

# Finance and Accounting Outsourcing (FAO) Services

## R2R and Tax Services

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



Customized report courtesy of:

**Deloitte.**

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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

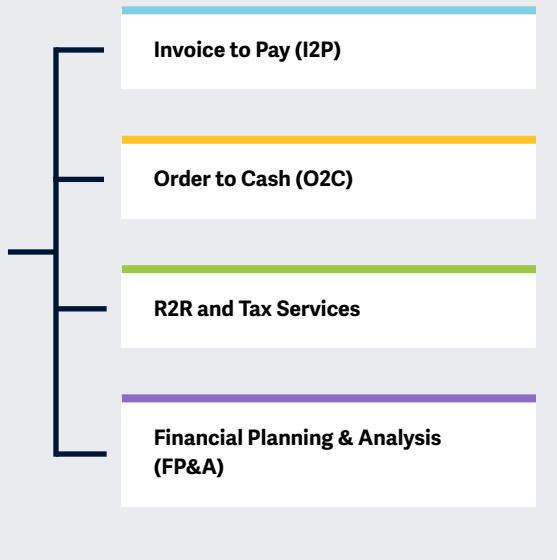




	<b>Invoice to Pay</b>	<b>Order to Cash(O2C)</b>	<b>R2R and Tax Services</b>	<b>Financial Planning and Analysis (FP&amp;A)</b>
Tech Mahindra	Product Challenger	Product Challenger	Product Challenger	Product Challenger
TMF Group	Contender	Contender	Contender	Contender
TP	Product Challenger	Product Challenger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





# R2R and Tax Services

## Who Should Read This Section

This report is valuable for service providers offering R2R and Tax services 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 R2R 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.





This quadrant evaluates providers delivering R2R and Tax services, integrating automation, **analytics** and **compliance** expertise to accelerate close cycles, enhance reporting accuracy, ensure **regulatory readiness** and provide actionable **business insights**.

Gaurang Pagdi



**Definition**

This quadrant assesses providers that deliver end-to-end record-to-report (R2R) and tax services, supporting enterprises during financial closing, reporting, reconciliation and indirect tax compliance. As organizations increasingly outsource complex finance functions, R2R and tax services providers offer general ledger management, account reconciliation, financial reporting, close process management, internal control assessment and support for indirect tax compliance (excluding tax filing). These services also include validating tax codes, recording tax liabilities and reconciling tax accounts. Providers leverage automation, AI, cloud platforms and analytics to streamline operations, enhance accuracy and reduce costs. These capabilities help finance leaders gain real-time insights, ensure compliance and drive more effective, agile finance operations.

**Eligibility Criteria**

1. Have **a strong vision** to grow the F&A practice and offer **end-to-end R2R and tax 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 R2R 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** that includes 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. Demonstrate evidence of delivering improved **close cycle times, financial accuracy and compliance outcomes**
8. Include **a global delivery model with offshore and nearshore delivery centers**
9. Facilitate **regulatory compliance** (such as SOX, IFRS and GAAP) and deliver accurate, audit-ready financial reports
10. Offer support **for internal control testing** and risk and control matrices



## Observations

R2R and Tax services are experiencing a notable uptick in outsourcing demand as organizations seek specialist expertise, process optimization and technology-enabled accuracy in increasingly complex financial environments. Providers are expanding capabilities across journal entry management, reconciliations, intercompany accounting, consolidation, statutory reporting and tax compliance. Automation and AI are being applied to reduce manual effort, improve reconciliations and detect anomalies early in the cycle. Narrative reporting tools integrate operational and financial data to provide rich insights for management decision-making.

Tax services are growing rapidly, covering global compliance, provision calculations, transfer pricing, indirect tax automation and integration with e-invoicing platforms. ESG reporting is also becoming an embedded part of R2R processes, particularly in jurisdictions with evolving regulatory requirements.

The competitive landscape is evolving, with Big Four firms aggressively advancing in this space by leveraging their deep compliance expertise and advisory capabilities, while boutique accounting firms are making inroads with highly specialized, high-touch services for niche markets. Traditional FAO providers are also enhancing their R2R and tax competencies to compete, investing in domain-trained talent, tax technology partnerships and industry-specific reporting frameworks.

While growth prospects are strong, providers face a talent challenge in sourcing finance professionals with both technical accounting expertise and the ability to work effectively with AI-enabled reporting tools. Those who can scale their talent alongside technology adoption will be best positioned to capture this expanding market.

From the 43 companies assessed for this study, 32 qualified for this quadrant, with 14 being Leaders.

## accenture

**Accenture** transforms R2R and tax with intelligent workflows, predictive controls and agentic automation. Its platform-led approach helps global clients shift from transaction-heavy to insight-driven accounting operations.

## Capgemini

**Capgemini** delivers AI-augmented R2R services, using intelligent agents and automation to reduce manual effort in reconciliations, journal entries and close processes while improving accuracy, transparency and compliance outcomes.

## cognizant

**Cognizant** leverages Microsoft platforms and domain expertise to streamline R2R and tax processes. Its growing focus on complex controllership and indirect tax compliance supports clients across the BFSI, retail and manufacturing industries.

## Deloitte

**Deloitte** offers comprehensive R2R and tax services through its global network, integrated compliance frameworks and analytics capabilities, supporting accurate, timely and insight-rich financial and regulatory reporting.

## EXL

**EXL** is expanding its footprint in R2R and tax services by combining high-end delivery with AI-driven innovation. Proprietary tools such as the U.S. Tax CoE and agent-led journal automation enable better compliance and faster month-end closes.

## EY

**EY** combines controllership, tax compliance and transformation into a unified R2R offering. It emphasizes data quality, regulatory coverage and domain expertise to improve close cycles, reconciliations and tax reporting.





**Genpact** combines tax, risk and R2R operations into an integrated offering, underpinned by agentic AI, regional tax expertise and scalable talent hubs. This approach enables clients to address the growing compliance demands while driving efficiency and transformation.

### HCLTech

**HCLTech's** R2R and tax services are rooted in automation and data harmonization. With a focus on global process design, intercompany accounting and tax analytics, the company supports clients in improving close efficiency, reporting accuracy and compliance.



**IBM** blends automation, analytics and ERP integrations to modernize R2R and tax operations. Its growing use of agentic workflows and partnerships supports rapid month-end closures and improved regulatory readiness.



**Infosys** brings depth to R2R and tax services through AI-enabled continuous accounting, controller-level orchestration and a tax CoE. Its capabilities cater to both midmarket and large enterprise needs across various regions.



**KPMG** brings deep finance domain knowledge and regulatory insight to R2R and tax outsourcing. Its global delivery model, automation-led workflows and strong focus on compliance make the company a trusted partner for complex multijurisdictional operations.



**TCS** showcases robust capabilities in R2R and tax services, enhancing financial accuracy and compliance through AI-enabled solutions. Its integrated digital frameworks optimize journal management, financial close accuracy and real-time compliance monitoring.



**Wipro** brings a structured, compliance-focused approach to R2R and tax, with service delivery across more than 50 countries. Its partner network and embedded governance help clients modernize close cycles and improve reporting accuracy globally.



**WNS** combines finance domain knowledge with AI, RPA and advanced analytics to transform R2R and tax operations, offering both operational reliability and innovation at scale.





Leader

"Deloitte sets the standard in R2R and tax with globally aligned processes, in-depth compliance and regulatory expertise, and AI-powered automation that supports faster close cycles and real-time financial governance."

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 19,700 finance operations professionals worldwide, serving clients from over 40 delivery centers.

## Strengths

**Accelerated close with digital orchestration:** Deloitte improves close cycles using workflow tools, automated reconciliations and real-time exception tracking. Its platforms enable faster reporting turnaround with enhanced accuracy and audit readiness.

### Compliance depth and tax operations

**maturity:** With one of the most mature tax and statutory reporting capabilities in the market, Deloitte manages complex regulatory requirements across over 130 jurisdictions, offering coverage for VAT, corporate tax, indirect tax and transfer pricing.

## Multidisciplinary model (MDM) and industry depth

**industry depth:** Deloitte's MDM integrates tax advisory, accounting, ERP and analytics to deliver sector-specific R2R solutions. Industry-aligned centers of excellence develop accelerators for regulated sectors such as energy, banking, financial services and insurance (BFSI) and pharmaceuticals.

### Integrated digital tools and analytics:

Through OperateEdge™ and compliance analytics engines, Deloitte supports anomaly detection, risk scoring and real-time compliance tracking. This capability positions clients to respond swiftly to audits or regulatory scrutiny.

## Caution

Complex deployments in R2R and tax processes may be resource-intensive for clients without existing digital infrastructure. Deloitte could boost adoption by offering more phased implementations or templates for quicker wins.



# 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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**SEPTEMBER, 2025**

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