

# AAR BENCHMARKING SURVEY

## 2015 SUMMARY REPORT

The Experts in  
Client:Agency  
Relationships

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WELCOME TO THE LATEST SUMMARY OF  
AAR'S BIENNIAL BENCHMARKING SURVEY.

NOW IN ITS THIRD EDITION, THE SURVEY  
PROVIDES THE MOST ACCURATE AND UP-TO-  
DATE OVERVIEW OF THE CURRENT HOURLY  
RATE-CARD RATES SET BY AGENCIES ACROSS  
THE KEY CREATIVE COMMUNICATIONS  
DISCIPLINES. REFLECTING THE EVOLVING  
AGENCY LANDSCAPE, DATA HAS BEEN  
SOURCED ACROSS ADVERTISING, MULTI-  
DISCIPLINE, DIGITAL AND PR AGENCIES.

# Introduction

The following summary will provide a basis for comparison of how agencies of different disciplines and sizes look to charge for their time. With comparative data points from 2011 onwards, we are able to track any trends in how agencies price their time, identifying significant changes and offering an opinion as to why these changes have occurred.

All data is provided by agencies on the understanding that anonymity is guaranteed; consequently, no rates by specific agency are ever published.

We would like to extend our thanks to everyone who contributed to this survey and we hope you find it interesting and useful.



THERE IS A 3% INCREASE  
IN AVERAGE HOURLY  
RATE-CARD RATES  
ACROSS ALL AGENCIES  
SINCE 2012.



## THE RESEARCH

### Approach and methodology

**AAR's benchmarking research is the most comprehensive in the market, unique in that it encompasses agencies across the marketing services spectrum, including advertising, multi-discipline agencies, PR and specialist digital agencies.**

Data was collected via an on-line survey, completed directly by agencies during two periods - July and September - in 2014.

As well as sourcing information on a biennial basis via the online survey, we constantly update the database with anonymised information gathered during our commercial evaluation consultancy, provided by agencies throughout the year.

Information is captured across the following data points:

#### 1. By type of agency

- Advertising
- Multi-discipline
- Digital
- PR

#### 2. By size of agency, defined by full-time employee headcount

- Small – less than 50 people
- Medium – 50 -150 people
- Large – more than 150 people

#### 3. By service department

- Agency principals and senior management
- Client service and account handling
- Creative
- Planning
- Media and communications planning
- Content\*
- Data services
- Business analytics and econometrics\*
- Production and creative services
- Technology
- Social media, community management and moderation

*\*New categories in 2014*

#### 4. By level of seniority

- Head of department
- Board director
- Senior
- Middle
- Junior

#### 5. By hourly rate-card

- High/Low indicating the range
- Mean indicating the arithmetic average
- Mode indicating the most frequent rate, where there is one (not shown in this report)

## HOW THE DATA IS REPORTED

Overall marketplace information is summarised in two charts:

- Table A provides an indexed summary of changes in mean rates between 2014 and 2012 by agency type
- Table B summarises changes by agency size

Then, looking at the detail for the 11 different service departments, we have presented two tables of information.

The first table under each service department provides an index of rates for 2014 vs 2012. Mean (average) overall changes are shown for each agency type as well as an all-agency index.

Following this, we offer an observation and perspective as to these overall changes.

In order to provide a specific example of current marketplace rates, the second table for each service department role shows actual rate-card rates for a particular role.

Content and Business Analytics & Econometrics have been researched for the first time in 2014. We have reported the actual hourly rate-card rates for these two service departments to provide a baseline for future surveys.

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# Service department variance 2014 vs 2012

**OVERALL  
SUMMARY OF  
MEAN RATES BY  
AGENCY TYPE  
2014 VS 2012  
VARIANCE**

**TABLE A**

- The net effect of all the changes in the agency marketplace that have taken place since 2012 is a 3% increase in average hourly rate-card rates across all agencies.
- Being broadly in line with inflation, this is not particularly dramatic or significant; however, there are some notable changes within specific disciplines and service departments.
- Our research suggests that PR agencies have shown the most dramatic mean overall increase of hourly rates, at +12%. This is significantly more than all other agency types. Our view as to why this should be is the much closer alignment of PR to other branches of marketing communications over the past two years, resulting in a more bullish approach to charging.
- There has been a mean overall growth of 7% in advertising agency rates - despite a drop of 13% at the high end.
- Multi-discipline agencies have displayed the lowest overall variance in their mean rates at -2%. However, there has been a significant increase in hourly rates at the low end of what these agencies charge.
- The decline in mean rates for digital agencies, at -6% is, in part, driven by a drop of 10% at the high end but this is balanced by an increase of +5% at the low end.
- We think this is a sign of digital agency services moving from 'childhood' to 'adolescence' in how they charge.
- The historic rates that digital specialists charged at a time when all things digital were less democratised than they are today, are no longer sustainable. The data reflects the fact that specialist digital agencies have become more aligned to rates charged by agencies in other disciplines.

AGENCY TYPE	MEAN OVERALL % CHANGE	HIGH END % CHANGE	LOW END % CHANGE
Advertising	+7%	+1%	+6%
Multi-discipline	-2%	-2%	-12%
Digital	-6%	-10%	+5%
PR	+12%	+4%	+25%
All agencies	+3%	-17%	-5%

**OVERALL  
SUMMARY OF  
MEAN RATES BY  
AGENCY SIZE  
2014 VS 2012  
VARIANCE**

**TABLE B**

- Segmenting advertising agencies by headcount, the notable increase of +14% is in medium sized agencies (50-150 headcount). This is twice the rate of increase when compared to all advertising agencies.
- Contrastingly, multi-discipline agencies have not changed as significantly when analysed by headcount. What is noteworthy is that the small and medium sized agencies have slightly increased their hourly rates at +5%, in comparison to the larger agencies whose overall mean rates have reduced by 7%.
- This could be interpreted as the larger, often network, agencies feeling greater downward pressure on costs compared to the smaller, usually independent, multi-disciplined agencies.
- There has been an increase in hourly rates across PR agencies of all sizes, more so amongst the small and medium sized operators.
- Changes in hourly rates for Digital agencies are negligible across all sizes of agencies.

AGENCY SIZE	<50 HEADCOUNT	50-150 HEADCOUNT	>150 HEADCOUNT	ALL
Advertising	+1%	+14%	+5%	+7%
Multi-discipline	+5%	+5%	-7%	-2%
Digital	+2%	-4%	-1%	-6%
PR	+15%	+13%	+8%	+12%

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# Service department variance 2014 vs 2012



## AGENCY PRINCIPALS AND SENIOR MANAGEMENT 2014 VS 2012 INDEX

Overall the average rates for agency management have remained static at -1% since the last survey in 2012. PR, advertising and multi-discipline agencies are more bullish than their digital colleagues about rates at senior management levels.

It's worth noting that, in our experience, many agencies will not charge for some or all of their C suite management - at least in the first year of a new contract - or will significantly discount their rates. Consequently, any rate-card increase will have less impact on newly won retained business but may affect project-based relationships, as these tend to be charged at higher rates than retainer-based ones.

(Job titles include: Chairman, President, CEO, COO, MD and Managing Partner)

AGENCY TYPE	MEAN OVERALL % CHANGE	HIGH END % CHANGE	LOW END % CHANGE
Advertising	+3%	+1%	+2%
Multi discipline	Par	+3%	+1%
Digital	-9%	Par	-19%
PR	+7%	+5%	+7%
All	-1%	-3%	-14%

## EXAMPLE RATES FOR CEO'S

	MEAN RATE PER HOUR £	HIGHEST RATE PER HOUR £	LOWEST RATE PER HOUR £
Advertising	378	655	170
Multi discipline	307	593	150
Digital	229	306	120
PR	339	500	180
All	325	655	120

## CLIENT SERVICE AND ACCOUNT HANDLING

- The story in account management is less uniform across agencies from different disciplines. Whereas the all-agency average is down 5%, this ranges from advertising agencies at +3% to digital agencies at -11%.
- As can be seen in the table above, some changes at the high and low end are even more pronounced.

(Job titles include: Client Services Director, Board Account Director, Account Manager, Business Director, Account Executive, Project Manager)

AGENCY TYPE	MEAN OVERALL % CHANGE	HIGH OVERALL % CHANGE	LOW OVERALL % CHANGE
Advertising	+3%	+7%	-2%
Multi discipline	-2%	-12%	-6%
Digital	-11%	-23%	-6%
PR	-7%	-17%	+30%
All	-5%	-25%	+6%

## EXAMPLE RATES FOR BOARD LEVEL ACCOUNT MANAGEMENT

	MEAN RATE PER HOUR £	HIGHEST RATE PER HOUR £	LOWEST RATE PER HOUR £
Advertising	175	290	114
Multi discipline	176	240	120
Digital	147	200	105
PR	217	350	125
All	181	350	105

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# Creative

# Creative

## CLIENT SERVICE AND ACCOUNT HANDLING

- The dramatic drop in what agencies are charging overall at the high end for their creative services is driven largely by the PR agencies at -31% and digital agencies at -18%.
- Interestingly, both these agency types show a similarly significant rise (+28% for PR and +5% for digital agencies) at the low end of their charge-out rates.

(Job titles include: Creative Director, Design Director, Art Director, Copywriter, Designer)

AGENCY TYPE	MEAN OVERALL % CHANGE	HIGH OVERALL % CHANGE	LOW OVERALL % CHANGE
Advertising	-1%	-10%	+3%
Multi discipline	-4%	-14%	-12%
Digital	-12%	-18%	+5%
PR	-3%	-31%	+28%
All	-6%	-47%	+17%

## EXAMPLE RATES FOR MID RANGE CREATIVE TALENT

	MEAN RATE PER HOUR £	HIGHEST RATE PER HOUR £	LOWEST RATE PER HOUR £
Advertising	107	158	65
Multi discipline	104	180	70
Digital	99	120	70
PR	116	200	66
All	105	200	65

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# Planning

## PLANNING

AGENCY TYPE	MEAN OVERALL % CHANGE	HIGH OVERALL % CHANGE	LOW OVERALL % CHANGE
Advertising	+4%	-6%	+1%
Multi discipline	-4%	-8%	-5%
Digital	-10%	-21%	+5%
PR	+18%	+15%	+30%
All	Par	-33%	+15%

(Job titles include: Head of Planning, Strategy Director, Head of Information, Account Planner, Strategist, Brand Strategist, Analyst)

COMMUNICATIONS  
AND MEDIA  
PLANNING

- There are some notable changes in what agencies look to charge for their planning resource. With the exception of PR agencies, there has been a reduction at the high end amongst all other agency types but this has been counter-balanced by an increase at the low end in all disciplines other than digital.
- For those agencies that deliver communications and media planning, there has been an overall average increase of +11% in what agencies charge. Again, this increase is most dramatic amongst PR agencies, which we believe is driven by the recent growth in importance of, and attention paid to, all forms of social media.

AGENCY TYPE	MEAN OVERALL % CHANGE	HIGH OVERALL % CHANGE	LOW OVERALL % CHANGE
Advertising	+11%	-5%	+27%
Multi discipline	-1%	-2%	-2%
Digital	-14%	-25%	-5%
PR	+36%	+32%	+48%
All	+11%	-2%	+34%

(Job titles include: Media Director, Planning Director, Strategist, Planning Manager, Media Planner, Communications Planner)

EXAMPLE RATES  
FOR SENIOR  
PLANNING  
TALENT

	MEAN RATE PER HOUR £	HIGHEST RATE PER HOUR £	LOWEST RATE PER HOUR £
Advertising	149	220	90
Multi discipline	147	209	80
Digital	131	200	92
PR	162	300	90
All	147	300	80

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# Data services

## DATA SERVICES

- Advertising and PR agencies have both increased their hourly rate-card rates for data services since the last review in 2012 whereas, in comparison, digital and multi-discipline agencies have both reduced theirs.
- Our explanation here is that both the advertising and PR agency communities are *finding their feet* in how they charge for this aspect of their consultancy. The digital and multi-discipline agencies are much more versed in delivering and charging for data services, having already established what they believe to be a competitive market rate.

(Job titles include: Director Data Intelligence, Head of Data Strategy, Data Consultant, Data Planner, Data Analyst, Programme Director, Project Manager)

AGENCY TYPE	MEAN OVERALL % CHANGE	HIGH OVERALL % CHANGE	LOW OVERALL % CHANGE
Advertising	+14%	+23%	+10%
Multi discipline	-9%	-6%	-23%
Digital	-11%	-15%	-1%
PR	+41%	+70%	+24%
All	-4%	-25%	-14%

EXAMPLE RATES  
FOR DATA  
SERVICES HEAD  
OF DEPARTMENT

	MEAN RATE PER HOUR £	HIGHEST RATE PER HOUR £	LOWEST RATE PER HOUR £
Advertising	196	240	150
Multi discipline	187	300	130
Digital	174	350	120
PR	238	250	225
All	190	350	120

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# Creative services



## CREATIVE SERVICES – TRAFFIC AND PROJECT MANAGEMENT

(Job titles include: Creative Services Director, Head of Traffic, Traffic Manager, Production Manager, Producer, Art Buyer, Studio Designer, Artworker, Typographer, Proof Reader)

- The mean overall for traffic and project management rate-card charges has increased by 5% but, within this headline figure, there are individual differences across agency disciplines. Once again, PR agencies are most bullish in their increases relative to 2012.

AGENCY TYPE	MEAN OVERALL % CHANGE	HIGH OVERALL % CHANGE	LOW OVERALL % CHANGE
Advertising	+5%	+5%	+17%
Multi discipline	+2%	-1%	-11%
Digital	-1%	-13%	+7%
PR	+12%	+43%	-28%
All	+5%	-16%	-3%

## EXAMPLE RATES FOR MID WEIGHT TRAFFIC AND PROJECT MANAGEMENT CREATIVE SERVICES

	MEAN RATE PER HOUR £	HIGHEST RATE PER HOUR £	LOWEST RATE PER HOUR £
Advertising	93	139	65
Multi discipline	90	140	45
Digital	98	125	70
PR	118	150	66
All	96	150	45

## CREATIVE SERVICES – TV

(Job titles include: TV producer, TV assistant, TV production executive)

- What stands out in these figures is the massive growth in hourly rates for Digital and PR agencies. We think this is due to both these agency types having under-charged for these services two years ago. They are now re-calibrating their rates relative to an increased volume of film output as well as to what the wider agency marketplace charges.

AGENCY TYPE	MEAN OVERALL % CHANGE	HIGH OVERALL % CHANGE	LOW OVERALL % CHANGE
Advertising	+8%	+6%	+2%
Multi discipline	-15%	-12%	-32%
Digital	+104%	+78%	+167%
PR	+49%	+67%	+80%
All	+6%	+19%	-15%

## EXAMPLE RATES FOR MID WEIGHT TV CREATIVE SERVICES

	MEAN RATE PER HOUR £	HIGHEST RATE PER HOUR £	LOWEST RATE PER HOUR £
Advertising	95	130	65
Multi discipline	87	126	45
Digital	NA	NA	NA
PR	134	200	100
All	100	200	45

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# Technology

## TECHNOLOGY – FRONT END

AGENCY TYPE	MEAN OVERALL % CHANGE	HIGH OVERALL % CHANGE	LOW OVERALL % CHANGE
Advertising	+2%	+1%	-7%
Multi discipline	-5%	Par	-21%
Digital	+1%	+3%	+16%
PR	n/a	n/a	n/a
All	+4%	+14%	-12%

(Job titles include: Technical director, Technical developer)

## TECHNOLOGY – INFORMATION ARCHITECTURE

- There's been less overall movement in front end technology and IA hourly rates in comparison to other service departments. Notably, rates at the low end do appear to have reduced in all disciplines other than for specialist digital agencies, where they could claim to have superior capability compared to other agency disciplines.

AGENCY TYPE	MEAN OVERALL % CHANGE	HIGH OVERALL % CHANGE	LOW OVERALL % CHANGE
Advertising	-4%	-6%	-3%
Multi discipline	-4%	+8%	-34%
Digital	-7%	-19%	+10%
PR	NA	NA	NA
All	-2%	-1%	-19%

(Job titles include: Head of IA, UAX, information architect, interface designer)

## EXAMPLE RATES FOR JUNIOR FRONT END TECHNOLOGY TALENT

	MEAN RATE PER HOUR £	HIGHEST RATE PER HOUR £	LOWEST RATE PER HOUR £
Advertising	72	100	40
Multi discipline	81	100	45
Digital	89	105	75
PR	84	120	54
All	80	120	40

## EXAMPLE RATES FOR MID WEIGHT IA TECHNOLOGY TALENT

	MEAN RATE PER HOUR £	HIGHEST RATE PER HOUR £	LOWEST RATE PER HOUR £
Advertising	104	130	70
Multi discipline	100	140	45
Digital	103	140	70
PR	142	200	100
All	104	200	45

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# Social media resource

## SOCIAL MEDIA, COMMUNITY MANAGEMENT AND MODERATION

- Tellingly, it's in the PR heartland of social media, community management and moderation that average PR rates have fallen significantly since our last survey. This is in stark contrast to many other service departments in PR agencies.
- Our view as to the reason for this is that there is much more competition amongst agencies that now deliver these services, leading to a commensurate fall in hourly rate-card rates.
- Another explanation is that brands have been taking these responsibilities in-house, in part because it has been strategically appropriate and has proven far more cost effective to do so.

(Job titles include: Editors and Community Managers)

AGENCY TYPE	MEAN OVERALL % CHANGE	HIGH OVERALL % CHANGE	LOW OVERALL % CHANGE
Advertising	-3%	+4%	-9%
Multi discipline	-6%	+7%	-14%
Digital	+4%	-15%	+11%
PR	-11%	-50%	+60%
All	-1%	-46%	-7%

## EXAMPLE RATES FOR BOARD LEVEL SOCIAL MEDIA, COMMUNITY MANAGEMENT AND MODERATION

	MEAN RATE PER HOUR £	HIGHEST RATE PER HOUR £	LOWEST RATE PER HOUR £
Advertising	146	200	100
Multi discipline	140	213	87
Digital	201	350	120
PR	225	300	195
All	187	350	87

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# First time research

## FIRST TIME RESEARCH

As agency services evolve and new forms of output emerge, so we have extended out research to reflect these developments.

For our 2014 report we have added two departments: Content and Business Analytics & Econometrics.

In each case we have provided the average hourly rates against five different levels of seniority.

### CONTENT

- Not surprisingly, PR agencies are charging at a premium to the market, from +7% to +22% depending on the level of seniority.
- Advertising agencies are charging more at the top end (Head of department and Board Director) and less for mid-range and junior staff.
- In comparison, the multi-discipline and digital agency average hourly rates are below the all market average across all levels of seniority.

	HEAD OF DEPARTMENT	BOARD DIRECTOR	SENIOR	MID-RANGE	JUNIOR
	Average Hourly Rate £/Index versus all	Average Hourly Rate £/Index versus all	Average Hourly Rate £/Index versus all	Average Hourly Rate £/Index versus all	Average Hourly Rate £/Index versus all
Advertising	268/+32%	192/+5%	137/Par	93/-10%	61/-20%
Multi-discipline	181/-11%	147/-19%	129/-6%	96/-7%	73/-4%
Digital	158/-22%	140/-23%	124/-9%	96/-7%	84/+10%
PR	226/+11%	222/+22%	155/+14%	120/+16%	81/+7%
All	203	182	136	103	76

(Job titles include: Head of Content, Studio Manager, Producer, Project Manager)

### BUSINESS ANALYTICS AND ECONOMETRICS

- For Business Analytics and Econometrics the stand-out figures come from the PR sector where, across all levels of seniority, average hourly rates are significantly above the rest of the market.
- There is no obvious reason for this that we can identify, as the sector is not one that PR agencies are especially renowned for work in.

	HEAD OF DEPARTMENT	BOARD DIRECTOR	SENIOR	MID-RANGE	JUNIOR
	Average Hourly Rate £/Index versus all	Average Hourly Rate £/Index versus all	Average Hourly Rate £/Index versus all	Average Hourly Rate £/Index versus all	Average Hourly Rate £/Index versus all
Advertising	247/+22%	193/+3%	137/-3%	95/-14%	71/-15%
Multi-discipline	204/Par	192//+2%	142/Par	110/-1%	85/+1%
Digital	165/-19%	161/-14%	129/-9%	111/Par	88/+5%
PR	238/+17%	225/+20%	181/+27%	130/+17%	88/+5%
All	203	188	142	111	84

(Job titles include: Senior analyst, Business analyst, Econometrician)

# Retained arrangements, project fees and PRP



**As part of the 2014 Benchmarking survey, we asked agencies to share their thoughts on the shape of the commercial fees and use of Profit Related Pay within their discipline over the last 12 months.**

THE OPPORTUNITY TO  
BUILD IN A PRP ELEMENT  
HAS ALWAYS HAD ITS  
COMPLICATIONS AND  
RAISED NUMEROUS  
DEBATES ABOUT  
ATTRIBUTION AND EQUITY.

## 1. Shape of the commercial fee

We wanted to explore the potential relationship between there being more positivity about marketing budgets during 2014 and whether this has had any impact on retained relationships versus project based relationships.

In summary, it's a mixed picture. Advertising agencies have seen the biggest change, with 43% stating that the ratio of projects versus retained business has increased over the last 12 months. PR and CRM agencies are the ones that have remained the most static.

In terms of your ratio of retained business versus projects would you say that it has:	Advertising	Integrated	PR	Digital	CRM
Stayed about the same over the last 12 months	34%	33%	55%	44%	50%
Ratio of retained accounts has increased over the last 12 months	23%	33%	18%	37%	20%
Ratio of projects has increased over the last 12 months	43%	33%	27%	19%	30%

The retained versus project models both have their pros and cons. Unsurprisingly, there is often a tension between the client wanting retained knowledge within the agency team and a commercial arrangement with the agency where the scope of work is only known for the next 10-12 weeks. Sometimes a "hybrid" solution - with a retained core team of people that delivers this knowledge bank, up-weighted with additional resource that is paid for on a project by project basis - is more practical. It is also advocated by AAR as a way of unlocking great value from existing client:agency relationships.



## 2. Any PRP (Profit Related Pay) in the deal?

In terms of the number of commercial arrangements that include an element of Profit Related Pay (PRP), would you say that it has:	Advertising	Integrated	PR	Digital	CRM
Stayed about the same over the last 12 months	66%	63%	73%	70%	80%
Has increased over the last 12 months	23%	30%	5%	19%	20%
Has decreased over the last 12 months	11%	7%	23%	11%	0%

The opportunity to build in a PRP element has always had its complications and raised numerous debates about attribution and equity. We were interested in seeing which agency disciplines were more inclined to have a PRP agreement and which metrics were most commonly used.

Broadly, all disciplines are seeing increases apart from PR, which traditionally has the lowest percentage of PRP agreements in place.

What % of clients do you have PRP agreement in place?	Advertising	Integrated	PR	Digital	CRM
None	20%	7%	68%	44%	40%
1-20%	36%	78%	18%	52%	60%
21-40%	20%	5%	5%	4%	0%
41-60%	11%	0%	9%	0%	0%
61-80%	11%	0%	0%	0%	0%
81-100%	0%	0%	0%	0%	0%

Of those that had an agreement in place, the shape of the agreement is most commonly a mix of business performance metrics, agency scope of work metrics, and agency service or relationship based metrics.

Typically how are your PRP agreements split by % for agreements the agency has in place?	Advertising	Integrated	PR	Digital	CRM
Business performance metrics, e.g. sales	42%	37%	19%	46%	38%
Agency scope of work metrics, e.g. percentage shift in brand perception	28%	23%	38%	24%	23%
Agency service or relationship based metrics	30%	40%	43%	30%	40%

Having a PRP agreement in place is not always good news for agencies that are successful in delivering increased performance to their clients. In times of austerity and fixed marketing budgets, where it is not possible to release funds to accommodate year on year PRP increases, the options to earn more are evidently limited and, on occasion, can be used as a means to reduce agency costs.

*“It’s not a reward structure at all, it’s seen as a way to reduce agency cost. Clients can also find it very difficult to develop a suitable model that their procurement department will agree with”*

In contrast, integrated and digital agencies more frequently referenced equity stakes as part of their remuneration agreements. Whilst no precise numbers can be shared, it is no surprise that equity stake deals are more common with clients in new digital start-up businesses who are working with agencies for the first time.

In terms of the timing of when PRP schemes are most commonly put in place, the survey results indicated that 33% are initiated in the first three months of a working relationship, 33% are introduced after the first year, with the remaining third still under discussion. Integrated agencies bucked this trend, with 60% of their PRP agreements being set up in the first 3 months.

Perhaps the most interesting survey result is the degree to which agencies were successful in realising the full potential of any PRP pay out.

The vast majority of the surveyed agencies in all disciplines only managed to secure up to a maximum of 25% of the potential PRP bonus that they could have enjoyed. Very few agencies got anywhere close to the 75-100% of their payout that they might have hoped for.

In your experience, what % have delivered additional income to the agency?	Advertising	Integrated	PR	Digital	CRM
0- 24%	57%	48%	48%	74%	80%
25 - 49%	16%	19%	19%	4%	0%
50- 74%	14%	26%	26%	11%	0%
75 - 100%	14%	7%	7%	11%	20%

Whether this is attributable to their agreements having been set up too soon, before the realities of the relationship were known and appropriate value definitions could be accurately agreed, is perhaps worth pondering.

The AAR view is certainly that a framework for determining the metrics – whether this be the agreement of an SLA or initial KPI's - is well worth discussion during the first three months but that the detail and specifics of a PRP arrangement is much more usefully agreed after 6 – 9 months of working together. ■

AAR IS A GREAT SOURCE OF INTELLIGENCE FOR DIFFERENT AGENCY MARKETS AND MODELS. THEY PROVIDE AN INDEPENDENT VIEW/BENCHMARK TO ENSURE OUR BUSINESS IS GETTING VALUE FOR MONEY AND HELP US TO SHAPE THE STRATEGY TO EXTRACT THE BEST VALUE THAT WE CAN.

JAYNE FARRAR

SENIOR PROCUREMENT MANAGER,  
MARKETING, THE CO-OPERATIVE

## Further information

This report gives an overview of the marketplace and changes that have taken place since 2012.

The example rates for each service department are just that – examples. We can supplement the examples in this report with more detailed data for every role and level of seniority across all reported disciplines.

If you have any questions about this report, require more detailed benchmark information, or would like to find out more about AAR's wider commercial evaluation consultancy, please contact Paul Phillips on 020 7612 1200 or at [pPhillips@aargroup.co.uk](mailto:pPhillips@aargroup.co.uk).

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