewhat transparent		Very transparent		Completely transparent	
Marketing goals	3%		3%		16%		45%		34%	
Business goals	3%		4%		20%		41%		31%	
Marketing program or initiative results	3%		4%		20%		45%		27%	
Key Performance Indicators (KPIs)	2%		5%		22%		46%		25%	
Agency budget	3%		5%		25%		40%		27%	
Overall marketing budget	4%		5%		22%		42%		27%	
Financial results	4%		7%		24%		40%		25%	

How transparent are you with respect to the following when engaging with your agencies?

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Would Like to Provide Feedback b..	Impact of Feedback on Agency Service	Time Spent by Agency on Managing Account by Segment	What AE Should Do with One Hour Left by Segment	Transparency with Agencies	Transparency with Agencies by Segment	Technology Platforms to Use with Agencies	Technology Platforms by Segment	Technology Platforms by Age	Technology Platforms by Gender	Agency Net Promoter Scores
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Lofty Expectations clients appear to offer agencies more transparency across the board than others.



Transparency with Agencies by Segment

	Completely transparent						Very transparent					
	1: Lofty Expectations		2: Underwhelmed		3: Shot Callers		1: Lofty Expectations		2: Underwhelmed		3: Shot Callers	
Marketing goals	<div><div></div></div> 42%		<div><div></div></div> 33%		<div><div></div></div> 28%		<div><div></div></div> 46%		<div><div></div></div> 41%		<div><div></div></div> 48%	
Business goals	<div><div></div></div> 45%		<div><div></div></div> 28%		<div><div></div></div> 26%		<div><div></div></div> 42%		<div><div></div></div> 37%		<div><div></div></div> 45%	
Marketing program or initiative results	<div><div></div></div> 37%		<div><div></div></div> 26%		<div><div></div></div> 22%		<div><div></div></div> 48%		<div><div></div></div> 41%		<div><div></div></div> 49%	
Key Performance Indicators (KPIs)	<div><div></div></div> 28%		<div><div></div></div> 26%		<div><div></div></div> 21%		<div><div></div></div> 50%		<div><div></div></div> 42%		<div><div></div></div> 47%	
Agency budget	<div><div></div></div> 28%		<div><div></div></div> 30%		<div><div></div></div> 23%		<div><div></div></div> 45%		<div><div></div></div> 35%		<div><div></div></div> 42%	
Overall marketing budget	<div><div></div></div> 30%		<div><div></div></div> 28%		<div><div></div></div> 23%		<div><div></div></div> 45%		<div><div></div></div> 38%		<div><div></div></div> 46%	
Financial results	<div><div></div></div> 25%		<div><div></div></div> 26%		<div><div></div></div> 23%		<div><div></div></div> 43%		<div><div></div></div> 36%		<div><div></div></div> 43%	

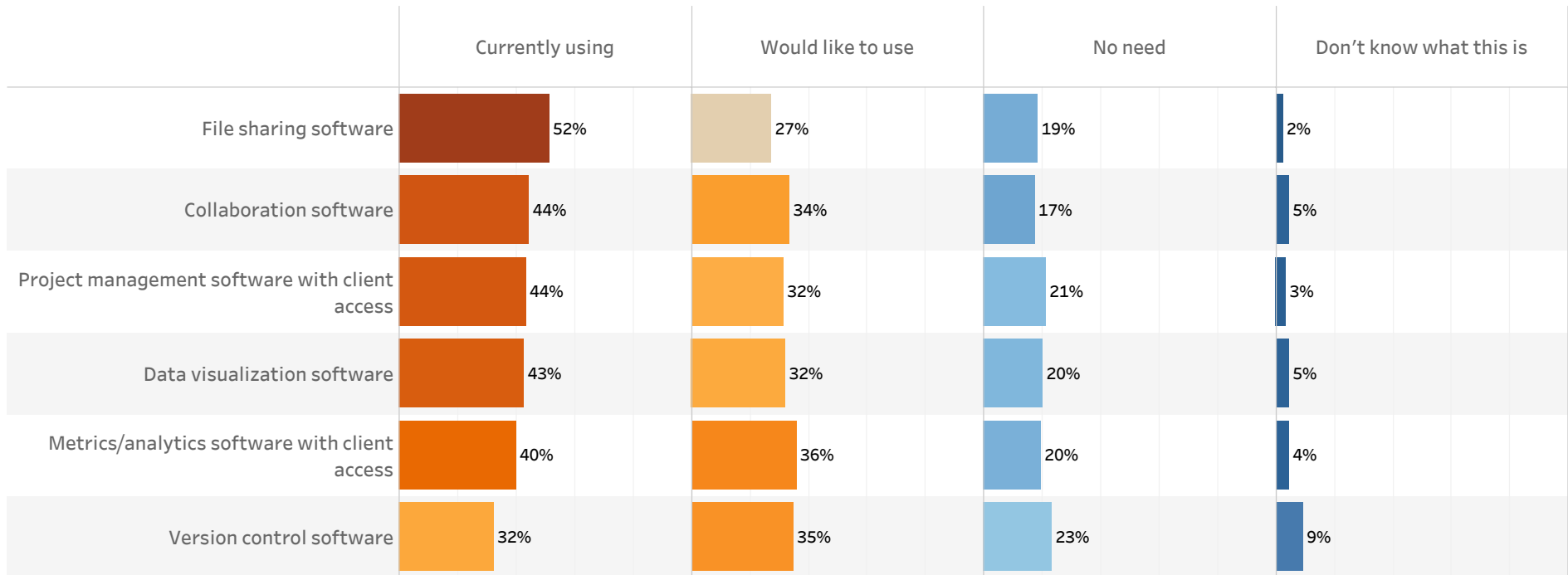
How transparent are you with respect to the following when engaging with your agencies?

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File-sharing software is the most often-used technology on our list, but many others are listed as used or desired.



Technology Platforms to Use with Agencies



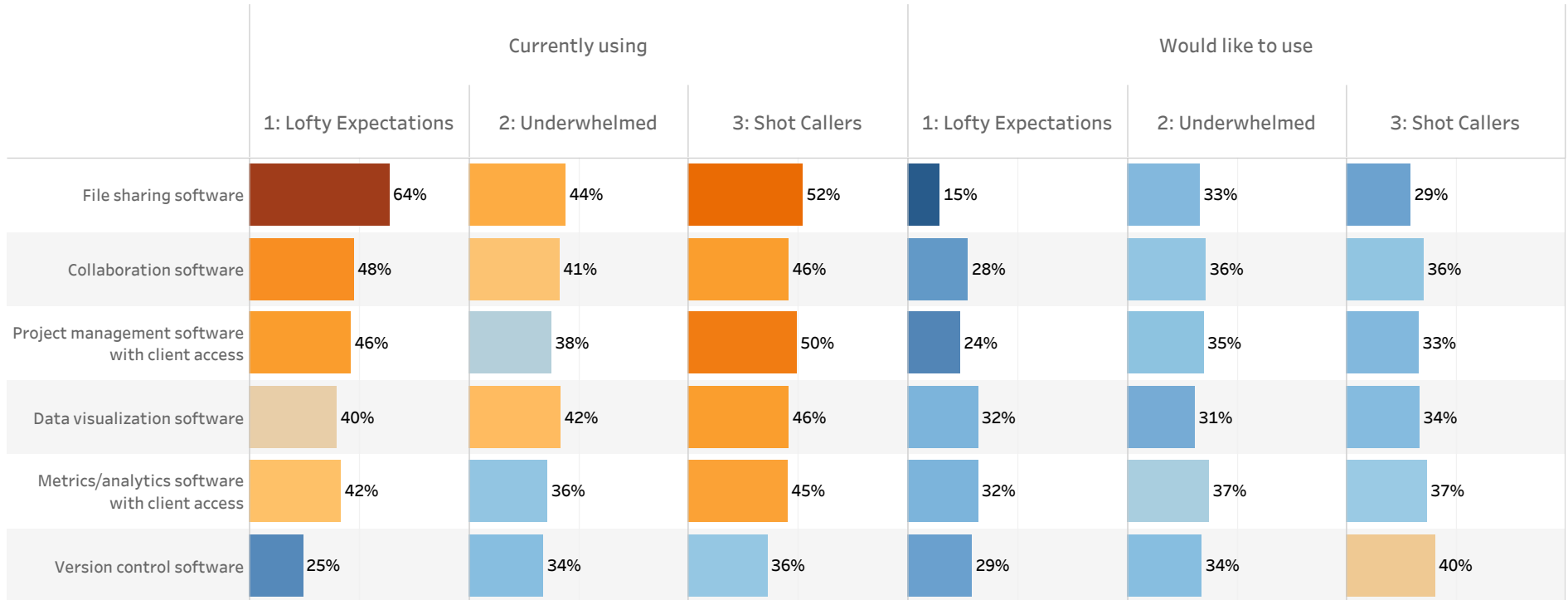
Which technology platforms make sense to use with your agency?

Time Spent by Agency on Managin...	What AE Should Do with One Hour Left by Segment	Transparency with Agencies	Transparency with Agencies by Segment	Technology Platforms to Use with Agencies	Technology Platforms by Segment	Technology Platforms by Age	Technology Platforms by Gender	Agency Net Promoter Scores	Implications	Assumption: Hire Young AE's
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There are some differences in the software different segments are using with their agencies, but most are either using them or would like to.



Technology Platforms to Use with Agencies (by Segment)



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What AE Should Do with One H..	Transparency with Agencies	Transparency with Agencies by Segment	Technology Platforms to Use with Agencies	Technology Platforms by Segment	Technology Platforms by Age	Technology Platforms by Gender	Agency Net Promoter Scores	Implications	Assumption: Hire Young AE's	Experience over Age
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Younger respondents who aren't sharing technology platforms with their agencies now are more likely than older respondents to want to do so.



Technology Platforms by Age

	Currently using					Would like to use				
	Under 30	30-39	40-49	50-59	60 or older	Under 30	30-39	40-49	50-59	60 or older
File sharing software	56%	49%	51%	54%	48%	27%	34%	29%	18%	24%
Collaboration software	44%	44%	46%	48%	35%	42%	38%	33%	26%	25%
Project management software with client access	49%	48%	45%	40%	27%	36%	33%	24%	31%	37%
Data visualization software	48%	48%	46%	38%	24%	37%	28%	34%	32%	35%
Metrics/analytics software with client access	43%	46%	41%	33%	30%	36%	37%	34%	35%	38%
Version control software	46%	35%	35%	28%	10%	35%	40%	39%	24%	30%

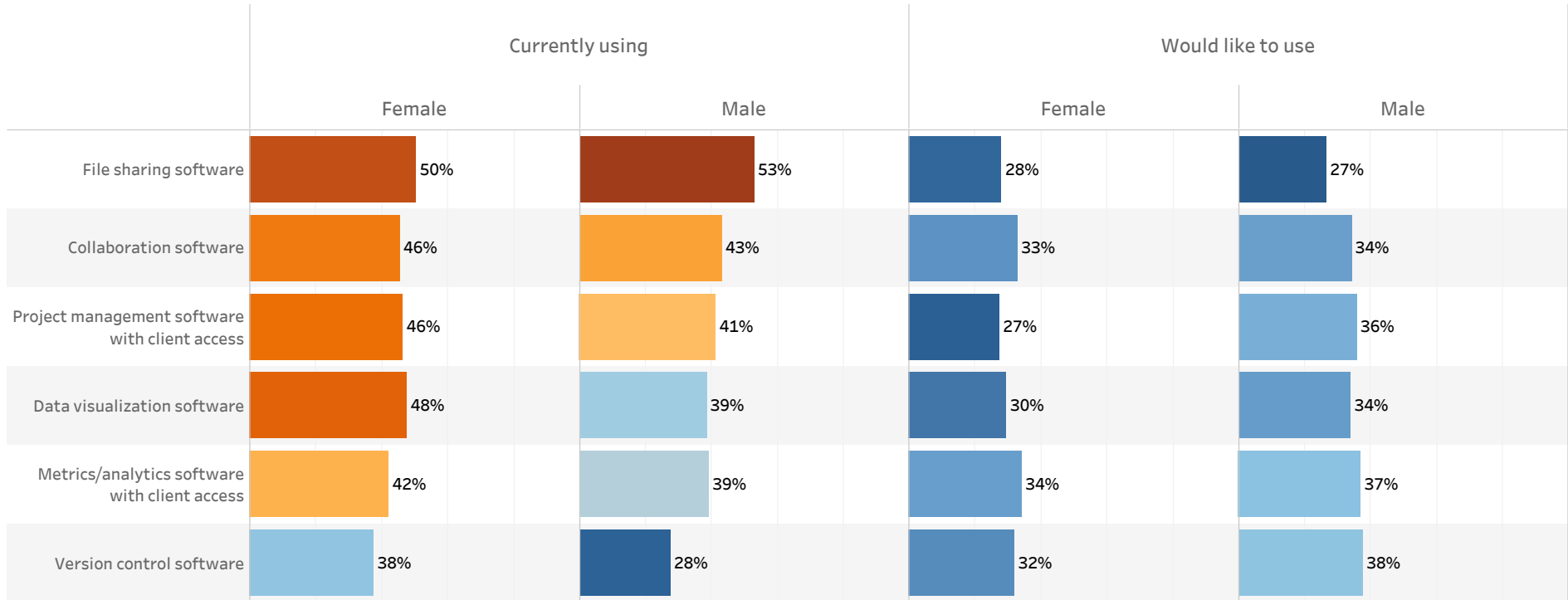
Which technology platforms make sense to use with your agency?

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Women are often equally or more likely to be using software platforms with their agencies.



Technology Platforms by Gender



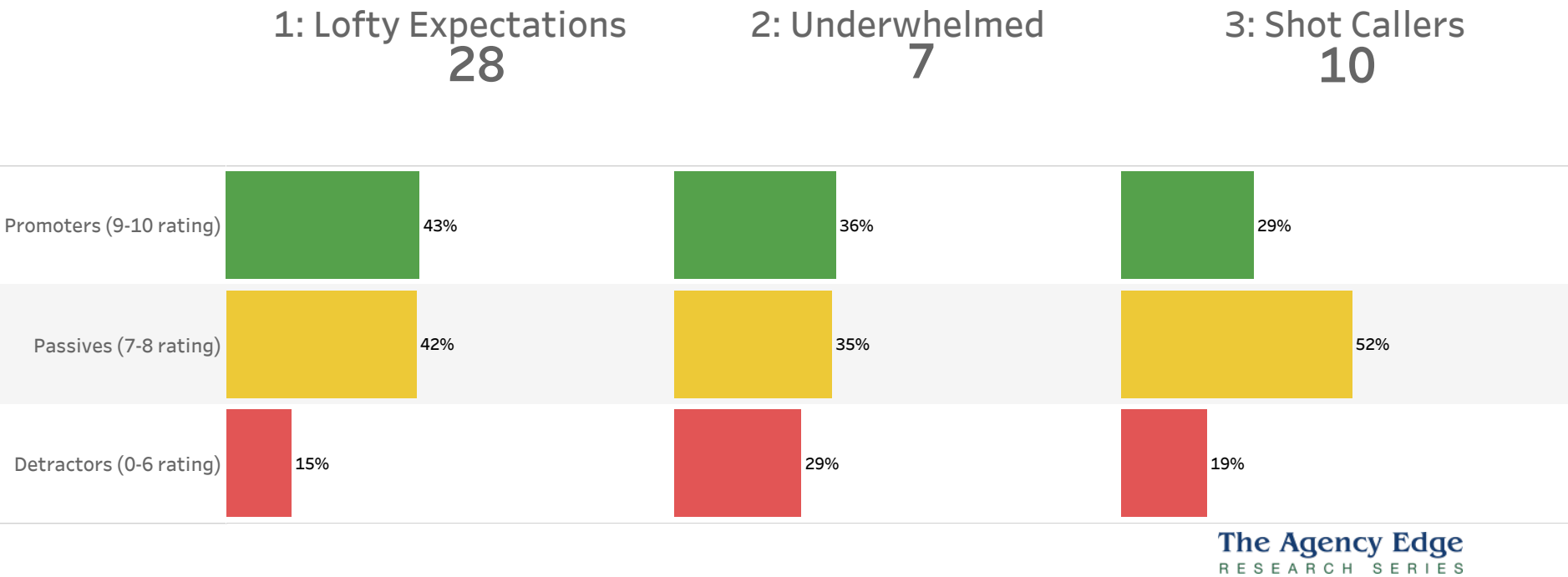
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Transparency with Agencies b..	Technology Platforms to Use with Agencies	Technology Platforms by Segment	Technology Platforms by Age	Technology Platforms by Gender	Agency Net Promoter Scores	Implications	Assumption: Hire Young AE's	Experience over Age	Assumption: Try AE's Until We Find a Fit	Expect Long AE Relationship
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Lofty Expectations respondents reflect higher Net Promoter Scores than other segments, although they are still much lower than agencies would want for their own clients.

NPS Groups

Based on the level of account service you receive, how likely would you be to recommend your current agency to another organization?



Technology Platforms to Use with A..	Technology Platforms by Segment	Technology Platforms by Age	Technology Platforms by Gender	Agency Net Promoter Scores	Implications	Assumption: Hire Young AE's	Experience over Age	Assumption: Try AE's Until We Find a Fit	Expect Long AE Relationship	Assumption: Demographics Matter
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Implications for Common Agency Assumptions

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Technology Platforms by Segment	Technology Platforms by Age	Technology Platforms by Gender	Agency Net Promoter Scores	Implications	Assumption: Hire Young AE's	Experience over Age	Assumption: Try AE's Until We Find a Fit	Expect Long AE Relationship	Assumption: Demographics Matter	Gender
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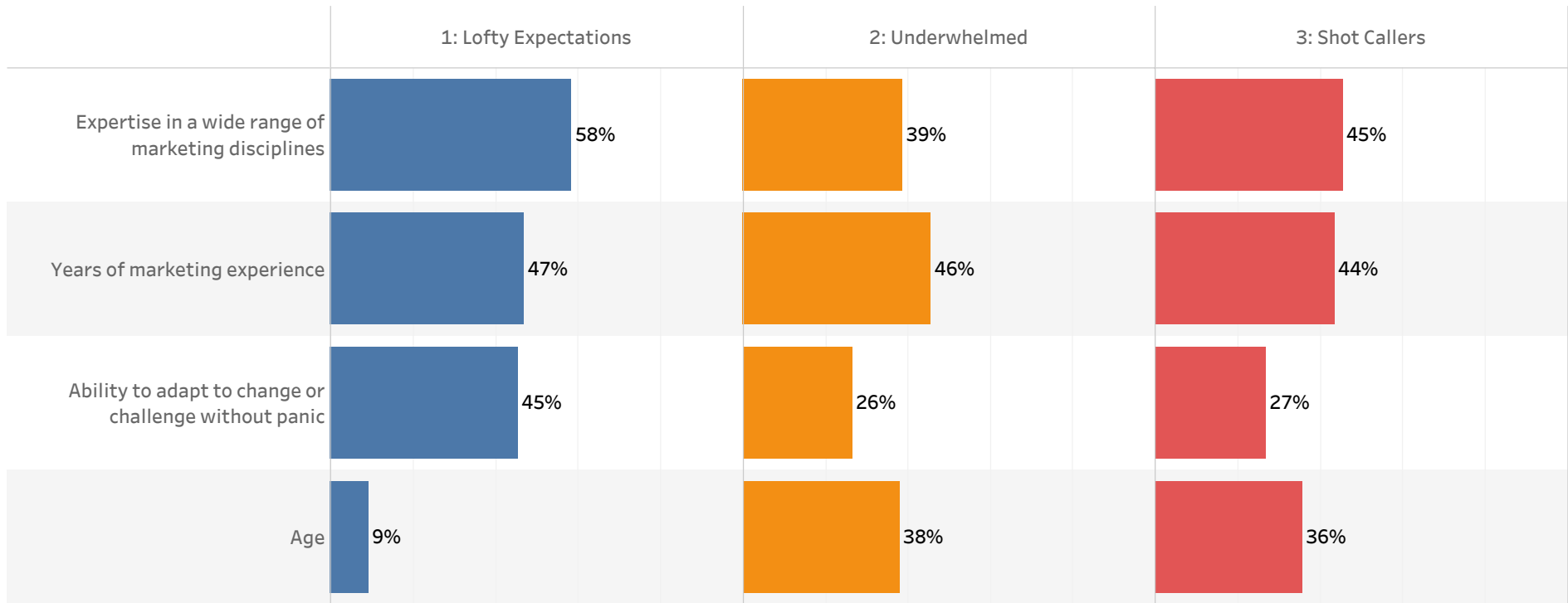
"We can get away with hiring young, inexpensive AE's."

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Technology Platforms by Age	Technology Platforms by Gender	Agency Net Promoter Scores	Implications	Assumption: Hire Young AE's	Experience over Age	Assumption: Try AE's Until We Find a Fit	Expect Long AE Relationship	Assumption: Demographics Matter	Gender	Age
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Most respondents prioritize breadth of expertise and years of experience over age.

% Selecting Age as Most Important AE Characteristic



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Technology Platforms by Gender	Agency Net Promoter Scores	Implications	Assumption: Hire Young AE's	Experience over Age	Assumption: Try AE's Until We Find a Fit	Expect Long AE Relationship	Assumption: Demographics Matter	Gender	Age	Assumption: Clients Hate Being Upsold
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“We’ll just keep trying AE’s until we find the right fit for the client.”

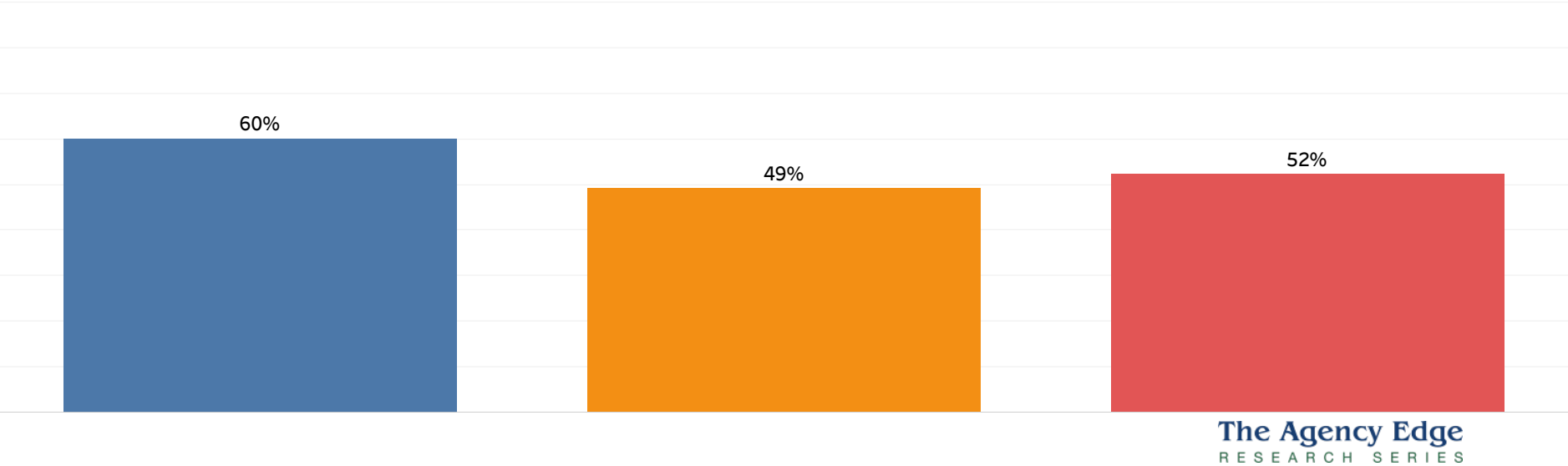
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Agency Net Promoter Scores	Implications	Assumption: Hire Young AE's	Experience over Age	Assumption: Try AE's Until We Find a Fit	Expect Long AE Relationship	Assumption: Demographics Matter	Gender	Age	Assumption: Clients Hate Being Upsold	Opportunities vs. Upsell
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Clients expect to work with the same AE for the duration.

Expect Long AE Relationship
% Rating "Strongly Agree"
Lofty Expectations | Underwhelmed | Shot Callers

I expect to work with the same agency account manager for the duration of our time with the agency.



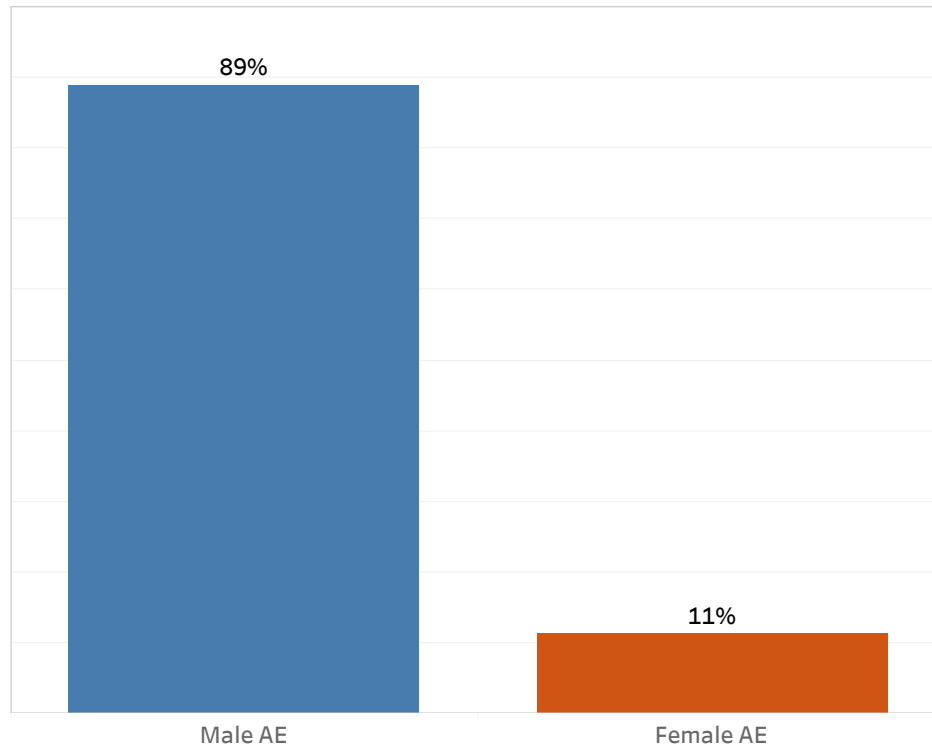
Implications	Assumption: Hire Young AE's	Experience over Age	Assumption: Try AE's Until We Find a Fit	Expect Long AE Relationship	Assumption: Demographics Matter	Gender	Age	Assumption: Clients Hate Being Upsold	Opportunities vs. Upsell	Assumption: Agency Experience Hel...
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"Demographics matter when assigning an AE."

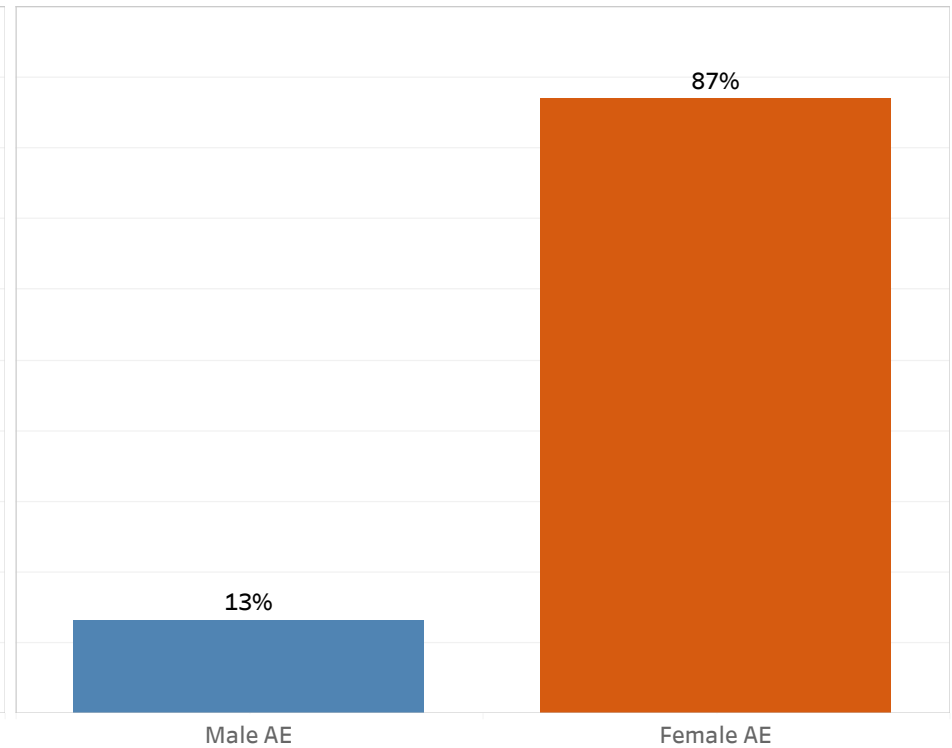
Assumption: Hire Young AE's	Experience over Age	Assumption: Try AE's Until We Find a Fit	Expect Long AE Relationship	Assumption: Demographics Matter	Gender	Age	Assumption: Clients Hate Being Upsold	Opportunities vs. Upsell	Assumption: Agency Experience Helps	Worked in Agencies
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Those who care about gender want an AE of their own gender.

AE Gender Preference Among Male Respondents Who Say Gender is Important



AE Gender Preference Among Female Respondents Who Say Gender is Important

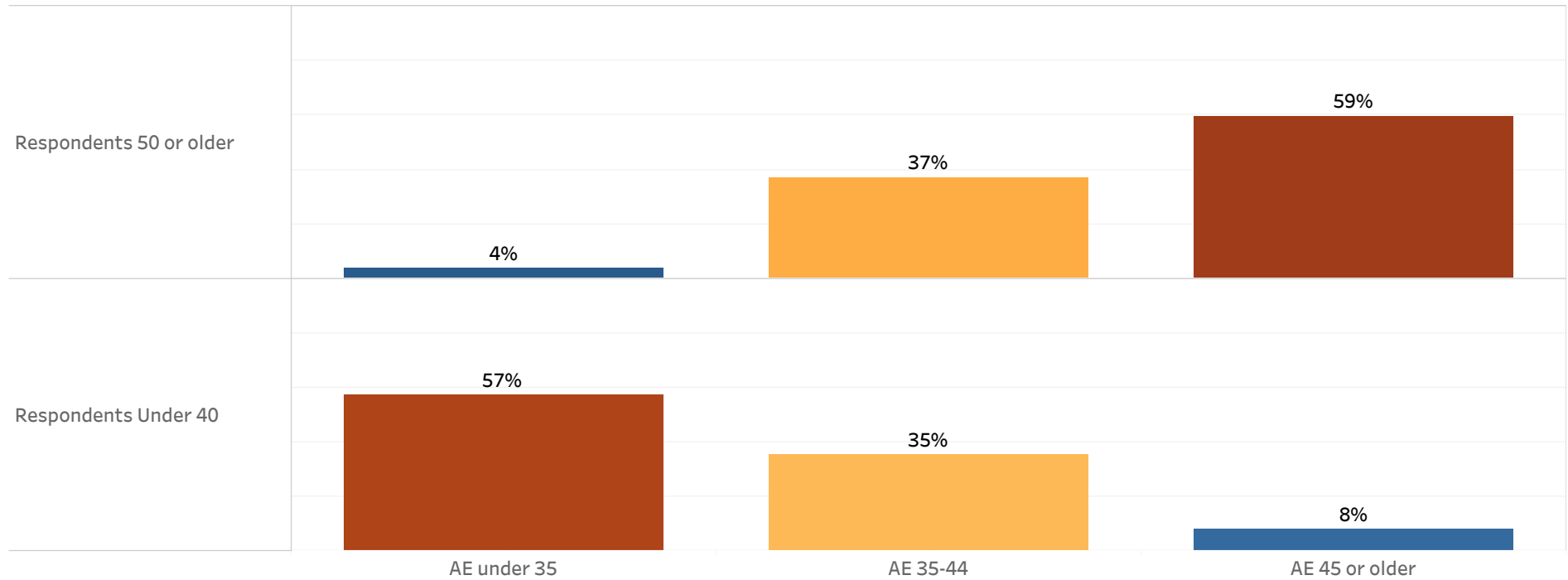


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Experience over Age	Assumption: Try AE's Until We Find a Fit	Expect Long AE Relationship	Assumption: Demographics Matter	Gender	Age	Assumption: Clients Hate Being Upsold	Opportunities vs. Upsell	Assumption: Agency Experience Helps	Worked in Agencies	Assumption: Not Order Takers
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Those who care about age want AEs in their own age group.

AE Age Preference (if age is important)



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Assumption: Try AE's Until We Fi..	Expect Long AE Relationship	Assumption: Demographics Matter	Gender	Age	Assumption: Clients Hate Being Upsold	Opportunities vs. Upsell	Assumption: Agency Experience Helps	Worked in Agencies	Assumption: Not Order Takers	Marketing Budgets
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"Clients hate being upsold."

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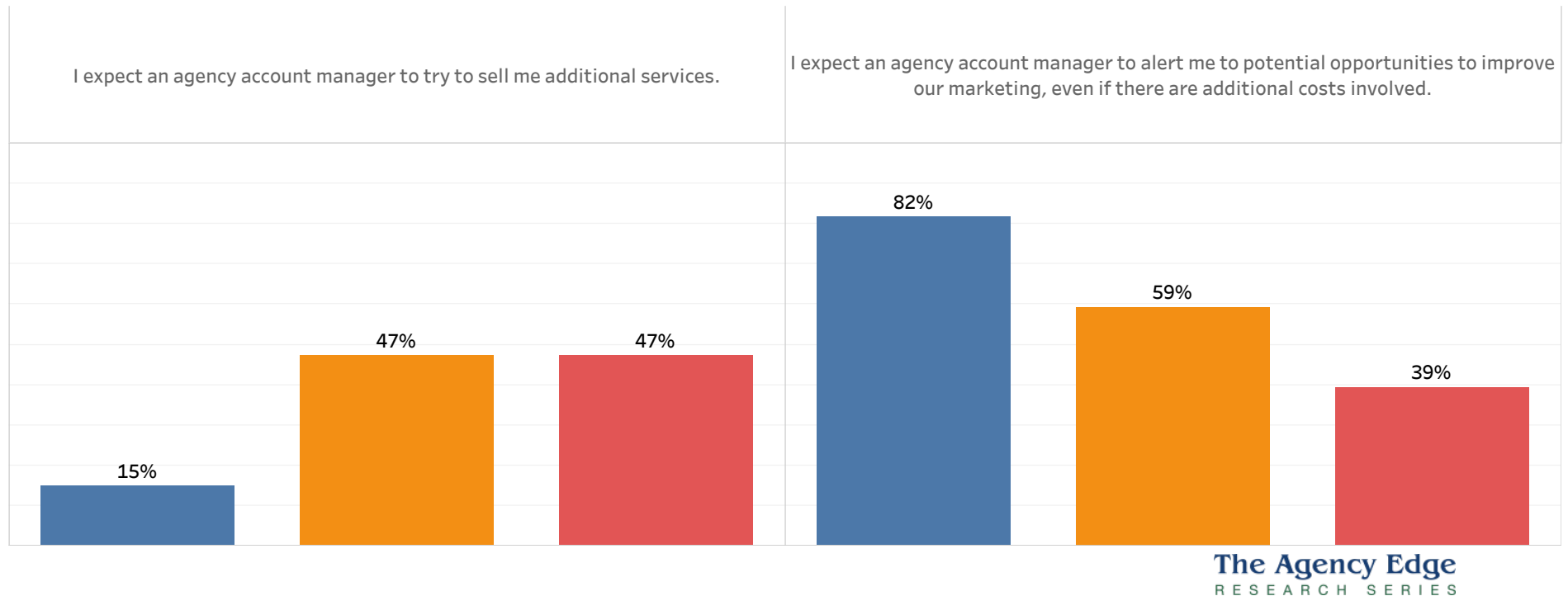
Expect Long AE Relationship	Assumption: Demographics Matter	Gender	Age	Assumption: Clients Hate Being Upsold	Opportunities vs. Upsell	Assumption: Agency Experience Helps	Worked in Agencies	Assumption: Not Order Takers	Marketing Budgets	Assumption: Strategic Advisors
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All clients expect to be upsold. Framing as new opportunities may be more productive with some segments.

Shared Expectations

% Rating "Strongly Agree"

Lofty Expectations | Underwhelmed | Shot Callers



Assumption: Demographi cs Mat..	Gender	Age	Assumption: Clients Hate Being Upsold	Opportunities vs. Upsell	Assumption: Agency Experience Helps	Worked in Agencies	Assumption: Not Order Takers	Marketing Budgets	Assumption: Strategic Advisors	Strategic Thinking
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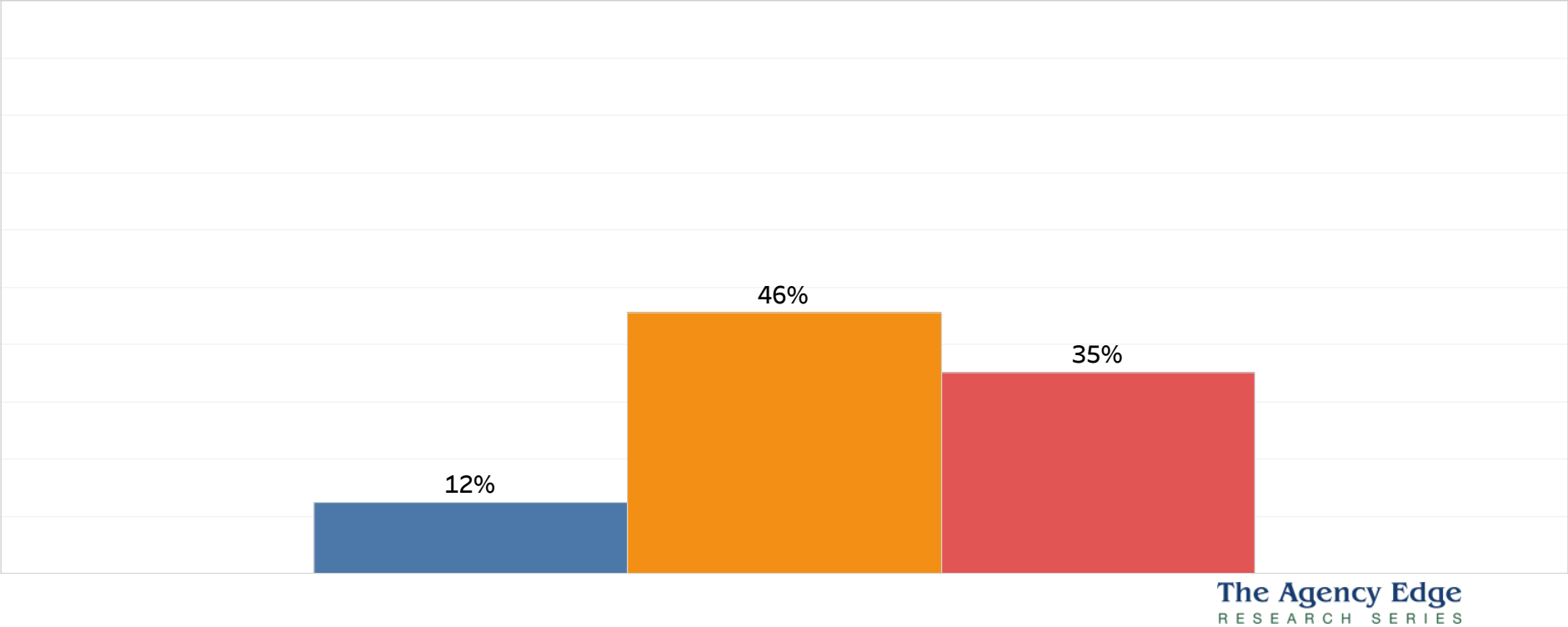
“Clients with agency experience understand us.”

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Gender	Age	Assumption: Clients Hate Being Upsold	Opportunities vs. Upsell	Assumption: Agency Experience Helps	Worked in Agencies	Assumption: Not Order Takers	Marketing Budgets	Assumption: Strategic Advisors	Strategic Thinking	Agency Edge Research Series
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The most challenging clients are those who have worked in agencies themselves.

Worked in an Agency
Lofty Expectations | Underwhelmed | Shot Callers



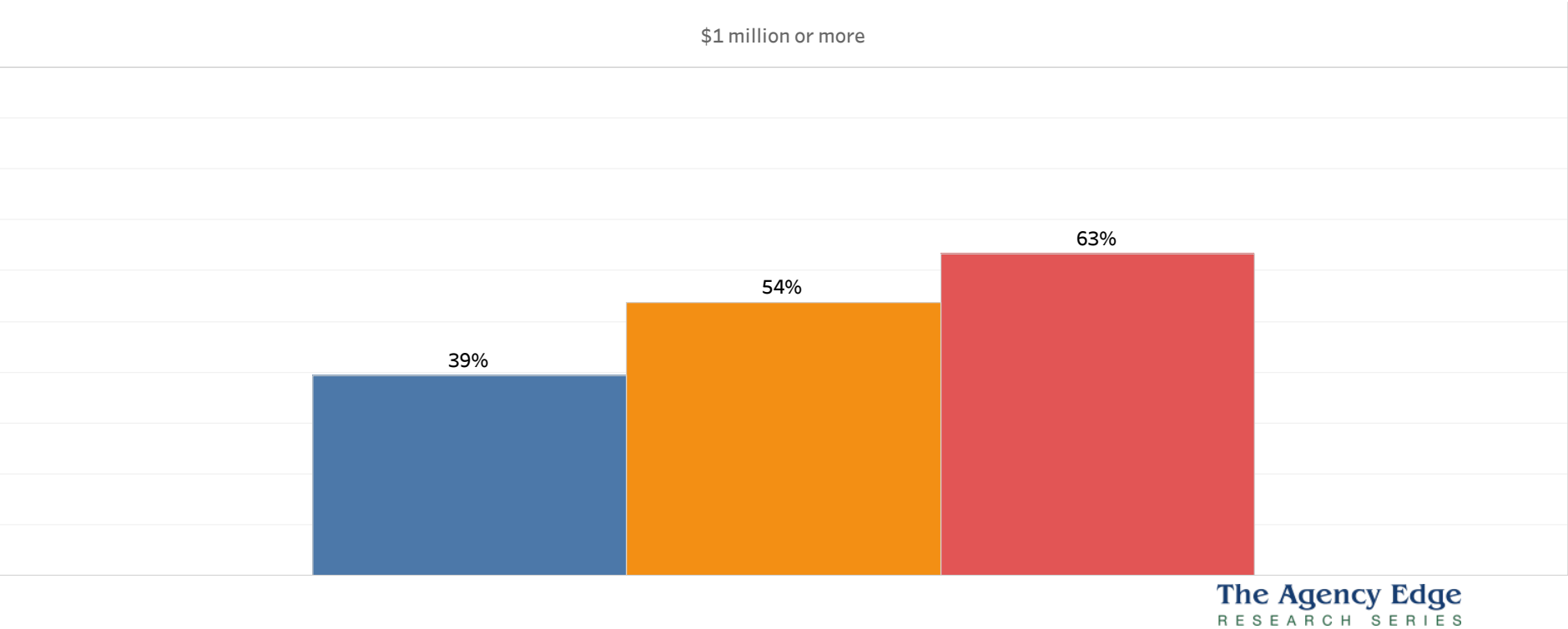
Gender	Age	Assumption: Clients Hate Being Upsold	Opportunities vs. Upsell	Assumption: Agency Experience Helps	Worked in Agencies	Assumption: Not Order Takers	Marketing Budgets	Assumption: Strategic Advisors	Strategic Thinking	Agency Edge Research Series
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“We don’t want to be order takers.”

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Shot callers are one third of the audience, with the largest budgets.

Marketing Budget
Lofty Expectations | Underwhelmed | Shot Callers



Gender	Age	Assumption: Clients Hate Being Upsold	Opportunities vs. Upsell	Assumption: Agency Experience Helps	Worked in Agencies	Assumption: Not Order Takers	Marketing Budgets	Assumption: Strategic Advisors	Strategic Thinking	Agency Edge Research Series
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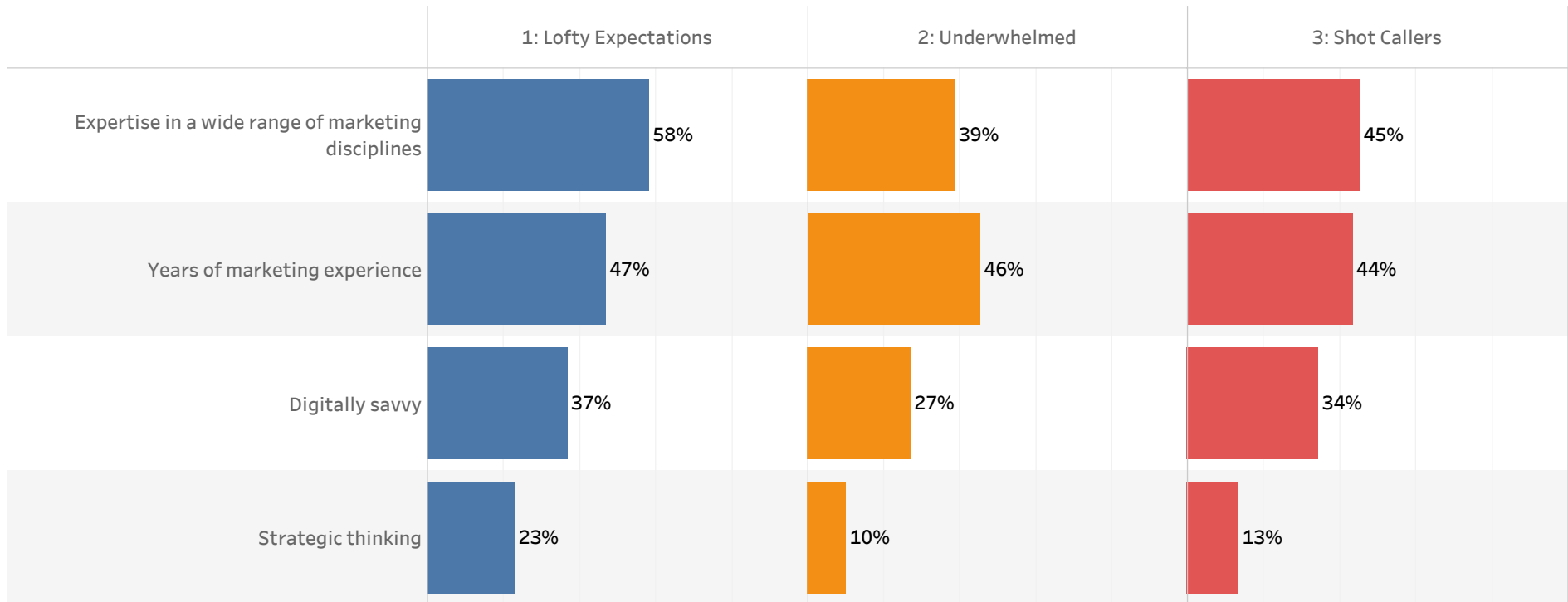
“Clients want a strategic advisor.”

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Gender	Age	Assumption: Clients Hate Being Upsold	Opportunities vs. Upsell	Assumption: Agency Experience Helps	Worked in Agencies	Assumption: Not Order Takers	Marketing Budgets	Assumption: Strategic Advisors	Strategic Thinking	Agency Edge Research Series
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"Strategic Thinking" is low on the list of what is important in choosing an agency.

% Selecting Strategic Thinking



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Gender	Age	Assumption: Clients Hate Being Upsold	Opportunities vs. Upsell	Assumption: Agency Experience Helps	Worked in Agencies	Assumption: Not Order Takers	Marketing Budgets	Assumption: Strategic Advisors	Strategic Thinking	Agency Edge Research Series
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