

Fullfilling a vision by standardising processes.

EXPERTISE

Workshop planning and delivery.
Workflow design. Aligning strategy
with execution. Capability planning.
Challenging the status quo.

Context.

ACCOUNTING IS MORE THAN NUMBERS

Oxford Edge are an accounting and advisory firm whose vision is to be the best business advisors in Christchurch. Their challenge was that their everyday financial compliance work was taking all their time. And in a world where people expect to be more efficient with accounting, they were struggling to deliver an added-value advisory service within the same time.

A NEED TO STANDARDISE PROCESSES

After deciding to outsource some compliance work offshore to free up time, the firm realised this added further processes to manage. They also recently implemented internal change, merging four teams into one, which highlighted process inconsistencies. People were under pressure, actions were reactionary, and they were having to write off inefficient time spent.

Approach.

BREAKING DOWN THE STRATEGY

Redvespa consultants Vaughan Luckman and Chris Johnston spent four weeks breaking down the firm's strategy, workflow and potential solutions. The first step was to question everything they were doing, asking why and if it was aligned with their strategic goal of offering an advisory service.

This stage highlighted they had two customer groups: Those who would never need advisory, and those who potentially would. This awareness allowed the team to analyse their workflows as two different paths. The first focusing on using as many smarts to get work in and out. The second focusing on finding advisory opportunities.

BREAKING DOWN THE WORKFLOW

Redvespa worked with the team to workshop every step in their workflows, so they could move from being reactionary to knowing what's happening one year out. From how to get the right information from clients upfront, to helping reviewers teach staff through mistakes, every little step needed to work towards a consistent and efficient end-to-end workflow.

BUILDING UP PEOPLE'S CAPABILITIES

Whilst an efficient workflow freed up capacity, they also needed to look at capabilities. Redvespa helped identify gaps where training was required to make advisory integrated into their offering. The aim was to empower everyone, beyond the directors, to feel skilled to look for opportunities.

Results.

AN INDEPENDENT VIEW

The firm were so busy working in their business, they had little time to work on it. Redvespa's sole focus and outside lens brought an ability to independently challenge how things were done, or if they were even required.

MULTIPLE AVENUES

Oxford Edge are now armed with a set of standardized processes and systems to follow, and fit-for-purpose avenues to approach projects. With allocated roles and rules, there's no more over-engineering, and more control over what's expected of everyone.

FEELING VALUED

The firm are well on their journey of fulfilling their advisory offering, and being valued for it too. Individual employees are beginning to feel empowered to challenge the status quo, and are using the business reengineering skills imparted by Redvespa to improve processes day-to-day.