

BETTER OPERATIONS. BETTER WORK. BETTER BUSINESS.

Practical change that improves how people work, and how the agency performs.

SENIOR AGENCY OPERATIONS LEADER | PEOPLE, PERFORMANCE & CHANGE

AIDAN
MORAN

Agency Operations,
People, Performance
and Change

Relevant experience

More than 20 years inside creative agencies, including senior operational leadership roles at Ogilvy, Proximity and RAPP UK.

SCALE AND SCOPE

- Agency operations across businesses of more than 400 people
- Creative, strategy, data and technology disciplines
- Complex client demand, delivery and workforce economics

COMMERCIAL RESULTS

- Freelance spend reduced from £300k to £100k a month
- Creative realisation increased to more than 80%
- Profit margin increased by eight percentage points at Proximity

Commercially grounded. Led with people. Proven in complex agencies.

Good operations create the conditions for great work

The aim is not simply to add layers of process. It is to make the agency easier to run, and easier to work in.

PEOPLE

People should know what matters, where decisions sit and what they are responsible for.

WORK

Bring the right disciplines together early, reduce friction and create the conditions for the work to shine.

COMMERCIAL REALITY

Leaders see pressure, capacity and value early enough to make clear choices.

Clearer roles. Better work. Stronger commercial decisions.

Understand how the agency really works

I start with the organisational chart to understand the shape of the agency, then quickly look beyond it to see how work really moves, and where friction accumulates.

WHAT I LOOK AT

PEOPLE + CULTURE, capability, confidence, relationships, accountability and everyday behaviours

WORK, demand, priorities, hand-offs and decision points

DATA, capacity, utilisation, realisation, cost and delivery risk

WHAT I COMPARE

What the organisational structure says

What the documented process says

What actually happens

Meaningful change begins here.

12 months. Three steps. Continuous progress.

A creative business needs a destination, but also a sequence it can absorb.

MONTHS 1–3

Remove immediate friction. Improve visibility, settle priorities and address the pressure points affecting delivery now.

MONTHS 4–6

Build the capability. Adjust roles, capacity, decision rhythms and ways of working around what the business will need next.

BY YEAR END

Move the operating model. Align people, capability and cost to the agency's commercial ambition and future shape.

Achieve something significant every month. Communicate it clearly, embed it, and the agency quickly begins to change.

Use commercial data to enable change

The numbers make operational problems visible and create a more useful leadership conversation.

UTILISATION

Shows whether the right capability is deployed on the right work, and where capacity is being lost or misdirected.

REALISATION

Connects time and effort to revenue, exposing where scope, pricing, workflow or delivery behaviour is eroding value.

CAPACITY + DEMAND

Combines the forward view of work with skills and availability to inform hiring, freelance and team-shape decisions.

Start with the available data rather than anecdotes. Then use judgement and conversations with the people closest to the work to understand what it is telling you.

Platforms and AI in agency operations

I am technology agnostic. My experience includes Workfront, Float and Asana. The operating model comes before the software.

I built AI resource-management agents from a clear operating brief, with defined inputs, decision rules and tight guardrails.

The agents bring pipeline, capacity, utilisation and freelance information into one view. They identify gaps and prepare options for an experienced operator.

People retain the final decisions on priorities, hiring and allocation.

Proximity: making the operating model usable

Over 18 months, I helped reshape the connected parts of the agency, then codified them so everyone could see how the business worked.

THE CHANGES

Reshaped Creative Operations through a fast-track executional studio for simpler work.

Introduced common briefs, roadmaps and mandatory steps, with clear ownership and review points.

Embedded capacity-planning technology: one view of individual workload, reduced duplication and clearer agency demand.

THE OPERATING MODEL

Partnered for scalable, cost-effective delivery.

Put innovation and creative technology closer to the brief.

Used the How We Tick philosophy and easily understood language to help people understand and embed change.

Helped increase Proximity's profit margin by eight percentage points over my tenure.

At RAPP, I applied the same principles at greater scale

400+ person agency | **80+ person creative department**

COMMERCIAL + WORKFORCE

Expanded workforce and capacity planning across creative, strategy, data and technology.

Used utilisation, realisation and commercial reporting to improve leadership decisions.

Connected workload, capability, recruitment and freelance choices.

CHANGE + CAPABILITY

Developed offshore capability around quality, training, integration and commercial value.

Led operational and technology change through influence, clarity and practical adoption.

Built confidence and capability in operational teams.

Complex businesses need clear, simple solutions that people can understand and navigate.

Better workforce economics, without losing flexibility

Data-led resource management connected client demand, capability, seniority and cost, turning high utilisation into commercially valuable work.

£200k
sustained reduction in average
monthly freelance expenditure

80%+
creative department realisation, the
highest in the business

HOW THE VALUE WAS CREATED

Used permanent people more intelligently and identified genuine capability gaps.

Replaced sustained freelance demand with permanent hires, around 30% lower cost on average, or fixed-term contracts where appropriate.

Introduced menu pricing for task-based work, making unused bookings, delayed feedback and excess amends visible and commercially actionable.

Permanent talent for sustained demand. Flexible talent for genuine variability.

Lower delivery cost, while protecting client trust

In 2016, I built an offshore partnership for email build and deployment, years before scaled offshore delivery became a holding-company strategy.

40%
lower delivery cost

BUILT AS ONE DELIVERY RELATIONSHIP

I visited Provision in Bulgaria to understand its capability and cement the relationship. Its team then came to London so both sides could align on process, quality expectations and ways of working.

Every piece of work was checked twice: first in Bulgaria, then by a dedicated technical QA specialist in London, to deliver a clear 'right first time' standard.

Efficiency should remove unnecessary cost, not necessary safeguards.

Reliable execution strengthens the everyday client relationship.

Calm enough to listen. Direct enough to act.

My style is collaborative, visible and straightforward. I lead through trust and judgement, not unnecessary theatre.

LISTEN

Understand the work before proposing the answer.

SIMPLIFY

Make the complicated understandable without pretending it is easy.

CONNECT

Bring creative, client, commercial and operational perspectives together.

STAY CLOSE

Remain involved until the new behaviour becomes normal.

Incremental change. Commercially grounded. Led with people, not imposed on them.

How others describe working with me

You will be a total hit at whatever comes next. The best sergeant major of strategic ops I've ever worked with.

CLARE LAWSON | Global Chief Client Officer and Head of EMEA, WPP Enterprise Solutions

Strategic and infinitely successful in your implementation. Every business needs an Aidan.

GABRIELLE LUDZKER
Former Chief Executive Officer, RAPP

You worked the operational machinery we have now come to rely on. Whoever gets you next will be lucky indeed.

SHIONA McDOUGALL
Global Chief Strategy Officer, RAPP

Wherever you end up next, they'll be extremely lucky to have you.

CHRIS FREELAND
Chief Executive Officer, Merkle

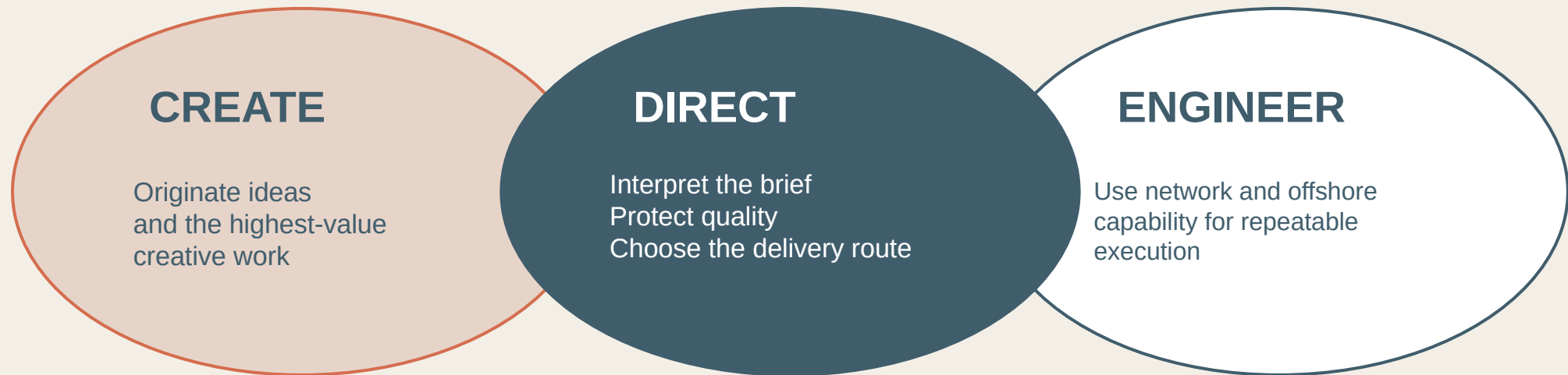
You kept things simple to move them forward, without shying away from what was actually complicated beneath the surface.

KATY NYMAN
Global Client Partner, Dentsu

RAPP: Create, Direct, Engineer

Client expectations were changing, while network economics placed greater pressure on RAPP to use offshore capability properly.

THE PROBLEM Senior people were spending time on work that could be produced elsewhere, but blunt cost cutting risked quality, accountability and trust.



Senior leaders retained the routing decision and accountability for every brief. Repeatable work moved to the right location without losing quality or client trust.

How I can help you.

See how the agency really works. Then make the changes that matter.

WAYS TO WORK TOGETHER

Senior leadership
Interim assignments
Focused consulting

FOCUS AREAS

Agency and creative operations
Commercial effectiveness
Workforce and capability
Operating models and change
Offshore and scaled delivery

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