



## Training & Workshops

That sharpen skills and make a real difference to business performance

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### Introduction

Traditionally, our industry has not been great at training. Investment has been sporadic and it's often been seen as a nice to have, but not vital. Very few agencies have a consistent, joined up approach to training. However, this is changing.

In a crowded market where, in clients' eyes, differences between agencies can seem minimal, training can help give you that all important edge. Training is important for so many reasons. It develops your agency's skills and expertise, keeps you up to date with best practice, helps bring the agency together with unified approaches, brings on the next generation of best people, motivates staff and helps to retain them for longer.

Up to the Light's founder, Jonathan Kirk, has provided industry leading talks, workshops and webinars for the Design Business Association over a ten year period, as well as for Agency Hackers, the British Institute of Interior Design, Design Skillnet in Ireland and IAPI (the Institute of Advertising Practitioners in Ireland). Up to the Light provides bespoke training modules and workshops for agencies of all disciplines and sizes, and for all levels of participant from junior to Board level.

### Adding real value

Up to the Light offers a range of training modules and workshops for individual agencies. There are four important factors that unite them:

#### Client-side perspective

Every Up to the Light training module and workshop benefits from the most up to date client viewpoint because Up to the Light has unrivalled client side contact. We are the leading provider of Client Surveys to the UK design industry. Each year we publish the definitive 'What Clients Think' report based on 650 client interviews conducted on behalf of creative agencies. This gives us extensive, ongoing knowledge of clients' concerns, expectations, their views on areas such as agency strengths, weaknesses, proactivity, service levels, added value and quality of agency communications. This unique insight is integral to all our training modules and workshops.

#### Industry specific

All Up to the Light's training modules and workshops are specific to our industry. They are not generic courses that can be applied to any industry.

#### Tailored to you

Every session is preceded by a conversation with you about your particular needs and challenges. We often communicate with the attendees before each session to ask questions and set small tasks by way of preparation. We also take time to follow up the sessions and provide post training support where necessary.

#### Practical and useful

All our training modules and workshops are firmly rooted in reality, imparting practical skills that people can put into practice the next day.

'Jonathan has invaluable insight into the relationship between agencies and clients. His views are founded in genuine knowledge and he applies them with great skill.'

**Steve Pearce**  
Managing Director, LOVE



'Jonathan is a firm favourite with DBA audiences. His expert insights into the Client perspective is always pertinent and with topics ranging from business development to framing your strategic offer, attendee feedback is always consistently high. Jonathan has developed a wide range of new content for us over the years and is always professional and approachable in his delivery.'



**DEBORAH DAWTON**

CHIEF EXECUTIVE, DESIGN BUSINESS ASSOCIATION



### Get that extra edge

We offer bespoke training modules and workshops on a wide range of subjects. They can be delivered as face to face half-day workshops or as virtual sessions. These are the most popular:

#### 01 Winning Pitches

99% of clients believe that a pitch is good business practice for high value projects. Being excellent at pitching has become vital to agency growth and success.

- **How to pitch in 10 key stages.**
- **How pitching and client expectations are changing.**
- **A client's perspective – drawing up the shortlist, pitch processes and evaluation, what clients look for.**
- **Where pitches succeed and fail (feedback from post-pitch client interviews).**
- **Structuring your argument, ways to raise audience engagement.**
- **Ways to win – practical tips and techniques.**

#### 02 World Class Client Service

Great client service, over and above project management, is a key differentiator for agencies. Put simply, great client service makes a client's life easier. Poor or average client service makes a client's life difficult. In clients' eyes, great client service can be just as important as creativity or strategic thinking.

- **What are clients looking for? (feedback from client interviews)**
- **Differences between account management and client service.**
- **Where and how do relationships start to crack?**
- **Client service – doing the basics well.**
- **What 'proactivity' means in practice.**
- **How to build trust, added value and partnership – client satisfaction versus client commitment.**

TRAINING & WORKSHOPS

'Jonathan Kirk's 'Winning Pitches' workshop and pitching guidelines were transformational for our business. Since completing the work with Jonathan we have improved our win ratio by 100%. We now approach pitching with confidence that we have an approach that maximises our chances of success.'

**Jon Blakeney**

Managing Director, I-Am Associates

### 03 Client Development

Client development can sometimes be given less time and attention than new business. However, structured and consistent client development can be a powerful driver of agency fortunes.

- From a client perspective – how they view agency client development, what irritates and what works (feedback from client interviews).
- Selling without appearing to sell – important, subtle differences between new business activity and client development.
- Structuring your client development effort – the different levels of client development activity and what they are aiming to achieve.
- How to develop achievable and effective Client Development Action Plans.
- Practical tips and techniques.

### 04 Presentation Skills

Most good presenters were once bad presenters. It's a learnt skill. Presentations have become the major agency/client interface so honed presentation skills are vital to winning work and persuading clients.

- Preparation and understanding the audience.
- Body language – posture, gesture, facial expression.
- How to combat nerves.
- Practical exercises, tips and techniques.
- Video analysis to sharpen skills.

'Up to the Light's workshops are always worth attending as they are always informed by research and experience from our industry's clients' point of view. Their insight into what client really want and think are invaluable.'

**Tom Herman**  
Co Founder, Path

## 05 Negotiation Skills

Many clients have attended negotiation skills courses and procurement departments are professionals in this area.

Agencies need to catch up

- **Importance of negotiation – what it is, the difference it can make.**
- **Understanding the client perspective – their financial pressures, how procurement works.**
- **Objectives and preparation – how to set your must haves, ideals and loss leaders.**
- **How to negotiate around value not just price.**
- **Practical tips and techniques.**

## 06 Time Management

With most agencies using a charging for time model, effective time management can make a real difference to agency productivity

- **What time management is – time management as self-management.**
- **Explore typical agency situations, roles, pressures.**
- **Examine the obstacles – time stealers.**
- **We're all busy but let's step back and analyse our use of time.**
- **Setting goals and objectives.**
- **Practical strategies that can help.**

'Some of Jonathan's insights encourage us to "get over ourselves" and focus on, as he says.."what clients really want."

**Mary Doherty**

Managing Director, Red Dog, Dublin

## 07 Business Development

This workshop explores your approach to agency growth. It is bespoke to your issues and situation, and generates an actionable plan of attack.

- **Agency overview – what is your offer and how are your services articulated?**
- **Client development versus colder new business – the desired split.**
- **Your claims to fame – re-examining your crown jewels, your clients and case studies.**
- **Targeting – by themes and issues, not just by sector.**
- **Keep in touch strategy – cherishing the people you know, your biggest asset.**
- **Business development messages and routes to market – evaluating different types of activity.**
- **Developing action plans that are realistic and achievable.**

## 08 A Sharper Positioning

The internal process of defining and articulating 'our difference' can be convoluted and difficult. Agencies are often too close to the problem so this workshop is really valuable in accelerating the process and arriving at something which is truly differentiated.

- **Audiences – what are their expectations, how are they changing, what are their big challenges?**
- **Competitors – how are they shaping their offers and expressing themselves?**
- **Language – what is the generic language of our industry and what is truly differentiating?**
- **All about us – our culture, strengths, achievements, aspirations.**
- **Explore positioning territories – areas from which the point of difference may spring.**
- **Development of positioning options.**

'We've done some excellent pitching and presenting workshops with Up to the Light that have yielded immediate results and helped us to up our game. It's really powerful to have Up to the Light's expertise at your fingerprints.'

**Damon McCollin Moore**  
Strategy Director, ifour



'Jonathan Kirk has run two brilliant workshops with us. Jonathan designed the workshops to be insightful, inclusive, challenging and fun, but equally grounded by his objective knowledge of what clients want. The result is not only something we're proud of, but the process to get there has been positively infectious across the agency.'



**SIMON DAVIES**  
MANAGING DIRECTOR, EMBRACE

## 09 Translating the Brief

The brief is the vital bridge between strategy and creativity. Translating it into something that truly steers and inspires a creative team is key.

- **Defining the brief's role.**
- **What makes a great brief and creative brief?**
- **Decoding - making sense of language and jargon.**
- **How to write a great creative brief.**
- **When, how and where to introduce visual interpretation.**
- **The brief's ongoing role – aiding evaluation.**

## 10 Agency Leadership

Many agency principals/managers find themselves relatively unprepared for leadership positions. They may be talented and experienced in their respective areas, but that's slightly different from the qualities needed to lead a business. Aspects such as effective delegation, inspiring and empowering teams, effective decision making and developing your own leadership style are not things that are taught on the way up.

- **Your leadership style and why people should follow you.**
- **Empathy with people and teams – understanding people's needs and drivers.**
- **Effective delegation – why it's important and how to do it in different circumstances.**
- **Managing conflict and friction.**
- **How to inspire and motivate teams – building and maintaining a positive culture.**

'Up to the Light has run a number of workshops for us, both face to face and online. The workshops benefit from a rich client side understanding, refreshingly practical activities and really engaging delivery. The advice is bang up to date and relevant to our context, rather than feeling in any way generic.'

**Des O'Leary**

Managing Director, Catapult Events,  
Dublin

## About Up to the Light

The consultancy offers experienced, expert and bespoke advice for marketing services agencies. We challenge ingrained assumptions and offer more effective, insight-led advice.

Our services include:

- **Client surveys**
- **Business development strategy**
- **Pitching advice and post-pitch client interviews**
- **Training and workshops**
- **Business differentiation**
- **Miscellaneous business issues**

What distinguishes Up to the Light from other consultants and training providers is our unrivalled level of contact with clients. As the leading provider of client surveys to agencies and the authors of the influential 'What Clients Think' report, we are continually interviewing clients about their issues, challenges and relationships with agencies. This ensures that all our work with agencies is founded on the latest client-side insight.



'We've engaged Jonathan for workshops and training for Design Skillnet members, as well as for in-house training at large organisations. His breadth of expertise and industry knowledge make him world class. He is one of our most in demand trainers and the Up to the Light team are always a pleasure to deal with.'



**AILEEN DEMPSEY**

EXECUTIVE DIRECTOR, DESIGN SKILLNET, IRELAND



## Jonathan Kirk

Jonathan Kirk is the founder of Up to the Light and advises a significant proportion of the UK's top 100 agencies across a wide range of issues concerned with business growth and improvement.

As well as advising agencies, Up to the Light is also a brand consultancy that provides brand positioning and strategy for clients. So many consultants become theorists and teachers, slightly removed from reality, but Jonathan is continually involved at the sharp end presenting, pitching and delivering high profile strategic work for brands. This is of huge benefit to his clients.

His agency career included senior positions as a Director of Fitch, the global branding group, and New Business Director at EHS Brann (now Havas Helia).

He is a regular trade press contributor and conference speaker, delivering speeches, workshops and seminars for organisations including the Design Business Association, British Institute of Interior Design, Agency Hackers, the Institute of Advertising Practitioners in Ireland (IAPI) and Design Skillnet. He is a founder member of the DBA's Experts Register.

As the author of the influential 'What Clients Think' report, published annually, he is a widely acknowledged authority on the client/agency relationship.



## Adrian Dent

After graduating from Cambridge University, Adrian began his career in advertising, working for agencies including Grey and Delaney Fletcher. He was responsible for planning the highly successful launch of Mars Ice Creams across Europe during a two-year stint in Paris, helped launch Chrysler Jeep into the UK and was part of the team which came up with the idea for Macleans Milk Teeth.

He also gained experience on the client side, managing a £4m advertising budget for Manweb. Since then, Adrian has helped a wide variety of organisations with many aspects of branding and marketing. Research is an integral part of Adrian's work and he is highly experienced in conducting research to unlock key strategic issues.



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|-----------------------|---------------------------|-----------------------------|-----------------------|-----------------------------|-----------------------------------|
| Abbott                | BUPA                      | First Quantum Minerals      | KappAhl               | Nisa                        | Takeda                            |
| ABN AMRO              | Burger King               | Footlocker                  | Kerry Foods           | Notcutts Garden Centres     | Teleflex                          |
| Addis                 | Burton                    | Forever 21                  | Kimberly Clark        | Novartis                    | Tesco                             |
| Adidas                | Busaba Eathai             | Fred Perry                  | KFC                   | Nu Skin                     | Teva Pharmaceuticals              |
| ADT                   | Butlins                   | Freeview                    | Knight Frank          | Oakley                      | The Benfield Group                |
| AEG                   | Cala Homes                | Fujifilm                    | Ladbrokes             | Oasis                       | The Body Shop                     |
| Ahold                 | Calvin Klein              | Galliford Try               | Lakeland              | Ocado                       | The British Retail Consortium     |
| AIB                   | Cardiff University        | Gallaher                    | Land Securities       | Ofcom                       | The Lubrizol Corporation          |
| Al Maya Group         | Carlsberg                 | Garrett Motion              | Leger Holidays        | Olympic Holidays            | The National Gallery              |
| Aldermore             | Carnival Cruises          | Gates Corporation           | Olympus               | One Stop                    | The National Trust                |
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| Allergan              | Christian Louboutin       | Glasgow Housing Association | Orsay                 | Palmer & Harvey             | The Salvation Army                |
| Alpha Group Plc       | Citifinancial             | Glenisk                     | Original Travel       | Penguin Random House        | The White Company                 |
| Amica Law             | CLS Holdings              | Great Rail Journeys         | Orsay                 | Philip Morris International | Timberland                        |
| Anglo American        | Codexis                   | Grosvenor Estates           | P&G                   | Philips                     | Titan Travel                      |
| Ardene                | Constellation Europe      | Guys & St Thomas'           | Prudential            | Pizza Hut                   | Tomkins                           |
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| Argos                 | Cosmed                    | Henkel                      | Raiffeisen Bank       | Primark                     | Travis Perkins                    |
| Arthritis Research UK | Cricut                    | Henri Lloyd                 | Raytheon              | Reed Exhibitions            | Tristar                           |
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| Asda                  | CSIRO                     | Hines                       | Reed Exhibitions      | Rentokil Initial            | Turner Entertainment              |
| Aston Martin          | Cushman & Wakefield       | Historic Royal Palaces      | Reitmans              | Republic Technologies       | Twinings                          |
| Atlas Genetics        | CYBG                      | Homebase                    | Renasas Electronics   | Rolex                       | UBS                               |
| Aurora Fashions       | Danone                    | Honda Europe                | Rentokil Initial      | Royal Mail                  | UK Trade & Investment             |
| B&Q                   | Davidoff                  | HSBC                        | Republic Technologies | Royal Opera House           | Umbro                             |
| Bacardi               | De Poste                  | HTC                         | Rolex                 | Saga                        | UNESCO                            |
| BAFTA                 | Debenhams                 | Hubrecht Institute          | Sage                  | Sainsbury's                 | UNHCR                             |
| Bank of England       | Dell                      | Hutchison                   | Sainsbury's           | Securistyle                 | UNICEF                            |
| Barclaycard           | Delmec                    | Hyve Group                  | Sequel                | Severn Trent                | Unilever                          |
| Barclays              | DePuy Synthes             | IBIS Biosciences            | Shell                 | Shell                       | University College London         |
| Barilla               | Diageo                    | IMG                         | Skechers              | Skechers                    | University of Bedfordshire        |
| BASF                  | Diesel                    | Imperial Tobacco            | Smiths Group          | Smiths Group                | University of the West of England |
| Bawag PSK             | Digital UK                | INEOS                       | Solvay                | Spar                        | University of Westminster         |
| BBC                   | Dixons Carphone           | Informa                     | Spar                  | Spirax Sarco                | University of York                |
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| Berkeley Group        | Dublin Bus                | Innocent                    | Starbucks             | Starbucks                   | Ventac Partners                   |
| Belleair Holidays     | Dunhill                   | Interfacefloor Europe       | Steptoe               | Steptoe                     | Verinata Health                   |
| Belron                | DuPont Teijin             | International Olympic Comm. | Storeys:ssp           | Storeys:ssp                 | Vertex Pharmaceuticals            |
| Berlitz               | Durkan Group              | Intu                        | Superdrug             | Swatch Group                | VF Corporation                    |
| Beyerdynamic          | eBay                      | Investec                    | Swatch Group          |                             | Visa                              |
| Biffa                 | Edgescan                  | Ionis Pharmaceuticals       |                       |                             | Vodafone                          |
| Blackstone Group      | Electronic Arts           | Iris Group                  |                       |                             | Waitrose                          |
| BMW                   | Element Six               | Isis Pharmaceuticals        |                       |                             | Walt Disney                       |
| Boehringer Ingelheim  | Energia                   | James Retail                |                       |                             | Wanda                             |
| Boots                 | Enterprise Car Hire       | Janssen Pharmaceuticals     |                       |                             | Warner Bros                       |
| Bord Bia              | Eurasian Natural          | Jigsaw                      |                       |                             | Weetabix                          |
| Boston Scientific     | Resources Company         | JLT Group                   |                       |                             | WH Smith                          |
| Boux Avenue           | Euromoney                 | John Lewis                  |                       |                             | Whitbread                         |
| Bowers & Wilkins      | Europa Capital            | Johnson & Johnson           |                       |                             | Wickes                            |
| Breast Cancer Care    | European Land             | Jones Bootmaker             |                       |                             | Wisdom                            |
| Bristol Airport       | Experian                  | Jones Lang Lasalle          |                       |                             | WWF                               |
| Bristows              | Falite Ireland            | Jordans Cereals             |                       |                             | Yodel                             |
| British Army          | Fever Tree                | Joules                      |                       |                             | York Museums Trust                |
| BT                    | Filtrona                  | JTC Group                   |                       |                             | YouGov. and many more...          |

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