

FandA outsourcing matures to meet European needs



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Finance and accounting outsourcing (FAO) has matured, and is moving beyond just labor arbitrage. But will a focus on strategic benefits and process improvements be enough to tempt European companies – whose employment and language issues have deterred them in the past – into widespread adoption of FAO?

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- Impact
- Ovum view
- Key messages

EUROPE RIVALS THE US AS AN OUTSOURCING MARKET

- Europe gained ground in a slow market in 2009
- Global FAO signings hiatus?

THE EVOLUTION OF FAO

- Moving on from “lift and shift”
- Customers are savvier
- Becoming a strategic partner
- Moving to outcome-based pricing
- Standardization
- Decoupling language skills from processes
- Employee regulations

THE EUROPEAN FAO MARKET

- Overview
- Germany
- France
- The Nordics
- The Netherlands
- Case study – Infosys and Philips

RECOMMENDATIONS

- Recommendations for enterprises
- Track current costs
- Factor in cost of employee lay-offs
- Choose vendor for long-term relationship
- Recommendations for suppliers
- Support clients through lay-off process

Push process and technological capabilities not just labor arbitrage
Target vendors with shared service centers in nearshore locations
Target vertical areas
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