

Report On

**The Role of Client Service Practices in Enhancing Client Satisfaction: Insights from
Crosswalk Communication LTD.**

By

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An internship report submitted to the Brac Business School in partial fulfilment of the requirements for
the BBA Program.

Brac Business School

Brac University

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing a degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted or submitted for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Letter of Transmittal

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Subject: Submission of internship report on- The Role of Client Service Practices in Enhancing Client Satisfaction.

Dear Sir,

I have completed my internship with Crosswalk Communications LTD. In compliances with your specifications, I have prepared this report as part of my internship. This report focuses on the insights, expertise, and competencies I acquired during my internship with the mentioned company and the “The Role of Client Service Practices in Enhancing Client Satisfaction”. Working during the internship period has been a superb and positive experience. I am now familiar with the technical aspects of the advertising industry and the impact that advertising has on brands.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible. I trust that the report will meet the desires.

Sincerely yours,

Md. Imtiaz Ahmmmed Emon
Student ID: 23104125
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Date: January 2026

Acknowledgement

I would like to thank Almighty Allah who has provided me with strength, patience and guidance to be able to complete my internship program and writing of this report.

I also express my utmost gratitude to my academic supervisor Mr. Riasat Muhammad Amir, Senior Lecturer, BRAC Business School, who has been very helpful, encouraging and provided useful feedback during the course of writing this report.

It is also my pleasure to sincerely thank Crosswalk Communication Ltd. that gave me the opportunity to do my internship with them. I owe my special thanks to Mr. Vivian Pantho Adhikari, Client Service Supervisor, who was my supervisor and gave constant support and supervision as well as professional advice during my internship period.

I wish to have the opportunity to acknowledge all the staff of the Crosswalk Communication Ltd., especially, the Client Service, Creative, and Digital teams, whose collaboration, assistance, and mutual experience exchange I was lucky to observe during my internship.

Lastly, I would also like to mention the person who gave me life and supported me in everything, my dear mother.

Executive Summary

This internship report meets the Bachelor of Business Administration course requirement in BRAC Business School and is the output of a three months internship at the Client Service Unit of Crosswalk Communication Ltd. The purpose of the internship was to be exposed to real-life activities in client service operations and evaluate the effects of the operations on client satisfaction. Such important tasks as client communication management and assisting the implementation of campaigns with such large clients as Prothom Alo and ElectroMart were part of the main tasks.

The report has three parts, namely, a description of the internship, the organisational analysis of the Crosswalk Communication Ltd. with emphasis on multiple managerial factors, and the project focused on the contribution of client service practices to client satisfaction. The research adopted a descriptive qualitative approach, which found out that the quality and responsiveness of communication play a significant role in client satisfaction and that the high workloads and lack of clarity in briefing processes were among the issues.

Keywords

client service Unit, client service operations, client satisfaction, client communication management, briefing, efficiency, client retention.

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CHAPTER 1: OVERVIEW OF INTERNSHIP

1.1 Student Information

Name: Md. Imtiaz Ahmmed Emon

Student ID: 23104125

Programme: Business Administration (BBA)

Major/ Specialization: Marketing

School: BRAC Business School

BRAC University

This report is made as partial fulfilment of the internship condition of BBA program. It captures my case finding during the three months of internship with Crosswalk Communications Ltd. concerning the organizational knowledge and a comprehensive project on the client service practices and their effects on client satisfaction.

1.2 Internship Information

1.2.1 Internship Details

Internship Period: October 20, 2025 January 20, 2026.

Name of the organization: Crosswalk Communications Ltd.

Division/Department: Client Service Unit

Phone: 01852425836

Crosswalk Communications Ltd. is a well-established advertising company with the recognition of innovative campaigns, brand management, and online marketing processes. The internship exposed me to the reality of handling clients, strategy of communication and running of campaigns.

1.2.2 Internship Supervisor

Name: Vivian Pantho Adhikari

Designation: Account Manager, Crosswalk Communications Ltd.

Role: Giving feedback, assessing performance, delegation, and assisting me to learn the client-agency processes.

Mr. Adhikari was a critical figure in my internship since he provided constructive feedback, mentored me in the hard work, and assisted me in the process of building professional skills in communication and handling clients.

1.2.3 Job Scope Duties and responsibilities

I was working as a Client Service intern, where I had to assist the executives to make sure that there was effective communication both among the clients and internal teams. I had the following responsibilities:

1. Communicating with Clients

Keeping in touch with such big brands like Prothom Alo and ElectroMart.

Replying to client e-mails, reporting to them about the creative development, and gathering feedback.

To make sure that all conflicts can be avoided and that it is impossible to be dissatisfied.

2. Project Coordination

Holding in-house seminars among the creative division, production division and supervisors.

Creating meeting notes, keeping task trackers and checking the progress of campaigns.

Informing the departments about the deadlines and deliverables expectations.

3. Preparing Creative Briefs

Converting client needs to elaborate client creative briefs to designers and copywriters.

Making certain instructions on creativity clear to reduce revision and misunderstanding.

4. Sponsoring the Development of the Campaign.

Being a member of brainstorming new campaigns and creative ideas.

Doing a review of draft designs, social media copy and other promotional materials before submitting to the client.

Proposing the changes in accordance with the expectations of clients and the market trends.

5. Market and Competitor Research.

Gathering information about marketing campaigns of such brands as electronics and FMCG goods.

The creative direction can be supported by analyzing market communication trends.

6. Administrative Support

Helping with billing, documentation and organizing files.

Preparing PowerPoint slides and pitch slides to new client prospects.

Maintaining monthly reports about the activities of the clients, performance of the campaigns and feedback logs.

7. Digital Coordination & Social Media.

Intercepting remarks/messages on customer online resources.

Helping to schedule the contents and make timely updates.

Monitoring the metrics of engagement and sharing significant results with the digital team.

In general, the scope of my responsibilities was varied and provided an opportunity to observe, engage, and be a part of the actual process of a busy advertising agency.

1.3.1 The contribution made by the student to the company

As an intern, my contribution was in several significant ways:

1. Client Communication (Prothom Alo, ElectroMart) Management.

Was actively involved in sustaining the digital and verbal communication.

Clarity guaranteed throughout the revisions, approvals and campaign planning.

Assisted in eliminating the delays in communication by preparing clear follow-ups.

2. Improving Internal Coordination.

Developed organized task work sheets which assisted the executives to monitor progress of projects.

Better communication between creative and production teams through transfer of correct information.

3. Creative and Research Support.

Helped to come up with ideas and copy suggestions regarding campaigns.

Carried out secondary research on the competitors and industry trend.

Assisted in preparing pitch presentations of potential customers.

4. The Justification of High-Pressure Deadlines.

I sponsored several teams at the same time throughout festive campaigns and product launches.

My competence to work autonomously contributed to less workload among senior executives.

5. Organizing Client Feedback

Weekly feedback reports in order to determine what recurring problems and areas were in need of improvement.

Assisted in the process of simplifying the feedback loop by organizing the comments into groups.

The contributions were useful in ensuring the efficiency of the workflow and service quality of the agency.

1.3.2 Benefits to the Student

The internship played a great role in my personal and professional development:

1. Communication Skills

Trained to professionally communicate with different clients.

Was more confident about handling calls, messages, and formal emails.

2. Knowledge about Advertising Industry.

Noted campaign conceptualization, design and execution.

Learned how creativity, strategy and client relationship are used in agency success.

3. Problem-Solving and Time Management.

Learned to multitask and prioritize workloads and work pressure.

Grew to know how to spot problems at an early stage and take initiative to solve them.

4. Interdepartmental Cooperation and Teamwork.

Collaborated with client service, creative and digital departments.

Acquired better interpersonal skills and flexibility.

5. Professionalism

Acquired industry etiquette, documentation and discipline at the workplace.

Grew more responsible, accountable and detailed.

6. Technical Skills

Improved proficiency in:

PowerPoint

Google Workspace

Project tracking tools

Digital marketing metrics

Presentation writing

In general, the internship prepared me to work in either a marketing or a client service full-time position.

1.3.3 Problems and Problems Experienced

The challenges that I encountered during the internship included:

1. Communication Gaps

At times, the requirements of clients were not properly understood or communicated orally and hence misunderstanding.

To be able to translate the client expectations into artistic directions meant to be precise which was not easy at first.

2. Heavy Workload

During campaigns, agencies work under a stressful environment.

It was not an easy task and involved good time management since it dealt with several brands at the same time.

3. Tight Deadlines

Deliverables that were creative, were usually required within a very short length of time.

Making the plan between client expectations and the ability of the creative team was a challenge.

4. Inadequate Preliminary Orientation.

No formal onboarding was in place and, therefore, it required time to get familiar with workflow.

Educating them in the company internal tools and methods of communication required self-initiative.

5. Managing Pressure in More Than One Direction.

There are instances where clients were demanding quicker delivery and the creative teams were required to take longer.

The balancing between the expectations was really stressful until I got the experience.

These obstacles notwithstanding, they all helped me in my learning curve.

1.3.4 Advice to the Company

1. Introduction of a Structured Training Program.

New interns and junior executives would get Introductory sessions, Workflow explanation and Project tracking standards.

2. Employ New Professional Project Management Tools.

The tools, such as Trello, Asana would Minimize mistakes in communication, Improve task visibility and Improve the level of team coordination.

3. Establish Recommended Communication Principles.

Make briefs and revisions in standardized formats.

Keeping a written guideline to each task would Offer a better chain of communication.

4. Hold Weekly Review Meetings.

To reduce confusion

To measure campaign sales.

To deal with client concerns at an early stage.

5. Improve Feedback Internal Mechanism.

Feedback should be given to the employees frequently.

Performance can be discussed to enhance skills.

6. Enhance Digital Resources Training.

Training in digital analytics, social media tools, campaign reporting.

CHAPTER 2: ORGANIZATION PART

2.1 Introduction

In this chapter, I will do a thorough analysis of Crosswalk Communications Ltd., which is the organization, where I went through an internship. It includes background, structure, management practice, marketing practice, financial practice and accounting practice, operations management, information system and competitiveness of the company in the industry. These factors are important to gain because during an internship, it is not only about doing specific things but also learning how a particular organization works as an entity. The chapter connects the classroom learning to the actual organizational practice, which allows getting to know all the workflow of the agency in a wholesome.

2.2 Crosswalk Communications Ltd.: Overview

Crosswalk Communications Ltd. is a new-fangled advertising firm based in Niketan, Dhaka. The company is oriented on brand communication, creative design, digital marketing, strategic planning, and client servicing. Although it is a mid-sized agency, it also deals with reputable clients and operates in a wide variety of industries, including media, electronics, FMCG, and retail.

2.2.1 History & Background

Crosswalk Communication Ltd. was established by having the dream of becoming a contemporary, practical, and customer-focused creative agency in Bangladesh. The philosophy of the company is based on:

Creativity

Innovation

Good relationships with clients.

Strategic brand solutions

Crosswalk attempts to trade off between meaningful storytelling and measurable results because it is a competitive market, and creativity and execution must go hand in hand.

2.2.2 Mission, Vision, Values

Vision

To make a mark in the creative communication agency in Bangladesh through providing the effective advertising, which can stimulate audiences, and serve the objectives of the client.

Mission

To generate creative content that is powerful.

To offer customized customer service.

In order to be consistent across campaigns.

In order to maintain high professional standards.

Core Values

Creativity

Integrity

Client-focus

Accountability

Team collaboration

2.2.3 Services Offered

Crosswalk has a broad selection of advertising and marketing communication services:

Designing and Communication.

ATL & BTL content creation

Posters, banners, print ads

TVC/OVC concepts and scripts

Digital Marketing

Creation of content on social media.

Digital strategy planning

Social media management

Advertisement strategizing.

Media Planning & Buying

Planning placements

Negotiating costs

Running ad campaigns

Brand Administration and Customer Care.

Campaign planning

Co-ordination with creative and digital teams.

Client relationship maintenance.

Event & Activation

Corporate events

Promotional activations

Brand involvement activities.

2.2.4 Organizational Structure

Crosswalk is a functional organization. Major departments include:

Client Service Unit

Creative Department (Copywriters, Graphic Designers)

Finance & Admin

This framework enables specialization and easy coordination of teams in the process of execution of the campaigns.

2.3 Management Practices

The management practices define the effectiveness of the organization in attaining the objectives. At Crosswalk, the factors that have a great impact on the performance of the organization include leadership, human resource management, teamwork and motivation.

2.3.1 Leadership Style

Crosswalk operates under a democratic and participative style of leadership which is essential in a creative agency. Leaders often:

Foster the sharing of ideas amongst juniors and interns.

Openly discuss campaign concepts.

Make constructive contributions.

Make the whole team to participate in decision-making.

The advantages of this type of leadership are:

Boosts creativity

Enhances motivation among employees.

Develops a teamwork culture.

Supervisors act freely and are friendly, which contributed to less stress and increased morale in times of high pressure.

2.3.2 Human Resource Planning

Crosswalk has human resource management involving recruitment, selection, training, performance evaluation, and retention of employees.

a. Recruitment & Selection

The company uses Social media job posts, Employee referrals, Basic screening interviews and Assessment of tasks in practice to be selected then.

For interns:

They measure the communication ability of Willingness to learn, Basic marketing knowledge.

b. Compensation & Benefits

Full time employees are offered competitive salary.

Monthly stipend for interns

Festival bonuses

Reward schemes (infrequent)

c. Training & Development

Even though the structured training modules are few, learning is realized through:

On-the-job training

Direct supervision

Creative feedback sessions

Meeting with clients and internal briefing.

d. Performance Appraisal

The performance is measured on the basis of:

Communication skills

Timeliness

Quality of work

Team collaboration

Responsiveness

Mostly, appraisals are informal, depending on the work of a supervisor and results of a project.

2.4 Marketing Practices

The nature of marketing at Crosswalk is the core of its activities because the marketing efforts of the different client brands are carried out by the agency itself.

2.4.1 Marketing Strategy

Crosswalk is client-centric based in its marketing approach, which guarantees:

Personalized brand communication.

Creative solutions that are market-oriented.

Quality campaign development.

Key strategic pillars:

Creativity

Consistency

Innovation

Audience relevance

2.4.2 Target Customers

The clients of the agency include a large number of clients such as:

Media brands (e.g., Prothom Alo)

Electronics (ElectroMart brands)

FMCG companies

Corporates that need branding solutions (CITI NA).

The strong aspect of Crosswalk is the ability to handle longer term brand relationships, and produce uniform output of creative work.

2.4.3 Marketing Channels

The agency operates in various mediums of communication:

Traditional (ATL)

Newspaper ads

Magazine layouts

Billboards

Flyers, brochures

Digital Marketing (BTL)

Facebook & Instagram content

YouTube ads

E-commerce content

Social media campaigns

Activation & Events

Product launches

Brand activations

Corporate events

Adoption of both physical and online channels will help the agency to provide coherent brand messages.

The product/new service development entails developing new products that enable it to fulfill its growing customer requirements and gain a competitive edge over competitors.

Continuous new solutions are presented by Crosswalk, including:

Motion graphics

Digital analytics reports

Influencer-based marketing

Photography and content of products on e-commerce.

These new services assist in making the agency competitive and flexible.

2.4.5 Branding Activities

Branding services include:

Logo and identity design

Brand manuals

Creative storyboarding

Development of tagline and brand messaging.

The creative team of Crosswalk works hand in hand with client service executives to provide integration between the expectations of the clients and the outcome of creativity.

2.4.6 Advertising and Promotion Strategy

The agency uses:

Storytelling-based content

Social media campaigns

Influencer promotions

Campaigns during seasons and festivals.

Creative problem-solving

Crosswalk is focused on individualization and customized marketing approaches, unlike competitors.

2.4.7 Critical Marketing Problems and Gaps

Challenges:

Fast moving digital environment.

High expectations of clients vs. short deadlines.

Lack of sophisticated instruments of profound digital analytics.

Limitation of resources (smaller teams compared to large agencies)

Crosswalk has endured these obstacles with the help of teamwork and trust with its clients.

2.5 Financial performance and accounting practices

Crosswalk Communication Ltd. does not provide official financial reports.

Revenue Growth: Improving owing to the gaining of new customers and long-term alliances.

Profitability: The increasing margins indicate greater efficiencies and cost management in the project.

2.5.2 Accounting Practices

Crosswalk maintains:

Revenue and expenses accounting basing on accrual basis.

Amortization of office equipment on a straight-line basis.

Proper records on billing, vendor payments and campaign costs.

Spreadsheets and simple financial programs to keep records.

The accounting process consists of:

Recording client advances

Tracking project expenses

Monitoring payment cycles

2.6 Information System Practices Operations Management

An advertising agency highly relies on operations management where the coordination of the departments is the determinant of the success of a project.

2.6.1 Information Systems

Tools Used:

Email for communication

Google Workspace (Sheets, Docs, Drive).

WhatsApp & Messenger to update on the news.

File drives that are shared.

These tools are simple but they aid in day-to-day working requirements.

Areas of Improvement:

Absence of contemporary project management equipment.

Poor digital analytics packages.

There was no unified communication platform.

2.6.2 Management Practices of Operations

Scheduling

Scheduling of work is done according to the deadline of the clients.

Fees assist interns to keep task calendars.

Written briefs are clear to creative team.

Resource Allocation

The tasks are allocated to designers and copywriters according to workload.

Client executives put more emphasis on time.

Quality Management

Work passes through a number of phases:

Draft creation

Internal review

Revision

Final approval

Client feedback

Process Efficiency

Miscommunication can at times cause slack in coordination.

Greater clarity of workflow would enhance performance.

2.7 Industry and Competitive Analysis

Bangladesh advertising is a fast developing sector where the competition is also rising because of the digital revolution.

2.7.1 Five forces Analysis by Porter

Threat of New Entrants - High

Low entry barriers

New agencies are being created quite often.

Creativity-driven field

Supplier BPO - Moderate.

Designers, printers, videographers are able to change agencies readily.

Talented creative employees are valued.

Clients - Bargaining Power-High.

Clients require creative work of high quality.

Switching agencies is easy

Price negotiation is common

Threat of Substitutes- Moderate.

Large companies have in-house creative departments.

Cheaper solutions provided by freelancers.

Rivalry Competition - High.

Numerous agencies that are competing with the same clients.

Service and creativity differentiation.

2.7.2 SWOT Analysis

☐ Strengths

Skilled creative team

Good relationships with clients.

Adaptable and flexible culture.

Prioritize on quality and innovativeness.

☐ Weaknesses

Poor digital analytics.

Minimal number of people than big agencies.

Manual tracking systems

☐ Opportunities

Increased need of digital marketing.

☐ Threats

Intense competition

Recessions that impact on client budgets.

Dynamic trends in digital space.

2.8 Summary & Conclusions

Crosswalk Communications Ltd. is an active and promising innovative agency that has a lot of potential of being developed. The company has open organizational culture, creative focus, successful client management and teamwork. The company can however better its systems by Better onboarding Contemporary project management solutions and Enhanced digital analytics. All in all, the organization has strong groundwork and can increase innovation and operational improvement.

2.9 Recommendations/Implications

☐ Recommendations

Adopt digital project management (Trello/Asana).

Design mentoring programmes to interns.

Training about digital marketing, leadership and communication.

Empower evidence-based decision making (analytics tools).

Carry out frequent coordination meetings to prevent miscommunication.

☐ Implications

Better client satisfaction.

Increased campaign performance.

Better workflow efficiency

Reduced errors and delays

Better employee development.

CHAPTER 3: PROJECT PART

The Role of Client Service Practices in Enhancing Client Satisfaction: Insights from Crosswalk Communication LTD.

3.1 Introduction

The advertising agencies have a setting where creativity, communication, and relationships with the client should operate in harmony. The Customer Service Department is at the forefront of facilitating uncomplicated relations between the clients and the company teams. This department as an interface between the client and the agency has direct impact on client satisfaction, quality of the campaigns and long term business relationships.

The chapter gives an analytical research based study on the effects of client service practices on client satisfaction at Crosswalk Communication Ltd. It also analyzes the issues of the executives of the client service and offers suggestions to improve the quality of service.

3.1.1 Background and Problem Statement

Long-term relationships with clients are important in the advertising sector. Agencies have also been assessed not only based on their creative output, but also based on their effectiveness and consistency in communicating, responding and delivering solutions.

Although Crosswalk Communication Ltd. is performing very well in the creative work, it has been discovered that the company is facing problems in communication consistency, responsiveness, workload management, clarity of briefs, and alignment of expectation between customers and internal teams. Such problems may have a detrimental impact on the satisfaction of clients and the overall client retention.

Therefore, the main solution of this project is Which practices in client service at Crosswalk Communications Ltd. impact on client satisfaction and how can they be improved to increase client-agency relationship?

3.1.2 Objectives of the Study

The general aim of this project is to establish a relationship between client service practices and client satisfaction in Crosswalk Communications Ltd.

Specific Objectives

To learn about the major roles and duties of Client Service Unit.

To determine which practices of client service have an impact on client satisfaction.

To explore the issues of client service employees in dealing with their client expectations.

To examine the role of communication, responsiveness and professionalism in client satisfaction.

To provide the recommendations to the issue of the better client service.

3.1.3 Significance of the Study

The study is valuable to a variety of stakeholders:

In the case of Crosswalk Communication Ltd.:

Helps detect lacks in the existing practices that serve clients.

Offers measures of enhancing communication, workflow, and professionalism.

Increases client retention and satisfaction in the end, increases revenue stability.

To Advertising Industry Researchers:

Contributes to local literature on the functioning of operations of Bangladeshi agencies in client service-application one of the least-researched areas.

For Students and Academics:

Shows how to put the communication theories, service quality models, and relationship management principles into operation.

3.1.4 Scope of the Study

The research is based on just one unit, the Client Service Unit of the Crosswalk Communications Ltd.

The experience of the intern, the interviews with the executives, personal observation, and secondary literature are relied on to draw insights.

It does not take into account creative performance and client-side views to a great extent.

The study is qualitative in character.

3.2 Literature Review

This chapter is a review of the available theories, models and scholarly findings on client service, communication and client satisfaction in advertisement agencies.

3.2.1 Advertising Agency client service

The client service unit performs the role of the voice of the client within the agency, and the voice of the agency to the client. According to Wackman, Salmon and Salmon (1986) relationships between clients and agencies rely on mutual trust, becoming aware of client expectations, effective communication, and reliability.

Client service executives should both coordinate internally to deliver the expected value to the clients. This two-fold task renders the position both operationally challenging and strategically vital.

3.2.2 SERVQUAL Model (Parasuraman, 1988)

One of the well-known frameworks to evaluate the quality of service. It determines five essential dimensions:

Reliability - providing services as promised.

Responsiveness - readiness to assist clients in time.

Confidence - professional, polite and competent.

Empathy - client needs and caring.

Tangibles presentation of service materials, documents, etc.

Responsiveness and empathy are particularly essential in the advertising business because customers insist on quick solutions and uniqueness in creativity.

3.2.3 Communication Theory and Relationship with a client

Good communication brings about fewer misunderstandings, clearer briefs, faster approvals, and better performance of creative assignments. Moorman et al. (1992) argued that constant communication builds trust that results in better partnerships and more satisfaction.

3.2.4 Client Satisfaction and Agency Performance

Satisfaction by clients impacts repeat business, referrals, long-term revenue growth, and brand reputation of the agency. Research indicates that advertising agencies are more likely to develop better competitive advantages when they respond quickly, be professionally minded, and manage expectations wisely.

3.2.5 Problems in Client Service Teams

There are some typical problems in the industry and they include high workload, creative differences, tight deadlines, resource limitations, client pressure and amendments. They tend to impact the quality of services and the morale of the employees.

3.3 Methodology

A descriptive qualitative research design was applied in this study in order to investigate how the practices of client service can be used to improve client satisfaction within your Crosswalk Communication Ltd. It was deemed that qualitative approach was suitable since the goal of the study was to have a close insight into behaviors, experiences, communication patterns, and service practices, as opposed to quantifying variables.

Descriptive research assists in explaining the prevailing conditions and relationships in the realistic organizational contexts. Interpersonal communication, professionalism, and responsiveness impact the level of client satisfaction and service quality, so the qualitative approaches offered deeper understanding of these factors.

3.3.1 Research Design

Descriptive qualitative design was selected due to the goal of getting to learn behaviors, patterns and interactions of the client service process.

3.3.2 Data Collection Methods

☐ Primary Data

During the internship, observation was carried out Informal interviews with Client Service Supervisor, Senior Executive Customer Service.

Creative Team Members who have experience in handling clients (Prothom Alo, ElectroMart).

☐ Secondary Data

Internal (creative briefs, task sheets, communication logs) documents.

3.3.3 Data Analysis Technique

Thematic Analysis

Separating the information into the corresponding subjects (communication, responsiveness, professionalism, challenges).

3.4 Findings & Analysis

In this part, the analysis of the findings is done under the themes pertaining to service quality and client satisfaction.

Theme 1: Quality of Communication.

Client service is based on communication. At Crosswalk, The interaction with clients is primarily oral, using messaging applications, or through email. Instructions are not written in a clear way thus causing confusion. Creative teams tend to insist on more specific briefs.

Influence on Client Satisfaction:

Effective communication will lead to higher client trust, fewer revisions, timely approvals.

Miscommunication leads to delays, incorrect creative output, client frustration.

Theme 2: Responsiveness

Responsiveness is the speed at which client service executives will be responsive to the needs of the clients.

Findings:

Executives are fast in their replies during working hours. Delayed replies are also associated with peak workloads.

Clients desire to know what happens even after closing working hours.

Impact:

High responsiveness = increased satisfaction.

Slow response time = loss of trust and client confidence.

Theme 3: Professionalism

Professional behavior incorporates proper email tone, respectful communication, organized documentation, punctual delivery of tasks.

Findings:

Majority of executives are professional. Interns do not start well but get better with instructions. Consistency is sometimes influenced by lack of a structured training.

Impact:

Professionalism increases trustworthiness and bond between the client and the agency.

Theme 4: Client Expectation Management.

Advertising clients often demand quick revisions, ask a series of creative possibilities, compete on agency performance.

Findings:

Crosswalk finds it difficult when the clients keep on changing directions. It is quite hard to meet high expectations with a small team. Failure to formalize briefing forms causes a lack of congruence in expectations.

Theme 5: Workload and Operational Problems.

The internal challenges are large number of projects to the executive, stress during festival times, limited manpower, multi-tasking requirements.

Externality challenges are tight client deadlines, budget restrictions, last-minute changes.

Impact:

These pressures usually interfere with the quality of the services and the production of the creativeness is slowed down.

Theme 6: Client Service Practice Effectiveness.

On the whole, the practices of client service at Crosswalk are moderately effective, professional and not standardized, relying on personal capabilities and not systems.

Strengths:

Friendly communication

Client-centered approach

Good problem solving attitude.

Weaknesses:

The absence of written guidelines.

Weak inconsistent briefing format.

Reliance on individual conversation rather than systematic means.

3.5 Summary & Conclusions

This research has established that client service practices have a big role in defining client satisfaction within Crosswalk Communication Ltd.

Key insights:

The quality of communication has a direct relationship with the success of the campaign.

Higher responsiveness enhances relationships with clients.

Professionalism has an impact on trust and brand perception.

Workload, inadequate briefs, and pressure are some of the challenges that impact service delivery.

Better systems and training may increase the quality of the services.

Crosswalk has great potentials but it needs organised procedures and increased training.

3.6 Recommendations/Implications

A. Advice to Crosswalk Communications Ltd.

Adopt Standard Briefing Templates.

Ensures clarity

Reduces misinterpretations

Improves creative output

Implement Digital Project Management (Trello, Asana)

Track progress

Reduce communication gaps

Enhance transparency

Taking Periodic Training Workshops.

Communication skills

Client expectation management.

Conflict resolution

Digital marketing experience.

Establish Effective Communication Media.

Email formats

Etiquette guidelines of the profession.

Documentation standards

Recruit More Staff during the high seasons.

Reduces pressure

Improves responsiveness

Ensures timely delivery

Create a Client Feedback System.

Feedback on a monthly basis.

Examine the levels of satisfaction.

Find the areas of improvement.

B. Implications of the Study

Better client experience.

Better workflow efficiency

Reduced misunderstandings

Better reputation on the side of the agency.

Growth in client retention and profitability.

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