



CFO Insights: Achieving High Performance Through Finance Business Process Outsourcing

Stewart Clements, Michael Donnellan, Cedric Read

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Many CFOs have led their companies to invest in ERP and shared services in order to create leaner, more global organization structures. Today, they seek more radical transformation through business process outsourcing (BPO). *CFO Insights* is a practical, comprehensive guide to this exciting, fast-growing field. It features expert advice from the CFOs of major companies worldwide, including BP, Procter & Gamble, Dell, and Exel. Step by step, it takes you through the stages of a successful outsourcing solution - from evaluating providers and contracting, through transition planning and risk management.

“We have seen cost reductions every year for each of the 13 years of our outsourcing experience – now, finally, we are seeing the outsourcing market mature. The advancement of multi-client centers will create new value. As new low cost centers spring up around the world I want to have easy access to the opportunities.”

—Alan Eilles, CFO Downstream, BP

“Outsourcing is not about sitting still. On the one hand, as CFO, you have to be in control, and have the right control mechanisms in place. On the other, this is an evolving relationship where both parties feel empowered and energized to make a real difference in the business.”

—John Coghlan, Group Finance Director of Exel

“My view of the CFO’s role is relatively simple: How do you add value? The CFO has to be in the forefront in understanding, at a strategic level, the relative economics of different parts of the business model – and vitally play a decisive role in deciding what should be insourced and what should be outsourced.”

—Clayton Daley, CFO, Procter & Gamble

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