

Report On

**Challenges and Opportunities in Client Servicing: A Lens from
Dotbirth Advertising Limited**

By

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An Internship Report Presented to the BRAC Business School in Partial
Fulfillment of the Requirements for the Degree of
Bachelor of Business Administration

BRAC Business School
BRAC University
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Declaration

- While pursuing my degree at Brac University, I/we submitted this internship report as my/our unique work.
- No material submitted or accepted for any other degree or diploma at another university or institution is included in this report.
- The report does not contain any previously published or written content by a third party unless properly credited with full and accurate references.
- All key sources of assistance have been acknowledged.

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Letter of Transmittal

Dr. Mohammad Shahidul Islam
Assistant Professor
BRAC Business School
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66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on "Challenges and Opportunities in Client Servicing: A Lens from Dotbirth Advertising Limited"

Dear Sir,

I am excited to submit the internship report as part of my Bachelor's program at BRAC Business School. I had the opportunity to complete my internship at Dotbirth Advertising Limited, where I gained practical experience over the last few months.

This experience helped me connect my academic knowledge with real-world work, particularly in the area of client servicing. It was also a valuable opportunity to immerse myself in corporate life, offering me deeper insights into the advertising industry. I hope you find the report insightful and useful.

Given that my internship lasted only three months and involved a significant workload, I had to work under some time constraints. As such, there may be minor inconsistencies in the report, and I kindly ask for your understanding regarding this.

I also want to express my sincere gratitude for all the guidance and support you have provided throughout my studies. I look forward to your feedback and am happy to discuss any aspects of the report should you have any questions.

Best regards,
Yasir Arafat Ifte
ID: 20104142
BRAC Business School
BRAC University
7 July, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Dotbirth Advertising Limited and the undersigned student at Brac University, Yasir Arafat Ifte.

Acknowledgment

I would like to begin by expressing my heartfelt gratitude to my academic supervisor, Dr. Mohammad Shahidul Islam, for guiding me throughout the process of completing this report. His valuable insights and continuous support ensured that I stayed on track and completed the report smoothly.

I am also deeply thankful to Mr. Aquib Hossain, my on-site supervisor at Dotbirth Advertising Limited, for providing me with the professional guidance and essential data required to carry out my work. Additionally, I would like to extend my appreciation to all my colleagues at Dotbirth Advertising Limited for their unwavering support throughout my internship.

Thank you all for your help and encouragement.

Sincerely,
Yasir Arafat Ifte
ID: 20104142

Executive Summary

This report explores the challenges and emerging opportunities in client servicing at Dotbirth Advertising Limited, drawn from my internship experience between November 5, 2024, and February 5, 2025. Assigned to the Client Servicing team, I worked on major accounts like Singer Bangladesh and Hatil, contributing to campaign rollouts, content ideation, and daily client coordination.

The internship provided practical exposure to cross-functional teamwork and campaign management but also revealed key issues—unrecognized efforts, excessive pressure, limited transparency, and lack of work-life balance. These insights were gathered through direct observation, informal interviews, and task-based reflection.

To address these gaps, the report introduces a structured framework aimed at increasing workflow visibility, improving communication flow, and balancing strategic and operational responsibilities. Implementing these solutions could enhance efficiency, team morale, and long-term client relationships, positioning Dotbirth for more sustainable growth in a high-pressure agency environment.

Keywords: Client Servicing; Emotional Labor; Agency-client relationships; Brand communication; Multitasking in Agencies; Strategic; Burnout in Advertising; Communication Gaps; Client Briefing.

Contents

Letter of Transmittal	3
Non-Disclosure Agreement	4
Acknowledgment	5
Executive Summary	6
List of Tables	8
Chapter 1: Overview of Internship	9
1.1 Student Information	9
1.2 Internship Information.....	9
1.2.1 Period, Company Name, Department/Division, Address	9
1.2.2 Internship Company Supervisor’s Information	9
1.2.3 Job Scope – Client Servicing Intern – Responsibilities	9
1.3 Internship Outcomes	10
1.3.1 Student’s Contribution to the Company	10
1.3.2 Benefits to the Student	10
1.3.3 Problems/Difficulties Faced.....	11
1.3.4 Recommendations	12
Chapter 2: Organizational Part	13
2.1 Introduction.....	13
2.2 Company Introduction	13
2.2 Objective	14
2.3 Mission and Vision	14
2.4 Core Values.....	15
2.5 Services Offered	15
2.6 Sales & Client Servicing Strategy.....	15
2.7 Organizational Hierarchy	15
2.8 Recruitment & Selection Process	17
2.9 Key Clients & Projects	18
2.10 Key Achievements of Dotbirth Advertising Limited	20
2.11 Affiliation with Transcom Group	22
2.12 Porter’s Five Forces Analysis.....	23
2.13 SWOT Analysis of Dotbirth Advertising Limited	27
Chapter 3: Project Part.....	29

3.1 Abstract	29
3.2 Introduction.....	29
3.2.1 Background of the Study	29
3.2.2 Problem Statement.....	30
3.2.3 Research Question and Objective	30
3.2.4 Significance of the Study.....	31
3.3 Literature Review.....	31
3.4 Methodology	34
3.4.1 Research Approach.....	34
3.4.2 Data Collection	34
3.4.3 Data Analysis.....	35
3.5 Results and Discussion	36
3.6 Conclusion	38
3.6.1 Thesis Overview	39
3.6.2 Theoretical Implications	39
3.6.3 Practical Implications.....	40
3.6.4 Limitations and Suggestions for Future Research	41

List of Figures:

Figure 1: Dot Birth Logo	13
Figure 2: Organogram of the Dot Birth Limited	16
Figure 3: Dot Birth Clients.....	Error! Bookmark not defined.
Figure 4: Key Achievements of Dot Birth Advertising Limited	21
Figure 5: Transcom Limited	22
Figure 6: Diagram of Porter's Five Forces Analysis	24
Figure 7: SWOT Analysis of Dot Birth Limited.....	Error! Bookmark not defined.
Figure 8: Literature Review	34
Figure 9: Data Collection & Data Analysis on DotBirth.....	37
Figure 10: Results & Discussion Model.....	39

List of Tables

Table 1: Porter's Five Forces Analysis of the Dot Birth Limited	13
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Chapter 1: Overview of Internship

1.1 Student Information

I am Yasir Arafat Ifte, a student of BRAC Business School at BRAC University, majoring in Marketing. My student ID is 20104142. As part of the requirements for my Bachelor of Business Administration (BBA) program, I have completed an internship to gain real-world exposure to the corporate and agency environment, with a focus on the advertising industry.

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

I began my internship at Dotbirth Advertising Limited on November 5, 2024, and completed it on February 5, 2025. During this three-month internship, I was placed in the Client Servicing team, which plays a critical role in maintaining strong relationships with clients and facilitating campaign execution across departments. The agency's office is located at Express House, House 16, Road 10/A, Block H, Banani, Dhaka 1213.

1.2.2 Internship Company Supervisor's Information

My internship was supervised by Aquib Hossain, Senior Manager at Dotbirth. With over nine years of multi-disciplinary marketing experience in the APAC region, Mr. Hossain is a seasoned professional with expertise in brand communication, campaign planning, and strategic execution. His insights and guidance were immensely helpful in shaping my understanding of client servicing in a fast-paced agency setting.

1.2.3 Job Scope – Client Servicing Intern – Responsibilities

As a Client Servicing Intern at Dotbirth, I was constantly juggling a lot of things at once. Every day felt different, and that kept me on my toes. I worked closely with almost every team—planning, copy, art—you name it. There was always something going on, and I had to make sure I was synced with everyone. Most of my work revolved around big accounts like Singer Bangladesh and Hatil. These were major clients, so the stakes were high.

My primary job was to keep everything moving smoothly. That meant coordinating between teams for campaigns like Singer's Victory Day, Uradhura Friday, and the New Year tactical. I had to make sure the creatives were ready, feedback was looped in, and deadlines were met. Apart from

that, I joined multiple brainstorming sessions—especially for Hatil’s Pillar Content series. The themes were around People, Nation, and Environment. I got to contribute ideas, see how strategy works behind the scenes.

Another big part of my role was digging into research. I had to look at competitors, collect references, and support the team with planning inputs. I also managed client communication. Took feedback, followed up, and made sure we were on track with what the client wanted. On the technical side, I regularly used Microsoft Excel for tracking stuff, Canva Pro for quick design fixes, and collaborative tools for making decks and presentations.

All of this helped me develop better project management skills. I learned how to communicate clearly, even under pressure. I also figured out how to handle multiple tasks at once without losing focus. Which, honestly, is a core part of client servicing. It’s not always smooth, but it taught me a lot about working smart, being present, and staying organized.

1.3 Internship Outcomes

1.3.1 Student’s Contribution to the Company

During my internship, I was hands-on with campaign coordination and content ideation. Took on tasks like follow-ups, meeting prep, and tracking execution. This helped lighten the load for the senior team, so they could focus on strategy. I adapted quickly to the fast pace of agency life. Managed to contribute to multiple campaigns without sacrificing quality.

1.3.2 Benefits to the Student

This internship gave me a proper look into how ad agencies actually function—especially when it comes to dealing with clients and working as a team. It wasn't just theory anymore. I was actually handling real client accounts, sitting in strategy meetings, and following campaigns through from brief to execution. The client servicing role showed me how crucial it is to maintain proper communication, both in writing and during calls. I had to stay sharp, whether I was drafting a campaign mail or talking through a revision with a client over the phone. It taught me a lot about how important tone and clarity is, and how even a simple miscommunication can lead to unnecessary back-and-forth.

Working in a fast-paced setup like Dotbirth pushed me to be more adaptable. There were moments when tasks came out of nowhere, but I had to keep my cool and figure things out fast. I learned to think on my feet, manage my time better, and coordinate with teams like Planning, Copy, and Art to make things happen smoothly. I also got to dive deep into market research and competitor analysis, especially during campaign planning phases, which helped me understand consumer behavior better and how brands position themselves.

But more than anything, this internship really confirmed my interest in brand communication and client strategy. Being part of that entire flow—seeing how ideas turn into campaigns and how client relationships are managed—felt exciting. I could feel myself getting more confident with each passing week. I owe a lot of that to the guidance I received from Aquib Hossain, my supervisor, and Safa Apu, who always found time to explain things no matter how busy the day got. Their mentorship really helped shape my understanding of the industry, and honestly, it made me more sure than ever that I want to build a full-time career in this space.

1.3.3 Problems/Difficulties Faced

Like any first exposure to the corporate world, the internship at Dotbirth Advertising Limited came with its own learning curve. At the beginning, the transition from academic life to a fast-paced agency environment was pretty overwhelming. I wasn't used to managing so many tasks all at once, and that hit me hard during the initial weeks. Multitasking felt like a constant juggling act. There were times I'd sit at my desk for hours, trying to make sense of what needed to be done first while also keeping up with back-to-back meetings and unexpected client feedback. It was a bit chaotic at first, to be honest.

The workload was heavy, and the deadlines were almost always tight. There wasn't much room for breathing space on most days. I remember some days stretching into the night, especially when there were back-to-back campaign rollouts. The pressure to deliver polished work under constant time crunch taught me to stay alert and think on my feet. But at the same time, it did get a little exhausting. Some instructions were unclear, which made things a bit more difficult. Since there was no formal onboarding or structured guideline in place, I often had to rely on teammates or figure things out on my own.

Balancing the internship with my final semester coursework was another major challenge. Assignments and presentations clashed with work deadlines, and there were moments when I really struggled to keep up. It was frustrating at times because both parts demanded equal attention. But despite all this, with the support from my supervisor and team members, things slowly started to fall into place. I began to understand the flow of tasks better, built a rhythm, and learned to prioritize more effectively.

Over time, I started gaining confidence. Even though there were many moments of confusion, I learned a lot through trial and error. These challenges shaped my internship journey and helped me develop not only professionally but also personally. It was tough, but definitely worth it.

1.3.4 Recommendations

Based on my three-month internship experience at Dotbirth Advertising Limited, I would like to propose the following recommendations that could enhance the experience for future interns and improve operational efficiency within the Client Servicing team:

1. **Structured Onboarding Process**

Introducing a formal onboarding session at the beginning of the internship would help new interns understand the agency's workflow, client portfolio, and their role in the larger structure. This would reduce confusion during the early days and improve productivity from the start.

2. **Clearer Task Delegation**

At times, task instructions were communicated informally, which led to misinterpretations or delays. Using project management tools like Trello or Notion for task assignments, deadlines, and approvals could enhance clarity and streamline communication.

3. **Intern Involvement in Strategy Discussions**

Including interns in client strategy or post-mortem meetings—at least as silent observers—could enrich their learning by exposing them to how high-level decisions are made and evaluated.

4. **Time Management Guidance**

Since advertising agencies are known for tight deadlines and fast turnarounds, providing interns with guidance or tools (like time-blocking templates or priority-setting techniques) could help them balance tasks better and manage stress.

5. **Feedback Loops**

A short, scheduled feedback session every two weeks between interns and their supervisors could foster continuous learning, give space for addressing concerns, and help the intern track their own growth more effectively.

Chapter 2: Organizational Part

2.1 Introduction

This chapter provides a comprehensive overview of Dotbirth Advertising Limited, the organization where I completed my internship. The information covers the company's foundation, mission and vision, core values, services, internal structure, and strategic affiliation with Transcom Group. It also includes industry analysis using Porter's Five Forces and a SWOT framework to evaluate the company's position and potential.

2.2 Company Introduction

Dotbirth Advertising Limited

Dotbirth Advertising Limited is a new agency. Started in 2023. It works under Transcom Group, one of the top business groups in Bangladesh. Head office is in Dhaka. Even though it's new, Dotbirth already made a mark in advertising, branding, and digital media.

The agency wants to connect brands with people and culture. That's their main focus. They try to make bold, relatable, and creative campaigns. Things that people remember. They offer a bunch of services. Like brand strategy, digital marketing, content creation, social media, and more. They mix data with creativity. So the work looks good and also brings results.

Even with less time in the market, Dotbirth already grabbed attention. Their campaigns are different. Sometimes loud. Sometimes deep. They break usual ad rules. Because of this, both local and foreign clients started trusting them.

They don't just make things look nice. They make sure every campaign matches the brand's identity. The team is young but skilled. Backgrounds in design, marketing, tech, and communication. That helps them serve clients better.

Dotbirth knows both digital and traditional media. They follow trends and use new tech. That gives them an edge. Whether it's a new launch, a rebrand, or something viral—they aim for creative work that performs. Dotbirth wants to help brands grow in this fast-changing world. (Figure: 1)



Figure 1: Dot Birth Logo

2.2 Objective

Dotbirth isn't just trying to make flashy ads or things that look good on the surface. The main goal of the agency is to create communication that actually works—something useful and relatable. The kind of work that people can feel. It's not about showing off; it's more about understanding the audience, what they think, what they feel, and then building ideas based on that. That's where the agency's core strength lies—deep human insight. They believe everything starts from understanding people first. Then comes the idea, and after that comes the execution. It's not just art or just strategy—it's both. Strategy shapes the idea, and design brings it to life. At the end of the day, their real goal is to help brands grow in a meaningful way. Get results that actually matter, not just clicks or likes. Something that makes a real difference to the brand and its consumers.

2.3 Mission and Vision

Dotbirth's mission is rooted in freedom and creativity. They want to build a space where people can express their ideas without fear—where creativity isn't limited by rules or hierarchy. It's about making room for fresh thoughts, from anyone on the team, no matter the position. The aim is always to deliver brand communication that is smart, efficient, and most of all—effective. Something that pushes the brand forward. Not just something that looks cool, but something that works in real life.

The vision goes deeper. Dotbirth dreams of a world where culture isn't just a backdrop—it's the main thing driving ideas forward. Where storytelling comes from real places, real people. They want to be part of a shift. A shift where agencies don't just sell products but connect ideas with people through culture. That's how they want to create impact—not loud, not fake, but real and lasting.

2.4 Core Values

Dotbirth runs on a few strong values.

- **Creativity** – Always trying new things. No copy-paste work.
- **Empathy** – Listening. Trying to see from others' eyes.
- **Integrity** – Staying honest. Even when it's tough.
- **Collaboration** – Working together. Everyone matters.
- **Excellence** – Doing better. Every time.

2.5 Services Offered

Dotbirth offers a bunch of services. They work mainly on brand marketing and communication. From planning to execution.

- Creative strategy and campaign planning
- Brand identity design
- Digital marketing and social media
- Video content making
- Media buying and planning
- Influencer marketing
- Event activation and experiential marketing

They also work with creative people outside the agency. They believe in collaboration.

2.6 Sales & Client Servicing Strategy

Client servicing team is the bridge. Between Dotbirth and the client. They talk, plan, follow up—everything. Their job is to understand what the client wants. Then make sure the agency delivers that. They stay in touch all the time. Solve issues fast. Work closely with other teams—creative, strategy, tech. Goal is to keep everything smooth and on track.

2.7 Organizational Hierarchy

Dotbirth doesn't follow a super strict structure. It's more cross-functional. Teams mix and work together. Still, there are leads. People with industry experience. They guide the work, make decisions, and help things move faster.

- **Managing Director** – Syed Gousul Alam Shaon
- **Chief Operating Officer** – Syed Mohammed Tariq
- **Chief Creative Officer** – Jaiyyanul Huq
- **Directors** – Strategy, Planning, and Creative
- **Creative & Art Directors** – Leading copy and design teams
- **Client Servicing Team** – Account managers and executives
- **Strategy & Planning Team** – Market research, insights, and brand strategy
- **Technical Team** – Developers and product designers

This structure allows Dotbirth to remain agile, collaborative, and results-oriented. (Figure: 2)

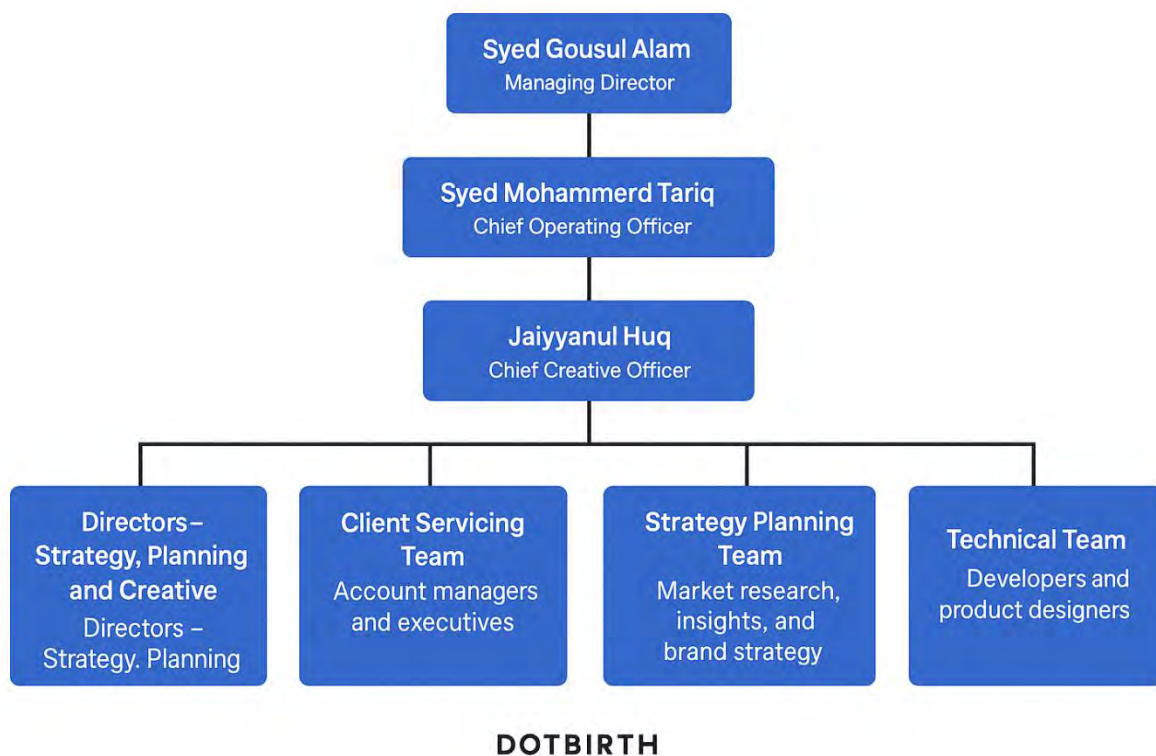


Figure 2: Organogram of the Dot Birth Limited

2.8 Recruitment & Selection Process

Dotbirth follows a pretty structured hiring process. It's not too different from most ad agencies. Steps may vary a bit depending on the role, but the core flow is similar.

1. Job Vacancy & Description

When someone leaves or a new role is needed, HR or the team lead creates a vacancy. Could be from promotions or just growing demand. Then they write up a job description. It lists roles, skills, and other stuff like pay, location, work vibe, etc.

2. Job Posting & Sourcing

Vacancies go out through internal boards and external platforms. Like LinkedIn, job sites, or agency networks. Sometimes they also ask employees to refer people. Referrals are a big help, especially for niche roles.

3. Application Screening

HR or hiring manager checks the resumes. Basic filters first—like degree, skills, past roles. Then they shortlist people who seem like a good match. Those folks are contacted for next steps.

4. Pre-Interview Assessment

For creative roles, they might give a test. Like a design task, writing sample, or strategy brief. Some roles might have psychometric tests too. Mostly to check mindset and fit.

5. Interview Rounds

First Round: Usually with HR or hiring manager. Just to understand the person, background, and why they applied.

Second Round: Deeper. With seniors or team leads. They ask more real stuff—like how you'd solve certain problems, how you work in teams, etc.

Panel (if needed): For senior roles. Multiple people from different teams sit in.

6. Reference Checks

If someone clears interviews, HR runs checks. Past work references. Maybe a quick look into education too. Just to be sure everything lines up.

7. Job Offer & Negotiation

If all goes well, the candidate gets an offer letter. It has all the details—salary, benefits, terms. Then comes negotiation (if any). Once both sides agree, it's official.

8. Onboarding

After joining, there's an induction. Intro to the team, the culture, and company rules. Some basic training too, depending on the role.

9. Probation Period

New hires go through a probation phase. Their work is watched more closely. Feedback is shared. If needed, changes or support are given to help them adjust.

2.9 Key Clients & Projects

Dotbirth has worked with both public and private clients. Some big names too. Their campaigns are bold, creative, and rooted in culture. Few notable ones are:

Coke Studio Bangla 2023 – Showcased local music. A full-on celebration of Bangladeshi culture.

Mastercard Excellence Award 2023 – Did all the event branding. Classy and well-executed.

Nestlé Annual Excellence Award – Focused on storytelling. Gave the brand a polished, emotional edge.

foodpanda Bangladesh – Fun, colorful digital campaigns. Very youth-focused.

Airtel & Harpic Bangladesh – Targeted young audience and hygiene awareness. Smart and relevant.

Honda SP125 Launch – Product-led campaign. Highlighted performance and new features. These show how Dotbirth blends culture with creativity. Their work stands out. Not just for looks—but also for meaning. (Figure: 3)

OUR CLIENTS

We have had the pleasure of working with some clients

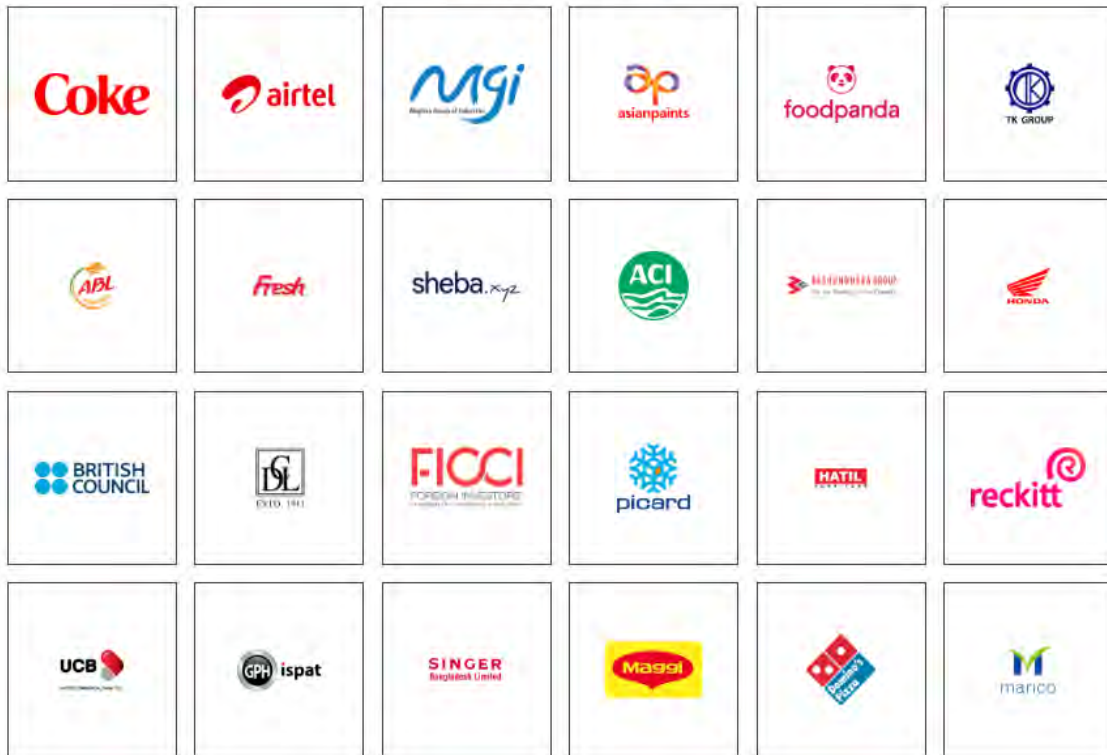


Figure 3: Dot Birth Clients

2.10 Key Achievements of Dotbirth Advertising Limited

Major Recognition at COMMWARDS 2024

In 2024, Dotbirth made a big splash at COMMWARDS. It was their first time joining—and they bagged 11 awards. That too just a year after starting. Huge deal for a new agency.

Coke Studio বাংলা was the star. Out of the 11 awards, 9 came from this one campaign. That made it the most awarded brand at the event. The campaign stood out for how it mixed music, culture, and brand storytelling. It hit both emotionally and creatively.

Highlights:

- Total awards: 11
- Coke Studio বাংলা: 9 awards
- Biggest win for a single brand in 2024
- Why it mattered: Deep cultural connect + smart branding = success

The wins didn't happen overnight. It was a full team effort. People across departments worked together—creative, strategy, production, all synced up. The vibe inside the team was strong. Celebrations followed, of course.

“A huge congratulations to the unstoppable team! It's just the beginning!”

Stuff like this boosted morale. It also helped Dotbirth gain serious credibility in the local ad scene. They're no longer the "new agency"—they're now one to watch. (Figure: 4)

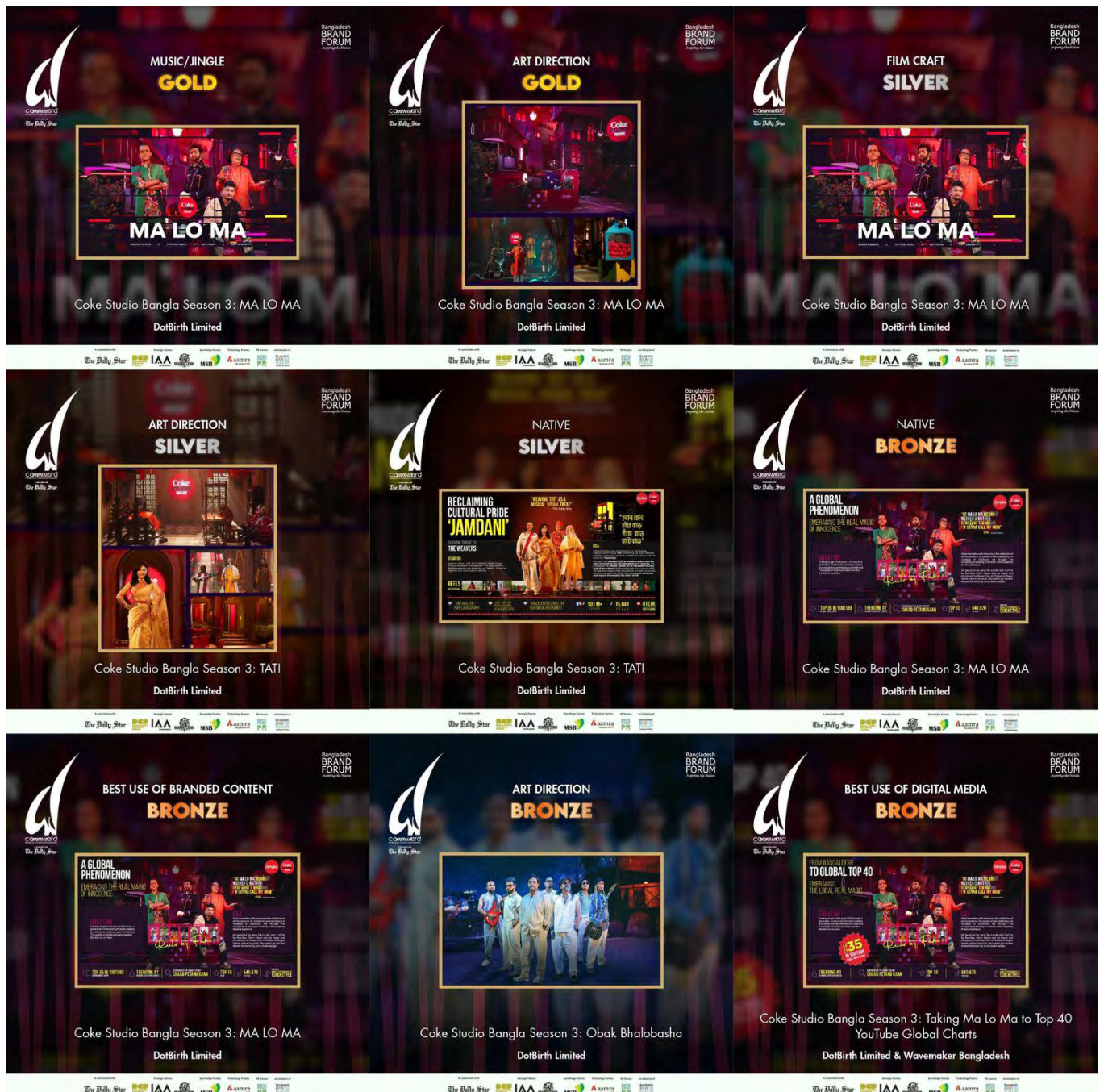


Figure 4: Key Achievements of Dot Birth Advertising Limited

2.11 Affiliation with Transcom Group

Dotbirth operates as a concern of Transcom Group—one of the most established and respected conglomerates in Bangladesh. This affiliation gives Dotbirth a strong backbone in terms of financial security, organizational support, and long-standing credibility in the industry. It's not just about having a big name behind them—it's about the access it provides. Whether it's reaching out to major clients or navigating competitive pitches, the Transcom name opens doors.

The connection also brings a certain level of structure and professionalism to how things function inside the agency. Processes feel more grounded, and there's a built-in system of checks and accountability that many newer agencies often struggle to develop on their own.

That said, Dotbirth still maintains its creative independence. While Transcom offers the support, Dotbirth handles the ideas—their approach to branding and campaigns remains uniquely their own. It's this mix of stability and creative freedom that sets them apart. A space where bold ideas can grow, but within a framework that ensures sustainability and trust.(Figure: 5)



Figure 5: Transcom Limited

2.12 Porter's Five Forces Analysis

Force	Assessment
Threat of New Entrants	Moderate – Low barriers but reputation matters
Bargaining Power of Buyers	High – Clients have multiple agency options
Bargaining Power of Suppliers	Moderate – Dependency on media/tech vendors
Threat of Substitutes	High – Freelancers, in-house teams, AI tools
Industry Rivalry	High – Saturated market with many creative agencies

Table 1: Porter's Five Forces Analysis of the Dot Birth Limited

Porter's Five Forces framework helps evaluate the competitive environment in which Dotbirth operates. It assesses the strengths and weaknesses in the market by analyzing five key competitive forces that shape every industry. (Figure: 6)

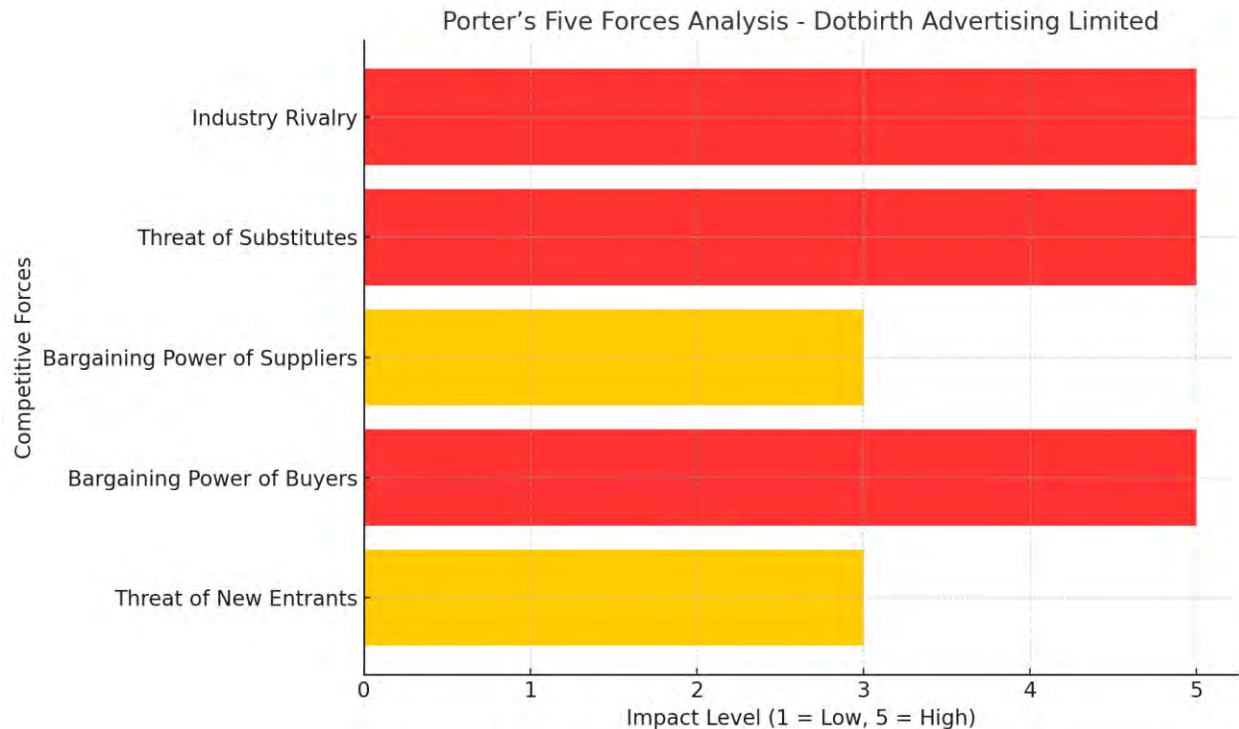


Figure 6: Diagram of Porter's Five Forces Analysis

1. Threat of New Entrants – Moderate

The advertising industry in Bangladesh has relatively low entry barriers. Anyone with a creative team, minimal capital investment, and digital access can start a marketing agency. However, sustaining such businesses and building a credible reputation like Dotbirth takes time, resources, and strategic alliances.

Dotbirth gains a competitive edge through its affiliation with Transcom Group and its already impressive project portfolio (e.g., Coke Studio Bangla, Mastercard, foodpanda), which sets a high entry bar for new players trying to earn trust and large clients.

Key Factors:

- Low capital investment required
- Difficult to establish brand reputation
- Strategic partnerships (like Dotbirth–Transcom) make entry tougher

2. Bargaining Power of Buyers (Clients) – High

Clients in the Bangladeshi advertising industry have significant power due to the presence of numerous agencies competing for business. They can easily switch agencies based on pricing,

performance, or creative value. Moreover, with the rise of in-house creative teams and AI-generated content, clients now have more control over their marketing spend.

To counter this, Dotbirth emphasizes a consultative, insight-driven approach, delivering culturally rich, strategic, and high-quality creative work that builds long-term relationships rather than one-off transactions.

Key Factors:

- Numerous agency options for clients
- Increasing use of in-house or freelance resources
- Strong servicing & campaign quality builds client loyalty

3. Bargaining Power of Suppliers – Moderate

Suppliers in the advertising industry include media platforms (TV, print, digital), printing agencies, technology providers, and creative freelancers. While there are many available suppliers in Bangladesh, dependence on certain skilled or niche talents (like 3D animators, UI designers, etc.) can give those suppliers moderate bargaining power.

However, Dotbirth's in-house team of visualizers, designers, and developers helps reduce overdependence on external suppliers.

Key Factors:

- Dependence on skilled talent or media channels
- Availability of alternate suppliers keeps power balanced
- In-house capabilities give Dotbirth better control

4. Threat of Substitutes – High

Substitute services are rapidly increasing, especially in the digital space. Brands can now turn to:

- Freelancers from platforms like Fiverr/Upwork
- In-house marketing teams

- DIY creative tools (Canva, AI design/writing apps like Midjourney or ChatGPT)

These substitutes offer convenience and cost-effectiveness, but they often lack strategic depth and cultural relevance—areas where Dotbirth excels. The agency adds value through comprehensive strategies, cultural storytelling, and end-to-end brand building.

Key Factors:

- DIY tools and freelancers offer cheaper alternatives
- Dotbirth's holistic, insight-led approach differentiates it

5. Industry Rivalry – High

Bangladesh's advertising industry is growing fast, but so is the number of players. Local giants (like Asiatic, Grey, Bitopi), boutique agencies, and digital-first firms are all competing for market share. Competition is intense in pricing, creative innovation, client retention, and talent acquisition.

Dotbirth differentiates itself through cultural relevance, a young but experienced leadership team, and strategic integration across branding, design, tech, and activation. However, the pressure to continuously innovate remains high.

Key Factors:

- Saturated market with many agencies
- High client expectations and churn
- Continuous innovation needed to stand out

2.13 SWOT Analysis of Dotbirth Advertising Limited

Strengths

One of Dotbirth's most significant advantages is its backing by Transcom Group, one of Bangladesh's oldest and most respected conglomerates. This affiliation not only ensures financial security but also boosts the agency's market credibility. With such a strong parent group behind them, Dotbirth gains easier access to high-profile clients and opportunities that independent agencies often struggle to secure. It also helps foster trust with new clients due to Transcom's longstanding reputation.

The agency's creative team is another core strength. Made up of professionals from various disciplines—copy, strategy, digital, design—Dotbirth benefits from diverse thinking and a multidisciplinary approach to problem-solving. This allows the agency to craft campaigns that are both strategically sound and visually compelling. Their ability to collaborate across functions is a key factor in producing integrated, well-rounded communication solutions.

Leadership at Dotbirth also plays a crucial role. The agency has a clear direction and growth strategy. The leadership team is tuned in to both client needs and broader market shifts, helping the agency stay relevant in an evolving industry landscape.

Weaknesses

However, Dotbirth does face some limitations. Being relatively new in the market, the agency lacks an archive of long-term case studies or performance-backed campaigns. For clients that prioritize proven track records—especially larger, more conservative brands—this can be a hurdle in the pitch process. It can also affect pricing power and limit Dotbirth's ability to scale quickly into higher-budget campaigns.

Another challenge lies in the agency's smaller team size compared to global players. While the team is talented, handling multiple large-scale projects or expanding into new service areas could stretch resources. This limitation may hinder the agency's agility in managing sudden growth or responding to highly complex client needs.

Opportunities

The current digital boom presents a major opportunity for Dotbirth. With brands increasingly prioritizing digital-first strategies, the demand for creative digital content—ranging from social media campaigns to influencer strategies—is higher than ever. Dotbirth has already shown capability in this space and has the chance to establish itself as a leading agency for digital solutions in Bangladesh.

Expansion beyond local markets also offers promising potential. Regional and even global outreach is now more achievable due to the accessibility of digital platforms. With the right positioning, Dotbirth could explore projects with international brands or partner with global agencies for cross-border collaborations.

Another major advantage is its access to the larger Transcom ecosystem. Collaborating with sister brands or leveraging Transcom's media channels allows for integrated campaigns and extended

reach. This not only boosts campaign performance but also deepens relationships with existing clients while attracting new ones.

Threats

One of the ongoing challenges in advertising—especially in digital—is the rapid evolution of platforms and tools. What’s trending today may become obsolete tomorrow. If Dotbirth fails to keep pace with emerging technologies, tools, or platforms, it risks delivering outdated strategies, which could impact client satisfaction and agency relevance.

The industry’s competitive landscape is another concern. There’s no shortage of both global firms and nimble local startups in the market, all offering similar services. Dotbirth must constantly innovate and differentiate its offerings to avoid getting lost in the crowd or pulled into aggressive price-based competition.

Lastly, like many creative agencies, Dotbirth must navigate the difficulty of retaining talent. The fast-paced nature of advertising, paired with high expectations and tight deadlines, often leads to burnout. Sustaining a positive work culture and ensuring career development will be critical if Dotbirth wants to keep its best minds in-house.

Overall, Dotbirth’s current positioning is promising, but to sustain growth and reputation, they must continue innovating, strengthening internal capacity, and taking advantage of their unique market access through Transcom. (Figure: 7)



Figure 7: SWOT Analysis of Dot Birth Limited

Chapter 3: Project Part

3.1 Abstract

Client servicing is one of the core functions in advertising agencies, yet it often remains in the background, mostly misunderstood or overlooked. This internship report tries to shed light on what it really feels like to work in client servicing, by taking a closer look at Dotbirth Advertising Limited—a modern agency working with big clients like Singer, Hatil, Airtel, Coca-cola and others. The report is based on my three-month internship experience, where the researcher observed the real struggles and advantages of this role from the inside. The research is designed with a dual lens framework: one to identify the problems like overwork, lack of clarity, and invisible efforts; and another to show the growth potential and learning curve that servicing offers. This report uses both observation and informal discussion to analyze the agency environment and tries to answer one simple question—why is client servicing such a difficult yet valuable role in advertising? The findings reflect both the challenging nature of the job and the real opportunities it can offer, especially when proper structure and support is present.

3.2 Introduction

Client servicing is one of those jobs that sounds simple when people hear about it for the first time. But once someone starts doing it, they realize how layered and emotionally complex it actually is. During the internship at Dotbirth Advertising Limited, the researcher got a hands-on understanding of what it really means to be part of the client servicing team. You're not just passing along messages or coordinating schedules. You're constantly trying to keep the client happy, manage internal pressure from the creative team, and still deliver the project on time. It's like walking on a tightrope between expectations and deadlines. The role needs strong communication, empathy, and a weird level of patience that not many people talk about. While working on different projects and campaigns, the researcher started seeing the gaps in the system and the areas where servicing professionals suffer silently. But the researcher also saw the kind of exposure and insight this role offers which can be a strong base for building a serious career in advertising or brand management. This report basically tries to unpack all that—both the good and the bad—so people who are planning to work in agencies or manage one someday can get a more realistic view.

3.2.1 Background of the Study

In advertising agencies, the client servicing department acts as a bridge between the creative minds inside the agency and the decision-makers outside—mostly the clients. Their job is to keep both parties informed, aligned, and satisfied. They follow up on briefs, help pitch ideas, take revisions, and manage expectations. But often, this role is considered "supporting" rather than "strategic," even though they are the ones maintaining project flow. At Dotbirth, where the pace is fast and campaign deadlines are always tight, the client servicing team plays a crucial part in every brand success.

But the background stress they deal with rarely gets discussed. Most of the attention goes to the end result—the ad or the campaign itself—not the hours of coordination or the pressure it took to get there. This disconnect between work and recognition creates a unique kind of burnout. At the same time, the very nature of this job makes people better at handling clients, writing briefs, managing time, and working under pressure, which are all valuable skills for any marketing or communication role. That contradiction is what sparked my interest in studying this more deeply through the internship lens.

3.2.2 Problem Statement

While client servicing is often talked about as an entry-level job in agencies, the problems it brings are far from basic. From my internship experience, it became clear that people in this role face multiple layers of pressure that aren't visible to outsiders. They are expected to be available all the time, respond fast, manage delays, handle client dissatisfaction, and still keep things running smoothly. Yet, when things go right, the credit often goes to the creative team, and when something goes wrong, it's usually the servicing team that gets blamed first. There's a lack of proper SOPs, which creates more confusion and stress. Many decisions are taken last minute, and there's hardly any room to breathe or process feedback properly.

Also, since servicing doesn't directly create the ad, their work is often not seen as creative, even though it requires constant problem solving. All of this builds up a silent mental load that no one talks about in formal settings. On the flip side, this same job has the potential to teach new professionals how the industry really works—from client psychology to campaign execution. So the problem is not just the stress itself, but the way the role is structured and treated inside agencies like Dotbirth.

3.2.3 Research Question and Objective

The core research question guiding this study is:

What are the key challenges and growth opportunities in client servicing as observed in Dotbirth Advertising Limited?

This question arises from the increasing importance of client servicing in the advertising ecosystem, where servicing teams play a vital yet often underappreciated role in campaign delivery and client relationship management.

The objective of this study is to closely examine the stressors, inefficiencies, and overlooked dynamics that client servicing professionals face within a real-world agency environment. By drawing insights from a 3-month internship experience at Dotbirth Advertising Limited, the research seeks to identify where the difficulties lie—be it communication gaps, unclear processes, or emotional exhaustion. Another important aim is to explore the flip side: the professional growth

this role offers. Exposure to campaign work, collaboration with creative and strategic departments, and client-facing responsibilities all serve as developmental opportunities that can build long-term careers in the field of marketing and brand management.

This study also aims to suggest actionable improvements that could help improve the quality of client servicing as a role. These improvements may include more structured workflows, better emotional support systems, and stronger inclusion of servicing professionals in the strategic phases of campaigns. Overall, this research attempts to shed light on the real-world complexity of client servicing in Bangladesh's advertising sector through a personalized and practical lens.

3.2.4 Significance of the Study

Client servicing may not be the flashiest department in an ad agency, but it's one of the most crucial ones for making things happen smoothly. The significance of this study lies in uncovering the day-to-day realities of this role—what kind of stress people go through, where the system breaks down, and also what kind of growth they can expect if they stick around. Most academic studies and even casual blogs talk about marketing strategy or creative execution, but very few dive into the invisible middle—client servicing.

This research tries to fill that gap, especially from a local context. While global agencies are now trying to develop SOPs and mental health support systems for client-facing teams, in Bangladesh, such steps are still new or nonexistent. So this study becomes even more important because it highlights the voices and perspectives that often go unheard in the busy world of advertising. Also, for students and fresh graduates who want to work in an agency, this paper can offer a more realistic picture than job descriptions or career talks. By documenting my own experience during the internship at Dotbirth, this research aims to make the client servicing role more understood, more appreciated, and hopefully, better supported in the future.

3.3 Literature Review

The concept of client servicing has been explored under various lights within the advertising and marketing domain. It's often seen as the bridge between agencies and clients, but the complexities underneath are deeper than that. According to Waller and Hingorani (2020), client servicing is a vital part of agency operations, but sometimes its value isn't always appreciated. They pointed out that many times, account executives are stuck juggling expectations without proper recognition for their work. That makes the role somewhat invisible even when it plays a huge part in campaign success. Mohan (2017) also talked about this “invisible workload” in account management, where servicing professionals are expected to carry emotional weight, creative translation, and client satisfaction, all at once. But rarely do they get credit for it.

This ties with Grandey's (2003) work about surface and deep acting in emotional labor. She described how constantly masking real emotions in high-pressure client roles can cause emotional exhaustion. For client service executives in fast-paced creative agencies like Dotbirth, this

invisible emotional labor becomes a constant challenge. The relationship between agencies and clients also evolves based on communication and trust. Gambetti and Biraghi (2015) explored this from a communicative angle, arguing that agencies need to manage not just services but ongoing relationships. That means servicing isn't just transactional—it's about understanding client brands like insiders and defending agency work with equal energy.

In Bangladeshi context, Ahmed (2021) noted that many client servicing teams are not given strategic roles; instead, they become task managers or middlemen. That's a missed opportunity because these professionals often hold the most real-time insights from both sides. Chatterjee (2020) emphasized how the account management role has been shifting. With clients becoming more digitally inclined and data-driven, client servicing has to go beyond just communication. The expectation now includes strategic thinking, performance tracking, and faster turnaround.

This aligns with Madhavaram and Hunt's (2008) idea of operant resources, which refers to capabilities that enable value creation. In client servicing, interpersonal skills, brand knowledge, and adaptive problem-solving can be considered such operant resources. Integrated marketing communication (IMC) has a strong link to client servicing too. Kliatchko (2008) suggested that IMC professionals must operate across multiple departments and client teams, and that requires people who can manage relationships with patience and consistency. Client service executives are often the ones who handle this integration, though their efforts are underrepresented in agency narratives.

Another dimension is the pressure to perform and deliver beyond what's written in the brief. Dubinsky and Skinner (2002) examined how employees who go the extra mile, often in sales roles, are driven by both intrinsic motivation and organizational culture. In an agency setup, client servicing professionals are often the ones staying late, adjusting slides, chasing clients, or calming tensions during delivery.

That discretionary effort is something most reports don't account for, but it adds real value to project outcomes. The literature also talks about the agency-client power dynamics. Russell and Belch (2005) found that clients increasingly dominate discussions and timelines, making agency partners reactive rather than strategic. This leads to frustration within client servicing teams who feel squeezed between internal teams and demanding clients. Homburg, Wieseke, and Bornemann (2009) further linked this to customer need knowledge. If servicing professionals are not trained to understand client psychology or needs deeply, their communication becomes transactional, which weakens long-term client relationships.

In strategic contexts, Gurel and Tat (2017) pointed out that SWOT analysis is not just for external strategy but can also be used internally to assess operational gaps. For example, using SWOT on client servicing can help identify its hidden strengths—like client trust or multitasking ability—and expose weaknesses like burnout or over-reliance on informal processes. Finally, Porter's

(2008) theory of five forces is also somewhat relevant. While it mostly applies to industry-level strategy, the idea of bargaining power of buyers is evident in how clients negotiate and sometimes overpower agency decisions. This reinforces the point that client servicing professionals must be equipped with not just coordination skills but also negotiation and conflict resolution abilities. Taken together, this body of literature paints a multi-layered picture of client servicing. It is not just a connector role but a strategic, emotionally demanding, and often under-acknowledged part of the advertising process. For an agency like Dotbirth, which works with fast-moving and high-stake clients, the pressure on client servicing becomes even more intense. Understanding these dynamics is crucial to improve workflow, employee wellbeing, and overall agency output.

So, to sum up the literature, three major ideas emerge. First, client servicing is emotionally and strategically complex—it's not just a coordinating role but a central part of campaign success. Second, the workload and emotional labor involved in the role are often overlooked, which causes stress and burnout. Third, while the career potential in this field is strong, the lack of structure, appreciation, and formal development paths limit its attractiveness. This study builds on these discussions but tries to make it more contextual by exploring these themes in the setting of Dotbirth Advertising Limited—a creative agency working within the Bangladeshi advertising industry. (Figure: 8)

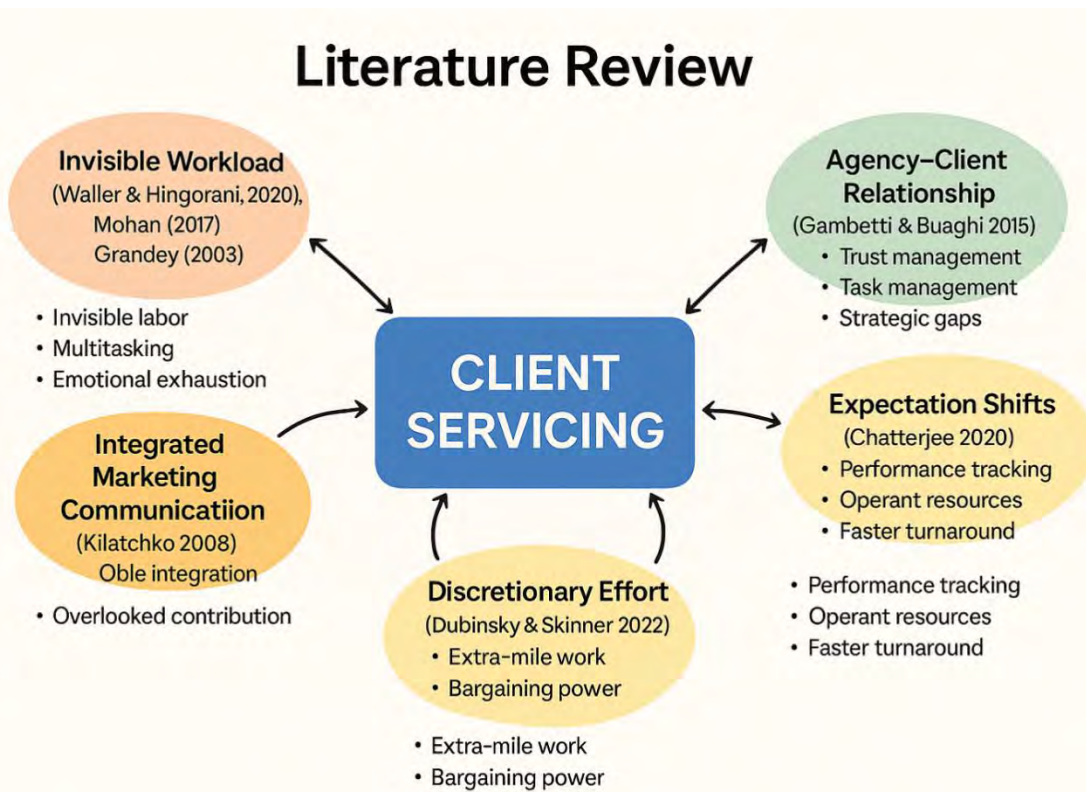


Figure 8: Literature Review

3.4 Methodology

This section describes how the research was conducted to explore the challenges and opportunities in client servicing at Dotbirth Advertising Limited. Since the study is rooted in firsthand internship experience, it uses qualitative methods like observation, informal interviews, and content analysis to gather insights. The idea was to understand not just what is happening but also why and how it affects people in the team. This section includes the research approach and how data was collected during the three-month internship period.

3.4.1 Research Approach

The research followed a qualitative approach. That made the most sense because the aim wasn't to find exact numbers or stats, but to explore the real experiences, emotions, and day-to-day functions of client servicing professionals. The core of this research comes from immersive observation. As an intern who worked closely with the client servicing team, the researcher had direct access to internal meetings, brainstorming sessions, feedback loops, and even informal moments like late-night coffee talks or sudden client panic calls. These moments gave me insight that no structured questionnaire could provide. Alongside observation, the researcher conducted a few informal interviews with account managers, creative executives, and even one of the team leads. They were casual but very insightful conversations where people opened up about their workload, the frustration with unclear client briefs, and sometimes, even their fear of messing up and being blamed.

Unlike traditional surveys, this research doesn't rely on structured responses. Instead, it collects meaning from patterns—what kind of problems keep repeating, what tasks bring joy, what causes burnout. The aim was to document the lived experiences of servicing professionals, especially in a Bangladeshi agency context, which is still underrepresented in existing research. Because the study was reflective and grounded in personal experience, it was easier to spot nuances that outsiders might miss.

3.4.2 Data Collection

Data was collected in two main ways—through primary sources like internship experience and interviews, and secondary sources like campaign materials and relevant literature. During the internship at Dotbirth, the researcher maintained a daily log where I wrote down tasks, challenges, conversations, and thoughts. These notes became a rich source of data for the research. Along with that, informal interviews were conducted with thirteen team members—three from client servicing, one from creative, and one account director. These weren't recorded but summarized later in my

notes. The reason for keeping them informal was to make people comfortable so they could speak freely about their experiences. People were more honest when they knew it wasn't a formal feedback session.

Besides that, internal documents such as campaign proposals, client briefs, and email threads were reviewed to understand workflow patterns and client-agency communication dynamics. Campaigns like those done for Singer Bangladesh and Hatil were specifically looked at to see how servicing was involved in each step. Secondary data was gathered from academic journals and industry blogs that talked about client servicing, emotional labor, and agency dynamics. This mix of practical experience and theoretical context gave the research both depth and balance.

3.4.3 Data Analysis

Once the data was collected, it was analyzed using a thematic analysis approach. That means instead of treating each observation or quote separately, the researcher looked for patterns—repeated behaviors, common frustrations, and shared moments of learning. Two main themes were used for categorization: challenges and opportunities.

Under challenges, issues like chaotic workflows, lack of recognition, emotional exhaustion, poor work-life balance, and pressure from clients were grouped. Many servicing members said they felt stuck in the middle, carrying blame from both sides—the client and the creative. Another repeated pattern was the absence of proper structure. Tasks often overlapped, roles were unclear, and deadlines felt too tight to breathe. These weren't isolated complaints but appeared consistently across interviews and observations.

For opportunities, patterns showed that despite the stress, client servicing offered immense exposure to brand thinking, campaign execution, and relationship management. Interns like me got to sit in on meetings, help write briefs, coordinate with designers, and even pitch content ideas. Those moments built confidence and gave a sense of how real-world advertising works. So the analysis wasn't just about pointing fingers at the flaws but also showing where the light came through. The dual-lens helped capture both the pain and the potential of client servicing in a real-world setting. (Figure:9)

DATA COLLECTION AND ANALYSIS

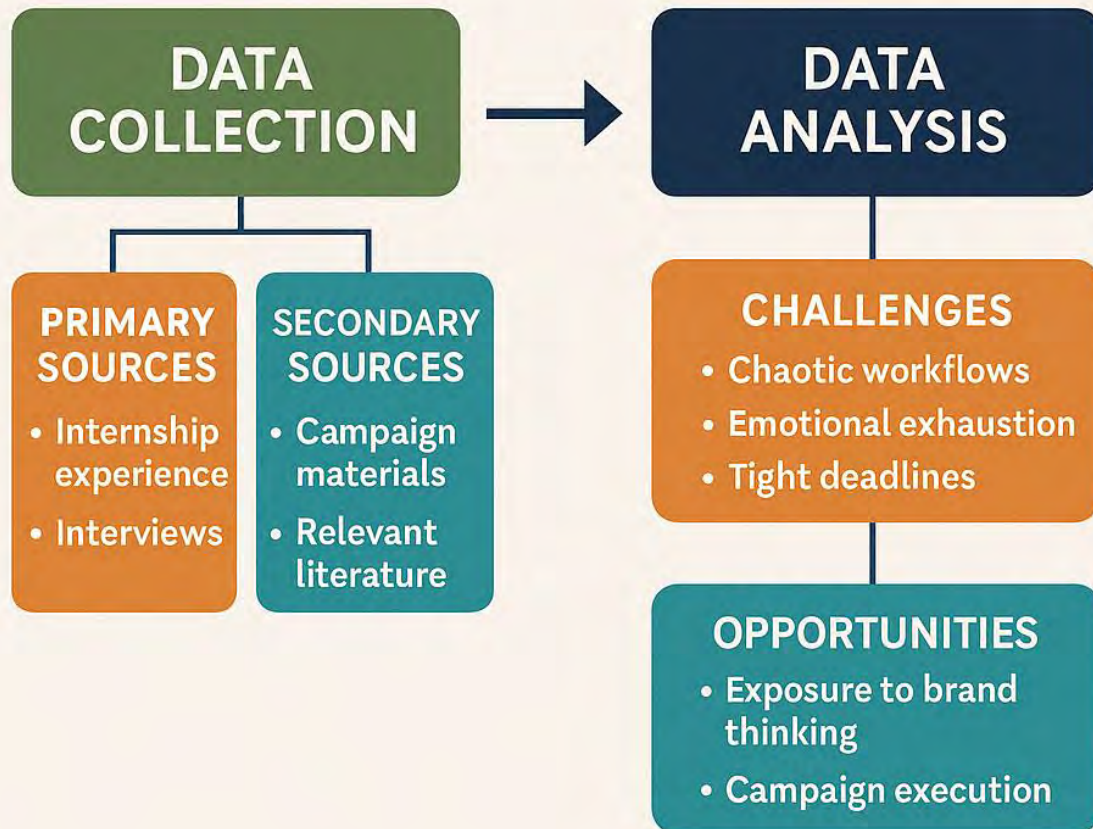


Figure 9: Data Collection & Data Analysis on DotBirth

3.5 Results and Discussion

The results of the research showed a complex, high-pressure work environment where client servicing professionals were holding the threads of the agency together—quietly, and often without recognition. The biggest challenge reported was the invisible workload. Many servicing

members said they felt like their work only got noticed when something went wrong. When things went smoothly, it was assumed to be normal, not something that required effort.

Another recurring problem was lack of standard processes. There were no fixed templates for writing briefs or SOPs for handling revisions. This often led to confusion, overlapping tasks, and wasted time. People mentioned how deadlines were often adjusted without notice, and feedback would come in late at night, requiring urgent changes that disrupted personal time. Emotional labor was another big issue. Servicing people often had to deal with angry clients, confused designers, and anxious managers—all at once. And still, they had to remain calm, positive, and professional. That kind of emotional balancing act takes a mental toll.

However, there were also clear signs of growth and learning. Interns and juniors learned quickly how to multitask, write effective communication, and manage feedback loops. One executive said, “I never realized I was becoming a better communicator until I had to rewrite the same email three times to make it polite, clear, and assertive.” The role also exposed people to client psychology—understanding what they say vs. what they mean, and how to translate vague feedback into actionable points. These are high-value skills in marketing and brand management, and they’re developed naturally in servicing roles.

Dotbirth, in particular, had a fast-paced, deadline-driven culture. That made the stress worse but also pushed people to learn quickly. Interns weren’t treated like coffee runners—they were asked to join meetings, suggest ideas, and handle small client communications. That kind of exposure built confidence and gave a sense of agency. The results overall paint a mixed picture—client servicing is definitely hard, sometimes thankless, but it’s also one of the best places to learn real-world marketing. (Figure: 10)



Figure 10: Results & Discussion Model

3.6 Conclusion

The conclusion of this research aims to wrap up the overall findings and offer a thoughtful reflection on what has been experienced, learned, and analyzed throughout the internship at Dotbirth Advertising Limited. From the very beginning of the internship, there was an attempt to observe the environment of client servicing not just from outside but from inside as well. It wasn't only about doing assigned tasks or checking items off a to-do list. Rather, it was about understanding the flow of work, the invisible emotional pressure, the communication breakdowns, and the moments of growth that are often not discussed in formal marketing courses.

The internship opened up a real-world version of what the client servicing job means in an advertising agency, particularly in a Bangladeshi context. While theoretical knowledge and global case studies gave a nice idea of what account management should be, the actual daily grind in an agency like Dotbirth showed that things are often far more complex, unpredictable, and emotionally charged. Servicing professionals are always walking a thin line between keeping the client satisfied and managing internal creative teams who have their own set of expectations and pressure. This balancing act doesn't always go well. But when it does, the feeling of fulfillment is

real and satisfying. Still, the challenges make it hard to survive in this role for long unless some kind of structure, support system, and recognition exists. These realizations formed the core of this research project.

3.6.1 Thesis Overview

The main focus of this research was to identify and understand the key challenges and potential opportunities in client servicing using the internship experience at Dotbirth as the central case. It was more than just a study; it became a form of reflective learning. The project explored both internal issues like workflow confusion, unclear responsibilities, lack of SOPs, and emotional exhaustion, and also external positives such as personal growth, leadership development, campaign experience, and exposure to brand strategy. By keeping the lens fixed on real-time agency operations, the study brought out both the chaos and the charm of the servicing role.

The dual framework—challenges and opportunities—helped in simplifying the observations into meaningful themes. On one hand, it became clear that the stress in client servicing is not just because of workload but often due to unclear communication, last-minute pressure, lack of transparency, and inadequate recognition. On the other hand, this very role provides a fast-track learning curve. Interns and junior executives can get early exposure to big clients, real deadlines, and brand strategy. So if someone can mentally adjust to the pressure, it's a powerful place to grow in. This duality is what made the findings richer.

The project also added a local dimension to the discussion, which is very important. While many global papers talk about emotional labor, invisible workload, and client pressure in Western agencies, not many talk about how these things happen in Bangladeshi agencies. Dotbirth, with its fast-growing client list and internal team struggles, acted as a microcosm of what's happening in similar agencies across Dhaka. The findings show that challenges here are quite similar to global trends but are made worse by lack of structure and excessive workload culture, which is often seen as a badge of honor in this market.

3.6.2 Theoretical Implications

From a theoretical angle, this research helps extend some established ideas into a newer local context. The emotional labor theory, which was discussed by Grandey (2003), fits quite accurately when applied to the client servicing team at Dotbirth. Servicing professionals are constantly regulating their emotions, acting polite and composed even when deadlines are crashing, or when clients are being unreasonably demanding. This aspect of "surface acting" was visible almost every day during the internship. The theory that servicing work is often invisible and thankless, as Mohan (2017) describes, also came true. While creative outputs get showcased, the coordination effort behind them stays in the shadows.

Another theory that found relevance here was the service-dominant logic (Madhavaram & Hunt, 2008), which says that value is co-created through interactions between provider and client. In Dotbirth, this was clear in how the client servicing team had to gather inputs from clients, translate them into actionable briefs, and then negotiate between creative ambitions and business needs.

They were not just messengers; they were co-creators of value even if they didn't physically create the ad. The research shows that in small to medium-sized agencies, the theoretical roles described in books get merged and overlapped, making servicing a job that requires multitasking, emotional intelligence, and strategic thinking all at once.

Also, in terms of organizational behavior, the research connects with the concept of role ambiguity and burnout. The lack of defined SOPs, unpredictable timelines, and sudden client escalations create confusion, which leads to mental fatigue. This backs up what Homburg et al. (2009) mentioned about internal structural gaps increasing the workload for frontline marketing employees. So this research, though based on one company, reflects theoretical models accurately and strengthens them by showing how they manifest in a practical setting.

3.6.3 Practical Implications

On the practical side, the study offers a number of takeaways that agencies can actually implement. First, there needs to be more attention on making the servicing workflow more standardized. Creating SOPs, templates for briefs, regular internal meetings for alignment, and fixed feedback channels can significantly reduce confusion and rework. These are simple fixes, but they can save both time and mental energy. Secondly, recognition matters. When a campaign does well, it's mostly the creative team that gets the spotlight. But behind every success, there is a servicing person or team who made sure things stayed on track. Publicly acknowledging their effort, even during internal meetings, can boost morale.

Also, mental health support is needed. Agencies like Dotbirth often work in a high-stress environment where last-minute changes are common and weekends are not sacred. Introducing casual check-ins, allowing flexible work hours during off-peak seasons, or even giving "mental health days" once in a while can show that the organization values its people. The servicing team, due to their dual-facing nature (internal and external), faces the brunt of both client dissatisfaction and internal delays. So making their job less chaotic should be a priority for agency leadership.

Another insight is about training. Interns and junior executives are often thrown into the servicing role without proper orientation. Giving them a basic understanding of client behavior, conflict resolution, time management, and brief writing through short workshops can make them more confident. It can also reduce dependency on senior team members for every small task. Agencies that invest in grooming their servicing team early tend to build stronger client relationships because the frontline staff is more prepared and emotionally intelligent.

Lastly, the research shows that this department should not be seen as just coordination support. They need to be included in strategy discussions from the beginning because they understand the client pulse better than anyone else. If servicing teams are given a seat at the table when ideas are being formed, not only will execution be smoother, but client alignment will also be faster.

3.6.4 Limitations and Suggestions for Future Research

Like any internship-based research, this study also has limitations that need to be acknowledged. First, the insights are based on one company—Dotbirth Advertising Limited. While many challenges here are common across agencies, it's still not fair to say that all findings apply universally. Every agency has its own culture, process, and leadership style. So the conclusions drawn here should be viewed as exploratory, not definitive.

Also, the research mostly relied on informal interviews and personal observations. Though this gives an honest and unfiltered view, it lacks quantitative support. If this study could have included structured interviews with servicing professionals from other agencies or a survey involving multiple stakeholders (clients, creatives, servicing heads), the findings could have been more balanced and broadly applicable.

Another limitation was the timeframe. A three-month internship can reveal a lot, but it still doesn't capture the full cycle of long-term campaign development or client retention strategies. Client servicing is a long-game role, and many deeper challenges or growth opportunities unfold over six months to a year, especially when dealing with yearly contracts or product launches.

So for future research, it would be useful to take a multi-agency approach, maybe comparing a multinational agency with a local one. Surveys can be conducted to measure emotional stress levels in servicing roles. Also, a deep-dive into the gender aspect of client servicing could be insightful. For example, do female servicing executives face a different kind of pressure or expectation than their male counterparts? Another angle can be the evolution of this role with AI tools—are client servicing jobs becoming easier or harder as automation enters the picture?

Despite these gaps, this research offers a starting point for conversations that are often missing in the fast-paced world of advertising. Client servicing needs to be recognized not just as a necessary department but as a strategic pillar that holds the entire client-agency relationship together.

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