



## CUSTOMER STORY



# Embedding the Moore Kingston Smith DNA in every office

Rapid growth could have strained connection and culture, but careful planning, thoughtful design, and smart use of technology created workplaces that bring teams together, support employees, and keep the firm's culture thriving.



### Key facts

**Accounting**  
Industry

**140%**  
Employee growth

**x3.5**  
Office footprint growth

# Rapid **growth** brings opportunity and complexity

In a remarkably short period, accounting and advisory firm Moore Kingston Smith grew from around 750 employees to nearly 1,800. Over the same time, the firm expanded its office footprint from six locations to 21 across London, the South East, Northern Ireland and the Republic of Ireland.

Much of this growth came from a deliberate strategy to become an active buyer in a competitive M&A market, supported by private equity investment. Acquisitions ranged from substantial firms to small specialist offices, creating opportunity but also adding complexity. For Phil Healey, Head of Facilities, the journey was defined by one word: **acceleration**.



**Phil Healey,**  
Head of Facilities



# Rethinking the purpose of the office

Coming out of the pandemic, Moore Kingston Smith began rethinking the role of its offices. The firm relocated its head office and redesigned the workplace to support hybrid working, reducing the number of fixed desks and creating a more flexible, collaborative environment.

But the shift wasn't simply about reducing desks. It was about redefining the purpose of the office.



We've had to make coming into work an **experience**. Everyone can sit at home and do their work. The challenge is creating a space people **want** to come into.



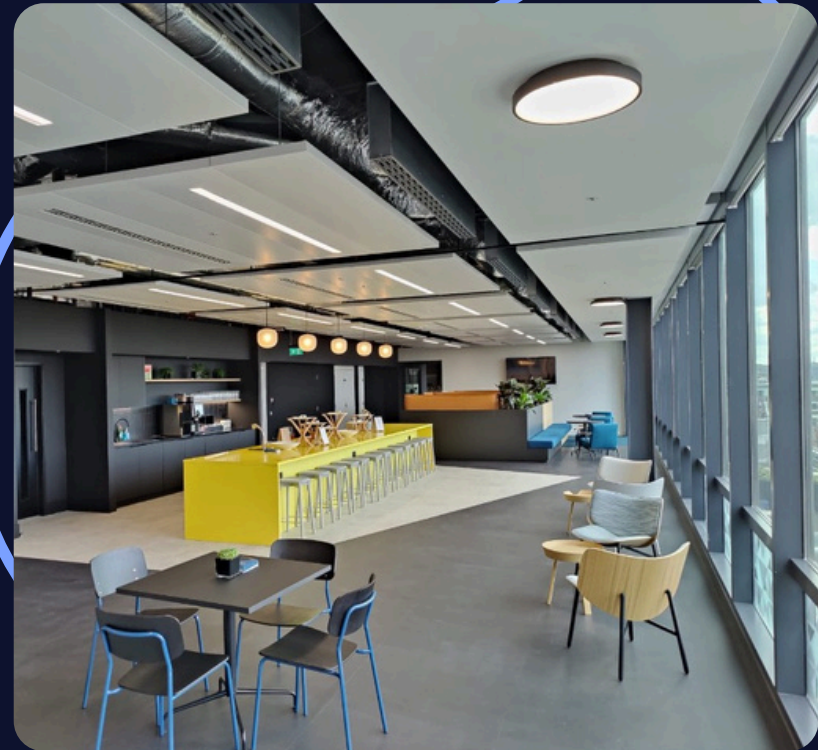
Phil Healey, Head of Facilities



# Creating workspaces built for people

To attract employees to return to the office, the firm focused on making spaces welcoming, social, and productive. Collaboration areas, breakout zones, and vibrant social spaces encouraged connection and knowledge sharing, while an internal social committee brought the workplace to life with quizzes, team days, and other events. High-quality amenities, from coffee and catering to thoughtfully designed spaces, made the environment comfortable and appealing.

With large cohorts of trainees and early-career professionals joining the firm, offices became more than just places to work. They became spaces to learn, connect and build relationships. Importantly, the same core standards were applied across all locations, so employees could walk into any office, plug in their laptop and start working immediately. While each office retained its own character, they all reflected the Moore Kingston Smith DNA, so the experience felt familiar wherever employees worked.



# Bringing teams together to build a shared culture

While workplaces were evolving, the business itself continued to expand. Each new acquisition brought its own culture and ways of working, from firms with 250-300 employees to specialist teams with just a few people. Integrating these teams into a larger organization wasn't always easy — some adapted quickly, while others found the transition from a smaller, tight-knit organization more challenging. Balancing what made each team unique with building a shared identity required care.

Listening to employee feedback was essential. Sometimes the smallest things mattered most, from free food and social events to a popular pool table that employees loved. Open communication was also key, with the managing partner hosting regular updates on performance, strategy, and achievements, helping all colleagues feel connected and part of the same journey.



Whatever size company you acquire, the human element is always the hardest part.



Phil Healey, Head of Facilities



# Optimizing growth, space, and employee experience

Bringing together so many different teams meant the firm had to balance people's needs with office capacity. Employee numbers had more than doubled and office locations more than tripled. This rapid expansion, combined with hybrid work, led to office attendance surging and clustering midweek, with Tuesdays through Thursdays becoming peak days, causing desk shortages.

Technology played a central role, helping Phil's team manage space while giving employees the flexibility to choose when and where they worked. They introduced smart desk booking rules and created overflow space near the head office, encouraging teams to spread office visits more evenly. By combining thoughtful workplace design, consistent standards, and intelligent technology, the firm was able to scale efficiently while keeping offices welcoming and connected, ensuring growth didn't come at the expense of employee experience.



We wouldn't be able to manage this scale without the system. It's helped us travel that [journey](#) as we've grown.



**Phil Healey**, Head of Facilities



# Key **lessons** from scaling teams and workspaces

For Phil and the Moore Kingston Smith team, this expansion phase has reinforced a few key principles to help navigate growth and workplace change:

- ✓ Make the office a place people want to be
- ✓ Communicate openly during periods of change
- ✓ Learn from different team cultures and perspectives
- ✓ Leverage technology to manage capacity and space

These insights continue to shape how the workplace evolves with the business, keeping it centered on employees and supporting them wherever and however they work.

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