

Finance and Accounting Outsourcing (FAO) Services

Financial Planning and Analysis (FP&A)

A research report comparing provider strengths, challenges and competitive differentiators



Customized report courtesy of:

HCLTech

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With comprehensive solutions at the forefront, FAO providers go beyond conventional outsourcing

The FAO industry is experiencing a significant transformation, marked by an increasing emphasis on specialized capabilities to meet clients' evolving needs. This reflects an increasing demand for comprehensive solutions that extend beyond traditional outsourcing, encompassing technology, advanced analytics, strategic consulting and industry-specific expertise. In response, FAO providers are developing diverse capabilities to enhance their service offerings. This strategic shift not only streamlines financial processes but also offers tailored solutions to address client's specific challenges. By integrating specialized expertise and advanced tools, FAO providers are positioning themselves as essential partners in their clients' journey

toward operational excellence and strategic growth. This comprehensive approach ensures that providers can deliver value-added services, helping clients navigate complex financial landscapes and achieve their business objectives.

End-to-end digital transformation in finance and accounting (F&A) is crucial for optimizing processes and improving data accuracy. FAO providers are advancing this transformation by leveraging intellectual property and collaborating with platform providers and hyperscalers. They are also building orchestration platforms integrating AI, automation and advanced analytics, providing comprehensive, scalable and integrated solutions. These platforms provide a unified user experience, real-time insights and data-driven strategies, enhancing operational efficiency and strategic decision-making. This holistic approach ensures seamless service delivery across financial functions and their extended value chain.

Providers expand
beyond traditional
services to offer
**comprehensive,
tech-enabled
solutions.**



Advanced technology integration in FAO is driving significant transformations by integrating AI, ML, robotic process automation (RPA) and cloud computing. Service providers increasingly adopt an AI-first or machine-first approach to streamline financial processes. These technologies enhance efficiency and accuracy, providing real-time data analytics for strategic decision-making. GenAI holds particular promise in improving data analysis and planning capabilities. However, despite significant investment from platform and service providers, most GenAI applications in F&A remain in the proof-of-concept (POC) phase, with only a few providers successfully implementing viable solutions.

The primary challenge is the lack of collaboration among different stakeholders, including finance platform providers, SaaS providers and FAO service providers. Strategic partnerships among these players could maximize the potential of GenAI investments. By collaborating, they could develop more integrated and efficient solutions, enhancing the value delivered to clients. Such partnerships would allow for better utilization of data and

technology, leading to more innovative and effective financial solutions. The success of GenAI and other advanced technologies in FAO will largely depend on overcoming these collaborative barriers and fostering a more cohesive ecosystem.

Global delivery models in FAO are evolving, with providers using different strategies to improve service delivery. One significant trend is the strategic utilization of nearshore and offshore centers to boost efficiency and client engagement. Some providers are reducing their offshore operations due to technological advancements that enhance process efficiency and reduce the need for language-specific skills. Technologies such as AI and automation make these changes possible by streamlining processes and eliminating language barriers. Conversely, other providers are expanding their nearshore operations to better serve existing markets and enter new ones. This expansion offers clients more options, allowing them to choose between nearshore and offshore solutions based on their specific needs. This dual approach caters to diverse client preferences for cost-efficiency, regulatory

compliance and proximity. For instance, while some providers are consolidating their operations to centralize expertise and leverage technological advancements, others are setting up new centers closer to their clients to provide localized services and improve responsiveness. Ultimately, the choice of delivery model reflects each provider's strategic focus, balancing technological capabilities with market demands and client preferences. This variety in strategy highlights the importance of adaptability in FAO, where providers must align their delivery models with changing technological landscapes and client needs.

Consulting and advisory services in FAO have evolved significantly, driven by market maturity and increasing demands for transformation. As companies embrace new technologies such as ERP systems and cloud solutions, FAO providers enhance their consulting capabilities. They offer strategic insights, risk management and compliance solutions to help clients optimize processes and achieve strategic goals. Consulting is integrated into the onboarding process and throughout the client journey, involving maturity assessments

and the development of technology advancement road maps that align with clients' strategic objectives. Furthermore, consulting opportunities lead to engagements with global capability centers (GCCs), either as standalone consulting projects or with the potential for providers to take over GCC operations. This trend is fueled by the need for specialized expertise and operational efficiency, making consulting a critical component in driving value and innovation in the FAO industry.

Industry-specific solutions have become a critical focus for providers aiming to address the distinct needs of diverse sectors. FAO providers are increasingly building specialized teams with deep industry expertise to deliver tailored solutions that meet specific regulatory, operational and strategic requirements. Providers can demonstrate a strong understanding of clients' unique challenges and nuances by involving industry experts from the outset of client engagements. This approach not only instills confidence but also serves as a key factor in securing contracts.



These experts bring valuable insights, including industry best practices, compliance issues and market trends, enabling providers to offer highly customized and effective solutions. This approach enables the providers to differentiate themselves in a competitive market by showcasing their ability to deliver value beyond standard outsourcing services. The investment in industry-specific capabilities reflects a broader trend toward offering more personalized, client-centric services, ensuring that the solutions are not only efficient but also strategically aligned with clients' business goals.

Outcome-based models are becoming more prevalent in FAO contracts, where compensation is increasingly tied to achieving specific business results. This trend reflects a growing emphasis on aligning service delivery with client outcomes such as cost savings, process efficiency and compliance. Some FAO providers are even planning to transition entirely to outcome-based models, especially in traditional FAO verticals such as P2P and O2C. This approach incentivizes providers to deliver high-quality services directly contributing to

clients' strategic objectives, fostering a more value-driven partnership.

Advanced functions such as **R2R** and **FP&A** are increasingly being outsourced as the FAO market continues to expand. This shift is driven by the growing complexity of financial processes, the need for accurate forecasting and the demand for strategic insights. Companies are outsourcing these advanced functions to leverage specialized expertise, improve efficiency and focus on core business activities. FAO providers gear up to build capabilities in these areas to meet this demand, investing in advanced analytics and AI technologies. However, challenges such as a shortage of skilled talent remain significant. This situation presents an opportunity for firms that specialize in these functions at scale or offer boutique solutions, as they can provide tailored, high-quality services. Such firms are well-positioned to capitalize on the demand for expert knowledge and customized solutions, addressing the nuanced needs of clients in these complex areas.

ESG and particularly **sustainability reporting** are becoming key focus areas for FAO providers,


who are increasingly building capabilities to cater to these evolving demands. However, the adoption of these practices is slow, often driven by regulatory demands rather than voluntary commitment to sustainability. This cautious pace of adoption indicates that while the infrastructure for ESG is being developed, widespread implementation may largely depend on the evolution of the regulatory landscape.

In summary, the FAO industry is experiencing a paradigm shift toward more integrated and specialized service offerings, driven by the need to address complex financial challenges and leverage emerging growth opportunities. By developing intellectual property and forming strategic alliances with key platform vendors, FAO providers are enhancing their capabilities in areas such as advanced analytics, strategic consulting and industry-specific solutions. These advancements enable them to offer tailored, high-value services that align with clients' strategic goals. As the industry continues to evolve, the emphasis on delivering customized, efficient and innovative solutions will be crucial for FAO providers to remain competitive and effectively support their

clients' financial and business objectives. This shift not only enhances the value proposition of FAO services but also solidifies the role of providers as essential partners in their clients' journeys toward operational excellence and


Innovations in technology and automation are rapidly transforming the FAO industry. Providers are integrating advanced analytics, AI and automation, moving beyond traditional services to offer comprehensive solutions that align with clients' strategic goals, driving efficiency and value.



 Provider Positioning


	Procure to Pay (P2P)	Order to Cash (O2C)	Record to Report (R2R)	Financial Planning and Analysis (FP&A)
Accenture	Leader	Leader	Leader	Leader
Auxis	Contender	Contender	Not In	Not In
Capgemini	Leader	Leader	Leader	Leader
CES	Contender	Contender	Contender	Not In
Cognizant	Leader	Leader	Leader	Leader
Conduent	Product Challenger	Product Challenger	Product Challenger	Product Challenger
Corcentric	Contender	Contender	Not In	Not In
Datamark	Contender	Contender	Contender	Not In
Datamatics	Rising Star ★	Product Challenger	Product Challenger	Product Challenger
Deloitte	Leader	Leader	Leader	Leader
Exela Technologies	Market Challenger	Market Challenger	Contender	Contender



 Provider Positioning

	Procure to Pay (P2P)	Order to Cash (O2C)	Record to Report (R2R)	Financial Planning and Analysis (FP&A)
EXL	Leader	Leader	Leader	Leader
Genpact	Leader	Leader	Leader	Leader
HCLTech	Leader	Leader	Leader	Leader
IBM	Leader	Leader	Leader	Leader
Infosys	Leader	Leader	Leader	Leader
Invensis	Contender	Contender	Contender	Contender
IQ BackOffice	Contender	Contender	Contender	Not In
Nexdigm	Contender	Contender	Contender	Contender
QX Global	Contender	Contender	Market Challenger	Not In
Riverty	Product Challenger	Product Challenger	Product Challenger	Product Challenger
Sopra Steria	Contender	Contender	Contender	Contender



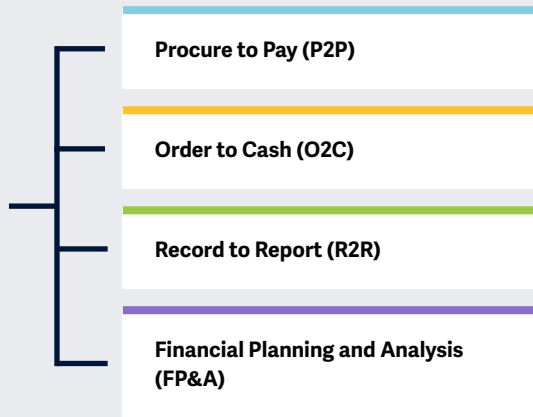
 Provider Positioning

	Procure to Pay (P2P)	Order to Cash (O2C)	Record to Report (R2R)	Financial Planning and Analysis (FP&A)
Sutherland	Product Challenger	Leader	Leader	Product Challenger
TCS	Leader	Leader	Leader	Leader
Tech Mahindra	Product Challenger	Leader	Rising Star ★	Product Challenger
Teleperformance	Product Challenger	Rising Star ★	Product Challenger	Product Challenger
TMF Group	Contender	Contender	Contender	Contender
Wipro	Leader	Leader	Leader	Leader
WNS	Leader	Leader	Leader	Leader
Worxpertise	Contender	Contender	Contender	Contender
Xceedance	Market Challenger	Market Challenger	Contender	Contender



As part of this year's study, we are introducing four key focus areas for **Finance and Accounting Outsourcing Services**

Simplified Illustration Source: ISG 2024



Definition

Cost reduction, enhanced speed and accuracy continue to be the primary drivers of finance and accounting outsourcing (FAO); however, the enablers of these benefits have transformed significantly over the years. As the FAO sector has matured over the last decade, enterprises' expectations for their FAO providers have also evolved.

The shift toward a more consultative and partnership-oriented approach is becoming increasingly evident in the FAO industry. Enterprises are looking for FAO providers who act not just as service executors but as advisors and collaborators that are able to navigate and leverage the broader ecosystem of partners and industry experts. These providers should understand and align with enterprise's long-term business objectives.

FAO providers are expected to leverage the potential of advanced technologies such as AI, ML, automation and, now, GenAI to deliver deeper, more impactful outcomes. These technologies streamline processes and enable

predictive analysis and sophisticated decision-making capabilities essential for strategic planning and gaining competitive advantages.

In conclusion, while foundational elements such as cost, speed and accuracy remain critical, the role of FAO providers is expanding significantly. Enterprises now demand that these providers contribute not only to the efficiency of F&A operations but also to broader strategic initiatives that propel the company forward. As such, FAO providers must continuously evolve, integrating the latest technological advancements and co-creating and developing expertise that aligns with their clients' strategic objectives.



Scope of the Report

In this ISG Provider Lens™ quadrant report, ISG covers the following four quadrants for services/solutions: Procure to Pay (P2P), Order to Cash (O2C), Record to Report (R2R) and Financial Planning & Analysis (FP&A).

This ISG Provider Lens™ study offers office of the CFO with the following:

- Transparency on the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments (quadrants)
- Focus on the regional market

Our study serves as the basis for important decision-making by covering providers' positioning, key relationships and go-to-market considerations. ISG advisors and enterprise clients also use information from these reports to evaluate their existing vendor relationships and potential engagements.

Provider Classifications

The provider position reflects the suitability of providers for a defined market segment (quadrant). Without further additions, the position always applies to all company sizes classes and industries. In case the service requirements from enterprise customers differ and the spectrum of providers operating in the local market is sufficiently wide, a further differentiation of the providers by performance is made according to the target group for products and services. In doing so, ISG either considers the industry requirements or the number of employees, as well as the corporate structures of customers and positions providers according to their focus area. As a result, ISG differentiates them, if necessary, into two client target groups that are defined as follows:

- **Midmarket:** Companies with 100 to 4,999 employees or revenues between \$20 million and \$999 million with central headquarters in the respective country, usually privately owned.

- **Large Accounts:** Multinational companies with more than 5,000 employees or revenue above \$1 billion, with activities worldwide and globally distributed decision-making structures.

The ISG Provider Lens™ quadrants are created using an evaluation matrix containing four segments (Leader, Product & Market Challenger and Contender), and the providers are positioned accordingly. Each ISG Provider Lens™ quadrant may include a service provider(s) which ISG believes has strong potential to move into the Leader quadrant. This type of provider can be classified as a Rising Star.

- **Number of providers in each quadrant:** ISG rates and positions the most relevant providers according to the scope of the report for each quadrant and limits the maximum of providers per quadrant to 25 (exceptions are possible).





Provider Classifications: Quadrant Key

Product Challengers offer a product and service portfolio that reflect excellent service and technology stacks. These providers and vendors deliver an unmatched broad and deep range of capabilities. They show evidence of investing to enhance their market presence and competitive strengths.

Contenders offer services and products meeting the evaluation criteria that qualifies them to be included in the IPL quadrant. These promising service providers or vendors show evidence of rapidly investing in products/ services and a follow sensible market approach with a goal of becoming a Product or Market Challenger within 12 to 18 months.

Leaders have a comprehensive product and service offering, a strong market presence and established competitive position. The product portfolios and competitive strategies of Leaders are strongly positioned to win business in the markets covered by the study. The Leaders also represent innovative strength and competitive stability.

Market Challengers have a strong presence in the market and offer a significant edge over other vendors and providers based on competitive strength. Often, Market Challengers are the established and well-known vendors in the regions or vertical markets covered in the study.

★ **Rising Stars** have promising portfolios or the market experience to become a Leader, including the required roadmap and adequate focus on key market trends and customer requirements. Rising Stars also have excellent management and understanding of the local market in the studied region. These vendors and service providers give evidence of significant progress toward their goals in the last 12 months. ISG expects Rising Stars to reach the Leader quadrant within the next 12 to 24 months if they continue their delivery of above-average market impact and strength of innovation.

Not in means the service provider or vendor was not included in this quadrant. Among the possible reasons for this designation: ISG could not obtain enough information to position the company; the company does not provide the relevant service or solution as defined for each quadrant of a study; or the company did not meet the eligibility criteria for the study quadrant. Omission from the quadrant does not imply that the service provider or vendor does not offer or plan to offer this service or solution.





Financial Planning and Analysis (FP&A)

Financial Planning and Analysis (FP&A)

Who Should Read This Section

The report is relevant to global enterprises across industries for evaluating financial planning and analysis (FP&A) services such as budgeting, forecasting, financial planning and management reporting, divestiture analysis and decision support, and financial analysis.

In this report, ISG highlights the global market positioning of FP&A service providers and the key features of their end-to-end FP&A services. These providers enhance their services and become market leaders, effectively meeting growing demands.

The primary challenges in FP&A services include a lack of real-time information, inaccurate budgeting and forecasting, insufficient skill sets, disconnected systems and processes, and a lack of business insights.

Enterprises should seek outsourcing services that provide comprehensive financial support, including budgeting and forecasting, financial modeling, performance analysis, strategic analysis and risk management. These services

enable enterprises to optimize their financial processes, enhance decision-making and align financial strategies with broader business objectives.

Leading FP&A service providers utilize advanced technologies such as automation, analytics and AI to forecast financial performance, develop robust financial models and deliver actionable insights. These insights help identify trends and recommend improvements, enabling enterprises to refine their financial strategies. By harnessing these technologies, enterprises can execute long-term financial plans that align with their overall business strategies while effectively identifying, assessing and managing financial risks.



Chief financial officers (CFOs) should read this report to learn how providers can boost efficiency across FP&A processes and evaluate them based on their F&A portfolio strength and digital transformation services.



Chief technology officers (CTOs) should read this report to learn how providers integrate core technologies into their offerings and how their enhanced capabilities address the growing market demands.

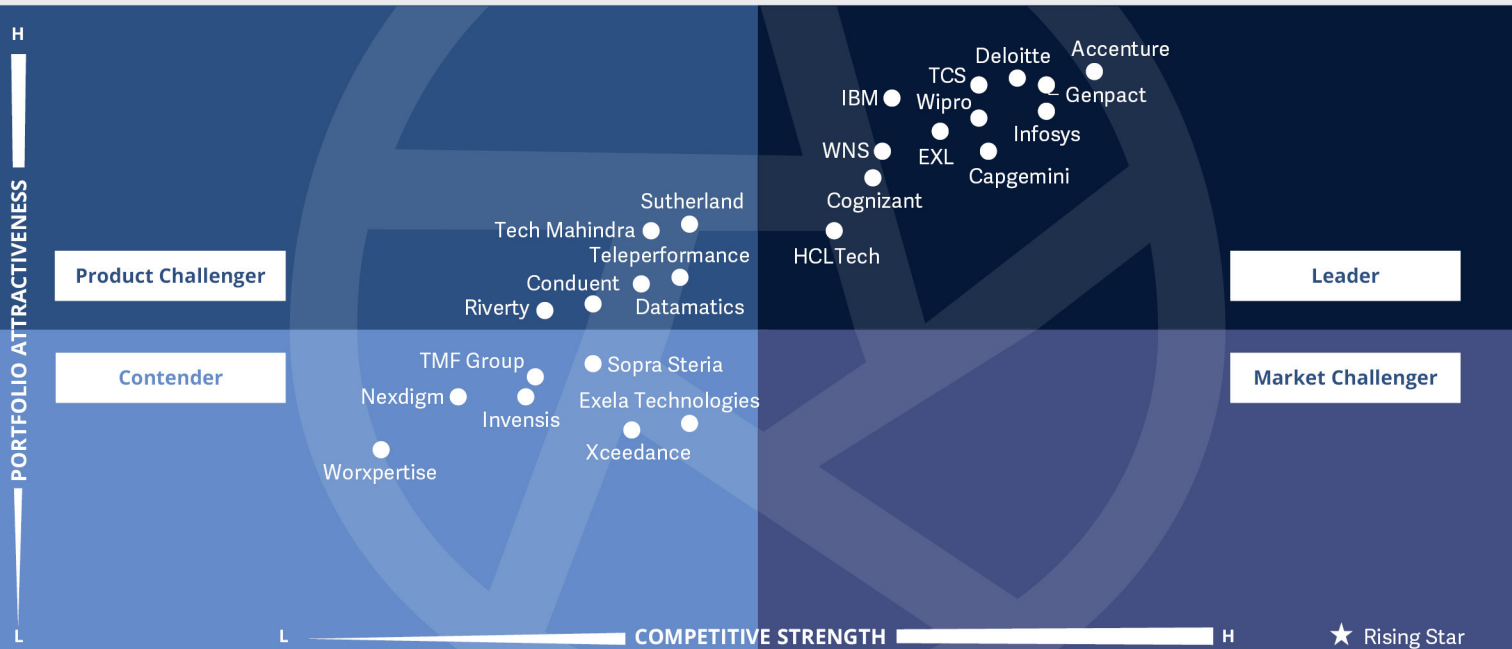


Chief procurement officers (CPOs) should read this report to know the leading FP&A providers globally and understand how their offerings can improve the efficiency of overall procurement operations.



Digital professionals should read this report to gain insights into agile, data-driven digital solutions to meet strategic goals and prepare for dynamic market trends and demands.





This quadrant evaluates providers offering comprehensive FP&A services. Providers **demonstrate strong domain and technology expertise**, leveraging cutting-edge technologies to enhance data analysis and offer integrated planning and reporting.

Gaurang Pagdi



Financial Planning and Analysis (FP&A)

Definition

This quadrant assesses providers that offer FP&A services such as budgeting, forecasting, financial planning and management reporting, divestiture analysis and decision support and financial analysis. These providers also engage in M&A to enhance their capabilities. Companies now outsource high-end and complex F&A functions, including FP&A, that they once retained. This shift allows service providers to deliver comprehensive and meaningful data and insights. Companies view these providers as strategic partners capable of offering real-time insights and supporting rapid decision-making.

Some of the services provided may include the following.

- Budgeting and forecasting: Creating and updating budgets, forecasting future financial performance and monitoring actual performance against budget
- Financial modeling: Developing financial models to support decision-making and evaluating the economic impact of different business scenarios

- Performance analysis: Analyzing financial and operational performance data, identifying trends and issues and recommending improvements for better financial and operational performance
- Strategic analysis: Working with enterprises to develop and execute long-term financial plans and align financial goals with overall business strategies
- Risk management: Identifying, assessing and managing financial risks, helping organizations to make informed decisions and prepare for potential economic challenges

These service providers help CFOs by delivering timely and reliable financial insights and reports for effective decision-making to stay ahead of potential economic challenges and risks.

Eligibility Criteria

1. Have a **strong vision** to grow the F&A practice and offer **end-to-end FP&A services**
2. Demonstrate **deep domain expertise in technology and its application** of the same, including automation, analytics, AI, ML and cloud
3. Have a **strong partner ecosystem** supporting FP&A to drive innovation, **digital transformation** and **emerging technologies** such as GenAI
4. Provide **vertical-specific solutions** and offer guidance on process optimization to deliver tangible benefits
5. Have a strong **consulting portfolio** that includes design thinking and alternative methodologies to involve customers in designing products, services and transformation road maps
6. Demonstrate **industry and domain expertise** with vertically trained FTEs to deal with core finance functions and lead the digital implementation of the road map design
7. Have a portfolio of referenceable **case studies**



Financial Planning and Analysis (FP&A)

Observations

In the FP&A domain, companies increasingly rely on advanced analytics and AI to enhance financial forecasting, budgeting and strategic planning. These technologies provide predictive insights, enabling businesses to predict market trends and make data-driven decisions. GenAI appears to be a natural fit for FP&A solutions, offering advanced data analysis and predictive forecasting capabilities. Its integration can streamline complex financial modeling, enhance accuracy in projections and enable real-time scenario planning.

Data-driven decision-making: Advanced analytics and AI tools are revolutionizing the FP&A process by providing real-time data and predictive insights. This allows companies to forecast financial performance and market trends more accurately and make informed decisions that align with their strategic goals.

Strategic financial planning: Organizations are leveraging scenario planning and what-if analyses to explore different business

outcomes. This strategic approach helps navigate uncertainties and align financial plans with long-term business objectives.

Cost optimization and efficiency: By automating routine tasks and optimizing workflows, businesses are able to reduce costs and improve efficiency. The automation enables FP&A teams to focus on high-value activities such as strategic analysis and business partnering.

Industry-specific financial solutions: FAO providers are developing deep expertise in various industries, offering customized FP&A solutions that cater to specific market needs. This specialization helps businesses in sectors such as healthcare, retail and manufacturing to better manage their financial performance and strategic investments.

From the 36 companies assessed for this study, 25 qualified for this quadrant, with 12 being Leaders.

accenture

Accenture's FP&A solutions enable comprehensive data collection, predictive analytics and scenario-driven planning. This integrated approach provides CFOs with actionable intelligence, optimizing performance and driving strategic growth.

Capgemini

Capgemini's FP&A services utilize data analytics and AI to enhance planning and forecasting accuracy. Its services help clients optimize budgeting, assess various business scenarios and make informed strategic decisions, supporting effective risk management and long-term growth.

cognizant

Cognizant's robust technology partner ecosystem, including Oracle, SAP and Microsoft, ensures integrated solutions that enhance FP&A efficiency and innovation. Its FP&A-as-a-service provides flexible support, covering accounting, budgeting and strategic planning.

Deloitte.

Deloitte's FP&A services, built on a legacy of advanced F&A offerings, leverage expertise and proprietary technologies to provide predictive insights and real-time analytics, delivering transformative solutions and sustained growth through an extensive tech partner ecosystem.



Financial Planning and Analysis (FP&A)

EXL

EXL's robust financial technology delivers precise financial insights and operational efficiencies. Its comprehensive FP&A tool provides advanced analytics and real-time data integration capabilities, fostering informed decision-making and strategic financial analysis.



Genpact utilizes advanced analytics to deliver insights into profitability and cost management. Its methods include zero-based budgeting and driver-based planning to enhance financial planning and decision-making.

HCLTech

HCLTech integrates advanced technologies to elevate FP&A capabilities, enhancing decision-making with precise forecasting and tailored reporting and fostering proactive business partnerships.



IBM leverages AI-infused financial modeling and predictive forecasting for real-time analysis of extensive datasets. This enhances decision-making by identifying patterns and anomalies and streamlines budgeting and forecasting.

Infosys

Infosys combines technology and domain expertise to offer comprehensive FP&A services, including AI-powered insights and digital boardrooms. The company enhances accuracy and strategic decision-making by integrating advanced tools such as digital predictive costing.



TCS enhances FP&A using its Cognix™ suite. By integrating AI, analytics and automation, it streamlines processes for precise forecasting, budgeting and scenario analysis, enabling finance teams to focus on analysis, drive efficiency and achieve superior financial performance.



Wipro's FP&A services enhance financial forecasting and planning through AI and ML. Its enterprise performance management (EPM) tools support strategic decision-making, while advanced analytics and visualization offer deep insights, improving overall financial management.

WNS

WNS leverages predictive analytics and automation to transform FP&A, providing real-time insights and accurate financial planning. By optimizing existing assets and ensuring high accessibility to decision-makers, WNS fosters effective collaboration and strategic growth.





“HCLTech’s excellence is reinforced by advanced analytics and automation, which enable strategic decision support and enhance operational efficiency.”

Gaurang Pagdi

HCLTech

Overview

HCLTech is headquartered in Noida, India. It has more than 227,500 employees across over 215 delivery centers worldwide. In FY24 the company generated \$13.3 billion in revenue, with IT and Business Services as its largest segment. HCLTech has over 450 FP&A professionals supporting its clients worldwide from more than 44 delivery centers.

Strengths

Integrated FP&A capability: HCLTech’s FP&A capabilities include robust policy implementation and rigorous review processes, ensuring alignment with organizational goals. The company streamlines data collection through user-friendly templates, facilitating accurate consolidation and forecasting. Leveraging advanced analytical tools, it delivers in-depth variance analysis and tailored reporting, enabling informed decision-making and proactive business partnerships.

Focused market penetration: HCLTech implements tailored go-to-market strategies in retail and healthcare sectors, as well as across Europe and APAC. These initiatives aim to deepen industry-specific expertise, enhance client relevance and drive growth


by effectively addressing regional nuances and sector-specific challenges.

Hyperintelligent automation for enhanced FP&A: HCLTech integrates advanced AI and ML, analytics and low-code/no-code platforms through digitalCOLLEAGUE and DRYiCE™ to deliver transformative FP&A solutions. Leveraging strategic partnerships with RPA leaders such as UiPath, Automation Anywhere and BluePrism, HCLTech provides cutting-edge automation solutions, ensuring efficient and precise financial planning and analysis processes.

Caution

In the last year, technology partnerships have become essential within the ecosystem. HCLTech should consider expanding its partnerships to help clients remain competitive and effectively meet evolving market demands.





Star of Excellence

A program, designed by ISG, to collect client feedback about providers' success in demonstrating the highest standards of client service excellence and customer centricity.

Customer Experience (CX) Insights

Source: ISG Star of Excellence™ research program, Insights till Spetember 2024

In the ISG Star of Excellence™ research on enterprise customer experience (CX), clients have given feedback about their experience with service providers for their **Finance and Accounting Outsourcing (FAO) Services** services.

Based on the direct feedback of enterprise clients, below are the key highlights:

Client Business Role

- ▲ **Most satisfied**
Information Technology
- ▼ **Least satisfied**
Legal/Compliance

Region

- ▲ **Most satisfied**
Western Europe
- ▼ **Least satisfied**
Asia

Industry

- ▲ **Most satisfied**
Chemicals
- ▼ **Least satisfied**
Asia

Industry Average CX Score



- ▲ Highest CX: 95.0
- ▼ Lowest CX: 50.0

CX Score: 100 most satisfied, 0 least satisfied
Total responses (N) = 349

Most Important CX Pillar

Business Continuity and Flexibility

Service Delivery Models	Avg % of Work Done
Onsite	55.7%
Nearshore	18.19%
Offshore	25.4%





Appendix

The ISG Provider Lens 2024 – Finance and Accounting Outsourcing (FAO) Services research study analyzes the relevant software vendors/service providers in the global market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology.

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The research and analysis presented in this study will include data from the ISG Provider Lens™ program, ongoing ISG Research programs, interviews with ISG advisors, briefings with service providers and analysis of publicly available market information from multiple sources. The data collected for this report represent information that ISG believes to be current as of August 2024 for providers that actively participated and for providers that did not. ISG recognizes that many mergers and acquisitions may have occurred since then, but this report does not reflect these changes.

All revenue references are in U.S. dollars (\$US) unless noted.

The study was divided into the following steps:

1. Definition of Finance and Accounting Outsourcing (FAO) Services market
2. Use of questionnaire-based surveys of service providers/ vendor across all trend topics
3. Interactive discussions with service providers/vendors on capabilities & use cases
4. Leverage ISG's internal databases & advisor knowledge & experience (wherever applicable)
5. Use of Star of Excellence CX-Data
6. Detailed analysis & evaluation of services & service documentation based on the facts & figures received from providers & other sources.
7. Use of the following key evaluation criteria:
 - * Strategy & vision
 - * Tech Innovation
 - * Brand awareness and presence in the market
 - * Sales and partner landscape
 - * Breadth and depth of portfolio of services offered
 - * CX and Recommendation



Author & Editor Biographies



Lead Analyst

Gaurang Pagdi
Lead Analyst

Gaurang has over 22 years of experience in the Finance & Accounting (F&A) domain with expertise in the Order to Cash vertical; he has worked as a delivery leader with industry leaders in Banking, Telecom & E-Commerce; and as a Digital Transformation Consultant with a prominent F&A SaaS provider, working with clients from across industries. Gaurang's core expertise lies in delivery and business transformation, where the focus is beyond digital transformation, like operations and talent transformation, giving him a holistic view of driving a healthy and future-ready business. As a lead analyst at ISG, Gaurang is responsible for authoring the F&A and Workday studies, taking into consideration

the latest market trends and perceived future of the industry in relation to the competitive strength and offerings of the service providers.



Research Analyst and Co Author

Sneha Jayanth
Research Analyst

Sneha Jayanth is a senior research analyst at ISG and is responsible for supporting and co-authoring ISG Provider Lens™ studies on Healthcare, Procurement service and platform, FAO and other custom research. She has six years of experience conducting ICT related research and writing thought leadership content within various industries. In her previous role, she handled market analysis, and market intelligence and authored reports focusing on the latest technologies like IoT, AI, cloud, and blockchain.

She has also worked in a thought leadership division in the ICT industry managing blogs, reports, whitepapers, and case studies. She is responsible for writing enterprise content and the global summary report, which includes market trends and insights relevant to the border customer landscape.



Author & Editor Biographies



Study Sponsor

Namratha Dharshan
Chief Business Leader

Namratha brings over 19 years of market research experience, leading the ISG Provider Lens™ program focused on BPO and AI and Analytics. Namratha also leads the India Research team and is a speaker on ISG's flagship platform, the ISG Index. She leads the ISG Provider Lens BPO charter that includes coverage on AI, GenAI and analytics. The program includes more than 20 different reports. She is also responsible for delivering research on service provider intelligence. As part of her role, she heads a team of analysts and manages the delivery of research reports for the Provider Lens™ program.

She is principal analyst and is responsible for authoring thought leadership papers and service provider intelligence report in the areas of BPO focused on customer experience and contact center services. She has also authored other horizontal service line reports like finance and accounting and vertical focused reports for insurance. She is also part of Senior Leadership Council for India Research and represents a team of over 100 research professionals.



IPL Product Owner

Jan Erik Aase
Partner and Global Head – ISG Provider Lens™

Mr. Aase brings extensive experience in the implementation and research of service integration and management of both IT and business processes. With over 35 years of experience, he is highly skilled at analyzing vendor governance trends and methodologies, identifying inefficiencies in current processes, and advising the industry. Jan Erik has experience on all four sides of the sourcing and vendor governance lifecycle - as a client, an industry analyst, a service provider and an advisor.

Now as a partner and global head of ISG Provider Lens™, he is very well positioned to assess and report on the state of the industry and make recommendations for both enterprises and service provider clients.



iSG Provider Lens™

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REPORT: FINANCE AND ACCOUNTING OUTSOURCING (FAO) SERVICES