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AGENCY
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REPORT
2013
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– Satinder Chawla, Director - Span Floors

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THE AGENCY HAPPINESS REPORT



HAS BEEN IN THE MAKING FOR
A LONG TIME.

We have discussed the idea for more than a year now, tossing it around to get it just right. And here it is, finally. There are many reasons to try to keep employees happy. The best one of them, of course, is that if employees are happy, they are likely to do good work, and if they do good work, it will result in happy clients. In fact, there are companies which believe that more important than shareholders and customers, the health of a company is best gauged by testing the happiness of employees. If they are fine, everything else will follow. America's celebrated company, Southwest Airlines, is one such. Its priorities: employees first, customers second, shareholders last.

Admittedly, this would not apply across all businesses. All the same, nobody can disagree that if you must have employees, keep them happy rather than disgruntled.

We found that while a few agencies do conduct internal satisfaction surveys occasionally, a regular examination of employee attitudes is rare. So, while there are perception studies of what others think of ad agencies, this is the first public survey of what employees themselves feel about the place where they work.

While the details of the methodology are available elsewhere in this report, here are the highlights: Ipsos Worldwide, a global market research agency was mandated to undertake the survey. Fifty agencies, both creative and media were shortlisted. Over 5,000 advertising and media agency professionals were invited to participate. A total of 1,211 responded, thus ensuring that the objective of a 5-10 per cent employee coverage sample level was achieved comfortably.

Respondents were presented statements with the option to score 1 if they Completely Disagreed with it and 5 if they Completely Agreed. They were presented with 30 such statements. These fell under nine parameters which touched upon all major aspects of work life ranging from Culture and Values of the agency down to Physical Environment and Amenities. The average of scores on each statement under that parameter was taken as the score for the parameter.

THE BIG TRENDS

Small vs Large agencies: The smaller creative agencies seem to have the happiest employees. Agencies like Everest, Scarecrow and Innocean perform consistently well across parameters. However, this is not to say that employees in all small and medium agencies are happy and those in large ones are not. Looking down the list of 24 creative agencies, you will find that big, medium and small are mixed all over. In the case of media agencies, this trend is not so clear.

Parameter vs Overall: While discussing the methodology, we'd internally discussed whether the final standing of the agency should be the average of its score across parameters or if we should have a separate parameter called 'Overall' as the basis for final ranking. We went for the latter.

We are glad that we did. It is clear that in the case of several agencies, employees' view of them on individual parameters is different from what they think of the agency in totality. The example of two agencies will illustrate that.

Innocean has the most amazing performance on individual parameters. It is in the top five on every single parameter: It tops on two, is second on five of them; and comes third and fourth on two others. But when it comes to 'Overall' ranking, it features only at No 7, way below its rank on any of the individual parameters.

The reverse is the case with Ogilvy. It appears in the bottom half of the list on most parameters in this survey but when it comes to the overall standing, it shoots up to No 4. After giving it low scores on most matters, Ogilvy employees, when asked to respond to statements like pride in agency and in its output, they seem to realise that they hold it in high esteem.

In the media agencies, possibly because the number is smaller, such a phenomenon is not immediately evident.

Scores by city: People in the Mecca of advertising, Mumbai, are the happiest with their work life. On every one of the nine parameters for creative agencies, Mumbai comes up with the nicest scores. The second and third place is almost evenly divided between Delhi NCR and Southern India (Bengaluru and Chennai together). Even when it comes to Physical Environment and Amenities, spacious Delhi can't overhaul Mumbai. Kolkata always bring up the tail end.

In the case of media agencies, different cities top on various parameters. So too does Kolkata on more than its fair share.

Experience and Tenure: An analysis of scores by work experience and tenure – or years at the current job – reveals an interesting trend. In the case of creative agencies, there is a clear correlation between years of work and happiness at the workplace. As people gain either work experience or spend more time in one agency, their level of satisfaction on virtually every parameter rises. In other words, the youngest and the newest are generally the least happy; and the most experienced as well as old employees are usually the happiest.

Now comes the odd bit. In the case of media agencies, the trend is not identical. In work experience, the scores are pretty much level all the way from people with less than five years' workex all the way up to people with 12 years. It is only at 12 plus, that the scores are clearly higher. And when it comes to tenure, the rise in scores is sharp only at the point of 10 years and more.

Why should the graph rise differently for creative and media agencies? The only explanation offhand seems to be that media agencies have flatter hierarchies and senior people lead less privileged lives. Or it could be that seniority in a creative agency gives either more variety or security or promise of growth than in a media agency. The reason or reasons will become clearer in subsequent surveys of this kind.

Happiness by department: The analysis by department has been done only for the creative agencies. And the trend is clear. The happiest department, by far, is General Management. It is the happiest on every single parameter, usually by a big margin. Any guesses for the most disgruntled department of them all? Time up! It's Creative, which brings up the bottom on six of nine parameters as well as in the 'Overall' assessment. Client Servicing comes in last twice and Account Planning just once.

Lastly, **salaries:** This survey confirms what we know intuitively - in our saner movements - to be true. Everybody assumes that others are better paid and, by extension, that they are underpaid compared to others.

For both creative and media agencies, the lowest score comes in response to the statement, 'I am paid on par with industry standards'. Since it is evident that everybody can't possibly be equally underpaid in the same business – in which case where are the people who are overpaid?

THE CREATIVE ORDER

And on to the 'Overall' rankings of individual agencies, beginning with the creative lot. At the top, by a huge margin is Everest, once among India's largest agencies that went into precipitous decline and is now reviving. It tops on each of the four statements put to respondents and especially on pride in agency and going the extra mile, it hits 4.86 out of 5.00 which is about as good as it gets.

The runner up is a startup, just two years old, that has come galloping up the ranks of older, larger agencies: Scarecrow. It ranks best on proud of agency output as well as pride in agency. Scarecrow also does extremely well right across, appearing among the top five agencies in six of nine parameters.

Saatchi & Saatchi, at No 3 overall, is another agency that does well on parameters as well as in the overall standing. It makes it to the top five in five out of nine parameters. On statements within the 'Overall' measure, Saatchi & Saatchi comes in at No 2 on going the extra mile to help the agency and at No 3 on sense of pride in agency.

Next comes Lowe Lintas and Ogilvy jointly at No. 4. The latter, as mentioned earlier, is in the bottom half of the list on most parameters but when it comes to 'Overall', does really well at No 4. It does especially well on pride in the agency's output as well as 'I would recommend my agency to my friends', standing at No 3 on both.

Lowe Lintas takes fourth place in the overall ranking with its best ranking on the statement, 'I would recommend my agency to my friends' where it is placed second. On individual parameters, Lowe Lintas does well again, figuring among the top five on three parameters.

Leo Burnett, Innocean, Draft FCB Ulka, Dentsu and TBWA, in that order, are next in line, and make up the numbers from No 6 to No 10.

MEDIA AGENCY RANKING

DDB Mudra Media's domination of this ranking is truly special. It is in the top 5 of every single parameter and, in fact, maxes on seven out of nine of them. As if that wasn't enough to make the competition grit its teeth, it tops the overall ranking as well. Even here it does so with élan. It is No 1 on three of the four parameters that go into 'Overall'.

Maxus ranks among the top three on every parameter, except one, and plonks itself down mostly in the third place.

That consistency comes across in the overall rankings too where it is unlucky to lose to the first position DDB Mudra Media by just 0.04 points. In the 'Overall' statements, Maxus stands second on all except on 'I want to go the extra mile' where it takes the pole position.

Mediacom takes the overall third place. It does well across most parameters and even in the 'Overall' statements, it does its best by getting to third position on two statements, sense of pride in the agency and recommending the agency to friends. Mindshare and Lintas Media Group jointly take fourth place. Mindshare exhibits the same behaviour as Ogilvy does among creative agencies. When viewed by individual parameter, it takes on average the seventh position among a list of 11 media agencies. However, when it comes to 'Overall', it does significantly better by grabbing fourth place. Here, it gets fourth place on two statements, pride in the output of the agency and a willingness to recommend the agency to friends.

Lintas Media Group which is in the top five on most parameters. In the overall ranking, it does best at fourth place on sense of pride in the agency.



THE HAPPINESS REPORT : NOTE ON METHODOLOGY AND PROFILE OF RESPONDENTS.

IPSOS, a global market research agency, was mandated to undertake an industry survey that maps and reports the level of well being of employees within their present place of work.

Fifty large agencies, both creative and media were shortlisted for this exercise. It was decided that only completed responses from people using their official ids for the purpose would be accepted. Further a minimum of 5% and a maximum of 10% of the workforce of each agency being covered, needed to respond, to make the data valid for that agency.

The afaqs! team and Ipsos Media CT team together brainstormed decided on the parameters for evaluation and set up a microsite to make it convenient for respondents to fill up the questionnaire when convenient. Using the afaqs! database, over 5,000

advertising and media agency professionals were accordingly selected, and an invitation sent to them to participate in the survey. An online questionnaire was hosted for the respondents to fill, with a verification trackback sent to each. A total of 1211 people responded, ensuring that the objective of 5-10% employee coverage/sample levels was met/achieved, comfortably. Some agencies had to be dropped because the desired sample could not be achieved. The questionnaire was semi-structured.

RESPONDENT PROFILE

Management Levels: 18% Junior level; 43% Middle level; 33% Senior level & 6% Top level

Experience wise: Less than 5 years: 34%; 5-10 years: 31% & 10 years+: 35%

Geography: Mumbai:43%; Delhi/NCR: 33%; Bengaluru: 10%; Chennai: 7% & Kolkata: 7%
('Southern India' in the report denotes Bengaluru+Chennai)

Measurement:

There were a total of 27 statements which fell under nine parameters that covered all major aspects of working life in an agency. The tenth parameter, 'Overall', with four statements, was the one which determined the final ranking of both creative and media agencies. Respondents reacted to each statement on a five-point scale where 1 = Completely Disagree and 5 = Completely Agree.

THE CLUSTERS WERE:

Each cluster, encapsulated the following areas:

Culture and Values: 1. My agency is performance oriented & expects high standards • 2. My agency cares about our well-being & treats us with respect • 3. Collaboration & cooperation between teams is encouraged • 4. The environment in my agency is positive & relatively apolitical - people generally tend to trust each other • 5. I believe my agency is fair, honest and transparent

Common Purpose

1. I am aware of our agency goal & I believe that I am helping in reaching there

Communication: • 1. Internal communication in my agency is open, regular & honest • 2. Management listens to & is open to the opinions of its employees

My Team: • 1. My goals & responsibilities are clearly communicated to me • 2. My manager is open to suggestions & ideas from me & my team • 3. I feel part of an effective team • 4. I have confidence in the leadership of my agency

My Job: • 1. I have the independence and flexibility to do my job well • 2. There is a healthy balance between my personal & working life • 3. My job gives me a sense of personal achievement

Learning and Development: • 1. There is adequate training to develop my knowledge and skills • 2. I am encouraged to try new innovative ways of doing things • 3. I am satisfied with my growth opportunities in this organisation • 4. I believe that I have a clear planned career path in my company

Performance and Feedback: • 1. I understand how my performance is measured • 2. I get regular feedback on my performance • 3. I believe that my assessment is fair

Reward and Recognition: • 1. Success is celebrated regularly in my agency • 2. I am paid at par with Industry standards • 3. I get recognition when I do a good job

Physical environment & Amenities: • 1. The interiors of the company help in improving productivity • 2. I am satisfied with the basic amenities provided (examples : washroom, canteen, transport etc.)

Overall: • 1. I am proud of the output of my agency • 2. I want to go the extra mile to help my agency succeed • 3. I feel a sense of pride in my agency • 4. I would recommend my agency to my friends

(The online survey was conducted between October 15-December 31, 2012.)

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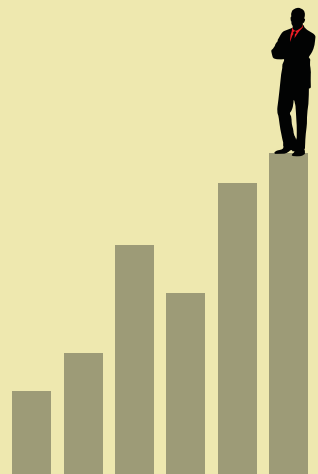
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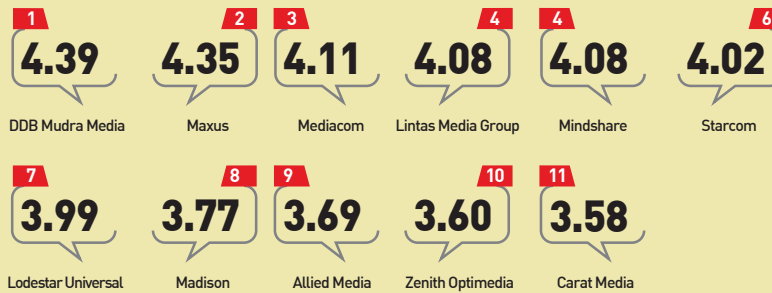
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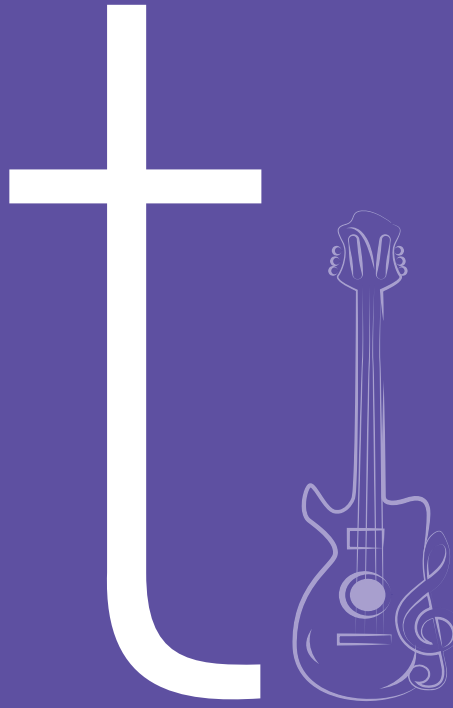
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CREATIVE AGENCY

(OVERALL STANDING)

STATEMENT WITHIN PARAMETER, 'OVERALL'

1 I am **proud** of the **output** of my agency



2 I want to go the **extra mile** to help my agency **succeed**



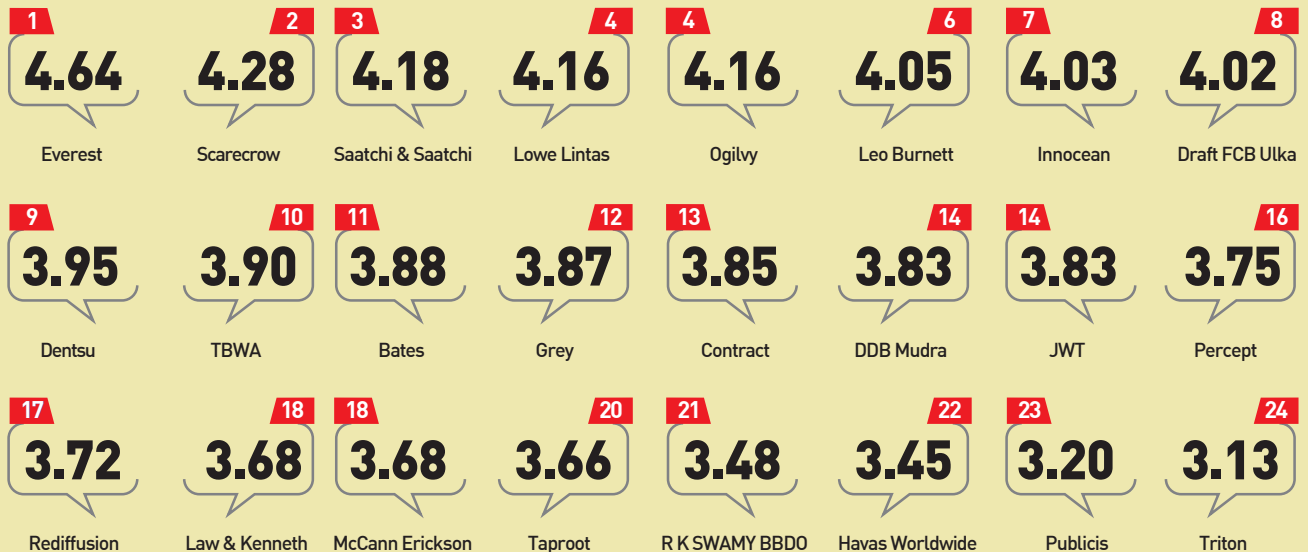
3 I feel a sense of **pride** in my agency



4 I would **recommend** my agency to **my friends**



AGENCIES



AVERAGE SCORES OF FOUR STATEMENTS WHICH MAKE UP 'OVERALL' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE



Technology



Food and Drinks



Education



Rural/Real People



Teenagers



Digital Composition



Adults



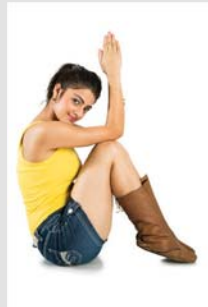
Health and Fitness



Festivals & Occasions



Business



Fashion



Children's



Without People



Couples



Male Lifestyle



Female Lifestyle



Seniors



Families



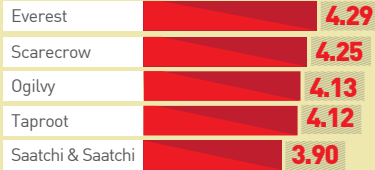
Shopping

Thousands of new images and **hundreds** of **categories** has been **added.**

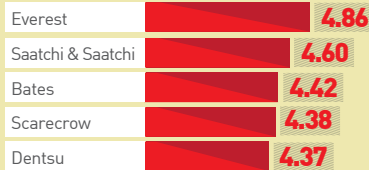
TOP 5 AGENCIES

BY STATEMENT WITHIN PARAMETER, 'OVERALL'

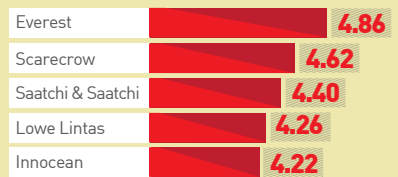
1 I am proud of the output of my agency



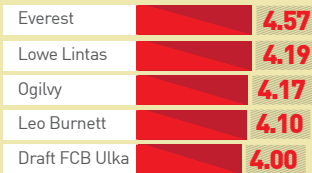
2 I want to go the extra mile to help my agency succeed



3 I feel a sense of pride in my agency

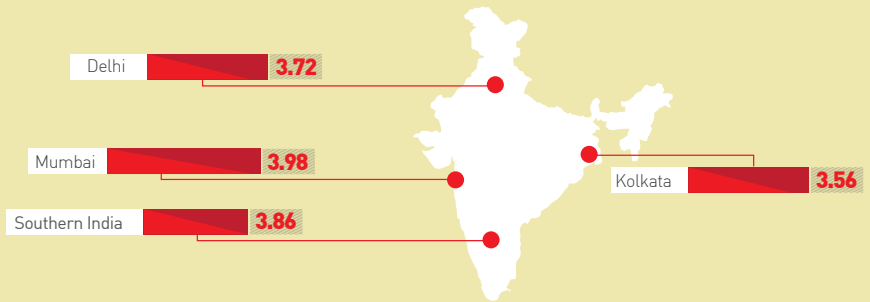


4 I would recommend my agency to my friends



BY CITY

CITYWISE SCORES FOR 'OVERALL'



BY EXPERIENCE

RESPONSE TO 'OVERALL' BASED ON YEARS OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'OVERALL' BASED ON NO. OF YEARS IN EXISTING COMPANY



BY DEPARTMENT

DEPARTMENTWISE RESPONSE TO 'OVERALL'



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CULTURE & VALUES

Everest is the clear leader on Culture and Values, having topped on one of the statements that constitute this parameter and appearing at second place on three of them. It comfortably leads Innocean which gets the most score on two parameters, 'My agency cares for our well-being..' and on 'The environment is positive...' Innocean does well on two other parameters as well but performs indifferently on 'My agency is performance oriented...'

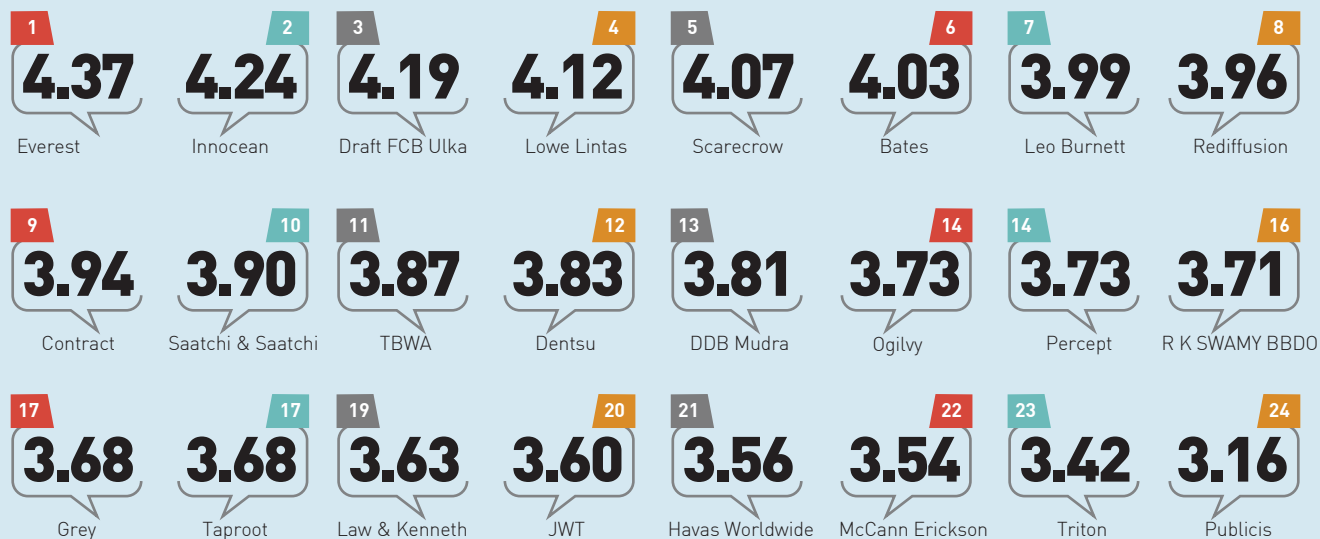
Draft FCB Ulka at No 3 gets into the top 5 on four of the statements but not on performance orientation; it gets the highest rank, No 1, on the statement 'My agency is fair...' It is followed by Lowe Lintas which makes it to No 4 or No 5 on all the statements except for 'The environment is positive..' At fifth place is newbie Scarecrow which makes it on the back of an extraordinary 4.88 points for 'My agency is performance oriented...' It also does well on agency environment where it stands at No 4.

The average score on Culture and Values is 3.82, the third highest among all the parameters examined.

STATEMENT WITHIN PARAMETER, 'CULTURE & VALUES'

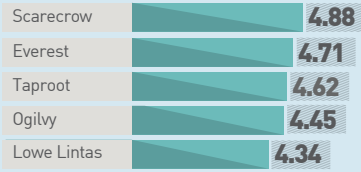


AGENCIES



AVERAGE SCORES OF FOUR STATEMENTS WHICH MAKE UP 'CULTURE & VALUES' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

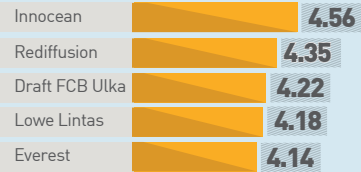
1 My agency is performance oriented and expects high standards



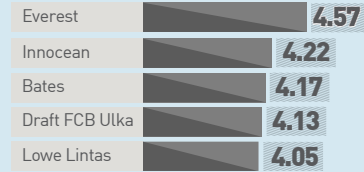
TOP 5 AGENCIES

BY STATEMENT WITHIN PARAMETER 'CULTURE AND VALUES'

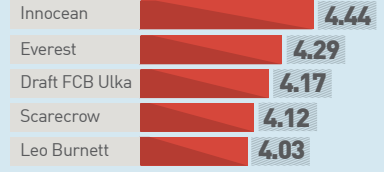
2 My agency cares about our well-being and treats us with respect



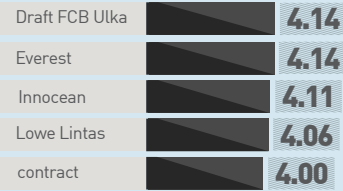
3 Collaboration and cooperation between teams is encouraged



4 The environment in my agency is positive and relatively apolitical

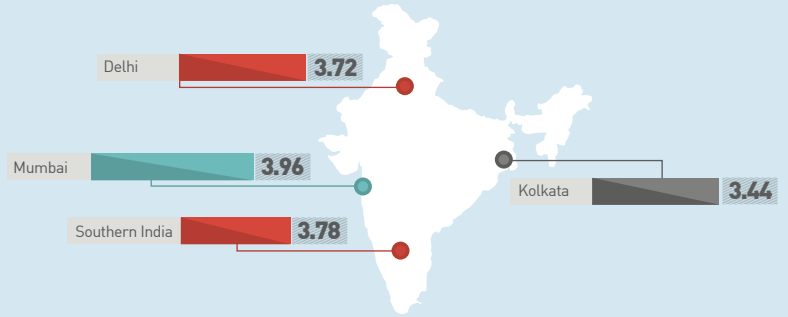


5 I believe my agency is fair, honest and transparent



BY CITY

CITYWISE SCORES FOR 'CULTURE AND VALUES'



BY EXPERIENCE

RESPONSE TO 'CULTURE & VALUES' BASED ON YEARS OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'CULTURE & VALUES' BASED ON NO. OF YEARS IN EXISTING COMPANY



BY DEPARTMENT

DEPARTMENTWISE RESPONSE TO 'CULTURE & VALUES'



COMMON PURPOSE



This parameter, which asks respondents whether they have a sense of working towards a common goal, is the only one with a single question in it. Everest leads, and how: its score at 4.71 is way more than Innocean which stands at No 2 with a score of 4.33. Draft FCB Ulka comes in at No 3. Saatchi & Saatchi and TBWA follow at No 4 and No 5.

There is a large variation in scores by seniority. People with 12 years' work experience or more score 0.4 points more than the juniormost; this gap is even wider, 0.60 points, among people with the maximum and minimum tenure in an agency.

The average score among agencies on Common Purpose is 3.97, which is the highest score among creative agencies on any parameter.

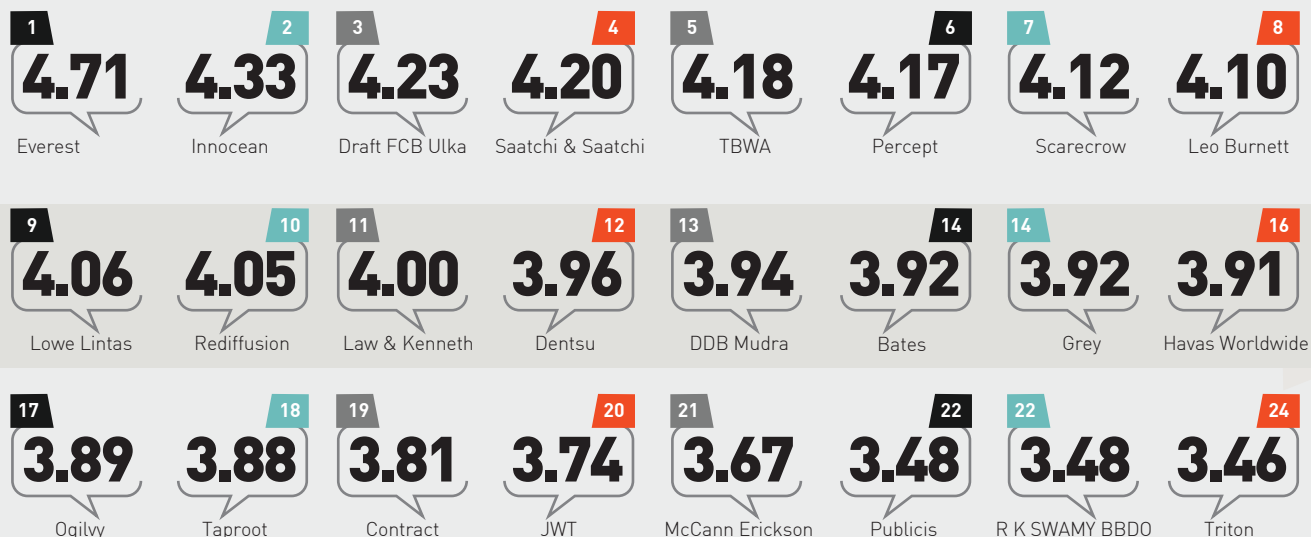
STATEMENT WITHIN PARAMETER, 'COMMON PURPOSE'

1

I am aware of our **agency goal** & I believe that I am helping in reaching there



AGENCIES

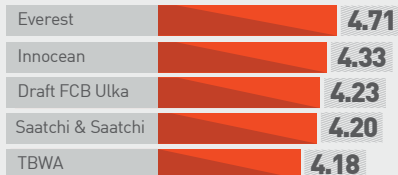


AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'COMMON PURPOSE' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

TOP 5 AGENCIES

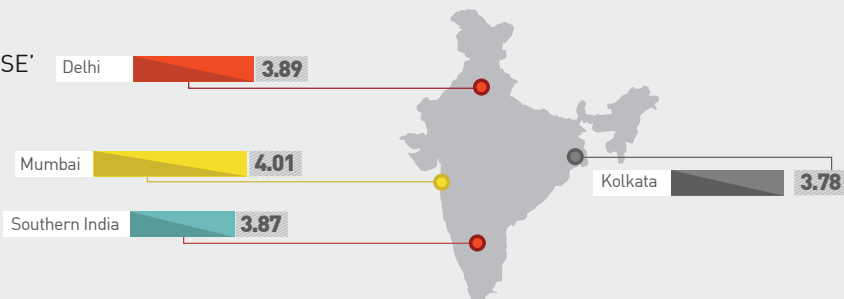
BY STATEMENT WITHIN PARAMETER 'COMMON PURPOSE'

1 I am aware of our agency goal & I believe that I am helping in reaching there



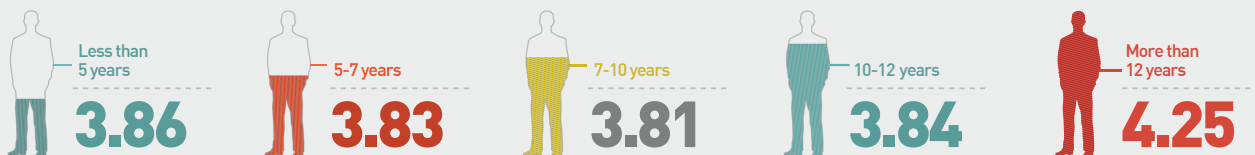
BY CITY

CITYWISE SCORES FOR 'COMMON PURPOSE'



BY EXPERIENCE

RESPONSE TO 'COMMON PURPOSE' BASED ON YEARS OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'COMMON PURPOSE' BASED ON NO. OF YEARS IN EXISTING COMPANY



BY DEPARTMENT

DEPARTMENTWISE RESPONSE TO 'COMMON PURPOSE'



COMMUNICATION

Innocean does well on this parameter, topping both the statements that constitute it and leading No 2 Everest by a good margin. What sets this section apart is that three agencies, Draft FCB Ulka, Contract and Leo Burnett are tied for fifth place with an identical score of 3.97. Another half a dozen agencies lie within the next 0.20 points.

With only two questions under the narrow parameter of communication, agencies would be expected to get similar scores on both. However, in the case of Percept, Taproot, Law & Kenneth and RK SWAMY BBDO there is a gap of at least 0.25 points on their scores on either question. The biggest gap between the two occurs in the case of Scarecrow where it is 0.50 points higher for internal communication than management being open to listen.

Communication is the parameter on which respondents give creative agencies the fourth highest score, 3.73.

STATEMENTS WITHIN PARAMETER, 'COMMUNICATION'

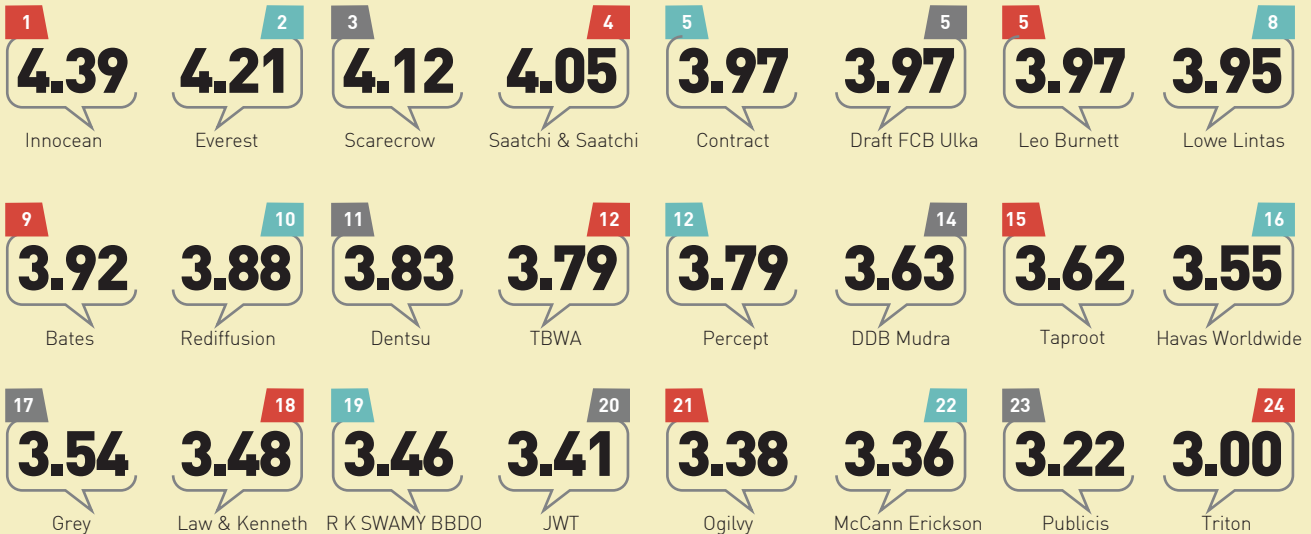
1 Internal communication in my agency is open, regular and honest



2 Management listens and is open to the opinions of its employees



AGENCIES

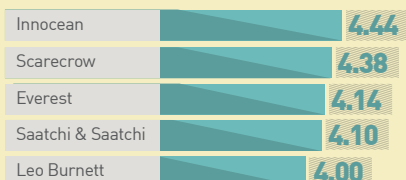


AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'COMMUNICATION' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

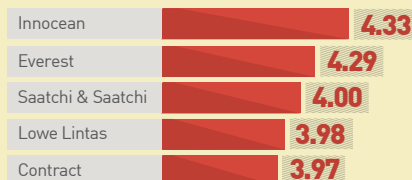
TOP 5 AGENCIES

BY STATEMENTS WITHIN PARAMETER, 'COMMUNICATION'

1 Internal communication in my agency is open, regular and honest

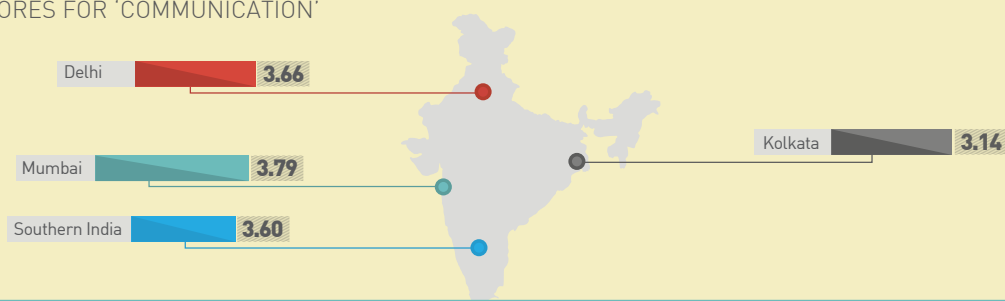


2 Management listens and is open to the opinions of its employees



BY CITY

CITYWISE SCORES FOR 'COMMUNICATION'



BY EXPERIENCE

RESPONSE TO 'COMMUNICATION' BASED ON YEARS OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'COMMUNICATION' BASED ON NO. OF YEARS IN EXISTING COMPANY



BY DEPARTMENT

DEPARTMENTWISE RESPONSE TO 'COMMUNICATION'



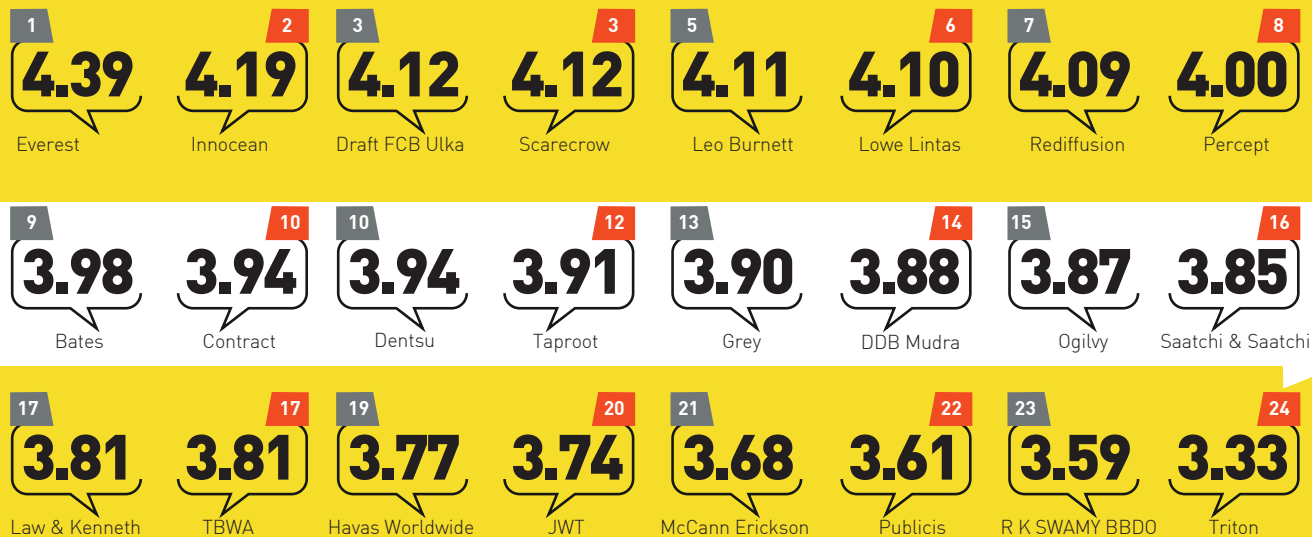
Everest puts up an impressive performance once again on 'My Team', heading the chart on three of the four statements and coming up at No 2 on the fourth, 'confidence in leadership'. Innocean also fares well, appearing among the top five on all four parameters. Draft FCB Ulka, Scarecrow and Leo Burnett bring in the next three spots.

On the statement, 'my manager is open to suggestions' Grey and Percept creep into the top 5 probably because this is an especially personal question compared to the others. One executive in the firm might feel positively about his boss while the one next to him may not. On the whole, respondents give high scores to statements under this parameter leading to an average score of 3.91, the second highest on any parameter. As many as eight agencies notch up scores of 4.00 or more.

STATEMENT WITHIN PARAMETER, 'MY TEAM'

<p>1 My goals and responsibilities are clearly communicated to me</p>	<p>2 My manager is open to suggestions and ideas from me & my team</p>
<p>3 I feel part of an effective team</p>	<p>4 I have confidence in the leadership of my agency</p>

AGENCIES

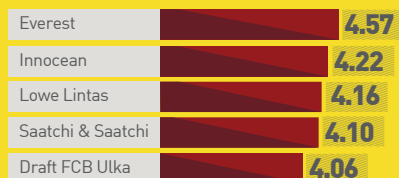


AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'MY TEAM' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

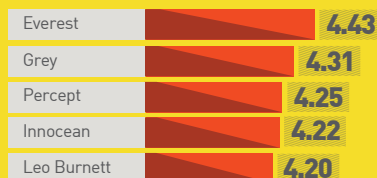
TOP 5 AGENCIES

BY STATEMENT WITHIN PARAMETER, 'MY TEAM'

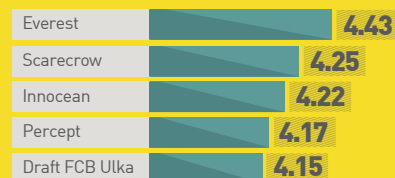
1 My goals and responsibilities are clearly communicated to me



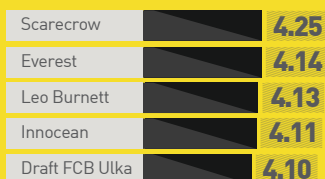
2 My manager is open to suggestions and ideas from me & my team



3 I feel part of an effective team

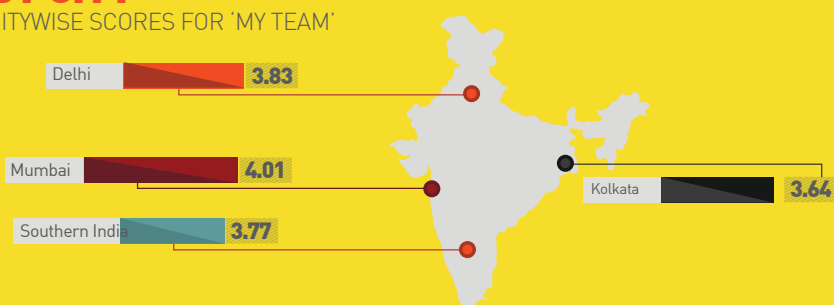


4 I have confidence in the leadership of my agency



BY CITY

CITYWISE SCORES FOR 'MY TEAM'



BY EXPERIENCE

RESPONSE TO 'MY TEAM' BASED ON YEARS OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'MY TEAM' BASED ON NO. OF YEARS IN EXISTING COMPANY




BY DEPARTMENT

DEPARTMENTWISE RESPONSE TO 'MY TEAM'



MY JOB



Everest tops across all three statements to take the top place in this parameter as well. In a survey where smaller agencies have done clearly better, Lowe Lintas nevertheless comes in at No 2, in large measure by doing well on work-life balance. Rediffusion, Innocean and Draft FCB Ulka take up the next three rungs.

While the average creative agency score on 'My Job' is middling at 3.63, there are disparities on individual statements that constitute it. On independence and flexibility, the average is a high 3.98, confirming agencies' reputation for giving leeway to those with initiative. However, on work-life balance, the overwhelming bulk of the agencies score poorly. Only five score over 3.50 and the rest below that.

This parameter also witnesses one of the largest disparities by tenure: employees with less than one year give a score that is almost a full point lower than those who have worked 12 years or more at the same place.

STATEMENTS WITHIN PARAMETER, 'MY JOB'

1 I have the **independence & flexibility** to do **my job** well.



2 There is a **healthy balance** between my **personal** and **working** life



3 My job **gives** me a sense of **personal achievement**



AGENCIES

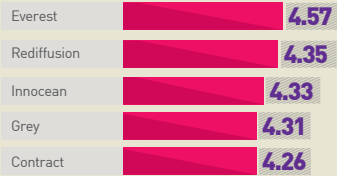


AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'MY JOB' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

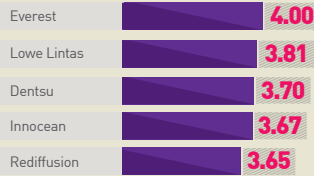
TOP 5 AGENCIES

BY STATEMENT WITHIN PARAMETER, 'MY JOB'

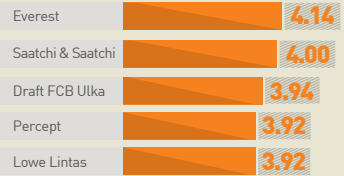
1 I have the independence and flexibility to do my job well



2 There is a healthy balance between my personal and working life

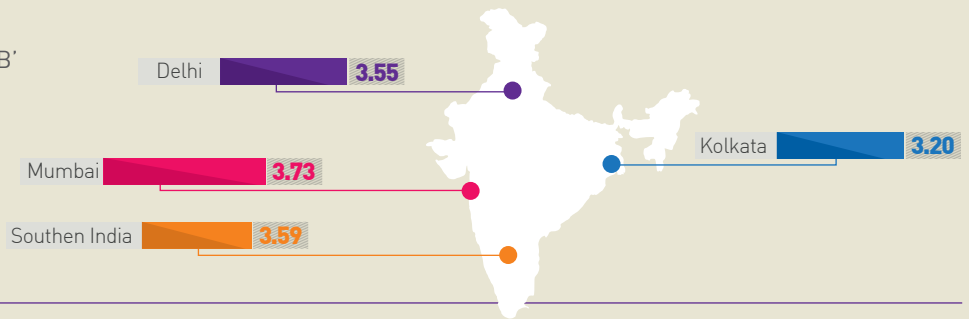


3 My job gives me a sense of personal achievement



BY CITY

CITYWISE SCORES FOR, 'MY JOB'



BY EXPERIENCE

RESPONSE TO 'MY JOB' BASED ON YEARS OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'MY JOB' BASED ON NO. OF YEARS IN EXISTING COMPANY



BY DEPARTMENT

DEPARTMENTWISE RESPONSE TO 'MY JOB'



LEARNING & DEVELOPMENT

This is the parameter on which respondents hand out their agencies the lowest score of all: an average of just 3.33. Not even one agency gets to 4.00 points. The usual suspects, Scarecrow, Innocean and Everest take up the first three places. Leo Burnett, one of the only names among the larger agencies to have performed well across parameters, takes up fourth place followed by Saatchi & Saatchi.

Within this parameter, the worst scores are reserved for the statement, 'There is adequate training'. The average score here is a mere 3.08 where even the topper, Saatchi & Saatchi, comes up with only 3.70. Kolkata respondents consistently rate their employers lower than their counterparts in other cities on nearly all parameters. Nevertheless, the gap between topper Mumbai at 3.46 and Kolkata at 2.60 on Learning & Development is really something else.

STATEMENT WITHIN PARAMETER, 'LEARNING & DEVELOPMENT'

1 There is adequate **training knowledge and skills** to develop my

2 I am **encouraged** to try new innovative ways of doing things

3 I am satisfied with the **growth opportunities** in this organisation

4 I believe that I have a **clear career path** in my company

AGENCIES

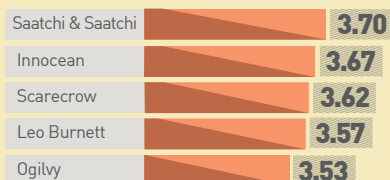


AVERAGE SCORES OF FOUR STATEMENTS WHICH MAKE UP 'LEARNING AND DEVELOPMENT' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

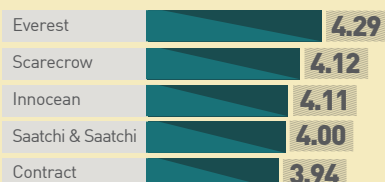
TOP 5 AGENCIES

BY STATEMENT WITHIN PARAMETER 'LEARNING AND DEVELOPMENT'

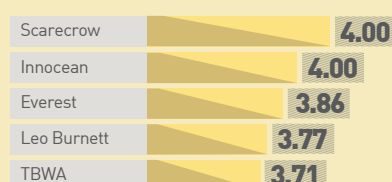
1 There is adequate training to develop my knowledge and skills



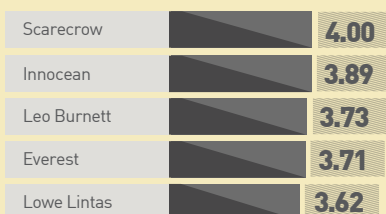
2 I am encouraged to try new innovative ways of doing things



3 I am satisfied with the growth opportunities in this organisation

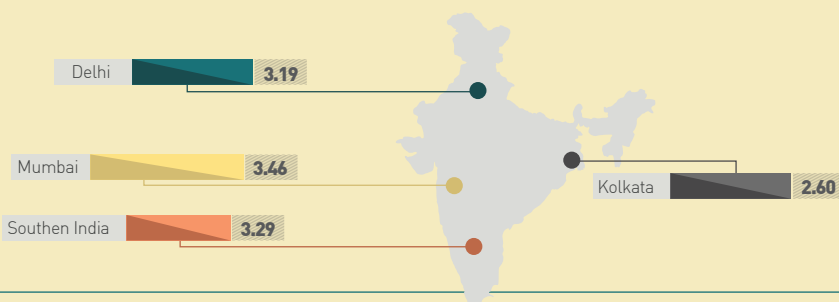


4 I believe that I have a clear career path in my company



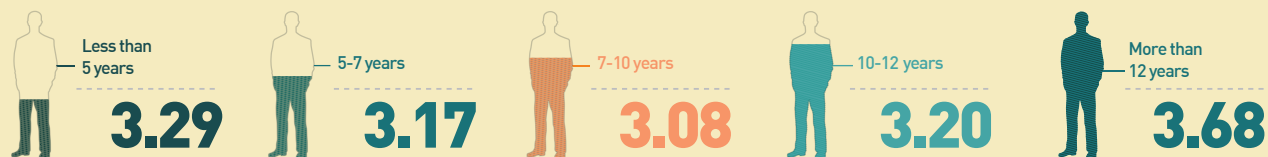
BY CITY

CITYWISE SCORES FOR 'LEARNING AND DEVELOPMENT'



BY EXPERIENCE

RESPONSE TO 'LEARNING AND DEVELOPMENT' BASED ON YEARS OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'LEARNING AND DEVELOPMENT' BASED ON NO. OF YEARS IN EXISTING COMPANY



BY DEPARTMENT

DEPARTMENTWISE RESPONSE TO 'LEARNING AND DEVELOPMENT'



PERFORMANCE & FEEDBACK



Not only are the scores on this parameter low, they are consistently low across the three statements that were put to the respondents. Everest and Innocean take the first two places. The surprise is at No. 3: this is the only parameter on which Contract comes in among the top 5 though in a couple of cases it has just failed to get that distinction. Scarecrow and Lowe Lintas take fourth and fifth spot.

Draft FCB Ulka gets in at No. 5 on 'I understand how my performance is measured' and No. 4 on fair assessment. Rediffusion makes it to No 3 on the latter.

The only other striking aspect about Performance and Feedback is that JWT gets to No 10, its highest position among all the nine parameters.

STATEMENT WITHIN PARAMETER, 'PERFORMANCE & FEEDBACK'

1

I understand how **my performance** is measured

- OUTSTANDING
- Excellent
- Very Good
- Average
- Below Average

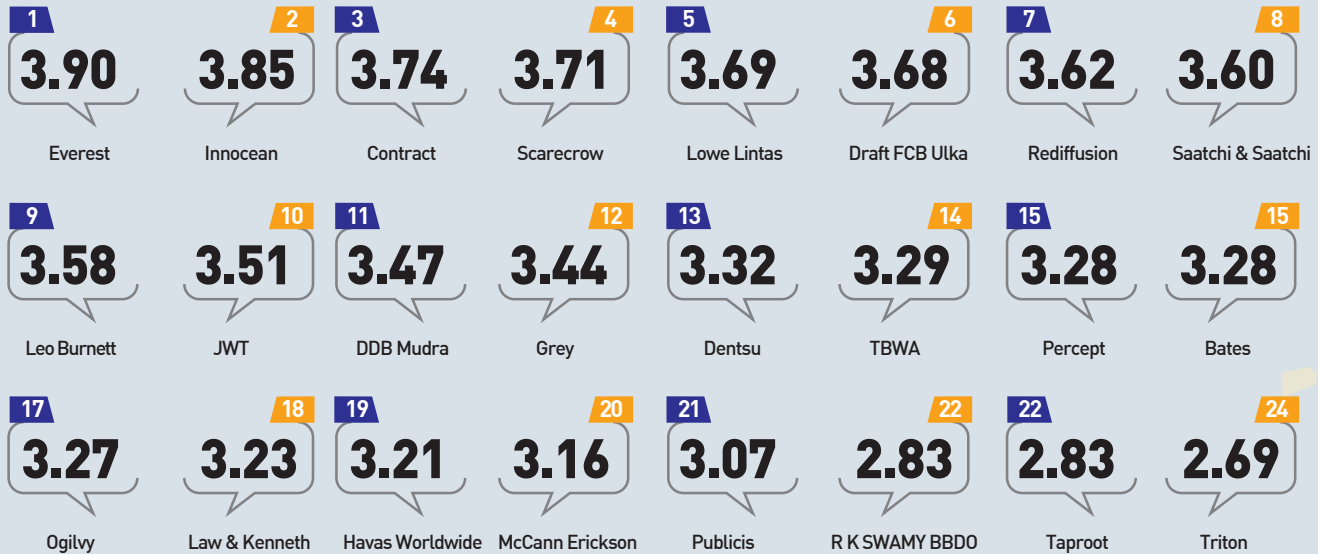
2

I get regular **feedback** on my performance

3

I believe that my **assessment** is fair

AGENCIES

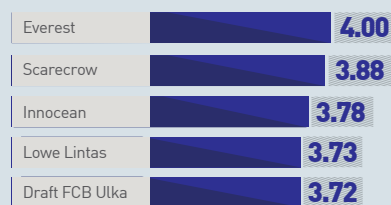


AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'PERFORMANCE & FEEDBACK' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

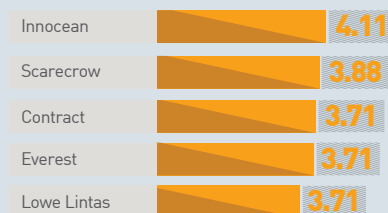
TOP 5 AGENCIES

BY STATEMENT WITHIN PARAMETER, 'PERFORMANCE & FEEDBACK'

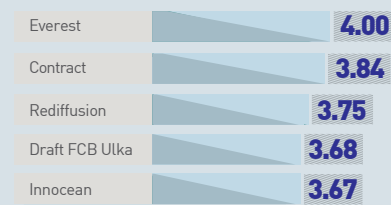
1 I understand how my performance is measured



2 I get regular feedback on my performance

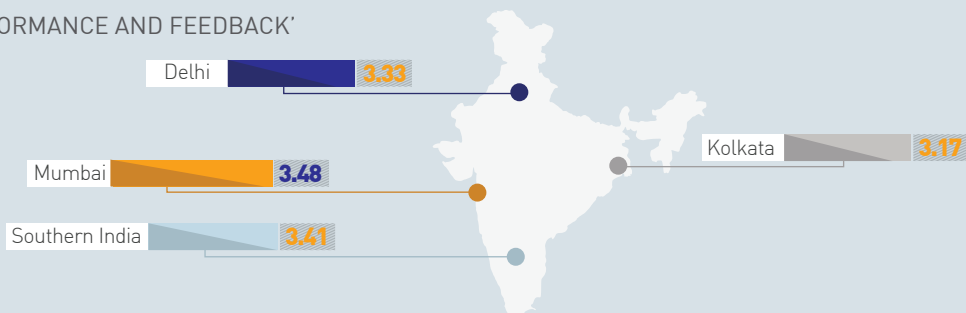


3 I believe that my assessment is fair



BY CITY

CITYWISE SCORES FOR 'PERFORMANCE AND FEEDBACK'



BY EXPERIENCE

RESPONSE TO 'PERFORMANCE AND FEEDBACK' BASED ON YEARS OF WORK EXPERIENCE



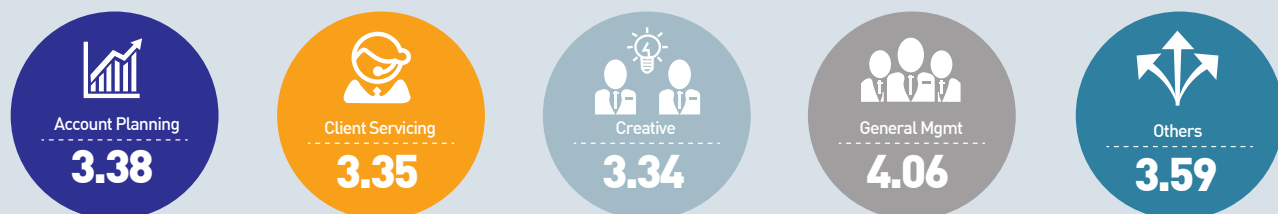
BY TENURE

RESPONSE TO 'PERFORMANCE AND FEEDBACK' BASED ON NO. OF YEARS IN EXISTING COMPANY



BY DEPARTMENT

DEPARTMENTWISE RESPONSE TO 'PERFORMANCE AND FEEDBACK'



PHYSICAL ENVIRONMENT & AMENITIES



On no other measure is there such a wide gap between the No 1 and No 2: Innocean leads Leo Burnett by a whopping 0.84 points to lead with 4.56. Clearly, Innocean must be a hugely physically attractive place to work in. The next three spots are taken by agencies which make it to the top 5 among the nine parameters only here: HavasWorldwide, followed by Ogilvy and then Dentsu and Saatchi & Saatchi together.

On the face of it physical environment and basic amenities look so intertwined that one would expect near identical scores on both. That is broadly correct. However, by way of example, Scarecrow scores 0.88 points more on environment than amenities; TBWA likewise gets 0.53 more. The reverse is also true: Burnett, Contract and Ogilvy score much higher on amenities.

Ironically, in crowded Mumbai employees are happier with their environment and amenities at 3.58 than are their colleagues in Delhi (with 3.27).

STATEMENT WITHIN PARAMETER, 'PHYSICAL ENVIRONMENT & AMENITIES'

1 The **interiors** of the company help in **improving productivity**



2 I am **satisfied** with the **basic amenities** provided



AGENCIES

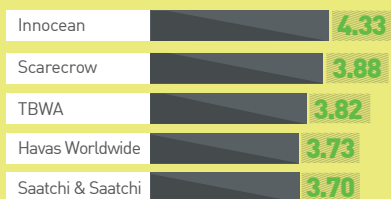


AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'PHYSICAL ENVIRONMENT & AMENITIES' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

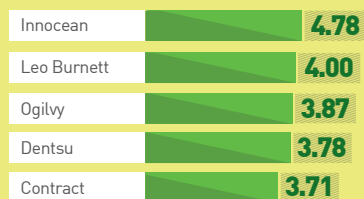
TOP 5 AGENCIES

BY STATEMENT WITHIN PARAMETER 'PHYSICAL ENVIRONMENT & AMENITIES'

1 The interiors of the company help in improving productivity

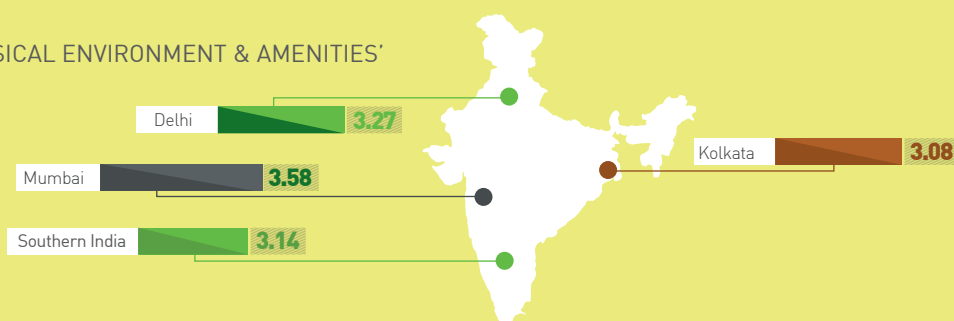


2 I am satisfied with the basic amenities provided



BY CITY

CITYWISE SCORES FOR 'PHYSICAL ENVIRONMENT & AMENITIES'



BY EXPERIENCE

RESPONSE TO 'PHYSICAL ENVIRONMENT & AMENITIES' BASED ON YEARS OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'PHYSICAL ENVIRONMENT & AMENITIES' BASED ON NO. OF YEARS IN EXISTING COMPANY



BY DEPARTMENT

DEPARTMENTWISE RESPONSE TO 'PHYSICAL ENVIRONMENT & AMENITIES'



REWARD & RECOGNITION

The top 5 agencies on Reward and Recognition are somewhat different from those on other measures. Leo Burnett tops, though jointly with Scarecrow. Innocean comes in at No 3 followed by Saatchi & Saatchi and then Rediffusion. This, again, is a low-scoring parameter at 3.37 but, unlike Performance and Feedback, here the average score on each of the statements varies significantly. Many respondents are happy to agree with the statement, 'I get recognition when I do a good job', giving an average score of 3.75. Moving on to 'Success is celebrated regularly', this gets 3.34 which is the same as the overall parameter. However, on 'I am paid at par with industry standards', the average crashes to 3.02. Only four agencies hit 3.50 or more; as many as 10 score less than 3.00 and one agency even goes sub-2.00. The perceived truth then: pretty much everybody thinks they are underpaid!

STATEMENT WITHIN PARAMETER, 'REWARD & RECOGNITION'

1 Success is celebrated regularly in **my agency**



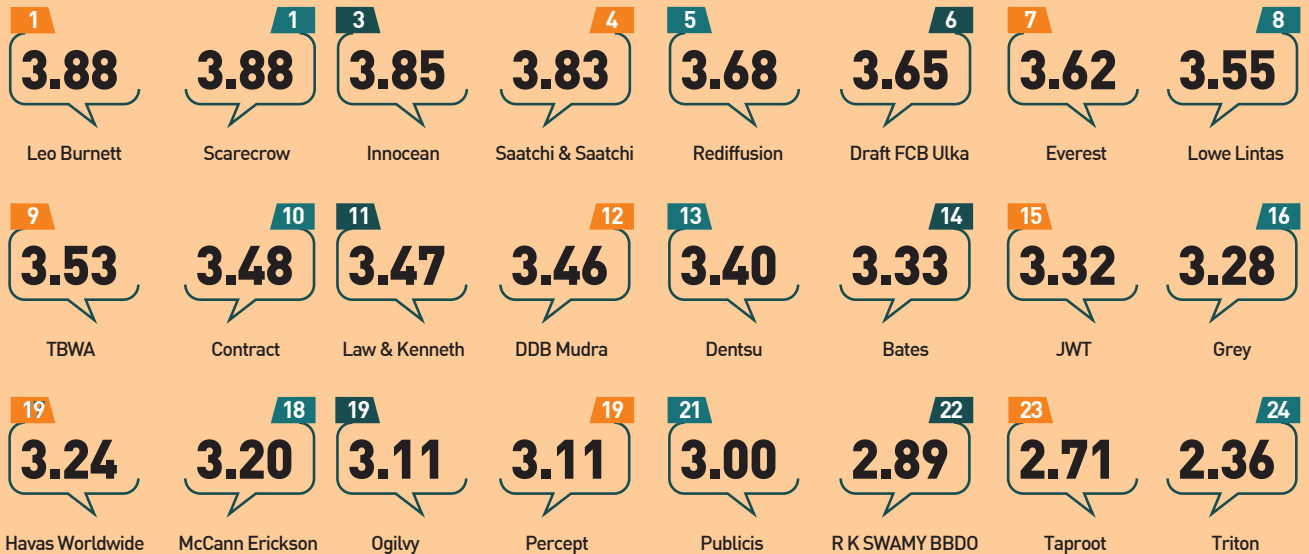
2 I am paid at par with **industry standards**



3 I get **recognition** when I do a **good job**



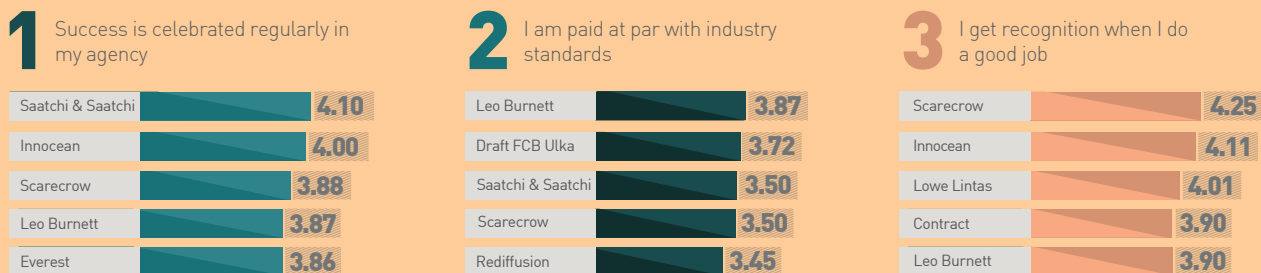
AGENCIES



AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'REWARD & RECOGNITION' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

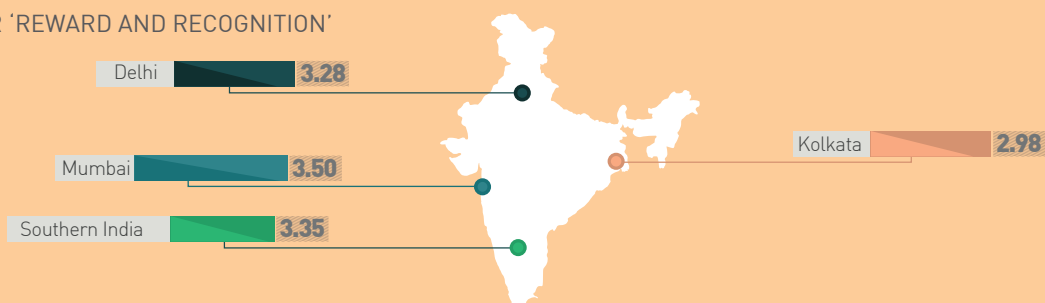
TOP 5 AGENCIES

BY STATEMENT WITHIN 'REWARD AND RECOGNITION'



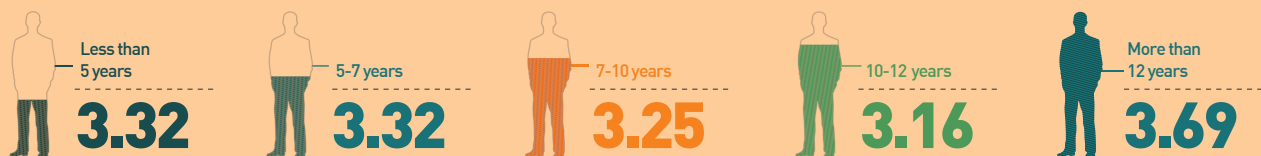
BY CITY

CITYWISE SCORES FOR 'REWARD AND RECOGNITION'



BY EXPERIENCE

RESPONSE TO 'REWARD & RECOGNITION' BASED ON YEARS OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'REWARD & RECOGNITION' BASED NO. OF YEARS IN EXISTING COMPANY



BY DEPARTMENT

DEPARTMENTWISE RESPONSE TO 'REWARD & RECOGNITION'





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MEDIA AGENCY

(OVERALL STANDING)

STATEMENT WITHIN PARAMETER, 'OVERALL'

1 I am **proud output** of the agency



2 I want to go the **extra mile** to help my agency **succeed**



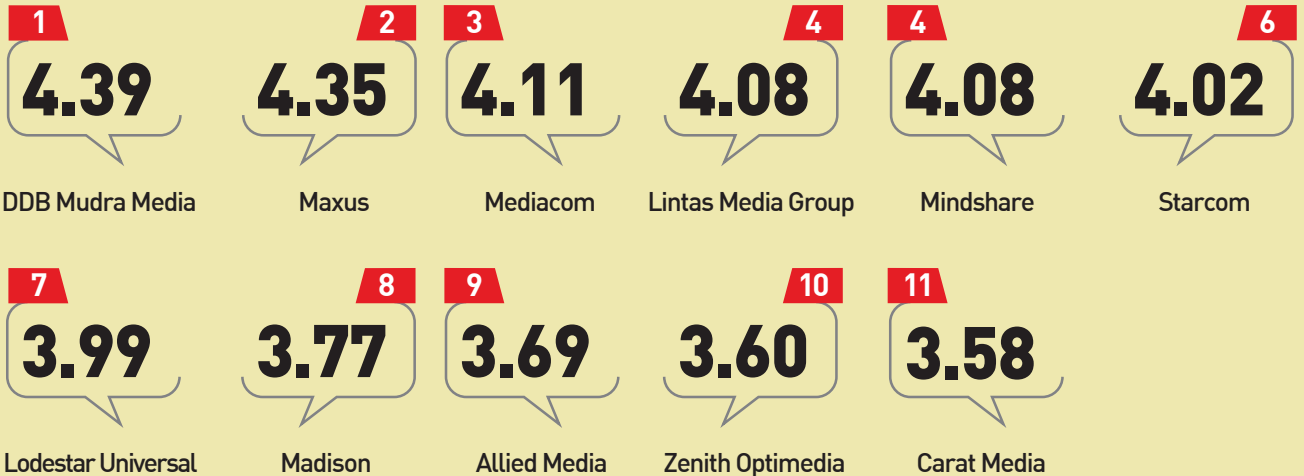
3 I feel a sense of **pride** in my agency



4 I would **recommend** my agency to **my friends**



AGENCIES

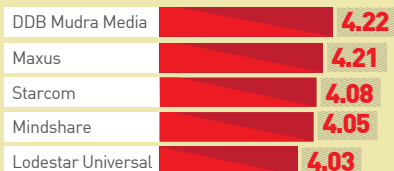


AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'OVERALL' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

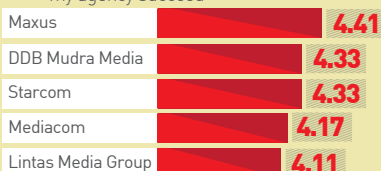
TOP 5 AGENCIES

BY STATEMENT WITHIN PARAMETER, 'OVERALL'

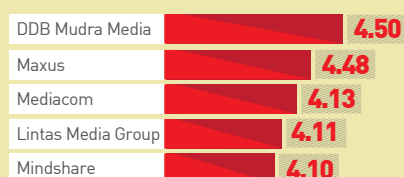
1 I am proud of the output of my agency



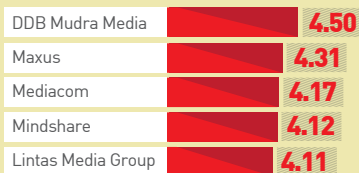
2 I want to go the extra mile to help my agency succeed



3 I feel a sense of pride in my agency

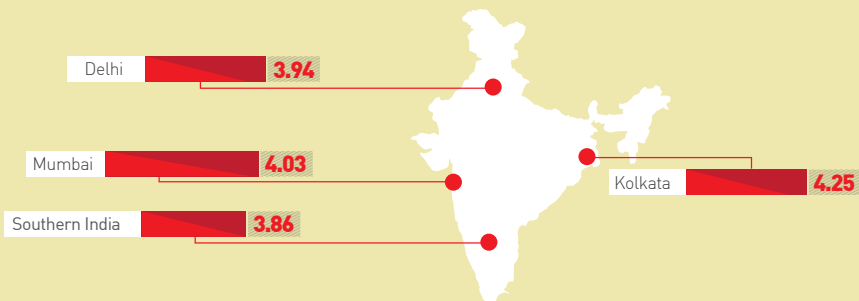


4 I would recommend my agency to my friends



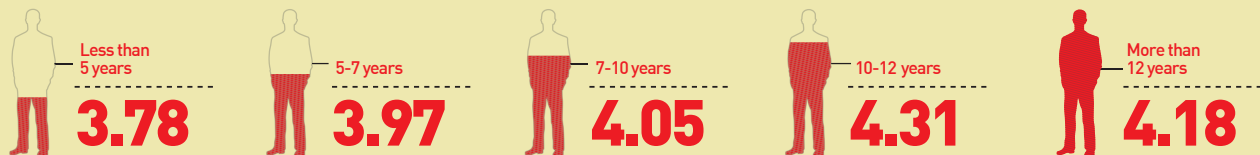
BY CITY

CITYWISE SCORES FOR 'OVERALL'



BY EXPERIENCE

RESPONSE TO 'OVERALL' BASED ON YEARS OF WORK EXPERIENCE

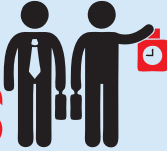


BY TENURE

RESPONSE TO 'OVERALL' BASED ON NO. OF YEARS IN EXISTING COMPANY



CULTURE & VALUES



DDB Mudra Media sweeps the table on the parameter of Culture and Values: it manages to top on each of the five statements. This is extraordinary. Even more remarkably, it hits 4.50 or more on three statements. Mediacom comes somewhat far behind at No 2, narrowly beating Maxus to that position. Maxus comes ahead of Mediacom on many parameters but loses out with a fair margin on collaboration between teams and dishonesty and transparency. Mindshare gets into the top 5 on three statements and ends up at No 6 overall.

Interestingly, unlike with creative agencies, the gap between the scores of the more experienced and the less experienced is not significant. The average media agency score on Culture and Values is 3.92, the third highest among the nine parameters.

STATEMENT WITHIN PARAMETER, 'CULTURE & VALUES'

<p>1 My agency is performance oriented and expects high standards</p> 	<p>2 My agency cares about our well-being and treats us with respect</p> 	<p>3 Collaboration and cooperation between teams is encouraged</p> 
<p>4 The environment in my agency is positive and relatively apolitical</p> 	<p>5 I believe my agency is fair, honest and transparent</p> 	

AGENCIES

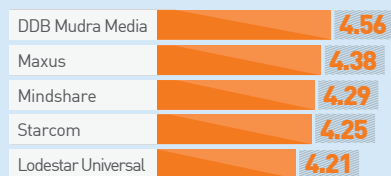


AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'CULTURE & VALUES' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

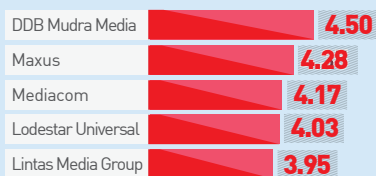
TOP 5 AGENCIES

BY STATEMENT WITHIN PARAMETER, 'CULTURE AND VALUES'

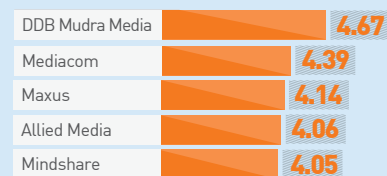
1 My agency is performance oriented and expects high standards



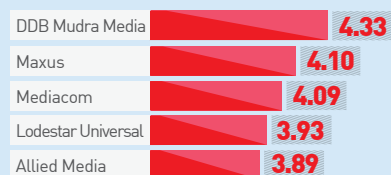
2 My agency cares about our well-being & treats us with respect



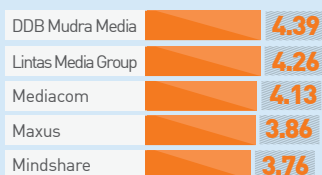
3 Collaboration and cooperation between teams is encouraged



4 The environment in my agency is positive and relatively apolitical

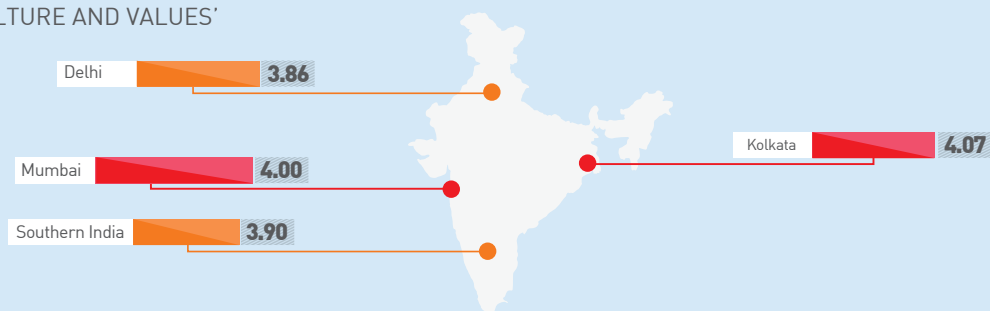


5 I believe my agency is fair, honest and transparent



BY CITY

CITYWISE SCORES FOR 'CULTURE AND VALUES'



BY EXPERIENCE

RESPONSE TO 'CULTURE AND VALUES' BASED ON YEARS OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'CULTURE AND VALUES' BASED ON NO. OF YEARS IN EXISTING COMPANY



COMMON PURPOSE



Starcom gets to its best position on any of the nine parameters by tying for the top spot with DDB Mudra Media with 4.33. Maxus comes some distance behind with 4.03 points and is immediately followed by a trio of agencies which tie for the next place with 4.00 points: Lodestar Universal, Lintas Media Group and Mediacom.

The average score on this parameter is the second highest with 3.97 – by a curious coincidence, it is exactly the same as the average of creative agencies on Common Purpose. The average is high because even the media agencies in the bottom half of the table have come up with fairly good scores, the lowest being 3.67.

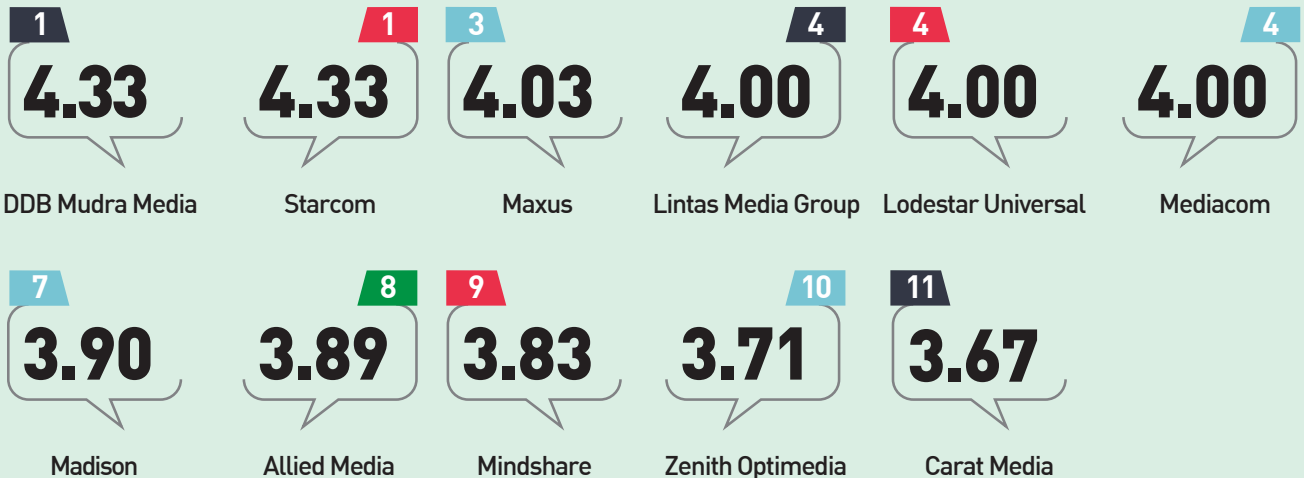
STATEMENT WITHIN PARAMETER, 'COMMON PURPOSE'

1

I am aware of our **agency goal** & I believe that I am helping in reaching there



AGENCIES



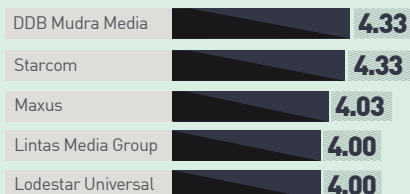
AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'COMMON PURPOSE' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE



TOP 5 AGENCIES

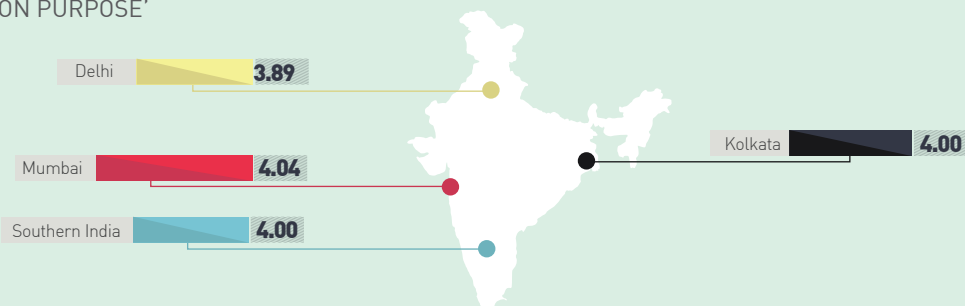
BY STATEMENT WITHIN PARAMETER, 'COMMON PURPOSE'

1 I am aware of our agency goal & I believe that I am helping in reaching there



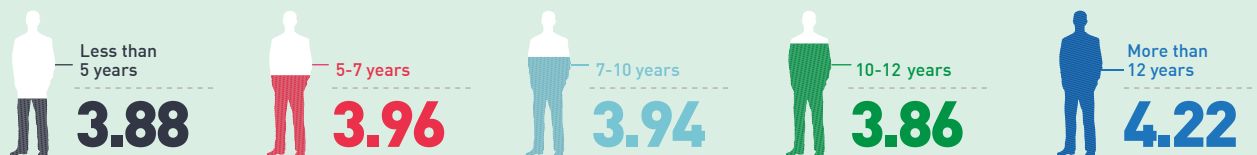
BY CITY

CITYWISE SCORE FOR, 'COMMON PURPOSE'



BY EXPERIENCE

RESPONSE TO 'COMMON PURPOSE' BASED ON YEARS OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'COMMON PURPOSE' BASED ON NO. OF YEARS IN EXISTING COMPANY



COMMUNICATION

The order of agencies on this parameter is near identical to the one in Culture and Values. DDB Mudra takes the pole position, followed by Mediacom, Maxus and Lintas Media Group. The only little change in the script is that Mindshare comes in at No. 5 instead of Lodestar which stands at No. 7 on Communication.

The average media agency score under Communication is 3.79. The contributing scores on the two statements stands close to this figure. There are no major surprises.

STATEMENTS WITHIN PARAMETER, 'COMMUNICATION'

1 Internal communication in my agency is open, regular and honest



2 Management listens and is open to the opinions of its employees



AGENCIES

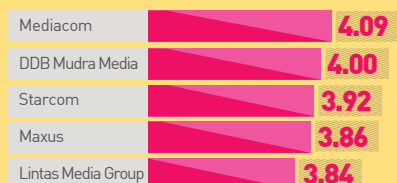


AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'COMMUNICATION' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

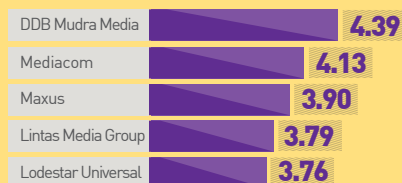
TOP 5 AGENCIES

BY STATEMENT WITHIN PARAMETER OF 'COMMUNICATION'

1 Internal communication in my agency is open, regular and honest

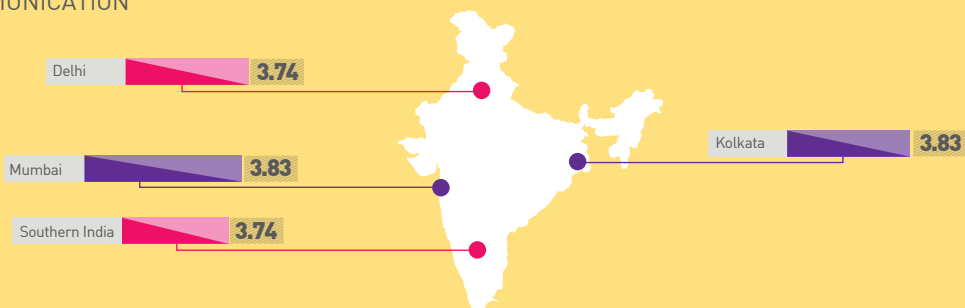


2 Management listens and is open to the opinions of its employees



BY CITY

CITYWISE SCORES FOR 'COMMUNICATION'



BY EXPERIENCE

RESPONSE TO 'COMMUNICATION' BASED ON YEARS OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'COMMUNICATION' BASED ON NO. OF YEARS IN EXISTING COMPANY





DDB Mudra Media takes the top spot again by virtue of being the No 1 on two statements and No 2 on the other two. And yet, it is separated from Maxus by merely 0.12 points thus demonstrating that the contest is closer than it appears. Mediacom is just 0.03 points behind at No 3, followed by Lodestar. The surprise at No 5 is Allied Media which makes it there by virtue of topping the chart on the statement, 'I feel part of an effective team', with a score of 4.34.

Incidentally, this is the parameter on which media agencies average the highest, 4.00 – this is also the most scored on any parameter by either creative or media agencies. So clearly, the team thing is something agency executives are happiest about.

STATEMENT WITHIN PARAMETER, 'MY TEAM'

1 My **goals** and **responsibilities** are clearly communicated to me



2 My **manager** is open to suggestions and ideas from **me & my team**



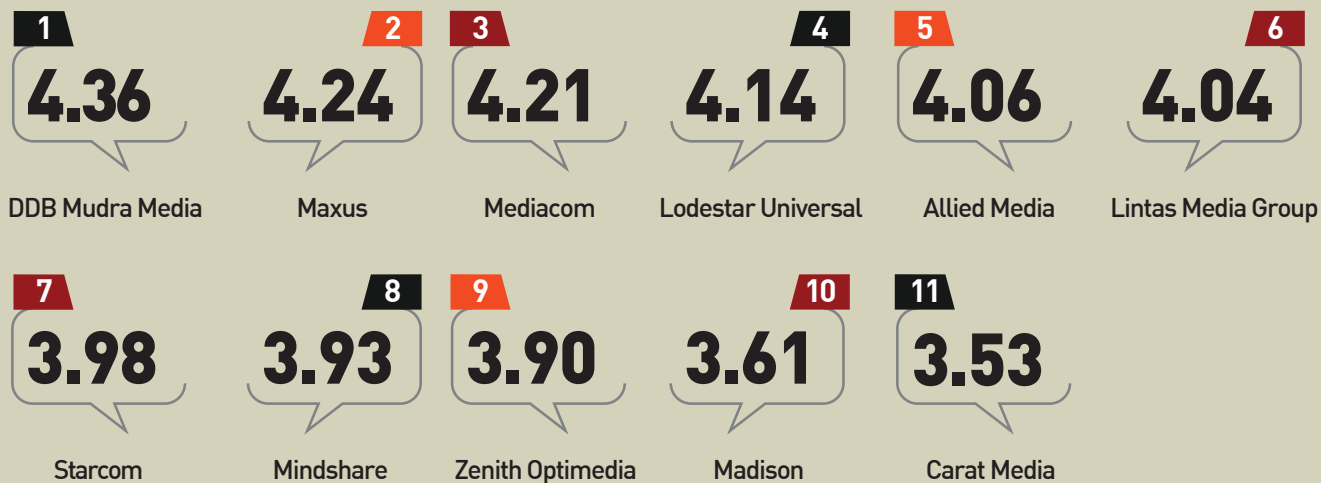
3 I feel part of an **effective** team



4 I have confidence in the **leadership** of my agency



AGENCIES

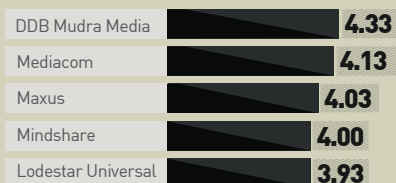


AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'MY TEAM' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

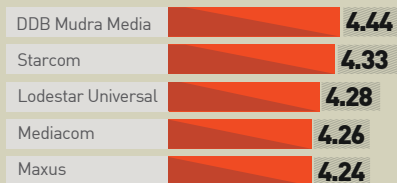
TOP 5 AGENCIES

BY STATEMENT WITHIN PARAMETER, 'MY TEAM'

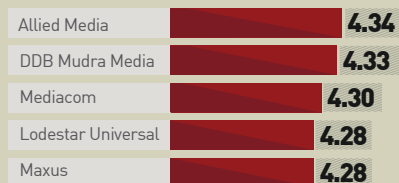
1 My goals and responsibilities are clearly communicated to me



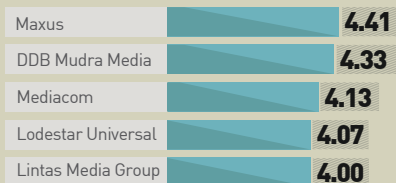
2 My manager is open to suggestions and ideas from me & my team



3 I feel part of an effective team

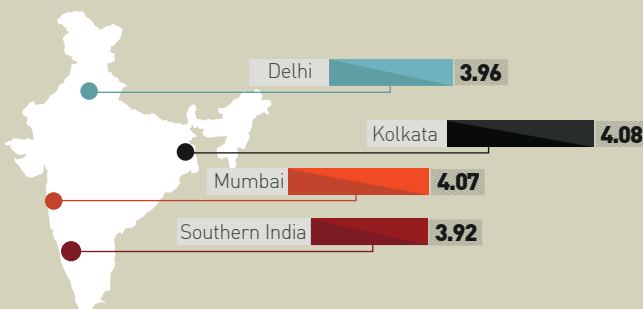


4 I have confidence in the leadership of my agency



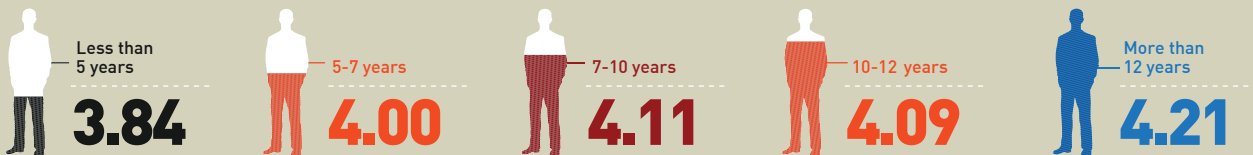
BY CITY

CITYWISE SCORE FOR, 'MY TEAM'



BY EXPERIENCE

RESPONSE TO 'MY TEAM' BASED ON YEARS OF WORK EXPERIENCE




BY TENURE

RESPONSE TO 'MY TEAM' BASED ON NO. OF YEARS IN EXISTING COMPANY



MY JOB



DDB Mudra Media again leads on this parameter, with Mediacom and Lintas Media Group in attendance. DDB Mudra gets the highest score on 'independence and flexibility' as well as 'My job gives me a sense of personal achievement'.

Lintas Media Group is No 1 on the statement, 'There is a healthy balance between my personal and working life'.

Maxus is on the fourth rung of this parameter and Allied Media is on the fifth one. As in the case of creative agencies, this parameter fetches the fifth highest average score, 3.75. Again, there is a parallel with creative agencies in that respondents agree enthusiastically on independence and flexibility and award their agencies 4.04 points. When it comes to a work-life balance, however, media agency employees hand out a score of only 3.47.

STATEMENTS WITHIN PARAMETER, 'MY JOB'

1 I have the **independence & flexibility** to do **my job** well.



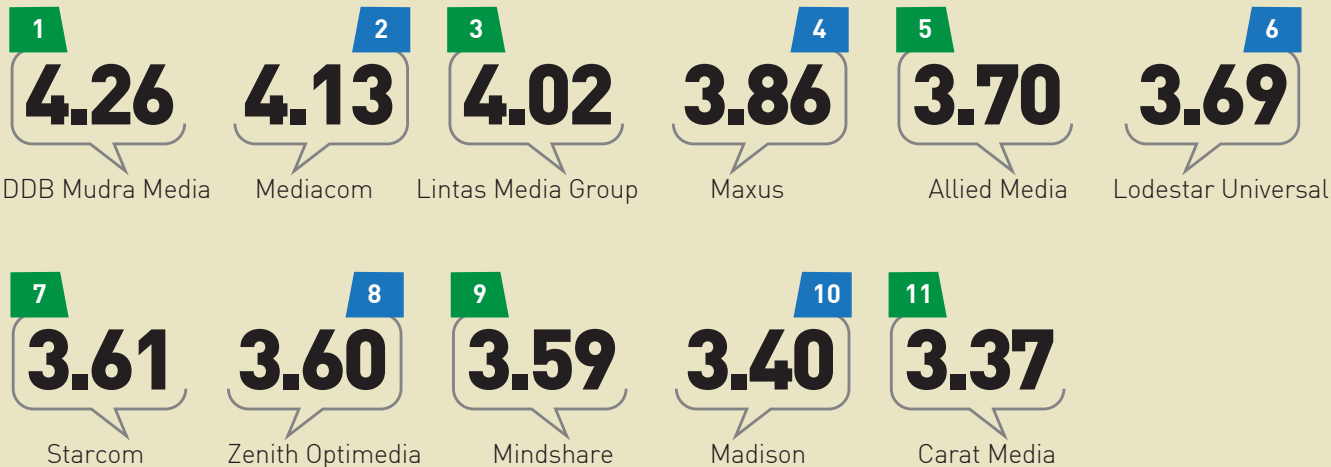
2 There is a **healthy balance** between my **personal** and **working** life



3 My job **gives** me a sense of **personal achievement**



AGENCIES

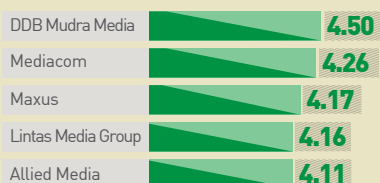


AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'MY JOB' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

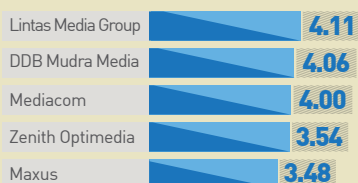
TOP 5 AGENCIES

BY STATEMENT WITHIN PARAMETER OF 'MY JOB'

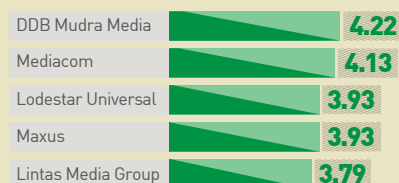
1 I have the independence and flexibility to do my job well



2 There is a healthy balance between my personal and working life

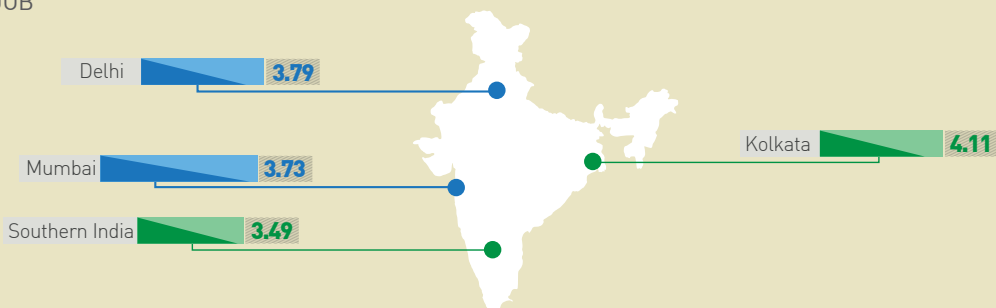


3 My job gives me a sense of personal achievement



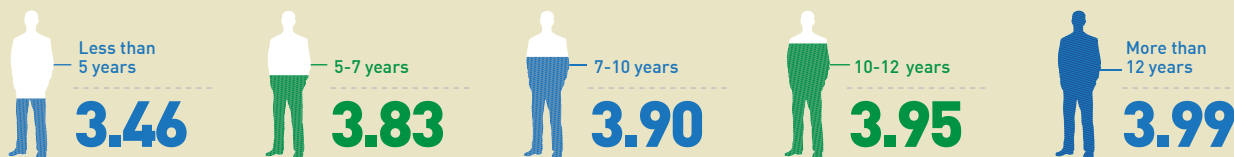
BY CITY

CITYWISE SCORE FOR 'MY JOB'



BY EXPERIENCE

RESPONSE TO 'MY JOB' BASED ON YEARS OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'MY JOB' BASED ON NO. OF YEARS IN EXISTING COMPANY



LEARNING & DEVELOPMENT

Creative agencies give a thumbs-down on Learning and Development so that the average is the lowest of all the parameters. For media agencies, the score is not great at 3.52 but at least it emerges at No 7, not last.

DDB Mudra Media comes in at the top on Learning and Development by maxing on all statements other than 'There is adequate training' where it stands second. Mediacom comes next followed by Maxus at No 3, this being facilitated by the fact that it does best on training. Lintas Media Group and Lodestar are No 4 and No 5 on this parameter.

Respondents are less enthused on the matter of growth opportunities (average of 3.44) and a clear career path (3.33) but give a high 3.81 on the statement, 'I am encouraged to try new innovative ways of doing things'.

STATEMENT WITHIN PARAMETER, 'LEARNING & DEVELOPMENT'

1 There is adequate **training** to develop my **knowledge and skills**



2 I am **encouraged** to try new innovative ways of doing things



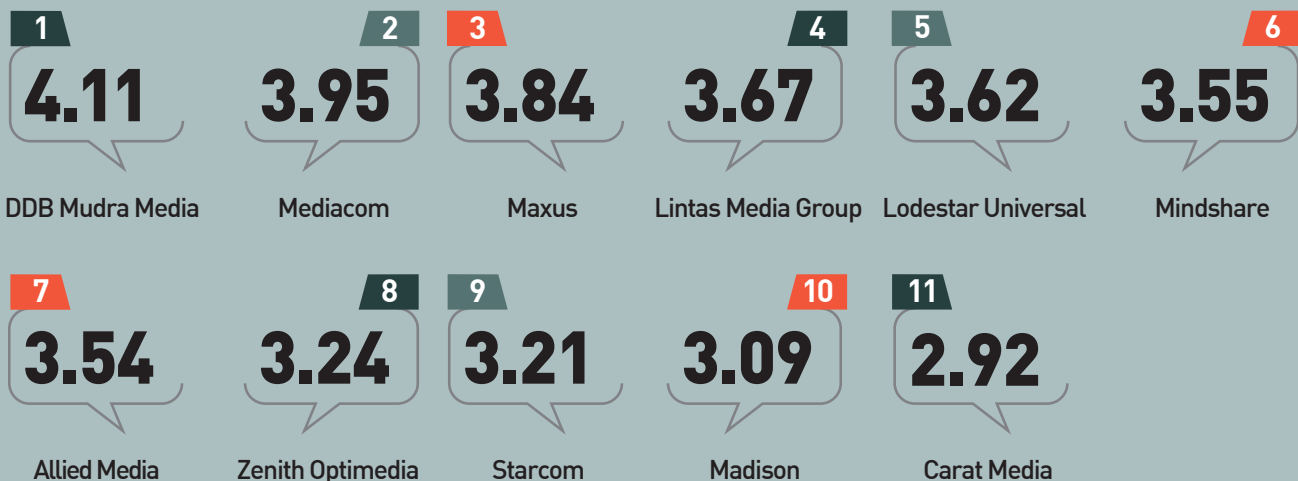
3 I am satisfied with the **growth opportunities** in this organisation



4 I believe that I have a **clear career path** in my company



AGENCIES

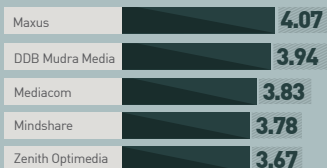


AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'LEARNING & DEVELOPMENT' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

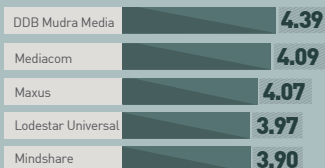
TOP 5 AGENCIES

BY STATEMENT WITHIN PARAMETER, 'LEARNING & DEVELOPMENT'

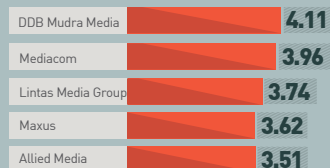
1 There is adequate training to develop my knowledge and skills



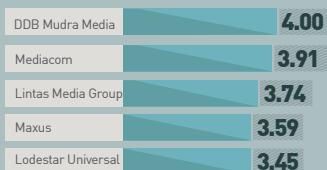
2 I am encouraged to try new innovative ways of doing things



3 I am satisfied with the growth opportunities in this organisation

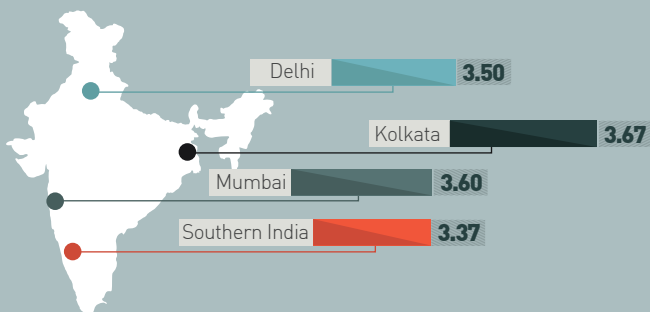


4 I believe that I have a clear career path in my company



BY CITY

CITYWISE SCORE FOR SUB-GROUP, 'LEARNING & DEVELOPMENT'



BY EXPERIENCE

RESPONSE TO 'LEARNING & DEVELOPMENT' BASED ON NO. OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'LEARNING & DEVELOPMENT' BASED ON NO. OF YEARS IN EXISTING COMPANY



PERFORMANCE & FEEDBACK



This must surely be the most unremarkable of outcomes on any of the parameters. The top five are in the by-now predictable order: DDB Mudra Media followed by Mediacom, Maxus, Lodestar and then Lintas Media Group.

Performance and Feedback secures media agencies an average score of 3.57 which is kind of close to the middle. And even when we breakup the parameter into the three constituent statements we get nothing to remark on: the average score on each statement is almost similar.

STATEMENT WITHIN PARAMETER, 'PERFORMANCE & FEEDBACK'

1

I understand how **my performance** is measured

Evaluation

OUTSTANDING

Excellent

Very Good

Average

Below Average

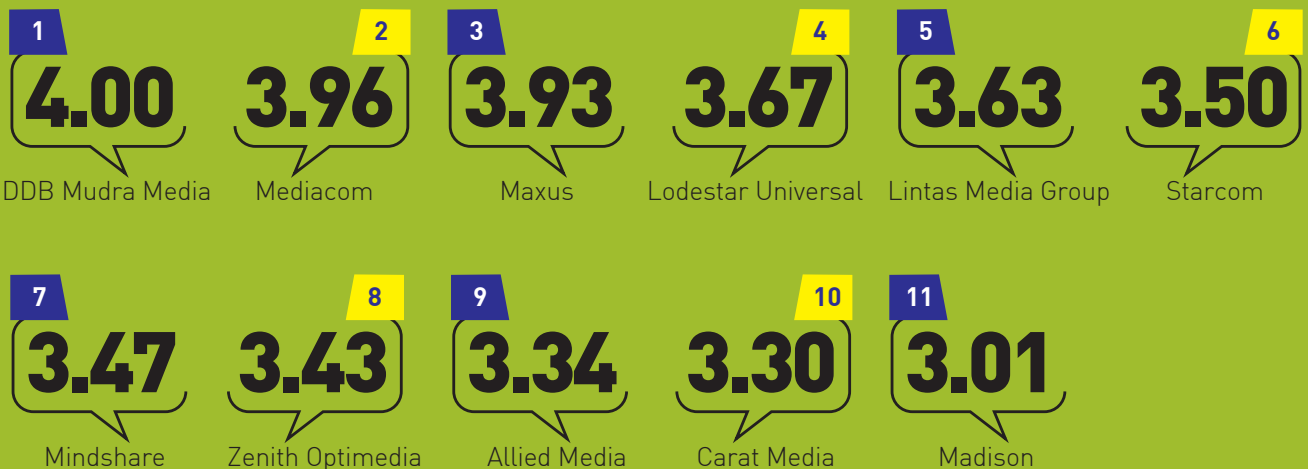
2

I get regular **feedback** on my performance

3

I believe that my **assessment** is fair

AGENCIES



AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'PERFORMANCE & FEEDBACK' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

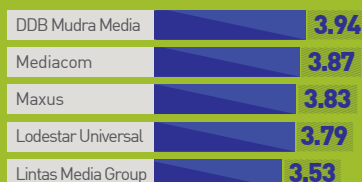
TOP 5 AGENCIES

BY STATEMENT WITHIN PARAMETER, 'PERFORMANCE & FEEDBACK'

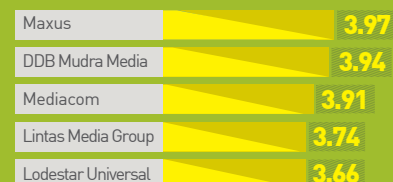
1 I understand how my performance is measured



2 I get regular feedback on my performance

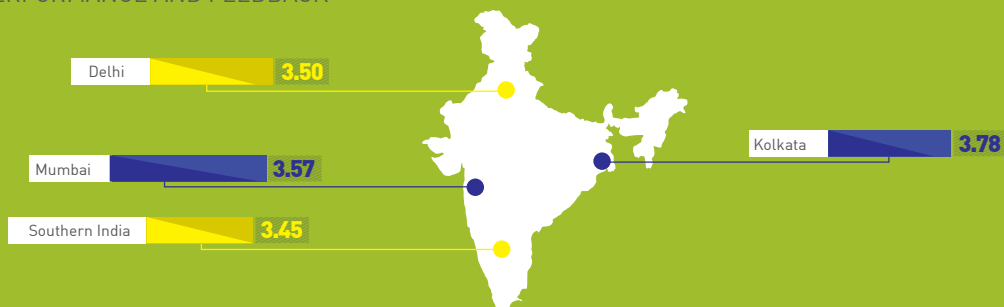


3 I believe that my assessment is fair



BY CITY

CITYWISE SCORES FOR 'PERFORMANCE AND FEEDBACK'



BY EXPERIENCE

RESPONSE TO 'PERFORMANCE & FEEDBACK' BASED ON YEARS OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'PERFORMANCE & FEEDBACK' BASED ON NO. OF YEARS IN EXISTING COMPANY



PHYSICAL ENVIRONMENT & AMENITIES



The physical aspect of the workspace gets the lowest possible score among media agencies, 3.41. As many as three agencies score less than 3.00 on this measure. DDB Mudra Media leads and is followed closely by Maxus: the former appears on top for both statements while the latter duly comes in at No. 2 on both. Mediacom and Mindshare are roughly in the same bracket at No 3 and No 4 with Zenith Optimediafiguring at No 5 some distance behind.

The scores in response to both statements, 'The interiors of the company help in improving productivity' and 'I am satisfied with the basic amenities provided' tend to be similar for most agencies. The averages are fairly close too.

STATEMENT WITHIN PARAMETERS, 'PHYSICAL ENVIRONMENT & AMENITIES'

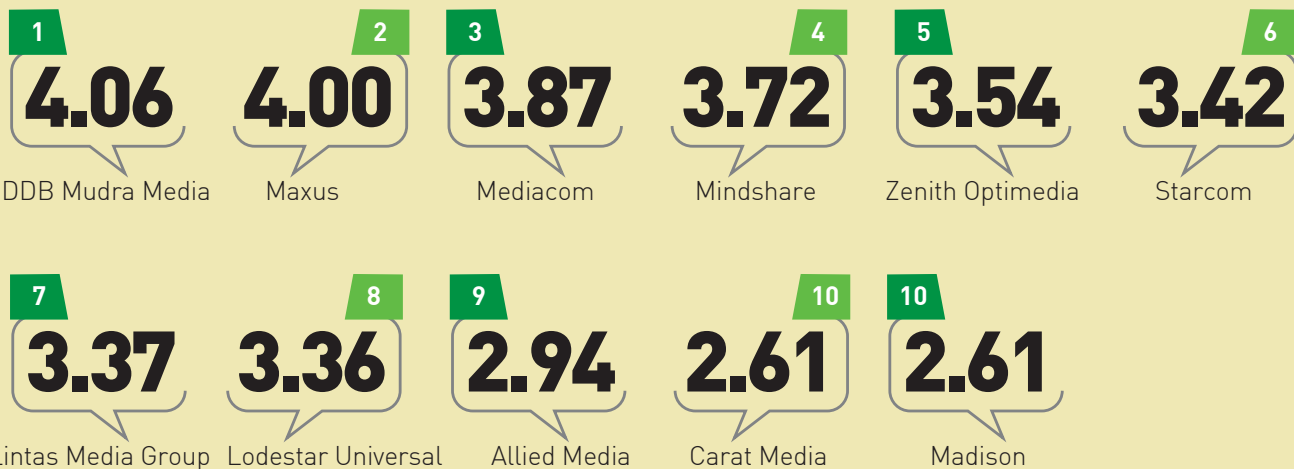
1 The **interiors** of the company help in **improving productivity**



2 I am **satisfied** with the **basic amenities** provided



AGENCIES

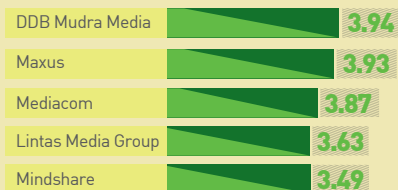


AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'PHYSICAL ENVIRONMENT & AMENITIES' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

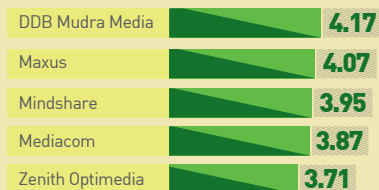
TOP 5 AGENCIES

BY STATEMENT WITHIN PARAMETER OF 'PHYSICAL ENVIRONMENT & AMENITIES'

1 The interiors of the company help in improving productivity

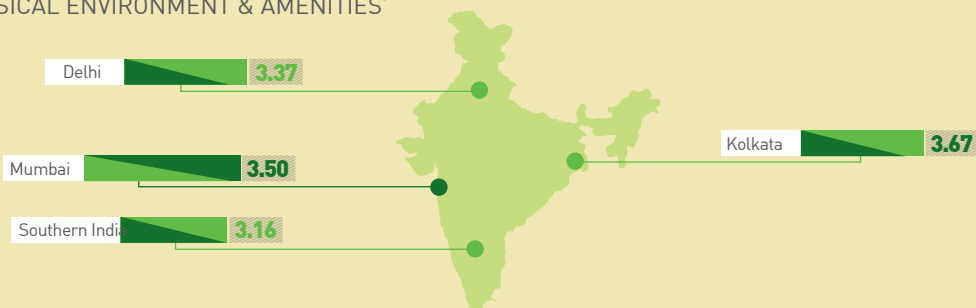


2 I am satisfied with the basic amenities provided



BY CITY

CITYWISE SCORES FOR 'PHYSICAL ENVIRONMENT & AMENITIES'



BY EXPERIENCE

RESPONSE TO 'PHYSICAL ENVIRONMENT & AMENITIES' BASED ON YEARS OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'PHYSICAL ENVIRONMENT & AMENITIES' BASED ON NO. OF YEARS IN EXISTING COMPANY



REWARD & RECOGNITION

There is a change in the list here. It is true that Mediacom, DDB Mudra Media and Maxus take the first three slots but the next two are names that haven't featured that often in this survey: Mindshare at No 4 and Allied Media at No 5.

At 3.46, this is the second lowest score on any parameter among media agencies. In fact it is amazing how the respondents seem to entirely reflect the reaction of their counterparts in creative agencies. Here too, the highest score, 3.73, is in response to the statement, 'I get recognition when I do a good job.' 'Success is celebrated' fetches 3.49 which is almost the same as the score for the parameter. However when it comes to the statement, 'I am paid at par with industry standards', respondents come up with a mere 3.14 points, the lowest for any statement among media agency employees.

STATEMENT WITHIN PARAMETER, 'REWARD & RECOGNITION'

1 Success is celebrated regularly in **my agency**



2 I am **paid** at par with **industry standards**



3 I get **recognition** when I do a **good job**



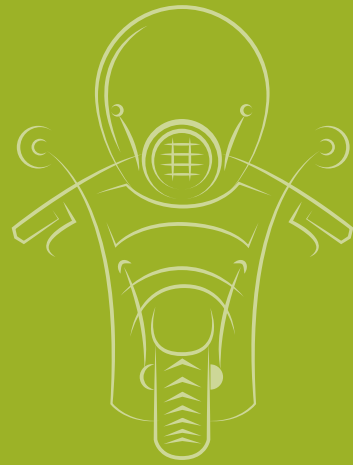
AGENCIES



AVERAGE SCORE OF ONE STATEMENT WHICH MAKE UP 'REWARD & RECOGNITION' | 1 = COMPLETELY DISAGREE / 5 = COMPLETELY AGREE

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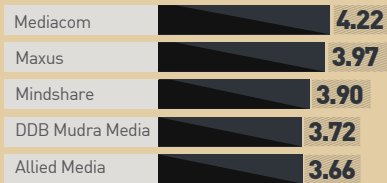
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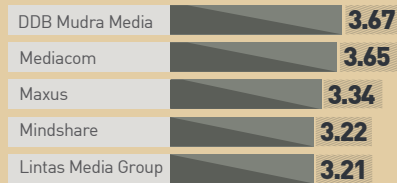
TOP 5 AGENCIES

BY STATEMENT WITHIN PARAMETER, 'REWARD & RECOGNITION'

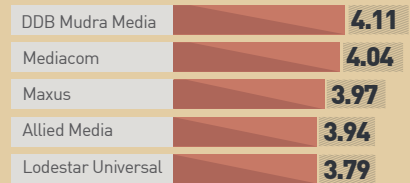
1 Success is celebrated regularly in my agency



2 I am paid at par with industry standards

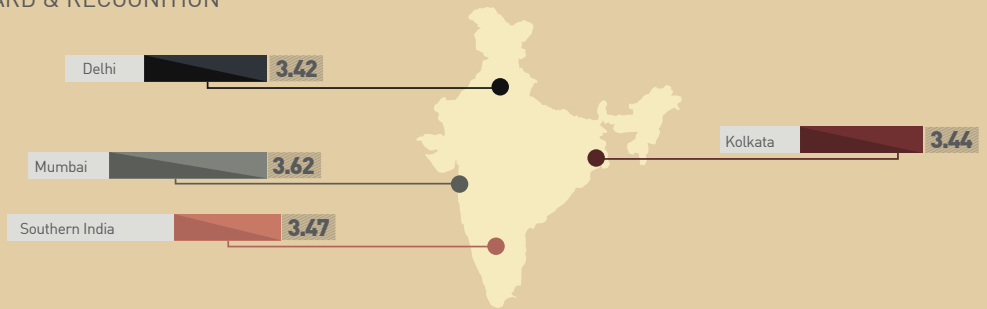


3 I get recognition when I do a good job



BY CITY

CITYWISE SCORE FOR, 'REWARD & RECOGNITION'



BY EXPERIENCE

RESPONSE TO 'REWARD & RECOGNITION' BASED ON YEARS OF WORK EXPERIENCE



BY TENURE

RESPONSE TO 'REWARD & RECOGNITION' BASED ON NO. OF YEARS IN EXISTING COMPANY



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taking too many
detours?



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