



R.E.P.R.E.S.E.N.T[®]
RESOURCING REIMAGINED

Turning offshoring from an experiment into a long-term delivery direction, giving NDC trusted capacity, flexibility, and a scalable route to grow without losing its local identity.

WHAT WE'VE ACHIEVED

- ▶ Helped NDC offshore in a way that protected its culture & standards.
- ▶ Embedded offshoring delivery integrating with NDC's team and ways of working.
- ▶ Delivered work Neil describes as "fantastic" in quality.
- ▶ Built a relationship strong enough for NDC to plan expansion of the model.
- ▶ Moved offshoring from an experiment into a strategic direction for the firm.
- ▶ Created a trusted route to ramp up capacity when NDC needs it.
- ▶ Opened the door to a future offshore POD that could mirror NDC's UK structure.

"R.E.P.R.E.S.E.N.T gave us a trusted way to explore offshoring without losing who we are locally. The quality and relationship have been fantastic, and what started as an experiment is now a direction we want to go."

Neil Criddle

Founder, NDC

THE CLIENT

Neil's Data Consultancy, founded by Neil Criddle in January 2020, is an accountancy firm based in Weston-super-Mare.

In just over six years, NDC has grown to a team of 17, supporting around 600 clients across accountancy, tax compliance, bookkeeping, VAT, payroll, and advisory.

NDC is a locally grounded firm with a broader advisory mindset. The team handles the must-haves, but the wider goal is to help clients understand their numbers, grow better businesses, and make stronger decisions.

That local identity matters.

Because NDC did not come to R.E.P.R.E.S.E.N.T because recruitment was completely broken.

Neil had always been able to find good people locally. The opportunity was different; to add flexibility, a different skill set, and a trusted delivery route that could support the firm's future without changing the culture of the business.



THE CHALLENGE

NDC was not looking for cheap labour.

It was looking for strategic delivery flexibility.

Neil wanted to explore offshoring, but only if it could be done with the right partner. The model had to feel human, aligned, and trusted. It could not sit outside the firm as a disconnected supplier relationship.

For Neil, the partnership decision was clear.

"Offshoring was new territory for us, so the partner mattered. R.E.P.R.E.S.E.N.T was the only team I wanted to explore it with because the trust, values, and relationship were already there."

Neil Criddle

That meant solving for more than capacity:

- ▶ Adding offshore support without disrupting the UK team.
- ▶ Protecting NDC's quality standards and client experience.
- ▶ Finding people who aligned with the firm's values and ways of working.
- ▶ Giving the internal team confidence in the model.
- ▶ Creating flexibility without losing NDC's local identity.
- ▶ Building a delivery route that could scale if the experiment worked.

WHAT R.E.P.R.E.S.E.N.T IMPLEMENTED

R.E.P.R.E.S.E.N.T supported NDC with offshore delivery resource that could plug into the firm's existing structure.

This was not outsourcing at arm's length.

It was embedded delivery support, managed through a trusted relationship and aligned to the standards, ethics, and principles Neil had already seen from R.E.P.R.E.S.E.N.T.

WHAT WAS INSTALLED:

- ▶ Offshore delivery support aligned to NDC's systems, workflows, and standards.
- ▶ A managed relationship with R.E.P.R.E.S.E.N.T behind the scenes.
- ▶ Recruitment aligned to R.E.P.R.E.S.E.N.T's principles, ethics, and values.
- ▶ Regular engagement and check-ins to keep the relationship strong.
- ▶ A model that could be extended once confidence was built.
- ▶ A trusted route to ramp up capacity when needed.
- ▶ Future expansion building an offshore POD as part of NDC's delivery structure.

The relationship mattered from the start.

Neil had followed R.E.P.R.E.S.E.N.T for some time, liked the brand, and connected with the people behind it. That made the move into offshoring feel less like a cold supplier decision and more like a natural next step.

"It just felt really natural and it just felt like the right humans to do stuff with."

Neil Criddle

WHAT CHANGED OPERATIONALLY

Before, offshoring was something NDC was willing to explore.

It was an experiment.

After working with R.E.P.R.E.S.E.N.T, it became part of how NDC thinks about future delivery.

The internal feedback was strong. The quality held up. The relationship worked. Most importantly Neil & the team gained confidence that offshore capacity could support the business without compromising what makes NDC different.

A few things changed:

- ▶ **Offshore delivery became part of NDC's operating model.**
- ▶ **The UK team had positive day-to-day experience with the support.**
- ▶ **Neil gained confidence in the quality of work.**
- ▶ **The relationship developed enough for NDC to extend the model.**
- ▶ **Offshoring became a route to future flexibility, not just short-term capacity.**
- ▶ **NDC gained a partner it knows it can rely on to ramp up when needed.**

"The team's feedback has been absolutely golden. They work with the offshore support every day, so when they say the quality is strong and the relationship works, that gives me real confidence in the model."

Neil Criddle

COMMERCIAL OUTCOMES

1 Offshoring moved from experiment to strategy

The biggest shift was confidence.

NDC did not offshore because local hiring had failed. Neil had recruited locally before and will continue to value the local team.

The success was that offshoring became a strategic addition to the model, not a replacement for what already worked.

"The experimentation, as I called it earlier, is not an experiment anymore. It's a direction that we want to go."

2 Quality and relationship held up

For any offshore model to work, the delivery has to be trusted by the people closest to the work.

That happened at NDC.

Neil does not manage the offshore resource day to day as much as the internal team does, which makes their feedback even more important. The team's experience gave Neil confidence that the model was working in the reality of the firm, not just in theory.

"The quality of work has been fantastic. The relationship has been fantastic."

3 NDC gained a scalable route to capacity

The model gave NDC another way to think about growth.

Not only local recruitment.

Not only founder capacity.

Not only stretching the existing team.

R.E.P.R.E.S.E.N.T gave NDC a trusted route to add capability, extend the team, and build more flexibility into the operating model.

"We've got a dedicated partner we know we can rely on to ramp up with us."

WHY THIS WORKED

This worked because the relationship came before the resource.

Neil already had trust in R.E.P.R.E.S.E.N.T as people. He had seen the brand, the values, the content, and the way R.E.P.R.E.S.E.N.T showed up for accountancy firm owners. That made offshoring feel less risky.

It also worked because the model did not ask NDC to stop being NDC.

The firm could remain local, relationship-led, and values-led, while still adding offshore capacity that gave it more flexibility.

The impact came from:

- ▶ **A trusted partnership, not a transactional supplier relationship.**
- ▶ **Delivery support aligned to NDC's standards and ways of working.**
- ▶ **Strong internal team feedback.**
- ▶ **Quality that gave Neil confidence.**
- ▶ **A model that could flex and grow over time.**
- ▶ **The ability to add capacity without losing local identity.**

"We'll always be a local firm at heart, but R.E.P.R.E.S.E.N.T has given us another string to our bow, trusted offshore capacity that helps us grow without compromising the identity, standards or relationships that matter to NDC."

Neil Criddle

THE COMPOUNDING IMPACT

The immediate impact was reliable offshore delivery.

The bigger strategic impact is what this gives NDC next.

Neil is already thinking about future capacity, automation, AI, reporting, internal systems, and smarter workflows. But for NDC, technology is not about removing the human connection from client delivery. It is about helping the firm work smarter internally, increase capacity, and continue serving clients well.

That is where the offshore model compounds.

With a trusted delivery partner in place, NDC has more options for how it grows:

- ▶ **Keep building around a strong UK team.**
- ▶ **Add offshore capacity when needed.**
- ▶ **Develop a future offshore POD.**
- ▶ **Create more flexibility in the delivery model.**
- ▶ **Support smarter internal systems and workflows.**
- ▶ **Increase capacity without losing the human impact clients value.**
- ▶ **Gives NDC more space to think about the future structure of the firm.**

Neil is already open to developing the model further.

"The feedback from the team has been absolutely golden, so I've got no worries about building this further. I can see a future where we have an offshore POD that mirrors our UK structure and gives NDC more flexibility to grow."

Neil Criddle

WHO WOULD BENEFIT?

This is a fit if you're a firm where:

- ▶ You want to explore offshoring without losing your local identity.
- ▶ You need more delivery flexibility but do not want disconnected outsourcing.
- ▶ You care about quality, values, and cultural fit as much as capacity.
- ▶ You want support that integrates with your existing team and ways of working.
- ▶ You want a trusted partner who can help you ramp up when needed.
- ▶ You want to grow delivery capacity without putting every answer back onto local recruitment.



Neil's advice to firms considering R.E.P.R.E.S.E.N.T:

"Have the conversation. R.E.P.R.E.S.E.N.T aren't just one thing. They've helped us across sales, marketing, resourcing, team structure and the commercial thinking around growth. If you're a firm owner trying to move the business forward, they'll help you see the right route and put practical solutions around it."

Neil Criddle

