FAIRPLAY BOOK

We believe in the power of FAIRPLAY!

Shared undertakings and recommendations
from client and agency side

FAIRPLAY BOOK
Created by
Hungarian Marketing Association (MMSZ)
Powered by

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MMSZ Marketing Decision Makers' Club
Agency–Client Working Group and MAKSZ

Within the Marketing Decision Makers' Club, we have set up the
Agency-Client Working Group.

The group includes representatives of brands such as:
The Coca-Cola Company, Microsoft, Vodafone, Tesco or Szentkirályi Hungary.

The working group was led by **MÉRŐ Ádám** (The Coca-Cola Company). The agency side was represented by **MAKSZ,** under the guidance and coordination of president **BLASKÓ Nikolett (ACG).**

The joint work was carried out with full transparency and continuous consultation.

The final product is proudly embraced and represented by both parties towards the profession, both on the client and agency side.

Agenda

01. Why FAIRPLAY BOOK?
Introduction – our shared core values

"We need a team!"

Minarik Ede

We believe that creating value is a shared interest and a fundamental mission of clients and agencies.

We believe that professional operators cannot be divided into "clients and subcontractors", but into collaborating Partners. The agency is an internal resource of the client.

We believe that in shared success everyone has a role to play. But these roles should be clear.

We believe in the power of mutual, fair and brutally honest feedback.

We believe in working for results, but also while enjoying working together.

We believe in the power of clear, transparent conditions, fair accountability, and appropriate human, professional and realistic financial incentives on both sides.

We believe that a tender is not a tool for gathering market information, but for selecting partners.

We believe that a motivated and innovative team is the highest level of investment.

02. The rules of FAIRPLAY

According to us - undertakings and recommendations on the client side

"How NOT to lose an agency (and a client) in 10 days!"

Juhász Péter Tibor

We do not call for tenders on a few-month project basis, neither for existing nor for new agencies; only in exceptional and justified cases.

If the tendering process justifies it, and the client organisation also allows it, we support that the agencies successfully selected during the tender who did not win in the end also receive a pre-defined fee.

We transparently share with the agencies signing the non-disclosure agreement (NDA) business information, research and pre-tender communication activities that are necessary for the project and that can be disclosed according to internal company policy.

We do not force the agency to invest disproportionately more hours in the work than set out in connection with the agreed project fee, but if necessary, we expect extra work to be done on the basis of a pre-agreed quote.
We expect agencies to share their cost structures and dedicated project staff with the clients in a 100% transparent manner, through real workforce allocations (FTE), whether for their operations or subcontractors employed on our behalf.

When recruiting, we support the requirement of a non-competition period; if this is not explicitly stipulated, we still respect the 3-month non-competition for senior professionals.

An accountable part of the cooperation is timing, in which we set out in advance the minimum expected lead time and schedule for the given project.

In the client brief, we clearly describe the mandatory elements of the task and explicitly indicate if we do not know something. We provide the Agency the opportunity to honestly and legitimately "challenge" and comment on the brief.
We hold agency-client evaluations at least once a year, ideally with a quarterly/half-yearly frequency, where objective, honest and constructive feedback can be given in a reciprocal manner.

We strive to train our colleagues to work fairly and productively with the Agency; in this we also count on the support of the Agencies.

We make sure that we have the seniority required for the specific job. On the client side, we allow the agency team to get to know the company personally.

We ensure that information from the client is communicated clearly, preferably through a dedicated point of contact (SPOC). Once we have said something, approved something, decided something, we stick to it, it can only be changed by unforeseen circumstances. We strive for and also expect consistency from our agencies.

"This must be played throughout a lifetime"

LGT

03. a) Selection – "engagement"

whether you are on the client or agency side
Typography: **client (bold)** / agency (plain)

Think it through:

for what task and according to what criteria you plan to choose a partner, and on this basis, identify the agencies to be invited, ensuring comparability and transparency / what resources do you have, how can you apply for a tender, and if you win, how and with what team you will be able to carry out the tasks.

Clarify it for yourself and "in-house":

what would you like to outsource and what is that you would like to keep as in-house / is the information clear, what is the exact scope of the tender, what is the content of the mandate.

Make sure:

that the invited bidders are suitable for carrying out the task to be outsourced and that their overall price level is in line with the available budget (RFI - request for information) before issuing a tender task / that in the event of winning, you can secure and operate economically the resources needed to perform the task.

As a client, you should invite a necessary but sufficient number of bidders to the tender, to whom you can dedicate sufficient resources for a responsible and thorough evaluation; realistically this is a maximum of 3 - 5 applicants, depending on the field and industry).

Have a precise schedule, with realistic deadlines for the task, which you should strive to meet throughout the process / When you are presented with a tender task, indicate immediately if the deadline is unrealistic or if you cannot meet it; if you undertake to participate in a tender, meet the deadlines during your work; always ask for more information if something is unclear.

Specify the number and scope of invitees and the tender process itself in the tender document, with deadlines and precise evaluation criteria,/ in the absence of any of the above, be sure to ask.

Evaluate according to the given evaluation criteria. / The bid must be built on a viable offer and a sustainable resource.

The brief on the tender task should be clear, understandable, thorough and contain all relevant information. "That is, a good brief is necessary", because a bad brief is less likely to provide basis for a good quality tender. Always give a chance for a rebrief. / Inquire about any doubtful, ambiguous or unclear points, or missing information in the rebrief.

Pay attention to:

the scope of work defined in the tender brief and the tasks to be performed in practice must be consistent with each other and with the expected human, material and financial conditions / propose and offer only conditions that are effectively deliverable and functional over the long term.

Stay realistic, but be motivated and enthusiastic:

when you are briefing and when you announce the results of a tender / when you draft and then submit the final bid.
Always announce the results. Inform the non-winners of the decision in writing in a timely manner: give detailed feedback on what they did well and where they fell short of expectations. Provide a pre-defined financial compensation for the agencies that make it to the last round but do not win, for the work they have invested (if the organisational policy allows it). /
Record and communicate the resources and man-hours invested in the tender task.

The required / submitted agency quotation, remuneration and payment must be clearly structured, realistically achievable, transparent in the breakdown of its elements and covering all the tasks undertaken.

Annex

For tendering processes / calling for tenders, in addition to using the FAIRPLAY BOOK, we recommend to study and use the fair tendering guidelines and aids developed jointly by the MAKSZ and the Procurement Managers' Club, which can be downloaded from the MAKSZ website:

- **guide to participation and procedures for procurement in the field of communication**
- **briefing guide**
- **brief sample**
- **non-disclosure agreement sample**

The tender guides can be found on the MAKSZ website (**www.maksz.com**) under "our recommendations", among "position statements".

03. b) Handover, orientation – “honeymoon”

whether you are on the client or agency side

Orientation: provide time, resources and empathy for the transfer, be as fair as possible to the “leaving” partner. Be proactive, careful, thorough and dedicated during the transfer.

Start by introducing the team, the strategy, then in the first 1 - 3 - 6 months focus on the “must know - must do”. In the first 6 months, be sure to set aside time for 1 honest feedback session per month: this will help the team to bond, work out any teething problems, you can fine-tune together, so the next 6 months can be started.

We recommend that agency colleagues working in a given brand group (as well as client-side marketers) get the opportunity to spend 2-3 days a year in a customer service or sales role, meeting real clients, getting real hands-on experience.

We strongly urge and encourage agencies from different disciplines working on the same client to mutually consult, cooperate and coordinate their joint work (not only during the transfer but also later on in their everyday work), because the job cannot be done well separately.

It is important to jointly set out a “way of working” that clearly frames core values, expectations, roles, responsibilities and processes.

03. c) Daily work – “we cry together, we laugh together”

whether you are on the client or agency side

In addition to regular feedback, daily “self-reflection” is also important; on both sides.

Relationship Management: dissolving the client-agency boundary, strengthening the feeling of “being on the same side” and “we are really a team”, by organising joint “client-agency” events and team-building sessions.

Maintaining motivation; have specific core values and guidelines that are accepted and embraced by both parties;

- professional (needs, standards, opportunities)
- human (attitude, behaviour, work ethic)
- financial (introduction of Performance Related Bonus)
- in the case of a dedicated and exclusive agency team (working exclusively on a specific client’s brands), additional motivation and shared responsibility can be achieved by including similar KPIs in the bonuses of agency colleagues as the ones the client-side marketing colleagues have, if organisational policy allows this

Dedicated contact structure, with designated colleagues (SPOCs) on both sides.

03. d) Feedback and preservation – "consolidation and revival"

whether you are on the client or agency side

Strive for continuous, open, fair, honest communication on both sides. When good things happen, give praises for them, time should be given to experiencing success. If something cannot be accepted, tell the other party as soon as possible; dissatisfaction and unresolved problems that build up over time block successful work and poison the relationship.

A responsible, prudent, flexible and solution-oriented approach on both sides is essential (taking responsibility instead of shifting responsibility).

In addition to daily communication, plan time on both sides for quarterly/semiannual formal feedback.

Beyond verbal feedback, use an auxiliary evaluation system, a documentation template.

Thank you!

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