



# Digital Finance and Accounting Outsourcing Services

Record-to-Report (R2R) Services

Global 2021  
Quadrant  
Report



A research report  
comparing provider  
strengths, challenges  
and competitive  
differentiators

Customized report courtesy of:



October 2021

## About this Report

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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 June 2021, 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.

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<b>1</b>	Executive Summary
<b>5</b>	Introduction
<b>16</b>	Record-to-Report (R2R) Services
<b>20</b>	Methodology

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## EXECUTIVE SUMMARY

According to the [Q2 2021 ISG Index™](#) report, with COVID-19 accelerating digital transformation and the move to the cloud, the global demand for technology and business services has reached a new record for the third straight quarter. In the first half of 2021, the annual contract value (ACV) for business process outsourcing (BPO) reached US\$3.3 billion, up 48 percent from the first half of 2020. The BPO market was driven by strength in finance and accounting (F&A), industry-specific services and engineering and R&D services. Despite disruptions due to the COVID-19 pandemic, majority of the F&A services reported an average 8-10 percent annual growth in their F&A top-line during FY2020-21, and expect a minimum of growth of 15 percent in FY2022.

### COVID-19 Pandemic Fast-Tracks Enterprise Roadmap to end-to-end Digital Finance Transformation

The COVID-19 pandemic has highlighted the need for CFOs to have transparency and visibility into the areas that directly affect working capital and cash flow. Now more than ever, finance leaders across industries worldwide are prioritizing their digital transformation agendas to future proof their finance functions. The aim is to strategically use automation, advanced analytics and AI to reduce costs, improve accuracy, ensure compliance, maintain cash flow, increase workforce productivity and enhance customer experience.

The trigger for technology innovation and digital transformation is the need for companies to remain competitive, agile, resilient and effective in delivering value to customers, partners and stakeholders during and after COVID-19. However, inadequate knowledge and skills often derail this journey, driving enterprises to seek transformational sourcing options to reimagine finance operations.

ISG has observed the following trends in the global finance and accounting outsourcing (FAO) market:

#### **Increased usage of hybrid operating model for business continuity**

In 2020, the biggest development was enabling remote work worldwide as the only option to sustain in the F&A industry. Finance leaders continue to deliver productivity improvements with this new remote model of work. Clients concur with the new normal hybrid model, which is big shift from the conventional model of operations. Most clients are increasingly enquiring about the workforce strategy and hybrid operating model of providers that will drive business resiliency, while driving innovation within their F&A functions. Subsequently, due to the remote operating models, areas such as cybercrime, regulatory compliance and controls have gained prominence.

### **High-end and judgement intensive F&A processes increasingly being included in new contracts**

Following the outsourcing of transactional finance processes such as procure-to-pay and order-to-cash, and acquiring sufficient trust in the service providers, many second and third-generation outsourcers are now engaging with service providers more holistically. High-end and judgement-intensive F&A processes such as budgeting, forecasting, management reporting and analysis, treasury and risk management and regulatory reporting and compliance, which were once retained in-house, are now being outsourced so that a CFO office can get meaningful data and actionable insights. They view providers as strategic partners that can empower them with real-time and meaningful insights to enable quick decision making and subsequently function more efficiently.

### **Increased investments in onshore and nearshore capabilities**

As companies explore opportunities to outsource judgement intensive processes such as tax, treasury, financial planning and analysis, they prefer service providers in proximity and the ones with a skilled workforce that not only has strong domain expertise but also a sound understanding of local or regional financial, tax norms and regulations and statutory requirements. To better address the needs of clients, providers are increasingly making investments in expanding their onshore and nearshore capabilities — to ensure a better cultural fit and understand of regional nuances, operate in the same time zone to enhance productivity, and thus improve delivery timelines for high-end F&A projects.

### **Growing adoption of outcome-based commercial constructs**

Companies have used F&A BPO services for many years, but new deals are seeking business-outcome-based services and service-level agreements (SLAs) rather than traditional input-based SLAs. CFOs want to move from a fixed-cost structure, they currently have, to a variable cost structure. They are not only looking for cost savings but also for a service partner that will offer a flexible commercial model, with focus on delivering better performance. Concurrently, providers are confident about promising higher productivity and better outcomes while negotiating sourcing engagements. Outcome-based pricing is particularly finding favor among companies in the mature stage of digital transformation.

### **Small and midsize enterprises are gradually making a headway**

For several years, the F&A outsourcing market was led by large enterprises. But, of late, ISG advisors have been witnessing increasing interest from various small and midsize enterprises. These are particularly looking to engage third-party F&A service providers with modular point solutions and innovative pricing models that go beyond input-based pricing.

### **Strong investments in partner ecosystem to support digital disruption**

With the growing adoption of automation, AI and machine learning, analytics, remote workplace, cash and liquidity management solutions among enterprises, many leading service providers are continuing to enhance their digital technology capabilities through partnerships with leading technology players across the finance value chain and deliver

improved business outcomes to enterprises. ISG clients consider quality partnerships as a critical part of their evaluation criteria for service providers — an aspect that ISG has standardized for its analysis of the leaders.

### **Inorganic route to enhance consulting competencies**

ISG observes a growing demand for consulting-led transformation services as an increasing number of enterprises are keen to transform their finance function and embrace digital technologies. To address this need, many leading service providers continue to pursue acquisitions to grow and strengthen their digital finance consulting capabilities. This strategy has not only helped service providers gain a competitive advantage, but also offers innovative and end-to-end transformative outcomes for enterprise clients across the F&A value chain.

### **Emphasis on change management**

Enterprises want to adapt to digital transformation but with minimal or no disruption to the existing finance functions. Organizational change management (OCM) plays a vital role in helping employees adapt to the introduction of advanced technologies into finance processes and allay fears about job loss. Companies are increasingly motivating employees to embrace automation and are fostering a culture of collaboration between them and digital workers for transactional tasks.

### **Process mining is key to proving automation opportunities and benefits**

One of the key reasons preventing enterprises from realizing return on investment (ROI) on automation, in finance functions, is the poor identification of use cases and the inclination to automate processes as-is. To gain the benefits of automation, finance processes must be assessed through multiple lenses with the help of process and task mining technologies. Of late, clients are willing to invest in process mining to identify opportunities for process improvement and automation. ISG advisors expect a strong demand for process mining solutions in the near future, particularly among large companies looking to optimize legacy processes and systems.

### **Analytics helping finance managers evolve into strategic partners**

A lack of actionable business insights from data prevent finance functions from strategically contributing to business goals. Analytics plays a crucial role in bringing insights to a CFO's table, allowing them to make quicker decisions and providing greater visibility into future events. Today, analytics is an essential element in every contract signed for finance and accounting outsourcing (FAO) services. ISG notes that enterprises are leveraging analytics in areas such as collections, inventory forecast and demand planning, pricing and contract compliance, supplier risk and performance, closing cycle times, balance sheet risk, revenue assurance, fraud analytics, forecasting and budgeting.

## Reskilling and upskilling workforce for jobs of future

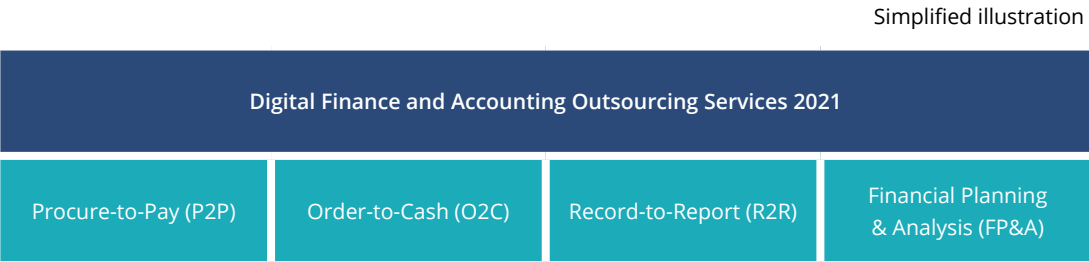
With the nature of client engagements shifting from transactional to strategic, and the increasing automation of back-office functions such as F&A, the workforce skills and capabilities that enterprises need to deliver these F&A services are evolving. Consequently, enterprises are facing talent-management challenges with their existing staff, many are equipped with skills that may become obsolete in the near future. Therefore, training and upskilling is critical. Progressive organizations are collaborating with providers to upskill their workforce across various areas, including F&A, design thinking, automation, AI, blockchain, machine learning and advanced analytics to empower them to focus on high-value tasks.

## Vertical-specific F&A expertise

Industry centric F&A value chain services and solutions aim to prepare future finance operations with desired agility and value. Companies are on the lookout for providers with vertical-specific F&A services such as actuarial accounting, claims bill payment in insurance, royalty management in media, entertainment and publishing and airline revenue recovery. Providers that bring in extensive F&A knowledge and rich understanding of vertical nuances in the F&A space, alongside intelligent automation and analytics technologies, are head and shoulders above the others.



# Introduction



Source: ISG 2021

## Definition

The nature of FAO engagements is evolving from transactional to a more holistic function, in keeping with growing business and technological needs. Enterprises are keen to transform their F&A operations and embrace digital technologies to make processes more efficient, increase productivity, improve data accuracy, reduce costs and enhance customer experience. Automation and analytics have been an integral part of every contract signed for F&A outsourcing services in the last two years, thereby empowering CFOs with real-time and meaningful insights for quick decision-making and, subsequently, help finance departments function more efficiently. This study on Digital Finance and Accounting Outsourcing Services is aimed at understanding enterprise requirements and provider capabilities to meet their demands.



## Definition (cont.)

The ISG Provider Lens™ study offers the following to enterprise finance leaders and IT decision-makers:

- Transparency on the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments based on their competitive strengths and portfolio attractiveness
- A view of the global services market

This study serves as an important decision-making basis for positioning, key relationships and go-to-market considerations. ISG advisors and enterprise clients also use information from these reports to evaluate their current vendor relationships and potential engagements.

## Scope of the Report

As part of this ISG Provider Lens™ quadrant study, we are introducing the following four quadrants on Digital Finance and Accounting Outsourcing Services:

The quadrant descriptions are as follows:

### **Procure-to-Pay (P2P) Services**

This quadrant will assess providers that offer P2P services covering the complete range of accounts payable processes, including capturing purchase orders, processing invoices, vendor queries, master data management and claims management and ensuring on-time payment, while minimizing value leakages and enhancing vendor and employee satisfaction. The nature of these transactions requires an understanding of the domain and relies on effectively leveraging automation and analytics. The automation journey is not limited to robotic process automation (RPA) but goes a step further to enable decision-making and managing an enterprise's finances more efficiently. Service providers offer AI with natural language processing (NLP) capabilities and machine learning. They also provide advanced optical character recognition (OCR) technology to facilitate electronic processing of both paper and digital invoices.

## Definition (cont.)

### Order-to-Cash (O2C) Services

Most first-generation outsourcers begin their transformation journey by outsourcing less complex finance functions, including O2C, that are repetitive and transactional in nature. This quadrant will assess providers that offer end-to-end O2C services, supporting the entire customer-to-cash lifecycle, driving more efficient process, improving working capital performance and reducing days sales outstanding (DSO). Additionally, this provides enterprises with more flexibility to fix price on products and services competitively and gain a market advantage. Service providers in this space would not only be required to have domain expertise to clients, but also show active use of automation and analytics.

### Record-to-Report (R2R) Services

Digital-native companies and second-generation outsourcers are open to outsourcing high-end and complex finance functions such as R2R, and they seek insights that are actionable and in real time. This quadrant will assess providers that offer end-to-end R2R services such as general ledger accounting and reconciliation; inter-company accounting; fixed assets accounting; regulatory compliance and

taxation; and treasury and risk management using a mix of automation, intelligent data and workflow solutions, and advanced business analytics. These are aimed at empowering CFOs to focus on core business and leverage technology to get real-time insights for making decisions quickly and enabling their finance departments to function more effectively, and with greater accuracy.

### Financial Planning and Analysis (FP&A) Services

High-end and complex F&A services such as FP&A that were usually retained by companies are now being outsourced, allowing them to get more complete, meaningful data and insights from service providers. They are viewing providers as strategic partners that can offer real-time insights and support faster decision-making. This quadrant will assess providers that offer FP&A services such as budgeting, forecasting, financial planning, decision support and financial analysis, management reporting, and merger and acquisition and divestiture analysis, providing CFOs with timely, reliable financial insights and reports for effective decision-making.

## 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 US\$20 million and US\$999 million with central headquarters in the respective country, usually privately owned.
- **Large Accounts:** Multinational companies with 5,000 or more employees or revenue above US\$1 billion, with activities worldwide and globally distributed decision-making structures.

## Provider Classifications

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.

### Leader

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.

### Product Challenger

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.

### Market Challenger

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.

### Contender

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 follow sensible market approach with a goal of becoming a Product or Market Challenger within 12 to 18 months.

## Provider Classifications (cont.)

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).

### Rising Star

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


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.

## Digital Finance and Accounting Outsourcing Services - Quadrant Provider Listing 1 of 2

	Procure-to-Pay (P2P) Services	Order-to-Cash (O2C) Services	Record-to-Report (R2R) Services	Financial Planning and Analysis (FP&A) Services
Accenture	● Leader	● Leader	● Leader	● Leader
Arvato	● Product Challenger	● Product Challenger	● Contender	● Not In
Capgemini	● Leader	● Leader	● Leader	● Leader
Cognizant	● Leader	● Leader	● Leader	● Leader
Conduent	● Rising Star	● Product Challenger	● Product Challenger	● Contender
Datamark	● Contender	● Contender	● Not In	● Not In
Datamatics	● Product Challenger	● Product Challenger	● Product Challenger	● Contender
DXC	● Product Challenger	● Product Challenger	● Product Challenger	● Product Challenger
Exela Technologies	● Product Challenger	● Product Challenger	● Product Challenger	● Contender
EXL	● Leader	● Leader	● Leader	● Leader
Genpact	● Leader	● Leader	● Leader	● Leader
HCL	● Leader	● Leader	● Rising Star	● Product Challenger
Hexaware	● Rising Star	● Rising Star	● Not In	● Not In
IBM	● Leader	● Leader	● Leader	● Leader

## Digital Finance and Accounting Outsourcing Services - Quadrant Provider Listing 2 of 2

	Procure-to-Pay (P2P) Services	Order-to-Cash (O2C) Services	Record-to-Report (R2R) Services	Financial Planning and Analysis (FP&A) Services
Infosys	● Leader	● Leader	● Leader	● Leader
Invensis	● Product Challenger	● Product Challenger	● Product Challenger	● Contender
IQ BackOffice	● Contender	● Contender	● Contender	● Not In
NTT DATA	● Market Challenger	● Market Challenger	● Market Challenger	● Market Challenger
OneSource Virtual	● Contender	● Not In	● Not In	● Not In
Quattro	● Contender	● Contender	● Contender	● Contender
Sutherland	● Product Challenger	● Product Challenger	● Product Challenger	● Product Challenger
TCS	● Leader	● Leader	● Leader	● Leader
Tech Mahindra	● Product Challenger	● Rising Star	● Product Challenger	● Product Challenger
Teleperformance	● Product Challenger	● Product Challenger	● Product Challenger	● Contender
TMF Group	● Contender	● Contender	● Contender	● Not In
Wipro	● Leader	● Leader	● Leader	● Leader
WNS	● Leader	● Leader	● Leader	● Rising Star
Worxpertise	● Contender	● Contender	● Contender	● Contender

The image features a dark blue background with a light blue horizontal band at the top. On the left side, there are several circular icons resembling camera shutters, arranged in a diagonal line from the bottom left towards the center. These icons are in various shades of blue and white. On the right side, the text "Digital Finance and Accounting Outsourcing Services Quadrants" is written in a white, serif font, arranged in three lines.

# Digital Finance and Accounting Outsourcing Services Quadrants



## ENTERPRISE CONTEXT

### Record-to-Report (R2R) Services

This report is relevant to enterprises across industries globally for evaluating providers of digital record-to-report (R2R) outsourcing services.

In this quadrant report, ISG highlights the current market positioning of digital R2R outsourcing service providers to enterprises across the globe and how each provider addresses the key challenges faced globally.

Internal stakeholders and regulators increasingly pressurize finance leaders worldwide to quickly provide precise numbers and offer deeper insights into business performance. It is highly crucial to maintain visibility across departments with respect to spending, costs, savings and cash flows. To achieve this, finance leaders need access to accurate and insightful reports in real time to enable effective and quick decision-making. They are also expected to publish data that accurately reflects accounting and regulatory standards. Inaccurate financial data can have cumulative effects within an organization, making the R2R process inefficient. These include increased risk of non-compliance, failure in meeting reporting deadlines and lengthy audit times.

ISG has observed an increase in outsourcing of high-end and complex F&A services such as R2R, which were usually retained in-house by enterprises. CFOs are empowering their organizations with a combination of diverse and emerging technologies such as robotic process automation (RPA), intelligent workflow and data solutions, and advanced business

analytics with real-time insights to mitigate losses, drive better decision-making and help finance departments function more efficiently. Enterprises view service providers as strategic partners that can provide faster decision-making capabilities in addition to certain services.

The nature of client engagements is evolving from transactional to a strategic function. As a result, most service providers are adopting the process-first digital approach to deliver business outcomes by leveraging intelligent automation with a strong R2R process expertise. Some providers are investing in developing a portfolio of home-grown tools built on next-generation technologies such as artificial intelligence (AI) to help enterprises accelerate the closing process. They are developing intelligent workflows for R2R modules and deploying automation, AI and analytics to optimize close cycle and reduce the risk of financial reporting. Service providers are laying strong emphasis on re-skilling and upskilling and partnering with leading institutes for training on the U.S. Generally Accepted Accounting Principles (GAAP) and other regulatory compliances.

**The organization of the chief financial officer (CFO)** should read this report to understand how service providers can help them digitally transform R2R processes to deliver improved and faster decision-making, mitigate risks and enhance customer experience. The report can also help the CFOs better evaluate the potential service providers that offer digital R2R services.

## ISG Provider Lens™ Quadrant Report | October 2021

**IT and technology leaders** should read this report to understand how providers of digital R2R services integrate multiple technologies into their offerings and how these providers' technical capabilities compare with the rest of the market.

**Sourcing and vendor management professionals** should read this report to understand the provider ecosystem for digital R2R services globally and gain insights into how these providers compare to one another.

## Enterprise Context



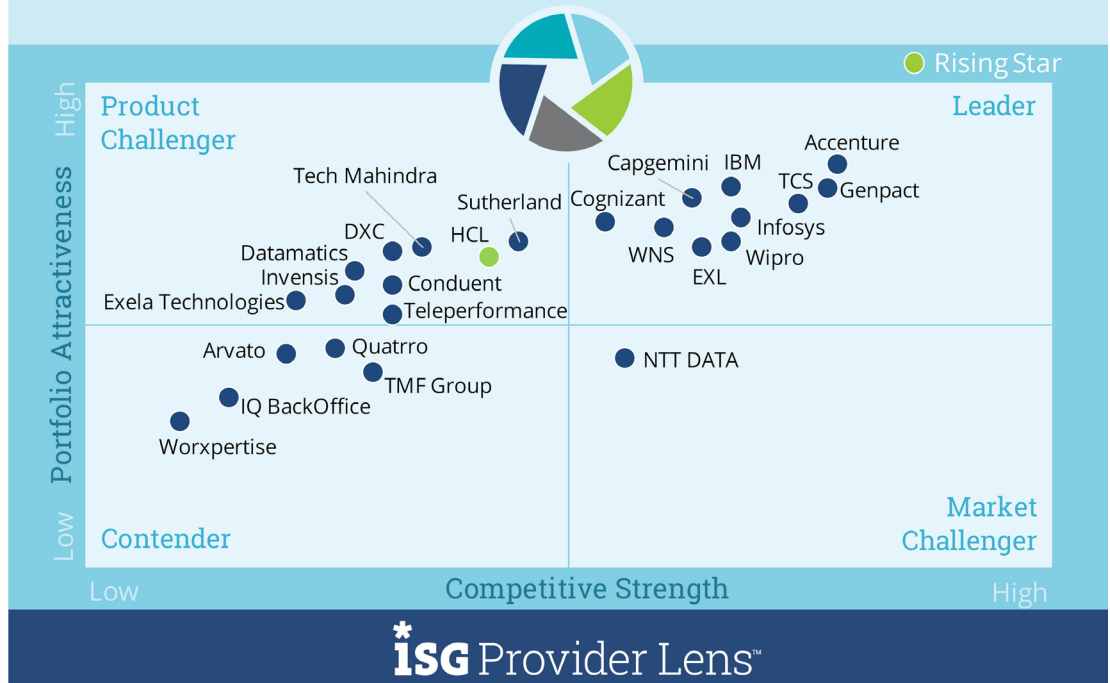
## RECORD-TO-REPORT (R2R) SERVICES

### Definition

Digital-native companies and second-generation outsourcers are open to outsourcing high-end and complex finance functions such as record to report (R2R), and they seek insights that are actionable and in real time. This quadrant will assess providers that provide end-to-end R2R services such as general ledger accounting and reconciliation, inter-company accounting, fixed assets accounting, regulatory compliance and taxation, treasury and risk management using a mix of automation, intelligent data and workflow solutions, and advanced business analytics. These are aimed at empowering CFOs to focus on their core business and leverage technology to get real-time insights for making decisions quickly and enabling their finance departments to function more effectively and with greater accuracy.

### Digital Finance and Accounting Outsourcing Services Record-to-Report (R2R) Services

2021  
Global



Source: ISG Research 2021

## RECORD-TO-REPORT (R2R) SERVICES

### Eligibility Criteria

- Have a strong vision to grow the strategic F&A practice and must offer R2R services
- Bring in deep domain and technology expertise, including automation, analytics, AI, machine learning, cloud and blockchain
- Strong partnership ecosystem across the F&A service lines to drive innovation and digital transformation
- Ability to provide vertical-specific and platform solutions and offer advice and guidance on process optimization to deliver tangible benefits
- Employ design thinking or alternative methodologies to involve the customer in designing products and services or the transformation roadmap
- Demonstrate industry and domain expertise to deal with core finance functions and lead digital implementation of roadmap design
- Referenceable case studies

### Observations

- **Accenture** leads the R2R services market by leveraging its deep domain knowledge and continued focus on investments in upskilling workforce, and on digital technologies such as automation, AI, prescriptive analytics and cloud.
- **Capgemini** is a Leader in the R2R space with a record of frictionless delivery of AI-driven solutions. It has an established partner ecosystem and strong focus on innovation-led business outcomes.
- **Cognizant's** approach to transforming operations with a digital-first strategy, comprehensive partner network and outcome-driven engagements make it a Leader in R2R space.
- **EXL's** strong vertical knowledge, proven domain expertise, robust R2R services portfolio and flexible pricing models has helped it to secure its position as a Leader in the R2R services market.
- **Genpact** uses a combination of rich domain and process expertise, and pre-trained automation, analytics and AI accelerators to increase the pace and impact of transformation across the R2R cycle.
- **HCL** has been enhancing its capabilities in the R2R domain. The firm leverages its digital expertise to offer transformational R2R solutions for enterprise clients.
- **IBM** leverages its deep domain expertise and robust technology capabilities to help clients transform end-to-end R2R function.

## RECORD-TO-REPORT (R2R) SERVICES

### Observations (cont.)

- **Infosys** is a Leader in R2R services backed by its digital next-gen proprietary and partner solutions and strong analytics methodology to help finance executives find value through a structure data-driven transformation approach, impacting key business metrics.
- **TCS**’ comprehensive R2R services and robust proprietary tools and frameworks make it a Leader in the R2R services market.
- **Wipro** has emerged as a Leader in R2R services market due to its robust credentials, domain expertise and a compelling transformation framework.
- **WNS** has emerged as a Leader in the R2R services quadrant due to its deep domain expertise, digitally enabled end to end offering, strategic partnerships and commercial flexibility.



## INFOSYS

### Overview

Infosys is an India-based multinational provider of consulting, technology, outsourcing and next-generation digital solutions and services, with its headquarters in Bangalore. R2R is a focus area for the firm, helping clients consolidate and harmonize their R2R accounting processes, and automate financial reporting processes to enable early revenue recognition and enhance productivity. Over the years, the company has undertaken over 140,000 closing activities, reconciled more than 450,000 accounts, and processed over 265,000 tax reports, annually, for clients across industries.

### Strengths

Infosys leverages descriptive reporting, diagnostic, prescriptive analytics and predictive analytics to support strategic role of CFOs in book closure and provide real-time insights for decision making.

Next-gen R2R solutions: Infosys offers support for digitally enabled R2R by leveraging a portfolio of proprietary tools built on next-gen technologies and deep domain expertise. Infosys leverages domain to influence business metrics such as MEC and BSAR quality index and delivered a benefit value of \$883 million. Its AI-driven Hawk-Eye solution has helped enterprises accelerate their closing process through data validation and elimination of fallouts. Additionally, Infosys' Digital Command Console enables real-time data diagnostics and KPI monitoring. Infosys also uses strategic partners like Blackline, Trintech, Floqast, Hyperion, Cognos, Anaplan, Tableau, and others to deliver transformational R2R services

Infosys Live Enterprise for R2R is a modular offering that drives intuitive decisions, builds responsive value chains, and deliver perceptive experiences at scale. With agility Infosys has deployed more than 500+ bots in 18 months, leveraging reusable components and through its sentient component preventive compliance platform. This has enabled clients to accelerate their R2R transformation journey and drive business excellence across the enterprise.

Infosys continues to invest in re-skilling and upskilling of F&A employees through its global Finance Centers of Excellence, training more 6,600 F&A professionals, a 45% increase from FY2020. Infosys F&A has partnered with leading institutes such as CIMA, ACCA and the Big 4 to provide training on IFRS and Compliance

Infosys also offers industry specific solutions and competitive pricing models in R2R space

### Caution

While Infosys' derives over one-third of its revenue from Europe, the company should focus on strengthening its footprint in the Nordics region. To achieve this, Infosys must focus on increasing its marketing efforts toward building awareness around its digital-enabled R2R offerings and showcase related client success stories among prospective clients in the Nordics region.



## 2021 ISG Provider Lens™ Leader

Infosys has considerable knowledge in F&A R2R services. The firm uses its deep domain expertise and digitally enabled partner and proprietary solutions — powered by automation and advanced analytics technologies — to ensure on-time closure of books of accounts, accuracy and integrity of financial data, and compliance of financial statements with fiscal and statutory reporting requirements



# Methodology



## METHODOLOGY

The research study “ISG Provider Lens™ 2021 Digital Finance and Accounting Outsourcing Services” 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.

The study was divided into the following steps:

1. Definition of 2021 Digital Finance and Accounting Outsourcing Services, Global 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. Detailed analysis & evaluation of services & service documentation based on the facts & figures received from providers & other sources.
6. Use of the following key evaluation criteria:
  - Strategy & vision
  - Innovation
  - Brand awareness and presence in the market
  - Sales and partner landscape
  - Breadth and depth of portfolio of services offered
  - Technology advancements





# Authors and Editors



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Amar Changulani is the Senior Lead Analyst at ISG and responsible for authoring Provider Lens™ studies on Finance and Accounting Outsourcing and Intelligent Automation. He covers key areas around digital transformation, business process automation, intelligent document processing, process mining and RPA. Additionally, Amar works with enterprise clients and service providers on custom research engagements. He has also authored various provider briefing notes as well as a research report - Enterprise Automation Capability Improves but RPA Wall Still Looms, which explores the typical automation adoption profile, the most common obstacles, and best practices for accelerating adoption, helping enterprises understand where they are relative to others and how they can scale automation initiatives across the business.



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