



## Case Study – IBO

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### Background

A Swiss-based international business, **International Baccalaureate Organization (IBO)** was experiencing issues with the production of their monthly accounts, where deadlines for the submission of monthly accounts and other supporting data were missed repeatedly over several months.



## Brief

To identify the 'pinch points' that hampered delivery of the accounts on a timely basis, provide an approach for how these issues could be addressed/resolved and oversee the introduction of the new working methods and delivery of the first set of monthly accounts after the adoption of these new practices. The timeframe for completion was four months.

## Approach

The following steps provide an overview of the main areas of activity:

- Initiation of the project with a clear view from the senior management of the desired outcomes, obtaining assurance of full engagement from across the business in the project and a clear process for full two-way communication throughout.

- Analysis of how current tasks were undertaken through interviews with the accounts team and observations of them undertaking their work
- Analysis of resources allocated to individual tasks and the time taken to undertake each task
- How the tasks were undertaken – was there scope for greater efficiency in the way the tasks were undertaken? Was the sequence of tasks arranged to optimise delivery?
- Were all of the tools needed for each task available?

## Output

- Presentation of the results/findings from our review to the senior management team, giving an overall appraisal of the findings and areas of particular concern
- A detailed report documenting the current process, identification of strengths and weaknesses of each process with recommendations for improvement or change where appropriate

## Result

- Upon the adoption of the recommended changes, the time taken for the production of monthly accounts was reduced from 15 days to 4 days
- The processes adopted in the Swiss office have subsequently been adopted at offices across the organisation's European operations

