Executive Summary

The purpose of this report is to identify the problems in the organizational structure of Aquarius Advertising Agency and propose recommendation via a new organizational structure. The report begins with brief background information about the company and the problems that the current organizational structure has. The report then highlights a new proposed structure which can be followed to deal with the existing current problems. The later part of the report highlights recommendations of implementing this structure. The report ends with a conclusion of the discussed issues that ties the report together.

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# Introduction

An organization can possess tremendous potential and still be not able to deliver to the best of their abilities of the internal environment is not appropriate. This report highlights the importance of structuring the key personnel in an appropriate manner so that the same results in improving the overall efficiency and efficacy of Aquarius Advertising Agency. It has always been observed that duplicity of work is a major cause of concern as the senior management is not able to devote their respective time to strategic matters and is involved in peripheral issues of operational nature. This is what is happening in the case of Aquarius Advertising Agency as one department of the organization is performing the role of many other departments. This report shows the current problems that are being faced by the organization and points pot the key problems. It also then proposes a new organizational structure that can be followed so that a few management problems are solved. Management concepts like strategic customer service, line and staff organization, importance of organizational structure have been highlighted throughout the report in order to gain comprehensive insight about the given topic. It is noticed from the case study that there is lack of control by the senior positions of the organisations. The subordinates are free to contact any client directly according to their whims and fancies and do not requires an approval of any suitable recommendation made to them. This leads to personal contacts of the client with an individual member of the organization and creates ambiguity in the minds of the clients which leads them to withdraw their respective request.

# Analysis of the key problems identified from the perspective of organizational design

One of the identified problems with Aquarius Advertising Agency is that they are not able to manage the end customer data very well. The communication with clients takes place in an ad hoc manner where the client seems to get in touch with various departments of the organization. A prospective client should be handed over to particular personnel who would identify the complete requirements and propose a plan of action to the client. Currently, the client gets in touch with various departments which potentially mean that everyone is recommended the clients different offers and different solution for the identified media plan. Also, in the media industry different working people are expected to present different ideas. If the client gets in touch with different personnel, then it would only increase the confusion and ambiguity in the minds of the end customer. This also results in duplicity of work to an extent as the senior management (Accounts Vice President) who provides with an approval of the final prices and the signing of the contract between the client and the organization. He is often required to know the full case history and also the terms and conditions agreed by both the parties. As given in the case also, one of the account executive commented that ‘Each of them tries to sell his or her own idea to the client and most of the time I don’t know what has happened until a week later’.

Another problem is the organizational structure where the account executives are handling the concerns and affairs of the other department, such as that of the media team or the operations team. The senior management must take proactive actions to let know the human resource of the organization their KRA’s respectively (Key Responsibility Areas). They would be expected to show excellence and commitment to their respective fields rather than being jack of all trades, as this is what is currently happening in the organization (Whitford 1998)

The above mentioned points clearly show a lack of control by the senior positions of the organisations. The subordinates are free to contact any client directly according to their whims and fancies and do not requires an approval of any suitable recommendation made to them. This

**Figure 1**

Board of Directors

President

Legal Counsel

Policy Committee

Executive Vice President

Financial Manager

Human Resource Manager

Accounts Vice President

Marketing Vice President

Operations Vice President

Research Department

TV/Radio/Internet Production Department

Media Department

Newspaper/ Magazine Production Department

Accounts Manager

Account Executive

Merchandising Department

Copy Department

Account Executive

Account Executive

Art Department

Account Executive

The above structure also lacks the clarity as the role of the Accounts Manger is not very vital. He

**Figure 2**

Chief Executive

General Manager: Marketing

General Manager: Operations

General Manager: Human Resource

General Manager: Finance/Accounts

Executives Team

Executives Team

Executives Team

Executives Team

Staff Relationship

Line Relationship

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