Achieving Total Quality Management in Advertising Design Agencies
(Case study on local and international agencies on the Egyptian market)

Dr. Wesam M. Ayada
  Associate professor, Advertising Dept., Faculty of applied arts, Damietta University
Nourhan Ibrahim Abu Elnaga
  Lecture, Advertising Dept., Faculty of applied arts, Damietta University

Abstract:
At the present time, advertising agencies face a fierce competitive environment locally and globally due to the proliferation of advertising agencies around the world and the continuous change of market requirements, as many agencies are established in Egypt without a clear and specific vision for their management, and the result is administrative, marketing and design errors, which negatively affects the position of the institution in the market and its ability productivity and competitiveness. The purpose is to investigate importance of applying the concept of total quality management in advertising agencies and to clarify the criterions the agencies should follow to manage available human and material resources to improve agency performance and produce innovative design outputs of high quality that keep pace with the requirements of the times Methodology Analytical method: The study follow the analytical methods that analysis different local and international agencies on the Egyptian market and analysise some models of their advertisements to determine the strengths and weaknesses in applying the concept of total quality management. Quantitative Method: A survey was conducted with 20 people who are specialists and scholars in the field of advertising design. The questionnaire was formulated to measure the impact of TQM in advertising design agencies to build criterions the agencies should follow. Findings The effective application of quality management in advertising agencies positively affects the performance of the organization administratively, marketing and design to deal efficiently with market variables and satisfy customer requirements . Achieving quality in advertising agencies means achieving the quality of intellectual, artistic, and material creativity to design an integrated advertisement in formal, functional and creative terms. Originality/value Studying the impact of advertising agencies applying total quality management in achieving quality in their administrative and design performance to reach local and global excellence . Studying how to efficiently manage human and material resources to design an innovative advertisement of high quality that matches the requirements of this era.

1- Introduction:

Advertising agencies are key players in any advertising campaign, unlike any other company have to satisfy two kinds of customers with potentially contradictory expectations audience and advertisers. They have several roles in the initiation, production and dissemination of commercial messages through a suitable medium. Advertising campaigns are undoubtedly very crucial and require being handled and executed by experts to avoid wasting human and material resources (Akinrosoye A. Idowu, Adeagbo S. Aderemi, Adegbite I. Olawale, Adunola N. Omotayo, 2022). As the entities acting in a dynamic environment, advertising agencies constantly need to adapt to growing market requirements by improving their services, shortening service time, and reducing costs (Grzegorz Leszczynski, Karolina Salamon,Marek Zieliński, 2022) . The tools that might contribute to the growth of operational efficiency and the quality of the agency output are the solutions based on total quality management**.**

Total Quality Management (TQM) is a contemporary management philosophy and strategy based on principles directed towards an organizational culture based on upgrading the level of performance and effective and continuous change of operations with the concerted efforts of all employees in the organization to ensure the achievement of its objectives with high efficiency (Bawazir, 2022). Achieving total quality management in advertising agencies means optimal utilization of available human and material resources to achieve administrative, marketing and design quality in order to improve agency performance and produce innovative design outputs of high quality to deal with market variables and satisfy client requirements.

2. Literature Overview
Definition of the main concepts:
2.1 Quality:
"Quality" is a relative word, a multifaceted concept that is contingent on the viewpoint of the consumer and the supplier. Usability (from a user-based perspective), requirement compliance (from a

manufacturer-based perspective), gradation of penchant (from a value-based perspective), and gradation of perfection (from an excellence -based perspective) are all ways that quality may be communicated (transcendental approach). The level of the produced product's ability to confirm the design requirements is referred to as its conformance quality. The degree to which the requirements for producing a product are adhered to precisely determines the level of quality that can be expected from the design of that product. The process of quality control is the method through which we observe actual performance and evaluate it in relation to predetermined criteria. If there is a gap between the performance that has been seen and the performance that has been established as standard, then remedial action has to be performed. (Aakash Mehta ,Anshuman Pandey ,Aryan Rana, 2023)

A definition attributed to quality guru (Crosby) states the following: Quality is conformance to requirements . The preceding definition assumes that the specifications and requirements have already been developed. The next thing to look for is conformance to these requirements. While (Juran) say: Quality is fitness for use. This definition stresses the importance of the customer who will use the product. (W. Edwards Deming) defined quality as follows: Good quality means a predictable degree of uniformity and dependability with a quality standard suited to the customer. The underlying philosophy of all definitions is the same- consistency of conformance and performance, and keeping the customer in mind. The definition adopted by the American Society for Quality (ASQ): Quality denotes an excellence in goods and services, especially to the degree they conform to requirements and satisfy customers. This definition assimilates the previous ones.

We conclude from the above: Quality is the degree to which performance meets expectations. This definition provides a means to assess quality using a relative measure.

2.2 Dimensions of Quality

Reliability implies dependability- reliability introduces the concept of failure and time to failure: Reliability is the probability that a system or component can perform its intended function for a specified interval under stated conditions. Quality and reliability go hand in hand. The customer expects a product of good quality that performs reliably. (Chandrupatla, 2009)

Performance: Performance is a measurement of the key features of a product or service that are connected to how well it functions.

Features: The extra qualities that a product or service has that contribute to its overall desirability are referred to as its features.

Conformance: Conformity is the quality of a product in which it satisfies the requirements outlined in the specifications or the standards established by the industry.

Reliability: In terms of performance, reliability refers to how well it holds up over time.

Durability: The term "durability" refers to the length of time throughout which a productor service may be used effectively.

Serviceability: Serviceability refers to the quality of a product or service that is concerned with the process of resolving issues and complaints. Aesthetics may be demarcated as the makings of a creation or facility that appeal to the senses.

Perceived quality: It is a personal evaluation of excellence that is grounded on the perspective of the customer in relation to the product. Perceived quality is also known as perceived value. (Garvin, 1987)

Quality planning: Planning for quality ensures that quality criteria are included into delivered products before manufacturing begins. As a result, preparation for it takes place throughout the product's period of development. It might entail determining standards or the most effective techniques.

Quality assurance: The term "quality assurance" (QA) refers to the actions that are deliberate and carried out in a methodical manner inside a quality management system in order to ensure that the excellence criteria for a creation or facility are met. It is the method of contrasting the current excellence limits with a predetermined standard, as well as monitoring the operations and an associated feedback loop in order to reduce the possibility of making mistakes. In contrast to this, quality control places its emphasis on the products that are produced. The activity that is carried out during the actual work to check that the criteria outlined in the quality plan are being adhered to is referred to as quality assurance.

Quality control: Controlling quality is an activity that focuses on improving the quality of processes or products by directing attention to manufacturers such as judgements on revision, receipt, besides the adjustment of procedures. It is also done throughout the stage of the scheme in which implementation is taking place. When a product needs rework, it indicates that it does not satisfy the standards set for it, that it cannot be provided to the end user, and that it needs some further work to be completed in order to transport it up to the values set for it. (Fahmi Abu Al-Rub, Penelope Shibhab, Safwan Abu Al-Rub, 2020)

3. Quality Management and Total Quality Management:

Quality Management (QM) is the use of management techniques and tools to achieve consistent quality of products and services to achieve maximum customer satisfaction at the lowest overall cost to the organization while continuing to improve the process. Quality management is thus the totality of functions involved in the determination and achievement of quality including quality assurance and quality control. (Jenish Chauhan, Sushil Subedi, Ashok Thakulla, Saurav Raj Khanal, 2023)

Total Quality Management (TQM) provides a entirely different way of looking at the management style. It develops and provides a participative culture The basic aim is to involve every person of every department of the organization to work together so as to eliminate errors and prevent waste. TQM consists of relentless improvement activities, involving everybody in the business in a totally integrated effort towards improving performance at every level. TQM strives to integrate all organizational functions (marketing, finance, design, engineering, and production, customer service, etc.) to focus on meeting customer needs and organizational objectives. (Abhijit Mehta, Faisal Rafik Degi, 2019)

3.1 Total Quality Management (TQM):

As a response to real challenges such as high technology, globalization, open international markets, Many organization started to adopt TQM as a quality and productivity improvement programmes.

TQM is one of the philosophical concepts and recent trends that have attracted the attention of researchers and specialists who are interested in developing administrations management. It is one of the concepts about which ideas differ according to the viewpoint of researchers, but it is centered on the same goal which customer satisfaction . (Taher Hameed Abbas Bahia,Bushra Abdul Hamza Abbas,Afrah Raheem Idan, 2023)

Quality Management is an integrated management set of activities and processes for improving organizational performance by continuously improving employing participative management, training, problem solving teams, statistical methods, long-term goals and recognition that the system not people produces inefficiencies . TQM is a comprehensive approach to improving competitiveness, effectiveness, and flexibility through planning, organizing, and understanding each activity, and involving each individual at each level. (Abdelraheem, 2023)

The concept of total quality management can be explained on the basis of the words it consists of:

Total: involving the entire organization components, supply chain, and product life cycle.

Quality: conformance to requirements (meeting customer requirements).

Management: the system of managing with steps like plan, organize, control, staff, lead, provisioning and the likes. (Virender Kumar, Jasbir Singh, Davinder Kumar, Mamta Antil, 2016)

According to International Organization for Standardization (ISO) "TQM" is a management approach for an organization ,centered on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction, and benefits to all members of the organization and to society. (Horiya Mohamed Adel, Al SammanAdel, Duaa Abdulla, 2019)

From the definition above, it can be seen that TQM is a modern management philosophy that takes the form of a comprehensive management approach or system based on bringing about radical positive changes to everything within the organization in order to improve and develop its components ,in order to reach higher quality in its outputs at the lowest cost, in order to achieve the highest degree of satisfaction for its customers by satisfying their needs and desires according to what they expect.

Based on the above, it is a contemporary management philosophy and strategy based on principles directed towards an organizational culture based on upgrading the level of performance and effective and continuous change of operations with the concerted efforts of all employees in the organization to ensure the achievement of its objectives with high efficiency. (Djojo Dihardjo ,Lena Ellitan, 2021)

3.1.2 Principles of Total Quality Management:

Quality management principles" are a set of fundamental beliefs, norms, rules and values that are accepted as true and can be used as a basis for quality management.

The QMPs can be used as a foundation to guide an organization's performance improvement. They were developed and updated by international experts of ISO Fig 1. (ISO, 2015)

Fig 1: Total Quality Management principles

a) customer Focus

The primary focus of any organization should be to meet and exceed the customers' expectations and needs. When an organization can understand the customers' current and future needs and cater to them, that results in customer loyalty, which in turn increases revenue.

The business is also able to identify new customer opportunities and satisfy them. When business processes are more efficient, quality is higher and more customers can be satisfied.

b) Leadership

Good leadership results in an organization's success. Great leadership establishes unity and purpose among the workforce and shareholders. Creating a thriving company culture provides an internal environment that allows employees to fully realize their potential and get actively involved in achieving company objectives.

Leaders should involve the employees in setting clear organizational goals and objectives. This motivates employees, who may significantly improve their productivity and loyalty.

c) Engagement of People Staff

involvement is another fundamental principle. The management engages staff in creating and delivering value whether they are full-time, part-time, outsourced, or in-house. An organization should encourage the employees to constantly improve their skills and maintain consistency.

The principle also involves empowering the employees, involving them in decision making, and recognizing their achievements. When people are valued, they work to their best potential because it boosts their confidence and motivation. When employees are wholly involved, it makes them feel empowered and accountable for their actions. (Jenish Chauhan, Sushil Subedi, Ashok Thakulla, Saurav Raj Khanal, 2023)

d) process Approach

The performance of an organization is crucial according to the process approach principle. The approach principle emphasizes achieving efficiency and effectiveness in the organizational processes. The approach entails an understanding that good processes result in improved consistency, quicker activities, reduced costs, waste removal, and continuous improvement.

An organization is enhanced when leaders can manage and control the inputs and the outputs of an organization, as well as the processes used to produce the outputs. (Fahmi Abu Al-Rub ,Penelope Shibhab,Safwan Abu Al-Rub, 2020)

e) Continuous Improvement

Every organization should come up with an objective to be actively involved in continuous improvement. Businesses that improve continually experience improved performance, organizational flexibility, and increased ability to embrace new opportunities. Project should be able to create new processes continually and adapt to new market situations.

f) Evidence-based Decision Making

Project should adopt a factual approach to decision-making. Businesses that make decisions based on verified and analyzed data have an improved understanding of the marketplace. They are ableto perform tasks that produce desired results and justify their past decisions.

Factual decision-making is vital to help understand the cause-and-effect relationships of different things and explain potential unintended results and consequences.

g) Relationship Management

Relationship management is about creating mutually beneficial relations with managers, staffs and workers. Different interested parties can impact a company's performance. The organization should manage the supply chain process well and promote the relationship between the organization and its suppliers to optimize their impact on the company's performance.

When an organization manages its relationship with interested parties well, it is more likely to achieves stained business collaboration and success.

3.1.3 Total Quality Management Importance:

- Increasing the competitiveness of the organization.
- Customer satisfaction, superiority and excellence over competitors.
- Increasing the productivity of every component of the organization.
- Increasing the organization's mobility and flexibility in dealing with the surrounding variables in the environment.
- Ensuring comprehensive continuous improvement of all levels and activities of the organization and increase the ability to grow communication.
- Increasing profitability and improve the organization's economies.
- Reducing and shorten routine procedures.
- Create a comprehensive and integrated system of performance in the organization and to prevent error, increase innovations and creativity.
- Raise the efficiency of decision-making, increase the loyalty and affiliation of working individuals, rationalize public spending in the organization.
- It increases efficiency in processes, reduces

wastage, and improves the use of time and other resources. (Taher Hameed Abbas Bahia,Bushra Abdul Hamza Abbas,Afrah Raheem Idan, 2023)

4. Advertising Agencies

The American Association of Advertising Agencies has defined an advert agency as 'an independent organization of creative people and business people who specialize in developing and preparing marketing and advertising plans, advertisements and other promotional tools. the advertising agency also purchases advertising space and time in various media on behalf of different advertisers or sellers to help them find customers for their products.

These definitions give an insight to the role of advertising agencies. Because advert agencies are independent, that is they are not owned by the advertisers or its' managements, they stand to view the product objectively and can bring in objective view points to advertisers' businesses.

Secondly, they harness different business people and creative people to carry out production jobs for advert copies. They also carry out research for advertisers (their clients) to determine a most suitable media for advertising their products. Usually, they negotiate, contract and arrange for commercial space and time with various media including digital media for their clients.

Advertising agencies are loyal only to their clients, (the advertisers). Their obligation morally, financially and otherwise is to their clients. Advertisers in turn rely on them to create more effective advertising and select more effective media than they can themselves. They employ the services of advert agencies in their own interests. (Aliede, 2013)

4.1 Advertising Agencies Types:

Advert agencies are usually classified by their geographic range, the types of services they offer and the types of businesses they do. Hence, they include:

Geographically: advert agencies are grouped into; regional and national agencies; and international agencies.

By what services they offer: advert agencies are grouped into full service agencies and specialized service agencies.

Full service: advert agencies offer both advertising and non-advertising services to their clients. Advertising services offer includes planning, creating and producing adverts; carrying out research and selecting media while non-advertising services include packaging, public relations, producing sales promotion materials, annual reports and so on. This kind of advert agency is either a General consumer agency or Business to Business

agencies.

Specialized: service agencies offer specific services to their clients such as creative boutiques, media buying services and interactive agencies. (Aliede, 2013)

4.2 Differences between the quality of products and services in the agency:

The quality of a service may often be defined in a manner that is distinct from that of a physical commodity. Products that are substantial and can be physically seen, handled, and observed in their whole are referred to as goods. The television, the computer, the clothing, the food products, and so on are all examples. As a result, the tangible characteristics of the product should be prioritised when defining quality for material items.

Conformance , which refers to the degree to which a product satisfies the standards that have been established, is one of the most popular types of quality specifications for commodities. Extra shared meanings of excellence for goods comprise presentation, such as the rate at which a car travels. dependability, which means that the creation will continue to purpose as intended for the duration of its predictable life deprived of failing. structures, which are extra to the basic purposes . toughness, which is an predictable acceptable operational life of the creation, and serviceableness, which refers to how easily a product can be serviced. The preferences of each individual consumer determine the proportionate weight that should be attached to each of these definitions. It has been noted that different people have various interpretations of what constitutes quality in their lives.

Services, in contrast to physical products, are intangible. In most cases, the product cannot be seen or handled in any way. On the contrary, it must be experienced. Some examples of this might be giving a lecture, getting medical treatment, or getting a massage in a beauty parlour. Each individual has their own unique perspective, which shapes how they evaluate the quality of the service they get. It also takes into account the conduct of the individuals providing the service as well as their level of politeness. The following characteristics are considered to be indicators of the quality of a service: responsiveness, dependability, promptness ,empathy, and tangibility. (Dhanya Alex ,Sam Thomas, 2011)

4.3 Total quality management in advertising agencies:

Achieving total quality management in advertising agencies means optimal utilization of available human and material resources to achieve administrative and design quality to deal with market variables and satisfy client requirements. Fig 2.
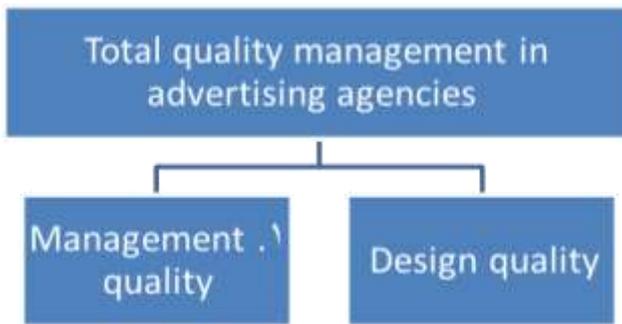
Fig 2: Total Quality Management principles

4.3.1 Management quality:

Plan- Do- Check- Act (Fig3) is a Total quality management model it is applied to all processes and the quality management system as a whole, that helps drive continual improvement and deliver results in your organization. It helps any kind of business to stand out, gain a competitive edge, and grow (Fahmi Abu Al- Rub, Penelope Shibhab, Safwan Abu Al-Rub, 2020)**.**
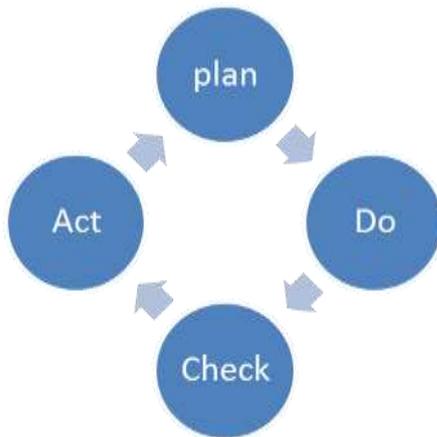

Fig 3: Quality Management cycle

Plan: Identify your organization's key processes for meeting your objectives as well as your customers' needs. Within each of these processes, make sure you understand your customers' requirements and can guarantee that these are met – each and every time. This will form the basis of your quality management system.

Do: Implement the processes. Make sure senior management is on board. It is crucial that everyone-from the top down- is supportive of the initiative and its objectives.

Check: Monitor and measure processes against policies, objectives and requirements for the final output to ensure strict adherence to them and detailed reporting of the results.

Act: Take action to continuously improve process performance. buy the Standard and appoint a Quality Manager that will study the Standard and will act as an internal Ambassador in order to generate commitment and determination for adopting and implementing the QMS. Also, appoint the Quality team. (Virender Kumar, Jasbir Singh,

Davinder Kumar, Mamta Antil, 2016)

It is more than a quality management system, it's a complete operational tool designed to improve performance. It provides a frame work which helps you to focus on ensuring you anticipate your business environment and customer needs. It's flexible and agile so you can make it work for your business.

It's based on the high-level structure which is a common framework for all new management system standards. This helps keep consistency, align different management system standards, offer matching sub-clauses against the top-level structure and apply common language across all standards. It makes it easier for organizations to incorporate their quality management system, into core business processes, make efficiencies, and get more involvement from senior management. (Fahmi Abu Al-Rub ,Penelope Shibhab,Safwan Abu Al-Rub, 2020)

4.3.2 Design quality:

Achieving design quality in an advertising agency means achieving creativity, Creativity is seen to be the key to successful advertising. Industry experts recognize creativity can increase the effectiveness and efficiency by up to ten times and that after market share, it has the second largest impact on advertising profitability and long-term brand value.

4.4 Design Creativity:

With the increasing concentration of media planning and buying into large media agencies that provide specialist expertise and economies of scale, the role of creativity has become the core function of most advertising agencies**.**

Advertising creativity has been variously described in terms of thinking, ability, problem- solving, imagination, innovation, and effectiveness, Advertising practitioners encounter various viewpoints about their work that in turn impacts their views of what constitutes advertising creativity **.**

Career advancement in advertising requires that practitioners assimilate cultural codes of professionalism that eventually become instinctive and habitual, Much of this has to do with the correct use of the conventions and norms of the industry rather than any rigid adherence to any creative concept or approaches**.**

An advertising creative needs to appear to be both an artist and concurrently realistic, market oriented and commercially driven Thus the agency creative "is not a free-floating artist but…is one who works hard to synthesize and apply analysis and knowledge" to develop new and novel creative outcomes**.** The perceptions of what constitutes advertising creativity have been found to differ by

role Thus creative talent, or creatives as they are often known, has a tendency to view advertisements as more appropriate if they are artistic, while account executives and account planners are more inclined to view advertisements as more appropriate if they are strategic.

Advertising creativity is an execution that surprises and provides insight to its intended audience, with the goal of supporting an intended campaign strategy. Agency executives have to combine the artistic with the strategic to reach appropriate solutions for their clients. Clients are looking to solve problems rather than produce art. (Luca Petruzzellis , Russell S. Winer, 2016)

4.4.1 The creative environment in the advertising agency:

The theoretical development of the organizational influences on creativity has come largely from the management literature. For example, one framework constructed organizational creativity based upon individual characteristics such as personality and knowledge, group characteristics such as cohesiveness and norms, and organizational characteristics such as resources, rewards and culture.

A second framework, the KEYS model designed to assess the work environment for creativity, detailed five conceptual categories that contribute to the environment for creativity: encouragement by the organization, supervisors, and work group; freedom or autonomy; sufficient resources; pressures such as challenging work and workload; and few organizational impediments.

A third broad framework, the three Ps, which is more specific to advertising, describes the bases of creativity in terms of people, place and process . In this framework, place provides a structure with which to assess the environment.

Each of these theories and frameworks aims to address comprehensively the environmental influences on creativity; On the other hand, the systems perspective on creativity is one model that accounts for the interactions and relationships that pertain to common creative values and group standards for excellence.

The systems model of creativity focuses not just on an individual or an organization, but upon the system of relationships and interactions between three elements: the creators who develop concepts; the domain or culture that provides material and rules upon which to draw; and the field of creative directors, account managers and clients who select and validate the ideas . All three elements must be examined in conjunction and understood as having an active role in the creative process. (Turnbull & C. Wheeler, 2017)

4.4.2 Design Processes in advertising agency

An advertising agency usually has six departments, which are:

Account services, Planning, Media buying, Finance, Production and Creative department.

Normally, print and TV ads and additional promotion communications are developed within the creative department. This department consist of novelists, professional writers, graphics artists to plan and build visuals, designers (often including a web designer), art directors, all of whom report to the creative director These people are referred to as creatives, recruited to use their conceptual and artistic capabilities in the production of advertising, The creative function is usually the centre of the advertising agency.

4.4.2.1 Design Processes:

In stage 1, the brand owner outlines the objectives.

At the second, account owners lead the relationships with the client and therefore take a dominant role between those working at stage three, four and five.

Planners have a major role in providing an insight which could underpin the overall campaign, design decisions and the media platforms, conducting market scanning, and research.

Stage four is led by creative managers to ideate, compare, amend, seek account manager approvals before presenting to the client. The final team, media make choices about how to spend the largest portion of the budget. They determine campaign performance. (Antonius D. Raghubansie , Hatem O. Aly Salem El-Gohary, 2021)

4.4.2.2 Stage-based models of the creative process:

The creative process has been defined as, the sequence of thoughts and actions that leads to a novel, adaptive production.

The reative process should be seen as a five-stage process

1- Problem or Task Presentation (the problem can come from internal or external stimulus)

2- Preparation (collection or reactivation of relevant information);

3- Response Generation (searching memory and immediate environment to respond to problem)

4- Response Validation (testing the possible response against knowledge and assessment criteria)

5- Outcome (Decision to progress or terminate process). This fifth stage is a decision making phase. This stage recognizes that if the solution to the problem passes the validation stage the process is terminated. If the solution is not fully met, previous stages of the process may be revisited.

This additional stage of the creative process is an

important one to consider when examining the advertising creative process as it suggests that a decision on the outcome will be made. (Turnbull & C. Wheeler, 2017)

5. Examples of local and international advertising agencies:

5.1 Media Hub

Media Hub Advertising is a full service communications agency, one of the most comprehensive creative-service providers in Egypt and the region. It create innovative and unique Communication campaigns for your product, service, brand or event that fulfills your business objective.

5.1.1 Their creative quality management

They maintain a high- end quality of creativity, design, execution and follow up, they Extract Insight that Sparks Ideas and then Develop Winning Strategies, they create campaigns founded on deep psychological insights and deliver messages in novel and thought-provoking ways.

- Develop Communication Strategies:

Understanding both the clients' and target audience needs is the key. they always follow an integrated communication strategy outside-in approach, i.e. to be centred around extensive customer analysis

- Build Communication Plans: after detailed analysis that, they reformulate goals and a general philosophy around how this communication should take place. And only then flesh preliminary thoughts out into a full-fledged plan.

- Creative Conception & Execution: (across all media platforms: TV, print, digital, billboard, radio, etc.) they Creating advertising which meets their objectives. By devising well-written copy, high impact design, and attention to detail, allowing them to capture attention and make an impression in an increasingly cluttered marketing environment. and finally, deploying their advertising messages across media platforms to best reach your target market. (mediahubmena, 2023)

5.1.2 Examples of their designs:

- The Pharaohs' Golden Parade (event)

- Cyrstal Arabia (tv ads)

5.2 Impact BBDO:

Part of the global BBDO network, IMPACT BBDO is a leading regional marketing communications group operating across the Middle East, Africa and Pakistan for close to 50 years. Established in 1971, IMPACT BBDO offers comprehensive and integrated marketing communication solutions, covering a wide and prestigious base of global, regional and local brands.

5.2.1 Their creative quality management:

Their mission is to create and deliver the world's most compelling commercial content across all mediums and screens. This is delivered through a

group of specialized agency networks, working seamlessly together as one brand team. The group includes:

- IMPACT Proximity, a digital, direct and CRM agency, that focuses on creating and orchestrating experiences that influence behaviour through the entire journey.

- IMPACT Porter Novelli, a public relations consultancy that creates strategic brand messaging platforms and purposeful campaigns that influence, engage and move the audiences that matter most.

- Fleishman Hillard, specializing in public

relations, reputation management, public affairs, brand marketing, digital strategy, social engagement and content strategy. (impactbbdo, 2023)

5.2.2 Examples of their designs:
- Snickers Hunger Insurance (tv ads)

- Dettol: Social Distancing Prayer Mat (tv ads)

5.3 Such & Such

Such & Such is an award-winning Shefield design agency specialising in brand communications. What starts with brand strategy and identity design flows seamlessly into digital, print and spatial design**.**

5.3.1 Their creative quality management:

Their creative work has to come from sound reasoning. They've seen it make the difference between design that functions and design that brings life to brands, tells their story, connects with audiences and gives their clients a platform to really shout from.

Good brand solutions come from good brand strategy. So they like to start with workshops, research, interviews that add depth and insight to their understanding and lead us to smart, distinctive brand propositions. From there, their translate the strategic into the creative, inspiring brand identity, brand voice and messaging, content and application, without losing any connection to their strategic starting point. (suchandsuch, 2023)

5.3.2 Examples of their designs:
- Skateboard GB (logo design)

- We Do (Branding design):

5.4 Synergy

Synergy is one of the largest media and production companies in the Middle East, it a full service agency offering its Clients total transformation solutions through account management, creative, planning, research, studio, television and production service offerings**.**

Their vision is to become the indispensable partner, creating business success and growth for their Clients.their mission is to provide effective and innovative holistic marketing communications solutions fuelled by the most proactive people, who are motivated to explore beyond their limits and add value for their Clients, Agency and fellow partner**.**

5.4.1 Their creative quality management:

5.4.2 Examples of their designs:

- Banque Misr

- Ministry Of Health :100 Million Health Campaign

6. Search Procedures:

It means the inductive part of the research to investigate importance of applying the concept of total quality management in advertising agencies and to clarify the criterions the agencies should follow to manage available human and material resources to improve agency performance and produce innovative design outputs of high quality that keep pace with the requirements of the times.

This is done by conducting a questionnaire with a number of specialists and scholars in the field of advertising design to find out their views on the level of application of total quality management in advertising agencies and its importance.

The research sample consisted of (50) people of both sexes, of different ages, students and specialists in the field of advertising, as shown in the following chart:
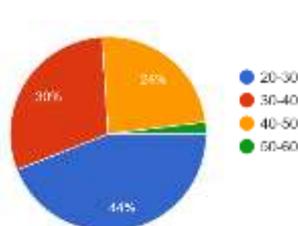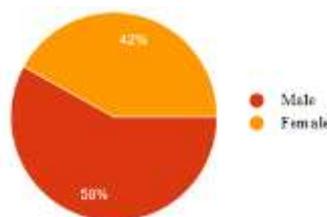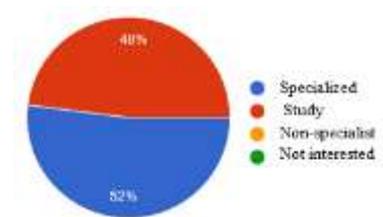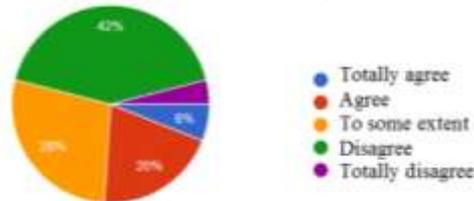
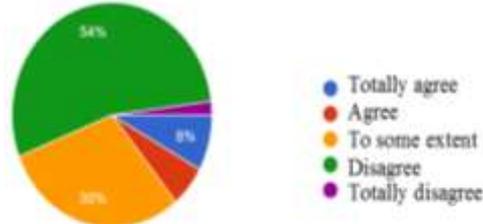Age   Sex   Specialization

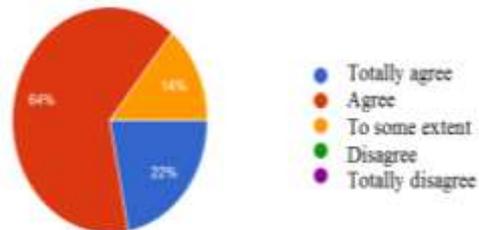**The results of the survey questions are as follows:**

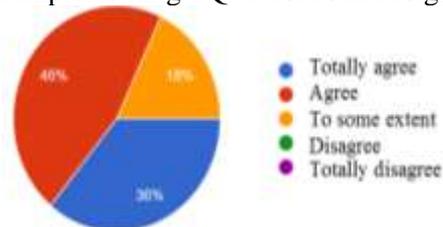1- Advertising agencies follow (TQM) within their various departments

2- Advertising agencies achieve both elements of TQM (management quality and design quality).
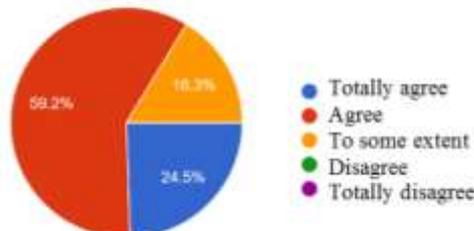

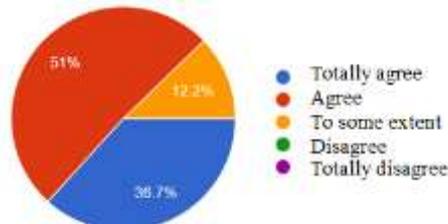3- Some agencies' lack of interest in implementing TQM results in management problems

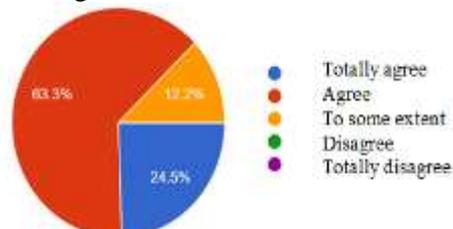4- Some agencies' lack of interest in implementing TQM results in design problems

5- Managerial and design errors affect the competitiveness of the advertising agency in the markets
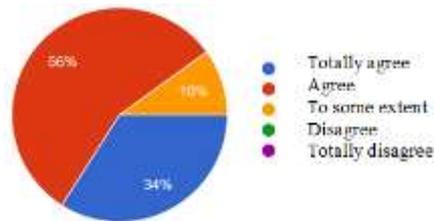

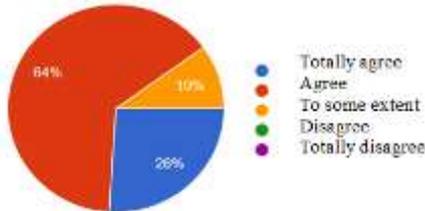6- A TQM system helps the agency manage its human resources successfully

7- A TQM system helps the agency manage its material resources successfully

8- A TQM system helps provide a structured creative environment within the agency

9- The effective application of TQM within the agency helps achieve creativity in the final design process

10- The arrival of the advertising agency to creativity entails increasing its competitiveness and position in the markets
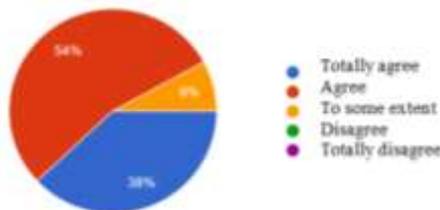
The results of the questionnaire showed the following:

1- 42% of the research sample disagreed with that Advertising agencies follow (TQM) within their various departments While another 28% believe that agencies follow TQM to some extent and 20% agreed that the agencies follow the TQM.
2- 54% of the research sample disagreed with dvertising agencies achieve both elements of TQM (management quality and design quality) While 30% believe that the agencies achieve the two elements of quality to some extent, and only 8% agree.
3- 64% of the research sample agreed that some agencies' lack of interest in implementing TQM results in management problems, 22% completely agreed with that and 14% somewhat agreed.
4- 46% agreed that some agencies' lack of interest in implementing TQM results in design problems While 36% completely agreed and 18% somewhat agreed.
5- The largest percentage 59% agreed with Managerial and design errors affect the competitiveness of the advertising agency in the markets, While 24% totally agreed with that, and there were 16% who believed that this was true to some extent.
6- 51% agreed with A TQM system helps the agency manage its human resources successfully 37**%** completely agree, and only 12% agree to some extent.

7- The largest percentage, 63%, agreed with A TQM system helps the agency manage its material resources successfully While 24% totally agree with that and 12% agree to some extent.
8- 56% agreed with A TQM system helps provide a structured creative environment within the agency, While 34% totally agree with that and 10% agree to some extent.
9- 64% think that the effective application of TQM within the agency helps achieve creativity in the final design process, While 26% fully agree with that and 10% agree to some extent.
10- 54% think that the arrival of the advertising agency to creativity entails increasing its competitiveness and position in the markets, While 38% fully agree with that and 8% agree to some extent.

7. Result and Discussion

1- Plan-Do- Check- Act is a TQM model It is applied to all processes and the quality management system as a whole, that helps drive continual improvement and deliver results
2- To achieve quality management Advertising agencies must apply TQM standards in terms of customer Focus, Leadership, Engagement of People Staff, process Approach, Continuous Improvement, Evidence-based Decision Making, Relationship Management.
3- Achieving TQM in advertising agencies means optimal utilization of available human and material resources to achieve administrative and

design quality to deal with market variables and satisfy client requirements.

4- Agencies must maintain a high-end quality of creativity, design, execution and follow up to deliver messages in novel and thought-provoking ways.

5- -Develop Communication Strategies, customer analysis and Understanding both the clients' and target audience needs is the quality key.

6- Creative Conception & Execution, by devising well-written copy, high impact design, and attention to detail, allowing them to capture attention and make an impression in marketing environment.

Conclusion:

1- Advertising agencies must implement a TQM system within their various departments.

2- TQM helps agencies achieve both management quality and design quality.

3- TQM system helps the agency manage its material and human resources successfully.

4- TQM system helps the agency to produce innovative design outputs of high quality that keep pace with the requirements of the times.

References:

1- (2023, may). Retrieved from impactbbdo: https://www.impactbbdo.com/en

2- (2023, may). Retrieved from mediahubmena: https://www.mediahubmena.com/

3- (2023, May). Retrieved from suchandsuch: http://suchandsuch.design/

4- Aakash Mehta ,Anshuman Pandey ,Aryan Rana. (2023). Total quality management of eduaction system. Delhi technological university, department of mechanical engineering, Bawana Road ,Delhi.

5- Aakash Mehta, Anshuman Pandey, Aryan Rana(. (2023, April 14). total quality management of education system. delhi: department of mechanical engineeringdelhi Technological University.

6- Abdelraheem, A. A. (2023, march). Effect of Strategic Cost Management on Total Quality Management Principles. Social Science Journal, vol.13(No.3), 308.

7- Abhijit Mehta , Faisal Rafik Degi. (2019). Total quality management implementation, and its barriers inEducation system. International Scientific Journals, Vol.3(No.1), 37.

8- Akinrosoye A. Idowu ,Adeagbo S. Aderemi,Adegbite I. Olawale,Adunola N. Omotayo. (2022). Assessing the Impact of Advertising Agencies on Effective Advertising Campaigns. British Journal of Mass Communication and Media Research, Volume 2(Issue 1), 71.

9- Aliede, J. E. (2013). Advertising Copy and Layout (MAC 332). Nigeria: National Open University of Nigeria.

10- Antonius D. Raghubansie , Hatem O. Aly Salem El-Gohary. (2021, July). Digital Advertising Creative Processes and Innovation in UK SME. Scientific Journal for Financial and Commercial Studies and Researches, Vol.2 (No.2), 80,83.

11- Bawazir, E. A. (2022). Measuring the Practice Level of Total Quality Management and its Impact on Employees Performance at ESNAD factory. nternational Journal of Advanced Engineering Research and Applications, Volume 7(Issue 11), 151.

12- Chandrupatla, T. R. (2009). Quality and Reliability in Engineering. USA: Cambridge University Press.

13- Dhanya Alex ,Sam Thomas. (2011). Impact of Product Quality, Service Quality and Contextual Experience on Customer Perceived Value and Future Buying Intentions. European Journal of Business and Management, Vol 3(No.3), 308.

14- Djojo Dihardjo ,Lena Ellitan. (2021, November). Total Quality Management: A Review of Recent Trend. International Journal of Trend in Research and Development, Vol 8(No 6), 41.

15- Fahmi Abu Al-Rub ,Penelope Shibhab,Safwan Abu Al-Rub. (2020). Quality Management Systems (ISO 9001:2015). USA: GAVIN eBooks.

16- Garvin, D. A. (1987, November). Competing on the Eight Dimensions of Quality. Harvard Business Review.

17- Grzegorz Leszczynski ,Karolina Salamon,Marek Zieliński. (2022, May 30-31). Acceptance of Artificial Intelligence in Advertising Agencies. Conference: 37th International Business-Information-Management Association Conference Cordoba, 1.

18- Horiya MohamedAdel, Al SammanAdel ,Duaa Abdulla. (2019, May). Total Quality Management Approach and how it Affects the Institutional Performance a Case Study from the Kingdom of Bahrain. International Journal of Social and Administrative Sciences, Vol. 4(No. 2), 141.

19- ISO. (2015). Quality management (2 ed.). Switzerland: Chemin de Blandonnet 8.

20- Jenish Chauhan, Sushil Subedi, Ashok Thakulla, Saurav Raj Khanal. (2023, January). PROJECT QUALITY MANAGEMENT. Conference: Survey Project Management, 2 ,5.

21- Luca Petruzzellis , Russell S. Winer. (2016).

Rediscovering the Essentiality of Marketing. USA: Springer.

22- Taher Hameed Abbas Bahia,Bushra Abdul Hamza Abbas,Afrah Raheem Idan. (2023). Total Quality Management as a Philosophy to Improve the Performance of the Academic Organization. International Journal of Professional Business Review, Volume 8(Issue 1), 3,4,5.

23- Turnbull & C. Wheeler. (2017). The advertising creative process: A study of UK agencies. Journal of Marketing Communications, 5.

24- Virender Kumar, Jasbir Singh, Davinder Kumar, Mamta Antil. (2016, May). Total quality management. National Journal of Advanced Research, Volume 2(Issue 3), 5,7.