



## FINANCE THAT FLEXES WITH YOUR AGENCY

From day-to-day finance and project accounting to forecasting, commercial insight and FD-level support.

**The right finance resource, when you need it.**

Operational finance • Management reporting • Commercial finance • Fractional FD

PR • HEALTHCARE COMMUNICATIONS • CREATIVE • MARKETING • PROJECT-BASED AGENCIES

**Richard Ford & Jane Newton**

More than 40 years of combined finance and agency experience

# Finance capacity should follow agency demand

## Agencies already flex delivery teams around client demand. Finance rarely works that way.

Client wins, project launches, billing cycles, month-end and reporting deadlines create peaks and troughs. A fixed finance structure can leave a business over-resourced at one point and overstretched at another. Project & Margin provides experienced finance support that can expand, contract and change level as the requirement changes.

We can strengthen an existing team, cover a gap, own a defined part of the finance cycle or provide a flexible finance function - without forcing every capability into permanent headcount.

## You flex your agency resource around clients. Why not your finance team?

| FIXED HEADCOUNT MODEL                              | PROJECT & MARGIN MODEL                                   |
|----------------------------------------------------|----------------------------------------------------------|
| Capacity is set by permanent roles                 | Capacity can flex around workload and deadlines          |
| One person covers several levels of work           | Operational, management and FD expertise can be combined |
| Senior staff can be pulled into routine processing | Work is allocated at the appropriate level               |
| Recruitment is needed when workload increases      | Support can be added for peaks, projects or absence      |
| Reporting can absorb much of the month             | Better process and automation can shorten the cycle      |

## What the client gains

- A dependable core finance service with additional capacity when workload increases.
- Access to agency-specific commercial finance expertise without recruiting every role.
- Faster, more useful reporting through better process, automation and experienced review.
- Clear ownership, documented processes and continuity across the finance cycle.
- More management time spent acting on financial information rather than waiting for it.

## Day-to-day finance and management reporting

Choose selected services, add capacity to an existing team or give us responsibility for an agreed part of the finance function. Scope is built around your finance calendar, systems and reporting requirements.

### BOOKKEEPING & FINANCE OPERATIONS

- Bank reconciliations and cash administration
- Accounts payable, supplier management and payment runs
- Accounts receivable, billing, credit control and cash allocation
- Expenses, prepaid cards and company credit cards
- Fixed assets and multi-currency reconciliations
- Audit-ready records and finance inbox management

### MONTH-END & MANAGEMENT REPORTING

- Accruals, prepayments, journals and balance-sheet reconciliations
- Monthly management accounts and cost-centre reporting
- Budget and forecast variance analysis
- Annual budgets, rolling forecasts and performance tracking
- Cashflow and working-capital reporting
- Payroll and employee-benefit supervision

## Technology and automation

We use established system functionality, workflow automation and AI-assisted tools where they reduce repetitive processing, improve data quality or speed up review. Experienced finance professionals remain responsible for controls, judgement and final output.

- Recurring reconciliations, exception identification and coding support.
- Standard month-end journals, checklists and reporting packs.
- Data validation, document preparation and faster management analysis.
- Practical process redesign that fits the way the agency actually works.

**Statutory and specialist work:** where specialist tax, audit or statutory sign-off is required, we prepare the underlying information and coordinate with the client's appointed adviser.

## Understand the project. Understand the margin.

Agency leaders need more than accurate ledgers. We connect finance, project delivery and resourcing so management can see where revenue, margin and cash are being created - or lost.

| PROJECT & CLIENT ECONOMICS                                                                                                                                                                                                                                                                                                                                                                         | PLANNING & FD SUPPORT                                                                                                                                                                                                                                                                                                                                                   | GROWTH & CHANGE                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Project accounting, job costing and WIP reviews</li> <li>• Contract-based and IFRS revenue recognition</li> <li>• Client, project, service-line and team profitability</li> <li>• Utilisation, recovery rates and resourcing forecasts</li> <li>• Freelance spend and resource-demand analysis</li> <li>• Scopes, rate cards and payment terms</li> </ul> | <ul style="list-style-type: none"> <li>• Budgets, reforecasts and scenario modelling</li> <li>• Cash planning and working-capital improvement</li> <li>• Management and board reporting</li> <li>• Finance-team structure and workload planning</li> <li>• Banking and foreign-currency arrangements</li> <li>• Financial controls, audit readiness and risk</li> </ul> | <ul style="list-style-type: none"> <li>• Finance-system selection and implementation</li> <li>• Migration, UAT and process redesign</li> <li>• R&amp;D cost tracking and relief preparation support</li> <li>• US expansion finance and tax-readiness support</li> <li>• Due diligence and investment/exit preparation</li> <li>• Acquisition integration and group reporting</li> </ul> |

---

### Creative businesses run on projects. Successful ones understand their margins.

Project & Margin helps turn delivery data into practical commercial decisions.

## Start with the pressure point. Flex from there.

An engagement can begin with one defined problem and expand only where there is a clear benefit. That gives agency owners a controlled way to test flexible finance support without committing to a wholesale change.

| ENGAGEMENT                         | TYPICAL REQUIREMENT                                                               | COMMERCIAL APPROACH  |
|------------------------------------|-----------------------------------------------------------------------------------|----------------------|
| <b>Finance Function Review</b>     | Team capacity, month-end, systems, reporting and commercial-finance needs         | Fixed scope          |
| <b>Flexible Retained Support</b>   | A dependable monthly service with capacity agreed around the finance calendar     | Core retainer + flex |
| <b>Peak Period Support</b>         | Month-end, year-end, billing, reporting or backlog clearance                      | Agreed hours/days    |
| <b>Interim Cover</b>               | Recruitment, leave, sickness, transition or rapid growth                          | Time-limited         |
| <b>Finance Improvement Project</b> | Systems, automation, controls, reporting, revenue recognition or process redesign | Project/milestones   |
| <b>Fractional FD Support</b>       | Regular commercial guidance, forecasting, board support and finance leadership    | Monthly retainer     |

### Common client situations

- A major client win creates an immediate need for more billing, forecasting and project control.
- The team is struggling with month-end, year-end or a growing transaction backlog.
- Management cannot see reliable project, client or service-line profitability.
- A vacancy, absence or recruitment delay creates a short-term finance gap.
- The business is changing systems, entering a new market, seeking investment or preparing for exit.

# Agency finance from the ledger to the boardroom

Our combined experience covers the full finance cycle: high-volume transaction processing, project accounting, management reporting, commercial analysis, systems transformation and FD-level leadership.

## RICHARD FORD

### Finance Director / Finance Lead

More than 20 years' finance experience, including 18 years in healthcare communications, healthcare PR and creative agency environments.

- Project accounting, budgeting, forecasting, cashflow and revenue recognition.
- Built and led finance teams; introduced utilisation, resourcing and profitability reporting.
- Supported the successful private-equity sale of a medical communications group at 12x EBITDA.
- Negotiated rates, banking and FX arrangements, including >£100k annual FX savings.
- Led finance and project-system transformations across SAP, Oracle, Sage Intacct, Xero, CMAP and Paprika.

## JANE NEWTON

### Agency Finance Operations

More than 20 years in healthcare communications and related agency businesses, with deep operational experience across AP, AR, cash, expenses, suppliers and multi-currency payments.

- Supplier and freelancer invoices, expenses, sales invoices and payment runs.
- Bank, prepaid-card and company credit-card reconciliations.
- Aged debt, supplier statements, finance inboxes and audit-ready filing.
- Freelancer timesheet and purchase-order reconciliation against agency projects.
- Experience across SAP Business ByDesign, Oracle Fusion, Xero, Paprika, Microsoft Dynamics GP and Sun Accounts.

## Relevant agency environments

Previous employment and project experience includes OPEN Health, Spirit Medical Communications, Galliard Healthcare Communications, Ashfield/Inizio and Aspire Scientific - spanning owner-managed agencies, international groups, private-equity-backed businesses and finance functions undergoing growth, acquisition and systems change.

## Comfortable in the systems agencies already use

We can join an established environment or help improve it. Our experience spans finance, project-management, HR, CRM, expenses and purchasing platforms used by growing and international businesses.

| CORE FINANCE          | AGENCY / PROJECT / CRM      | EXPENSES / OPERATIONS   |
|-----------------------|-----------------------------|-------------------------|
| Xero                  | CMAP                        | Pleo                    |
| Sage Intacct          | Paprika                     | Soldo                   |
| SAP Business ByDesign | HubSpot                     | Payhawk                 |
| NetSuite              | Workday                     | TravelPerk              |
| Oracle Fusion         | Project & job-costing tools | ServiceNow              |
| Microsoft Dynamics GP |                             | Freshservice            |
| Sun Accounts          |                             | Microsoft 365 & Copilot |

### Where we fit best

Our strongest specialism is agency and project-based finance. That includes healthcare communications, healthcare PR, PR, creative, marketing and communications agencies. We also bring direct experience from events, manufacturing, chemicals, health technology and other service businesses.

| Healthcare Communications | PR & Communications    | Creative & Design      |
|---------------------------|------------------------|------------------------|
| Marketing Agencies        | Events & Entertainment | Project-based Services |



## LET'S TALK ABOUT WHAT YOUR FINANCE TEAM ACTUALLY NEEDS

A short conversation can identify where the current finance model is under pressure, where flexible support would help and whether a limited pilot or finance-function review is the right starting point.

### **RICHARD FORD**

**Founder / Director**

rick@projectmargin.co.uk

+44 (0) 7711 056 907

### **JANE NEWTON**

**Operations Director**

jane@projectmargin.co.uk

+44 (0) 7444 416842

**projectmargin.co.uk**

**PROJECT & MARGIN LTD | FLEXIBLE FINANCE FOR AGENCIES**