

# Finance and Accounting Outsourcing (FAO) Services

## Order to Cash (O2C)

A research report comparing provider strengths, challenges and competitive differentiators



Customized report courtesy of:

**Infosys**®

## Executive Summary 03

## Provider Positioning 06

## Introduction

Definition 09

Scope of Report 10

Provider Classifications 10

## Appendix

Methodology & Team 23

Author & Editor Biographies 24

About Our Company & Research 26

## Star of Excellence 20

Customer Experience (CX) Insights 21

## Order to Cash (O2C) 12 - 19

Who Should Read This Section 13

Quadrant 14

Definition & Eligibility Criteria 15

Observations 16

Provider Profiles 19

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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.



## Executive Summary

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

Page 1 of 3

	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

Page 2 of 3

	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

Page 3 of 3

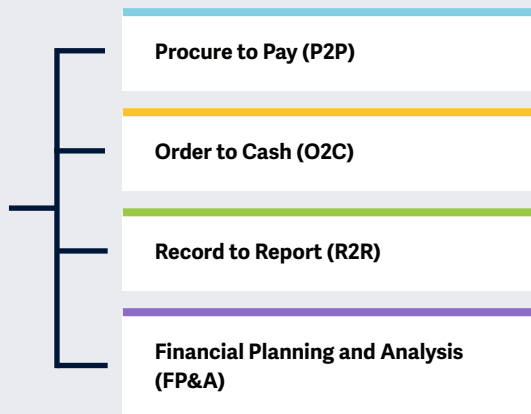
	Procure to Pay (P2P)	Order to Cash (O2C)	Record to Report (R2R)	Financial Planning and Analysis (FP&A)
Sutherland	Product Challenger	Leader	Leader	Product Challenger
TCS	Leader	Leader	Leader	Leader
Tech Mahindra	Product Challenger	Leader	Rising Star ★	Product Challenger
Teleperformance	Product Challenger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





# Order to Cash (O2C)

## Order to Cash (O2C)

### Who Should Read This Section

The report is relevant to global enterprises across industries for evaluating order-to-cash (O2C) service providers that offer comprehensive account payable solutions incorporating cutting-edge technologies.

In this report, ISG highlights the global market positioning of O2C service providers and the key features of their end-to-end O2C lifecycle. These providers enhance their services and become market leaders, effectively meeting growing demands.

The primary challenges in O2C services include prolonged payment lead times, inefficient payment methods, security concerns, lack of data analytics and manual errors. To address these issues, enterprises should focus on services that streamline processes, enhance working capital and reduce days sales outstanding and bad debt. Effective outsourcing services allow businesses to concentrate on their core products, services and other critical activities.

Leading global service providers in the O2C space deliver domain expertise and meet enterprises' expectations by actively utilizing automation to reduce manual processes, minimize errors and accelerate processing times. By leveraging big data and analytics, O2C service providers can effectively cater to the needs of enterprises, enhancing efficiency and driving business growth. Providers gain deeper insights by developing predictive models and automating decision-making processes, significantly reducing the time required for processing orders and payments.



**Chief financial officers (CFOs)** should read this report to learn how providers can boost efficiency across O2C 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 O2C providers globally and understand how their offerings can improve the efficiency of overall procurement operations.

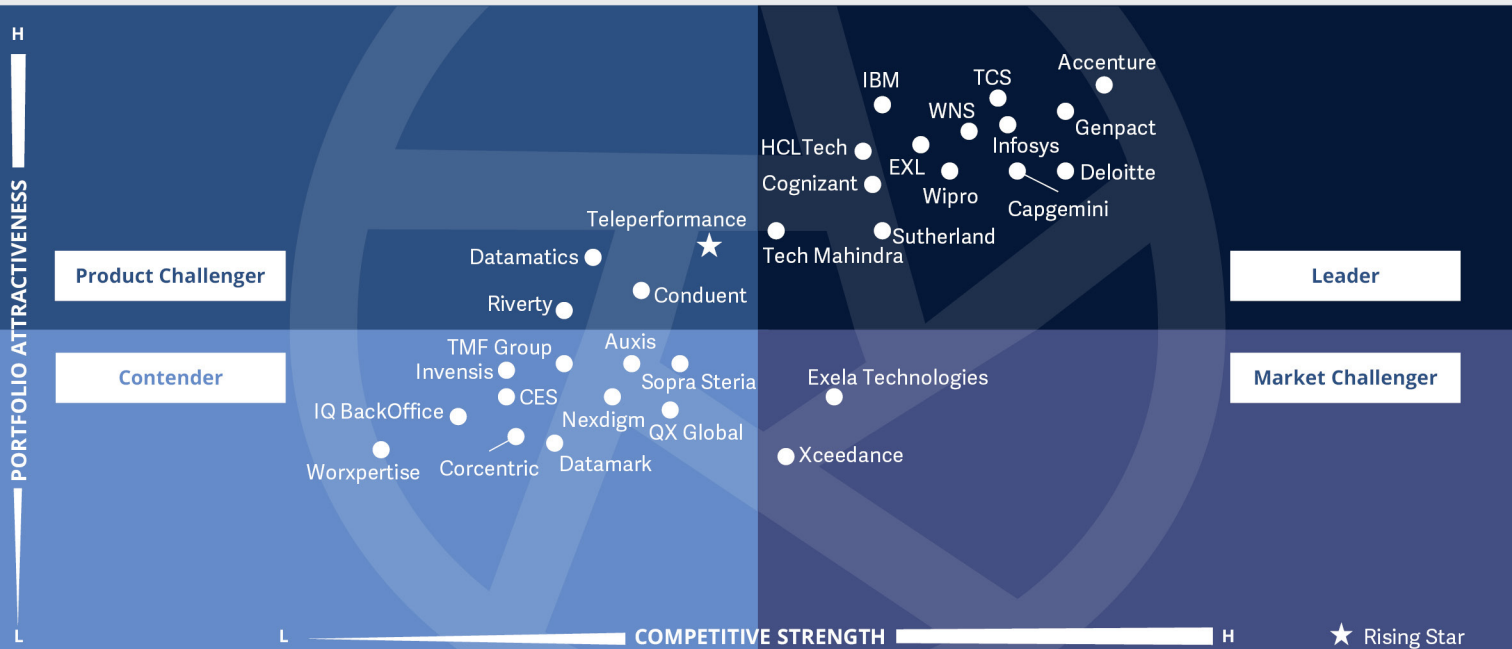


**Digital professionals** should read this report to gain insights into agile, data-driven digital solutions to meet strategic goals and prepare for dynamic market trends and demands.



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

Global 2024



This quadrant evaluates providers offering comprehensive O2C services. These providers leverage the **latest technologies, process optimization solutions and data analytics insights** to enhance their clients' **cash flow and customer experience**.

Gaurang Pagdi



## Order to Cash (O2C)

### Definition

This quadrant assesses end-to-end O2C service providers that support the entire order-to-cash lifecycle. Some common services offered by these providers include the following.

- Order management: Receiving, processing and tracking customer orders and ensuring timely delivery
- Credit management: Managing the credit risks associated with customer orders, including credit assessment, credit limit and overdue accounts management
- Invoicing: Generating and sending invoices to customers and managing discrepancies or disputes that may arise
- Accounts receivables: Managing and reconciling customer payments and ensuring prompt receipt of payments
- Dispute management: Resolving disputes, analyzing dispute causes and refining processes to reduce occurrences and enhance resolution efficiency

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 approach 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, minimize errors and speed up 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 expertise in technology and its application**, including **automation, analytics, AI, ML and cloud**
3. Have a **strong partner ecosystem** supporting O2C 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** with 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**



## Order to Cash (O2C)

### Observations

Businesses are increasingly leveraging digital solutions to streamline the entire O2C process. This includes optimizing billing, cash application, collections and dispute management to enhance cash flow and improve customer satisfaction. Companies are adopting AI and automation to accelerate invoicing, improve accuracy and minimize disputes, thereby reducing DSO. Collaboration with customers is key to enhancing transparency and ensuring a smooth flow of goods and services.

**Focus on automation and analytics:** Many organizations implement advanced analytics and robotic process automation (RPA) to automate repetitive tasks, reduce manual errors and provide real-time data insights. This integration enables predictive analytics for better cash flow management and risk assessment.

**Customer-centric innovations:** Businesses prioritize CX by integrating customer feedback mechanisms and personalized communication

strategies. This approach helps in resolving issues promptly and maintaining strong customer relationships.

#### **Operational efficiency and scalability:**

Companies invest in scalable platforms that integrate seamlessly with existing systems. This investment supports the automation of complex processes, enabling businesses to handle increased transaction volumes and improve operational efficiency.

**Industry-specific expertise:** Service providers expand their expertise across industries, which allows them to tailor O2C solutions to specific industry needs. This specialization helps address unique regulatory requirements and market dynamics, ensuring compliance and operational excellence.

From the 43 companies assessed for this study, 31 qualified for this quadrant, with 14 being Leaders and 1 Rising Star.

### **accenture**

**Accenture's** customer-to-cash (C2C) model transforms the entire enterprise value chain through advanced automation and connected data. This model enhances efficiency, reduces DSO and optimizes cash flow, providing substantial value and driving overall operational excellence.

### **Capgemini**

**Capgemini** utilizes AI to optimize its O2C processes, improving accuracy, expediting cash flow and resolving disputes more quickly, ultimately enhancing client satisfaction and operational efficiency.

### **cognizant**

**Cognizant** demonstrates comprehensive F&A capabilities, integrating strategic advisory, transformation and operational services to enhance financial performance and scalability. Its flexible business model supports clients at various digital transformation stages.

### **Deloitte.**

**Deloitte** offers bespoke finance solutions. Its AIOPS.D platform automates core processes, supports end-to-end operations and enhances efficiency and accuracy, integrating GenAI and industry-specific solutions for real-time execution and strategic insights.





## Order to Cash (O2C)

### EXL

**EXL's** comprehensive FAO solutions and robust digital transformation capabilities underscore its commitment to optimizing processes and delivering superior CX through innovative technologies and analytics-driven insights.



**Genpact's** O2C capabilities cover credit management, billing, collections and cash applications. Using tools like ReceivEye for credit risk profiling and Cashflow AI for optimization, Genpact enhances efficiency, reduces bad debt and improves CX.

### HCLTech

**HCLTech's** robust O2C portfolio ensures precise data integrity, enhancing operational efficiency and fostering stronger customer relationships through streamlined processes.



**IBM's** global delivery network and industry expertise provide consistent, high-quality O2C solutions. Tailored strategies improve order management, billing accuracy and collections efficiency, ensuring compliance with regional regulations and enhancing customer satisfaction.



**Infosys' FAO** strategy, focusing on a cloud and AI-first approach, aims to transform finance functions into world-class operations. The company enhances agility and stakeholder experiences by leveraging core strengths, strategic partnerships, and an innovation-focused approach.



**Sutherland** demonstrates robust growth through strategic acquisitions, efficient O2C cycle optimization and impactful consulting services, positioning itself as a leader in driving operational excellence and client satisfaction in the digital era.



**TCS' Cognix™** O2C console optimizes the O2C process with industry-specific solutions, seamless integration of partner tools and proprietary tools. The company automates tasks with AI-driven workflows, enhancing efficiency, reducing DSO and improving financial performance.



**Tech Mahindra's** O2C function, integrated with advanced automation and AI/ML, optimizes collections and streamlines processes. Its investment in AI/GenAI at a group level and active use cases further enhance predictive analytics and deductions management.



**Wipro's** O2C capabilities, powered by advanced analytics, automation and the IOM platform, streamline collections and dispute management. By integrating seamlessly with order management systems, the company enhances accuracy, reduces manual errors and boosts overall efficiency.



## WNS

**WNS'** innovative Q2S approach integrates AI and advanced analytics for seamless O2C processes, ensuring customer satisfaction and revenue assurance. Its commercial flexibility aligns services with outcomes, while deep industry expertise delivers tailored, strategic solutions.

### Teleperformance

**Teleperformance (Rising Star)** provides comprehensive O2C services, utilizing advanced automation and a strong global presence. Its solutions are tailored to various industries, ensuring efficient and accurate process management for clients worldwide.



# Infosys



"Infosys' FAO strategy transforms finance into a world-class function through a cloud and AI-first digital landscape, supported by its core strengths and innovation."

Gaurang Pagdi

## Overview

Infosys is headquartered in Bengaluru, India. It has more than 317,200 employees across 274 offices in 56 countries. In FY23 the company generated \$18.2 billion in revenue, with Financial Services as its largest segment. Infosys has over 7,400 O2C professionals supporting more than 85 clients across the world. It collects around \$75 billion from around 332,000 debtors. It applies approximately 11.25 million receipts per year.

## Strengths


**End-to-end O2C excellence with an in-house suite of solutions:** Infosys provides end-to-end O2C services and supports them through Receivables Management 3.0. This in-house suite of solutions optimizes the O2C process with key components such as Infosys Cash Application Solution (ICAS), Infosys Collections & Dispute Management (ICDM) for efficient collections and dispute resolution, and Infosys Smart Order Management Solution for streamlined order processing. Its additional value-added services include deductions as a service, enhanced deduction recovery rates, and collections insights as a service, offering predictive analytics for better collection strategies.

**A refined FAO strategy:** Infosys aims to serve as a success navigator for CFOs by transforming the finance process into a world-class function through a cloud and AI-first digital landscape. Supported by core elements such as OneInfy and global capabilities, strategic client partnerships, flexible contracts, investments for the digital future and an innovation-focused approach, Infosys drives end-to-end value, agility, digital adoption and high-quality stakeholder experiences through its Finance.LIVE strategy. It also leverages its partnership with HighRadius, BlackLine Accounts Receivables and Esker to augment its capabilities in the O2C value chain.

## Caution

Infosys offers "collections as a service" and "deduction as a service" on outcome-based contracts. However its penetration in this model is currently lower than that of its competitors. Given the increasing traction for outcome-based contracts, Infosys should consider shifting to outcome-based contracts to stay competitive.





# 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

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:

### Industry Average CX Score



▲ Highest CX: 95.0  
▼ Lowest CX: 50.0

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

### Client Business Role

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

### Region

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

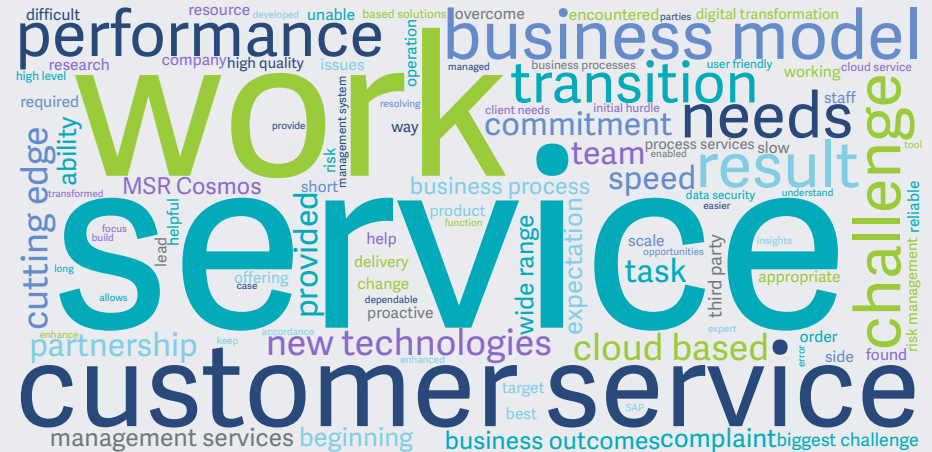
### Industry

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

### Most Important CX Pillar

Business Continuity and Flexibility

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



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





# 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.



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ISG (Information Services Group) (Nasdaq: III) is a leading global technology research and advisory firm. A trusted business partner to more than 900 clients, including more than 75 of the world's top 100 enterprises, ISG is committed to helping corporations, public sector organizations, and service and technology providers achieve operational excellence and faster growth. The firm specializes in digital transformation services, including AI and automation, cloud and data analytics; sourcing advisory; managed governance and risk services; network carrier services; strategy and operations design; change management; market intelligence and technology research and analysis.

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**SEPTEMBER, 2024**

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**REPORT: FINANCE AND ACCOUNTING OUTSOURCING (FAO) SERVICES**