

# Finance and Accounting Outsourcing (FAO) Services

## Order to Cash(O2C)

A research report comparing provider strengths, challenges and competitive differentiators in FAO



Customized report courtesy of:

**Deloitte.**

## Executive Summary

03

## Provider Positioning

07

## Introduction

Definition

11

Scope of Report

12

Provider Classifications

13

## Appendix

Methodology & Team

22

Author & Editor Biographies

23

About Our Company & Research

25

## Order to Cash (O2C)

14 - 20

Who Should Read This Section	15
Quadrant	16
Definition & Eligibility Criteria	17
Observations	18
Provider Profiles	20

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### **F&A outsourcing — From innovation to execution, driving unified and autonomous finance**

The Finance and Accounting Outsourcing (FAO) market in 2025 is undergoing one of the most significant shifts it has seen in the past decade. In contrast to 2024, when discussions surrounding AI, generative AI (GenAI) and advanced analytics primarily focused on pilots and early-stage PoCs, the current landscape is defined by operationalized innovation. Providers have transitioned from experimentation to deployment, embedding these technologies into live delivery environments and demonstrating measurable business impact. This evolution is not simply about technology adoption; it reflects a broader repositioning of FAO from a cost-saving lever to a strategic enabler of future-ready finance operations. The narrative has shifted from focusing on cost arbitrage toward delivering autonomous finance, an end-state where human effort

is minimized in routine processes. In this environment, intelligent systems orchestrate workflows, and finance talent is redeployed to high-value analysis and decision-making.

#### **From cost arbitrage to strategic partnership**

FAO providers are increasingly positioning themselves as strategic partners to CFOs, a role that extends beyond operational efficiency to include digital finance strategy, enterprise risk management, compliance oversight and value creation. This positioning reflects the market's evolution toward advisory-led models, where transformation is seen as the starting point rather than an add-on. Providers are engaging earlier in the finance transformation journey, shaping operating models, recommending technology stacks and designing governance frameworks before taking on managed services delivery.

A key dimension of this transformation is the integration of consulting with operations. Leading providers are building seamless engagement models that follow a sequence of design thinking, process consulting and managed services. For larger players, this

Providers shift from pilots to **scaled AI** delivery, driving **unified, outcome-focused** operations.



involves leveraging consulting insights to feed into outsourcing contracts. For smaller, more agile players, differentiation comes from flexible transformation frameworks that can be deployed without the complexities of large-scale global engagements.

### **GCC partnerships and co-sourcing models**

Global Capability Centers (GCCs) remain integral to enterprise finance operations, but their role is evolving. Many large enterprises are rebalancing work between GCCs and third-party FAO providers, leading to ecosystem-based co-sourcing models. In these arrangements, GCCs retain certain core or strategic functions, while providers manage specialized processes, transformation initiatives and scalability requirements. This flexible distribution of work enables enterprises to optimize cost, ensure compliance and enhance agility, while tapping into the provider's domain expertise and technological capabilities.

FAO providers are also increasingly advising on GCC transformation, helping organizations redesign their operating models, optimize existing GCC performance

or transition select processes from GCCs to outsourced delivery. This advisory-led co-sourcing model is becoming a prominent engagement type in 2025, reflecting the market's shift toward integrated, ecosystem-based finance operations.

### **Digital-first and AI-led transformation**

Digital-first strategies have moved from aspiration to standard practice in FAO. Providers are deploying orchestration platforms that integrate AI, automation, analytics and workflow management into unified, cloud-native environments. These platforms are often built in collaboration with ERP vendors, hyperscalers and specialist finance software providers. Where 2024 was characterized by isolated automation and experimentation, 2025 marks a significant maturity leap:

- AI and GenAI are now embedded in live delivery models for use cases such as anomaly detection, reconciliations, automated financial commentary, predictive cash flow forecasting and tax document interpretation.

- GenAI applications are no longer standalone pilots; they are linked to process orchestration layers, enabling AI insights to trigger downstream actions without manual intervention.

- Predictive analytics is being widely deployed for working capital optimization, demand forecasting and exception management.

**Agentic AI**, the newest entrant in the FAO technology mix, represents a significant advancement toward autonomous operations. These systems can execute multistep workflows autonomously by reasoning over data, making process-level decisions within predefined guardrails and initiating actions without human triggers. In the context of FAO, early production deployments include:

- End-to-end cash application, where the AI not only applies payments but also resolves exceptions and communicates status updates to clients.

- Tax compliance orchestration, where jurisdiction-specific rules are applied automatically, filings are validated and submissions are made without human intervention.
- Close and consolidation sequencing, where tasks are prioritized and executed autonomously, with anomalies escalated for human review only when necessary.

However, the commercial model for agentic AI remains a gray area. Providers are still determining how to monetize these capabilities, balance risk-reward sharing with clients and align pricing with tangible business outcomes. Currently, contracts either integrate agentic AI into existing delivery models or pilot separate pricing mechanisms, but a marketwide commercial standard has yet to be established.

### **Industry-specific platforms and preconfigured AI models**

Industry specialization has long been a differentiator, but in 2025, it is defined by platform-led, preconfigured analytics and AI models that accelerate time to value. Providers are delivering vertical-specific solutions



for industries such as BFSI, healthcare, manufacturing and chemical.

These prebuilt models incorporate industry regulations, compliance frameworks and performance benchmarks directly into delivery workflows, reducing the need for lengthy customization and increasing adoption speed.

### Outcome-based engagement models

Commercial models are also evolving. Outcome-based contracts are now common in mature process areas such as invoice to pay (I2P), order to cash (O2C) and statutory reporting, tying provider compensation to metrics such as days sales outstanding (DSO) reduction, working capital improvement, forecast accuracy and tax return error rates.

Some providers are experimenting with contracts where 70 to 100 percent of fees are outcome-linked. This approach reinforces shared accountability for results and incentivizes continuous improvement rather than volume-based delivery.

### FP&A, R2R and tax growth

Among the finance towers, strategic finance verticals are the fastest-growing segments,

driven by finance modernization, scenario planning and rolling forecasts. Analytics-led working capital optimization is a particularly high-demand area, with providers offering predictive models that link payment terms, supplier behavior and collections performance to cash flow forecasts.

R2R continues to expand, now incorporating tax, compliance, ESG reporting and narrative insights. This evolution reflects the expanded role of the CFO's office, where financial reporting is integrated with regulatory disclosures and sustainability metrics.

Tax services have shifted from being a niche outsourcing area to a mainstream FAO offering. Providers are now delivering end-to-end tax compliance, transfer pricing, indirect tax automation and tax advisory services aligned with corporate strategy. While ESG reporting remains predominantly regulation-driven, it is being built into close cycles, particularly in regions with mandatory sustainability reporting requirements.

### Innovation versus execution

One of the most significant shifts from 2024 is that innovation is no longer the differentiator in FAO; execution has taken its place. Enterprises are less interested in hearing about pilots and more focused on proof of AI-driven productivity gains, measurable KPI impact and sustainable performance improvements. This change has redefined competitive advantage—success is now measured by the ability to demonstrate outcomes, scale them across client portfolios and integrate them into cross-tower delivery.

### Integration across towers — Unified Finance Operations

The ability to integrate processes across finance towers within a single, unified delivery ecosystem is becoming a central value proposition for providers. They are investing in platforms and governance models that consolidate data, processes and analytics into a cohesive environment. For existing clients, this Unified Finance Operations approach unlocks efficiency, eliminates redundant workflows and enables cross-functional insights. This integration is particularly valuable when linking

upstream procurement data to downstream payment cycles or combining sales order data with cash collection analytics.

### Talent model evolution

As technology takes over transactional execution, the talent profile in FAO is shifting. The new priority is finance professionals with high data literacy, analytics expertise and a strong technology quotient who can partner effectively with AI systems, interpret advanced models and orchestrate transformation initiatives. To meet this demand, providers are upskilling existing teams, hiring hybrid finance-technology profiles and embedding data scientists within delivery teams.

### Summary

In 2025, the FAO market finds itself at a maturity crossroads:

- AI and GenAI have moved beyond pilots into scaled, operational use, delivering measurable business value
- Agentic AI is emerging with promising early deployments, although a defined commercial playbook remains elusive



## Executive Summary

- Industry-specific AI models and vertical platforms are accelerating adoption and differentiation
- Outcome-based models are reshaping commercial structures to align with client business objectives
- GCC co-sourcing is creating flexible, ecosystem-based delivery models
- Execution excellence and cross-tower integration have replaced innovation theater as the true market differentiators

Providers that can combine execution strength with strategic advisory services, preconfigured industry AI and integrated delivery will define the next chapter of FAO. In this evolving landscape, autonomous, insight-driven finance operations will become the standard, solidifying the provider's role as a strategic partner to the CFO.

Technology-led transformation is reshaping the FAO market, with providers integrating AI, advanced analytics and automation into unified finance operations. Moving beyond traditional outsourcing, they now deliver industry-specific, outcome-driven solutions that align with client strategies, enhance efficiency and create measurable business value.





	<b>Invoice to Pay</b>	<b>Order to Cash(O2C)</b>	<b>R2R and Tax Services</b>	<b>Financial Planning and Analysis (FP&amp;A)</b>
Accenture	Leader	Leader	Leader	Leader
Auxis	Contender	Rising Star ★	Contender	Contender
BCT	Contender	Contender	Contender	Contender
Capgemini	Leader	Leader	Leader	Leader
CES	Contender	Contender	Contender	Not In
Cognizant	Leader	Leader	Leader	Leader
Conduent	Product Challenger	Product Challenger	Product Challenger	Product Challenger
Consero Global	Contender	Contender	Contender	Contender
Corcentric	Contender	Contender	Not In	Not In





	<b>Invoice to Pay</b>	<b>Order to Cash(O2C)</b>	<b>R2R and Tax Services</b>	<b>Financial Planning and Analysis (FP&amp;A)</b>
Datamatics	Product Challenger	Product Challenger	Product Challenger	Product Challenger
Deloitte	Leader	Leader	Leader	Leader
Exela Technologies	Market Challenger	Market Challenger	Contender	Contender
EXL	Leader	Leader	Leader	Leader
EY	Leader	Leader	Leader	Leader
Genpact	Leader	Leader	Leader	Leader
HCLTech	Leader	Leader	Leader	Leader
IBM	Leader	Leader	Leader	Leader
Infinity Globus	Contender	Contender	Contender	Contender





	<b>Invoice to Pay</b>	<b>Order to Cash(O2C)</b>	<b>R2R and Tax Services</b>	<b>Financial Planning and Analysis (FP&amp;A)</b>
Infosys	Leader	Leader	Leader	Leader
Invensis	Contender	Contender	Contender	Contender
IQ BackOffice	Contender	Contender	Contender	Contender
KPMG	Product Challenger	Product Challenger	Leader	Product Challenger
Nexdigm	Contender	Contender	Contender	Contender
QX Global	Contender	Contender	Market Challenger	Contender
Sopra Steria	Market Challenger	Market Challenger	Market Challenger	Contender
Sutherland	Product Challenger	Leader	Product Challenger	Rising Star ★
TCS	Leader	Leader	Leader	Leader

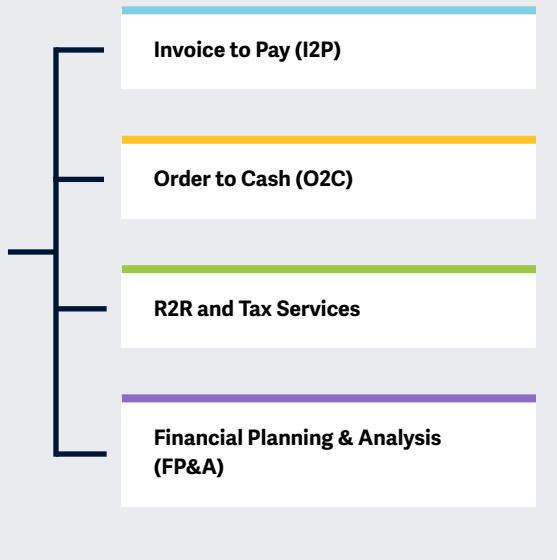




	<b>Invoice to Pay</b>	<b>Order to Cash(O2C)</b>	<b>R2R and Tax Services</b>	<b>Financial Planning and Analysis (FP&amp;A)</b>
Tech Mahindra	Product Challenger	Product Challenger	Product Challenger	Product Challenger
TMF Group	Contender	Contender	Contender	Contender
TP	Product Challenger	Product Challenger	Product Challenger	Product Challenger
Wipro	Leader	Leader	Leader	Leader
WNS	Leader	Leader	Leader	Leader
Xceedance	Product Challenger	Product Challenger	Product Challenger	Product Challenger



As part of this year's study, we are introducing four key focus areas for **Finance and Accounting Outsourcing Services** 2025.



Simplified Illustration Source: ISG 2025

#### Definition

**The ISG Provider Lens® Finance and Accounting Outsourcing Services study offers the following to enterprise finance leaders:**

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

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



### Scope of the Report

This ISG Provider Lens® quadrant report covers the following four quadrants for services/solutions:

- Invoice to Pay (I2P)
- Order to Cash (O2C)
- R2R & Tax Services
- Financial Planning & Analysis (FP&A)

This ISG Provider Lens® study offers the office of the CFO the following:

- Transparency on the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments (quadrants)
- Focus on the regional market

Our study serves as the basis for important decision-making by covering providers' positioning, key relationships and go-to-market considerations. ISG advisors and enterprise clients also use information from these reports to evaluate their existing vendor relationships and potential engagements.

### Provider Classifications

The provider position reflects the suitability of providers for a defined market segment (quadrant). Without further additions, the position always applies to all company sizes classes and industries. In case the service requirements from enterprise customers differ and the spectrum of providers operating in the local market is sufficiently wide, a further differentiation of the providers by performance is made according to the target group for products and services. In doing so, ISG either considers the industry requirements or the number of employees, as well as the corporate structures of customers and positions providers according to their focus area. As a result, ISG differentiates them, if necessary, into two client target groups that are defined as follows:

- **Midmarket:** Companies with 100 to 4,999 employees or revenues between \$20 million and \$999 million with central headquarters in the respective country, usually privately owned.

- **Large Accounts:** Multinational companies with more than 5,000 employees or revenue above \$1 billion, with activities worldwide and globally distributed decision-making structures.

The ISG Provider Lens® quadrants are created using an evaluation matrix containing four segments (Leader, Product & Market Challenger and Contender), and the providers are positioned accordingly. Each ISG Provider Lens® quadrant may include a service provider(s) which ISG believes has strong potential to move into the Leader quadrant. This type of provider can be classified as a Rising Star.

- **Number of providers in each quadrant:** ISG rates and positions the most relevant providers according to the scope of the report for each quadrant and limits the maximum of providers per quadrant to 25 (exceptions are possible).



**Provider Classifications: Quadrant Key**

**Product Challengers** offer a product and service portfolio that reflect excellent service and technology stacks. These providers and vendors deliver an unmatched broad and deep range of capabilities. They show evidence of investing to enhance their market presence and competitive strengths.

**Leaders** have a comprehensive product and service offering, a strong market presence and established competitive position. The product portfolios and competitive strategies of Leaders are strongly positioned to win business in the markets covered by the study. The Leaders also represent innovative strength and competitive stability.

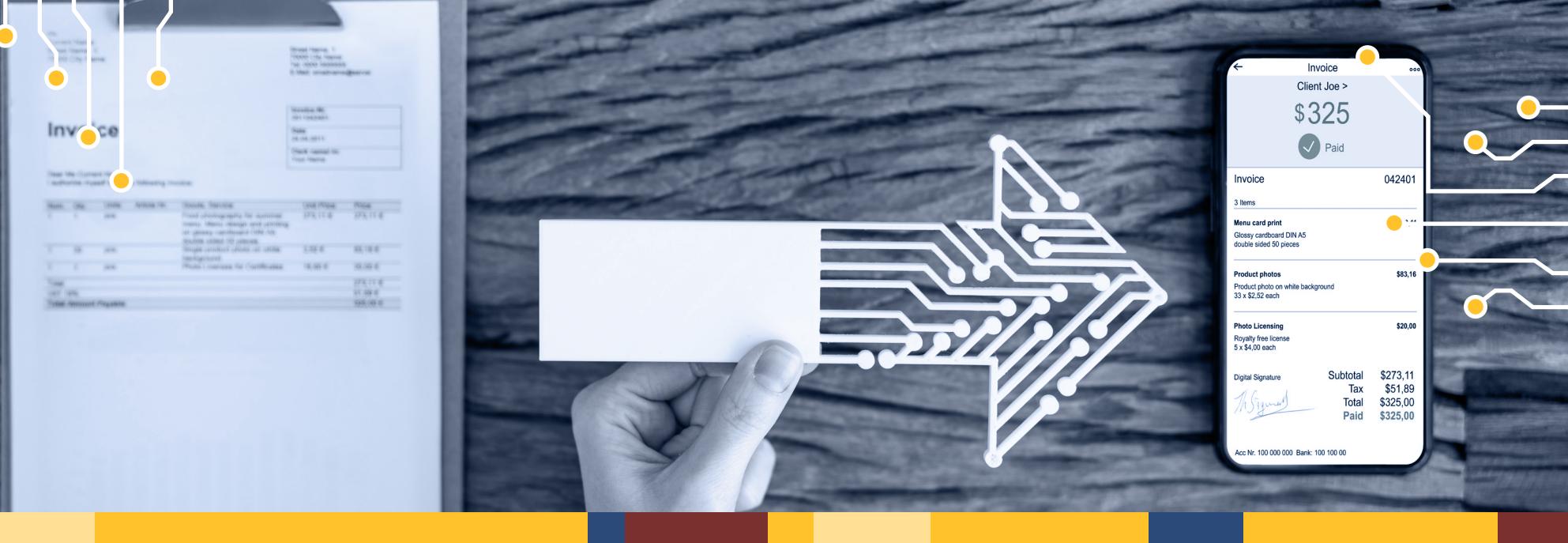
**Contenders** offer services and products meeting the evaluation criteria that qualifies them to be included in the IPL quadrant. These promising service providers or vendors show evidence of rapidly investing in products/services and a follow sensible market approach with a goal of becoming a Product or Market Challenger within 12 to 18 months.

**Market Challengers** have a strong presence in the market and offer a significant edge over other vendors and providers based on competitive strength. Often, Market Challengers are the established and well-known vendors in the regions or vertical markets covered in the study.

★ **Rising Stars** have promising portfolios or the market experience to become a Leader, including the required roadmap and adequate focus on key market trends and customer requirements. Rising Stars also have excellent management and understanding of the local market in the studied region. These vendors and service providers give evidence of significant progress toward their goals in the last 12 months. ISG expects Rising Stars to reach the Leader quadrant within the next 12 to 24 months if they continue their delivery of above-average market impact and strength of innovation.

**Not in** means the service provider or vendor was not included in this quadrant. Among the possible reasons for this designation: ISG could not obtain enough information to position the company; the company does not provide the relevant service or solution as defined for each quadrant of a study; or the company did not meet the eligibility criteria for the study quadrant. Omission from the quadrant does not imply that the service provider or vendor does not offer or plan to offer this service or solution.





# Order to Cash (O2C)

## Who Should Read This Section

This report is valuable for service providers offering Order to Cash (O2C) globally to understand their market position and for enterprises looking to evaluate these providers. In this quadrant, ISG highlights the current market positioning of these providers based on the depth of their service offerings and market presence.

### **Chief financial officers (CFOs)**

should read this report to learn how providers can boost efficiency across O2C processes and evaluate them based on their F&A portfolio strength and digital transformation services.

### **Chief technology officers (CTOs)**

should read this report to learn how providers integrate core technologies into their offerings and how their enhanced capabilities address the growing market demands.

### **Digital professionals**

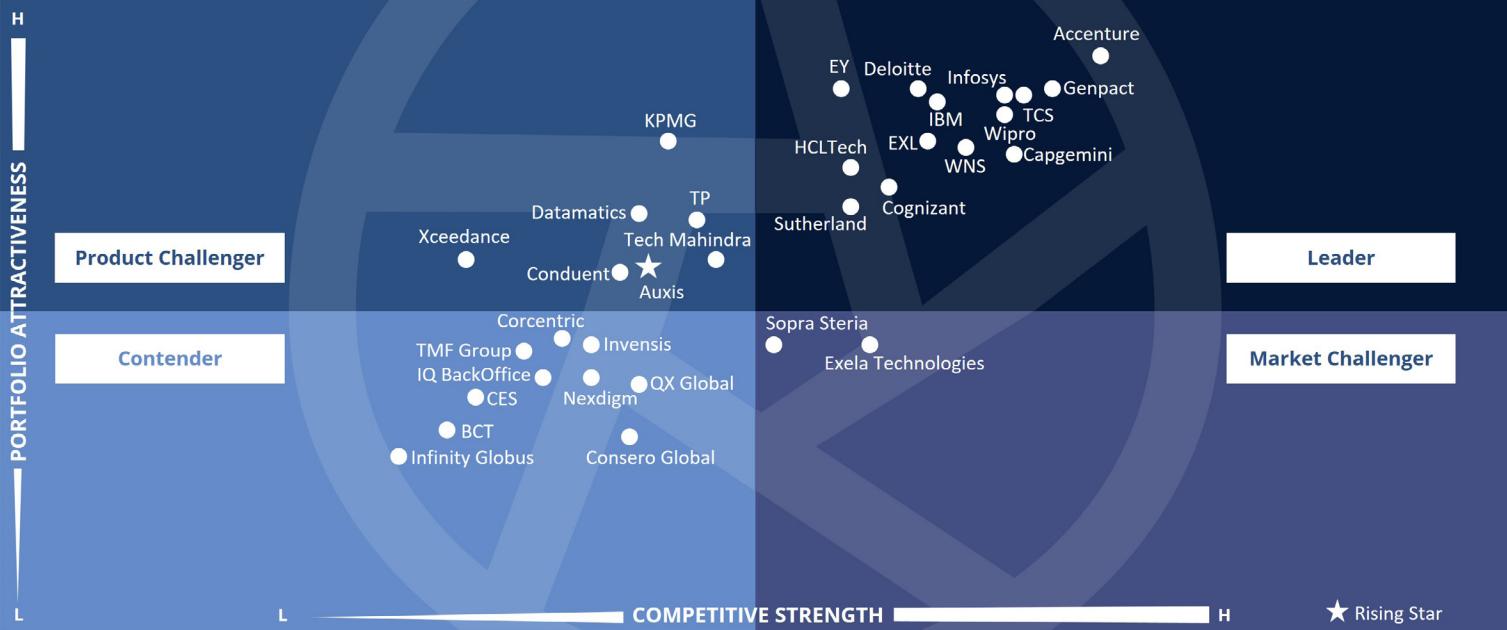
should read this report to gain insights into agile, data-driven digital solutions to meet strategic goals and prepare for dynamic market trends and demands.



Finance and Accounting Outsourcing Services  
Order to Cash (O2C)

Source: ISG RESEARCH

Global 2025



This quadrant evaluates providers delivering comprehensive O2C services, **leveraging AI**, automation and **advanced analytics**. The focus is on accelerating **cash flow**, **reducing DSO** and enhancing the end-customer experience.

Gaurang Pagdi



**Definition**

This quadrant assesses end-to-end O2C service providers to support the entire O2C lifecycle. Key services include order management, credit risk assessment, invoice generation, accounts receivable management and dispute resolution. Providers help streamline operations, reduce days sales outstanding (DSO), minimize bad debt and improve working capital performance. Many enterprises initiate their finance transformation by outsourcing transactional O2C activities, enabling greater pricing flexibility, optimizing resources and focusing on core business priorities. Leading providers encompass strong domain expertise and actively leverage automation, predictive analytics and big data to minimize manual processes, reduce errors and accelerate O2C cycles. These capabilities enable rapid order fulfillment, improved cash flow and enhanced CX while offering actionable insights to continuously refine and improve O2C performance.

**Eligibility Criteria**

1. Have **a strong vision** to grow the F&A practice and offer **end-to-end O2C services**
2. Demonstrate **deep domain expertise in technology and its application**, including automation, analytics, AI, ML and cloud
3. Possess **a strong partner ecosystem** supporting O2C processes to **drive innovation, digital transformation and emerging technologies** such as GenAI and agentic AI
4. Provide **vertical-specific solutions** and offer guidance on process optimization to deliver tangible benefits
5. Have **a strong consulting portfolio** with design thinking and alternative methodologies to involve customers in designing products, services and transformation road maps
6. Demonstrate **industry and domain expertise** with vertically trained FTEs to deal with core finance functions and lead the digital implementation of the road map design
7. Include a **global delivery model** with **offshore and nearshore** delivery centers
8. **Demonstrate improvement** in client deliverables/KPIs such as **DSO reduction, touchless cash application or bad debt reduction**



## Observations

Order-to-Cash (O2C) has evolved into a revenue-centric function that directly impacts liquidity, profitability and customer relationships. Modern O2C delivery integrates credit, order management, billing, collections and dispute resolution into a unified, insight-driven workflow. Providers are deploying AI for predictive credit scoring, payment behavior analysis and prioritization of at-risk accounts, enabling rapid and targeted collections strategies.

Automation is streamlining high-volume tasks such as invoice distribution, remittance matching and deduction coding. Cash application is increasingly touchless, supported by ML models that can interpret remittance data from multiple formats. Dispute resolution is accelerated through intelligent case routing, NLP to classify root causes and integration with CRM platforms to ensure timely follow-up.

Industry-specific O2C solutions are gaining traction, embedding sector-specific credit policies, billing rules and compliance requirements to accelerate onboarding and

reduce disputes. Providers are also focusing on CX, introducing omnichannel communication, self-service portals and real-time payment tracking to improve transparency and retention.

Outcome-based pricing is expanding, tying fees to measurable improvements in DSO, dispute cycle time and collection rates. Looking ahead, O2C is moving toward autonomous orchestration, where agentic AI can dynamically adjust credit terms, initiate proactive outreach before payment risk escalates and automatically resolve common disputes.

From the 43 companies assessed for this study, 33 qualified for this quadrant, with 14 being Leaders and one Rising Star.

## accenture

**Accenture** offers a full-spectrum O2C solution with embedded AI agents, platform extensions and predictive insights that enhance collections, reduce disputes and strengthen credit control for global enterprises.

## Capgemini

**Capgemini** applies a data-first, transformation-led approach to O2C, focusing on collection optimization, AI-enabled query resolution and industry-aligned service models to enhance cash flow and CX.

## cognizant

**Cognizant** delivers robust O2C support through scaled delivery, AI-led collections and outcome-based models. The company's ability to run end-to-end engagements and improve DSO positions it well for clients seeking measurable impact and global reach.

## Deloitte

**Deloitte** leverages its strong digital assets, credit-to-cash expertise and a legacy of finance transformation to deliver high-impact O2C services that balance cost reduction with revenue acceleration and customer satisfaction.

## EXL

**EXL's** O2C capabilities are anchored in agentic AI, enabling proactive collections and exception management. Its strong domain knowledge and retail-specific deployments demonstrate the potential to scale automation across high-volume, complex client environments.

## EY

**EY's** O2C capabilities emphasize value over volume, combining data-driven working capital insights with sector-specific accounting to improve collections, reduce exceptions and enhance customer credit visibility.

## Genpact

**Genpact** brings a differentiated approach to O2C by integrating risk and compliance capabilities with automation and analytics. Its AI-powered solutions enable proactive recovery, vendor governance and cycle-time improvements across the value chain.



**HCLTech**

**HCLTech's** O2C delivery integrates GenAI, RPA and agentic automation to optimize collections, billing, disputes and credit risk. Clients benefit from measurable gains in DSO, FCR and cash application accuracy across diverse industries.



**IBM** combines AI-powered automation with deep domain expertise to optimize the O2C cycle. Its use of digital agents and human-in-the-loop orchestration accelerates query resolution and improves working capital outcomes for clients.



**Infosys** focuses on bridging ERP and platform gaps in O2C with agentic solutions tailored for fragmented environments. Its ability to improve AR visibility and automate decisions drives rapid collections and reduced overdue volumes.

 **SUTHERLAND**

**Sutherland** is making strong strides in O2C through in-house innovation and multilingual capabilities. The company's AI-first focus, coupled with proprietary automation and language tools, enables it to serve clients across complex regional scopes.



**TCS** demonstrates notable strengths in O2C by integrating digital transformation and advanced AI. Its Cognix™ solutions streamline sales order management, invoicing accuracy and dispute resolution, delivering measurable cash flow improvements.



**Wipro** emphasizes intelligent automation, structured workflows and domain-driven delivery in its O2C services. Focusing on collections and disputes, the company aims to standardize processes and reduce revenue leakage for global clients.

**WNS**

**WNS** redefines traditional O2C with its integrated Q2S model, blending hyperautomation, digital assistants and predictive analytics to optimize cash flow, enhance billing accuracy and deliver proactive customer insights.



**Axis (Rising Star)** brings strong value to midsize clients in O2C through its nearshore-led, automation-backed delivery model. Its strength lies in driving receivables performance with high process control, integrated dashboards and tailored cash flow improvements.





Leader

"Deloitte integrates predictive analytics, intelligent automation and global delivery strength to transform O2C, helping clients unlock working capital, reduce DSO and elevate CX across various industries."

Gaurang Pagdi

# Deloitte

## Overview

Deloitte is headquartered in London, U.K. It has more than 460,000 employees across over 150 countries. In FY24, the company generated \$67.2 billion in revenue, with Consulting as its largest segment. Deloitte has more than 13,500 finance operations professionals worldwide, serving clients from over 40 delivery centers.

## Strengths

**End-to-end O2C transformation:** Deloitte's AIOPS.D platform automates the complete quote-to-cash cycle, from credit checks and invoicing to collections and dispute management. AI-driven collections and cash applications improve working capital while reducing manual workload.

### Finance transformation heritage:

Deloitte's background as a transformation leader provides a distinct advantage in delivering strategic, outcome-driven O2C models. Its comprehensive services extend beyond transaction processing, incorporating diagnostics, benchmarking and continuous improvement.

**Data-driven decision-making:** Deloitte's proprietary tools enable predictive insights into payment behavior, dispute root causes and receivables aging. This information helps clients segment customers, prioritize collections and proactively mitigate credit risk.

### Operate to Transform and BOTT models:

Deloitte's flexible operating models, including Operate to Transform and Build-Operate-Transform-Transfer (BOTT), enable rapid ramp-up of O2C operations with a clear pathway to client ownership or shared services integration.

## Caution

Deloitte's high-touch O2C engagements are ideally suited to enterprises undergoing transformation. However, developing rapid-deploy, modular offerings could attract clients seeking targeted improvements without the need for full-scale redesign.



# Appendix

The ISG Provider Lens® 2025 Finance and Accounting Outsourcing (FAO) Services study analyzes the relevant software vendors/service providers in the global market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology.

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The research and analysis presented in this report includes research from the ISG Provider Lens® program, ongoing ISG Research programs, interviews with ISG advisors, briefings with service providers and analysis of publicly available market information from multiple sources. The data collected for this report represent information that ISG believes to be current as of September 2025 for providers that actively participated and for providers that did not. ISG recognizes that many mergers and acquisitions may have occurred since then, but this report does not reflect these changes.

All revenue references are in U.S. dollars (\$) unless noted otherwise.

The study was divided into the following steps:

1. Definition of the Finance and Accounting Outsourcing (FAO) Services market
2. Use of questionnaire-based surveys of service providers/vendors across all trend topics
3. Interactive discussions with service providers/vendors on capabilities and use cases
4. Leverage ISG's internal databases and advisor knowledge and experience (wherever applicable)
5. Detailed analysis and evaluation of services and service documentation based on the facts and figures received from providers and other sources.

6. Use of the following main evaluation criteria:
  - \* Strategy and vision
  - \* Innovation
  - \* Brand awareness and presence in the market
  - \* Sales and partner landscape
  - \* Breadth and depth of the portfolio of services offered
  - \* Technology advancements





*Lead Analyst*

**Gaurang Pagdi**  
**Lead Analyst**

Gaurang has over 22 years of experience in the Finance & Accounting (F&A) domain with expertise in the Order to Cash vertical; he has worked as a delivery leader with industry leaders in Banking, Telecom & E-Commerce; and as a Digital Transformation Consultant with a prominent F&A SaaS provider, working with clients from across industries. Gaurang's core expertise lies in delivery and business transformation, where the focus is beyond digital transformation, like operations and talent transformation, giving him a holistic view of driving a healthy and future-ready business.

As a lead analyst at ISG, Gaurang is responsible for authoring the F&A studies, taking into consideration the latest market trends and perceived future of the industry in relation to the competitive strength and offerings of the service providers.



*Research Analyst*

**Sneha Jayanth**  
**Research Analyst**

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

She is responsible for writing enterprise content and the global summary report, which includes market trends and insights relevant to the border customer landscape.





*Study Sponsor*

**Namratha Dharshan**  
**Chief Business Leader**

As a Chief Business Leader at ISG, Namratha Dharshan spearheads the BPO, AI and Analytics arm of the ISG Provider Lens® program, contributing to more than 20 reports. Under the aegis of this program, where she heads a team of analysts, Namratha manages the delivery of research findings on service provider intelligence. As a part of her role in the Senior Leadership Council, Namratha is the designated representative of the ISG India Research team, comprising more than 100 dynamic research professionals. In addition, Namratha is a speaker in ISG's flagship quarterly call, ISG Index™.

As a principal industry analyst and thought leader, Namratha is well recognized for her contributions to service provider intelligence and her understanding of the customer experience landscape, particularly the area of contact center services. She has also authored reports on other horizontal service lines such as finance and accounting and penned vertical focused reports for insurance.



*IPL Product Owner*

**Jan Erik Aase**  
**Partner and Global Head – ISG Provider Lens®/ISG Research**

Mr. Aase brings extensive experience in the implementation and research of service integration and management of both IT and business processes. With over 35 years of experience, he is highly skilled at analyzing vendor governance trends and methodologies, identifying inefficiencies in current processes, and advising the industry.

Jan Erik has experience on all four sides of the sourcing and vendor governance lifecycle - as a client, an industry analyst, a service provider and an advisor. Now as a partner and global head of ISG Provider Lens®, he is very well positioned to assess and report on the state of the industry and make recommendations for both enterprises and service provider clients.



## \*ISG Provider Lens®

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

## \*ISG Research™

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## \*ISG

[ISG](#) (Nasdaq: [ISG](#)) is a global AI-centered technology research and advisory firm. A trusted partner to more than 900 clients, including 75 of the world's top 100 enterprises, ISG is a long-time leader in technology and business services sourcing that is now at the forefront of leveraging AI to help organizations achieve operational excellence and faster growth.

The firm, founded in 2006, is known for its proprietary market data, in-depth knowledge of provider ecosystems, and the expertise of its 1,600 professionals worldwide working together to help clients maximize the value of their technology investments.

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