

# How Accountant Online used Lean to create more capacity within their operations and scale up efficiently

*'Through training and coaching, LEAN Robotics have developed Process Improvement skills within our employees, so we are better equipped to identify and solve our own process improvement opportunities in the future'.*

*– Rose Kervick, Director, Accountant Online*

## HIGHLIGHTS

**31%**

Reduction in time taken to process a set of accounts

**16%**

More time freed up to focus on customer interactions

**26 days**

Faster to prepare accounts from start to finish

**96%**

Reduction in time to process VAT & Bookkeeping

**5**

Lean Projects undertaken so far

### The Company

Established in 2015, Accountant Online is an award winning online financial technology company, based in Ireland, that uses cloud technology to help clients access professional services simply, easily and securely. They have 45 employees at their offices in Dublin, Derry, Letterkenny as well as remotely in Ireland and overseas.

### The Challenge

Like any company that has scaled up clients fast, Accountant Online faced the challenge of growing inefficiencies and lack of standardisation within their processes and systems. This had led to unwanted levels of cost and non-value added activities. Without having the necessary skills in house to address the inefficiencies, they turned to Enterprise Ireland to find a suitable company to partner with them on their Lean journey.

### The Solution

Over the past year LEAN Robotics have trained and coached a number of leaders within Accountant Online on the principles of lean to solve current business challenges. The work spanned four key areas of their business: accounts production; payroll processing; client on-boarding; and company secretarial. Each LEAN Robotics graduate led their own business project within these areas to drive real value for clients and the company, realising almost €300k in cost base savings.

*'TJ supported us in identifying strategic areas of our business where we can drive improvements for our clients, and coached the teams to eliminate waste and build additional capacity' – Rose Kervick*

One recent project involved streamlining the 'Client On-Boarding' process, to increase the speed and effectiveness of on-boarding customers. During this project, team members used the DMAIC method, and key lean tools like Value Stream Mapping, Histograms and Boxplots. *'These tools helped us identify the ideal future-state processes to work towards, and track the right metrics to demonstrate our improvements'* recalls Rose.

### The Benefits

In just over a year, Accountant Online have realised several substantial benefits from their lean project work:

- A 31% decrease in the time taken to process a set of accounts, thus freeing up capacity and allowing accountants to take on more clients;
- A 25% reduction in the lead time to prepare accounts end to end from 105 days to 79 days, which has led to improved customer satisfaction levels;
- So far 16% more workload has been taken on smoothly in payroll, allowing employees to focus more on client engagement and interaction;
- A standardised way to process VAT which cuts total time by 96% and removes the likelihood of errors.

### The Next Steps

Having started their Lean journey, Accountant Online are committed to delivering process improvements across their business to build capacity, support growth and improve the client experience.