



Advertising and Creative Agency Management Course: Fees, Accounts and Profitability

23 – 27 August 2027

Barcelona - Eixample district four-star



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Introduction:

Advertising and Creative Agency Management is a 5-day course for agency founders, managing directors and account directors in advertising, digital and creative agencies, and it ends with an Agency Operating and Account Growth Plan for a case agency. Many agencies produce admired work yet lose margin through loosely scoped jobs, under-priced retainers, over-servicing of key accounts and studios that sit idle one month and overloaded the next. Nominees already lead client accounts or agency units, and they learn through modelling builds on agency P&L, fee and utilisation spreadsheets. CoreConcept Training Center delivers this advertising and creative agency management course.

Course Objectives:

- Analyse an agency P&L from gross billings to net revenue and operating margin, including revenue concentration across client accounts
- Scope client work and price it through media commission, project fees, monthly retainers and performance-linked bonuses
- Lead account teams that hold agreed scope, review client satisfaction and grow revenue from key accounts
- Qualify new-business pitches against RFI and RFP requirements and set a budget for pitch investment
- Plan staff capacity and billable utilisation, and control job flow from brief to approval through traffic management
- Build an Agency Operating and Account Growth Plan for a case agency

Target Audience:

- Agency owners and partners who set the commercial direction of advertising, digital or creative shops
 - Agency leadership functions accountable for profit and loss and operating margin
 - Client service functions responsible for account relationships, scope and account revenue
 - Account team leads who structure teams around clients and protect client retention
 - Agency operations functions responsible for staff capacity, timesheets and traffic
 - New-business functions that select pitches and prepare agency proposals
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Course Outline:

Day 1: Agency Business Models, Revenue Streams and the Agency P&L

- Agency Model Map Comparing Full-Service, Specialist and Digital Shops
- Agency Income Statement From Gross Billings to Net Revenue
- Revenue Concentration Analysis Across the Client Account Portfolio
- Cost Structure Breakdown for Salaries, Freelancers and Overheads
- Current-State Agency Health Check Using Margin Indicators

Day 2: Scoping, Pricing and Client Remuneration Models

- Scope of Work Document With Deliverables and Revision Limits
- Media Commission and Mark-Up Arrangements Compared With Fees
- Monthly Retainer Sizing From Planned Hours and Roles
- Project Fee Estimating Using Blended Hourly Rate Cards
- Performance-Linked Bonus Design With Agreed Measures and Caps

Day 3: Account Management, Client Retention and Account Growth

- Account Team Structure Linking Client Service, Planning and Studio
- Client Relationship Health Survey and Quarterly Business Review
- Change Request Log for Out-of-Scope Client Demands
- Account Growth Plan Template for Upselling and Cross-Selling
- Agency Evaluation Scorecard Responses and Account Recovery Actions

Day 4: New-Business Pitching, Resourcing and Creative Workflow Risks

- RFI and RFP Response Plan With Pitch Qualification Criteria
- Pitch Investment Budget and Walk-Away Decision Rules
- Billable Utilisation Tracking With Timesheets and Capacity Forecasts
- Traffic Management Job Bag From Brief to Final Approval
- Over-Servicing Write-Off Analysis and Margin Leakage Controls

Day 5: Modelling Build for the Agency Operating and Account Growth Plan

- Case Agency Profile With Client Roster and Financials
 - Case Agency Retainer and Fee Model Rebuild
 - Case Agency Utilisation and Hiring Capacity Model
 - Case Agency Key Account Retention and Growth Targets
 - Agency Operating and Account Growth Plan Presentation to Partners
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Skills You Will Gain:

- Agency P&L Analysis
- Scope of Work Definition
- Retainer and Fee Pricing
- Performance Remuneration Design
- Key Account Growth Planning
- Pitch Qualification
- Capacity and Utilisation Planning
- Creative Traffic Control

Why Attend This Course:

- Produce an Agency Operating and Account Growth Plan for a case agency that the managing director and partners can use in the next budget round
- Decide whether a retainer, project fee or performance-linked arrangement suits each client account on margin evidence
- Avoid unpaid over-servicing, written-off hours and costly pitches the agency has little chance of winning
- Share the fee calculator, utilisation tracker and scope templates with account and studio colleagues

Conclusion:

Back at the agency, the participant hands the Agency Operating and Account Growth Plan to the managing director, the partners and the heads of account and studio teams. They use it to reprice retainers at renewal, set utilisation and hiring targets, decide which pitches to enter and agree growth targets for key accounts. After its first quarter in use, the leadership team should compare actual net revenue per account, billable utilisation and write-off levels with the plan, then adjust scope templates and rate cards where margins fell short.

Frequently Asked Questions FAQ:

What should participants know before joining an advertising and creative agency management course?

Participants should already lead client accounts, a creative or digital unit, or an agency business, and be comfortable reading a budget or income statement. No finance qualification is needed, because the first day builds the agency P&L from gross billings to net revenue step by step.

How does advertising and creative agency management differ from client-side advertising campaign management?

This course is taught from the agency side: pricing work, protecting margin, growing accounts and running the studio. A client-side campaign management course teaches marketers to brief agencies, plan media and measure campaign effect, so it buys agency services rather than sells them.

Why do advertising and creative agencies combine media commission with fees and retainers?

Fees and retainers tie agency income to the work and staff time a client actually uses, rather than to media spend alone. Commission remains in use, and many agencies pair it with retainers, project fees and performance-linked bonuses so that income follows effort and results.

What do participants take back from an advertising and creative agency management course?

Participants take back an Agency Operating and Account Growth Plan for a case agency, with a fee and retainer model, a utilisation and capacity forecast, key account growth targets and scope templates ready to adapt to their own agency.
