



INNOVATIVE PREDICTION OF COMMUNICATION AGENCIES

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Abstract

Even marketing agencies could not escape the worldwide trend of acceleration of processes. New procedures for market penetration of businesses have been created upon the arrival of startups and new forms of businesses. The Lean concept is regarded as one of the most feasible approaches to be used across the analysis of business environment, management of company activities and communication marketing. Many smaller or larger agencies will have to face a global competitive struggle and any hypercompetition arising therefrom. Maintaining these businesses will be in the hands of lower management that needs to adopt forward thinking. Marketing agencies will have to find new methods of cooperation and product development. In the meantime, lots of new theoretical procedures and processes for company establishment and operation have been defined. The main goal of the paper is to highlight possible changes in processes of marketing agencies and based upon these findings to form a new model of establishing creative outputs. Studying modern approaches of the fastest-growing companies and summarising the research will result in the consistent theoretical model of functioning of marketing agencies. This model meets globalisation requirements and respects three fundamental attributes of the modern business world - speed, a flexible response to changes and cost cutting. A great deal of interaction among businesses needs to be taken into account as well. The main contribution of this study is to clarify how marketing agencies should get adapted to possible changes that might occur in near future. Only a fast response based upon knowledge will guarantee the future of businesses in this segment.

Keywords: *Communication Agencies, Innovative Opportunities of Communication Agencies, Future of Marketing Agencies.*

1. INTRODUCTION

Nowadays, communication agencies are implementing various processes. They vary from country to country. The history showed that these processes had been modified and transferred from communication agencies mainly by their employees. The processes may be included into specific models. The models were being changed within a certain process to be complemented or modified by experts due to an error or through successful experimenting. However, the above mentioned model has not been modified for a long time. As described in the paper, it is rather lengthy and complex. Managers and employees are led linearly on a long path being accompanied by various changes. Until the communication agency reaches the final destination, it has to cross a very long path, especially when it comes to a complex communication campaign. These days, startups seem to be leaders in these processes, as shown in market research and other available sources. When assessing literary sources, we must admit this is all due to model complexity and pace they offer. On the other hand, there are also models for solving creative processes, for instance design thinking. It offers the compact philosophical non-linear model for direct and fast solution of creative tasks. Agencies should be forward-thinking and pay attention to their internal processes because only the company following the trends and moving ahead can succeed.

2. LITERATURE REVIEW

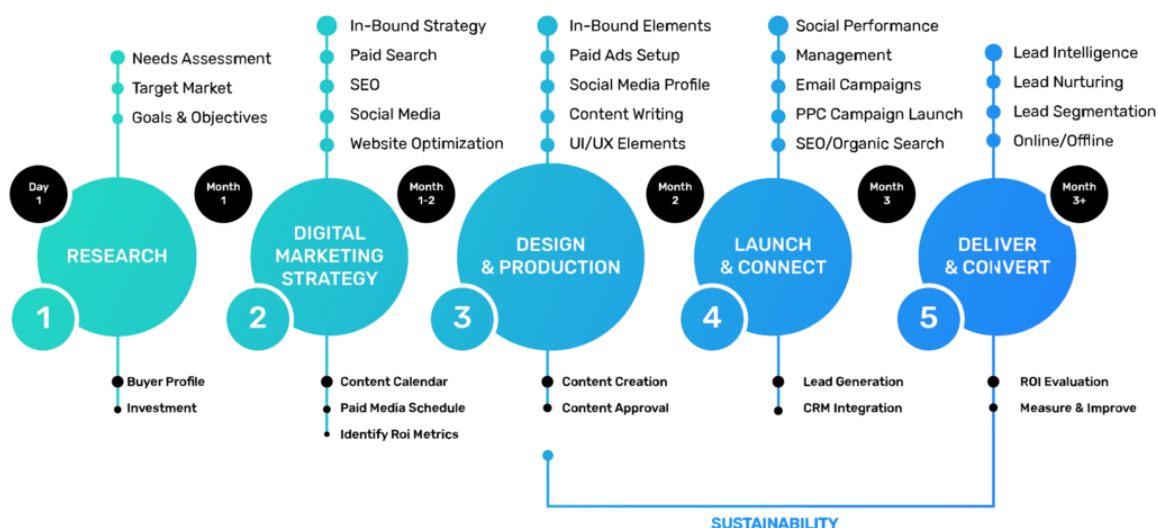
The following chapter is dedicated to summarising theoretical background for creative processes in communication agencies as well as their complete communication strategy. Many researchers have already tried to apply a startup business model to various segments of creation. The above mentioned model is very flexible in its use. As stated by Leatherbee and Katila, this model belongs amongst the most successful models to be used in current conditions of environmental insecurity (Leatherbee & Katila, 2020). The same may be applied to the university environment when the given model ideally complements the practice (Ávalos et al., 2019). In addition, Mansoori, Karlsson and Lundqvist emphasise the relationship between a coach and the Lean methodics (Mansoori et al., 2019). Certain experiments led to partial theoretical modification as defined by Felin, Gambardella and Zenger (Felin et al., 2019). Another milestone was presented by Euchner who managed to define possibilities of use of the lean model in large corporations (Euchner, 2019). The latest findings confirm centrism focused on a user (Zorzetti et al., 2020). Melegeti et al., proves the model functionality across various segments, especially in engineering (Melegeti et al., 2019). Within the given subject matter, we should focus on communication in connection with the startup model. González-Cruz with its

colleagues have clarified this connection with the internal communication (González-Cruz et al., 2020). The same applies to the communication model, mainly the agency one, which refers to a user's process and user's experience. Its significance was demonstrated in the research carried out by Aarlién and Colomo-Palacios (Aarlién & Colomo-Palacios, 2020). It may be linked to the work by Ghezii and Cavallo who discuss the interconnection of digital possibilities with the startup model (Ghezii & Cavallo, 2020). In this respect, we should also mention design thinking used for problem solving. As described by Sokół and Słupińska, this process can be implemented into a number of business cases (Sokół & Słupińska, 2019). These methods can be used in any business practice. Chou dealt with aligning design thinking to corporate social responsibility (Chou, 2018). Liedtka introduced new innovative practices of using this model across the whole social spectrum (Liedtka, 2014). Belyaeva et al. states that the given method is suitable to creation of any innovative solutions (Belyaeva et al., 2021).

2.1. Modern Processes of Communication Agencies

The modern process occurring within communication agencies can be clarified by means of documents and files issued herewith. Therefore, we have decided to focus on these resources while excerpting and observing data in order to study relevance of practical sources. Finally, we will be able to see that these models are fully functioning and can be applied into practice.

Picture 1 – Agency Process



Source: <<https://social.industries/2019/09/20/which-sources-augment-data-driven-marketing-and-advertising/>>

According to the authors from Social Industries, the process of creating of a digital campaign is as follows: at first, the research is conducted consisting of market research, goal

determination and creation of a person. All with a month-long duration. Follows defining the strategy when the proper mix of digital communication platforms is created. This part also defines the content calendar and measurement metrics. Afterwards, the design campaign and specific formats are launched. As for timing, we reach two-month duration. Finally, the campaign is launched and connected to systems that process data such as CRM. Launching is scheduled for a three-month period. The last part of the process is often referred to as submission and conversion. Within this processes, information is handed in, campaign success is evaluated on the basis of its measurement and so is the number and leads quality. This process is scheduled for a three-month period. This process is limited by its complexity and lengthiness and it has to be started all over again should a material change occur. The time horizon depends on the extent of the campaign and any corresponding duties.

Picture 2 – Traditional Agency Process



Source: <<https://uxdesign.cc/how-design-thinking-creates-emotionally-intelligent-brands-and-better-work-77f4da249509>>

Musich presents another model which states that the traditional agency model consists of the assignment when a client comes up with a problem that needs to be solved. This is followed by a review when a client discusses the assignment. Then the research is done to define the facts and their compliance with the assignment. This is followed by creative assignment which is derived from previous business outcomes. This step is mostly accomplished by a company strategist. Only after that follows the creative part of the process or brainstorming with other members of the creative team. They draw up a concept and present it to a client. This process is rather lengthy when we realise that the creative component is being formed only in the fifth grade. Some drawbacks may also appear in testing of a conceptual outcome with the results

going directly to a client. Anyway, the same obstacles occur when testing a conceptual outcome with its results notified directly to a client who gives feedback and later on, the whole cycle is either repeated or submitted to one more format creation.

2.2. Modern Processes in Creative Activities of Communication Agencies

This subchapter deals with a creative process of communication agencies. This model usually entails similar outcomes from various sources in the form of a three-element model. It often consists of the research of the target group and the brand positioning. Various methods can be used to come to a conclusion. We have stated the most frequent ones, such as an interview or a group discussion or even a focus group. We now know that this passage is a driving force even though we are now trying to emphasise empathy, i.e. to observe whether this is appropriate for a campaign. A person is often referred to as a black box or a centric personality in case of emphasising. The next step is to define a complex strategy towards an interviewee. Another part, defined as a creative element, represents a complete concept of creation on the basis of brainstorming or basic data.

Picture 3 – Creative in communication agency

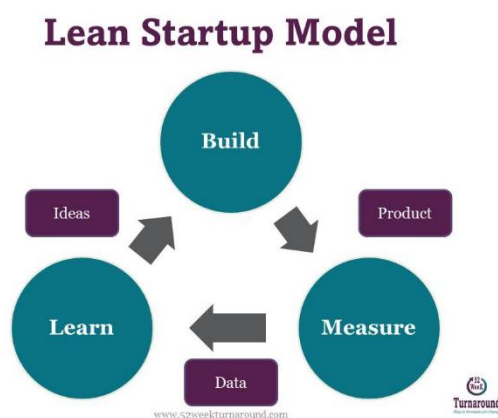


Source: <http://purplefilm.com.au/adelaide-video-production-company/brand-management-adelaide/>

There are many drawbacks within this model, lying mainly in its broad and general context which divides results into three main categories. The goals are easily accomplished when moving from the first category to the second or the last one. However, extensive campaigns see this transfer as too lengthily and clumsy. The lean method is another method that is worth noting.

2.3. Lean Method

Picture 4 – Lean Startup Model

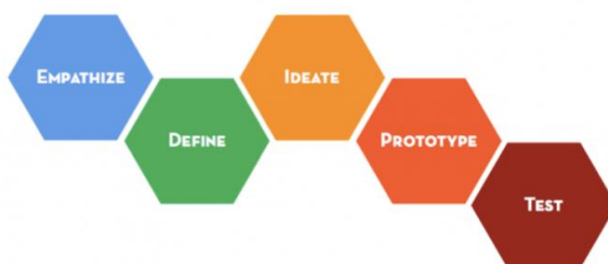


Source: <<https://52weekturnaround.com/lean-startups-brussels-2014/>>

The lean method was first defined by Steven Bank and later modified by Eric Ries (“The History of Lean Startup by Steve Blank”, 2012). The Lean model contains the central element or so-called MVP - Minimum Viable Product. It is a version of a simpler product which is qualified to meet customers’ needs. The feedback is received through MVP to be adjusted to its final version. This all helps cut the costs (“Why We Love the Lean Startup (And You Should, Too!)”, 2015). Periera speaks about the model functionality designed as Build-Measure-Learn focusing on the team’s or company’s speed in video creation. The cycle generates innovations because fast interaction enables MVP creation (Pereira, 2020). As assumed by Rogers, the first element is Build and it includes the final product creation, followed by Measure when it is calculated whether a product has a potential or needs to be changed. As a result, data are created and the other phase called Lean is launched. Follows the creation of videos and Build is renewed (Rogers, 2019). The cycle is repetitive because MVP can be continuously updated.

2.4. Design Thinking

Picture 5 – Design Thinking



Source: <<https://designthinkinginovace.wordpress.com/tag/design-thinking-proces-2/>>

Combining the lean method and design thinking is likely to create a perfect tool according to Roberts because design thinking ideally complements the needs of the target group (Roberts, 2018). The model of design thinking consists of five stages, i.e. empathising, defining, ideating, prototyping and testing (“Design thinking”, 2019). The above procedure is non-linear, which means we can move and return freely to a random element according to our needs (Dam & Siang, 2020). A creator is gradually directed from empathising with the target group to defining a problem that needs to be solved within these processes. Afterwards comes ideating by means of creative techniques such as brainstorming. The prototype is then created and later tested and implemented (“Build-Measure-Learn”, 2019).

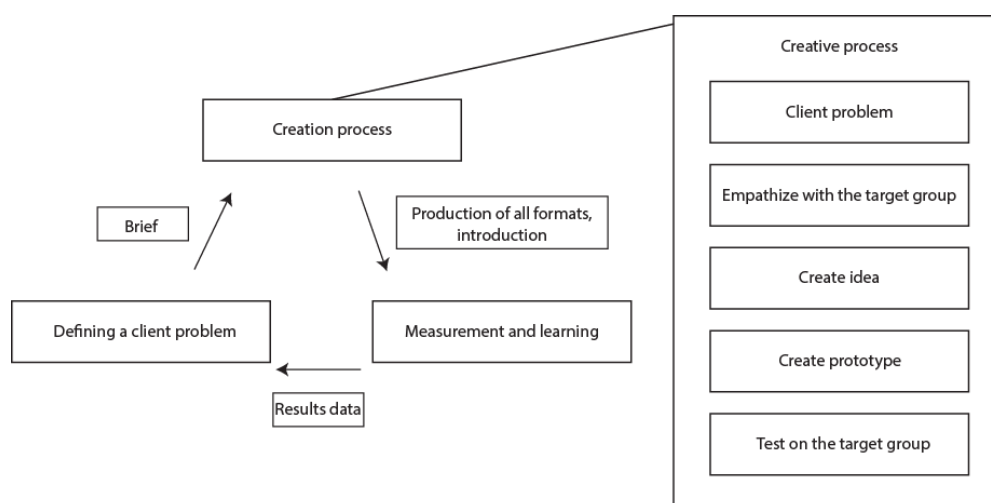
3. RESEARCH METHOD

The observation consisted of primary and secondary sources. Secondary sources are mainly defined in the introduction or summary of literary sources and temporary research. The sources originate from scientific studies, expert articles and texts. The authors were systematically selected according to their relevance, year of publishing and key words. These were mainly theoreticians and practitioners who deal with the given subject matter. The theoretical part is enriched by relevant findings upgrading the level of the study and exposing its significance. The methods used in this part come from the scientific spectrum and are reasonably selected. The occurrence is assessed through analysis, comparison, education and induction. The whole article induces scientific completeness and sources equality. The available sources helped us extract specific options for models operating with three basic requirements, such as speed, cost minimising and simplicity. The above theoretical background enabled us to define a new model for the analysis arising out of the studied processes within communication agencies and linked to new practical models.

4. ANALYSIS

The analysis of knowledge we acquired brought new findings when it comes to limiting current processes within communication agencies. In particular, we focused on the complex process from the assignment to a final communication package. A creative process is another model that is directly linked to communication agencies. This one plays a key role in setting the complex campaign which is usually enhanced by the final model.

Picture 6 – Predictive model - Communication Agency



Source: own research

A new model arising out of the analysis is defined by the startup lean process. This model consists of three main parts and these are Build, Measure and Learn. One more part - a product - is placed between Build and Measure. Measure and Learn contain the part of data and Learn and Build include Ideas. This model is easy to operate. The given model emphasises education or learning, i.e. previous experience or data. This is followed by detailed work with the target group which is often rare as shown by the analysis. Innovative prediction connects two parts of the model with the process of client's problem solving as shown in the left side of the picture. The model represents the connection of elements within an agency, i.e. a lengthy and demanding process of campaign creation and the lean model, on the other hand, as the symbol of speed and expertness. It defines a problem a client needs to sort out. Consequently, the assignment transforms a specific creation into a creative process. Afterwards, all required formats are produced in compliance with the previous process. All these formats are eventually transposed into the reality. All this is followed by measurement and learning. Within this stage, we are trying to assess fulfilment of client's requirements according to the assignment and the learning process is based on the given results. Final outputs are provided to a client and the whole process is repeated. The right side shows the model of the creative part consisting of various elements, such as exact limitation of a problem or empathising with the target group. The final part involves insights and specific outlooks of the target group. Ideally these are one or two representatives of an authorised person. An idea and the prototype MVP are created from the outcomes. The prototype does not need to be ideal but needs to meet testing requirements. If successful, other formats are completed and the final version is created. This

process does not dictate any special steps to take. It is just a random procedure. The key goal is to form the centric bond with the target group which enables us to define a strong basis for creating an idea.

5. DISCUSSION

The current state communication agencies are in is worth discussing as well. We should rethink whether the current model, lasting too long, is an effective way for the future. All the processes are high-paced. Businesses are trying to cut costs and render the human resources much more effective. All businesses including communication agencies should think ahead and move ahead. There is also a question whether home office and outsourcing are real future for agencies in contrast to the back office philosophy that took up a few years ago. However, teleworking is a new trend. Therefore, the innovation lies in connecting experts without a communication agency and promote freelance work. New room has been created for communication experts and temporary outsourcing. The submitted paper can help us reach this objective. The model contains all constructs helping startup businesses to succeed. What is more, creative management can also provide us with brand new opportunities how to progress.

6. CONCLUSION

We have managed to reach the project goals and define possible innovative solutions within the whole process as well as the creative process of communication agencies. Secondary sources were used in the theoretical study. These mainly included expert articles from leading magazines written by acclaimed authors. We also used expert articles from the practice. The submitted study may be limited by the availability of resources such as literature research and excerption of specific parts. The model consists of two parts, i.e. from the complete model of the creative campaign to its implementation on the one hand and the creative process from creating an idea to testing on the other one. The given model meets criteria such as speed, expertness, cost minimising and boosting effectivity. The acquired knowledge served for creating a model which needs to be properly tested. The first impetus was successful, yet it is important to retest the model in simulated conditions through an experiment before real conditions are applied. Afterwards, the model may be modified.

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