



Finance and Accounting Outsourcing (FAO) – Service Provider Profile Compendium 2015

Finance and Accounting Outsourcing (FAO)
Market Report: December 2015 – Preview Deck

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▶ Contact Center

▶ Transaction Intelligence

Custom research capabilities

- Benchmarking | Pricing, delivery model, skill portfolio
- Peer analysis | Scope, sourcing models, locations
- Locations | Cost, skills, sustainability, portfolio – plus a tracking tool
- Tracking services | Service providers, locations, risk
- Other | Market intelligence, service provider capabilities, technologies, contract assessment

Subscription information

- The full report is included in the following subscription(s)
 - **Finance & Accounting Outsourcing (FAO)**
- In addition to published research, a subscription may include analyst inquiry, data cuts, and other services
- **If you want to learn whether your organization has a subscription agreement or request information on pricing and subscription options, please contact us**



Corporate Headquarters

Office: +1-214-451-3000

info@everestgrp.com



European Headquarters

Office: +44-207-129-1318

unitedkingdom@everestgrp.com

¹ Banking, financial services, and insurance

This report is based on three key sources of proprietary information

1

- Proprietary database of **850+ active multi-process FAO contracts** (updated annually)
- The database tracks the following elements of each multi-process FAO contract:
 - Buyer details including industry, size, and signing region
 - Contract details including Total Cumulative Value (TCV), Annualized Contract Value (ACV), term, start date, service provider FTEs, and pricing structure
 - Scope including buyer geography and functional activities
 - Technology including core F&A technology and tools provided by the service providers (if any), ownership, and maintenance
 - Global sourcing including delivery locations and level of offshoring
 - Sourcing process including sole-sourced, competitive, advisor, or non-advisor led sourcing

2

- Proprietary database of the **operational capability of 20+ FAO service providers** (updated annually)
- The database tracks the following capability elements for each service provider:
 - Key leaders
 - Major FAO clients and their recent wins
 - Overall revenue and F&A employees
 - Recent F&A-related developments
 - FAO delivery locations
 - FAO service suite
 - Quality certifications and credit rating
 - F&A-related technological capabilities

3

Buyer surveys and interactions

- Global survey and one-on-one executive-level interviews to understand how organizations perceive the performance of their FAO provider. The survey/interviews focused on different aspects of an outsourcing relationship, including:
 - Contract details (including process scope, contract signing year, and duration)
 - Overall performance of the service provider, including key strengths and improvement areas
 - Key objective of outsourcing F&A
 - Detailed assessment of service provider performance across different elements such as:
 - ♦ Performance against key FAO metrics
 - ♦ Performance in F&A processes
 - ♦ Performance during the implementation and transition phases
 - ♦ Governance and relationship management

Service providers covered in the analysis



Confidentiality: Everest Group takes its confidentiality pledge very seriously. Any information we collect that is contract specific will only be presented back to the industry in an aggregated fashion

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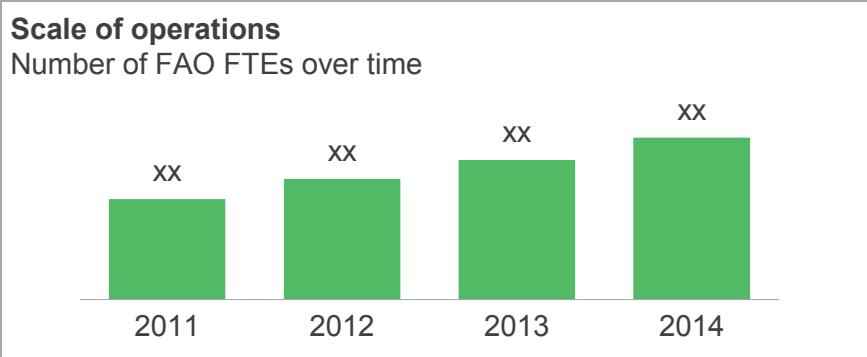
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FAO service capabilities

Key FAO leaders

- Xx
- Xx
- Xx



Category	Recent developments/investments
Service expansion	<ul style="list-style-type: none">• Xx
Technology expansion	<ul style="list-style-type: none">• Xx
Delivery capability expansion	<ul style="list-style-type: none">• Xx
Others	<ul style="list-style-type: none">• Xx

FAO service suite

- ABC offers a complete suite of F&A services including P2P, O2C, R2R
- Xx

>1,500 FTEs

500-1,500 FTEs

<500 FTEs

Procure-to-Pay (P2P)

Order-to-Cash (O2C)

Record-to-Report (R2R)

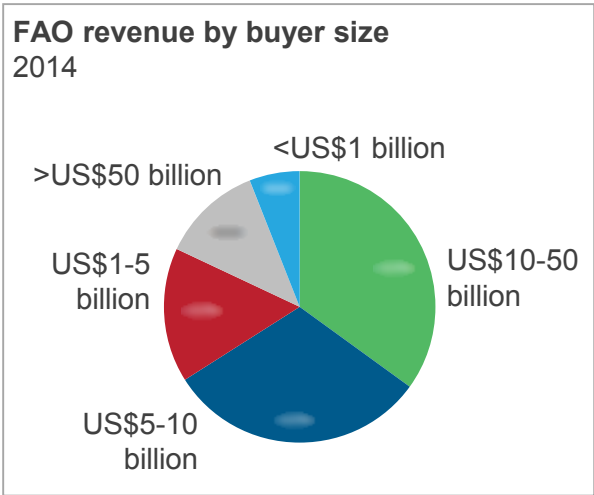
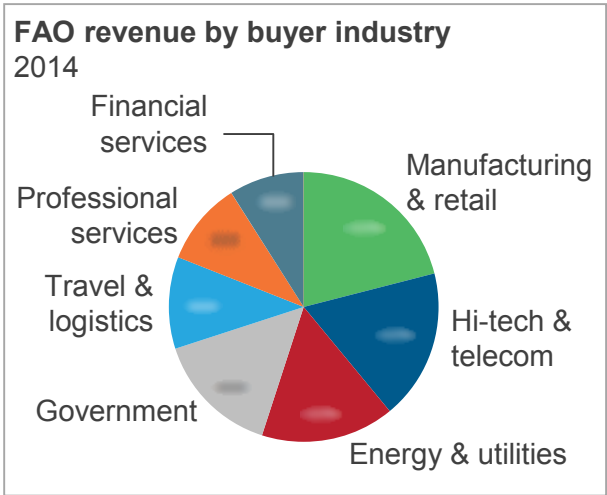
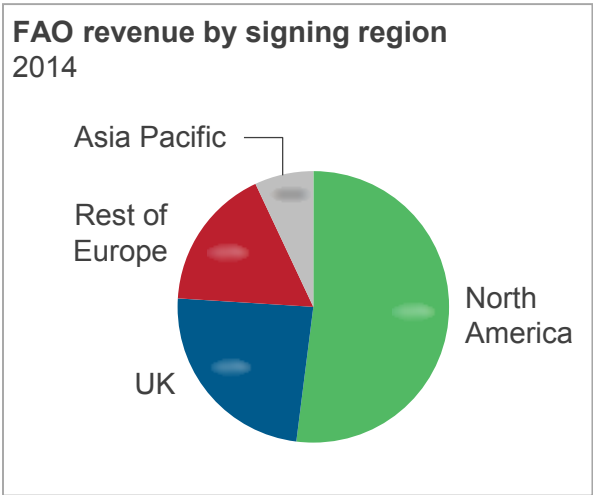
Source: Everest Group (2015)

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FAO client portfolio

Major FAO clients							
Client Logo	Client Logo	Client Logo	Client Logo	Client Logo	Client Logo	Client Logo	Client Logo

Recently-announced FAO engagements		
December 2014	Leading UK-based retail company	Five-year contract for providing end-to-end F&A services
December 2014	Leading air freight operator	Five-year contract for providing R2R
October 2014	Fortune 500 mining	Five-year contract renewal in P2P and O2C
May 2014	APAC-based renewable energy company	Four-year contract for F&A services



Source: Everest Group (2015)

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FAO delivery locations



Source: Everest Group (2015)

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FAO technology solutions

FAO technology approach: ABC offers a range of COTS and proprietary add-on tools

	Technology augmentation solutions	Modular F&A platform BPO	End-to-end F&A platform BPO
Solution description	<ul style="list-style-type: none">• Xx	<ul style="list-style-type: none">• Xx	<ul style="list-style-type: none">• Xx
Process scope	<ul style="list-style-type: none">• Xx	<ul style="list-style-type: none">• Xx	<ul style="list-style-type: none">• Xx
Technology leveraged	<ul style="list-style-type: none">• Xx	<ul style="list-style-type: none">• Xx	<ul style="list-style-type: none">• Xx
Delivery model & pricing	<ul style="list-style-type: none">• Xx	<ul style="list-style-type: none">• Xx	<ul style="list-style-type: none">• Xx

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Everest Group assessment

Delivery capability assessment			● High ● Low
Dimension	Rating	Remarks	
Scale	●	Xx	
Scope	●	Xx	
Technology solutions & innovation	●	Xx	
Delivery footprint	●	Xx	
Buyer satisfaction	●	Xx	

Provider	Strengths	Areas of improvement
ABC	<ul style="list-style-type: none">• XX• YY• ZZ	<ul style="list-style-type: none">• XX• YY• ZZ

FAO research calendar

Published Current

Topic	Release date
R2R BPO – Service Provider Landscape with PEAK Matrix™ Assessment 2015	January 2015
Analytics Business Process Services (BPS) – Service Provider Landscape with PEAK Matrix™ Assessment 2015	February 2015
Convergence of Finance & Accounting, Procurement, and Supply Chain Management Functions	February 2015
Creating a Leaner Accounts Payable (AP) Organization	February 2015
Reinventing Business Process Services (BPS) – Leveraging Technology to Deliver on New Expectations	March 2015
Service Delivery Automation (SDA) – The Business Case for RPA in Finance and Accounting	March 2015
Technology in BPS – Service Provider Profile Compendium 2015	June 2015
Finance and Accounting Outsourcing (FAO) Annual Report 2015 – Generating Value through Innovation	July 2015
Service Provider Technology Landscape – The Pecking Order	August 2015
Webinar Deck: Analytics: All You Need to Know about the Hottest Topic of the 21st Century	September 2015
Practitioner Perspectives - Simen Munter and Pankajam Sridevi, ANZ Global Hubs Leadership Interview	September 2015
FAO – Service Provider Landscape with PEAK Matrix Assessment 2015	October 2015
Finance and Accounting Outsourcing (FAO) – Service Provider Profile Compendium 2015	December 2015
Service provider switching in FAO – a disruptive trend re-shaping the FAO market	Q4 2015
Technology innovation in FAO	Q4 2015

Additional FAO research references

The following documents are recommended for additional insight on the topic covered in this report. The recommended documents either provide additional details on the topic or complementary content that may be of interest

1. **Finance and Accounting Outsourcing (FAO) Finance and Accounting Outsourcing (FAO) - Service Provider Landscape with PEAK Matrix™ Assessment 2015** ([EGR-2015-1-R-1583](#)); 2015. This report is meant to provide FAO buyers, service providers, and third-party enablers (technology vendors, investment firms, etc.) a detailed view of the current state of affairs of the market. It provides insights into market growth & activity, adoption trends, key changes in the contract characteristics (in terms of technology, analytics, global sourcing, process scope, geographic scope, and pricing). It also sheds light on the landscape in terms investment trends
2. **Finance and Accounting Outsourcing (FAO) Annual Report 2015 – Generating Value through Innovation** ([EGR-2015-1-R-1475](#)); 2015. This report is meant to provide FAO buyers, service providers, and third-party enablers (technology vendors, investment firms, etc.) a detailed view of the current state of affairs of the market. It provides insights into market growth & activity, adoption trends, key changes in the contract characteristics (in terms of technology, analytics, global sourcing, process scope, geographic scope, and pricing). It also sheds light on the landscape in terms investment trends

For more information on this and other research published by Everest Group, please contact us:

Rajesh Ranjan, Partner:

Swapnil Bhatnagar, Practice Director:

Nitesh Sinha, Senior Analyst:

rajesh.ranjan@everestgrp.com

swapnil.bhatnagar@everestgrp.com

nitesh.sinha@everestgrp.com

Website: www.everestgrp.com | Phone: +1-214-451-3000 | Email: info@everestgrp.com



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Dallas (Headquarters)

info@everestgrp.com
+1-214-451-3000

New York

info@everestgrp.com
+1-646-805-4000

Toronto

canada@everestgrp.com
+1-647-557-3475

London

unitedkingdom@everestgrp.com
+44-207-129-1318

Delhi

india@everestgrp.com
+91-124-284-1000

Stay connected

Websites

www.everestgrp.com
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