

Value of Design

24 hour Design Challenge

Profiling Your Consultancy

Trading Overseas

Design Drives Business

Winter Schedule

dba

DBA sees 20% jump in membership



The DBA has announced a 20% growth in membership for the year ending 2004. There was a 10% increase in design consultancies joining in the last quarter alone.

Deborah Dawton, DBA Chief Executive comments, "Our feedback attributes the surge to three key factors. Firstly, we listened to members and non-members about what they wanted and as a result overhauled the DBA membership offer and communicated it more effectively to design consultancies. Secondly, the profile of the DBA has been raised through a series of UK-wide events such as the Business Briefings which tackle everyday issues faced by our members. Finally, we negotiated even more attractive preferential deals for DBA members enabling them to save substantial sums on such things as insurance and project management software."

Dawton continues, "Overall, DBA membership is now not only more attractive, but could be considered vital as it covers the three core areas that matter most to consultancies: how they manage their business performance, their people and their profile."

DBA membership figures show that in the final quarter of 2004 75% of the new members are based outside London.

Dawton views this as a direct result of 11 of the 15 DBA events and workshops being run regionally.

Design leaders push 'Creative & Cultural Skills' agenda

Three heavyweight design leaders will represent the industry on the new Design Skills Advisory Panel and Creative and Cultural Skills board, set up by the Sector Skills Council.

Former DBA President, Paul Priestman, Priestman Goode and DBA Special Advisors Julian Grice, The Team and David Worthington, Conran Design Group and take up posts in January (full details on www.dba.org.uk).

Creative and Cultural Skills is being launched to engage and involve all employers in the creative and cultural sector, including design, advertising and publishing, among others. It will give a much-needed platform to employers so they can influence future skills training. The key aim is to ensure that young people coming into the creative industries have the relevant skills and knowledge to enable businesses to prosper and flourish.

The DBA training and professional development programme spearheaded by Deborah Dawton, DBA Chief Executive, will form an important part of the DBA's future agenda. DBA members are invited to nominate themselves to be involved in the programme. enquiries@dba.org.uk

Call for awards entries



EMil Global Headquarters by MoreySmith

The DBA Design Effectiveness Awards launch on 6 April.

Widely recognised as the most important measure of effective design, it is the only awards scheme that uses commercial data

as a key judging criteria. Year after year, the winning case studies demonstrate that successful projects require the integration of a business plan with the design brief right from the start and a transparent, accountable relationship that provides the best creative and commercial environment.

Finalists will be entered into the DBA's design effectiveness league table, created to showcase those design groups capable of the most effective design results.

Design consultancies are urged to start thinking early about their chosen project and register their interest in the Awards with the DBA programmes team. Inspiration can also be found by looking at past winners on www.dba.org.uk. For more information, contact hannah.paterson@dba.org.uk

£50,000 free investment to accelerate consultancy growth



The DBA has teamed up with NESTA (National Endowment for Science, Technology and the Arts) and Pembridge Partners LLP Limited to launch

Small/Medium/Large a pioneering initiative to accelerate business growth in design consultancies.

Launched in November last year, the new UK-wide programme is specifically designed to grow micro and small design businesses by offering free business advice and training to develop strategy and management capabilities. The deadline for applications is now

closed and businesses have been shortlisted for interview. £50,000 worth of tailored business advice and training will be available to the final 10 companies selected to take part over the coming year.

Deborah Dawton, DBA Chief Executive comments, "This initiative provides us with a great opportunity to get under the skins of design businesses, to find out what the barriers to growth really are and to assist with expert advice and development to knock those barriers down. The insights we gain will help the DBA to tailor our existing services and our aim is to create a business model that enables this programme to go beyond its current two-year term."

Top 5 booking now

If you attend just one event or training programme this Winter, these are the top five to choose from. Why? Because they are explicitly tailored for design consultancies and created to help you meet your business objectives and improve your earnings, your productivity and profitability. 3 & 4 are exclusively designed for clients to enhance their design management skills.

- 1 DBA Business Briefing: 'Raising the Profile of your Consultancy' 26 January. See below and page 8 for more details
- 2 DBA Business Briefing: 'Gaining Work Overseas' see page 8
- 3 Design Drives Business see page 9
- 4 Design Does It see page 9
- 5 DBA Training courses see page 10

"The DBA Business Briefing was one of the most useful lectures I have ever attended. Truthful and insightful."
**Mark Beaumont,
 Dinosaur,
 Manchester.**

For information on our forthcoming events please call the programmes team on 020 7251 9229 or email enquiries@dba.org.uk

What's in sight

A raft of new industry and client led activities, a louder voice to business and a growing profile of the value of design is bringing the DBA's role into sharper focus.

Three major drivers continue to power what we do and where we are heading: to position effective design as a critical link in the business process.

1 Bringing Business to Design

Raising the professional standards of the industry is paramount. Over 200 Design leaders and their teams attended the first series of the DBA Business Briefings in Autumn last year. A new series starts this year with **Raising the Profile of your Consultancy** and includes communications experts such as Patrick Barrow, Director General and MD of the Public Relations Consultants Association and Stephanie Brown, Communications Director, Landor Associates. See below left for more details.

2 Bringing Design to Business

The DBA continues to make headway in raising awareness of the impact design can have on business performance. The Winter/Spring **Masterclass** series features business heavyweights talking about the difference design makes to their organisations. Past speakers include Stuart Cosgrove, Director of Nations and Regions, Channel 4 and Mark Palmer, Marketing Director of Green & Black's.

A further initiative launches this year: **Design Drives Business** is an interactive two-day training course to enable those who drive design decisions in commercial organisations to achieve maximum impact for their investment in design. If you wish to attend or recommend this to a client, please see page 9.

3 Bringing Design to Government

The highly praised **Design Does It** training course for the public sector continues in February and September. Aimed at marketing and communications managers, it addresses the challenges faced by those commissioning design by sharing best practice design management skills and techniques.

New Business Briefing on building a media profile

The DBA Business Briefings address challenges raised by members that impact their businesses daily. The next seminar tackles 'Raising the Profile of your Consultancy' on Wednesday 26 January:

- Do you struggle to find opportunities to profile your work in the media?
- Do you find difficulty in knowing what stories will work in the press?
- Can't get started on the speaker circuit?
- Need support with DIY PR to save you time and money?

An interactive one-day seminar, aimed at anyone who is charged with getting a better profile for the business, will look at how design consultancies can find opportunities to profile their work in the media – and beyond.

Communications experts and journalists outline strategies to address: defining your target markets, building relations with the press, how to get ahead on the speaker circuit, how to measure the effectiveness of your PR and DIY communications, what you can do yourself without a PR agency.

Guest speakers include:

Lynda-Relph Knight, Design Week;
 Karoline Newman, Articulate;
 Patrick Barrow, PRCA;
 Stephanie Brown, Landor Associates.

For more information see page 8, contact adam.fennelow@dba.org.uk or call 020 7251 9229.

Membership benefits

Members of the DBA benefit from a wide range of quality services that would otherwise cost thousands of pounds per year. These are all included as part of your membership.

Free

- £300 Free Business Management Helpline
- £1,000 Free legal advice
- £360 Annual report of members' charge out rates and salaries
- £350 Page in the online DBA Members Directory
- £250 Tailored factsheet guides specifically for design business leaders
- £250 Tailored management guides for your clients
- £? Industry credentials for standout on a pitch list

Over £2,500 worth of benefits available free to members.

What's discounted?

Members receive preferential rates on all activities organised by the DBA and also gain substantial discounts on affiliated services and products.

Save

- £1,000's Professional Indemnity insurance scheme
- £100's Professional development training courses (20% discount for members)
- £100's DBA Design Effectiveness Awards (50% discount for members)
- £100's Networking events for socialising and new business development opportunities (up to 50% discount for members)
- £100's Affiliated memberships and subscriptions such as *Design Week* and membership of the Institute of Directors

Considerable savings to DBA members.

Why join now?

Raise the profile of your consultancy and the design industry as a whole. Get involved now and reflect your status as a forward-looking, effective and professional design consultancy.

The DBA is making headway in raising the awareness of the impact design can have on business performance. We give you the tools, the forum and the profile to stand out.

Don't wait to act. The DBA needs the weight of your support to gain even greater credibility in the eyes of clients.

Get involved now.

See the response form on page 11.
Email adam.fennelow@dba.org.uk
or gemma.kay@dba.org.uk
or call 020 7251 9229.



Scapa Whisky packaging by Reach



Royal Mail Postage Paid Impressions designed by Home

Member's outlook

We have been members of the DBA since 1997 but in the past 12 months we have seen enormous change; the new team at the DBA are organising events outside of London.

This started with a get-together of the Bristol area members towards the end of 2003. From that first meeting several of us made some very interesting connections. I know that two agencies got together and formed a strategic alliance in terms of offering structural packaging and brand development under one umbrella.

Our story, is even more intimate, bizarre and trusting. On talking to Caroline Hagen at Reach we discovered that there were some similarities in terms of business size, fees charged, overhead costs, turnover, and ambition etc.

We were both paying external new business companies £2000+ a month for a sporadic and mostly sketchy service.

We had devised a plan. As full-time new business development managers can be expensive, we decided to share an employee. Matthew has been with us since September and works half the week with Reach, then the rest of the time with us. It works, mainly because the two businesses work in slightly different disciplines of design, so we are not chasing the same clients.

Without the DBA we would never have spoken let alone forged this unusual link.

Carol Whitworth
Creative Director, Home

The Valued Designer



A synopsis of a talk given by Ralph Ardill, Marketing and Strategic Planning Director Imagination Ltd for the DBA Business Briefing in Manchester on 17th September 2004. One of the most enjoyable and rewarding hours I spent in 2004 came courtesy of the DBA

who invited me back to my home town of Manchester to talk to local design agencies on that most nebulous of subjects – 'The Value of Design'.

But it certainly didn't start that way. In fact, whilst the thought of a trip up north always lifts my spirits, my initial reaction to the thought of filling a room with designers and talking about 'The Value of Design' was one that filled me with dread.

At first glance, it had all the hallmarks of an Annual General Meeting for the self-appreciation society.

What was needed was a little more perspective, objectivity and frankly a reality-check about how design value is realised.

So referring to numerous industry reports and surveys, client/agency relationship audits and my own experiences of working in design over 15 years I set out an argument that could be summarised as follows:

When designers talk about the **Value of Design** we tend to 'defend' this with a number of wide-ranging propositions including the business, commercial, emotional, sensory, social, economic, cultural and even political value of design.

I don't have the space to go into these here but suffice to say the design community has never been better 'armed' with facts, figures and analysis in all of these areas which are incredibly important but often used in the wrong way at the wrong time.

The trouble is our clients don't see the world through design-tinted glasses. They want to talk about the **Design of Value** and when we look at what they have to say about value, we see a very different picture.

Of course our clients expect great 'work that works' but this alone is no longer enough. They want chemistry, understanding, loyalty, commitment, trust, respect, integrity, passion, collaboration and partnership.

These are the qualities of great relationships and they are increasingly becoming our clients 'hire or fire' issues.

So my message was blindingly simple.

We spend all of our time thinking about how to design better communication, products, services or experiences to build stronger relationships between our clients' brands and their customers.

But how much time do we actually spend designing the 'customer experience' between ourselves and our clients?

This is too important to be left to 'Account Management' or 'Business Development' and demands the same integrated agency creativity we put into the design of our client's work.

In fact, I'd go as far to say that our greatest design challenge in 2005 will be to design sustainable relationships with our customers that create the climate for us to demonstrate our true value as agencies and individuals.

So one New Year resolution for 2005 might be to consign the word 'Client' to Room 101 and replace it with 'Customer'... or better still just 'People'.

Perhaps this way we'll spend less time defending the value of design and more time delivering as valued designers.

New business tool manages studio performance

Sohnar, the developers of Traffic, a project management system which covers every process from winning new business to raising an invoice, have linked with the DBA to offer members a preferential rate.

Traffic is a single organisation-wide solution that estimates jobs effectively, creates reports at the touch of a button, and generates timesheets as you work. "Traffic is a great business tool. The power it gives us in strengthening our internal and external communications, enabling greater project and financial control and encouraging collective responsibility is infinite," says Louise Neimann, 20/20.

The software allows you to manage aspects such as sales pipeline and contact management, job scheduling, order processing, cost capture and invoice processing. An overview of the details of every job can be seen at the touch of a button – which projects are profitable, which are overrunning and if so who, how and why.

For more details on Traffic please contact: Tracey Shirtcliff, Sohnar tshirtcliff@sohna.com www.sohnar.com



	January	February	March	April	May
Events and Awards					
Business Briefings					
Gaining work overseas	18 Birmingham	16 Bristol	3 Leeds 8 Manchester 15 Edinburgh 17 London		
Raising the profile of your consultancy	26 London				
Business growth 1: Effective people management to drive productivity					
Business growth 2: Financial management to drive profitability					
Masterclasses					
				Birmingham London	Leeds Manchester
DBA Design Challenge					
		Ceremony 23 London			
DBA AGM – members only					
		24 London			
DBA Open studio tours As part of the London Design Festival					
Design Effectiveness Awards					
Call for entries launch/deadline				6 Launch	
Awards ceremony					
Training					
Presentation Skills One-day workshop – Level 2			17, 18 London	22 London	4 London
Professional Practice Stage One Four-day summer school – Level 1					
Professional Practice Stage Two Available as a whole course or 10 half-day workshops – Level 2					4, 5, 11, 12, 16, 24 London
Design Does It – Three-day course for public sector clients only		11, 18, 25 London			
Design Drives Business – Two-day course for commercial clients only				20 – 21 London	
Other events					
Include Conference with DBA 24 hour Design Challenge				5 – 8 April	
PDA Congress					19, 20, 21 Brussels

June	July	August	September	October	November	December
London						
			Birmingham	Leeds Manchester Edinburgh	Bristol London	
Edinburgh	Bristol London		London			
28 Launch event London	Deadline for written submissions					Judging (Ceremony February 2006)
			London			
8 Deadline						
					Ceremony	
			15,16 London	12 London	4 London	
London				13, 14, 19, 20, 25, 31 London		
			23, 30 London	7 London		
				London		

Key

Level 1:
Junior staff within
their first 3 years
of employment

Level 2:
Middle to senior
level staff

Wanted:

5 teams to compete for the DBA 24hr Design Challenge.

Are you a design leader?

Do you have the will and the way to create a socially inclusive design within 24 hours?

A new 24 hour DBA Design Challenge in partnership with the Helen Hamlyn Research Centre at the Royal College of Art which aims to advance ideas and best practice in socially inclusive design.

- Launching at the Include 2005 opening conference reception, 7.30pm on Tuesday 5 April.
- The brief will be handed out on the night and will focus on designing for the needs and aspirations of currently excluded groups of people.
- You must work in teams made up of colleagues, friends, experts and research associates from the RCA.
- You are responsible for where you work, what you do and resourcing your solutions.
- Each team leader will be asked to present their solution to the brief in 6 minutes the following night, at the DBA Design Challenge Lecture given by a design luminary on Wednesday 6 April, 7.30pm, at a central London venue.
- The audience will vote to decide the overall winner.

Take part in a compelling, one-off event and a chance to do some out-of-the-box thinking that feeds the soul.

For full details and to register your interest, contact hannah.paterson@dba.org.uk or call 020 7251 9229

Deadline for team leader nominations: midnight on 9 February. Five teams will be chosen to compete.

Teams leaders will be announced at the DBA Design Challenge 2004 Awards on 23 February at the RCA.

The DBA Masterclasses

Masterclasses

A unique series of inspiring masterclasses presented by distinguished figures in industry on both the tangible and intangible impact of design on their organisations. Networking before and after the event has been built in to give those attending the opportunity to discuss further the secrets of our speaker's successes at both operational and strategic levels.

dba
Design Business Association

DBA Masterclasses for your diary:
1st February, 6.30pm - 8.30pm, London
1st March, 10am - 12.30pm, London
1st April, 10am - 12.30pm, Glasgow

A unique series of inspiring masterclasses will be presented by distinguished figures in industry on both the tangible and intangible impact of design on their organisation.

Networking before and after the event has been built in to give those attending the opportunity to discuss the secrets of our speaker's successes at both operational and strategic levels. Past speakers include Stuart Cosgrove, Director Nations and Regions, Channel 4 and Mark Palmer, Marketing Director, Green & Black's.

For further information see the response form on page 11. Email mandy.caruana@dba.org.uk or call 020 7251 9229.

Sponsorship

There are a number of sponsorship opportunities available at the DBA through our extensive programme of events that offer year-round awareness to the creative industries.

The DBA sponsorship programme can deliver to your business:

- Direct link into the UK design industry worth £3.9bn*
- Unique platform to promote your product/brand to the creative industries
- Associate your brand with the very best in effective design and business performance
- Enable you to meet key influencers and buyers

* Source: British Design Industry valuation survey 2003/4

Contact Gemma Kay, DBA Business Development Manager on 020 7251 9229 or email gemma.kay@dba.org.uk

DBA Business Briefing – Gaining Work Overseas

supported by



www.uktradeinvest.gov.uk

- Have you just started to trade overseas?
- Or do you need a helping hand to get you started?
- Would you like to know how to do it successfully and avoid the pitfalls?

The DBA is running five Gaining Work Overseas seminars which take place around the UK in February and March.

The seminar will give you and your team key insights into how you can win business overseas and give you practical advice and tips on what works and what doesn't. Speakers include representatives from Business West, Chamber Link, Scottish Enterprise and UK Trade and Investment.

What you and your team will learn:

- Hear from experts on how to plan for international trade
- Hear how you build capacity into your business for international trade
- Learn what financial help could be available to you
- Get direct feedback from the seminar consultants on the current issues you face
- Come away with a checklist of criteria that you need to fulfil before you can successfully export your services
- Finish the day by networking with your peers who are facing similar challenges

For further information, dates and times please see www.dba.org.uk use the response form on page 11, email mandy.caruana@dba.org.uk or call 020 7251 9229.

Raising the Profile of your Consultancy

Having your work profiled in the media is a surefire way to boost your image and attract new clients. The new DBA Business Briefing seminar on 26 January tackles this head on.

For those who know how to attract it, press coverage is a key business tool. You can create opportunities to influence existing and potential clients through the media if you have the right tools, insights and support.

This one day event will look at how you get your message across to the media – from new business wins, to your comments on issues that matter to your business – all of which will make people sit up and notice you and your work. Communication experts and journalists from top publications will outline strategies that go far beyond the distribution of press releases.

Issues that will be addressed during this full day of presentations and workshops include:

- Defining your target markets and how to reach them
- Landing on the speaker circuit
- Making it easy for the media to feature you
- Measuring the effectiveness of your PR
- What do journalists need to know?
- Have you got a story that is newsworthy?

The pick-and-mix nature of the day will enable you to choose the issues most relevant to you as well as an opportunity to network with your peers, journalists and PR practitioners.

There is a choice of five workshops throughout the day – delegates can attend three. The day will start with a keynote presentation and end with a panel discussion featuring all the speakers. The workshops will take the form of a presentation followed by discussion and questions. This is your opportunity to raise the issues that affect your business with our experts.

This day offers you plenty of time to network with your peers and the speakers, and includes lunch and refreshments. The return on the investment of a day of your time will be a wealth of information, ideas, tips and practical advice that would otherwise take you days to gather. See www.dba.org.uk for more details.

Training courses for your clients

A core part of the DBA's strategy is to bring design to business and government. In 2005 we will be doing this by running training courses aimed at commercial and public sector clients, to address the challenges they face when commissioning design.

The courses will enable these clients to commission and manage design more effectively and maximise their investment in design. Ultimately we hope you will benefit from clearer and better-managed projects as well.

The courses divide into two clear target audiences: 'Design Does It' for all public sector clients and 'Design Drives Business' for all commercial clients. To ensure the success of these courses, we need YOUR help in promoting them to your clients. Please contact us today by emailing hannah.paterson@dba.org.uk to receive full course details and information on how best to go about spreading the word to your clients.

Design Does It

Design Does It is a unique, three-day training course for marketing and communications professionals in the public sector, aimed at getting better results from design. Delegates who attended the course in 2004 gave the programme an excellent overall rating of 9 out of 10.

Delegates are introduced to leading practitioners and take part in interactive exercises supported by tools that help them to manage design projects efficiently and effectively every time – from selecting the right agency and writing a coherent brief, through to getting buy-in on concepts from colleagues and other stakeholders at the right time. Those who have benefited so far include the Home Office, DEFRA, DfES, DTI, Cabinet Office, ODPM, the CPS, Avon and Somerset Police and the Scottish Executive.

Design Drives Business

An intensive two-day training course for design managers working in commercial businesses. The course gives delegates the knowledge, tools and techniques to commission and manage design effectively and the know-how to get the greatest returns from projects. As well as equipping delegates with best practice design management skills, the course also involves an eminent panel of speakers who will share their experiences on the impact design has had on their businesses.

For full details on both courses email hannah.paterson@dba.org.uk or visit www.dba.org.uk

"Design Does It is a great overview of the design practice from beginning to end. Very practical as well, with lots of insights from professionals and theory to back up recommended approaches. Excellent."

Design Does It delegate 2004



Training courses for you and your team

Set your income targets higher for 2005? Likely. Confident you'll maintain the profitability of each project? Questionable? Then get your team along to one of the DBA's training courses to improve their efficiency and ultimately the efficiency of your business.

A consultancy's key asset is its people. A strategy that enables them to achieve their full potential, become more effective, re-energised and confident will help you achieve your business aims and have a long lasting effect on business performance.

Developed specifically for those working in the design industry, the DBA's training courses will enable a deeper understanding of client needs. The courses are highly interactive and are delivered by experienced consultants.

1) Presentation Skills gives you the skills to set objectives and achieve your desired outcome from a meeting. It will deliver real, practical improvements in your performance.

2) Professional Practice Stage One gives junior staff a broad understanding of the industry and essential skills needed to be effective in their job, in turn helping to increase studio productivity levels.

3) Professional Practice Stage Two enables middle/senior staff to develop their skills in areas that directly impact their performance and provides vital knowledge needed to work professionally alongside colleagues.

4) Professional Practice Stage Three
Aimed at: Principals and directors of design consultancies.

What you will gain: You will be introduced to leading edge tools which will improve the efficiency of your business, promote effectiveness for clients and drive growth and value to the design consultancy sector. The course will be launching in 2005. To register your interest email hannah.paterson@dba.org.uk

More about Presentation Skills

Aimed at: Anyone who has to make presentations to clients and colleagues or to new business prospects.

The format: A one-day workshop limited to only five delegates.

What you will gain: The workshop gives you the skills to set objectives and achieve your desired outcome from a meeting.

You will also gain practical advice, tips and techniques on how to make successful presentations and an understanding of some of the psychology behind spoken communication.

Course content (abbreviated)

- The importance of preparation
- Structuring the content
- Using visual and memory aids
- Eye contact and body language
- Voice delivery
- Handling nerves

More about Professional Practice Stage One

Aimed at: Junior staff either within their first three years of employment or more experienced staff attending as an invaluable 'refresher' course. Relevant to anyone working in design – all creatives, project and account managers, administration, finance, production and technical staff.

The format: A four-day summer school.

What you will gain: A broad understanding of the design industry and essential skills needed to be effective in your job. The modules cover a range of subjects vital for a sound base for ongoing career development in the design industry.

Course content (abbreviated)

Written communication skills

- Preparing business letters, memos and reports
- The influence of writing standards on clients

Time management

- Maintaining quality and creativity under pressure
- Planning, prioritising and delegating

Initiative and using resources

- Generating ideas and problem solving
- Researching principles and sources of information

The design business and its commercial context

- What clients expect from design
- Matching creative and commercial agendas

The legal framework for design

- Legal responsibilities of companies and individuals
- How to negotiate contracts for services, employment and suppliers

Spoken communication skills

- How to plan and prepare important presentations and phone calls
- Running effective meetings

The client perspective

- What more do they want besides design
- Client retention and satisfaction

An introduction to people management

- Setting goals and standards
- Team management and leadership

More about Professional Practice Stage Two

Aimed at: Everyone at middle to senior level working in design – from designers, project and account managers to strategists, administrators, marketing managers and directors.

The format: Ten half-day modules available as a complete course or as individual workshops.

What you will gain: Enables you to develop your skills in areas that directly impact your performance. The modules offer a valuable opportunity to take a longer, more reflective view of design practice and the role of management within the design industry.

Course content (abbreviated)

Design as a business tool: the client perspective

- Corporate strategies and marketing objectives
- The strategic role of design

Negotiation skills

- Negotiation strategies and techniques
- Negotiating objectives and outcomes: the important difference

Terms of business: dealing with clients and suppliers

- Preparing quotes for clients
- Terms and conditions: getting paid

The marketing of design consultancy

- Reviewing and understanding market positioning
- Marketing principles applied to design practice

Effective project management

- Time and cost control techniques
- Building client confidence

Design and the law

- Freelancers and IP matters
- Dealing with clients and their IP requirements

Human resources in design

- Recruitment and development
- Performance review and appraisal

Financial management in design consultancy

- Managing cash and profits
- Using financial reports and budgeting

Design consultancy in the international market place

- Implications and opportunities
- Design as a strategic marketing concern

Understanding management issues in design

- Management developments in the client sector
- What to read and what to believe in management theory

See pages 5–6 for course dates. For full course details and to book visit www.dba.org.uk

How best can the DBA support your business?

We want to hear from you.

Are you a current member who wants to speak to the team for more details?

Or are you thinking of joining and want to know how the DBA's work can match your business needs?

Are you a client who wants guidance and inspiration on buying, managing and measuring effective design through our events and training programmes?

Or are you a business manager who has spotted a commercial opportunity to collaborate with us?

**For speed and focus, please photocopy this page and fax it back:
F + 44 (0)20 7251 9221**

Name: _____

Title: _____

Organisation: _____

Address: _____

Postcode: _____

Telephone: _____

Email: _____

Contact me about:

- Membership
- More details on (please specify) _____
- 2005 DBA Design Effectiveness Awards Call for Entries
- Forthcoming programmes and events
- Forthcoming training programmes
- Commercial opportunities and sponsorship

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