

AHMED EMAD

Business Operations & Analysis

Project Manager — Operations · Safari, reporting to the CEO

I find what is costing the revenue — then **build the system that fixes it.**

EXPERIENCE	BASED	STATUS	LANGUAGES
6+ yrs marketing · 3+ operations	Cairo, Egypt	• Open to Remote & GCC	Arabic native · English B2+

Teams don't fail because people don't work hard.

WHY TEAMS BREAK

They fail because the work has no system: requests live in WhatsApp, quality depends on whoever happens to do the task, and nobody can say what "done" means. Over **6 years in marketing** and **3 running operations**, I moved from coordinating the work to **designing it** — and the part that matters is what it returns.

7 → 22

trial-to-subscription per 100

100%+

growth in a market written off

6 brands

one marketing operating system

3 systems

agency, marketing and projects – built and adopted

WHAT I'M STRONG AT

Systems thinking

Messy, person-dependent work becomes documented and repeatable.

Business analysis

Reading operational data to find the cause behind a revenue number.

Execution management

Owners, milestones and deadlines across departments and vendors.

Process improvement

Root causes fixed in the system, not the symptom.

Executive reporting

Single-source-of-truth trackers a CEO can decide from.

Marketing operations

Content pipelines, campaigns and performance with real numbers.

Pragmatic AI adoption

AI inside real workflows, not bolted on top of them.

Six case studies, one method.

01 The Agency Operating System

From person-dependent to system-dependent

SAFARI · 2026

03 A Project System That Reports on Itself

Projects Ops — built from scratch so nobody has to ask “are we on time?”

OWN BUILD · 2026

05 Executive Visibility Without Micromanagement

The manager-to-CEO reporting line across four departments

SAFARI · 2026

02 One Marketing Team, Six Brands

The Notion marketing operating system

SAFARI · 2026

04 From Ten Spreadsheets to One System

A scheduling platform for 1,000+ students across time zones

ZAD OF QURAN ACADEMY · 2026

06 Finding the Revenue Leak in the Data

Conversion, pricing and campaign recovery for the group’s academy

SAFARI · 2026

The Agency Operating System

From person-dependent to system-dependent

THE SITUATION

Safari grew into a multi-brand agency serving the group’s own brands as internal clients. Leadership’s own estimate: 90%+ of marketing agencies run with no structure — the work depends on individual memory, personal style, and WhatsApp threads.

WHAT WAS BROKEN

- New employees took months to “absorb the vibe” before producing.
- Everyone worked their own way — quality changed from client to client.
- Requests arrived by WhatsApp, email and call; some vanished with no owner.
- Evaluation ran on impressions, creating unfairness and turnover risk.

HOW I RAN IT

- 01 **Diagnosed first.** Sat with the CEO and the department managers to find where work actually broke, rather than designing from theory.
- 02 **Mapped the client journey** into 9 stages — sales → onboarding → assets → research → strategy → execution → reporting → archive — with role-by-role SOPs against each.
- 03 **Designed the ticket system** as the communication backbone: SLA priorities set by the Account Manager, a no-silent-downgrade rule, and 5-level escalation ending at the Founder.
- 04 **Defined “Done.”** “The person after you doesn’t need to ask you anything,” enforced by a unified pre-delivery checklist instead of an opinion.
- 05 **Compressed onboarding** into one structured meeting: a 16-section intake questionnaire and a 22-block handover to the Marketing Manager.
- 06 **Built the Strategy & Planning stack** — five documents narrowing from business strategy down to a Monthly Plan of Action with owner, date and KPI on every deliverable.
- 07 **Kept it alive.** Updates after every explanation meeting, shipping in Arabic and English — a living document, not a PDF nobody opens.

6 sections live and governing daily work – V1, July 2026	1 meeting full client onboarding, no call-backs	Owner + SLA on every single request	Scorecards numeric evaluation replaced gut feel
---	---	---	---

SHOWS I can take “we have no structure” and ship the actual structure — documents, rules, tools, adoption.

One Marketing Team, Six Brands

The Notion marketing operating system

THE SITUATION

One marketing team produces for six brands — a Quran education academy, e-commerce, and agency clients — with work scattered across Drive, Sheets, WhatsApp and memory.

WHAT WAS BROKEN

- Double data entry and endless status meetings.
- No data answers: “how many posts did we publish for brand X in May?”
- Total person-dependence — one operator leaves, delivery stops.

HOW I RAN IT

- 01 **Audited where the work actually lived** — Drive, Sheets, WhatsApp, and people’s memory — before designing anything.
- 02 **Designed a 16-database architecture** on one spine: Business → Quarterly Plan → Monthly Plan → Objectives → 3 Labs, so every daily task traces to a quarterly goal.
- 03 **Built the 3 production pipelines:** Content (7 stages, idea → script → design → review → schedule → publish), Ads (with a buyer approval gate), and Setup.
- 04 **Separated backend from frontend.** The relational complexity stays hidden; each role works from one filtered dashboard — adoption dies the moment operators see the machinery.
- 05 **Set the operating cadence:** ~20 monthly objectives per brand (10 content + 10 ads), weekly reports and meetings, and a daily loop so the team finds its work ready.
- 06 **Wrote the operating manual** — 10-minute response SLA, locked deadlines with auto-logged completion dates, filtered sharing, everything recorded as data.
- 07 **Trained the team** through 3 recorded sessions (~3.5 hours) that now double as onboarding material.

6 brands one system, full traceability	16 databases quarterly plans down to daily tasks	Per-person delivery measured from auto-logged data	Replaceable work continues when people change
--	--	--	---

SHOWS Multi-brand systems architecture — plus the change management that makes it stick.

A Project System That Reports on Itself

Projects Ops — built from scratch so nobody has to ask “are we on time?”

THE SITUATION

Projects were agreed in meetings and then tracked in people’s heads. Answering “are we on time?” meant asking three people and believing them. I built Projects Ops on Notion to replace that with a record that answers the question itself.

WHAT WAS BROKEN

- Projects lived in conversations — no single place listing what was actually running.
- “Status” meant whatever the person saying it wanted it to mean.
- No estimate was captured, so a slipped deadline and a bad guess looked identical.
- Objectives and projects were disconnected — work ran with no line back to a goal.

HOW I RAN IT

- 01 **Started from the question, not the tool.** “Are we on time?” had to be answerable without a meeting — that constraint decided every field.
- 02 **Modelled the project itself:** name, type (Operation / Marketing / Tech), priority, and Responsible and Supervisor as two separate people so ownership and oversight never blur.
- 03 **Made dates first-class.** Start date, planned range, and completion date are captured separately — so a slip is visible instead of being absorbed silently.
- 04 **Added estimate versus actual.** Two formulas compute Estimated Days and Actual Days, which separates a missed deadline from a bad estimate — different problems, different fixes.
- 05 **Computed the status instead of asking for it.** A Timeline Status formula merges deadline-missing, days remaining, days overdue, and delivered-early-or-late into one field. Nobody types their own progress.
- 06 **Linked projects to objectives,** with task counts and objective status rolling up — so every project traces back to a goal and orphan work becomes visible.
- 07 **Built three views for three questions:** a table to audit, a board to run the week, and a timeline to see collisions before they happen.

Computed status no self-reported progress	Estimate vs actual a slip separates from a bad guess	Objective-linked every project traces back to a goal	3 views table to audit, board to run, timeline to see collisions
---	--	--	--

SHOWS I design the data model before the dashboard. The hard part of a tracker is not the fields — it is refusing to let a human type the answer.

From Ten Spreadsheets to One System

A scheduling platform for 1,000+ students across time zones

THE SITUATION

The group’s online academy serves 1,000+ students across countries and time zones, and generates most of the group’s revenue. Scheduling, reminders and supervision ran by hand every single day.

WHAT WAS BROKEN

- Reminders sent to students and teachers by hand at 12:00, daily.
- A team leader distributed sessions across supervisors manually, every day.
- Postponement requests lost in WhatsApp threads.
- No numbers: who attended, who stopped, how many trials?

HOW I RAN IT

- 01 **Spotted it in the operations data**, not in a complaint — the manual 12:00 send and the manual daily distribution.
- 02 **Sized the risk before escalating**. The academy generates most of the group’s revenue, so scheduling failures were a revenue problem, not an admin one.
- 03 **Ran the research** on buy versus build, then took the recommendation to the CEO and got approval.
- 04 **Sourced the developer** through the network built across previous roles, and wrote the requirements brief: automation rules, roles, and the student lifecycle.
- 05 **Controlled the build with a written approval system**. Scope had been agreed verbally and forgotten; I replaced that with a documented approve step on both sides.
- 06 **Specified the automation core**: sessions auto-generated per package, automatic time-zone conversion, WhatsApp reminders with reply capture, and equal distribution by shift.
- 07 **Reviewed and accepted delivery** against the brief, then rolled out with a 3-guide documentation series.
- 08 **Trained the operating team** — 4 supervisors and 2 team leads — and stayed on it through the first cycles.

1,000+ students across countries and time zones	6 people 4 supervisors + 2 team leads operating it	3 guides role-based rollout documentation	Live filters attendance, retention, trial → subscription
---	--	---	--

SHOWS Product-minded operations: an operational mess turned into a specified, delivered, adopted system.

Executive Visibility Without Micromanagement

The manager-to-CEO reporting line across four departments

THE SITUATION

A CEO overseeing four departments was pulled into daily detail, and reducing exactly that was the organisation’s stated goal.

WHAT WAS BROKEN

- No consistent picture of who delivered what, and when.
- Meetings consumed by status updates instead of decisions.
- The CEO was the integration point for everything.

HOW I RAN IT

- 01 **Named the real problem:** the CEO was the integration point for four departments, and reducing that was the stated goal.
- 02 **Implemented daily and weekly structured Trello reports** from each manager to the CEO, replacing ad-hoc chat with one regular, dated source of truth.
- 03 **Rebuilt the weekly meeting** around a prepared agenda issued a day ahead — the top 2–3 operational problems, each arriving with a proposed solution.
- 04 **Documented every decision** with an owner and a deadline, followed up the next week so nothing depended on memory.
- 05 **Maintained a delivery tracker** showing each manager’s on-time versus late record — accountability from data, not impressions.

1 source of truth regular, structured, dated	Owner + deadline on every action item	30–45 min decision meetings, not status theatre	Patterns visible recurring delays surfaced per department
--	---	---	---

SHOWS Managing upward, designing accountability, and freeing leadership bandwidth.

Finding the Revenue Leak in the Data

Conversion, pricing and campaign recovery for the group’s academy

THE SITUATION

The academy had passed 1,000 students and stalled there. Trial sessions kept filling but subscriptions did not follow, and the Egyptian market — the largest addressable one — had collapsed almost entirely. Nobody could say why.

WHAT WAS BROKEN

- Out of every 100 students who took a trial, only 7 subscribed.
- Egypt had stopped converting; the room assumed demand was gone.
- The Marketing Manager resigned, leaving no campaign for the next month.

HOW I RAN IT

- 01 **Went to the data, not the opinions.** Requested operations data per cohort from the Operations Manager instead of debating causes in a meeting.
- 02 **Found the pattern.** Saudi students were attending trials in volume and then not subscribing — the drop-off was concentrated, not general.
- 03 **Challenged the obvious answer.** The room assumed pricing. The data said the loss happened after the trial, which pointed at the session itself.
- 04 **Formed the real hypothesis:** the Egyptian teachers’ dialect was the friction for Saudi students — a delivery problem wearing a pricing problem’s clothes.
- 05 **Tested it cheaply.** Recruited 2 Yemeni teachers whose accent sits far closer to the Saudi ear, and routed Saudi trials to them.
- 06 **Took the pricing question separately.** For Egypt the data did point at price — a large market priced for the Gulf. Rebuilt Egypt pricing with cost control so the lower price still cleared margin.
- 07 **Held the line when the team broke.** With the Marketing Manager gone, I wrote the campaign strategy myself in one day and it was approved first pass (July 2026).

7 → 22 trial-to-subscription per 100 · 3.1x	100%+ growth in the Egyptian market	1 day replacement campaign, approved first pass	2 teachers the whole cost of the test
---	---	---	---

SHOWS I am not only a systems builder. I read operational data, isolate the cause behind a revenue number, and carry the fix through execution.

Tools, systems & credentials.

PROJECT & OPERATIONS

- Notion
- ClickUp
- Trello
- Jira
- Asana
- Monday
- Airtable
- Coda

MARKETING & CRM

- Meta Business Suite
- Meta Ads Manager
- HubSpot
- Mailchimp
- Shopify

DATA & OUTREACH

- Excel / Google Sheets
- Apify
- Apollo
- Instantly

AI

- Claude — plugins, skills, MCP
- ChatGPT
- Gemini
- Perplexity

PRODUCTIVITY

- Google Workspace
- Microsoft 365
- Slack
- Zoom
- Calendly

EDUCATION & CERTIFICATIONS

Bachelor of Law (LL.B.)

Benha University, Egypt · 2020–2024

Google Project Management Certificate

In progress, 2026

McKinsey Forward Program

McKinsey & Company

Digital Marketing Diploma

Google & Almentor

Notion Certification · AI for Business & E-Commerce

Almentor

Google Workspace · Microsoft 365

Certified

If your work has no system, that is the conversation.

- Your requests live in chat threads, and some just disappear.
- Your quality depends on who happens to be available that day.
- Your onboarding takes months of “absorbing the vibe.”
- Your reports can’t answer a simple question: are we on time?

I map the journey, define the roles, build the system, wire in AI where it pays for itself, and give leadership a report they can decide from. **System documents, dashboards, and analytics behind every case study are available on request.**