




Toby Ruddock


GLOBAL EXECUTIVE · MEDIA & ADVERTISING

APAC & INTERNATIONAL

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"The executive who turns the hardest clients into the greatest advocates — and builds the commercial infrastructure to prove it."



25+ YEARS GLOBAL EXPERIENCE	70+ COUNTRIES MANAGED	100+ GLOBAL TEAM MEMBERS LED	1 → 10 CLIENT SATISFACTION TURNAROUND	18+ APAC MARKETS DIRECTED
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EXECUTIVE VALUE

Toby operates at the intersection of commercial strategy, operational transformation and human leadership — a rare combination that delivers measurable results at the highest level.

He does not manage the status quo. He reframes it, rebuilds it, and hands back something better.

CORE STRENGTHS

- Global P&L Ownership & Commercial Restructuring
- Multi-market Operations (70+ countries)
- Client Turnaround & Retention
- Cross-functional Team Leadership (100+)
- Strategic Partnerships & Deal-Making
- Media Investment & Advertising Strategy
- E-commerce & Digital Transformation
- C-Suite & Investor Engagement

INDUSTRY EXPERTISE

Advertising & Media	Technology
FMCG	Aviation
Financial Services	Automotive
E-commerce	Sustainability

LANGUAGES

- English — Native

PROFILE

A seasoned global executive with 25+ years at the helm of some of the world's most complex advertising and media operations. Toby has built, restructured and scaled international teams and client programmes across Europe, the Middle East and Asia-Pacific — delivering measurable commercial impact for iconic brands including **Apple, Visa, Emirates, Ford** and **Reckitt Benckiser**.

His defining characteristic is an **offensive mindset**: he does not hold the line, he advances it. Whether inheriting a broken client relationship, a P&L in disarray, or an operation without infrastructure, Toby consistently delivers transformation — on time, within budget, and with lasting commercial results.

★ SIGNATURE ACHIEVEMENT — APPLE SERVICES INTERNATIONAL

1 → 10	Client satisfaction recovered from 1/10 to 10/10 in four consecutive quarters	3YR	Unaudited financials reconciled; P&Ls fixed and major savings delivered for the client
100+	Global specialists led across App Store, Apple Music, iCloud, Apple One, Education & Gift Cards	Full Funnel	Business model transformed from performance-only to full-funnel awareness capability

CAREER HISTORY



dentsu X
Global Client President — Apple Services International

2020 – 2024 ♦ Thailand / Global

- Directed a cross-disciplinary global team of **100+ specialists** serving Apple's entire Services Division (App Store, Apple Music, iCloud, Apple One, Education, Gift Cards) — reporting directly to the Global Agency President.
- Inherited a client satisfaction score of **1/10**; delivered **10/10** within four quarters through structural, financial and operational transformation.
- Reconciled three years of unaudited financials, fixed P&Ls, overhauled technology infrastructure and generated significant cost savings for the client.
- Transformed the business model from a core performance mandate to full-funnel awareness capability — expanding scope and revenue.

LEADERSHIP STYLE

Commercially driven and outcome-focused. Toby's self-described operating mode is "offense" — he prefers to be on the front foot, changing the narrative to win rather than defending the status quo.

Not micromanageable. Takes ownership of a mandate and delivers it on time and within budget, regardless of complexity or geography.

USP SUMMARY

CHANGE AGENT

Turns the toughest client relationships and operational challenges into proof-points of excellence.

GLOBAL OPERATOR

Proven across Europe, Middle East and APAC — comfortable in complex, cross-border, multi-stakeholder environments.

COMMERCIAL BUILDER

Builds the financial and operational infrastructure that allows businesses to scale — not just run.

TARGET ROLES

- CEO / COO (Regional or Global)
- Managing Director / Managing Partner
- Strategic Partnerships Lead
- Growth Director

CLIENTS SERVED



AVAILABILITY

Based in Phuket, Thailand. Open to APAC-wide and global mandates. Flexible on travel requirements.

CAREER HISTORY (CONTINUED)



Digitas (Publicis Groupe)
Partner & Head of Media — Visa APAC

2019 – 2020 ♦ Singapore / APAC

- Appointed as Client Senior Partner across APAC for **Visa**, managing strategic marketing communications and media across **18 markets** from a newly created Singapore hub — in the lead-up to the Tokyo Olympics.
- Simultaneously served as Head of Media for Digitas, leading a team of **30+ specialists** across multiple client verticals.
- Built and launched the Visa One integrated agency team hub, establishing operational frameworks for a complex multi-market mandate.



Havas Media Group
Global Client Officer — Emirates Group

2015 – 2019 ♦ Dubai, UAE / Global

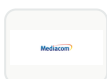
- Led the global media and communications mandate for **Emirates Airlines and its 13 group brands** (SkyCargo, Dnata and others) across **70+ countries** with approximately **300 contact points and team members**.
- Reported into Havas Global Leadership; responsible for contract extensions, financial audits and portfolio agency P&L performance.
- Managed one of the most complex multi-brand, multi-geography client relationships in global media — maintaining high retention and expanding scope throughout tenure.



Reckitt Benckiser
Senior Client-Side Executive — E-commerce & Digital Innovation

c. 2013 – 2015 ♦ Dubai, UAE

- Moved client-side to lead e-commerce innovation for one of the world's largest FMCG companies — building the e-commerce strategy and infrastructure from scratch.
- Educated and aligned executive teams on e-commerce strategy, establishing frameworks that became foundational to the regional digital operation.



MediaCom (WPP)
Head of MBA & Regional Strategy Director

2010 – 2013 ♦ Middle East / London

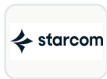
- Member of the regional Executive Management team; led strategy across multiple global brands with direct support to the London Global HQ.
- Developed and implemented media beyond advertising strategies for local, regional and global clients across the Middle East.



Mindshare (WPP)
Director & Regional Head of Strategy & Digital

c. 2005 – 2010 ♦ London & Dubai

- Director on the Ford Group business in London (Ford, Jaguar, Land Rover, Volvo, Mazda) before pioneering Mindshare's move into digital content.
- Co-founded **Mindshare Invention** — an innovative content and media unit blending editorial and advertising, working with partners including Vice Media.
- Relocated to Dubai at the request of WPP senior leadership to serve as Regional Head of Strategy & Digital, building the function from the ground up.



Starcom (Publicis)
Senior Media Executive

c. 2001 – 2005 ♦ London, UK

- Early London career spanning senior media roles, building the commercial and strategic foundations that underpinned a 25-year international trajectory.