ISG Provider Lens™

Finance and Accounting Outsourcing (FAO) Services

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

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	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

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	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**.

- **Procure to Pay (P2P)**
- **Order to Cash (O2C)**
- **Record to Report (R2R)**
- **Financial Planning and Analysis (FP&A)**

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.

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.

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.

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.

Procure to Pay (P2P)

Who Should Read This Section

The report is relevant to global enterprises across industries for evaluating procure-to-pay (P2P) financial accounting outsourcing service providers that harness latest technologies to meet digital transformation demands.

In this report, ISG highlights the current global market positioning of service providers that offer P2P services and lists key features of their service portfolios. The listed service providers augment their portfolios significantly to meet the growing market demands.

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

Currently, the top challenges of P2P services are decentralized and manual processes, lack of visibility and process standardization, lack of harmonization in account payable processes and frequent non-compliant processes.

To overcome these challenges, enterprises should enhance efficiency in P2P processes through the utilization of analytics and automation. This will enable them to effectively manage accounts payable services and ensure process standardization, harmonization and optimization. They should identify gaps and implement solutions to centralize the process and eliminate non-productive activities.

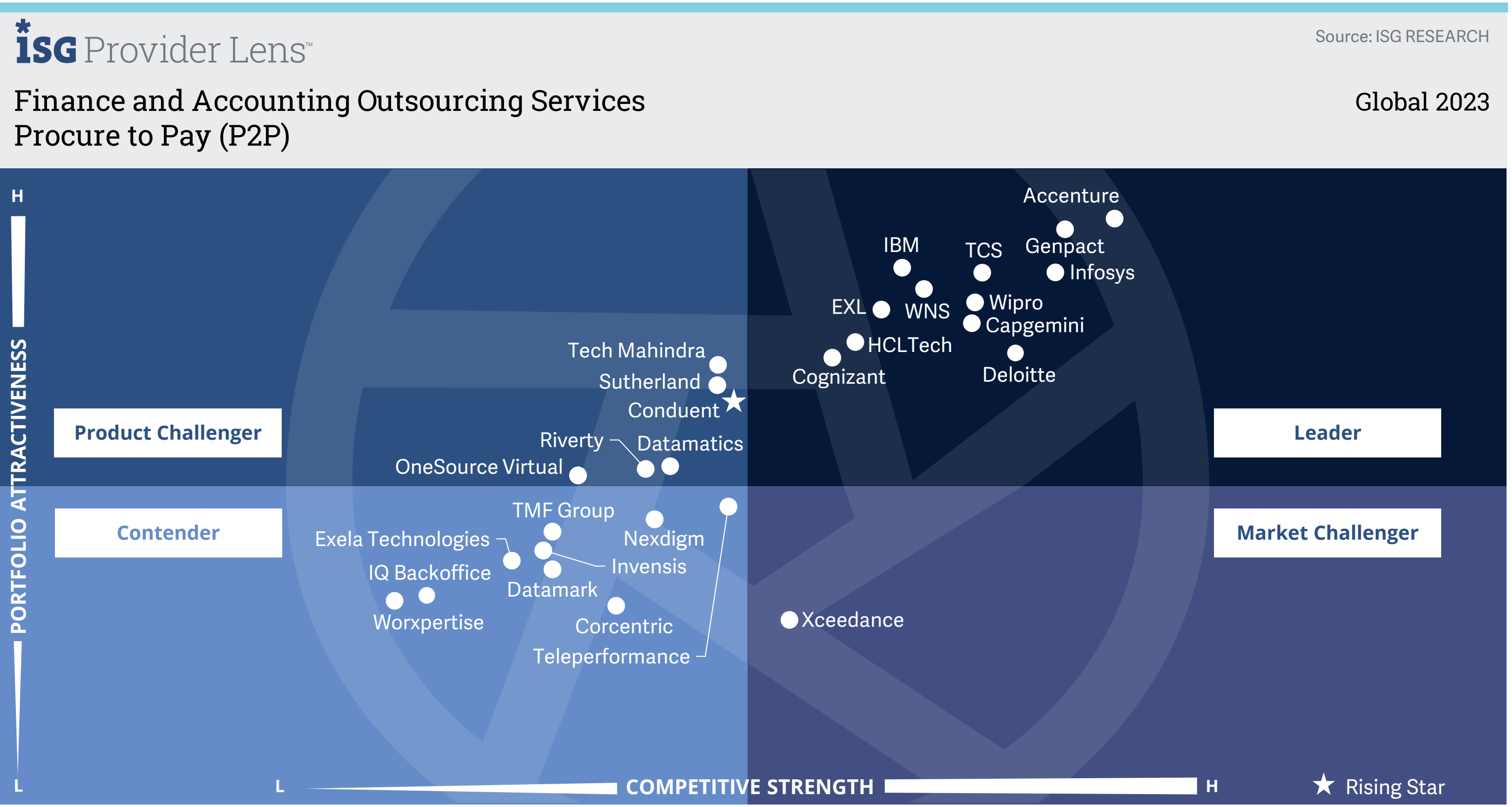
Service providers leverage intelligent automation and analytics to enhance decision-making and effectively manage an enterprise's finances. They pick suitable technologies to enable enterprises to maintain a complete control over the billing process, eliminating discrepancies and ensuring improved CX.

Chief financial officers (CFOs) should read this report to learn how providers can boost efficiency across P2P processes and evaluate them based on their F&A portfolio strength and digital transformation services.

Chief procurement officers (CPOs) should read this report to know P2P F&A providers globally and understand how their distinct features and offerings can improve the efficiency of overall procurement operations.

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.

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.



This quadrant evaluates service providers that offer procure-to-pay services to enterprises. Service providers focus on providing **touchless and frictionless** P2P services to deliver cost savings and improve CX.

Gaurang Pagdi

Definition

This quadrant assesses P2P service providers that cover the complete range of the accounts payable process. The services include capturing and processing invoices, addressing vendor queries, managing master data and claims, ensuring on-time payment, minimizing value leakages and enhancing vendor and employee satisfaction. The transactions require understanding the domain and effectively leveraging automation and analytics. P2P services offer organizations with end-to-end comprehensive solutions for managing procurement processes, some of which may include:

- **Spend Management:** Identifying and tracking expenses, analyzing spending patterns and optimizing procurement processes to reduce costs
- **Supplier Management:** Managing relationships with suppliers, negotiating contracts and ensuring compliance with procurement policies.
- **Sourcing:** Finding and selecting suppliers, conducting market research and negotiating prices
- **Purchase Order (PO) Management:** Creating, approving and tracking POs and managing their lifecycles
- **Payment Processing:** Paying suppliers, reconciling accounts and managing payment-related queries

Providers offer solutions beyond RPA, natural language processing (NLP) and optical character recognition (OCR). Other solutions and technologies provide include AI and ML, to automate various activities such as invoice processing, supplier selection and contract management to improve processing speed and reduce financial fraud and errors; blockchain to improve transparency and prevent fraud and risk of errors; and real-time data analytics for valuable insights in the procurement process, allowing organizations to identify trends, improve processes and make informed decisions.

Eligibility Criteria

1. **Have a strong vision to grow the F&A practice** and offer end-to-end P2P services
2. **Demonstrate deep domain and technology expertise and application of the same**, including automation, analytics, AI, ML, cloud and blockchain
3. **Have a strong partner ecosystem** across F&A service lines to drive innovation and digital transformation
4. **Can provide vertical-specific solutions** and offer guidance on process optimization to deliver tangible benefits
5. Have a strong consulting portfolio that includes **design thinking and alternative methodologies** to involve customers in designing products, services and transformation roadmaps
6. Demonstrate industry and domain expertise with vertically trained full-time employees (FTEs) to deal with core finance functions and **lead the digital implementation** of the roadmap design
7. Referenceable case studies

Observations

In the P2P vertical, businesses embrace digital platforms and automation to streamline their finance operations. By implementing e-invoicing, digital payments and analytics, organizations accelerate processing time, reduce costs and gain valuable insights. Collaboration with suppliers enhances visibility and supply chain resilience. The integration of advanced technologies such as RPA and AI revolutionizes the entire procurement process, from sourcing to payments.

- **Commitment to innovation:** Many companies focus on innovation and the co-creation of solutions with clients and partners. It helps to address industry-specific challenges and enables companies to adapt quickly to modern technology, such as generative AI, and explore its applications in various domains, including finance and accounting.
- **Business operations transformation:** Companies invest in advanced operating models and platforms to transform their business operations. These models combine intelligent automation, data analytics and human expertise to optimize processes and reduce operating costs. By leveraging these technologies, businesses can aim for touchless processes, achieving significant efficiency improvements.
- **Diverse industry experience and solutions:** Service providers develop strong domain expertise across industries. It allows them to understand different sectors' specific needs and challenges and design tailored solutions. It enables them to support clients through large transformation projects based on their strategic priorities, including ERP migration or upgrade, cloud solutions and IoT.

From the 28 companies assessed for this study, 13 have qualified for this quadrant with 12 being Leaders and one a Rising Star.

accenture

Accenture leads in the P2P business with its scale and depth of operations. It fuels its growth through innovation and technology investment, focusing on touchless processing, end-to-end integrated platforms, and AI-driven predictive processes and controls.

Capgemini

Capgemini's P2P services offer frictionless and end-to-end integrated systems. It streamlines all procurement activities using advanced technologies, automation and analytics, resulting in a seamless and efficient P2P process.

cognizant

Cognizant stands out with a diverse market share, particularly in the SME sector. Cognizant Neuro and iFin's exceptional client engagement, service compliance and automation-driven transformation capabilities establish the company as a reliable F&A partner.

Deloitte

Deloitte's P2P services provide a comprehensive approach, seamlessly integrating procurement, accounts payable and financial processes. This integration enables organizations to achieve streamlined operations, enhanced visibility and improved cost control.

EXL

EXL is one of the leaders in P2P services, offering end-to-end solutions for Accounts Payable processing, discount management, e-invoicing and more. It leverages data and digital capabilities to optimize processes, enhance vendor management and deliver cost savings for clients.

With its robust foundation in FAO and strong digital transformation capabilities, **Genpact** emerges as an attractive partner in the P2P market. Its deep domain expertise and technical prowess enable delivering industry-specific solutions.

HCLTech leads in P2P with innovative solutions, industry expertise and strategic partnerships. Its strong go-to-market strategy focuses on productization, delivering standardized and scalable solutions. This optimizes processes and enhances efficiency for its clients.

IBM's P2P services offer end-to-end procurement solutions, integrating technology, data analytics and supplier collaboration to optimize processes, reduce cycle times, control costs, mitigate risks and drive sustainable value across the P2P lifecycle.

Infosys's comprehensive approach to innovation stands out, blending proprietary solutions with strategic partnerships. With its deep industry expertise, it delivers tailored solutions that drive digital transformation and address specific industry challenges.

TCS's P2P service offers global coverage and leverages Cognix, its powerful in-house AI-driven technology. TCS helps drive seamless procurement and payment processes across all regions, enhancing efficiency and driving business value.

Wipro's integrated P2P platform combines RFx-buy-pay activities with AI, ML, RPA and analytics. Its commitment to ESG support is evident in sustainability efforts, renewable energy usage and inclusion programs and it has been recognized in the Dow Jones Sustainability World Index.

WNS demonstrates strong capabilities in P2P services. It leverages deep process expertise, a holistic finance transformation approach and collaboration with industry partners for optimal results. WNS' unique P2P offerings show its strength.

Conduent (Rising Star) uses its proprietary FastCap analytics platform to excel in the P2P domain. Its post-payment analysis and spend forensics provide actionable insights to prevent revenue leakage. The company's outcome-based pricing model ensures optimal results.

Leader

"Genpact's relentless and swift innovation enables it to provide a wide range of solutions, empowering its clients with value-based outcomes."

Gaurang Pagdi

Genpact

Overview

Genpact is headquartered in New York, U.S. and operates in 35 countries. It has more than 118,900 employees across 90 global offices. In FY22 the company generated $4.3 billion in revenue, with some of its core sectors being banking and capital markets, insurance, hi-tech, manufacturing, hospitality, media, CPG, retail and healthcare. Genpact has over 16,000 P2P professionals supporting more than 220 clients across the world. It provides end-to-end P2P services in addition to delivering digital-led transformative services as a value proposition.

Strengths

Scalability and flexibility: Genpact's P2P solutions are highly scalable and flexible, catering to the evolving needs of its clients. Genpact can customize its services to meet specific client needs, including managing fluctuating transaction volumes and seamlessly integrating with existing systems. For example, Genpact has adapted various solutions for its clients to deal with challenges brought by the recent macro-economic uncertainties, such as addressing *rise in inventory* with *planning as a service*." Genpact has also helped clients deal with weak cash flow by augmenting their efforts and generating insights for better cash performance.

Value creation through innovation: Genpact integrates the Four zero '0' and one '1' (00001) approach into all its FAO services. This approach refers to zero time to close, zero time to access insights, zero-touch processing and zero exceptions with one user experience. It is driven by various frameworks and digital assets. In the P2P vertical, Genpact infuses this approach by offering e-invoicing solutions, leveraging Celonis and P2I framework for insights. The company uses AI and ML for exception resolution and leverages its Cora APFlow for touchless processing and one user portal.

Caution

While Genpact has partners like Ariba, Coupa, Tradeshift and others catering to different verticals of P2P, it should continue to aggressively expand its partner ecosystem like other leaders in the P2P market. The expansion will give its clients and prospects a wide range of solutions.

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.

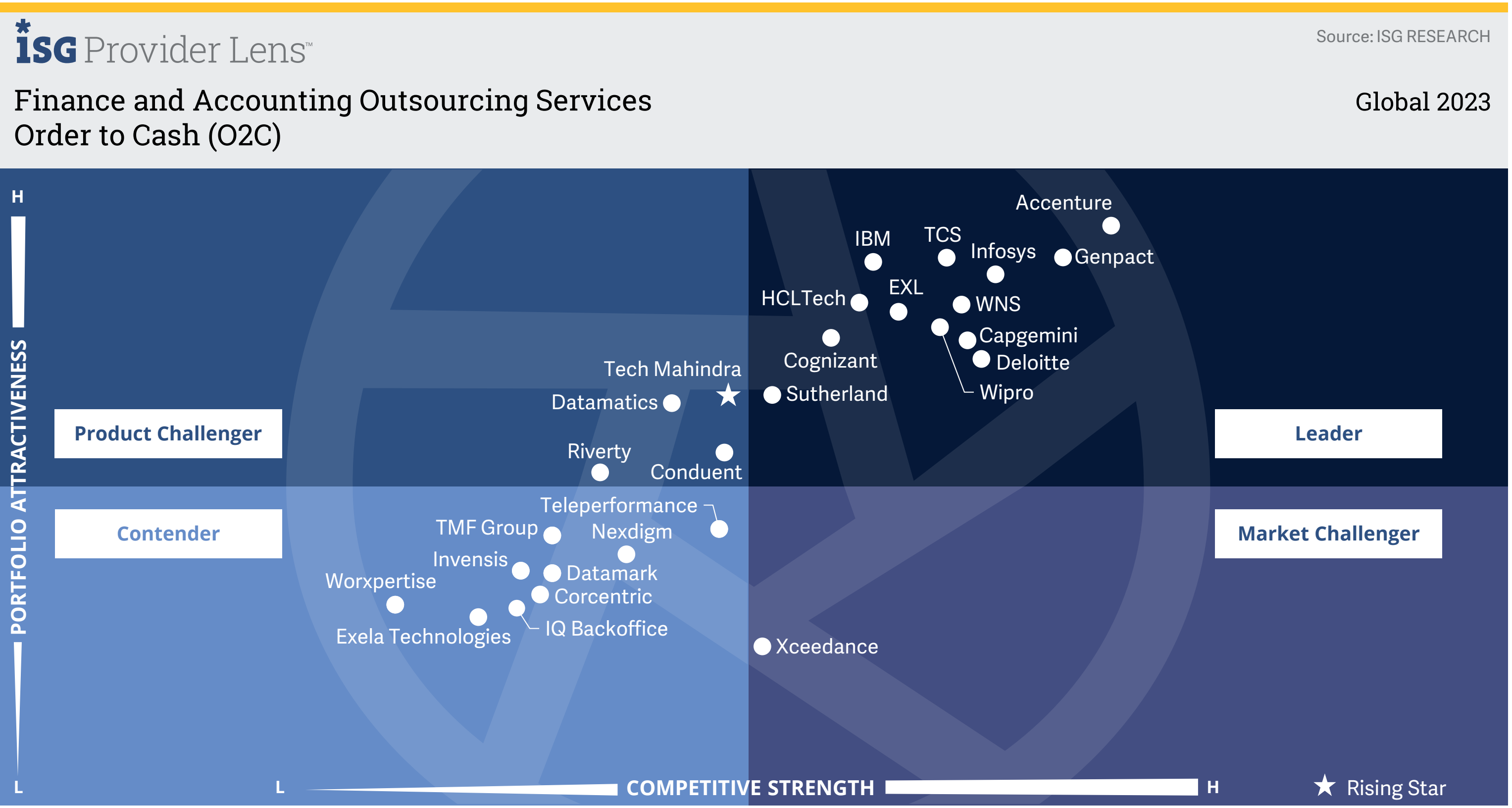
Service providers across the globe deliver solutions tailored to industry-specific demands. They develop data analytics tools to identify duplicate payments, overpayments and unrecovered debts. AI-driven collection strategies and account prioritization are used for timely follow-ups. Intelligent automation 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 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.

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.

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.



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

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

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 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'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 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'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.

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.

Leader

"Genpact's O2C service combines deep expertise and transformative capabilities, driving process optimization and delivering value-based outcomes."

Gaurang Pagdi

Genpact

Overview

Genpact is headquartered in New York, U.S. and operates in 35 countries. It has more than 118,900 employees across 90 global offices. In FY22 the company generated $4.3 billion in revenue, with some of its core sectors being banking and capital markets, insurance, hi-tech, manufacturing, hospitality, media, CPG, retail and healthcare. Genpact has over 17,500 O2C professionals supporting more than 205 clients from its 47 delivery centers. It manages an accounts receivable portfolio of more than $350 billion, providing support in over 35 languages.

Strengths

Strong partner ecosystem and digital assets: Genpact's strength in the O2C market is bolstered by its robust partner ecosystem. It collaborates with top technology providers and strategic partners. It enables Genpact to deliver comprehensive and innovative solutions, leveraging digital assets to drive process efficiency, automation and seamless CX.

Diverse industry expertise: Genpact leverages its deep industry expertise in retail, CPG, manufacturing, healthcare and more to customize its solutions to meet specific client needs across all F&A processes. It offers industry-focused operating models, commercial models and performance management to drive operational excellence and cater to diverse business requirements.

Driving digital transformation: Genpact leads in implementing S/4HANA and driving digital transformation for businesses. Its expertise lies in harnessing S/4HANA's capabilities to streamline F&A processes, enhance data visibility and enable real-time decision-making. With a deep understanding of digital technologies, change management and industry-specific playbooks, Genpact guides organizations through their F&A transformation journey, ensuring successful tech adoption, improved operational efficiency and accelerated business growth.

Caution

Genpact's partnerships in the O2C platform space is limited with HighRadius as its partner to service the invoice to cash function. It should consider expanding its partnerships to give its clients more options. It can also consider partnering with providers that cater to small and midsize clients.

Record to Report (R2R)

Who Should Read This Section

The report is relevant to global enterprises across industries for evaluating record-to-report (R2R) financial accounting outsourcing service providers that harness latest technologies to meet digital transformation demands.

In this report, ISG highlights the current global market positioning of R2R service providers and lists key features of their service portfolios. The listed service providers augment their portfolios significantly to meet the growing market demands.

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

Currently, the top challenges are outdated systems leading to inefficient and unproductive processes during the month-end close; error-prone and time-consuming manual processes of reconciliations and close management; and the need for an efficient workflow with integrated exception management and automated reminders and notifications.

To tackle these challenges, enterprises should adopt advanced technologies to gain insights, utilize standardized platforms to optimize processes and establish centralized data-driven insights to make strategic decisions.

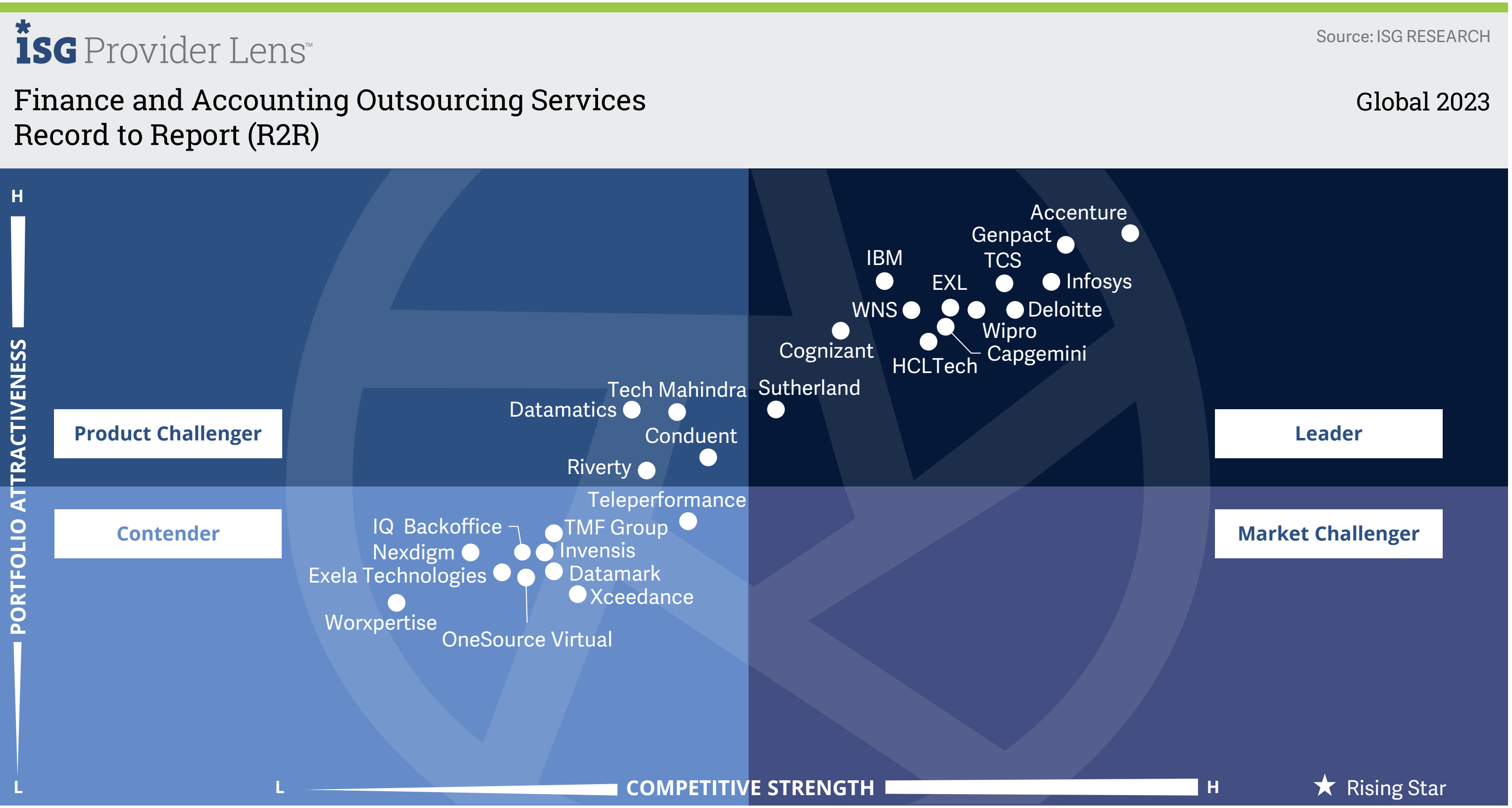
Service providers across the globe understand the dynamic nature of the market and deliver comprehensive solutions to enterprises enabled by AI and ML, analytics, and automation to enhance efficiency and enable accuracy across processes. The solutions adhere to compliance and regulations and holistically benefit organizations, optimizing revenue, cash flow, margins and overall financial performance.

Chief financial officers (CFOs) should read this report to learn how providers can boost efficiency across R2R processes and evaluate them based on their F&A portfolio strength and digital transformation services.

Chief procurement officers (CPOs) should read this report to know R2R F&A providers globally and understand how their offerings can improve the efficiency of overall procurement operations.

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.

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.



This quadrant evaluates service providers that offer record-to-report services to enterprises. The R2R market is evolving with **advanced technologies and strategic partnerships**, empowering organizations with **automation, compliance and data-driven insights**.

Gaurang Pagdi

Definition

This quadrant assesses providers that help enterprises record financial transactions, prepare financial statements and report information to stakeholders. Digital-native companies and second-generation outsourcers are open to outsourcing high-end and complex finance functions such as R2R, seeking real-time actionable insights. Some common services offered by R2R service providers include:

- **Financial Reporting:** Preparing financial statements such as balance sheets and income and cash flow statements, and reporting financial information to relevant stakeholders
- **General Ledger Management:** Recording and maintaining financial transactions in the general ledger and ensuring that the transactions are recorded accurately
- **Account Reconciliation:** Reconciling accounts, resolving discrepancies and ensuring financial records are accurate and complete
- **Close Process Management:** Managing the end-of-period close process, including preparing and reviewing journal entries, reconciling accounts and preparing financial reports
- **Internal Control Assessment:** Assessing the effectiveness of an enterprise's internal control systems and making recommendations to ensure the accuracy and reliability of financial information

Providers use a mix of automation, cloud-based solutions, intelligent data acquired through AI and workflow solutions, and advanced business analytics to streamline R2R process, reduce operational costs and improve financial reporting accuracy. These solutions empower CFOs to focus on their core business, get real-time insights to make quick decisions and enable their finance departments to function more accurately and effectively.

Eligibility Criteria

1. **Have a strong vision to grow its F&A practice** and must offer end to end R2R services
2. **Demonstrate deep domain & 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 guidance on process optimization to deliver tangible benefits
5. Have a strong consulting portfolio that includes **design thinking or alternative methodologies** to involve customers in designing products and services or the transformation roadmap
6. Demonstrate industry and domain expertise with vertically trained FTEs to deal with core finance functions and **lead digital implementation** of roadmap design
7. Referenceable case studies

Observations

R2R service providers offer comprehensive financial solutions, advanced technologies and industry-leading platforms to optimize processes, ensure compliance and drive data-driven insights. These services empower organizations to enhance efficiency, accuracy and strategic decision-making. Providers leverage partnerships with leading technology providers to offer a robust ecosystem of tools and platforms. This partnership approach enables the delivery of comprehensive financial solutions, automation and process optimization, driving efficiency and accuracy in the R2R process. The penetration of service providers into the R2R market is incomparable to the other more traditional services such as P2P and O2C, providing scope of growth for service providers. Given the specialized nature of work, companies tend to keep R2R functions in-house. However, this trend seems to change as service providers infuse more technologies and controls, making R2R outsourcing a more viable option.

- **Transformation through technology:** Companies embrace advanced technologies such as AI, ML, RPA and process mining to transform the R2R process. These technologies automate manual tasks, improve operational efficiency, reduce timelines and enhance accuracy in journal entry processing, reconciliations and reporting.
- **End-to-end expertise:** Service providers demonstrate deep expertise in the R2R process, including data collection, analysis, financial reporting, compliance, tax, treasury and financial planning. This comprehensive knowledge helps organizations optimize revenue, cash flow, margins and overall financial performance.
- **Focus on compliance and governance:** R2R services emphasize compliance with accounting standards, regulations and governance frameworks. These services include risk management practices, regulatory reporting, internal controls and adherence to applicable laws. The R2R process is vital in achieving compliance and maintaining financial stability.

From the 27 companies assessed for this study, 13 have qualified for this quadrant with 13 being Leaders.

accenture

Accenture's R2R business excels in end-to-end financial processes. Its expertise in R2R brings streamlined efficiency, the latest technology and a strong focus on compliance, enabling organizations to enhance accuracy, optimize costs and make informed decisions.

Capgemini

Capgemini provides end-to-end R2R services and aims to build on its strength in this area through continuous investment and innovation. Its AI-enabled R2R platform provides an integrated and frictionless experience to its clients.

cognizant

Cognizant stands out with its diverse partner ecosystem, enabling comprehensive R2R services. Its digitization tools and automation solutions, coupled with industry expertise, ensure efficient implementations and standardized processes, empowering client agility.

Deloitte

Deloitte has a strong legacy in the F&A domain with its expertise in advanced finance offerings. It is consolidating its position as a leader in this domain with its strategic focus on expanding in the FAO market.

EXL

EXL excels in comprehensive F&A services, specializing in intricate R2R functions. With expertise in technical accounting, statutory compliance, tax accounting and more, EXL delivers accelerated close cycles, accurate reporting, efficiency and compliance.

Leveraging its risk and compliance expertise and strong domain knowledge, **Genpact** provides comprehensive R2R solutions. Its end-to-end offerings enable organizations to achieve financial excellence while ensuring regulatory compliance and mitigating risks.

HCLTech

HCLTech leverages its partnerships and R2R expertise to deliver robust solutions. Collaborating with strategic partners, HCLTech provides comprehensive services in financial reporting, compliance and sustainability.

IBM

IBM's R2R services ensure seamless financial processes, from recording transactions to reporting. Leveraging automation and expertise, IBM drives accuracy, compliance and insights, enabling improved decision-making and financial performance.

Infosys

Infosys has an extensive service offering in the R2R domain. It empowers these services with its technological prowess through its in-house solutions, its partner ecosystem and value-added services such as Infosys GRC practice.

SUTHERLAND

Sutherland offers F&A services with a wide range of digital assets. These IPs provide an integrated intelligent platform, optimizing workflows, delivering insights, and enabling predictive models for improved efficiency. Sutherland also develops industry-specific solutions.

tcs TATA CONSULTANCY SERVICES

TCS offers comprehensive R2R services encompassing a wide range of functions. With a strong commitment to building robust controllership, TCS ensures effective financial governance, process optimization and enhanced operational control.

wipro

Wipro's enterprise performance management (EPM) services excel with a four-pillar approach to implementation, user experience, operations and financial success. Its strong R2R capability offers comprehensive compliance, analysis and reporting solutions, demonstrating its accounting expertise.

WNS

WNS empowers organizations with R2R services, leveraging its finance expertise and advanced analytics. Through technology-driven optimization and comprehensive compliance, WNS drives faster closes, process efficiency and seamless accounting.

Leader

"Genpact's R2R service offers end-to-end solutions with ESG capabilities, empowering organizations to drive financial excellence and sustainable growth."

Gaurang Pagdi

Genpact

Overview

Genpact is headquartered in New York, U.S. and operates in 35 countries. It has more than 118,900 employees across 90 global offices. In FY22 the company generated $4.3 billion in revenue, with some of its core sectors being banking and capital markets, insurance, hi-tech, manufacturing, hospitality, media, CPG, retail and healthcare. Genpact has over 15,800 R2R professionals serving more than 125 clients. It also has a pool of over 900 professionals supporting Enterprise Risk Consulting (ERC), enabling well-rounded R2R services.

Strengths

Leveraging domain experts: In addition to a large team of R2R professionals, Genpact has a dedicated pool of over 1,700 R2R domain experts. Its strong commitment to building its expertise is reflected in the tenure of its workforce, with over 55 percent of its employees having more than five years of working experience in the R2R domain.

Full-fledged ESG partner: Genpact's offerings help its clients set up ESG programs by providing the right controls and tools to monitor and achieve their ESG objectives. The company helps its clients with ESG *Controls Health Index* to assess, design and set up a control framework. It also has an *ESG readiness assessment framework* to help its clients assess the current state of its program, define a future state and develop a roadmap, leveraging metrics from global regulators. Genpact provides its clients with an *ESG data management tool* to centralize ESG data collection, processing and reporting.

Holistic R2R services: Genpact's R2R services cater to the specific requirements of its clients. The company has one of the most extensive offerings in the R2R domain. Genpact has invested heavily in IP framework solutions, which differentiates its offerings. As financial reporting is intertwined with risk and compliance, its services extend to Enterprise Risk Consulting, with more than 1,000 professionals supporting its clients with Sarbanes–Oxley (SOX), internal control and audits, compliance and IT risk.

Caution

Close to 90 percent of Genpact's business comes from large enterprises. As part of the expansion strategy, it has initiated a focus on transformation for starts-ups and private equity funded companies including SME market clients. Leveraging its experience and strength in the FAO industry, Genpact can develop solutions and offerings that cater to such markets.

Financial Planning and Analysis (FP&A)

Who Should Read This Section

The report is relevant to global enterprises across industries for evaluating financial planning and analysis (FP&A) outsourcing service providers that harness latest technologies to meet digital transformation demands.

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

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

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

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

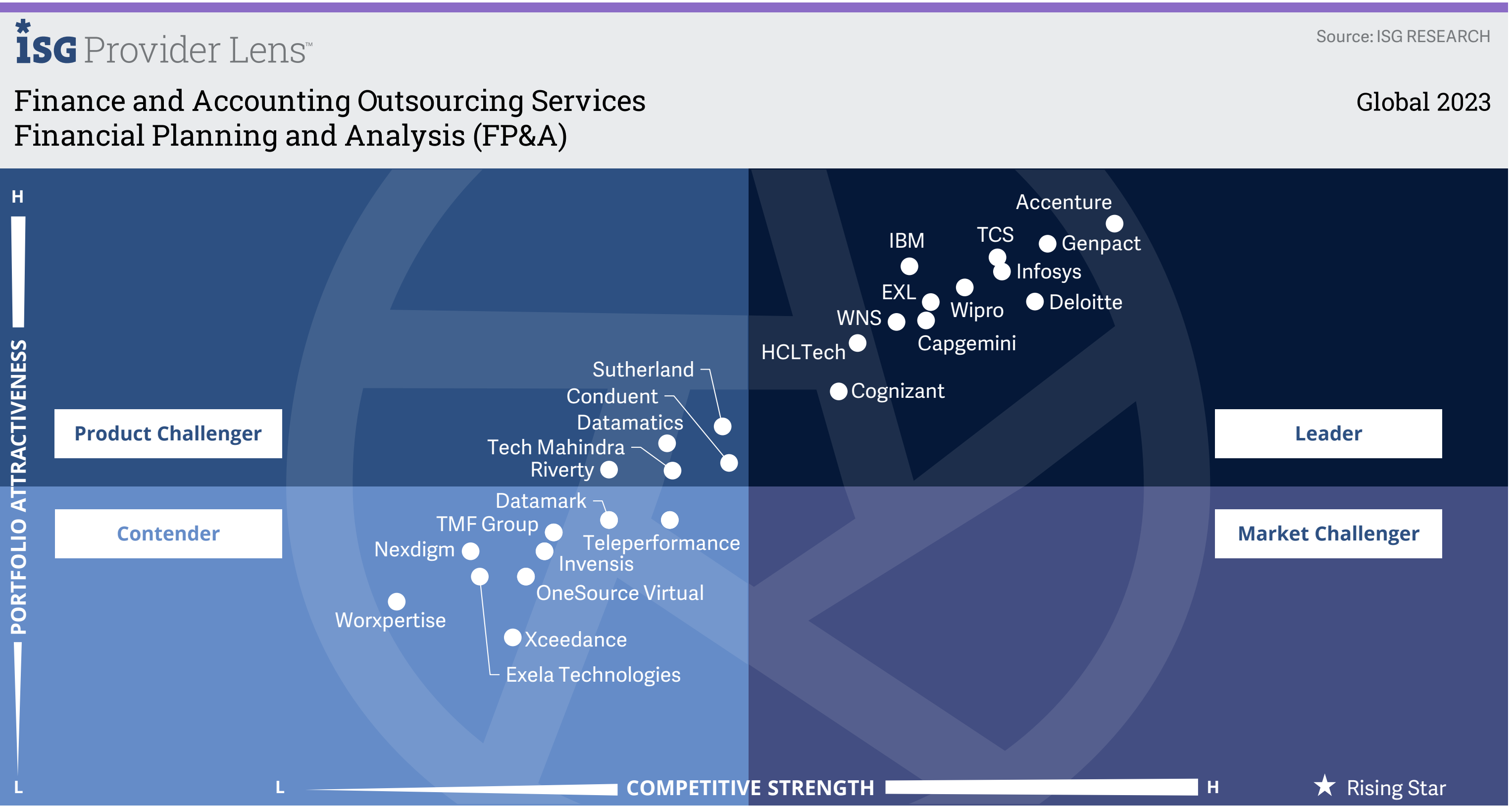
Service providers understand the global demand and offer strategic services, predictive costing and advanced analytics reporting to organizations. The solutions are developed to meet the unique needs of FP&A services globally across industries. Service providers consider portfolio expansion and core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

Chief financial officers (CFOs) should read this report to learn how providers can boost efficiency across FP&A processes and evaluate them based on their F&A portfolio strength and digital transformation services.

Chief procurement officers (CPOs) should read this report to know FP&A providers globally and understand how their offerings can improve the efficiency of overall procurement operations.

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.

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.



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

Gaurang Pagdi

Definition

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

- **Budgeting and forecasting:** Creating and updating budgets, forecasting future financial performance and monitoring actual performance against budget
- **Financial Modeling:** Developing financial models to support decision-making and evaluating the economic impact of different business scenarios
- **Performance Analysis:** Analyzing financial and operational performance data, identifying trends and issues and recommending improvements for better financial and operational performance
- **Strategic Planning:** Working with enterprises to develop and execute long-term financial plans and aligning financial goals with overall business strategies
- **Risk Management:** Identifying, assessing and managing financial risks, helping organizations to make informed decisions and preparing for potential economic challenges

These service providers help CFOs with timely and reliable financial insights and reports for effective decision-making to stay ahead of potential economic challenges and risks.

Eligibility Criteria

1. **Have a strong vision to grow the F&A practice** and offer end-to-end FP&A services
2. **Demonstrate deep domain and technology expertise and application of the same**, including automation, analytics, AI, ML, cloud and blockchain
3. **Have a strong partner ecosystem** across F&A service lines to drive innovation and digital transformation
4. **Can provide vertical-specific solutions** and offer guidance on process optimization to deliver tangible benefits
5. Have a strong consulting portfolio that includes **design thinking and alternative methodologies** to involve customers in designing products, services and transformation roadmaps
6. Demonstrate industry and domain expertise with vertically trained FTEs to deal with core finance functions and **lead the digital implementation** of roadmap design
7. Referenceable case studies

Observations

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

- **Data digitization** is a key trend, as companies consolidate and digitize data from various sources to enable better financial planning and create a single, unified source of information.
- **Additionally**, companies go beyond traditional FP&A services, offering strategic financial services, predictive costing and advanced analytics reporting to support CFO organizations.
- **Industry-specific solutions** are developed to meet the unique needs of different sectors, enabling tailored FP&A services. Building strong partnerships and investing in new technologies are crucial for driving innovation and enhancing capabilities.

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

accenture

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

Capgemini

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

cognizant

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

Deloitte

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

EXL

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

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

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

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

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

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

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

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

Leader

"Genpact's FP&A services drive transformation and innovation, empowering organizations with advanced insights and strategic decision-making capabilities."

Gaurang Pagdi

Genpact

Overview

Genpact is headquartered in New York, U.S. and operates in 35 countries. It has more than 118,900 employees across 90 global offices. In FY22 the company generated $4.3 billion in revenue, with some of its core sectors being banking and capital markets, insurance, hi-tech, manufacturing, hospitality, media, CPG, retail and healthcare. Genpact combines its extensive domain knowledge, consulting capabilities, and expertise in automation, AI and analytics to drive transformative changes in the FP&A operations of its clients.

Strengths

Going beyond traditional FP&A services: Genpact's strength in FP&A transformative services lies in its comprehensive approach, encompassing the operating model design, data and analytics capabilities, financial reporting expertise, and planning and forecasting support. By optimizing processes, leveraging advanced analytics, ensuring accurate financial reporting and enabling data-driven planning and forecasting, Genpact helps organizations achieve enhanced financial performance and strategic decision-making.

Shared risk commercial models: In recent deals, Genpact has created a *fees at risk* model, linking revenue to client outcomes. Most of Genpact's contracts are outcome/transaction based or hybrid.

Innovation and Ips: Genpact's innovation accelerates business transformation and the journey to its vision of 00001. Its Ips and innovations include a Working Capital Optimizer, Data 2 insight framework, industry-led KPI tree, Cora FP&A Analytics wireframes, CFO dashboard and industry-led reporting wireframes. These offerings drive process optimization, data-driven decision-making, enhanced user experience and operational efficiency for clients.

Caution

Genpact's strong association with the North American market presents an opportunity for expansion. To grow further, the company should focus on developing robust strategies to succeed in diverse regions, given the undercurrents in the economic world.

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

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.

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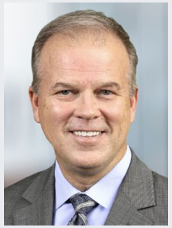
Sneha Jayanth is a senior research analyst at ISG and is responsible for supporting and co-authoring ISG Provider Lens™ studies on Healthcare, Procurement service and platform, FAO and other custom research. She has six years of experience conducting ICT related research and writing thought leadership content within various industries. In her previous role, she handled market analysis, and market intelligence and authored reports focusing on the latest technologies like IoT, AI, cloud, and blockchain.

She has also worked in a thought leadership division in the ICT industry managing blogs, reports, whitepapers, and case studies. She is responsible for writing enterprise content and the global summary report, which includes market trends and insights relevant to the border customer landscape.

IPL Product Owner



Jan Erik Aase
Partner and Global Head – ISG Provider Lens™

Mr. Aase brings extensive experience in the implementation and research of service integration and management of both IT and business processes. With over 35 years of experience, he is highly skilled at analyzing vendor governance trends and methodologies, identifying inefficiencies in current processes, and advising the industry. Jan Erik has experience on all four sides of the sourcing and vendor governance lifecycle - as a client, an industry analyst, a service provider and an advisor.

Now as a research director, principal analyst and global head of ISG Provider Lens™, he is very well positioned to assess and report on the state of the industry and make recommendations for both enterprises and service provider clients.

ISG Provider Lens™

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

For more information about ISG Provider Lens™ research, please visit this webpage.

ISG Research™

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

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ISG

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 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.

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

For more information, visit isg-one.com.

ISG Provider Lens™

AUGUST, 2023

REPORT: FINANCE AND ACCOUNTING OUTSOURCING (FAO) SERVICES