FAO Digital Outsourcing Services

Archetype Report

A research report aligning enterprise requirements and provider capabilities

June 2018
About this Report

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The research and analysis presented in this report include 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 was current as of May 15, 2018. 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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**EXECUTIVE SUMMARY**

**Digital Outsourcing Services**

Outsourcing services have been broadly impacted by digital technologies in terms of service delivery models, pricing models, contract values and durations, productivity possibilities and expectations, KPIs, innovation and several other factors. The Finance and Accounting (FAO) service line is no exception.

Today, agility is one of the biggest contributing factors to an organization’s success. Business agility requires leaders to have real-time information to make decisions, whether they are in the office or on the go. Finance is the heart of any organization, and to thrive in the market, a company’s finances must be maintained on a timely basis. Finance is a strong determinant of the health of the business, and the CFO is under constant pressure to weigh in on the financial considerations of any decision making. With the CFO role evolving and changing to be a less of a bookkeeper and more of a strategic business leader, CFOs must be empowered with information.

Finance departments must actively contribute to the business. Obviously, digital technologies are a game changer. They have the ability to empower CFOs with meaningful real-time insights that will help them focus on core operations and other business priorities.

While technology adoption is important, the functions of finance itself are subject to change. Companies must be up to date and adhere to tax submission requirements, country-specific regulations, industry-specific regulations and other controls. With ever-changing dynamics of the marketplace, enterprises must focus on many things or they will fall behind the curve. Hence, enterprises are partnering with service providers that can minimize enterprise investment in certain skills by leaving things to the service provider’s experts.
Some of the key trends that are transforming the finance and accounting space are:

**Design thinking is becoming important.** Transformation is not all about applying technology or automating processes, and it is not limited to just the back office. Transformation must be thought through more holistically. Starting from the end-user perspective to the middle office and back-end processes, everything needs to be transformed to achieve the right business outcome. Customer experience is becoming pivotal for business success and transformation. Applying design thinking principles to the transformation journey to achieve a seamless customer experience is imperative. Point solutions are good for achieving short-term goals, but in the long run, an enterprise needs holistic solutions.

**Cloud solutions and their benefits are apparent.** Cloud solutions are not new in this space. Most service providers in the market partner with vendors such as NetSuite to offer cloud solutions. Such vendors are compliant with auditing standards and provide off-the-shelf products for many industries. The advantages of getting real-time information and access to data anytime and anywhere are immense. Such access helps make businesses more agile. Real-time and cloud solutions can help enterprises reduce the burden of their legacy systems and even make it cost efficient to replace them.

**RPA will automate more than 50 percent of the F&A processes by 2020, according to ISG Research.** Finance and accounting was an early adopter of robotic process automation. RPA can have a huge impact on order-to-cash (O2C), procure-to-pay (P2P) and record-to-report (R2R) processes and transactions. RPA makes the biggest impact on order-to-cash processes, which require an average 43 percent fewer resources after being automated, according to the ISG Automation Index research. Today automation is an integral part of nearly every contract signed for FAO services. RPA has enabled service providers to talk more confidently to their clients about up-front savings or other benefits. Productivity is surging to 24 to 143 percent compared to historical norms of 5 to 10 percent, according to ISG Research.

**Artificial intelligence (AI) is creating noise in the F&A services space.** Since the advent of optical character recognition (OCR) technology that enables invoice processing for both paper and digital invoices, artificial intelligence has expanded to use natural language processing (NLP) capabilities to be able to read like humans and take automation to the next level by completing more complex functions. Fraud detection and exception handling are some areas where artificial intelligence is being applied. While enterprise AI adoption is low, we believe it will surge in the next one to two years as companies identify more use cases. On average, 47 percent of enterprise clients are looking to adopt natural language processing, machine learning, RPA, autonometrics, virtual customer agents or related technology, according to an ISG survey on automation and artificial intelligence.

**Analytics will empower CFOs.** Analytics is highly beneficial when it increases visibility of the company’s financial status. CFOs are leaning toward prescriptive analytics to support necessary actions and quick decisions. Some of the ways CFOs are empowered with real-time information to improve decision-making include dashboards that give insightful information for mitigating losses, reducing days sales outstanding or that provide action-oriented insights to improve cash flow. For example, CFOs no longer can wait until the end of the month to get visibility into cash flow, outstanding payables, sales or inventory.
Today, they are relying on analytics to get real-time insights into cash flow processes to gauge the financial strength of business at any time.

**Blockchain is a game changer.** Although blockchain is in its nascent stages, service providers are investing heavily in it and are identifying use cases. Blockchain is considered a game changer in the F&A space because of the huge potential to apply this technology. Blockchain for FAO is mostly in the proof-of-concept stage, with a handful of implementations happening today. Service providers believe blockchain has a lot to offer their clients in terms of better outcomes and reduced cost. While IBM is a big player in blockchain, other providers including Wipro are making significant investments and see huge potential.

**With technology comes confidence.** Traditionally, pricing models based on full-time equivalents (FTEs) and fixed fees were most prevalent in the F&A outsourcing market. However, with the advent of technology, and especially automation, FTE-based and fixed-fee pricing is becoming less popular among enterprises. Companies today are leaning toward transaction-based and outcome-based pricing models. For example, with RPA coming into play, providers are more comfortable promising higher productivity and outcomes when negotiating the agreement. Outcome-based pricing is gaining traction, especially with mature client enterprises.

**Specialization is not limited to finance.** With enterprises outsource to leverage technology and domain skills, vertical specialization is an important feature. The service provider’s industry knowledge is also an important factor that contributes to the success of an outsourcing engagement. Industry specialization has its advantages, including enabling relevant benchmarking exercises, understanding revenue models, identifying and applying the right technology, and giving the provider the ability to assess the client's offerings and suggest process improvements and other nuances for a vertical. This knowledge helps service providers deliver immense added value to their clients.
Introduction

Transformation is inevitable. It is a do-or-die proposition for enterprises in the digital era. If enterprises shy away from adopting digital technologies, then they are at risk of losing in today’s competitive environment. However, transforming with technology doesn’t mean changes should be made over night. Transformation is a journey, and having a clear roadmap on how to make the journey is extremely important. Transformation is not the same for all enterprises. It depends largely on where a company lie on the maturity curve.

For enterprises with legacy systems, large infrastructures or decentralized operations, the transformation journey will take time and may be rolled out in phases without disrupting existing operations. However, next-generation companies that do not have any burden of legacy are ready to adopt new technology quickly and are ready to adopt BPaaS solutions.

After outsourcing mere transactional processes such as order-to-cash and procure-to-pay, CFOs now are beginning to engage with service providers more holistically. They view providers as strategic partners that can provide meaningful insights and guide decision-making. More complex functions are being outsourced so the enterprise can get more complete, meaningful data and insights back from service providers. Tax, treasury, management reporting and other complex record-to-report functions that were typically retained by enterprises are now being outsourced, according to ISG advisors. Businesses also are open to outsourcing processes like exception handling, budgeting and forecasting, and external reporting to financial authorities.
About This Research

This ISG Provider Lens™ report summarizes the relative capabilities of 19 FAO service providers and their abilities to address the requirements of five typical, frequently encountered categories of enterprise buyers ("archetypes"). Each archetype represents a unique set of business and technological needs and challenges. Our research found no shortage of providers with capabilities to satisfy the FAO needs across most user archetypes. This is due in large part to two core realities regarding the archetypes:

1. The characteristics of each archetype are moving targets because, while the core requirements rarely change, the relative importance of different requirements can vary based on business and/or technology environment changes.

2. Most enterprises, especially larger firms, tend to have multiple archetypes. As each archetype's requirements evolve based on business and technological changes, so too does the presence and value of each archetype within the enterprise. Therefore, enterprises have an ongoing series of choices when it comes FAO service provider selection. They will need to strike a balance between optimal business value and relative cost of the provider engagement, integration and management. Market changes, new business models, fluctuating economic factors and other variables continually add to and subtract from user needs.

This report uses research and analysis from ISG's long-running work with enterprise clients and BPO services providers to identify and examine key changes in, approaches for and buyers of finance and accounting services. We map the user-side requirements to provider-side offerings and capabilities. Not every user enterprise has the same requirements. In this report, we use five buyer archetypes – detailed in the following sections – to identify and assess buy-side requirements for business value relative to provider-side offerings and capabilities. All revenue references are in U.S. dollars ($US) unless noted.

The assessment methodology has been developed and refined over several years of working with buyers to understand and articulate their services requirements, and from working with services providers to understand how those buyer requirements influence the development of suitable solutions and go-to-market strategies.

This report assesses the capabilities of 19 providers. Some services providers that are typically included in our work are not included in this report because they were unable to or declined to participate. They may be included in future versions of this report, based on merit and on the services providers' willingness to provide current and relevant materials. Readers should not make any inferences based on a services provider's absence from this report.
How to Use This Report

This report is intended to provide advice founded on ISG’s experienced-based, proprietary assessment of services providers’ relative suitability to the needs of the typical FAO customer. This advice is then applied across each of the five archetypes as profiled. No recommendation or endorsement is indicated, suggested or implied. Clients must make the decision to engage with any provider based not only on their specific, current workplace needs but also on other factors such as cost, culture and timing.

This report is organized into the following major sections.

- **Client Archetype Descriptions.** This section identifies and describes the most common user-side archetypes that we have identified in our ongoing research and analysis.

- **Assessments by Archetype.** These sections first detail each of the client archetypes, along with the types of service offerings each typically requires to realize the most business value. Each archetype section includes our assessment of the relevant capabilities and positioning of the services providers surveyed and interviewed. It covers the relative suitability of the providers for each archetype based on the information they have provided to ISG. These assessments are developed using the data, analysis and comparative methodology described in the Methodology section.

- **Methodology.** In this section, we outline and explain how we developed and applied the data, analysis and insights provided in this report.

**Please note:** This report presents service providers’ known capabilities in the context of user enterprises’ typical project needs (which are categorized as specific archetypes). This report is not meant to rank providers or to assert that there is one top provider with capabilities that can meet the requirements of all clients that identify themselves as a particular archetype.
CLIENT ARCHETYPE DESCRIPTIONS

The client archetypes used in this report (and in our ongoing advisory and consulting engagements) represent the various types of clients ISG has observed and how we classify them according to their relative outsourcing maturity and objectives. Each client archetype encapsulates the typical characteristics of a specific type of buyer that is looking to outsource one or more processes or functions. The use of archetypes enables us to develop sets of characteristics and needs that can be applied uniformly and repeatedly across multiple environments, industries, provider types and other variables within one service line.

The archetypes are not meant to be comprehensive examinations of all potential or likely client situations and requirements. They are meant to provide a simple, relevant and repeatable set of user-side requirements against which a similarly simple, relevant set of provider capabilities can be assessed.

The archetypes included in our reports are based on the most current marketplace knowledge regarding prevalent buy-side goals, resources, initiatives and requirements. Archetype characteristics are also developed (and refined over time) based on our advisory and consulting work with enterprise clients and IT service providers, and on our global business IT market research and advisory programs.
TRANSACTIONAL SERVICES BUYERS

Typically, these are first-generation outsourcers that are looking to outsource less complex finance functions that are repetitive and transactional in nature. The typical order-to-cash, procure-to-pay and some record-to-report transactions are the most frequently outsourced functions. These buyers are looking for point solutions and are not inclined to outsource other critical finance functions. One of the key characteristics of this archetype is they want to reduce cost of processing transactions by using offshore labor arbitrage.

AUTOMATION IMPLEMENTERS

Moving from first-generation outsourcing to second-generation outsourcing, these buyers are looking to leverage technology, and their outsourcing objective is not limited to cost savings. The clients in this archetype want to use technology and outsource more of their critical functions and to get deeper insights to support decision-making. Automation in this category is not limited to rules-based automation; instead the automation blends intelligence into the process.
TRANSFORMATION-ORIENTED BUYERS

Buyers in this category are looking to transform their F&A operations to be ahead of the curve, improve customer experience and better use technology to their advantage. Embracing the chain of digital technologies is of prime importance for these buyers. Their outsourcing objective is not limited to transactional processes. They want to go a step farther and outsource more complex functions so they can better use data for their finance functions. CFOs want to focus on their core business and use technology to get real-time insights to make quick decisions so their finance departments can function more effectively.

VERTICALLY FOCUSED BUYERS

Clients in this archetype operate in highly regulated or competitive environments and are looking to strategically partner with providers that can not only bring best-of-breed technology but also industry expertise. Vertical specialization with strong domain expertise is a prerequisite for serving this type of client.

Vertical specialization plays a key role in benchmarking, bringing in industry best practices to customize the solutions with apt technological solutions.

HOLISTIC BUYERS

Clients in this archetype are looking to outsource end-to-end F&A functions so they can focus on their core business activity. They are looking for a strategic partner that can understand their business and its related processes and offer solutions that can help them achieve their business objectives. Technology implementation and process improvement are other key objectives.
These buyers are typically first-generation outsourcers that are looking to outsource the less complex finance functions, especially those that are repetitive and transactional in nature. The typical order-to-cash, procure-to-pay and some record-to-report transactions are the most frequently outsourced functions. These buyers are looking for point solutions and are not inclined to outsource other critical finance functions. One of the key characteristics of this archetype is they want to reduce cost of processing transactions by using offshore labor arbitrage.

Clients in this archetype have low IT maturity and are not digitally inclined. They want to reduce their spending on people for routine transactional services and take advantage of the skilled labor and technology that service providers have to offer so they can focus on improving their business operations. Transactional Services Buyers usually adopt FTE-based or fixed-fee contract models when engaging with service providers.

Having skilled labor that has domain expertise and understands the local norms and regulations is a prerequisite for serving these buyers. Local language support and strong F&A capabilities and experience play an important role when clients are choosing service providers. For larger enterprises, it is important for service providers to have a global presence that can support clients from offshore or nearshore locations.

Considering the kind of transactions the Transactional Services Buyer archetype outsources, there is huge scope for basic automation. Service providers can apply rules-based automation to improve efficiencies, eliminate errors and reduce costs in these processes.
Transactional Services Buyers Objectives

- Overcome insufficient in-house capability in terms of skills and technology
- Save costs through offshore labor arbitrage or automation
- Take advantage of language support capabilities
- Leverage global expertise and presence
- Leverage domain expertise
- Leverage flexible pricing models

Fig 1

Transactional Services Buyers - Influence of Provider Capabilities

- Increase in future influence
- Decrease in future influence

- Domain Expertise
- Scale of Operations
- Traditional Pricing Models
- Languages Supported
- Archetype Experience

Size based on relative current importance in the archetype profile
Of the 19 services providers included in our research, eight stand out above the others as matching the Transactional Services Buyers Archetype based on our assessment of their capabilities as described in the Methodology section in the Appendix. These eight, referred to as Archetype Leaders, and their relevant capabilities are presented in Figure 2, and briefly examined in the following sections.

Note: The service providers listed are arranged in alphabetical order. No ranking is implied.
Conduent

Conduent is one of the most experienced players in the FAO market. It has been offering services for more than 20 years (when it operated as ACS). It has undergone various organizational changes since ACS’s acquisition by Xerox in 2010 and the subsequent divestiture of Xerox’s BPO services in 2017. The company offers F&A services for O2C, collections, procurement, payables and record to report. The company continues to expand capabilities in those areas, in addition to building its business consulting capabilities. Almost 20 percent of Conduent’s clients are categorized as transactional buyers that continue to opt for FTE-based and fixed-fee pricing models to achieve cost efficiency. Conduent is one of the few service providers to leverage partnerships with Emagia, Blackline, Tradeshift, Ariba and Concur to offer transactional FAO services. Almost 70 percent if its employees support the procure-to-pay function, which also accounts for the majority of its FAO revenue. Conduent’s F&A delivery operations are largely concentrated in Asia with more than 65 percent of its workforce situated there. It has more than 20 delivery centers across 12 countries globally and provides support in 14 languages.

Cognizant

Cognizant has been offering Finance and Accounting Outsourcing (FAO) services for more than a decade and primarily focuses on large enterprises and midmarket clients to offer procure-to-pay (P2P), order-to-cash (O2C) and record-to-report (R2R) services and solutions. More than 60 percent of the company’s contracts are modeled around fixed fee, time and materials or FTE-based pricing as companies continue to look for cost savings. Cognizant offers a complete FAO services portfolio and its workforce is equally spread across the three finance functions (P2P, O2C and R2R). The company has developed its own accounts payable platform, Catalyst, to offer P2P services, and leverages partnerships with leading platform providers to offer O2C and R2R solutions. Cognizant delivers F&A outsourcing services globally from more than 20 delivery centers across 13 countries and supports 18 languages. More than 70 percent of its FAO revenue comes from the Americas region followed by almost 25 percent from Europe and the remainder from Asia Pacific.
Genpact

Genpact is one of the largest players in the FAO market and has been offering F&A services for large enterprises since 1997. More than 80 percent of its FAO employees are based in Asia and almost 40 percent are engaged in supporting record-to-report functions followed by 35 percent in procure to pay. Genpact delivers FAO services from 45 delivery centers located across 13 countries and supports 30 languages. It primarily leverages its proprietary platforms to deliver various order to cash and procure to pay services in addition to partner solutions from Ariba, Tungsten, Concur, Tradeshift, Coupa and others. Genpact relies on partner technology from specialists like Blackline, JD Edwards, Hyperion, Cognos, Oracle, Microsoft Dynamics and Onesource in addition to its Cora platform to offer services like account reconciliations, reporting, month-end close tracking, budgeting and other record-to-report activities.

HCL Technologies

HCL delivers FAO services for large enterprises in North America, Europe and Asia from 33 delivery centers located across 12 countries. The U.S. and Europe account for more than 70 percent of its FAO revenues, while almost 80 percent of its FAO resources are based out Asia, thus enabling it to offer low-cost location benefits to clients. HCL reported that the majority of its contracts are based on FTE or fixed-fee pricing. The company provides complex general accounting functions for various clients however more than 40 percent of its FAO workforce supports order-to-cash functions followed by 30 percent supporting procure-to-pay activities. HCL primarily focuses on the financial services and insurance industries and gets almost 60 percent of FAO revenue from those verticals. It is diversifying into other industries including manufacturing, healthcare, travel and transportation and telecom. HCL supports 17 languages, which include major European languages in addition to English and a few Asian languages. HCL primarily leverages solutions from partners like Ariba, Coupa, Kofax, SAP, Oracle, Blackline, Trintech, Hyperion, Cognos and others to deliver procure-to-pay and record-to-report services. HCL also leverages its proprietary tools, Toscana™ AP Platform and Toscana™ AR workbench, which offer best-of-breed platforms for faster implementations.
IBM

IBM is one of the largest FAO service providers and has more than 20 years of domain experience. It offers procure-to-pay, order-to-cash and record-to-report services for both large enterprises and small and mid-size businesses. P2P services are included in 88 percent of its FAO contracts and 45 percent of its FAO workforce is engaged in providing those services, IBM is among the providers with the highest averages for number of journal entries and account reconciliations processed monthly. IBM provides FAO services from 23 delivery centers across 17 countries and supports more than 40 languages globally. Almost 20 percent of its clients can be categorized as transactional FAO clients while more than 75 percent of its contracts follow the FTE-based or fixed-fee pricing models. The Americas account for more than 60 percent of IBM’s FAO revenue, followed by Europe and Asia Pacific. IBM primarily focuses on manufacturing and retail verticals, with the two sectors accounting for more than half of its FAO revenue. It leverages its partner ecosystem along with proprietary tools and platforms like IBM Watson and IBM Planning Analytics to deliver transaction processing services under different finance functions.

Infosys

Infosys has reported that 60 percent of its FAO clients are on either time-and-materials, FTE-based or fixed-fee contracts, even though only 25 percent of its clients can be categorized as transactional buyers. Infosys offers FAO services for large enterprises and SMBs from 21 delivery centers in 12 countries and supports 28 languages. About 40 percent of the company's FAO workforce is engaged in supporting order-to-cash, activities followed by nearly one-third supporting record to report. Infosys leverages a combination of its own tools and platforms and third-party applications from Tungsten, Taulia, Tradeshift, Coupa, Concur, High Radius, Adaptive Insights and many others to support different transaction processing activities. It has developed proprietary solutions like Infosys Cash Application Solution (ICAS) to support faster resolution of unapplied cash and quick resolution of debit/credit notes, and the Infosys Collection and Dispute Management (ICDM) tool to optimize and monitor the collection and dispute management workflow. Infosys Modular Accounts Payable Solution is an end-to-end managed AP service, and in R2R, Infosys offers proprietary solutions like Infosys General Ledger Solution, Journal Entry (IGLS – JE), Period End (IGLS – PE) among others. The Americas and Europe account for more than 70 percent of FAO revenues at Infosys, while majority of its workforce is based out of Asia.
Wipro

Wipro has been delivering FAO services for more than 20 years and primarily focuses on delivering procure-to-pay, order-to-cash and record-to-report services to large enterprises. More than 40 percent of its FAO resources support R2R activities while more than 30 percent are engaged in P2P. Wipro is moving away from traditional pricing models, and less than 40 percent of its contracts were signed under FTE-based or fixed-fee pricing methodologies. FAO services are delivered from 34 delivery centers located across 13 countries and Wipro offers language support capabilities for 33 languages. The Americas account for close to 70 percent of FAO revenues and Europe accounts for 20 percent Europe. Wipro uses its partnerships with Tradeshift, Ariba, Causeway, Coupa, Oracle, High Radius, Navision, Blackline, Chesapeake System Solutions and Adaptive Insights with its proprietary tools and platforms to offer a comprehensive F&A processing services portfolio.

WNS

WNS has more than two decades of domain experience in delivering FAO services for large and mid-sized companies. WNS offers multilingual FAO capability with support for 30 languages. It delivers FAO services globally from 20 delivery centers in 11 countries. About 85 percent of its FAO resources support procure-to-pay and order-to-cash services. About half of the company's FAO clients are in the Americas while more than 85 percent of its FAO employees are based in Asia in locations like India, Philippines and Sri Lanka. More than 50 percent of WNS's FAO contracts are modeled around FTE-based or fixed-fee pricing. It has developed various F&A processing tools by leveraging partner solutions from Kofax, Newgen, Tradeshift, Tungsten, Concur, High Radius, Blackline, Trinitech and others. WNS TRACTM is a proprietary solution that offers process management for all F&A functions and includes advanced reporting capabilities.
OTHER NOTEWORTHY PLAYERS – TRANSACTIONAL SERVICES BUYERS

Some other providers scored high in one or more areas that are important for the Transactional Services Buyers Archetype clients. However, they were not categorized as leaders for this archetype because they did not rate high in enough categories.

Noteworthy providers (services providers with a high score in one or more categories) for Transactional Services Buyers Archetype are:

- Accenture
- Capgemini
- DXC
- EXL
- Intelenet

- Accenture
- Capgemini
- DXC

- Accenture
- EXL
- Sutherland

- Aegis
- EXL
- Hexaware
- Intelenet
- Sutherland
- Tech Mahindra

- Accenture
- Aegis
- EXL
- Hexaware
- Intelenet
- Tech Mahindra
AUTOMATION IMPLEMENTERS

These buyers are moving from first-generation outsourcing to second-generation outsourcing and looking to leverage technology. Their outsourcing objective is not limited to cost savings. The clients in this archetype are looking to leverage technology and outsource more of their critical functions and gain deeper insights to support decision making.

Automation in this category is not limited to rules-based processes – it taps into intelligent automation. Technology for this archetype must be able to gather insights from unstructured data and process both paper and digital invoices. Clients in this archetype are open to sharing more data with their service providers so it can be used to train automation bots to do more intelligent work, thus reducing human effort and errors. Some processes that are likely candidates for automation include dispute management, fraud detection, reconciliations and exception handling. These clients also are looking for platforms to help them generate standard reports as part of management reporting.

Automation Implementers are embarking on their digital journey. The journey is not limited to RPA but goes a step further to enable decision-making and managing the enterprise’s finances more efficiently. Moving toward outcome-based or risk-sharing models, these clients are looking for flexible or hybrid pricing options. They are driven by the need to improve the customer experience and want to use automation and/or artificial intelligence to improve customer experience.

Service providers in this space are offering artificial intelligence with natural language processing capabilities either through their in-house platforms or partnerships. Bots are trained to the level of being able to make decisions and humans are only involved in complex processes. Service providers are also offering advanced OCR technology to enable electronic invoice processing for both paper and digital invoices. Service providers need to demonstrate domain expertise to help clients standardize P2P and O2C processes and make them ready for automation.

Some processes that are likely candidates for automation include dispute management, fraud detection, reconciliations and exception handling. These clients also are looking for platforms to help them generate standard reports as part of management reporting.
### Automation Implementers

**Client Objectives**

- Significantly improve productivity and efficiency
- Leverage automation/AI to reduce human effort and cost
- Rely on domain experts
- Bring best-of-breed automation products and solutions
- Leverage outcome-based pricing models

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**Automation Implementers - Influence of Provider Capabilities**

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<th>Automation Capabilities</th>
<th>Pricing Flexibility</th>
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**Automation Ecosystem**

Size based on relative current importance in the archetype profile
Of the 19 services providers included in our research, nine stand out above the others as matching the Automation Implementers archetype based on our assessment of their capabilities as described in the Methodology section in the Appendix. These nine companies referred to as Archetype Leaders, and their relevant capabilities are presented in Figure 5 and briefly examined in the following sections.

Note: The service providers listed are arranged in alphabetical order. No ranking is implied.

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Cognizant has a combination of proprietary platforms and partnerships to deliver automation solutions to its clients. Cognizant’s own platforms include an RPA-as-a-service solution from HPA, a Cognizant company, Automatika, DAF (Digital Automation Fabric) and Adpart, and partners such as Automation Anywhere, UiPath and Blue Prism for RPA. The HPA automation platform is delivered through an as-a-service delivery model and has deployed more than 1,000 bots. The company has partnerships with cognitive technology vendors WorkFusion and Chatterboxlabs. Cognizant’s proprietary tools have various automation offerings. Its automation suite encompasses image-to-digital data assimilation and solutions for OCR. Automatika is equipped to support knowledge work automation using NLP, machine learning, neuromorphic computing, text mining and auto reconciliation. Adpart is an automated and iterative tool that helps visualize best practice process, understand current gaps and create a transformation roadmap. It also serves as a controlled process library. Cognizant has deployed advanced digital tools for more than 70% of its clients.

Cognizant

One of the five essentials of Accenture’s intelligent operations is applied intelligence, which is a combination of integration automation, smart analytics and artificial intelligence (AI). Accenture’s Intelligent Automation Platform has end-to-end automation capabilities and visual intelligence that enable improved user experience. With domain business background, Accenture has a strong team of more than 11,000 advisors that actively look for opportunities to expand the role of automation across various industries and more than 3,500 automation experts dedicated to innovating, incubating and executing automation solutions for their clients. Accenture has automated several F&A processes across procure-to-pay, record-to-report and order-to-cash functions using unified desktop, optical character recognition (OCR) and AI technologies. Cognitive applications have been applied for legal contracts and contract renewals. With a large pool of more than 20,000 automation solutions, Accenture has delivered high returns to its clients in terms of bottom-line savings, reduced work hours and effort optimization. Accenture has more than 40 AI advisors who have helped in successful AI implementations to improve accuracy in journal entries, reduce reconciliation errors, and other applications like intelligent email advisor with natural language processing (NLP) capabilities and sentiment analysis. Accenture partners with Automation Anywhere and IPSoft Amelia to build its automation capabilities. Accenture’s automation infrastructure and advisory services enables its clients to rapidly deploy automation solutions.
DXC

DXC’s uniquely positioned Agile Process Automation offering is a top-to-bottom approach for business process automation solutions. In partnership with Blue Prism and UiPath, DXC is geared to offer range of automation solutions to its clients that is backed by a robust automation advisory practice. DXC also has various partnerships with vendors in cognitive technologies such as Google Tensorflow. The objective of Agile Process Automation is to bring robotics, automation, machine learning, AI and cloud models into one complete agile solution. Agile Process Automation also brings humans together with AI and robots into a “hybrid digital workforce.” DXC offers long-term governance to ensure the hybrid digital workforce is meeting the desired expectations. To up its game in AI, DXC introduced DXC Bionix™, which is its approach to intelligent automation. Bionix™ uses data mining, machine learning and predictive intelligence along with process streamlining. With its strong foundation in robotics and its new AI platform, DXC is creating a track record in automation showing success in cost reduction, effort optimization and improved productivity.

EXL

EXL offers clients a range of automation solutions from RPA to more advanced automation such as machine learning and other cognitive technologies. By partnering with industry-leading automation experts such as Automation Anywhere, Blue Prism, UiPath and WorkFusion, EXL offers end-to-end robotic automation services ranging from automation advisory, proprietary methodologies on its BluePRINT™ robotic and cognitive roadmap, implementation and managed automation service delivery. EXL has more than 600 bots deployed across industries and across F&A processes such as procure to pay, order to cash and record to report. EXL partners with Antworks ANTstein, IBM Watson, Google Tensorflow and Microsoft Azure AI and ML to offer advanced automation capabilities such as OCR technology, NLP and image recognition. It has applied intelligent automation and machine learning capabilities to F&A areas including paper invoice image processing, content validation and legal summarization. Committed to delivering transformation capabilities to its clients and enriching the processes, EXL continues to invest heavily in automation and AI capabilities. EXL is an established player in the F&A services and brings strong domain expertise that further helps determine the right application of technology to improve processes. EXL has shown successful outcomes such as 45-50 percent increases in auto invoice posting, improved efficiency scores and reduced costs.
Genpact

Genpact offers a comprehensive range of RPA solutions to its clients, in partnership with Automation Anywhere, Blue Prism, UiPath, OpenSpan and WorkFusion. With over 1,100 bots deployed across F&A services, Genpact also offers strong automation consulting with more than 150 consultants. It houses more than 1,000 RPA experts and has the capability to set up RPA centers of excellence for clients. In addition to consulting and implementation services, Genpact offers automation as a service. As one of the leading industry experts in F&A services, Genpact brings strong domain expertise combined with technology to create “RPA in a box” and “Pareto Bots” that reduce implementation time significantly. Genpact acquired Rage Frameworks to strengthen its AI capabilities. Genpact partners with YSEOP for NLP capabilities, SYSTRAN for language neutralization, Inbenta for chatbot functionality, Mendix, SparkBeyond and IBM Watson. Building on its partnerships and in-house capabilities, Genpact built its proprietary AI-based platform called Genpact Cora. Genpact’s key areas of focus are computational linguistics, conversational AI, computer vision and data science AI. Genpact also comes with a proven track record of measurable outcomes for successfully implementing robotics and AI for its clients.

IBM

With IBM Watson as one of its key offerings, IBM stands out as a leading player in the Automation Implementers archetype. Watson is a clear differentiator for IBM and is equipped with capabilities that can transform F&A services. IBM partners with Blue Prism, Automation Anywhere and WorkFusion to deliver RPA services to its clients. IBM offers strong automation advisory services and robotics can be delivered through an as-a-service model. IBM delivers robotic automation services to more than 80 percent of its F&A clients. Built in-house, IBM Watson is powered to offer business decision support to CFOs. Its vast cognitive capabilities can automate complex finance functions including record-to-report and transform them into touchless transactions. Watson also has cognitive embedded process redesigning capabilities. With Watson’s analytics and cognitive capabilities, IBM has been able to deliver measurable results in improved days sales outstanding, reduced aged receivables, reduced bad debt reserves, reduced costs and improved processes.
**Sutherland**

As one of the leaders in this archetype, Sutherland strives to stay ahead in technological advancements through both created and acquired intellectual property (IP). Sutherland partners with UiPath and has a proprietary RPA tool called SmartRPA, which is part of its comprehensive Finance SmartSuite Platform. This platform is fully equipped to deliver an end-to-end automation solution to clients, through design, implementation and ongoing automation management. Unique consumption models include Innovation as a Service (IaaS) and Business Process as a Service (BPaaS), where the whole gamut of Sutherland's Finance SmartSuite automation platform (SmartAP, SmartOCR, SmartPO, SmartSP, SmartRPA, SmartOPs, SmartJE, Smart Mortgage, SmartAviation, and SmartSales) is made available to its clients either as an entire suite of products and services or a specific as a service module. To enhance its analytics capabilities, Sutherland acquired Nuevora and coupled its cognitive analytics capabilities with its intelligent automation platforms to enable advanced automation across various finance functions for better decision-making. Through a mix of proprietary or acquired IP, Sutherland offers its latest technologies so its clients can accelerate growth.

**Infosys**

With Infosys' Zero Distance approach, the provider is devoted to bringing innovation to its clients at every stage of the outsourcing cycle. Backed by its proprietary NIATM artificial intelligence platform called AssistEdge, Infosys is one of the leaders in the Automation Implementers archetype. Infosys’s AssistEdge platform offers end-to-end robotic automation solution to its clients. From touchless processes to assisted automation, AssistEdge is equipped to provide automation through four modules: Smart User Environment, Robotic Process Automation, Real Time Expertise Manager and Integrated Device Monitoring. Further, the Infosys’ RPA center of excellence has in-house expertise across all leading robotic partners including Automation Anywhere, Blue Prism, UiPath, WorkFusion and Pega. Infosys NIA offers deep machine learning, NLP, OCR technologies and smart bot capabilities. The platform offers three key components: NIA for Knowledge captures, formalizes and processes knowledge using OCR and NLP technologies; NIA for Data offers strong analytics capabilities; NIA for Automation supports cognitive automation. Infosys NIA has more than 20 business solutions across F&A processes. The AI and machine learning-enabled platform is built modularly and has integrated components including OCR/Workflow/Matching Engine/Portal and Payments, and an inbuilt BOT library. Infosys also partners with leading third-party AI platforms on selected projects to deliver cognitive automation. Infosys has deployed NIA for few of its clients and has proven results such as reduced cost, improved productivity and reduced query resolution time. Infosys has strong domain expertise in F&A and this benefits its clients because Infosys can bring a strong blend of domain knowledge and technology.
Unisys' data center outsourcing business revenue predominantly comes from the BFSI, government and public-sector verticals. Cloud and infrastructure services contribute nearly half of its services revenue. Unisys boasts a high client retention rate, with top clients having a long relationship tenure. The company has delivery centers globally and approximately 25 data centers under management.

Like most other service providers, Unisys' vision of the market is centered around hybrid clouds and the software-defined enterprise. It has several clients whose hybrid clouds are being managed through a single pane of glass. For SDDC design and implementation, Unisys provides advisory services, plus application and infrastructure assessment, cloud/data center design and implementation and hybrid IT management services.
Some other providers scored high in one or more areas that are important for the Automation Implementers clients. However, they were not categorized as leaders for this archetype because they did not rate high in enough categories.

Noteworthy providers (services providers with a high score in one or more categories) for Automation Implementers clients are:

### Automation Implementers

#### Automation Capabilities
- Aegis
- Capgemini
- HCL
- Hexaware
- Tech Mahindra
- WNS

#### Automation Ecosystem
- HCL
- Hexaware
- Tech Mahindra

#### Pricing Flexibility
- Capgemini
- Datamatics
- HCL
- OneSource Virtual
- Tech Mahindra
- WNS

#### Proven Track Record
- Aegis
- Intelenet
- WNS
Cost reduction remains an objective, however, it is not the top priority for these buyers. Transformation is their primary objective. Clients in this archetype focus on technological advancements and improving day-to-day finance and accounting activities, with an emphasis on improving customer experience. Clients engage with service providers on a risk-sharing basis, using outcome-based model or hybrid pricing models. They also rely on service providers to be able to take them through the transformation journey with process improvement suggestions.

To cater to this set of clients, services providers are expected to be equipped with technology such as cloud solutions, integrated ERP systems, analytics solutions, intelligent automation, machine learning, NLP and cognitive computing, among others. Along with technology, the provider’s ability to provide consulting to its clients is key to transformation. To enable scalable and faster-to-market opportunities, services providers also offer BPaaS solutions that organizations can implement relatively quickly.
Transformation-Oriented Buyers Client Objectives

- Get real-time insights
- Leverage technology for speed to market
- Gain the competitive edge
- Improve end-user experience
- Engage with flexible pricing models and risk sharing
- Accelerate decision-making
- Create collaborative approach
- Build strategic relationship

Transformation-Oriented Buyers - Influence of Provider Capabilities

Size based on relative current importance in the archetype profile
Of the 19 services providers included in our research, nine stand out above the others as matching the Transformation-Oriented Buyers archetype based on our assessment of their capabilities as described in the Methodology section in the Appendix. These nine leaders, referred to as Archetype Leaders, and their relevant capabilities are presented in Figure 8, and briefly examined in the following sections.

Note: The service providers listed are arranged in alphabetical order. No ranking is implied.

### Figure 8: Transformation-Oriented Buyers

<table>
<thead>
<tr>
<th>Service Provider</th>
<th>Consulting Framework</th>
<th>Digital Solutions Capabilities</th>
<th>Automation Capabilities</th>
<th>Proven Track Record</th>
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<tbody>
<tr>
<td>Accenture</td>
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<td>Capgemini</td>
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<td>Cognizant</td>
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<td>Infosys</td>
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<td>Sutherland</td>
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<tr>
<td>Wipro</td>
<td>●</td>
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</table>
**Accenture**

With a strong foothold in the F&A services industry, Accenture not only has the benefit of being an industry and domain expert but of also being a strong technology partner. Accenture is one of the leading players in this space and continues to disrupt the industry with its technological advancement that fundamentally changes how it delivers the F&A services to its clients. With an objective to transform the finance function into intelligent finance operations, Accenture helps its clients embark on the transformational journey by introducing technology. Accenture offers end-to-end automation with its cloud-based Intelligent Automation Platform that includes robotic process automation and advanced cognitive automation. Accenture has a strong consulting practice with dedicated domain advisors and automation experts with design-thinking abilities. Accenture acquired OPS Rules to enhance its analytics capabilities and has a partnership with Google. Accenture has strong predictive analytics abilities. The company continues to make strategic acquisitions in digital capabilities to help maintain its ability to lead and help clients transform.

**Capgemini**

With more than 15,000 F&A professionals, Capgemini is an industry expert in F&A services. Capgemini’s Global Enterprise Model (GEM) methodology looks at reengineering finance functions to optimize operations and enable rapid transformation. While GEM focuses on transformation from the business process and domain perspectives, Capgemini’s ESOAR methodology identifies technology implementation opportunities. With more than 600 RPA artifacts and 300 or more bots in action, Capgemini’s Virtual Delivery Center is equipped to deploy robotics. Capgemini’s FAO-as-a-Stack is a comprehensive plug-and-play BPaaS solution for F&A. And its cloud and automation solutions are delivered in partnership with NetSuite, Oracle, Microsoft, UiPath, inStream and others. Capgemini’s analytics support key objectives like revenue generation, cash flow improvement and margin improvement. Capgemini continues to invest in intelligent automation and cognitive technologies to take its clients through the transformation journey.
Cognizant

Cognizant’s Digital Finance-as-a-Service (DFaaS) offering is a cloud-based integrated framework that seamlessly brings together multiple systems from disparate ERPs and an intelligent orchestration layer that connects to robotics and analytics and a business process management layer for key visualization and insights. This BPaaS offering has embedded analytics, process optimization capabilities and intelligent process automation. Cognizant delivers its BPaaS solution in partnership with some of the leading platform vendors. Cognizant has made significant investments in automation, including robotics and AI. It offers automation as a service through its proprietary HPA solution. In partnership with data visualization tools such as Qlikview and Tableau, Cognizant offers a range of proprietary analytics solutions to its clients. These Cognizant solutions include BigDecisions, PLATO, SpendWiz, HAP, Liveinsights. Cognizant continues to invest in analytics to evolve in the areas of spend analytics and control analytics, working capital analytics and revenue assurance analytics. Leaning on its Digital First strategy, Cognizant acquired Idea Couture to enable transformation conversations with its clients to improvise their digital customer experience (CX). Cognizant Business Consulting (CBC) provides finance transformation expertise to clients so they can design, set up and optimize their finance shared services.

EXL

Focused on enriching the end-user experience and finance transformation, EXL has made great progress in demonstrating its capabilities in the field of digital transformation. EXL’s EXLerator™ framework intelligently blends finance and digital technology to enable transformation. The company has more than 300 consulting and finance transformation specialists guiding enterprises on their transformation journeys. EXL has delivered robust automation capabilities in partnership with some of the leading automation vendors. EXL has deep vertical experience and is experienced at applying robotics at the right stage and for the right processes. Its transformation framework begins by applying robotics, implementing cloud solutions and introducing cognitive and analytics technologies along with domain knowledge at every stage. EXL has more than 3,000 analytics professionals and data scientists. EXL looks at end-to-end transformation that touches the front and back office. EXL also offers its Digital Transformation Platform to accelerate digital transformation for enterprises.
Genpact
Genpact has sound experience in this domain and is a leading player in providing F&A services. Transformation-led engagements have significantly contributed to Genpact’s growth in 2017. Genpact consulting advisory services offers finance-related advisory services such as benchmarking, design and set up business services, risk assessment and governance. Genpact also offers transformation services that is led by design-thinking practices. Genpact shows healthy growth in transformation services. Genpact has over 300 domain experts, more than 300 digital consultants, including design thinking experts, digital solution architects and product engineers. Genpact has made significant investments in its analytics capability through strategic partnerships with a number of players in this space, such as Glassbox, Toolsgroup, Knowledgent, signals, datascience.com and many more vendors. Genpact’s analytics offering includes more than 5000 analysts, data scientists and modeling experts. Genpact Cora offers a variety of solutions that span industries, digital capabilities and finance domains. Cora offers cloud solutions, RPA, data analytics and AI capabilities.

IBM
With a strong technological background, IBM is a leader in delivering end-to-end digital transformation to enterprises. To begin the transformation journey with clients, IBM uses its Enterprise Design Thinking practice to map the customer journey by bringing industry insight, process maturity assessment, design thinking, business strategy and agility into the process. Powered by IBM Watson, IBM brings to the table advanced analytics and cognitive automation, which is a clear differentiator in a crowded market. IBM continues to take clients on an advanced automation journey by including more AI components in processes to take automation beyond RPA. Moving from diagnostic to predictive analytics, IBM’s analytics can help with closing cycle times, balance sheet risk, revenue assurance, forecasting and budgeting. IBM is one of the first players that have made significant progress in blockchain and delivers blockchain as a service to its clients. It has proven results in applying blockchain for accounts payable by reducing disputes, cost and time to value. IBM continues to invest in digital technology, and by being an early entrant with technologies such as blockchain, it is on the right track to disrupt and reinvent finance processes.
Sutherland

Backed with strong design thinking abilities, Sutherland's transformation journey revolves around two delivery models: innovation as a service (IaaS) that focuses on automation and transformation and business process as a service (BPaaS) that focuses on automation, transformation and managed services. Both delivery models include RPA and cognitive technologies such as AI/machine learning and analytics. Sutherland emphasizes the importance of design thinking as core to starting any transformation journey. The company brings domain expertise and digital assessment consulting to all transformation projects. Sutherland's acquisition of Nuevora enabled it to build a strong analytics platform with predictive to prescriptive analytics and has expanded Sutherland's automation capabilities. In addition to its own proprietary solutions, Sutherland partners with PowerBI, Tableau and Domo for data visualization. Sutherland packages digital capabilities with domain expertise into the Finance SmartSuite platform, which is an agile, modular, digitally-led and cloud-based platform for accelerated implementation. As Sutherland invests in aligning itself with industry trends, it continues to deliver innovation to its clients.

Infosys

With more than 100 tools, platforms, dashboards, strategic alliances and RPA- and AI-led solutions, Infosys is undaunted by competition and is prepared to take its clients through the transformation journey. Infosys has built future-focused services that combine technology and finance expertise to address today's CFOs needs. Infosys augments cognitive digital finance capabilities with NIA, which embeds AI, machine learning and big data solutions into what Infosys describes as purposeful AI for the CFO. Infosys approaches transformation in four dimensions: reengineering the organization, digitally disrupting (by improving back-end functions with technology implementation), repurposing talent and creating lean and simplified processes. Infosys offers a layered services approach with multiple models comprising of a best-of-breed mix of infrastructure (Akash/AWS/Azure), core ERPs (NetSuite, Microsoft AX), more than 100 third-party and proprietary platforms, robotics and AI.
Wipro

Wipro is one of the leading players in F&A services and has more than 1,000 data analysts. With the increased emphasis on customer experience and importance of design thinking for transformation, the acquisition of Designit comes at the right time for Wipro. Blending its F&A experience with design thinking, Wipro can draw a roadmap for its clients to embrace transformation. Wipro’s Golden Process Model and BaseTM hosted platform helps clients to streamline, standardize and reengineer processes to enable seamless transformation. Wipro Holmes is a strong contributor to the transformation journey and brings AI and analytics capabilities to clients. Wipro has partnerships with Opera Solutions and Axeda to strengthen its big data analytics offerings. It also offers a suite of cloud solutions across various finance functions in partnerships with TradeShift, NetSuite, HighRadius and Adaptive Insights. Wipro is another key player in the market that has made significant progress in blockchain and has identified use cases in the F&A industry.
OTHER NOTEWORTHY PLAYERS – TRANSFORMATION-ORIENTED BUYERS

Some other providers scored high in one or more areas that are important for Transformation-Oriented Buyers. However, they were not categorized as leaders for this archetype because they did not rate high in enough categories.

Noteworthy providers (services providers with a high score in one or more categories) for Transformation-Oriented Buyers are:

- Conduent
- DXC
- HCL
- Intelenet
- Aegis
- DXC
- Hexaware
- Tech Mahindra
- WNS
VERTICALLY FOCUSED BUYERS

These clients operate in highly regulated or competitive environments. Clients in this archetype are looking to strategically partner with providers that can not only bring best-of-breed technology but also industry expertise. Vertical specialization along with strong domain expertise is a prerequisite for serving this type of client.

Vertical specialization plays a key role in benchmarking, bringing in industry best practices and customizing the solutions with the right technology. Clients are looking to get ahead of the curve and gain a competitive advantage in their industry. They want to leverage digital technologies like automation, AI and analytics while maintaining compliance with regulatory requirements. These buyers have a complicated process structure and want service providers to collaborate with them to standardize processes.

Service providers need to demonstrate deep industry expertise and understanding of the processes intrinsic to the respective vertical. They should be open to collaborating and co-innovating with their clients, which may result in shared ownership of vertical-specific solutions. Service providers should help clients standardize the core F&A processes so they can be integrated with industry-specific point solutions. The solutions should be compliant with current regulations and compliances.
Vertically Focused Buyers

Client Objectives

- Understand the industry nuances – benchmarking exercises, compliance and regulatory norms, etc.
- Rely on domain experts and industry experts
- Bring the right industry solution by blending technology with domain and industry experience
- Leverage outcome-based and risk-sharing pricing models

Vertically Focused Buyers - Influence of Provider Capabilities

Size based on relative current importance in the archetype profile
Of the 19 services providers included in our research, eight stand out above the others as matching the Vertically Focused Buyers based on our assessment of their capabilities as described in the Methodology section in the Appendix. These eight companies are referred to as Archetype Leaders, and their relevant capabilities are presented in Figure 11, and briefly examined in the following sections.

**Note:** The service providers listed are arranged in alphabetical order. No ranking is implied.

<table>
<thead>
<tr>
<th>Vertically Focused Buyers</th>
<th>Industry Focus</th>
<th>Industry Expertise</th>
<th>Consulting Framework</th>
<th>Proven Track Record</th>
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Fig11: Vertically Focused Buyers
Vertically Focused Buyers

**Capgemini**

Capgemini has developed specific solutions for the telecom and media, consumer products, retail, manufacturing, energy and insurance verticals. Manufacturing, consumer goods, retail and energy sector clients account for almost 70 percent of its F&A client base. Capgemini offers solutions like plant accounting to monitor day-to-day and hour-to-hour production, raw material accounting for usage reporting, variance analysis and adjustments, and project accounting for financial monitoring of costs, billing, project status and more. Capgemini has developed a preconfigured SAP Oil & Gas Upstream solution based on industry best practices, and a joint venture accounting module to track spending and calculate overheads on shared assets. It also offers specialized accounting solutions for the retail sector that include accounting for promotional activities, customer refunds processing, trade promotion effectiveness reporting, e-commerce operations accounting and business-to-consumer collections. Capgemini continues to focus on developing and customizing solutions for industries by leveraging the traditional delivery model with automation and analytics.

**Accenture**

Accenture has more than 25 years of experience in the FAO domain and, by leveraging its deep industry expertise, it can offer insight-driven vertical solutions. The company focuses on segments like retail, travel and transportation, energy and utilities and telecom and media. Accenture is investing heavily in predictive analytics and automation to optimize process efficiency and decision support in these industries. Its specific solutions for the telecom and media sector help analyze existing processes and create new cash flows from current operations through deep data analytics. Accenture has the capability to combine its F&A solution with industry-specific consulting to transform retail operations by bringing down operating costs and automating lower-value work by field resources. Accenture's Energy Industry group brings together domain and industry experts to transform F&A processes like billing, reconciliations and metering to help oil and gas companies adapt to digital technology.
Vertically Focused Buyers

**Cognizant**

Cognizant offers industry-specific solutions for the manufacturing, retail, consumer packaged goods (CPG), BFSI (banking, financial services and insurance) and healthcare and pharmaceutical sectors among others. It focuses primarily on these markets and offers various verticalized solutions in addition to horizontal services for P2P, O2C, R2R, procurement and financial planning support. Cognizant offers vertical solutions like outbound logistics accounting and energy accounting for manufacturing, restaurant accounting, freight and logistics accounting and store accounting for retailers. Cognizant's recent acquisition of Bolder Healthcare Solutions has enhanced its revenue cycle management capabilities for healthcare providers while its acquisition of TriZetto in 2014 has helped expand its healthcare and pharmaceutical offerings like claims processing, exception processing and end-to-end payer accounting. Cognizant has also developed F&A solutions for the insurance vertical, which include premium and claim accounting, FSA insurance compliance accounting, statistical reporting and agency accounting. Cognizant uses its vertical knowledge in key industries to offer process consulting and digital transformation services to form a complete F&A solution that goes beyond transactional services.

**EXL**

EXL has reported that more than 40 percent of its clients are categorized as Vertically Focused Buyers. It has developed deep expertise in three verticals: insurance, healthcare and transportation. The insurance and transportation verticals each account for almost 40 percent of EXL's FAO revenues, while manufacturing and healthcare and pharmaceuticals account for about 15 percent. It offers specific solutions for the insurance vertical that include premium accounting, reinsurance accounting, solvency reporting, actuarial analytics and membership reporting. Other vertical solutions include clinical review and decision support for healthcare, freight billing as a service for logistics, and media accounting and royalty accounting for telecom and media. EXL also offers asset reconciliation, meter billing, dispute management, customer churn analytics and fraud analytics for utilities clients. It leverages its horizontal F&A solutions like tax accounting and reconciliations, regulatory reporting, intercompany reporting and others, and bundles them with industry-specific consulting services to develop an end-to-end F&A offering for its vertically focused clients.
Genpact has developed its domain expertise and tailored offerings across verticals like manufacturing, BFSI, healthcare and retail. It offers solutions for mortgage origination and KYC compliance for banking clients, and claims, underwriting and actuarial accounting for insurance companies. Genpact also has developed trade promotion accounting, data management and return management solutions for the retail sector. It offers niche offerings like client onboarding, reimbursement management, chargeback and membership accounting for clients in the life sciences and healthcare verticals. The consumer goods, retail and healthcare and life sciences sectors combine to account for almost 50 percent of Genpact’s FAO revenues followed by 30 percent from manufacturing and BFSI. However, manufacturing accounts for the largest portion of Genpact’s client base, 35 percent, followed by consumer goods and retail at 20 percent and healthcare and life sciences at 15 percent. Genpact’s strategy is to leverage its deep domain and industry process knowledge to develop point F&A solutions while partnering with clients.

Infosys offers specialized solutions for the manufacturing, energy, retail, BFSI, telecom, media, healthcare and public sectors. Manufacturing, energy and public sector collectively account for approximately 70 percent of its FAO revenues. Infosys has made significant investments in verticalized F&A solutions and has developed specialist teams dedicated to verticals like BFSI, manufacturing, retail, telecom and healthcare. Infosys is one of the very few service providers that has developed specialized solutions for public sector organizations. Its public sector offerings include income tax processing services, accounting and tax support and regulatory compliance services. It also offers risk-weighted assets accounting, liquidity reporting, Lloyds accounting and finance systems reconciliation solutions for the BFSI sector. Specialized solutions for energy companies cover a broad spectrum from meter billing, prepayments and energy contract validation solutions to billing dispute management modules. Other industry-specific point solutions include deductions management, restaurant sales processing, common area maintenance accounting, rent accounting, franchisee accounting and warehouse accounting for the retail and consumer goods sector, revenue assurance, fraud prevention and control, IO validation, ad accounting for telecom and media, and doctor P&L, commission accounting, hospital P&L, and TPA accounting in healthcare sector.
Vertically Focused Buyers

WNS has deep domain and industry knowledge in F&A services that enables it to offer customized F&A solutions to address the unique requirements of various verticals. Its understanding of the specific upstream and downstream processes has helped the company develop niche solutions for the travel and transportation, retail, manufacturing and BFSI sectors. About 40 percent of WNS’s clients are in the travel and transportation industry while retail, insurance and manufacturing together account for 30 percent. WNS has developed various F&A point solutions by leveraging its own technology and partnerships. Some of the solutions include actuarial services with asset and liability modeling expertise, specialized fiduciary services covering payments, revenue reporting and helpdesk functions, and risk and compliance services like SOX compliance support, enterprise risk management and fraud analytics for the BFSI sector. WNS Travel TRAC™ is a proprietary solution for airlines that includes modules like WNS Verifare and WNS SmartPro and helps in price sensitive forecasting, asset and pricing optimization and demand forecasting.

Wipro has leveraged its extensive domain knowledge with industry expertise to develop verticalized F&A offerings for various industries. The BFSI, healthcare and manufacturing verticals account for almost 60 percent of its FAO revenues and Wipro has leveraged its experience to implement industry best practices for F&A functions in these sectors. It has undertaken various projects like process mapping for all business systems to create a benchmarked process for manufacturers, and identification of non-value-added steps in retail F&A processes. These large projects require deep understanding of the client’s business and industry to yield a successful outcome. Wipro has leveraged its Holmes AI platform to develop an e-KYC tool that can automate KYC processes for the banking sector by performing deep analysis on unstructured data across different document types. It also has developed a suite of digital FAO services for healthcare clients that includes advanced healthcare analytics, fraud management, nurse staffing and a BPaaS platform for claims processing and back-office services.
OTHER NOTEWORTHY PLAYERS – VERTICALLY FOCUSED BUYERS

Some other providers scored high in one or more areas that are important for Vertically Focused Buyers. However, they were not categorized as leaders for this archetype because they did not rate high in enough categories.

Noteworthy providers (services providers with a high score in one or more categories) for Vertically Focused Buyers are:

- Conduent
- Datamatics
- Intelenet
- HCL
- IBM
- Sutherland
- Conduent
- DXC
- IBM
- Sutherland
- Aegis
- IBM
- Sutherland
HOLISTIC BUYERS

Clients in this archetype are looking to outsource end-to-end F&A functions so they can focus on their core business activity. They are looking for a strategic partner that can understand their business and related processes and offer solutions that can help them achieve their business objectives.

Technology implementation and process improvement are key objectives for Holistic Buyers. These clients have moved beyond outsourcing the traditional finance functions and are looking to outsource core F&A processes like external reporting, management reporting, budgeting and forecasting, audit and risk management, cost accounting, project accounting and treasury accounting. Clients are open to sharing their business data and allowing service providers to handle most R2R processes, which previously would not have been outsourced at all. The requirement for tax and compliance support is also high, and clients expect service providers to offer regulatory reporting support in areas like SOX compliance, VAT accounting and reporting and audit support. These clients would like to have real-time insights into company’s finances.

To win these clients, services providers must demonstrate strong domain expertise along with vertical specialization and a best-of-breed technology offering. Some services providers in the market have developed deep-dive consulting and design thinking practices that are comparable to the tax and financial consulting practices of the Big 4 firms. On the technology front, leading outsourcing services providers are offering robust analytics tools and artificial intelligence capabilities that take over some human efforts, provide real-time insights, reduce cost and support critical and faster decision-making abilities.
Holistic Buyers
Client Objectives

- Focus completely on core business
- Outsource more complex functions of finance
- Build strategic partnership with providers and rely on their expertise
- Leverage digital technologies to reduce human effort and cost
- Gain value that enables real-time decision-making
- Leverage outcome-based or risk-sharing pricing models
- Take advantage of vertical specialization

Holistic Buyers - Influence of Provider Capabilities

Size based on relative current importance in the archetype profile
Of the 19 services providers included in our research, nine stand out above the others as matching the Holistic Buyers based on our assessment of their capabilities as described in the Methodology section in the Appendix. These nine leaders, referred to as Archetype Leaders, and their relevant capabilities are presented in Figure 12, and are briefly examined in the following sections.

Note: The service providers listed are arranged in alphabetical order. No ranking is implied.

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<th>Vertical Focus</th>
<th>Pricing Flexibility</th>
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Capgemini

Capgemini’s global FAO practice has more than 15,000 F&A professionals, including 200 analysts, 400 tax specialists and 100 controllers. The company provides F&A services to 75 clients from 19 delivery centers across eight countries and is focusing on end-to-end FAO services that help deliver business and shareholder value for clients. Capgemini has developed the Finance Powered by Intelligent Automation (FPIA) solution, which leverages AI, automation, digital platforms and analytics to transform procure-to-pay, credit-to-cash and record-to-report processes, and can be used to implement a target operating model according to client requirements. Capgemini has developed a platform-based methodology, Global Enterprise Model© (GEM), which helps in benchmarking and determining the right operating model for clients. Capgemini is investing in new technology and frameworks in collaboration with its clients. Its Applied Innovation Exchange (AIE) framework allows clients to contextualize and experiment with emerging technologies. It also offers Accelerated Solutions Environment (ASE), a co-innovation workshop and lab capability for transforming F&A functions.

Accenture

Accenture has more than 34,000 F&A professionals and over 200 clients globally. With more than two decades of experience in FAO, Accenture brings strong F&A practices to its clients, along with deep domain knowledge and qualified professionals. Accenture has made significant investments in terms of acquisitions and continues to focus on targeted acquisitions to grow its practice. The company has built an innovation architecture that includes Accenture Research, Accenture Ventures, Accenture Labs, Accenture Studios, Accenture Innovation Centers and Accenture Delivery Centers. At the core of all these units lies Accenture’s design thinking practice that helps in ideation and innovation. Accenture focuses on bringing innovation and works collaboratively with clients to co-innovate. It works with clients to transform finance functions to meet its vision of intelligent finance operations by bringing best-of-breed technology such as an intelligent automation platform, AI applications in journal entry, paperless invoices and reconciliation, predictive and prescriptive analytics and the company’s cloud platform. Accenture has a strong and vast partnership ecosystem that includes domain experts and technology vendors. Its relentless focus on organic and inorganic growth to constantly improve on its delivery services make it one of the market leaders.
Cognizant

Cognizant has years of experience in F&A with over 100 clients and more than 8,000 finance resources. With its Digital First strategy, Cognizant focuses on a digital approach to transforming finance processes and offers Digital Finance-as-a-Service solution to complement its strategy. The company brings experienced learning and consulting practices across procure-to-pay, order-to-cash, record-to-report and financial planning and analysis (FP&A) activities. Cognizant's vertical focus and verticalized offerings in BFSI, healthcare, retail and telecom are a key differentiator. The company's Digital CFO Suite is a cloud-based integrated framework that brings together system of records from disparate ERP platforms and connects to best-of-breed technology, such as RPA as a service, and analytics on the BigDecisions solution platform. Cognizant's Digital First strategy focuses on transformations spanning front, middle and back offices and accounts for the importance of user experience and customer first orientation. Cognizant also has built numerous proprietary solutions for automation and analytics. Cognizant's zest to keep up with emerging trends and technology makes it one of the leaders in the Holistic Buyer archetype.

EXL

EXL has more than 7,500 F&A professionals serving more than 120 clients globally. Forty percent of the employees are certified professionals with advanced finance degrees. Serving the F&A industry for a couple of decades now, EXL has deep-rooted finance expertise. It specializes in offering high-end, complex finance support to its enterprise clients. EXL's domain expertise and ability to collaborate with clients to co-innovate have helped EXL go far in the F&A journey. EXL focuses on core industries such as insurance, healthcare and transportation, where it is a specialist that can offer industry best practices to its clients. EXL's EXLeratorTM digital framework is used to provide best-of-breed technology and consulting to clients. EXL is focused on transformation and offers its suite of solutions and platforms that are ready to deploy, including its Digital Transformation Platform, Digital Solution Suite and Digital Product Solutions. To complete in today's fast-paced environment, EXL will continue to look for opportunities to expand its automation capabilities and use its deep domain expertise to bring value to its clients.
Genpact

As the CFO's role is expanding beyond core finance and reporting responsibilities and requires visibility across the entire value chain, the FAO focus is shifting from saving costs to impacting business outcomes. Genpact has developed technology-led FAO consulting and transformation services to support high-end finance functions and provides enterprise performance and risk management solutions. With a global employee base of more than 32,500 and about 170 clients, Genpact has one of the largest FAO practices. It continues to invest in its consulting and design thinking capabilities both organically and inorganically. Genpact acquired digital consulting firm TandemSeven in 2017 to build on its customer experience consulting and help deliver a seamless transformation experience from the front to the back office. Genpact also is developing productized solutions for plug-and-play deployment requiring very little customization. Genpact is collaborating with its clients to develop point F&A solutions by leveraging machine learning, NLP, deep learning, analytics and other digital technologies.

IBM

IBM has over 10,000 finance professionals serving more than 80 clients globally in the F&A domain. IBM is a pioneer in reinventing digital finance. It is committed to delivering business outcomes that are beneficial to CFOs and has implemented technologies such as blockchain, reconciliation tools, Watson and Blueworks Live across finance functions including financial planning and analysis to enable touchless processing. IBM implements analytics that have measurable outcomes like improved forecasting and budgeting, revenue assurance, cash flow management and balance sheet risk analysis. IBM has strong partnerships to complement its own proprietary solutions. IBM Watson is the industry-leading AI platform and IBM is a favored partner for automation and AI. Watson has wide applications in the F&A space because its embedded AI and analytics capabilities can deliver decision-making support to CFOs.
Sutherland

Sutherland has developed an integrated F&A delivery model with a mix of resources, domain expertise, process level integration and automation to deliver complete F&A transformation. Its 5,600 strong F&A workforce provides services to about 80 clients globally and has developed deep domain expertise. Sutherland offers a holistic offering through business process as a service (BPaaS), which focuses on an “automate first” approach using its Finance SmartSuite platform followed by end-to-end managed services that delivers an integrated office to its clients. The provider is continuously investing in digital labs, developing digital assessment frameworks and design thinking capabilities to optimize processes, deliver enhanced business value and accelerate the overall solution cycle time. In addition to developing its RPA services, Sutherland has invested in creating integrated business planning solutions, such as Sales & Operations Planning (S&OP). These solutions help clients collaborate better across departments by providing a centralized, ERP-agnostic customer segmentation and order management module plus inventory allocation and release and supply chain visibility tools. Sutherland’s integrated suite of F&A services provides real-time insights to support CFO decision-making and enhances customer experience through better visibility across business operations.

Infosys

Infosys’ FAO focus has moved away from traditional bookkeeping exercises to strategic planning, tax reporting and regulatory compliance. The provider has diverse experience in the F&A domain with about 14,000 employees and more than 115 clients globally. It has developed an integrated and end-to-end finance transformation strategy for its clients that leverages the company’s functional, technological and industry expertise and focuses on continuous innovation. Infosys is using proprietary platforms like Infosys NIA and ProcureEdge, RPA tools like AssistEdge and partner technology for big data analytics and cognitive capabilities to support business decision-making. Infosys has invested in strategic alliance partnerships to help its customers transform their F&A function. It also has operational alliances for mailroom, payments, travel and expense, E-fax, cash applications and others. It has tied up with Big 4 companies for mailroom compliance and taxation, SSC acquisitions and other areas. Infosys aims to reduce the gap between client expectations and needs through its Zero Distance approach, which combines consulting and technological frameworks with design thinking.
Wipro

To transform F&A services, it is imperative to showcase domain expertise and vertical capabilities along with the ability to implement advanced technology. With more than 17,500 global employees and 131 customers, Wipro has experience serving different types of clients. Wipro has developed capabilities to support transactional services as well as more complex functions of record to report and FP&A. Wipro has more than 6,800 trained professionals that support complex finance functions and decision support activities. The company offers a wide array of digital solutions to enterprise clients. In addition to consulting and design thinking, Wipro’s homegrown AI platform Holmes and Base))TM suite of offerings and other IP are differentiating factors and have been widely deployed across its client base to transform finance functions. Wipro Holmes, the AI platform, has numerous use cases that are judgement-driven, such as budgeting, financial analysis and reporting. Wipro never ceases to invest in advanced technologies and cutting-edge solutions for its clients.
OTHER NOTEWORTHY PLAYERS – HOLISTIC BUYERS

Some other providers scored high in one or more areas that are important for the Holistic Buyers clients. However, they were not categorized as leaders for this archetype because they did not rate high in enough categories.

Noteworthy providers (services providers with a high score in one or more categories) for Holistic Buyers are:

- Conduent
- DXC
- HCL
- Hexaware
- Tech Mahindra
- WNS

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<th>Transaction Archetype</th>
<th>Automation Archetype</th>
<th>Transformation Archetype</th>
<th>Vertically Focused Archetype</th>
<th>Holistic Archetype</th>
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★ = Leaders  
✔️ = Noteworthy Providers (number of check marks indicate the degree of alignment with the capability requirements of each client archetype)  
☐ = Not In (the Service Provider wasn't considered a leader in any of the capability requirements for this archetype)  

**NOTE:** All Service Providers evaluated for this report have the abilities to service all four archetypes, only those with the best fit to the capability requirements were identified as Leaders or Noteworthy Providers.
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NOTE: All Service Providers evaluated for this report have the abilities to service all four archetypes, only those with the best fit to the capability requirements were identified as Leaders or Noteworthy Providers.
GUIDANCE

Today, it’s imperative that enterprise clients and service providers work collaboratively and adopt a partnership model to walk the transformation journey. Competition is high, and CFOs are under constant pressure to deliver. With the advances in technology and the changing business landscape, individual roles within organizations are evolving. Expectations from the finance department is much higher and different from what they were traditionally.

To meet these growing expectations, enterprises are looking to gain more benefits from their service providers. We believe that outsourcing transactional services alone will not yield successful outcomes or higher-level benefits, and therefore transactional-oriented outsourcing is not a win-win situation for enterprises and service providers. The Transactional services archetype will remain relevant, and moreover, it will be one component of the entire transformation journey. The Transaction archetype is the starting point for many first-time outsourcers, but the Automation Implementers and Transformation-Oriented Buyers archetypes will be most relevant. Many clients are currently in a transition where they are graduating from Transaction buyers to becoming Automation Implementers and Transformation-Oriented Buyers.

Digital technologies have disrupted the industry for the good and are here to stay. While RPA was revolutionary few years back, it is has become an integral for several archetypes. Technologies such as AI will have a significant impact on how services are delivered and will create tremendous benefits in F&A operations. These disruptive technologies will change day-to-day F&A activities.

As the objective and scope for outsourcing expands to be more strategic, clients expect their service providers to be domain experts and understand the business nuances, rather than to be mere implementers. Clients want to rely on services providers for insights and advice on process improvements. Hence, vertical specialization is of growing importance.

The Holistic Buyers archetype is at the end of transformational spectrum, and most buyers will eventually want to get there. Services providers will be challenged to prove their expertise in technology, vertical specialization and domain knowledge. Clients with no legacy baggage and that are digitally aligned will be more well-prepared to embrace change.
Enterprise Leadership Actions

Know your requirements. There are many service providers in the market offering F&A services. Client organizations must assess their maturity stage and choose the right partner. Provider offerings range from mere transactional services to transformation services, and there are stark differences between them.

A client's requirements can vary from needing to simply outsource menial routine tasks to being able to bring its decentralized functions under one umbrella and build an efficient finance function. An enterprise must assess its need carefully and align its service provider search with its current enterprise requirements. As F&A service complexity increases, enterprises will have to be able to find strategic partners rather than service providers that can merely execute tasks.

Embrace transformation holistically and with an open mind. Service providers are prepared to bring best-of-breed solutions and are geared to delivering innovation and added value to their clients. However, enterprise clients will hinder the process if they are not open to transformation. Today, we are talking about empowering CFOs with real-time insights and meaningful information to enable decision-making. That can be achieved if providers and enterprises work together to reap the benefits of transformation. Enterprises must look at transformation more holistically than a piecemeal approach. When enterprises are not prepared or willing to accept end-to-end changes, they inhibit services providers from creating transformation, and thus inhibit the enterprise from getting the real benefits of transformation.

Align before you act. Internal alignment is extremely important. An enterprise's leaders must be aligned to embrace transformation. Transformation is not mere implementation of technology. It is about bringing organizations together, getting departments to work together, aligning to a common strategy and changing roles and standardizing processes. When business heads are not aligned, the transformation services providers face challenges in implementing changes and technology, which hampers the whole journey. To successfully implement digital technologies to improve F&A processes, involvement and support shouldn't be confined to the CFO organization; the CIO's role in the transformation journey is equally important.
Provider Leadership Actions

Think from the end-user perspective. Customer experience is taking precedence and businesses that deliver a seamless customer experience can thrive in this highly competitive environment. Transformation is not just about implementing solutions – it is about delivering solutions that are the right fit. Understanding the client's business requirements and nuances will require services providers to assess functions from end to end. Services providers must develop expertise in consulting and design thinking. Applying design thinking to understand and map the customer journey is essential to understanding user behavior and usage patterns. This helps service providers develop a holistic and end-to-end solutions for their clients.

Be a strategic partner rather than a transaction provider. Enterprise outsourcing priorities are changing. Cost reduction used to be one of the top reasons for outsourcing, but today enterprises believe they can outsource more than just transactional services. Enterprises are looking to partner with providers to make significant efficiency improvements in their F&A functions. The role services providers play with enterprise clients is maturing so they are becoming strategic partners. Enterprises are increasingly relying on services providers to improve processes, help them in transformation and bring insightful information that can help decision-making. Services providers need to demonstrate deep knowledge and expertise in areas like tax regulations and financial policies and rules to be able to become a trusted advisor to their clients.

Change management solutions. With enterprises undertaking complete transformation of their business and financial processes, they often require change management services to make the transformation journey a success. In case of an F&A process overhaul, they need to get the employees and external parties like vendors and suppliers on-board with the transition. Businesses usually look at the services provider to be able to provide required training and coaching to the CFO, CIO, finance executives and the third parties involved in the processes. Providers need to have an effective change management solution in place with an assessment framework, roadmaps, essential training modules and feedback methodologies to ensure the success of the transformation.

Adopt a proactive approach. Because of the evolution of technology and rapid business changes, enterprises do not have a clear idea for how to leverage technology to their advantage. Clients need a lot of guidance, and service providers must be proactive about introducing technology and its benefits to them. Transformation conversations with existing clients are more challenging than with new prospects, either because current clients have legacy baggage or because they are reluctant to move out of comfort zones. However, services providers must offer and promote innovation more proactively, even if that means they are cannibalizing their revenue. Advocating for innovation will help the provider gain more competitive advantage and retain clients by delivering value before they ask for it.
Appendix
APPENDIX

Methodology

As previously noted, this report uses five archetypical sets of buy-side client requirements to assess the relative suitability of finance and accounting outsourcing (FAO) services providers. Data regarding the providers' capabilities and positioning was provided to ISG via briefings, ISG advisor interviews and surveys of service providers, including client references if appropriate.

FAO services providers shared their data across different finance and accounting (F&A) service dimensions through the research initiatives noted above. These dimensions cover their technological competency, preferred engagement models, scope of work performed, service capability, functional expertise and industry and regional presence.

Report Methodology

1. Categorize and assess provider data
2. Weight Importance of capability requirement
3. Determine provider position in quartile
4. Create cumulative score
5. Categorize providers in archetypes
Methodology Details

1. The data provided by the services providers were categorized and assessed according to the FAO services requirements described for each of the five client archetypes. In cases in which provider descriptions and data were not worded as precisely as our archetype requirements, our FAO services analysts relied on their expertise and experience to classify provider capabilities.

2. Each archetype capability requirement was weighted based on its relative importance to that archetype's typical requirements. Weightings for each archetype's requirements add up to a total of 100 percent. Specific weightings are not disclosed in this report. The relative importance of each capability requirement is depicted in illustrations at the beginning of each archetype section using differently sized "hexagon" icons.

3. Once the relative ability of each services provider was assessed for each of the archetype requirements, each provider was then positioned in a relevant quartile (e.g., top 25 percent, second 25 percent and so on). The top quartile was awarded a numerical "capability score" of 4/4; the second quartile earned a score of 3/4, the third quartile earned a score of 2/4, and the fourth quartile earned a score of 1/4. Those with no capabilities to meet the archetype requirements were not included in the assessment.

4. Provider capability scores from Step 3 were then multiplied by the weightings developed for each client archetype requirement in Step 2. The results for each provider were then totaled to develop a cumulative score for each service provider. These cumulative scores are not disclosed in this report.

5. The cumulative scores were then used to identify the services providers most well suited for each archetype's requirements. These providers are listed alphabetically and briefly profiled in each archetype section. Where relevant, additional services providers with noteworthy capabilities are also mentioned (e.g., providers that may have scored well on a specific requirement but not across all the requirements for that archetype).

Please note: This report simply presents services providers' known capabilities in the context of user enterprises' typical project needs. This report is not meant to rank providers or to assert that there is one top provider with abilities that meet the requirements of all clients that identify themselves with a particular archetype.
The cumulative score for each of the selected services providers against each archetype requirement is represented using Harvey Balls. For example: if a provider is assessed with a score of 4 out of 4, then a full Harvey Ball is used to represent their capability against that requirement. Similarly, if a provider is assessed a score of 1 out of 4, then a one-quarter Harvey Ball is used, as shown above.
Additional Relevant FAO Services Providers

The capabilities of 19 providers were assessed in this report. Some services providers that are typically included in our work are not included in this report. Some of the companies that were not included were not able to participate and others declined. Providers that do not offer a full portfolio of FAO services have not been included in the study. They may be included in future versions of this report, based on merit and on the services providers’ willingness to provide current and relevant materials. Readers should not make any inferences about a services provider’s absence from this report.

Appendix: Additional Relevant FAO Services Providers

<table>
<thead>
<tr>
<th>Other Relevant Service Providers</th>
<th>Headquarters Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>API Outsourcing</td>
<td>United States</td>
</tr>
<tr>
<td>Arvato</td>
<td>Germany</td>
</tr>
<tr>
<td>BearingPoint</td>
<td>Netherands</td>
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<tr>
<td>Ciber Global</td>
<td>United States</td>
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<td>Indra Sistemas</td>
<td>Spain</td>
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<td>Invensis</td>
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<td>IQ BackOffice</td>
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<td>TCS</td>
<td>India</td>
</tr>
<tr>
<td>TMF Group</td>
<td>Netherlands</td>
</tr>
</tbody>
</table>
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Namratha Dharshan is a manager and principal analyst for ISG. With more than 13 years of experience working with both service providers and consultants, Namratha has developed expertise in business processing outsourcing contact centers, specializing in customer experience. Her research focuses specifically on the customer experience as it relates to digital transformation, omnichannel, analytics, AI and automation.

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Jan Erik Aase is a director and principal analyst for ISG. He has more than 35 years of collective experience as an enterprise client, a services provider, an ISG advisor and analyst. Jan Erik has overall accountability for the ISG Provider Lens™ reports, including both the buyer-centric archetype reports and the US-based quadrant reports focused on provider strengths and portfolio attractiveness. He sets the research agenda and ensures the quality and consistency of the Provider Lens™ team.
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