



# **Business Services & Outsourcing Use- Case Portfolio**

Find the Service That's Right for You





# Contents

INTRODUCTION	2
ONGOING ENGAGEMENTS	3
Use Case 1: Finance and Accounting (F&A) Department Processes are Inefficient and/or Lacking Accuracy	4
Use Case 2: International Company Expanding into the U.S.	7
Use Case 3: Rethinking the CFO Role	9
Use Case 4: Future-Proofing Your Business	11
PROJECT BASED ENGAGEMENTS	13
Use Case 1: Executive is Leaving	14
Use Case 2: Immediate Support is Needed	16
CONTACT	18

## Introduction

In today's turbulent times, it's critical for company leaders to optimize their finance and accounting functions to navigate the road ahead and recession-proof their organizations. Oftentimes, outsourcing to a third-party advisor can help buoy the business during these times.

Have questions about whether outsourcing the finance and accounting department is currently right for your organization? Maybe you're considering a long-term arrangement or maybe you need support for a short-term project. In both cases, BDO's Business Services & Outsourcing team has you covered.

Our Use Case Portfolio is broken down into two segments: Ongoing Engagements and Project-Based Engagements. Both address different, yet common, pain points we often hear and help address within the F&A department.

Check out each use case to determine which scenario best fits your organization's needs. In the portfolio, you'll learn about the futureproofing solutions BDO implements to drive efficiencies and improve your organization's financial position.

# Ongoing Engagements

This portfolio includes scenarios where BDO has stepped in to provide long-term outsourcing support to the F&A department, such as a CFO leaving the position.

1



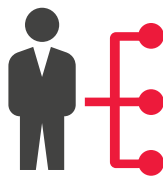
Finance and Accounting (F&A)  
Department Processes are  
Inefficient and/or  
Lacking Accuracy

2



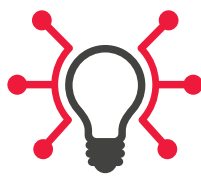
International Company  
Expanding into the U.S.

3



Rethinking the CFO Role

4



Future-Proofing Your Business





### **USE CASE 1:**

Finance and Accounting (F&A)  
Department Processes are  
Inefficient and/or Lacking Accuracy



## Finance and Accounting (F&A) Department Processes are Inefficient and/or Lacking Accuracy

### CHALLENGE

Your accounting team struggles to optimize internal F&A functions, creating a lack of reliable financial information and/or outputs and delays in critical tasks, including:

- ▶ Financial Reporting
- ▶ Cash Forecasting & Budgeting
- ▶ Accounts payable & vendor management
- ▶ Client billing and collections
- ▶ Monthly close
- ▶ Account reconciliations

Department leaders are stretched thin, looking for long-term assistance to create new efficiencies. Company leadership recognizes these issues but is unsure how to resolve them.

### ANSWER

**BSO partners with your business to bring in resources to run all or part of the F&A department in one of two ways:**

- ▶ BSO consults your current team to identify the areas where BSO's professionals can be most impactful (p.6). We identify gaps and institute change management procedures to help your current team elevate their current capabilities and the overall effectiveness of the financial function.
- ▶ BSO leads your F&A department as a long-term, outsourced partner. After gathering a deep understanding of which processes can be enhanced, we guide the team in a new direction.

### IMPACT

**BSO partners with your business to bring in resources to run all or part of the F&A department in one of two ways:**



Your company regularly receives more reliable information that helps the F&A department better understand the business's financial performance



Improved workflows enable your accounting function to work seamlessly with other functions in the organization



Strong internal controls and technology integrations improve the quality of F&A reports and reduce time spent on these tasks



BSO professionals bring resource stability, giving time back to your company's senior leadership



BSO prepares financial reports and data extracts required for reporting to internal and external stakeholders

## USE CASE 1

BSO leverages advanced accounting technology and conducts employee training to facilitate the adoption of new software and processes that streamline time-consuming tasks. We do this, in part, through our Discovery, Design and Implementation process, which includes:

### DISCOVERY

- ▶ Formalize key objectives
- ▶ Understand your operating model
- ▶ Gather current-state information



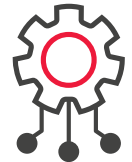
### DESIGN

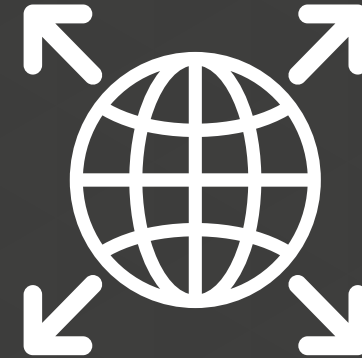
- ▶ Develop a “future-state” operating model
- ▶ Identify data migration and innovation needs
- ▶ Develop a technology implementation roadmap



### IMPLEMENTATION

- ▶ Configure the accounting platform
- ▶ Develop and execute a service cut-over plan
- ▶ Launch selected technology and tools
- ▶ Communicate changes to stakeholders





## **USE CASE 2:**

International Company  
Expanding into the U.S.

## International Company Expanding into the U.S.

### CHALLENGE

Your company is preparing to expand into the U.S., but your team lacks the compliance expertise to set up an F&A department. You also lack the necessary infrastructure and resources to build out your U.S. presence.

### ANSWER

BSO works with your company to provide immediate support with accounting and payroll functions to avoid delays in key components of the expansion process. We work with your international parent company through global BDO member firms to establish communication channels early and accelerate ramp-up time. Our team integrates quickly so your company does not have to spend valuable upfront time on recruitment and hiring.

### IMPACT

1

BSO professionals help you avoid compliance mistakes common in the expansion process due to a lack of U.S. and/or local knowledge.

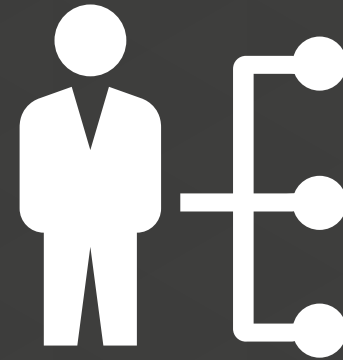
2

- Your company benefits and learns from BSO's seasoned F&A professionals rich in industry/sector expertise who go above and beyond short-term expectations to meet your long-term needs.

3

- BSO provides transition governance throughout the project to measure progress, provide timely and transparent communications, and mitigate risk.





## **USE CASE 3:**

# Rethinking the CFO Role

## Rethinking the CFO Role

### CHALLENGE

Your CFO is leaving the company. This provides an opportunity to rethink what this role entails and how it can be elevated and enhanced by the successor. Your company's financial health demands an understanding of the most effective ways to manage day-to-day operations so that leaders can focus on strategic decisions. How could the next CFO be empowered to improve your company's financial health?

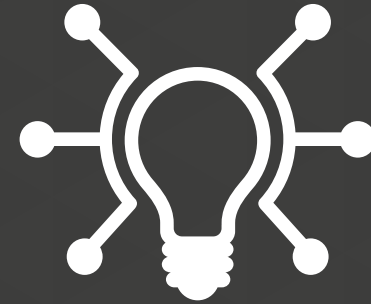
### ANSWER

BSO evaluates your current F&A processes and collaborates with your company to restructure the CFO's role and responsibilities. We analyze the role in terms of tasks performed, time and resource allocation, and current systems and processes to develop new frameworks that bolster the role and streamline departmental tasks.

BSO transforms the CFO role, providing technical accounting guidance and rolling out changes in key areas to improve accounting controls and processes. We leverage technology to improve service levels and reduce costs to achieve better alignment and support the strategic goals of the business.

### IMPACT

- ▶ Strategic roadmaps help you scale and align resources with your evolving needs
- ▶ We help the leadership team gain a deep understanding of financial dynamics and how diverse sources of support align with F&A activities, helping all departments prepare for the future together
- ▶ We work with the leadership team to strengthen relationships with contractors and implement successful pricing and negotiation strategies that drive sustainable, profitable results
- ▶ BSO works to establish lines of interdepartmental communication and foster greater alignment with the organization's strategic objectives
- ▶ We improve the flow of information to leadership and other key stakeholders



## **USE CASE 4:**

# Future-Proofing Your Business



## Future-Proofing Your Business

### CHALLENGE

Current economic conditions are creating uncertainty for the future of your business, making it difficult to complete long-term planning with a high degree of confidence. You want to ensure that your team's bandwidth can meet demand but know that demand for your product or service may ebb and flow in the event of a recession.

### ANSWER

Partnering with BSO for your finance and accounting (F&A) needs provides your company with the bandwidth and talent necessary to focus on your business' core competencies without your team spending undue time on financial planning and/or recession-proofing. Outsourcing with BSO allows you to maintain operational efficiency and improve forecasting no matter the business environment and can help your company scale with precision in two ways:

- ▶ Integrating individual BSO resources into your existing teams to perform specific functions. Your company will maintain a high degree of control over day-to-day F&A processes while allowing you to adjust staffing plans throughout the year based on demand.
- ▶ Developing a long-term outsourcing partnership with BSO to manage your F&A department. We will align your needs with external resources, including both people and technology, to enhance and innovate your current processes, helping your company to function at 100% while keeping costs variable.

### CLIENT IMPACT



BSO provides your company with creative outsourcing and/or co-sourcing solutions to rethink how specific processes are managed, creating efficiencies and stability that futureproof your business



BSO manages day-to-day F&A functions, such as ensuring reporting is accurate, freeing up your staff to focus on higher-value work and allowing for workforce flexibility



Your employees learn fresh perspectives and integrated best practices from BSO, which increases optimization, productivity and overall financial health. Strong financial health puts you in a stronger position to navigate adverse conditions and identify opportunities to drive your business forward



Preparing for the future now with BSO as a partner sets your business up for success to capitalize on the market environment as conditions change

# Project Based Engagements

This portfolio includes scenarios where BDO has stepped in to provide support on specific and immediate F&A projects, such as preparation for M&A.

1



Executive is Leaving

2



Immediate Support is Needed





## **USE CASE 1:**

### Executive is Leaving





## USE CASE 1

# Executive is Leaving

### CHALLENGE

Your controller is leaving the company, creating a business continuity challenge—especially as you seek to fill the role in a tight labor market. You want to balance current employee expectations with the complexities of the hiring process and keep morale high.

### ANSWER

BSO steps in to staff this role in an interim capacity so that your company can focus on hiring the right candidate. Our personnel are seasoned industry professionals with years of finance and accounting (F&A) experience that we match to your needs based on industry experience, providing for quick and seamless integration.

A BSO professional serving in an interim role will evaluate your company to identify gaps and deficiencies in critical areas. That assessment will provide you with a detailed pathway for performance improvement and better bottom-line results. Services can include designing and implementing automated accounting and financial schedules, reconciliations, and compliance reporting.

### IMPACT



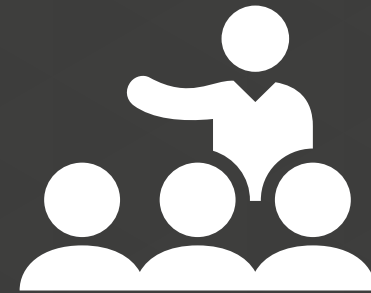
BSO helps to maintain business momentum without disruption and ensures completeness and quality of records.



BSO's interim staffing professionals work to re-engage in-house staff to achieve additional time and cost savings and/or improved information delivery.



BSO leaves your company with monthly close efficiency recommendations, templates and tools to maintain changes and project manage the transition of institutional knowledge once a new controller is in place.



## **USE CASE 2:**

Immediate Support is Needed

## Immediate Support is Needed

### CHALLENGE

Your F&A department needs immediate support in preparation for an acquisition, merger or exit transaction. The transaction process is moving quickly, and your controller is stretched thin.



### ANSWER

BSO brings in a seasoned industry professional to support the controller in an interim capacity so that your company can continue daily business operations while preparing for the transaction. We staff each engagement with senior professionals who have successfully driven similar engagements before for optimal results. We remain actively involved during preparations.

BSO evaluates the preparation process and develops a full range of tailored accounting services to enhance department capabilities during the pre-transaction phase. Our industry professional will join in an interim capacity to help you during this period of transition by ensuring smooth daily operations, providing high-level strategic support, and often leveraging innovative technology.



### IMPACT

- ▶ BSO streamlines reporting so that accounting information is communicated in timely manner, ensuring your company is compliant and meeting regulatory deadlines
- ▶ BSO provides customized project plans and clear data visibility so that you maintain ownership of your information throughout and can make better business decisions





At BDO, our purpose is helping people thrive, every day. Together, we are focused on delivering exceptional and sustainable outcomes — for our people, our clients and our communities. Across the U.S., and in over 160 countries through our global organization, BDO professionals provide assurance, tax and advisory services for a diverse range of clients.

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