

Finance and Accounting Outsourcing (FAO) Services

Financial Planning and Analysis (FP&A)

A research report comparing provider strengths, challenges and competitive differentiators



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As enterprises seek long-term value partners, FAO evolves beyond traditional services.

Technological advancements and changing business requirements drive significant transformations in the FAO (finance and accounting outsourcing) market. FAO providers strategically align themselves to meet clients' evolving needs. This summary provides insights into FAO providers' current strategies, focusing on automation, touchless and frictionless processing, innovation, AI and ML, strong partner networks, transformation services, environmental, social and governance (ESG), global delivery models, analytics and data insights, industry-specific solutions, and risk and reward share-based commercial models.

Automation has become a cornerstone of FAO providers' strategies. By leveraging RPA and intelligent automation, the providers streamline financial processes, reduce manual effort and improve accuracy. Automation not only

enhances organizations' operational efficiency but also allows them to focus on high-value activities. For example, with the automation of routine tasks such as invoice processing, payroll management and financial reporting, people can concentrate on strategic financial planning and analysis. Automation also enables better compliance with regulatory requirements by minimizing errors and ensuring data integrity.

Touchless and frictionless processing is another key aspect of the FAO market. Providers integrate digital solutions and self-service portals to enable seamless and hassle-free interactions between clients and their finance functions. By leveraging technologies such as optical character recognition (OCR) and NLP, FAO providers reduce manual intervention and deliver superior user experience. This allows organizations to manage their financial processes self-sufficiently, reducing delays and improving efficiency. Self-service portals enable clients to access real-time financial information, generate reports and perform transactions independently, resulting in faster decision-making and improved customer satisfaction.

Transformation
through technology
and **automation** is
rapidly advancing
the FAO industry.



Innovation drives the progress of FAO services. Providers invest in R&D to bring new solutions and tools to the market. This includes integrating AI and ML technologies into their offerings. AI and ML enable intelligent data processing, predictive analytics and real-time insights, empowering organizations to make data-driven financial decisions and drive business growth. For instance, AI-powered chatbots can provide instant client support, while ML algorithms can identify patterns and anomalies in financial data for better risk management. Innovation also involves adopting emerging technologies, such as blockchain, for secure and transparent financial transactions and robotic advisors for personalized financial advice.

FAO providers build **strong partner networks** to expand their capabilities and offer comprehensive solutions. Their collaborations with technology vendors, fintech startups and industry experts enable them to provide end-to-end services to their clients. These partnerships also facilitate access to cutting-edge technologies and domain expertise, enhancing the value proposition

for organizations seeking FAO services. For example, partnerships with cloud service providers allow FAO providers to leverage scalable infrastructure and advanced analytics tools to deliver high performance and cost-effective solutions.

Transformation services are a critical component of FAO providers' strategies. Providers assist clients in their digital transformation with consulting, change management and process optimization services. Combining their financial expertise with technological advancements, FAO providers drive organizational agility and resilience. They help organizations redesign their financial processes, adopt best practices and implement new technologies, leading to improved efficiency, cost savings and enhanced business performance. Transformation services also involve upskilling the finance function with training on emerging technologies, data analytics and financial insights.

ESG gains prominence in the FAO market. Providers incorporate sustainable practices into their operations and align their strategies with clients' ESG goals. This includes promoting

transparency, ethical practices and responsible financial management. FAO providers can help organizations address ESG criteria in their financial reporting and analysis, enabling them to demonstrate their commitment to sustainability and attract socially conscious investors. By adopting ESG practices, FAO providers can strengthen their reputation as responsible partners and contribute to a more sustainable business ecosystem.

Global delivery models have become integral to FAO providers' strategies, enabling efficient service delivery across geographies. With onshore, nearshore and offshore delivery centers, providers can leverage cost advantages, access diverse talent pools and provide round-the-clock support to clients. The global delivery model ensures that organizations receive consistent and high-quality services regardless of location. It also allows FAO providers to tap into specialized knowledge and expertise from different regions, enhancing the value they bring to their clients.

Analytics and data insights play a pivotal role in FAO services. Providers leverage advanced analytics tools and technologies to extract

meaningful insights from financial data. These insights enable organizations to identify trends, optimize processes, mitigate risks and drive informed decision-making. For instance, by analyzing financial data, FAO providers can identify cost-saving opportunities, revenue growth potential and operational improvement areas. Advanced analytics also identifies potential risks and proactive measures to mitigate them. By harnessing the power of data, FAO providers empower organizations to make data-driven decisions, enhance their financial performance and gain a competitive edge.

Service providers possessing extensive domain expertise and offering readily deployable **industry-specific solutions** without extensive customization are highly valued in the FAO market. Therefore, providers increasingly upgrade their offerings to enable rapid deployment and incorporate built-in variations to meet unique process and supply chain requirements. They concentrate on specific industries and their specialized needs. For example, providers focus on investment accounting and regulatory reporting in financial services and on royalty accounting



in media and entertainment. By aligning their solutions with industry-specific requirements, FAO providers meet their customers' diverse needs effectively.

FAO providers also transition from traditional FTE-based and fixed-price models to **risk-and-reward-share commercial models**. This shift is driven by clients' increasing demand for outcome-based results and value-driven engagements. Under the FTE-based model, clients pay a fixed fee based on the resources dedicated to their accounts. However, this model does not necessarily align the provider's interests with the client's desired outcomes. It primarily focuses on the effort invested rather than the actual result achieved. Similarly, the fixed-price model may not adequately incentivize service providers to deliver exceptional outcomes. In contrast, risk-and-reward-share commercial models emphasize shared accountability and encourage service providers to deliver tangible business outcomes for their clients. These models align the interests of both parties and foster a collaborative approach to achieving mutual success.

In conclusion, FAO providers strategically adapt to meet their clients' evolving needs in a dynamic and competitive landscape. With automation, touchless processing, innovation, strong partnerships, transformation services, ESG, global delivery models and analytics, FAO providers empower organizations to enhance financial operations, drive efficiency and achieve sustainable growth. Through investments in technology, collaborations and a client-centric approach, FAO providers enable organizations to navigate the complexities of financial management and achieve their strategic objectives. With these strategies, FAO providers stay ahead of the curve and are well-positioned to drive their clients' success in the highly challenging digital business environment.

Enterprises seek service providers offering beyond traditional finance and accounting (F&A) services. They seek value partners that can help them transform their business through innovation and right-fit technology, assist in industry-specific challenges, and offer solutions to enhance financial operations and drive sustainable growth.




Provider Positioning

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



 Provider Positioning

	Procure to Pay (P2P)	Order to Cash (O2C)	Record to Report (R2R)	Financial Planning and Analysis (FP&A)
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
OneSource Virtual	Product Challenger	Not In	Contender	Contender
Riverty	Product Challenger	Product Challenger	Product Challenger	Product Challenger
Sutherland	Product Challenger	Leader	Leader	Product Challenger



 Provider Positioning

	Procure to Pay (P2P)	Order to Cash (O2C)	Record to Report (R2R)	Financial Planning and Analysis (FP&A)
TCS	Leader	Leader	Leader	Leader
Tech Mahindra	Product Challenger	Rising star ★	Product Challenger	Product Challenger
Teleperformance	Contender	Contender	Contender	Contender
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 2023**.

Simplified Illustration; Source: ISG 2023



Definition

With changing business and technology needs, finance and accounting outsourcing (FAO) engagements have been evolving from being transactional to being more holistic. Enterprises are transforming their finance and accounting (F&A) operations and embracing digital technologies to make processes more efficient, increase productivity, improve data accuracy, reduce costs and enhance CX.

Automation and analytics have been integral to every FAO contract signed in the last few years. They have empowered CFOs with real-time insights to enable quick decision-making and help finance departments function efficiently.

This year's study builds on the studies from previous years by reviewing changing customer priorities as businesses grapple with new macroeconomic challenges. It examines how customers' FAO needs have changed due to external factors such as high costs due to inflation, conflicts in the EU and a possible recession in 2023. It reviews how service

providers leverage advanced technologies such as data analytics, intelligent automation and AI to overcome challenges with agility.

Digitization has aided significantly in the automation of F&A processes. However, service providers must provide customized solutions for industry-specific use cases to increase automation prospects. This year's study reviews service providers' capabilities in offering industry-specific solutions.

Over the years, expectations from service providers have evolved; they are increasingly being seen as partners rather than just providers of service. Clients seek service providers that can help them navigate through major technological upgrades in areas such as ERP and CRM. The study examines participants' expertise in these transformational journeys.



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 regional market

Our study serves as the basis for important decision-making in terms of 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 IT providers for a defined market segment (quadrant). Without further additions, the position always applies to all company sizes classes and industries. In case the IT service requirements from enterprise customers differ and the spectrum of IT providers operating in the local market is sufficiently wide, a further differentiation of the IT 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 IT 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 Challenger, Market Challenger and Contender), and the providers are positioned accordingly. Each ISG Provider Lens™ quadrant may include service providers that ISG believes have 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) outsourcing service providers that harness latest technologies to meet digital transformation demands.

In this report, ISG highlights the current global market positioning of FP&A service providers and lists key features of their service portfolios. The listed service providers augment their portfolios significantly to meet the growing market demands.

Global economic disruptors have paved the way for the growth of outsourcing businesses. Most technology capabilities formerly included in digital transformation services are now part of providers' BPO portfolios.

The top challenges of FP&A are the absence of a centralized platform, the lack of standardized data and the inability to gather relevant insights from data, resulting in a lack of efficiency in the planning and analysis process.

To address these challenges, enterprises should leverage core technologies such as AI and ML, analytics and automation, driving transformation in the FP&A function. The integrated solutions enable informed decisions, optimizing performance and driving growth.

Service providers understand the global demand and offer strategic services, predictive costing and advanced analytics reporting to organizations. The solutions are developed to meet the unique needs of FP&A services globally across industries. Service providers consider portfolio expansion and core technology investment as their strategic priority to enhance capabilities and drive innovation.



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 FP&A providers globally and understand how their offerings can improve the efficiency of overall procurement operations.

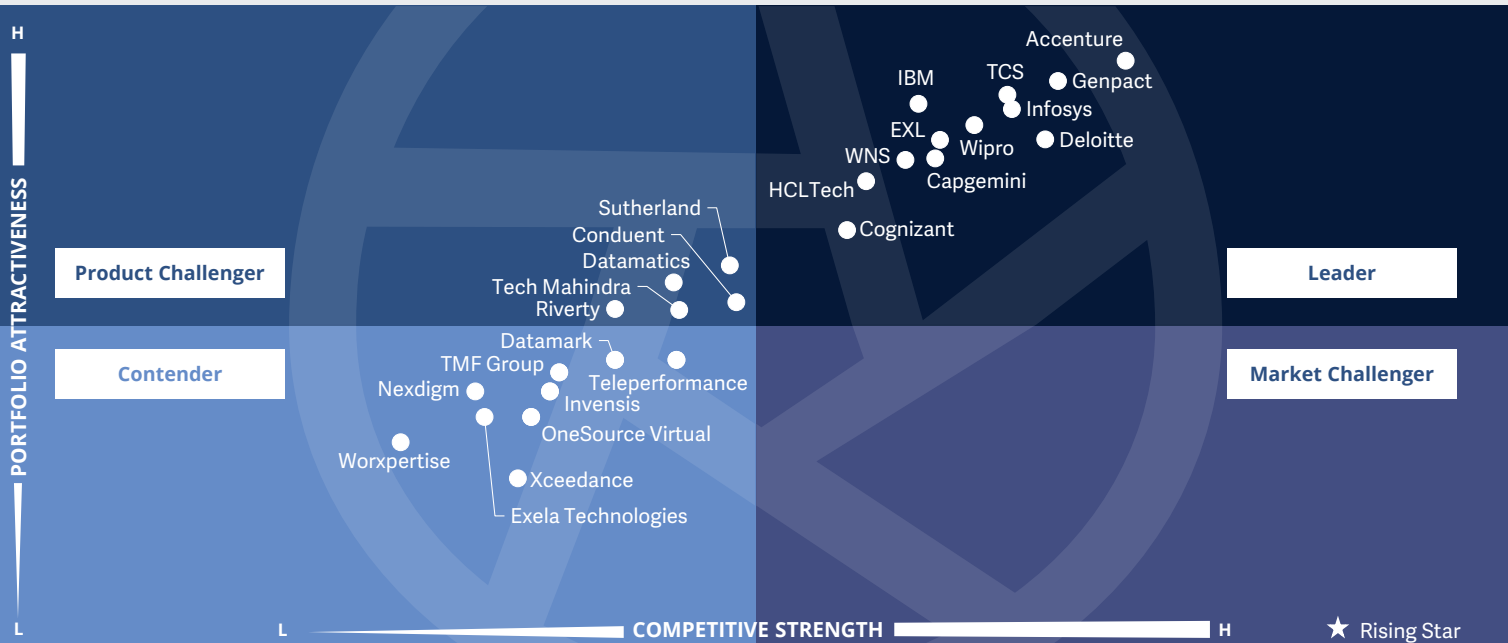


Digital professionals should read this report to gain insights into agile, data-driven digital solutions to meet strategic goals and prepare for dynamic market trends and demands.



**Finance and Accounting Outsourcing Services
Financial Planning and Analysis (FP&A)**

Global 2023



This quadrant evaluates service providers that offer FP&A services to enterprises. The FP&A market is rapidly evolving, driven by **advanced technologies and data-driven decision-making**. Some of the key drivers include **digitization and innovation**.

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, and engage in M&A to achieve the same. High-end and complex F&A functions such as FP&A that companies once retained are now being outsourced, allowing service providers to deliver comprehensive and meaningful data and insights. Companies view providers as strategic partners that can offer real-time insights and support rapid decision-making. Some of the services provided may include:

- **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 Planning:** Working with enterprises to develop and execute long-term financial plans and aligning financial goals with overall business strategies
- **Risk Management:** Identifying, assessing and managing financial risks, helping organizations to make informed decisions and preparing for potential economic challenges

These service providers help CFOs with 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 and technology expertise and application of the same**, including automation, analytics, AI, ML, cloud and blockchain
3. **Have a strong partner ecosystem** across F&A service lines to drive innovation and digital transformation
4. **Can 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 roadmaps
6. Demonstrate industry and domain expertise with vertically trained FTEs to deal with core finance functions and **lead the digital implementation** of roadmap design
7. Referenceable case studies



Financial Planning and Analysis (FP&A)

Observations

The FP&A (financial planning and analysis) landscape is evolving rapidly with the integration of advanced technologies and innovative approaches. Companies leverage AI, analytics and automation to drive the full-scale transformation of the FP&A function. These integrated ecosystems empower organizations to optimize performance, make informed decisions and drive growth in today's dynamic business landscape. However, like R2R vertical being an advanced F&A service, its market is not comparable to the traditional services. Service providers have the scope to grow in this vertical by offering next-gen technologies that enable insights for effective financial management.

- **Data digitization** is a key trend, as companies consolidate and digitize data from various sources to enable better financial planning and create a single, unified source of information.

- **Additionally**, companies go beyond traditional FP&A services, offering strategic financial services, predictive costing and advanced analytics reporting to support CFO organizations.
- **Industry-specific solutions** are developed to meet the unique needs of different sectors, enabling tailored FP&A services. Building strong partnerships and investing in new technologies are crucial for driving innovation and enhancing capabilities.

From the 26 companies assessed for this study, 12 have qualified for this quadrant with 12 being Leaders.

accenture

Through its integrated ecosystem, **Accenture** provides end-to-end FP&A services, enabling data-driven decision-making, forecasting and optimized financial performance and driving strategic growth for organizations.

Capgemini

Capgemini provides a wide range of FP&A services. Its intelligent end-to-end integrated platform offers actionable business intelligence and insights. It delivers value-added outcomes through quality data combined with technology.

cognizant

Cognizant's technology suite encompasses comprehensive scope and reporting powered by digitization and automation. The outcomes highlight improved efficiency and enhanced decision support, contributing to informed decision-making and better business insights.

Deloitte.

Deloitte's FP&A services offer global expertise in financial planning and analysis. Leveraging advanced analytics and technology, Deloitte provides accurate forecasts, strategic insights and performance management solutions.

EXL

EXL's data-driven FP&A services leverage its deep domain expertise and comprehensive suite of solutions. With advanced analytics and a strong partner ecosystem, EXL empowers clients with optimal F&A teams, faster decision-making and valuable data insights.



Genpact is a leading strategic FP&A service provider. With its proprietary Ips, Genpact empowers organizations with innovative offerings, driving operational efficiency, data-driven decision-making and superior financial outcomes.



Financial Planning and Analysis (FP&A)

HCLTech

HCLTech provides organizations with comprehensive financial planning, analysis and forecasting solutions. Leveraging advanced analytics and business insights, HCLTech enables strategic decision-making and drives financial performance for businesses across industries.



IBM's FP&A business combines advanced analytics, predictive modeling, and data-driven insights to provide accurate financial forecasting and strategic guidance, enabling businesses to make informed decisions and drive sustainable growth.



Infosys leverages various solutions and services to stay ahead in the FP&A market. Its services and solutions cater to clients of all sizes, regardless of their F&A transformation journey stage.



TCS's FP&A service offers a comprehensive range of solutions supported by a robust digital ecosystem. From reporting and variance analysis to budgeting and forecasting, TCS' expertise drives intelligent insights and empowers businesses to make informed decisions for strategic growth.



Wipro offers services beyond FP&A such as impact accounting service, which measures a broader range of impacts beyond finance, empowering organizations to make sustainable decisions. With a strong partner network, Wipro provides comprehensive technology and application support to meet the specific needs of clients.

WNS

WNS enables digital transformation in FP&A with dynamic dashboards and predictive forecasting. Its CFO advisory services provide strategic guidance for financial optimization. WNS continues to invest in its FP&A capabilities.





“Infosys leads in the FP&A domain with a wide range of services and expertise it offers for its clients.”

Gaurang Pagdi

Infosys

Overview

Infosys is headquartered in Bengaluru, India and operates in 54 countries. It has more than 343,200 employees across 247 global offices. In FY23 the company generated \$18.2 billion in revenue, with Financial Services as its largest segment. Infosys has over 2,300 FP&A professionals supporting more than 80 clients across the world. As part of its services, Infosys offers AI-powered smart insights and predictive and prescriptive analytics, leading to more advanced analytical services.

Strengths

Advanced analytics reporting (AAR)

capabilities: Infosys’ clients benefit from its advanced analytics reporting practice, with over 99 percent of its customers leveraging its services. Infosys offers three value streams as part of its AAR practice: the Digital Command Console, an off-the-shelf solution, which offers analytics and reporting capabilities; Reporting Factory, which provides on-demand reporting; and the Enterprise Finance Analytics, which caters to advanced reporting and analytics needs of the CFO organization. The last are optional services.

Intelligent solutions: Infosys’ *Finance 360* and *COA Cockpit* offers a comprehensive view of financials, irrespective of the ERP system. The company also provides future

financial statements and cost predictions, performs risk prognoses and offers predictions for future financials, enabling proactive decision-making.

Beyond traditional FP&A: Infosys looks to provide services beyond the regular FP&A and help its clients with finance transformation and modernization by offering strategic finance services, revenue and cost accrual accounting, and advanced visualizations. It provides its clients with solutions such as digital predictive costing, which is an AI-based solution, to track cost components at a micro level, ensuring accuracy and efficiency in costing. It offers a plethora of such services and solutions for its clients.

Caution

Infosys has a comprehensive suite of offerings in the FP&A space. It can leverage its capabilities to accelerate the adoption of its offerings by a wider range of customers and increase its footprint globally through a robust GTM strategy.





Appendix

The ISG Provider Lens™ 2023 – Finance and Accounting Outsourcing (FAO) Services report 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 report includes research from the ISG Provider Lens™ program, ongoing ISG Research™ programs, interviews with ISG advisors, briefings with services providers and analysis of publicly available market information from multiple sources. The data collected for this report represents information that ISG believes to be current as of May 2023, for providers who actively participated as well as for providers who did not. ISG recognizes that many mergers and acquisitions have taken place since that time, but those changes are not reflected in this report.

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 Author



Gaurang Pagdi
Lead Analyst

Gaurang comes with over 20 years of experience in Finance & Accounting domain with an 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 an F&A Fin-tech working with clients from across industries. Gaurang's core experience lies in delivery and business transformation, where the focus is beyond digital transformation, like process and people transformation, giving him a holistic view on driving a healthy and future ready business.

As a lead analyst at ISG, Gaurang is responsible for authoring the FAO study taking into considering the latest market trends and perceived future of the industry in relation to the competitive strength and offerings of the service providers. His research focuses on the customer experience as it relates to digital transformation, analytics, AI and automation.

Research Analyst



Sneha Jayanth
Senior 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.





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 research director, principal analyst 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™

The ISG Provider Lens™ Quadrant research series is the only service provider evaluation of its kind to combine empirical, data-driven research and market analysis with the real-world experience and observations of ISG's global advisory team. Enterprises will find a wealth of detailed data and market analysis to help guide their selection of appropriate sourcing partners, while ISG advisors use the reports to validate their own market knowledge and make recommendations to ISG's enterprise clients. The research currently covers providers offering their services across multiple geographies globally.

For more information about ISG Provider Lens™ research, please visit this [webpage](#).

iSG Research™

ISG Research™ provides subscription research, advisory consulting and executive event services focused on market trends and disruptive technologies driving change in business computing. ISG Research™ delivers guidance that helps businesses accelerate growth and create more value.

ISG offers research specifically about providers to state and local governments (including counties, cities) as well as higher education institutions. Visit: [Public Sector](#).

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iSG

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Founded in 2006, and based in Stamford, Conn., ISG employs more than 1,600 digital-ready professionals operating in more than 20 countries—a global team known for its innovative thinking, market influence, deep industry and technology expertise, and world-class research and analytical capabilities based on the industry's most comprehensive marketplace data.

For more information, visit isg-one.com.





AUGUST, 2023

REPORT: FINANCE AND ACCOUNTING OUTSOURCING (FAO) SERVICES