



FAO Summit Europe 2009

Survey



Results

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Management Summary

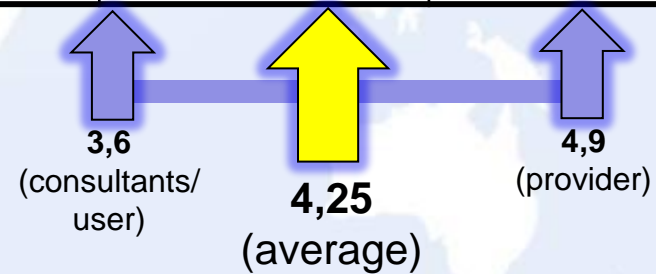
Outsourcing in Finance & Accounting will likely further grow – but it is no necessity in order to become world-class

- The Offshoring Institute has conducted a short survey related to the topics presented and discussed at the Finance & Accounting Outsourcing Summit on May, 19, 2009 in London
- As a result, the general assessment towards outsourcing in Finance & Accounting is quite positive
- Future growth of outsourcing in Finance & Accounting is expected
- However, users prefer to follow this trend only with proven concepts in place – outsourcing appears too important and/or difficult
- The maturity of BPO providers is consequently still rated on average levels
- In order to become world-class in Finance & Accounting outsourcing can help but an effective Shared Service solution can lead to success as well

Q1: feasibility versus willingness

How would you characterize your organization in terms of the outsourcing mentality?

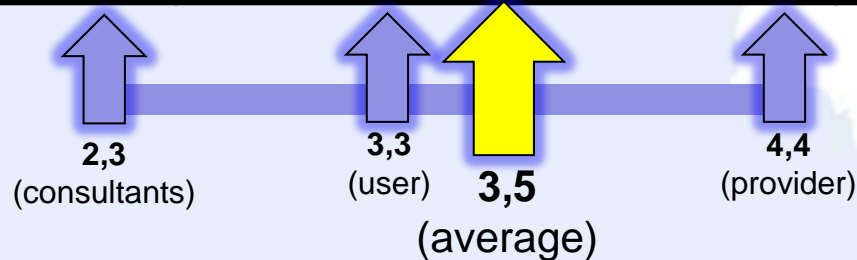
Against outsourcing – <i>Absolutely no outsourcing mentality</i>		Neutral – <i>outsourcing can be realized if benefits can be achieved and potential risks can be mitigated</i>		Pro outsourcing – <i>outsourcing will be made possible even if potential roadblocks exist</i>
1	2	3	4	5



Q2: the right moment for outsourcing

How would you define the situation of your company with regards to outsourcing

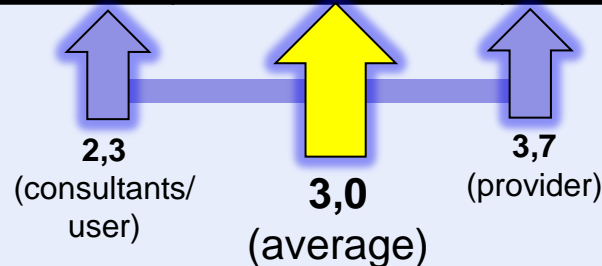
<p>We are by far too slow with regards to outsourcing – we tend to wait and see how others realize their outsourcing engagements and only get active when high levels of experience and maturity are given</p>		<p>We move with the masses – we do not a first mover but also do not wait until all our competitors have passed us</p>		<p>We always attempt to be a first mover – we even embark on an outsourcing trial even if the internal and external market maturity is not given yet</p>
1	2	3	4	5



Q3: specific needs of European corps

How would you rate the provider capabilities?

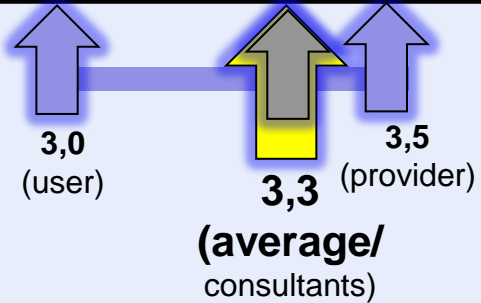
<p>The BPO provider market is still very immature – current providers can only address standard requirements from large-scale global corporations</p>		<p>The BPO provider market is able to cover all requirements from this companies that are willing to outsource – but not more</p>		<p>The BPO provider is absolutely mature enough – key players can address all business requirements of European companies</p>
1	2	3	4	5



Q4a: legal and cultural frameworks

How would you assess legal and cultural readiness in BPO contract negotiations?

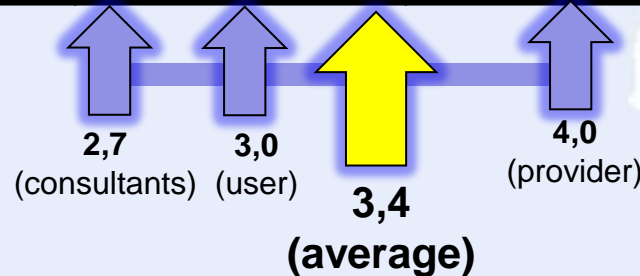
<p>Global BPO contracts are a very new field. Missing knowledge and experience regarding BPO contracts is one of the major roadblocks</p>		<p><i>BPO-related legal and cultural knowledge is there – but sometimes are to find. Specialized lawyers and consultants can help to design effective contracts</i></p>		<p>There is generally enough knowledge of legal and cultural issues available to close global BPO contracts</p>
1	2	3	4	5



Q4b: captive SSC versus BPO

Does have a finance organization have to utilize outsourcing in order to be world-class?

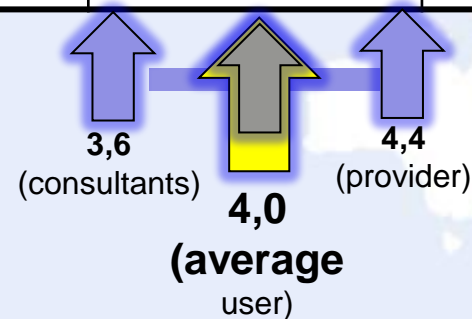
<p>No – outsourcing is not required at all as long as the captive organization provides competitive services</p>		<p>Neutral – outsourcing can be a lever in selected areas but it depends on the process. But it is not a must to reach world-class</p>		<p>Yes – absolutely. Without outsourcing world class performance levels cannot be achieved</p>
1	2	3	4	5



Q5: future of BPO

Which role will outsourcing play in your corporation's future?

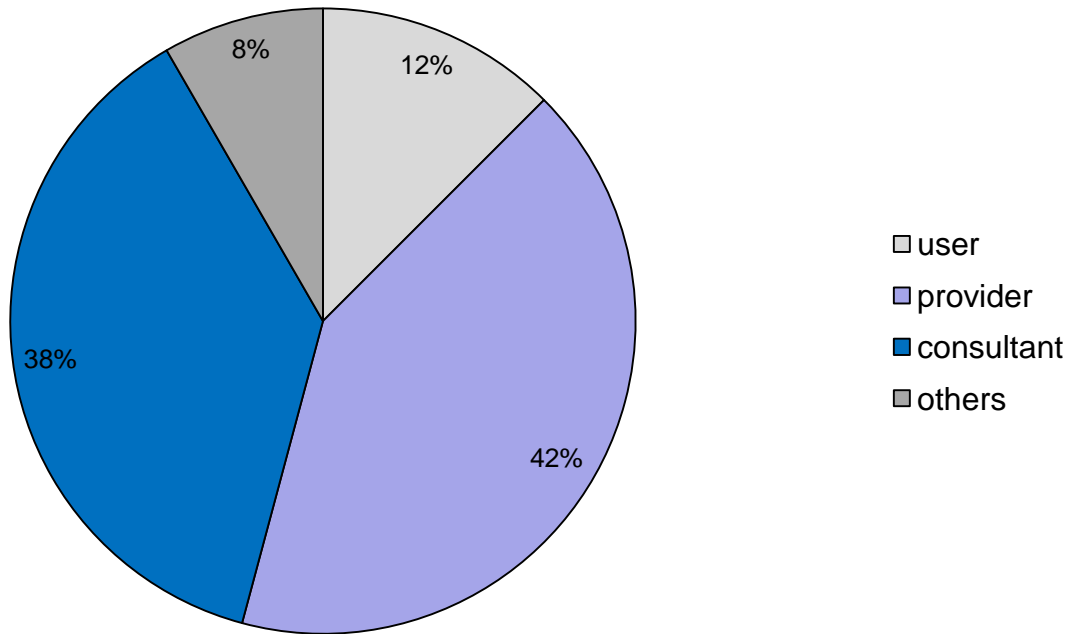
<p>None – we will be selectively outsourcing if the specific requirement arises. Outsourcing will not be an explicit strategy in the future</p>		<p>Neutral – BPO will be utilized much stronger in these areas where it makes sense and we can benefit from it. The approach will be driven by the respective functions (i.e. F&A, HR, IT, etc.)</p>		<p>Very strong – BPO will be one key strategy element for our service functions. We have or will have in the future a governance structure with clear responsibilities towards outsourcing (across functions)</p>
1	2	3	4	5



Demographics

Majority of answers come from BPO provider and consultants

Statistical distribution of answers (total 24)



Thank you for your attention

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