

A BETTER STUDIO. BETTER WORK. BETTER VALUE.

Find the friction, release capacity and improve the value your studio creates.

EFFICIENCY AUDIT FOR IN-HOUSE STUDIOS AND CREATIVE OPERATIONS

AIDAN
MORAN

Agency Operations,
People, Performance
and Change

Relevant experience

More than 20 years leading creative operations, with practical experience of how work moves from demand and briefing through to delivery and commercial value.

OPERATING EXPERIENCE

- Demand, capacity, skills and resource planning
- Workflow, quality control and commercial performance
- Onshore, offshore and network delivery models

STUDIO PERSPECTIVE

- Understands how creative work moves from brief to delivery
- Connects productivity and quality to measurable value
- Works with teams to make change clear and sustainable

A practical perspective shaped by leading large, multidisciplinary creative operations.

Efficiency is about more than making things cheaper

A studio can appear busy and still lose time, value and creative energy through poor briefs, avoidable rework, unclear priorities or the wrong mix of capability.

THE REAL QUESTIONS

Is the right work being done by the right people at the right level?

Where does work wait, loop or get remade?

Which demand is planned, and which is created by the organisation itself?

Does the operating model protect quality as well as cost?

The aim is productive capacity, not activity for its own sake.

Start with the structure, but quickly look beyond it

The organisation chart explains accountability. The work reveals how the operation really behaves.

WHAT I EXAMINE

Demand and prioritisation

Capability and seniority

Briefing, hand-offs and approvals

Permanent, freelance and partner mix

WHAT I LISTEN FOR

Where teams improvise around process

Which decisions arrive too late

What stakeholders genuinely value

Where friction has become 'normal'

Understand the lived operation, not merely the documented one.

Use the available data rather than anecdotes

The audit starts with the evidence the organisation already has. Imperfect data can still reveal patterns when it is read in context.

DEMAND: volume, type, seasonality, urgency and source

CAPACITY: skills, availability, seniority and external support

FLOW: briefing quality, wait time, rework, amends and approval cycles

ECONOMICS: utilisation, cost per output, freelance spend and value recovery

QUALITY: errors, repeat work, stakeholder satisfaction and delivery risk

Data starts the conversation. Judgement explains what it means.

The audit joins up people, work and commercial reality

Each issue is tested across the whole operating system so that one improvement does not create a problem somewhere else.

THE DIAGNOSTIC

Listen to studio and stakeholder teams

Observe real work moving through the system

Measure demand, capacity, flow and cost

Identify the few issues with greatest impact

THE TEST

Is the cause understood?

Can the organisation absorb the change?

Will quality and relationships be protected?

Can the result be measured and sustained?

Practical changes, grounded in how the organisation actually works.

12 months. Three steps. Continuous progress.

The output is a sequence the business can absorb, not a long report that sits on a shelf.

MONTHS 1–3

Remove immediate friction, establish a credible baseline and settle priorities.

MONTHS 4–6

Improve roles, capability, decision rhythms, workflow and the talent mix.

BY YEAR END

Embed the operating model, measures and behaviours needed for the future.

Deliver, communicate and embed something significant every month.

What the organisation receives

The work creates a shared fact base and a practical route forward for both the studio and its internal customers.

CLEAR DIAGNOSIS

How work really enters and moves

Where capacity is lost or misdirected

Capability and seniority gaps

Sources of cost, rework and risk

ACTIONABLE ROADMAP

Immediate decisions and quick wins

Owners, measures and review rhythm

Three-, six- and twelve-month priorities

Choices on people, partners and technology

Enough clarity to act, without adding unnecessary bureaucracy.

The right talent mix can release substantial value

Data-led resource management connected client demand, capability, seniority and cost.

THE OUTCOME

£200k sustained reduction in average monthly freelance expenditure

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

HOW IT WAS ACHIEVED

Used permanent capability more intelligently

Identified genuine hiring gaps

Converted sustained demand to permanent or fixed-term talent

Retained freelancers for genuine variability

At Proximity, I helped increase profit margin by eight percentage points over my tenure.

A practical role for AI in studio operations

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

The agents bring demand, capacity, workflow and rework information into one view. They identify gaps and prepare options.

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

The agents reduce administration while experienced people retain control.

Why an independent operational perspective helps

I bring more than 20 years inside creative businesses, combining commercial evidence with a practical understanding of people and work.

EXPERIENCE

Agency-wide operations across 400+ people

Direct responsibility for an 80+ person multidisciplinary creative department

Workforce, commercial and offshore operating models

WORKING STYLE

Calm enough to listen

Direct enough to act

Able to simplify complexity

Close enough to help change embed

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

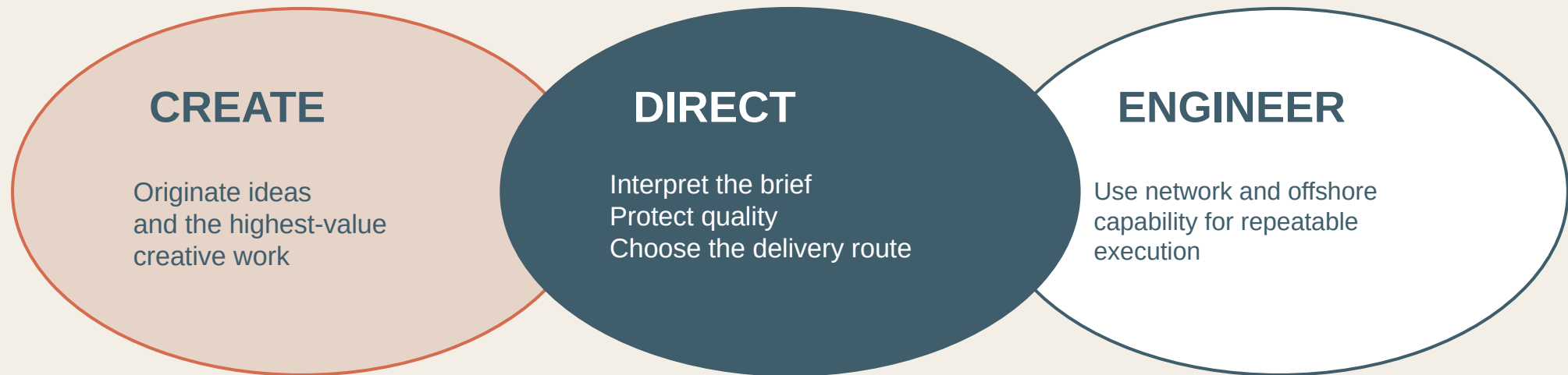
You kept things simple to move them forward, without shying away from what was actually complicated beneath the surface.

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 your studio really works, and where to improve it.

WAYS TO WORK TOGETHER

- Independent efficiency audit
- Interim operational leadership
- Focused implementation support

FOCUS

- Demand, workflow and prioritisation
- Capability and talent mix
- Commercial efficiency
- Operating model and change

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