

Finance and Accounting Outsourcing (FAO) Services

Order to Cash (O2C)

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



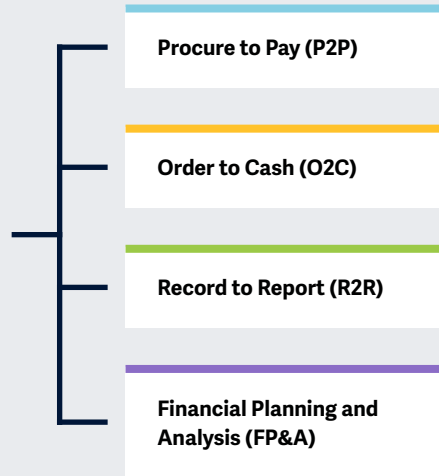
 Provider Positioning

	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.

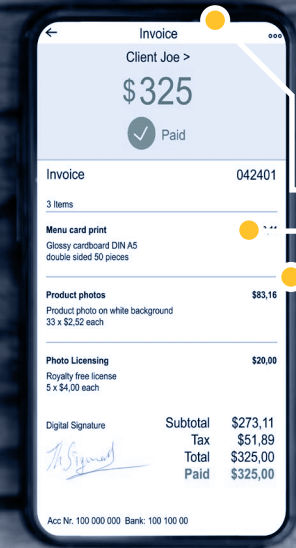
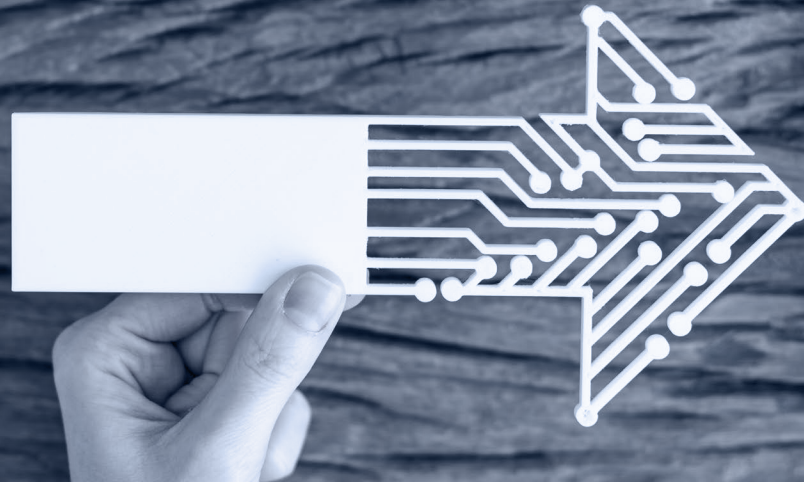
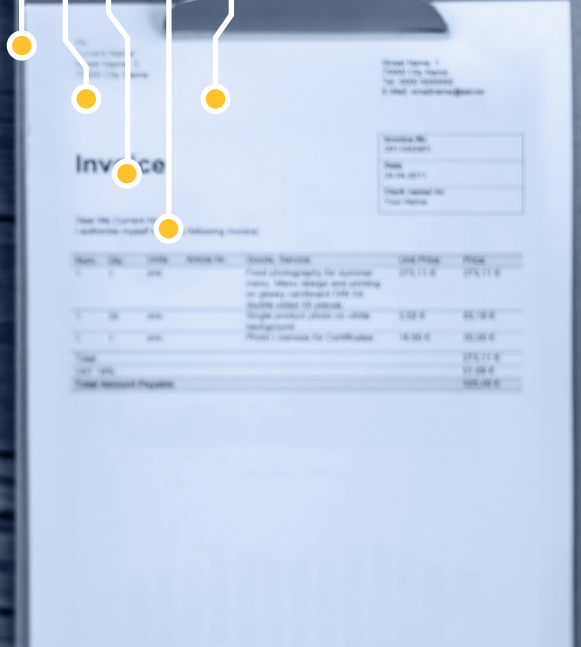
Leaders have a comprehensive product and service offering, a strong market presence and established competitive position. The product portfolios and competitive strategies of Leaders are strongly positioned to win business in the markets covered by the study. The Leaders also represent innovative strength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





Order to Cash (O2C)

Who Should Read This Section

The report is relevant to global enterprises across industries for evaluating order-to-cash (O2C) financial accounting outsourcing service providers that leverage latest technologies to meet digital transformation demands.

In this report, ISG highlights the current global market positioning of O2C 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 unrest has 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 current key challenges include manual processes across O2C processes, multiple legacy systems with limited capabilities, limited scope for scalability and customization and lack of real-time visibility across operations.

To address these challenges, enterprises should harness O2C platforms to automate and standardize O2C processes that adhere to payments industry standards and governmental compliance regulations. These platforms enable reporting and daily payments analysis and implement proactive cash reconciliation, supporting the cash flow forecast process.

Service providers across the globe deliver solutions tailored to industry-specific demands. They develop data analytics tools to identify duplicate payments, overpayments and unrecovered debts. AI-driven collection strategies and account prioritization are used for timely follow-ups. Intelligent automation is used to automate cash application processes. In addition, providers focus on global delivery networks to offer comprehensive coverage to businesses.



Chief financial officers (CFOs) should read this report to learn how providers can boost efficiency across O2C processes and evaluate them based their on 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 O2C F&A providers globally and understand how their offerings can improve the efficiency of overall procurement operations.

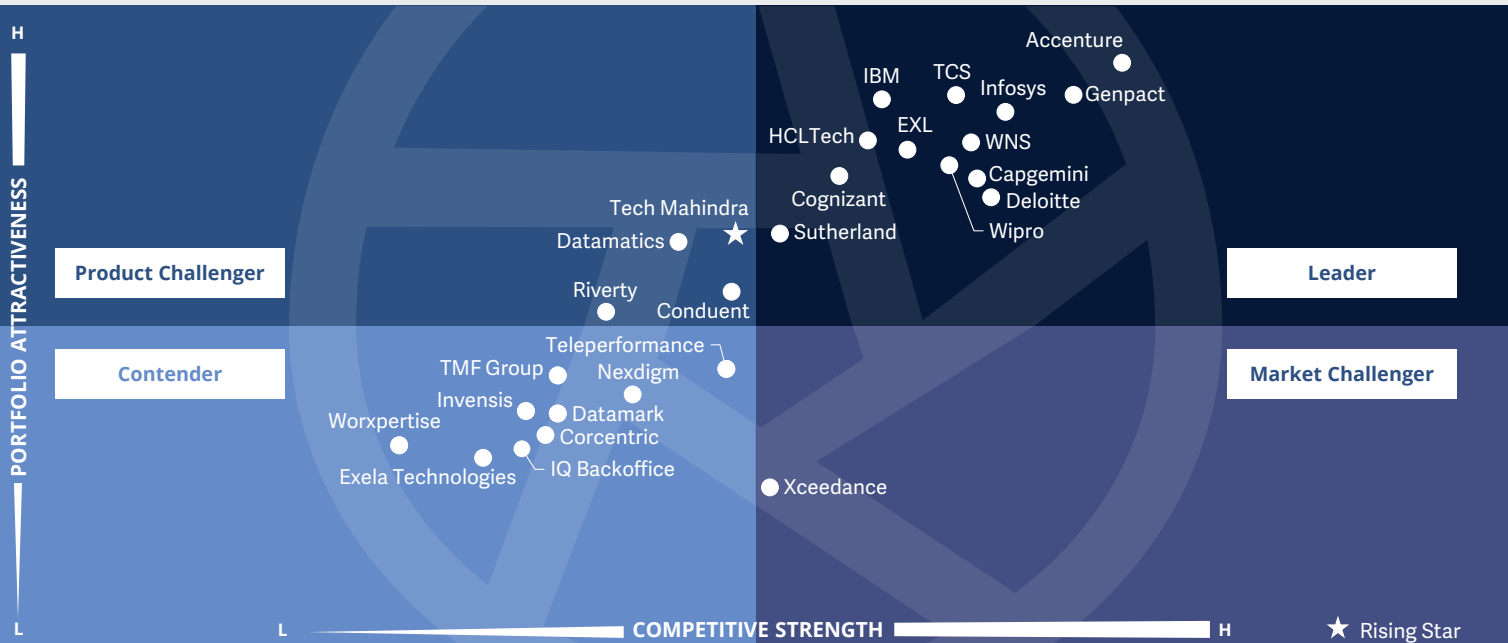


Digital professionals should read this report to gain insights into agile, data-driven digital solutions to meet strategic goals and prepare for dynamic market trends and demands.



**Finance and Accounting Outsourcing Services
Order to Cash (O2C)**

Global 2023



This quadrant evaluates service providers that offer order-to-cash (O2C) services to enterprises. Organizations increasingly rely on **real-time data insights and analytics** to manage O2C efficiently. They are also evolving to adopt **autonomous technologies**.

Gaurang Pagdi



Order to Cash (O2C)

Definition

This quadrant assesses providers of end-to-end O2C services, supporting the entire customer-to-cash lifecycle. Some common services offered by the providers include:

- **Order Management:** Receiving, processing and tracking customer orders and ensuring timely delivery
- **Invoicing:** Generating and sending invoices to customers and managing discrepancies or disputes that may arise
- **Payment Processing:** Managing and reconciling customer payments and ensuring payments are received promptly
- **Credit Management:** Managing the credit risks associated with customer orders, including credit assessment, and credit limit and overdue accounts management
- **Customer Service:** Providing customer support throughout the O2C process, including assisting with customer inquiries and complaints.

Service providers drive efficiency by streamlining processes, improving working capital performance and reducing days sales outstanding (DSO) and bad debt. Most first-generation outsourcers begin their transformation journey by outsourcing less complex finance functions, including O2C, that are repetitive and transactional. This gives enterprises more flexibility to set competitive prices for their products and services and gain market advantage. They can also free up internal resources to focus on other critical business activities.

Service providers in this space should have domain expertise and fulfill clients' expectations of actively using automation to reduce manual processes, minimizing errors and speeding up the processing time. Providers use big data and analytics to gain deeper insights and improve decision-making. The data is used to develop predictive models and automate decision-making to reduce the time required for processing orders and payments.

Eligibility Criteria

1. **Have a strong vision to grow the F&A practice** and offer end-to-end O2C services
2. **Demonstrate deep domain and technology expertise and application of the same**, including automation, analytics, AI, ML, cloud and blockchain
3. **Strong partner ecosystem** across F&A service lines to drive innovation and digital transformation
4. **Ability to provide vertical-specific solutions** and offer advice and 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 designs
7. Referenceable case studies



Order to Cash (O2C)

Observations

The O2C market evolves with service providers offering tailored solutions for businesses. Leveraging industry expertise, partner ecosystems and advanced tech, they deliver comprehensive O2C services. With a global delivery network, they offer localized support to ensure seamless service. Considering the nature of work in O2C, providers shift from traditional FTE or fixed contracts to more outcome-based contracts.

- **Industry expertise and partner ecosystems:** In the O2C market, industry expertise and strong partner ecosystems are key aspects. Service providers understand the unique needs of various industries and collaborate with leading technology vendors to offer customized solutions.
- **Advanced technologies for optimization:** The integration of advanced technologies such as AI, ML, RPA and data analytics into O2C services is increasingly prevalent. These technologies enable automation, process optimization and enhanced decision-making. By leveraging these tools, service providers

can improve efficiency, accuracy and overall performance in the O2C cycle, resulting in streamlined operations and increased customer satisfaction.

- **Global delivery network and localized support:** The O2C market also witnesses a focus on global delivery networks and localized support. Service providers establish a strong presence in multiple regions to offer comprehensive solutions to businesses across the globe. This trend ensures that organizations receive localized assistance and personalized service, leading to better communication.

From the 27 companies assessed for this study, 14 have qualified for this quadrant with 13 being Leaders and one a Rising Star.

accenture

Accenture exhibits deep industry expertise, advanced technology integration, end-to-end process optimization and a customer-centric approach, empowering clients to achieve efficient order management, cash flow optimization and superior CX.



Capgemini leverages AI and other next-gen technologies to deliver best-in-class O2C services to its clients. It shows a strong commitment to delivering value to its clients through transformation and sharing best practices.



Cognizant offers extensive O2C services, encompassing credit management, order fulfillment, billing, cash apps, collections and more. With acquisitions such as ATG and OneSource Virtual and a focus on talent, Cognizant is expanding its F&A capabilities.

Deloitte.

Deloitte's O2C services provide a modular, scalable model for finance transformation. With flexible offerings such as Finance as a Service and Strategic Finance Augmentation, Deloitte delivers cost savings, efficiency improvements and strategic support across diverse finance functions.

EXL

EXL specializes in O2C services, providing comprehensive solutions to order management, invoicing, collections and customer service. Its expertise enables streamlined processes, improved cash flow, enhanced customer satisfaction and increased operational efficiency.



Genpact's O2C services leverage domain expertise, proprietary solutions and partner networks to maintain its leadership position. With a large customer portfolio, it serves global players in various industries, delivering tailored solutions and value-based outcomes.

HCLTech

HCLTech's O2C services provide comprehensive end-to-end solutions, leveraging advanced technologies and its domain expertise. Its focus on optimizing the O2C process drives efficiency, improves cash flow management and reduces revenue leakage.



Order to Cash (O2C)



IBM's O2C services optimize end-to-end order management processes, integrating systems and data to enhance visibility, accuracy and customer satisfaction. By automating workflows and driving efficiency, businesses can accelerate cash flow and reduce costs.



Infosys stands out with its robust partner ecosystem, efficient in-house O2C platform and transformative capabilities. Leveraging strategic partnerships, advanced technology and domain expertise, Infosys delivers comprehensive solutions to its clients.



Sutherland's O2C services help transform the order-to-cash process by streamlining operations, optimizing order management and ensuring accurate revenue recognition. With its advanced technologies and expert support, businesses can improve efficiency and reduce costs.



TCS's O2C services cater to a diverse client base, offering comprehensive, end-to-end solutions. With a strong focus on order-to-cash processes, TCS ensures streamlined operations and optimized CXs for businesses worldwide.



Wipro's expertise in the O2C value chain enables it to deliver innovative FAO solutions. Leveraging digital workflows and AI/OCR technology, it streamlines processes, automates triggers and enhances accuracy. Clients benefit from rapid and more efficient O2C operations.



WNS transforms O2C services through "QTS" (Quote to Sustain), integrating revenue generation, realization and assurance. With AI-driven solutions like WNS CollecTRAC and co-creation labs, it optimizes F&A offerings and fosters innovation with customers and partners.



Tech Mahindra (Rising Star) focuses on investing in platforms and capabilities to enhance its strategic finance areas and expand in the F&A domain. It prioritizes inorganic acquisitions of startups that offer innovative technology solutions for risk and compliance management.





"Infosys strengthens its position as a leader in the O2C market with its domain expertise, proprietary solutions and strong partnerships."

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 6,750 O2C professionals supporting more than 80 clients across the world. It collects circa \$71 billion from around 312,000 debtors. It applies approximately 10.8 million receipts per year.

Strengths

A robust in-house receivables solution platform: This platform utilizes ML, intelligent workflows, analytics and automation and OCR to enhance CX. It offers cash application, collections and smart order management. It also offers industry-specific revenue recognition rules, faster revenue recognition and advanced reporting.

Proactive transformation: With a dedicated team of S4 experts and key functional resources, Infosys excels in providing transformative services such as S/4HANA upgrades. Its consulting-led approach to digital transformation helps clients redesign and optimize their processes with digital augmentation.

Strong partner ecosystem: Infosys' O2C service is bolstered by its robust partner ecosystem. Collaborations with partners such as HighRadius and BlackLine bring expertise in order management and financial automation. By actively seeking partnerships with tech partners catering to small and midsize enterprises, Infosys ensures a diverse range of solutions, delivering comprehensive O2C services tailored to different client needs.

Caution

While Infosys offers outcome-based services, there is a scope of improvement in this area. By offering outcome-based deals, Infosys can ensure goal alignment, shared risk and reward practice and higher value delivery to its clients.





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](#).

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iSG

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