APPENDIX - A

QUESTIONNAIRE USED IN THIS STUDY
Dear Sir / Madam,

I am a full-time Ph.D. student in the area of marketing management at the Department of Management Studies, University of Madras. My doctoral research involves 'Identification of determinants of client-satisfaction in the advertising-services industry.' This study has been undertaken for completing the academic requirements.

I am enclosing herewith a questionnaire developed for measuring client's satisfaction with the services of their advertising agencies. If you are:

1. a senior marketing manager like General Mgr. (Marketing), Advertising Manager, Product or Brand Manager, in-charge of advertising function in a client organisation

and

2. are directly associated with the services of your advertising agency on the client-side,

then, I request you to answer this questionnaire. Your co-operation will be highly valued and will enable me to complete my research-study. I assure you of total confidentiality of all your responses and answers.

I am sure I will get the co-operation I am looking forward to from you.

Harish Kotadia
Please note the following while answering the questionnaire

a. please read each item of the questionnaire carefully and provide your natural responses based on your perception and experience. There are no right or wrong answers.

b. for marking your responses, tick (✓) in the appropriate box, where a box is provided (□). Where an under-lined space is provided, write your responses in this space.

c. please do not omit any questions.

d. if you find it difficult to understand any question or instruction, please feel free to ask for clarification.

1. Please specify the number of advertising agencies whose services are being currently employed by your organisation, for advertising and related services?

__________________________ No.s of advertising agency/agencies.

If your organisation employs services of more than one advertising agency, please indicate your responses for each agency in a separate questionnaire. You may use xerox copy of this questionnaire for the purpose or you may contact me at the telephone number given above for additional copies of the questionnaire.
2. Please read each of the sentences given below and decide to what extent you agree or disagree with it. Use the following seven-point rating scale to indicate the degree of agreement with the statements.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>Moderately Disagree</td>
<td>Slightly Disagree</td>
<td>Neither</td>
<td>Slightly Agree</td>
<td>Moderately Agree</td>
<td>Strongly Agree</td>
<td></td>
</tr>
</tbody>
</table>

A space is provided against each statement to write the number corresponding to the alternative you have chosen. Mark your responses in this space. Mark '1' if you 'strongly disagree' with the statement, mark '7' if you 'strongly agree' and so on. Mark '4' if you 'neither agree nor disagree'. Please do not omit any statement, it is important to respond to every item.

a. Our current advertising agency is one of the best we could have appointed.  
   
   b. Our current advertising agency is exactly what we need.  
   
   c. Our choice of advertising agency hasn't worked out as well as we thought it would.  
   
   d. I am satisfied with our decision to appoint the current advertising agency.  
   
   e. Sometimes, I have mixed feelings about continuing with the current advertising agency.  
   
   f. Our decision to appoint the current advertising agency was a wise one.  
   
   g. If we could do it over again, we would appoint a different advertising agency.  
   
   h. I have truly enjoyed working with the current advertising agency.  
   
   i. I feel bad about our decision to appoint the current advertising agency.  
   
   j. Working with the current advertising agency has been a good experience.  
   
   k. I am not happy that we appointed the current advertising agency.  
   
   l. I'm sure it was the right thing to appoint the current advertising agency.
3. Please read the advertising service elements/features given below. For each element/feature, decide to what extent you are satisfied or dissatisfied with the performance of your current advertising agency on that element/feature. Use the following seven-point rating scale to indicate the degree of satisfaction or dissatisfaction.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely dissatisfied</td>
<td>Moderately dissatisfied</td>
<td>Slightly dissatisfied</td>
<td>Neither satisfied nor dissatisfied</td>
<td>Satisfied</td>
<td>Moderately satisfied</td>
<td>Extremely satisfied</td>
</tr>
</tbody>
</table>

A space is provided against each element/feature to write the number corresponding to the alternative you have chosen. Mark your responses in this space. Mark '1' if you are 'extremely dissatisfied' with the performance of your current advertising agency on that element/feature, mark '7' if you are 'extremely satisfied' and so on. Mark '4' if you are 'neither satisfied nor dissatisfied'. Please do not omit any service element/feature, it is important to respond to every item.

1. Agency's ability to work within specified brief and strategy agreed upon.  
2. Quality of advertising production/execution.  
3. Warmness of day-to-day working relationship between client and agency personnel.  
4. Creative ability of agency personnel.  
5. Quality of client-servicing.  
6. Sales promotion ideas and capabilities.  
7. Commitment of the agency to its clients.  
8. Quality of media-research data used by the agency.  
9. Inter-personal compatibility between client and agency personnel.  
10. Creative and marketing philosophy of the agency.  
11. Quality of advertising research.  
12. Adequacy of agency's resources to service clients effectively.  
13. Giving realistic cost estimates to the client.  
14. Extent of participation by agency's higher-management in client-servicing.
<table>
<thead>
<tr>
<th></th>
<th>Extremely Dissatisfied</th>
<th>Moderately Dissatisfied</th>
<th>Slightly Dissatisfied</th>
<th>Neither Satisfied</th>
<th>Slightly Satisfied</th>
<th>Moderately Satisfied</th>
<th>Extremely Satisfied</th>
</tr>
</thead>
</table>

15. Experience of the agency in handling advertising of a wide range of products and brands. 

16. Quality of creative ideas and plans. 

17. Agency's capability in providing integrated marketing communication covering advertising, sales-promotion, direct-marketing and packaging-services. 

18. Image strength / image effectiveness of advertising campaigns produced by the agency. 

19. Productivity of meetings between client and agency personnel. 

20. Quality of media space and time bought by the agency for clients. 


22. Quality of creative development and execution. 

23. Standard of presentations by the agency. 

24. Dependability in the performance of service. 

25. Agency's ability to measure effectiveness of its advertising campaigns. 

26. Client grievance and complaint redressal by the agency. 

27. Agency's clout with the media. 

28. Socialization skills of agency personnel. 

29. Assistance to clients in the development of advertising objectives and goals. 

30. Productivity of advertising expenditure / spend. 

31. Infrastructure and communication facilities at the agency's office.
32. Quality of media planning and strategy. 
33. Synergy between client and agency personnel. 
34. Consistency of agency in achieving desired results. 
35. Agency’s responsiveness to ideas and suggestions from the client. 
36. Quality of leadership at the agency. 
37. Agency personnel’s knowledge of the latest developments in client’s markets. 
38. Shrewdness of media buying leading to savings in media-costs. 

Any other advertising service element / feature that you would like to add: 

a. 

b. 

4. In the past one year, how often did you or your colleagues complain about the services of your current advertising-agency, to each of the following? Please indicate your responses using the five-point scale given here-under.

1. Complained to Client-service personnel / Account-team members. 
2. Complained to Account Supervisor / Manager. 
3. Complained to agency’s senior management. 
4. Complained to industry association or professional body like the Advertising Agencies Association of India or Indian Society of Advertisers. 
5. Took some legal action.
5. Given below is a graphic rating scale. There are seven segments on this scale and adjectives are given at both ends of the scale. Each segment represents one step in moving from the meaning of the adjective at one end to that at the other. Please select and mark 'X' on the segment which best describes your opinion, for each of the following three scales.

If your organisation were to appoint an advertising agency today, what is the probability that the current advertising agency would be selected?

Likely ______ ______ ______ ______ ______ Unlikely

Improbable ______ ______ ______ ______ ______ Probable

Possible ______ ______ ______ ______ ______ Impossible

6(a). Which of the following option best describes your current advertising agency? (Please tick '✓' any one)

- [ ] Full-service agency, offering full-range of advertising service on 15% commission basis.
- [ ] Full-service agency, except for media, which is placed through media-independents.
- [ ] Full-service agency, but offering parts of advertising service to clients for fee (e.g. copy-writing).
- [ ] Direct client-coordination using both media and creative consultancies.
- [ ] In-house, full-service advertising service department/agency, offering full-range of service.
- [ ] Any other (Please specify) : __________________________

6(b). How would you describe the size of your account, relative to other accounts and clients at the agency's branch, which is handling your account? (Please tick '✓' any one).

- [ ] Very small.
- [ ] Small.
- [ ] Neither small nor large.
- [ ] Large.
- [ ] Very large.
6(c). Which method of agency compensation does your organisation follow? (Please tick '✓' any one)

- Standard 15% commission on media tariff-card rates.
- Fixed-fee/flat-fee negotiated at regular intervals.
- Combination of commission and fee.
- Cost-plus method.
- Time-charges based fee/labour-based fee.
- Performance-based compensation plan.
- Any other (Please specify): ______________________

7. For each of the following three scales, please select and mark 'X' on the segment which best describes your opinion.

How likely are you to recommend the name of your current advertising agency to your friends in other organisations, with similar needs of advertising services?

- Unlikely ______ ______ ______ ______ ______ Likely
- Probable ______ ______ ______ ______ ______ Improbable
- Impossible ______ ______ ______ ______ ______ Possible

Kindly answer the following questions for classification and statistical analysis of your responses:

8(a). Please select the option which best describes the nature of business activity of your organisation? (Please tick '✓' all applicable)

- Manufacturing/Marketing (consumer durable goods).
- Manufacturing/Marketing (consumer non-durable goods).
- Manufacturing/Marketing (industrial goods).
- Trading (wholesale).
- Trading (retail).
- Services.
- Any other (please specify): ______________________
8(b). Please specify the products/services which contribute a major portion to the total sales revenue of your organisation? (for example: talcum powder - appx. 45% of total sales revenue of organisation)

<table>
<thead>
<tr>
<th>Name of the product/service</th>
<th>approximate % of contribution to the total sales revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. _______________</td>
<td>_______________</td>
</tr>
<tr>
<td>ii. _______________</td>
<td>_______________</td>
</tr>
<tr>
<td>iii. _______________</td>
<td>_______________</td>
</tr>
</tbody>
</table>

8(c). Please select the option which best describes the form of your organisation: (Please tick '✓' any one).

- [ ] Publicly held limited company (tick: Indian / M.N.C.)
- [ ] Closely held / Private limited co. (tick: Indian / MNC)
- [ ] Majority government owned company (tick: Central/State)
- [ ] Government department (tick: Central / State)
- [ ] Any other (please specify): ____________________________

8(d). What is the approximate total sales revenue of your organisation for the last financial year?

Rs. (in crores): ____________________________ approximately

8(e). What is the approximate total advertising expenditure/spend of your organisation for the last financial year?

Rs. (in crores): ____________________________ approximately

8(f). What is the length of relationship between your organisation and the current advertising agency?

Total duration of unbroken association till date: _______ years approximately

8(g). Please specify the products/brands being handled by your current advertising agency:

<table>
<thead>
<tr>
<th>i. _______________</th>
<th>iv. _______________</th>
</tr>
</thead>
<tbody>
<tr>
<td>ii. _______________</td>
<td>v. _______________</td>
</tr>
<tr>
<td>iii. _______________</td>
<td>vi. _______________</td>
</tr>
</tbody>
</table>
8(h). What is the approximate sales revenue for the last financial year, of products/brands which are handled by your current advertising agency?

Rs. (in crores) : __________________________ approximately

8(i). What is the approximate advertising expenditure/spend for the last financial year, on the products/brands advertised through your current advertising agency?

Rs. (in crores) : __________________________ approximately

9(a). Name of your current advertising agency: (required for the purpose of sampling only).

______________________________________________

9(b). Name of your organisation:

______________________________________________

9(c). Designation/title of position held by the respondent:

______________________________________________

9(d). Number of years you have been with this organisation:

______ years approximately.

9(e). Total duration of experience you have had in advertising and marketing function:

______ years approximately.

9(f). Please select the option which best describes your influence on the decision concerning the selection and appointment of advertising agency for your organisation? (Please tick '✓' any one).

☐ Influence of little importance or no importance.

☐ Influence of some importance.

☐ Important influence.

☐ Very-important influence.

☐ Final decision-maker.
9(g). Anything else you would like to add, which has not been covered in this study:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Please check if all the items have been answered.

Thank you very much for your time and effort.

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*
APPENDIX - B

LIST OF 99 ADVERTISING SERVICE ATTRIBUTES
Appendix - B

List of 99 advertising service attributes included in the preliminary study

1. Agency personnel's understanding of opportunities and problems of the client.
2. Agency's expertise in using a diverse range of media for advertising.
3. Employee-turnover among agency personnel.
4. Number of years' experience of the agency in advertising business.
5. Agency personnel's knowledge of the latest developments in client's markets. (*)
6. Quality, seniority and experience of agency personnel working on client's account.
7. Accuracy in the performance of service.
8. Sales strength/sales effectiveness of advertising campaigns produced by the agency.
9. Agency personnel's knowledge and understanding of advertising fundamentals.
10. Reputation of agency in the advertising industry.
11. Sales promotion ideas and capabilities. (*)
12. Agency's clout with the media. (*)
13. Inter-personal compatibility between client and agency personnel. (*)
15. Flair, ingenuity and drive of agency personnel.
16. Dependability in the performance of service. (*)
17. Quality of advertising production/execution. (*)
18. Synergy between client and agency personnel. (*)
19. Quality of media-research data used by the agency. (*)

Note: '(*)' following an attribute indicates that it is one of the 38 items included in main-study.
20. Responsiveness of agency to the needs and wants of client.

21. Agency's relationship with the production houses.

22. Direct-marketing capability of the agency.

23. Time taken for decision-making and approval at the agency.

24. Consistency of agency in achieving desired results. (*)

25. Shrewdness of media buying leading to savings in media-costs. (*)

26. Size, range and profile of other accounts and clients of the agency.

27. Quality of creative ideas and plans. (*)

28. Integrity and trustworthiness of agency personnel.

29. Market-research capability of the agency.

30. Agency personnel's ability to deliver without constant follow-up.

31. Financial and administrative stability of the agency.

32. Public relations skill of the agency.

33. Fairness of agency compensation method.

34. Quality of client-servicing. (*)

35. Accuracy of support services like accounting and billing.

36. Quality of creative development and execution. (*)

37. Adequacy of supervision of the account-team by agency's management.

38. Appearance of agency personnel.

39. Infrastructure and communication facilities at the agency's office. (*)

40. Adequacy of quality control by the agency.

Note: '(*)' following an attribute indicates that it is one of the 38 items included in main-study.
41. Agency's ability to work within specified brief and strategy agreed upon. (*)

42. Agency personnel's understanding of business and markets of the client. (*)

43. Experience of the agency in handling advertising of a wide range of products and brands. (*)

44. Warmness of day-to-day working relationship between client and agency personnel. (*)

45. Making available all the necessary information to the client.

46. Quality of media planning and strategy. (*)

47. Client grievance and complaint redressal by the agency. (*)

48. Making effective use of research data in decision-making.

49. Extent of participation by agency's higher management in client-servicing. (*)

50. Attention to detail by agency personnel.

51. Credit period extended to the client for payment of media and production bills.

52. Ability of agency personnel to accurately answer questions of the client.

53. Value delivered by the agency for money spent on advertising.

54. Range of advertising and related services offered by the agency.

55. Educational qualification and training of agency personnel.

56. Agency's ability to measure effectiveness of its advertising campaigns. (*)

57. Caring attitude of agency personnel towards the client.

58. Quality of leadership at the agency. (*)

59. Agency's ability to achieve pre-defined advertising objectives and targets within the financial budget.

60. Flexibility of agency compensation method.

Note: '(*)' following an attribute indicates that it is one of the 38 items included in main-study.
61. Agency's capability in providing integrated marketing communication covering advertising, sales-promotion, direct-marketing, and packaging services. (*)

62. Commitment of the agency to its clients. (*)

63. Polite and courteous treatment to clients in person and over telephone.

64. Cost-effectiveness of media-plans and schedules recommended by the agency.

65. Management chemistry/synergy between agency and client higher-management.

66. Creative ability of agency personnel. (*)

67. Agency's ability to guarantee the result and performance of its advertising campaigns.

68. Closeness of agency to the client.

69. Past experience of agency in handling advertising of products and brands similar to that of client's.

70. Speed of response to client's requests.

71. Location and spread of agency's offices/branch network.

72. Willingness of the agency to negotiate about agency compensation method.

73. Compatibility of agency and client size.

74. Quality of media space and time bought by the agency for clients. (*)

75. Assistance to clients in the development of advertising objectives and goals. (*)

76. Quality of advertising research. (*)

77. Adequacy of agency's resources to service clients effectively. (*)

78. Quality of agency's marketing advice and recommendations.

79. Agency's accountability to the client.

80. Standard of presentations by the agency. (*)

Note: '('')' following an attribute indicates that it is one of the 38 items included in main-study.
81. Meeting promised deadlines and adherence to time schedules.

82. Agency's ability to buy media at favourable rates.

83. Communication skills of agency personnel.

84. Image strength/image effectiveness of advertising campaigns produced by the agency. (*)

85. Extent of agreement between agency and client on the goals and objectives of advertising.

86. Agency's ability to entertain clients.

87. Ease of contacting agency personnel.

88. Creative and marketing philosophy of the agency. (*)

89. Giving realistic cost estimates to the client. (*)

90. Adequacy of media-monitoring to ensure proper implementation of media schedules.

91. International resources/foreign collaborations, tie-ups and affiliations of the agency.

92. Socialization skills of agency personnel. (*)

93. Productivity of meetings between client and agency personnel. (*)

94. Knowledge and skill of agency personnel working on client's account.

95. Agency's ability to critically highlight the weakness of client's marketing strategies and plans.

96. Productivity of advertising expenditure/spend. (*)

97. Agency's responsiveness to ideas and suggestions from the client. (*)

98. Assistance to clients in developing marketing strategies and plans.

99. Team-work and co-ordination among agency personnel.

Note: '(*)' following an attribute indicates that it is one of the 38 items included in main-study.
APPENDIX - C

NAMES OF AD AGENCIES AND NUMBER OF CLIENTS SURVEYED
### Appendix - C : Names of Ad Agencies and Number of Clients Surveyed

<table>
<thead>
<tr>
<th>S No.</th>
<th>Name of the advertising agency</th>
<th>No. of clients surveyed</th>
<th>Percent of the total</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Adroit Advertising</td>
<td>1</td>
<td>0.6</td>
<td>0.6</td>
</tr>
<tr>
<td>2.</td>
<td>Ambience Advertising</td>
<td>1</td>
<td>0.6</td>
<td>1.3</td>
</tr>
<tr>
<td>3.</td>
<td>Anugrah Advertising</td>
<td>1</td>
<td>0.6</td>
<td>1.9</td>
</tr>
<tr>
<td>4.</td>
<td>Artig Advertising</td>
<td>1</td>
<td>0.6</td>
<td>2.5</td>
</tr>
<tr>
<td>5.</td>
<td>Canco Advertising</td>
<td>2</td>
<td>1.3</td>
<td>3.8</td>
</tr>
<tr>
<td>6.</td>
<td>Chaitra Leo Burnett</td>
<td>1</td>
<td>0.6</td>
<td>4.5</td>
</tr>
<tr>
<td>7.</td>
<td>Clarion Advertising</td>
<td>1</td>
<td>0.6</td>
<td>5.1</td>
</tr>
<tr>
<td>8.</td>
<td>Contract Advertising</td>
<td>6</td>
<td>3.8</td>
<td>8.9</td>
</tr>
<tr>
<td>9.</td>
<td>Dattaram</td>
<td>1</td>
<td>0.6</td>
<td>9.6</td>
</tr>
<tr>
<td>10.</td>
<td>Directions</td>
<td>1</td>
<td>0.6</td>
<td>10.2</td>
</tr>
<tr>
<td>11.</td>
<td>Elegant Publicities</td>
<td>4</td>
<td>2.5</td>
<td>12.7</td>
</tr>
<tr>
<td>12.</td>
<td>Fifth Estate Communications</td>
<td>4</td>
<td>2.5</td>
<td>15.3</td>
</tr>
<tr>
<td>13.</td>
<td>Flame Advertising</td>
<td>1</td>
<td>0.6</td>
<td>15.9</td>
</tr>
<tr>
<td>14.</td>
<td>Fortune Communications</td>
<td>1</td>
<td>0.6</td>
<td>16.6</td>
</tr>
<tr>
<td>15.</td>
<td>Fountainhead Communications</td>
<td>7</td>
<td>4.5</td>
<td>21.1</td>
</tr>
<tr>
<td>16.</td>
<td>Galaxy Advertising</td>
<td>1</td>
<td>0.6</td>
<td>21.7</td>
</tr>
<tr>
<td>17.</td>
<td>Goldwire Communications</td>
<td>2</td>
<td>1.3</td>
<td>22.9</td>
</tr>
<tr>
<td>18.</td>
<td>H.T.A.</td>
<td>17</td>
<td>10.8</td>
<td>33.8</td>
</tr>
<tr>
<td>19.</td>
<td>In-house Advertising department/agency</td>
<td>3</td>
<td>1.9</td>
<td>35.7</td>
</tr>
<tr>
<td>20.</td>
<td>Insight Advertising</td>
<td>2</td>
<td>1.3</td>
<td>36.9</td>
</tr>
<tr>
<td>21.</td>
<td>Interact-Vision</td>
<td>2</td>
<td>1.3</td>
<td>38.2</td>
</tr>
<tr>
<td>22.</td>
<td>Jeliita Advertising</td>
<td>1</td>
<td>0.6</td>
<td>38.9</td>
</tr>
<tr>
<td>23.</td>
<td>Kalamkriya Advertising</td>
<td>1</td>
<td>0.6</td>
<td>39.5</td>
</tr>
<tr>
<td>24.</td>
<td>Kanara Advertising</td>
<td>1</td>
<td>0.6</td>
<td>40.1</td>
</tr>
<tr>
<td>25.</td>
<td>Lintas</td>
<td>14</td>
<td>8.9</td>
<td>49.1</td>
</tr>
<tr>
<td>26.</td>
<td>MAA Bozell Advertising</td>
<td>2</td>
<td>1.3</td>
<td>50.3</td>
</tr>
<tr>
<td>27.</td>
<td>Madhu Advertising</td>
<td>1</td>
<td>0.6</td>
<td>50.9</td>
</tr>
<tr>
<td>28.</td>
<td>Madras Advertising Company</td>
<td>3</td>
<td>1.9</td>
<td>52.9</td>
</tr>
<tr>
<td>29.</td>
<td>Matrix Advertising Services</td>
<td>3</td>
<td>1.9</td>
<td>54.8</td>
</tr>
<tr>
<td>30.</td>
<td>McCann Erickson India</td>
<td>3</td>
<td>1.9</td>
<td>56.7</td>
</tr>
<tr>
<td>31.</td>
<td>MCS Communications</td>
<td>3</td>
<td>1.9</td>
<td>58.6</td>
</tr>
<tr>
<td>32.</td>
<td>Moulis</td>
<td>2</td>
<td>1.3</td>
<td>59.9</td>
</tr>
<tr>
<td>33.</td>
<td>Mudra</td>
<td>3</td>
<td>1.9</td>
<td>61.8</td>
</tr>
<tr>
<td>34.</td>
<td>O &amp; M (also O&amp;M Direct)</td>
<td>11</td>
<td>7.1</td>
<td>68.8</td>
</tr>
<tr>
<td>35.</td>
<td>Percept Advertising</td>
<td>1</td>
<td>0.6</td>
<td>69.4</td>
</tr>
<tr>
<td>36.</td>
<td>Pinnacle Advertising</td>
<td>1</td>
<td>0.6</td>
<td>70.1</td>
</tr>
<tr>
<td>37.</td>
<td>Profid</td>
<td>4</td>
<td>2.5</td>
<td>72.6</td>
</tr>
<tr>
<td>38.</td>
<td>R.K. Swamy/BBDO Advertising</td>
<td>9</td>
<td>5.7</td>
<td>78.3</td>
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LIST OF PAPERS ON THE BASIS OF PRESENT STUDY

A. Papers published in Journals:


- Published a paper titled Customer Satisfaction: The Key to Profit in Indian Management, October 1997, Volume 36 (10), 43-49.

B. Papers presented in Conferences:

- Presented a paper titled Consumerism in Information Era at the XXXI national conference of Indian Academy of Applied Psychology held at Jalgaon (Maharastra) during December 1994.