



Global Agency Relations Management 2019 Roles & Responsibilities Overview

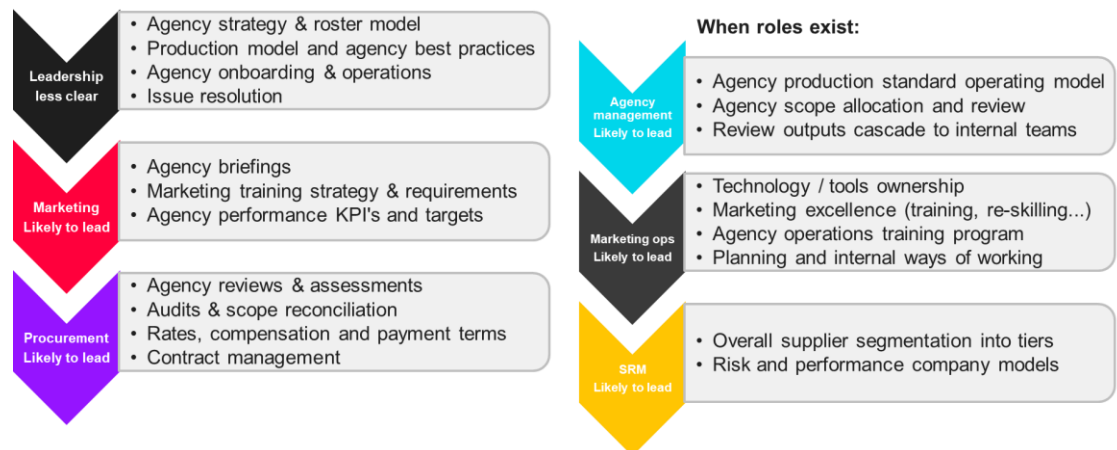
Roles and responsibilities within a same company can get blurry when it comes to global agency relations management, as they may involve marketing, marketing operations, agency management, marketing procurement, supplier relationship management (SRM) teams on very similar or complementary tasks. This can create some internal confusion and lead to inefficiencies.

This document, designed in partnership with ASM & Partners, contains the results of an online survey conducted in Q3 2019, which explored the roles and responsibilities in relation to global agency management.

Majority of respondents were senior procurement experts or in charge of marketing operations, 72% of them had a global strategic role. 32 different companies took part into this study, representing over 15 different sectors.

Only 15% are “very clear” on roles and responsibilities related to global agency relations management.

No standard organisational model for many roles

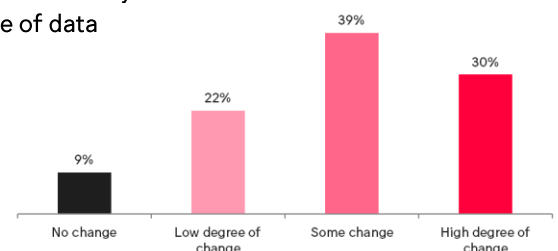


Almost a third expect a high degree of change between internal roles & responsibilities in the next two years.

Key drivers of change

- Increasingly flexible agency/freelance models
- Speed to market is even more critical
- Need for more digital and custom content
- Explosion of marketing technology and tools
- Desire for tighter internal collaboration and clarity
- The ever-increasing availability and use of data
- Growth of in-house agencies

Q. Looking at the next 12 to 24 months, how would you describe the changes you anticipate in your organisation between roles and responsibilities?





Recommendations

- How companies manage in-house and agency strategies will continue to evolve and we expect **acceleration over the next two years**. Key drivers of change are forcing organisations to **look at new ways to manage how they work** (internal and external) to market to customers.
- It is becoming increasingly important for brands to have a **strong agency management practice with clear leadership on core capabilities**. Priority should be given to a **clear cooperative and collaborative environment** amongst the teams. Where roles and responsibilities sit, is arguably less important.
- As every organisation is different and there is **no one size fits all**, prior to creating new roles or functions for a better agency management or redefining roles and responsibilities of the existing teams, it's fundamental to **understand the business, category, and existing organisational operating model and design**. Roles and responsibilities of each function also **depend on the skills, maturity and integration of the groups themselves**.

"A **complex matrix approach** and multi layered so often overlaps or feels resource heavy."

"The **agency relations management is not efficient** as relationships are held at a business unit / working relationship level even if the agency spans several of them. Only a few of the top agency relationships (Creative AOR, media agency) have consolidated clear owners."

"There is a **re-org within marketing currently**. Where they land on agency management is not yet determined."

"**Purchasing is set up as "buying" group, working closely with marketing and marketing operations as needed**. Purchasing do not have any strategic responsibilities in terms of marketing."

"Roles and tasks across those functions are **not clearly defined** when it comes to managing agencies."

"In my business unit, we have marketing ops and our role has become a resource to support marketing with issue & relationship management, agency identification, scope development and review, etc... We, **marketing ops, have filled a gap that procurement historically played with varying degrees of success**. Our other business units do not have this capability and it is more challenging."

"Marketing leads. Procurement, legal and compliance support."

"We currently have marketing (global and market teams), and marketing sourcing. We don't have separate teams for SRM, agency management, and marketing ops has limited agency relations management role."

"We just had a **recent organisational change that reset the ways of working**, and overall, procurement is responsible for the formal agency management process and marketing is responsible for the content."

"Clear within media. A disconnect with VP creative excellence for content pitches."

Please bear in mind that this document is not a definitive guide. Rather, it provides general, high-level information to assist WFA members when unilaterally conducting internal and/or external discussions on roles and responsibilities in relation to agency management. The actions outlined in this report will be discussed and further developed at WFA member events www.wfanet.org/events.

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Note: All benchmarks, survey results, agendas and minutes are reviewed by Hogan Lovells International LLP, our competition lawyers
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Click [here](#) for the full report on global agency relations management: roles & responsibilities (2019)