2012-05-01

Identifying problem On Ogilvy & Mather

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Research report on

Identifying problem

On

Ogilvy & Mather

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Acknowledgement

I would like to acknowledge and extend my heartfelt gratitude to the following persons who have made it possible for me to successfully complete my internship research paper:

Mohammad Sohel Islam my respected internship advisor.

IUB, my university from where I will complete my under graduation program.

Ogilvy & Mather Communications Pvt Ltd, the company who hired me as an intern and gave me the opportunity to learn and experience working in a good environment.

My fellow friends who helped my throughout my graduation.

The last but not the least my great family without whose support the journey so far could have been suffering

And to God, who made all things possible.

Executive Summary

Ogilvy & Mather Communications Pvt Ltd (O & M) is a communication agency which was originated in the United States of America. It started its operation in Bangladesh in the year 2008.

I worked as an intern in O & M for three consecutive months. During this timeline I was asked to construct a research paper that includes five problems I figured out. The five problems are: Time management, Customer satisfaction, Agency-client relationship, Employee turnover, and Employee motivation.

In this research paper I included the methodology which states the techniques used to conduct it. Followed by the methodology is the literature review. After the literature review I came up with some findings along with some limitations that I faced while doing the research. With all the consequences of the problems identified I recommended some possible solutions that the management can take under consideration.

Introduction

In spring 2012 I was enrolled for internship project from my university. The duration for my internship was three months. I was asked to join any organization that operates in the industry and is relevant with my major courses. I applied in a couple of organizations and finally was selected in a marketing agency named Ogilvy & Mather Communications Pvt Ltd.

Objectives of Internship

- To apply the theoretical knowledge which we learned throughout the graduation years into the practical field.
- To learn how to do work under the professional situation.
- To learn how to meet the requirements of the clients.
- To create job exposure and employment opportunity.
- To enhance professional skills.
- To learn the working culture in the agency industry.

Objectives of the research

- To analyze of the job environment.
- To identify the possible problems faced by employees.
- To establish a hypothesis relating with the research problems.
- Ability to provide potential solutions to the addressed problems.

4. About the organization

4.1 Company Profile

Ogilvy & Mather is an international advertising; marketing and public relations agency based in Manhattan, and is a WPP company. It operates 450 offices in 120 countries with approximately 18,000 employees.

Ogilvy & Mather was founded in 1948 by David Ogilvy, as "Hewitt, Ogilvy, Benson, & Mather" in Manhattan. The company became a leading worldwide agency by the 1960s. Central to its growth was its strategy of building brands such as American Express, BP, Ford, Barbie, Maxwell House, IBM, Kodak, Nestlé, and Unilever brands Pond's and Dove.

Ogilvy & Mather Worldwide and Marka have signed an agreement to establish a full-service brand communications and advertising agency in Bangladesh. O&M will own majority shares in the new agency, which will operate under the name Ogilvy & Mather Communications. Ogilvy & Mather Communications' clients will include Ogilvy's worldwide and regional clients as well as companies currently being serviced by Marka. The advertising agency launched its operations in Bangladesh in 2008. The office is located in Dhaka in the industrial area. The contact details are given below:

Contact details:
191/B Tejgaon-Gulshan Link Road
(2nd Floor)
Dhaka 1208
Bangladesh

Tel: 880 2 885 3626
Fax: 880 2 989 4498

Personnel:
Director - Fahima Choudhury

4.2 Services Provided by Ogilvy & Mather

O & M is operating in the advertising industry of Bangladesh since 2008. The services provided by this organization are:

- Advertising;
- Promotional Campaigns;
- Creating Communication Strategy for the respected clients;
- Organizing Events;
- Designing Promotional Activities for the Clients;
- & M has its remarks in both the print and digital media.

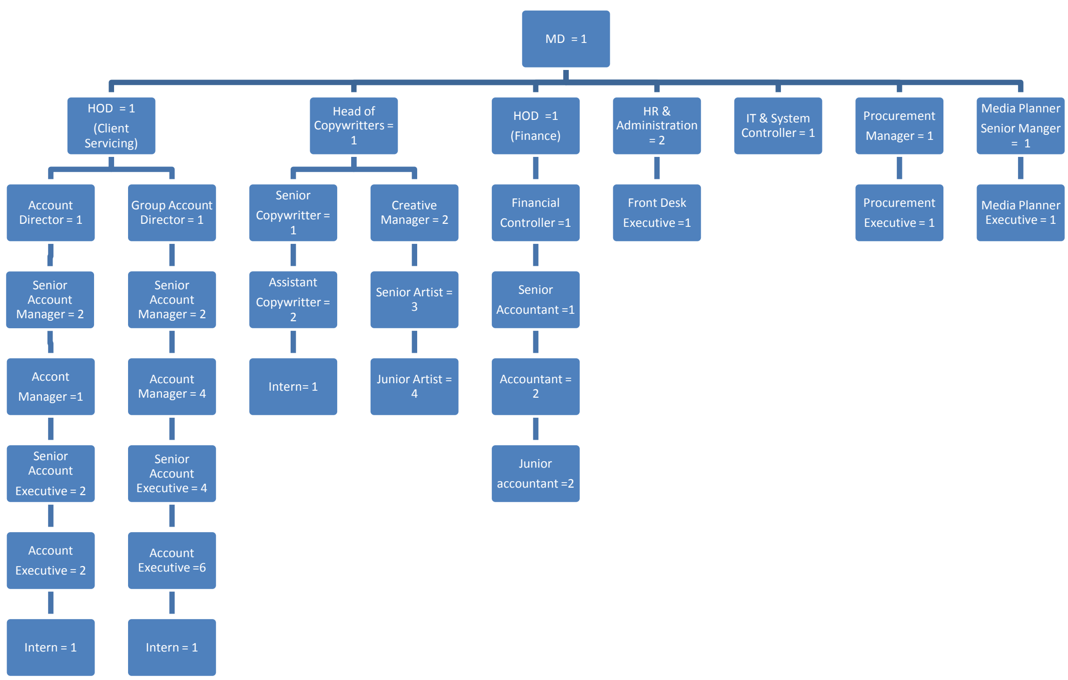
4.3 Clients of O & M

1. British American Tobacco Bangladesh, BATB
2. Unilever Bangladesh
3. Perfetti Van Melle
4. Ajinomoto
5. Novo Nordisk
6. Aarong
7. Teletalk
8. Aamra Group
9. Rahimafrooz Batteries Ltd.
10. Daily Sun, etc.

4.4 ORGANOGRAM

Ogilvy & Mather Communication Pvt Ltd is a flat organization. They do not follow traditional values. The employees are given enough responsibilities and authority to deliver their work in particular timeline. Employee empowerment is also practiced in O & M. Employees of all level are allowed to take part in the decision making process. Not only getting the opportunity to involve in the decision making process but also have the access to communicate with the top management any time at work.

As the agency is still growing the number of employees is less. O & M have a head count of 58 people. Below is the organogram of O & M.



5. Working Experience in O & M

Occupied in Ogilvy & Mather for the 3 months during my internship period first of all I would say that it was one of the best experiences I have ever come across. The work place is full with fun loving yet profession associates who helped me learn the work without any difficulties. I was hired in the Client Servicing department where the key task was to maintain strong relationship with the existing clients and attaining new ones. My tasks involved assisting my supervisors by getting the list of work get done by the employees in the creative department. The team with whom I worked with was in charge of brands like Perfetti Van Melle, Aamra group, and Rahimafrooz. In the mean time of my internship I experienced the making of two TV commercials of two well-known brands of Perfetti van Melle. Those were Mentos Marbles, and Centre Fruit Raw Mango. On that occasion I learned how the process of the making of an advertisement happens. My task was to arrange the meeting and to take notes and the metting minutes then share that with the all the people involved with the TVC. I learned how to communicate with the personnel of the creative department and get the work done from them and deliver that to the client. My supervisor also gave me the authority to communicate with the clients directly in case of his absence.

I also attended meetings with my team at the client's office, where I saw how the client orders a work, like campaign program or organizing a launching event. For this sort of activities third-party service was required. Then I had to communicate with the Procurement Manager.

Being an intern I also learned how to handle challenging situation where miscommunication occurred between the agency and the third-party. Dealing with the ad makers was difficult, because they had busy schedules and due to that the delivery of work on time was at questions at times.

6. Methodology

The research is conducted to explore problems from the view of an employee. Being one of the leading companies in the agency industry Ogilvy should overcome such situations that can misrepresent the image.

The methodology includes literature review, secondary data analysis, and observations to support both the dependent and independent variables. The research is a secondary research as it is based on the secondary data. Secondary data is used to gain initial insight into the research problem. Exploratory research process is applied to compile this study. Exploratory research is a type of research conducted for a problem that has not been clearly defined. Exploratory research helps determine the best research design, data collection method and selection of subjects. It should draw definitive conclusions only with extreme caution. Given its fundamental nature, exploratory research often concludes that a perceived problem does not actually exist.

Exploratory research often relies on secondary research such as reviewing available literature and/or data, or qualitative approaches such as informal discussions with consumers, employees, management or competitors, and more formal approaches through in-depth interviews, focus groups, projective methods, case studies or pilot studies. The Internet allows for research methods that are more interactive in nature.

The results of exploratory research are not usually useful for decision-making by themselves, but they can provide significant insight into a given situation. Although the results of qualitative research can give some indication as to the "why", "how" and "when" something occurs, it cannot tell us "how often" or "how many".

Exploratory research is not typically generalizable to the population at large. For this research qualitative research design is used. The data gathered are qualitative data.

The sample for my research study was the employees of Ogilvy & Mather. Non probability sampling is applied in order to conduct the research on O & M. This is because I followed the method of exploratory research.

The research technique that I followed is observation technique. And the secondary data were collected from various articles and research paper done by other respected researchers.

7. The problems identified

Although O & M is a great place to work and the management tries to follow international working standard. As it is a multinational company most of the laws and regulations are regulated by the chief personnel who are affiliated with O & M.

While being engaged in my internship program, my course curriculum required a research paper for which I had to focus on the work environment and identify five problems. The five problems that got in my view in O & M are:

1. Time Management
2. Customer Satisfaction
3. Agency-Client Relationship
4. Employee Turnover
5. Employee Motivation

1. Time management

Generally, time management refers to the development of processes and tools that increase efficiency and productivity.

In business, time management has morphed into everything from methodologies such as Enterprise Resource Planning through consultant services such as Professional Organizers.

When I think of time management, however, I tend to think of personal time management, loosely defined as managing my time to waste less time on doing the things I have to do so I have more time to do the things I want to do.

Therefore, time management is often thought of or presented as a set of time management skills; the theory is that once we master the time management skills, I'll be more organized, efficient, and happier.

Personal time management skills include:

- goal setting;
- planning;

- prioritizing;
- decision-making;
- delegating;
- Scheduling.

2. Customer Satisfaction

The definition of customer satisfaction has been widely debated as organizations increasingly attempt to measure it. Customer satisfaction can be experienced in a variety of situations and connected to both goods and services. It is a highly personal assessment that is greatly affected by customer expectations. Satisfaction also is based on the customer's experience of both contact with the organization (the "moment of truth" as it is called in business literature) and personal outcomes. Some researchers define a satisfied customer within the private sector as "one who receives significant added value" to his/her bottom line—a definition that may apply just as well to public services. Customer satisfaction differs depending on the situation and the product or service. A customer may be satisfied with a product or service, an experience, a purchase decision, a salesperson, store, service provider, or an attribute or any of these.

Some researchers completely avoid "satisfaction" as a measurement objective because it is "too fuzzy an idea to serve as a meaningful benchmark." Instead, they focus on the customer's entire experience with an organization or service contact and the detailed assessment of that experience.

Customer satisfaction is a highly personal assessment that is greatly influenced by individual expectations. Some definitions are based on the observation that customer satisfaction or dissatisfaction results from either the confirmation or disconfirmation of individual expectations regarding a service or product. To avoid difficulties stemming from the kaleidoscope of customer expectations and differences, some experts urge companies to "concentrate on a goal that's more closely linked to customer equity." Instead of asking whether customers are satisfied, they encourage companies to determine how customers hold them accountable.

3. Relationship between client and agency

In the advertising industry, the agency-client relationship identifies the association between an advertising agency and its client, or the advertiser. The partnership between these two players is key to the success of the advertising process, and so it is important for agencies to properly manage their client’s accounts and provide the smooth running of advertising/promotional campaigns on their behalf. Advertising agencies place a great deal of effort on obtaining and maintaining a positive agency-client relationship.

5. Employee Motivation

Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern. Competing theories stress either incentives or employee involvement (empowerment).

4. Employee Turnover

Employee Turnover is the number of permanent employees leaving the company within the reported period versus the number of actual Active Permanent employees on the last day of the previous reported period (physical headcount).

The number of leavers, that are included in Employee Turnover, only includes natural turnover (resignations, termination, retirement etc); it does not reflect any redundancies. Planned redundancies are reported and explained separately if relevant for Employee Turnover.

8. Literature Review

TIME MANAGEMENT

The interest in time management is by no means new. The problem of how to manage time was already discussed in the 1950s and 1960s, and several authors proposed methods on how to handle time issues on the job (e.g. Drucker, 1967; Lakein, 1973; Mackenzie, 1972; McCay, 1959). They suggested simple remedies such as writing work plans down on paper (so-called "to-do lists") in order to increase job performance.

At the same time, some authors (e.g. Drucker, 1967) recognized that planning tasks and activities does not always lead to the completion of planned work, especially when time pressure is high. McCay (1959) developed a concept for a time-management training program, which is still being used. Critical elements are: giving insight into time-consuming activities, changing time expenditure, and increasing workday efficiency by teaching people how to make a daily planning, how to prioritize tasks, and how to handle unexpected tasks.

Over the years the focus of time management publications and training courses has shifted from managers as the major target group to a broad audience of working people. The term "time management" is actually misleading. Strictly speaking, time cannot be managed, because it is an inaccessible factor. Only the way a person deals with time can be influenced. Time management can be viewed as a way of monitoring and controlling time (e.g. Eilam and Aharon, 2003). In this regard, it would be more appropriate to speak about self-management with regard to the performance of multiple tasks within a certain time period. But in the literature, the term self-management has a different meaning. It refers to monitoring and regulating oneself, but without any specific reference to techniques for monitoring time use.

CUSTOMER SATISFACTION

The final output of a creative advertising idea or ideas is delivered through a 1255 complex interactive process. The customer satisfaction/dissatisfaction (CSD) experienced at the point where ideas are received back from the briefed agency is likely to be particularly crucial. The advertiser will probably invest heavily in executing, testing and exposing one or more ideas that are eventually accepted. This will occur substantially on the basis of the satisfaction the manager experiences with ideas received in a highly intangible and underdeveloped state, often little more than a storyboard or animatic and associated verbal presentation.

Only relatively recently have CSD studies been undertaken in the professional B2B area (Patterson et al., 1997), the major theoretical development having been undertaken previously with goods products which are much more tangible, and which evidence much higher search characteristics, and correspondingly lower credence characteristics, than do professional services. Hence one goal of the current study is to attempt replication of Patterson et al.'s findings concerning the dynamics of satisfaction formation in professional B2B services.

However, while this research seeks to further test the applicability of satisfaction formation theory developed outside of the services area within a service, it also aims to test for such applicability within a B2B professional service which has been found to exhibit substantial differences from the one such service within which such theory has already been tested.

Studies on agency-client relationships (Michell, 1984, 1986, 1988; Michell et al., 1992) have provided insight into the reasons why clients stay with or switch from their agencies. It is clear that the "creativity" evident in agency work is absolutely central to such agency decisions. Michell has also provided insight into the way such decisions appear to reflect other well examined "buying centre" decisions.

AGENCY-CLIENT RELATIONSHIP

A good agency-client relationship is important to have, for a client to successfully promote its product/service/idea, and for an advertising agency to keep its paying clients. An understanding of this relationship is vital as a "failed" relationship will result in agency-client breakup which can lead to major costs in both time, money and effort (Newsome, 1980; Michell, 1986, 1988a; Weilbacher,1991). This "burden of change" (Cook, 1988) can involve delays in implementing new campaigns, time spent on the process of selecting a new agency, and the development of rapport, trust and confidence in the new agency (Quinn, 1978). The failure to build a long-standing relationship can result in "significant costs and anguish", with the process of switching agencies and developing a new partnership taking up to two years (Michell and Sanders, 1995). The changing of advertising agencies can, therefore, have a negative Marketing Intelligence & Planning effect on the firm (Michell, 1984; Cagley and Roberts, 1984; Buchanan and Michell, 1991; Mathur and Mathur, 1996), and so the continuation of positive agency-client relationships is strongly encouraged.

Hallatt (1979) claimed that the real business of an advertising agency is simply "keeping clients happy". Bernard Flu, general manager of Sovirel, the French arm of Corning, said "Rather than good or bad agencies, there are good or bad relationships between advertisers and advertising agencies, relationships which condition the advertising value" (Chevalier and Catry, 1978, p. 49). For the advertising agency, the loss of a client means the loss of billings and income, and moreover, the loss of a number of highly visible accounts can create concern and a lack of confidence in the agency by the existing clients (Michell, 1986). Further, it is suggested that better agency-client relationships make for better advertising (Ritchie, 1994).

EMPLOYEE TURNOVER

Employee turnover has been one of the most widely studied areas of interest due to its significance to labor productivity and subsequent organizational success. As discussed in this research, employee turnover can often be conceptualized in terms of demographic (e.g. Gender, age, educational level), occupational (e.g. Skill level, experience, tenure, status), organizational (e.g. firm size, industry, job contents, working environments), and individual (e.g. Pay scale, reward, advancement opportunity, job security, job involvement). As such, a majority of the past literature about employee turnover attempted to examine the influence of certain demographic, occupational, organizational and individual variables on turnover rates (see, e.g. Mobley et al., 1979 and Reichers, 1985 for excellent reviews of turnover literature).

EMPLOYEE MOTIVATION

At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932 (Dickson, 1973). This study found employees are not motivated solely by money and employee behavior is linked to their attitudes (Dickson, 1973). The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian, 1993).

Many contemporary authors have also defined the concept of motivation. Motivation has been defined as: the psychological process that gives behavior purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). For this paper, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

Understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne Study results (Terpstra, 1979). Five major approaches that have led to our understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two- factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory.

According to Maslow, employees have five levels of needs (Maslow, 1943): physiological, safety, social, ego, and self- actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. Herzberg's work categorized motivation into two factors: motivators and hygienes (Herzberg, Mausner, & Snyderman, 1959). Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction.

Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated.

Adams' theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs (Adams, 1965).

Skinner's theory simply states those employees' behaviors that lead to positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated (Skinner, 1953).

9. Findings

During my internship period in O & M I emphasized mostly in gaining practical work experience. Regardless my work I used to observe and judge the work place. As per our internship curriculum was related we the interns were asked to identify and explore problems in our respective firms. I would say that O & M is a great place to work but still there were few factors that I noticed and addressed those as problems and I believe that those problems should be resolved. From my observations what I established is that O & M should focus on some issues for the future betterment.

Apart from being engaged in assisting my supervisor the problems I realized are discussed above in support to that I would like to give further justifications. The employees were very reluctant at times although there was limited time left for delivering the work to the clients. This is where the mismanagement used to happen as the environment of the organization is very outgoing people used to engage themselves in various insignificant activities like listening to music, communicating in the social networking sites with friends and acquaintances, chatting with the colleagues in the smoking zone, and playing table tennis. Due to these actions the pace of work used to slow down resulting in delay of delivering work those already owned. As a result the employees lacked behind in time management which is a vital problem. This sort of problem leads to unprofessionalism. These factors also put an impact on customer satisfaction. From the view of O & M, the clients are the customers, so it very important to keep the clients happy. Failure to deliver work on time does create a negative effect.

Another problem that I identified in O & M is the relationship between the agency with the clients. Most of the times the clients tend to complain about the required work. It is the duty of the agency to provide better quality service. Apart from good work I believe relationship marketing in very essential. As there are many other agencies available in the industry so it is the sole responsibility of the agency to treat the clients as much as possible. There should be a bond between the two parties except for business. If O & M succeeds to create and maintain a healthy relationship with the clients then the outcome will be positive such as high client retention rate.

As per my consideration, employee motivation is really important. If the employees are not motivated properly then they won’t like their job and the consequence of their work will be dissatisfactory. Employees are one of the biggest resources for an organization. Thus motivating them for enhanced result is beneficial. Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. Managers should positively reinforce employee behaviors that lead to positive outcomes. Managers should negatively reinforce employee behavior that leads to negative outcomes. This is due, in part, to the fact that what motivates employees changes constantly. From my observation I understood that the Ogilvians need to be motivated either in extrinsic manner or intrinsic manner.

If the above discussed point is resolved then the problem related with employee turnover will also meet a progressive ending. Throughout my internship period I’ve seen two old employees left the organization. From my research study I have learned that employee turnover is very crucial for the firms. Because the employees know much confidential information about the company, so if they switch to other competitors it could be unsafe for the firm. Not only the matter of concern about the firm but also when an experienced employee leaves the firm it is a loss. That position demands someone better or at least equivalent to him/her. And it is not always possible to get the best recruit all the time.

10. Limitations

- Time constrain was the biggest difficulty I faced, because three months were not enough to observe an organization thoroughly to come up with a research.
- Lack of practical experience resulted more time consumption in doing each work for the research.
- Unable to conduct group discussions for collecting primary data for research accuracy.

11. Recommendations

After establishing the research paper I came up with the following recommendations that O & M can take under consideration to improve the current scenario of the organization. The problems that I identified earlier definitely can be resolved. In support to this statement I would like to recommend my thoughts that I found suitable for O & M. In order to resolve the problems I encountered during my internship era the potential solutions could be as follows:

1. To overcome the problem regarding time management some possible actions can be taken, that is employees must become more organized and should know how to prioritize their works at office.
2. Then employees should submit some sort of document to their reporting person in charge about the tasks completed and the tasks waiting in the lists.
3. The managers should also be aware of the fact that who is responsible for what type of work and how that work will be done on time.
4. The HR can organize some professional training of how to manage time and get done with the prior work within the required time.
5. Employees should get the realization of the importance of the work.
6. There should be a strict timeline for refreshment and personal time, employees should maintain that.
7. To overcome the problems related customer satisfaction each team should focus on the need of the clients.
8. While getting the brief of the work asked by the clients, employees from the creative department should also present in the meeting so they can create and come up with better quality and innovative ideas and services.
9. Research should be conducted by the employees from both the client servicing department and the creative department in order to learn more about the clients' behavior.
10. As O & M is a multinational agency they can interchange multinational skills and workers so that people can exchange the views and bring fresher and better ideas in the creative field.
11. Coming to the point of agency-client relationship, the client servicing department should build rapport with the corresponding clients by exchanging gifts on special occasions.

12. Better relationship can also be built by organizing social events where the top management as well the contact persons of each brand will present. This sort of social yet business gatherings will be result healthier relationship between both the parties.
13. The employees of the client servicing department should have a through insight about the clients' requirements, needs, and satisfaction level.
14. Employees should become more dedicated to their work.
15. To have a control on the employee turnover rate the agency should take some measures like job appreciation. When the employees will be appreciated for their work done they will gain a sense of achievement which will have a positive reinforcement in their work life.
16. The workload should not be too much, employees should get leaves.
17. Hiring the right people from the beginning will not result employee turnover.
18. O & M should concentrate on employees' personal needs. Employees should feel from the heart that they are important for the company.
19. Employees should get recognition from their managers.
20. To boost up employee motivation the employees should get satisfaction from their work life. The management should conduct surveys related their satisfaction.
21. Employees should be inspired by the senior management so they get motivated further and do remarkably well in the profession life.
22. Extrinsic benefits should be taken under consideration.
23. Promotions and growth in the organization will definitely motivate the employees.
24. Employees seek attention and care so the management should take this measure under consideration.
25. More professional trainings should be available for the employee so that they can learn more and get motivated to apply that knowledge in the practical field.
26. There should be a team spirit which will also help the employees get motivation.
27. Outside seminars are a stimulating break. Because outside seminars are not always cost efficient for most people, consider on-site seminars or workshops for your staff. Use outside seminars as a contest prize for one or two people. Then set up a structured plan for those seminar attendees to briefly recreate the seminar to the rest of your people when they return. Now everyone gets educated for the price of one.

28. Employees must also know the way of stress management.
29. Financial benefits and compensations plans should be improved annually.
30. Employees should be evaluated on a regular basis and rewarded accordingly.

I believe by taking the above mentioned points into concern the management of O & M will definitely experience better results.

12. CONCLUSION

After the completion of my internship I started writing this research paper. During this I faced few limitations for collecting data. Even after that I identified five problems using my observation and followed the method of qualitative research. Related with the problems and the materials I studied from various articles and other research papers I got the literature review.

I established the findings for my research paper and suggested constructive recommendations which are applicable for Ogilvy & Mather Communications Pvt Ltd.

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