

AUXIS

Creating value by enabling growth

Finance and Accounting Business Process Outsourcing Study

Preface

Auxis believes that there are significant opportunities for Florida based companies to improve their competitiveness through the implementation of a Finance and Accounting Outsourcing (“FAO”) operating model. The primary objective of this study was to quantify the labor arbitrage savings opportunity that exists for companies operating in Florida by comparing current compensation levels to FAO costs for equivalent positions under a Central America based model.

Auxis would like to thank the companies that participated in this study. These participants received a complimentary, confidential analysis of their individual savings opportunity as well as an individual position compensation benchmark analysis with their South Florida peers.

The database and evaluation model created for this study were designed to support future analyses. If you are interested in receiving a custom evaluation to determine the savings opportunity for your organization, please send an email to info@auxis.com or call Eric Liebross at 954.236.4000 x155. Visit www.Auxis.com for more information.

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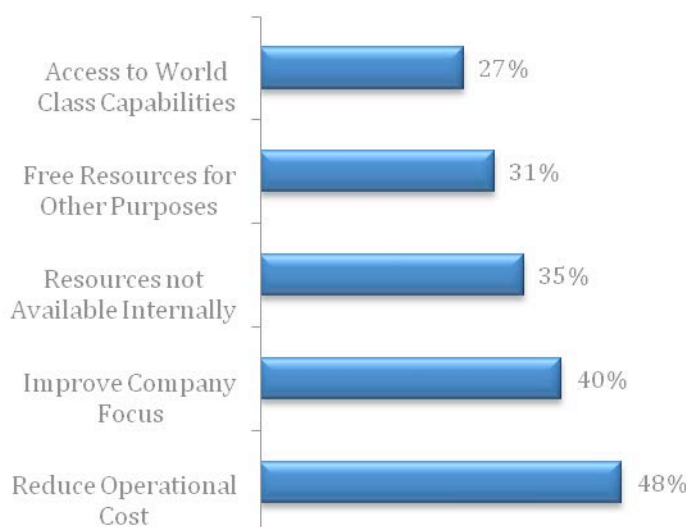


Introduction

Call Center and IT operations have led the way in driving the increasing trend towards offshoring and outsourcing over the past two decades. However, since 2006 the fastest growing segment of the outsourcing industry has been Finance and Accounting Outsourcing (“FAO”). The FAO market is estimated to have reached \$3.1 billion in annual contract value during 2009, representing approximately \$24 billion in total booked contract value. FAO is estimated to have grown at rates exceeding 20% per annum from 2006 to 2008, before dipping to 11% in 2009. Current forecasts call for a return to pre-recessionary levels of approximately 20% in 2010.¹

The primary driver for companies deciding to outsource and/or offshore is to take advantage of labor arbitrage opportunities that exist between various geographic regions. The

ability to improve executive focus on higher value creating activities and expand access to qualified talent are other key drivers of this overall trend.



Source: Outsourcing Institute

Figure 1 - Why do Companies Outsource ?

Large multi-national organizations have led the way in the offshoring of F&A functions. The operating models implemented have been a combination of captive shared ser-

¹ Everest Research Institute, “Finance and Accounting Outsourcing Annual Report 2010”

vices, where the offshore operations are established and managed by the organization and outsourcing of operations to a third party service provider. Most companies typically commence their offshore efforts with basic transaction processing and then migrate to more sophisticated services as the operating model matures. Auxis client experience and multiple third party studies have estimated cost savings to range from 20% to 60% through the implementation of an F&A offshore model. This provides a significant competitive cost advantage.

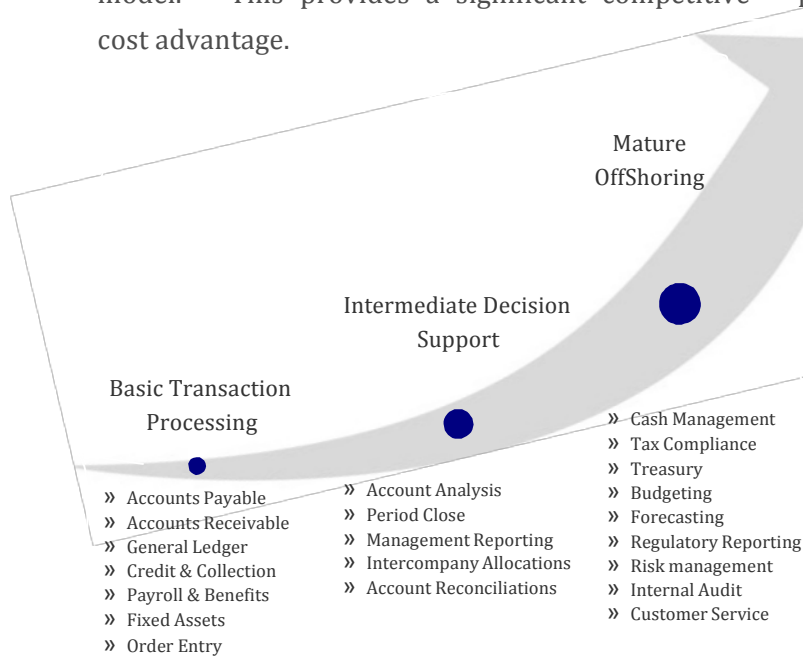


Figure 2 - Offshore Maturity Model

Middle market companies have been slower to adopt the growing offshoring trend. Auxis believes that advancements in information technology, telecommunications and the emergence of Latin America as a viable offshoring region now provide the necessary platform for middle market companies to improve their competitiveness by implementing an FAO operating model. This study aims to help quantify the magnitude of savings opportunity that exists by migrating to a near-shore FAO model.

Latin America as an Outsourcing Destination

Auxis believes that a near-shore location is a critical success factor for middle market companies implementing an offshore model. The challenges of managing an Asia based offshore model strain even the largest of companies in the United States and would be more formidable for middle market companies which tend to have leaner and more streamlined management structures.

During the past five years, Latin America has emerged as a major player in the global market for F&A offshoring services. Many leading global companies, such as Proctor & Gamble, DHL, Western Union and Amazon, have successfully established large offshore operations within the region. Top Indian service providers have also started to aggressively expand into the region to better serve their customers. The rise of Latin America as a viable offshore destination for United States based companies has been primarily driven by a combination of its geographic proximity, cultural similarities, cost attractiveness and quality labor pool.

Geographic proximity.

Time zone and physical proximity from Latin America to the United States provides a significant advantage over Asia.

Many early adopters of offshoring have found it very challenging and a strain on their workforce to manage operations that were so distant and with large time zone disparities.

Cultural similarities.

Latin America and the United States share very similar business cultures. Pop culture and social customs are also closely aligned. This helps facilitate a smoother integration of the offshore resources with their counterparts in the United States.

Cost Attractiveness.

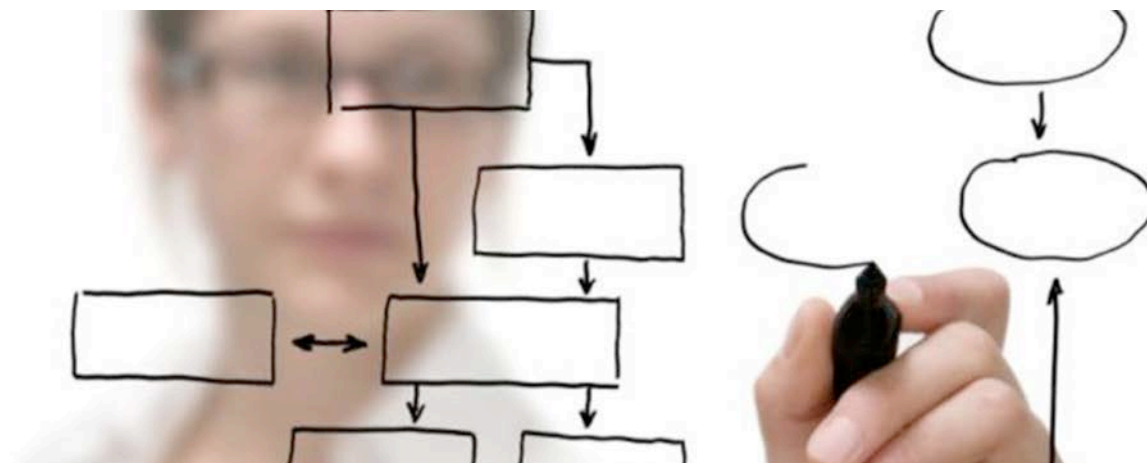
The region enjoys significantly lower labor and operating costs versus the United States.

Quality Labor Pool.

Latin America enjoys a diverse, young, and deep labor pool. Per AT Kearney's 2007 "Destination Latin America: A Near-Shore Alternative Report," Latin America has at least 11 cities with a minimum population of 1.5 million and numerous universities. These cities include Buenos Aires and Cordoba in Argentina, Santiago in Chile, Bogota in Colombia, San Jose in Costa Rica, Ciudad Juarez, Mexico City, Monterrey and Tijuana in Mexico and Sao Paulo and Rio de Janeiro in Brazil.

"Latin America has emerged as a major player in the global market for F&A offshoring services."





Study Methodology

In order to facilitate accurate comparisons among the various Participants, Auxis developed a Master Chart of common F&A job positions. The Master Chart contained standard position profiles based on key job responsibilities, educational requirements, work experience requirements and language requirements (i.e. English Written/Read/Spoken). To enable further analysis, the positions in the Master Chart were categorized into a position hierarchy and into functional areas. The functional breakdown included the following areas/departments: Accounting, Finance, Accounts Payable, Credit, Accounts Receivable, Payroll, Tax and Treasury. ²

In addition, the Master Chart profile reflected a range of fully burdened costs by including low and high full-time equivalent costs for each position. Labor arbitrage analysis by function and level was based on the mid-point fully burdened FAO cost to

Position Hierarchy

Name	Description
Director	Defines, directs & oversees execution of strategies. Minimum of 8-10 years of experience.
Manager	Manages execution of strategies & processes. Minimum of 3-5 years of experience.
Supervisor	Oversees specific processes functions. Minimum of 2-4 years of experience.
Staff	Responsible for performing specific non-data processing functions. No managerial responsibilities.
Processor	Responsible for data entry and processing of such data manually or with systems

streamline comparisons.

Job positions from each Participant were mapped to its corresponding position in the Master Chart. All cost comparisons were based on the position profiles in the Master Chart.

The Study analysis compared each Participant's current loaded compensation cost with the fully burdened cost of that same position under an FAO model based in Costa Rica. Costa Rica was utilized as the comparison

² Refer to the Appendix for a full breakdown of the Master Chart of Positions.

country due to its outstanding track record as an offshoring destination and strong fit for North America based organizations. Large multi-national corporations, such as Procter & Gamble, Hellman's Worldwide Logistics, Publicis Groupe and Amazon have successfully established F&A processing centers in Costa Rica over the last decade. Additionally, Costa Rican compensation levels are in the mid-range among Latin America countries.

The FAO cost model utilized the loaded labor cost of the individual position, plus an operating overhead allocation and a standard FAO margin. The FAO cost model assumes that the delivery of services will be managed through formal service level agreements and that a hybrid onshore/offshore delivery model will be utilized. Auxis believes that middle market companies are not likely to succeed under a complete offshore model and that key positions will need to be maintained on-shore by the FAO provider. These delivery model assumptions all add cost to the offshore alternative that was utilized as the benchmark for this analysis. Please note, a straight labor arbitrage analysis would only include the direct labor-related cost of the position and would yield a higher savings amount than shown in this Study. Auxis felt there was more value to including the fully burdened FAO cost as this would provide a more accurate reading of the likely savings that can be realized under a near-shore FAO model. Additional cost reductions that companies often realize by moving to an FAO model, such as real estate, office overhead, information technology, employee recruiting and training were also excluded from this analysis. These additional cost reductions, which vary by company, can yield further savings.

Spotlight: Costa Rica

- » **Leading Pioneer of Latin America Offshore Market**
- » **Strong Service Export Environment**
 - » Over 60% of GDP
- » **Qualified Work Force**
- » **Highest Ranked Education System in Latin America**
 - » High English proficiency with 80% of service sector transactions in English
 - » Literacy rate of 95.9% according United Nations Development Program 2009
- » **Strong Tradition of Stability**
 - » Ranks #1 in 2010 Latin America 2010 Global Peace Index
 - » 100 year+ democracy
- » **Technology Savvy**
 - » Highest % of internet users in LA
 - » Highest penetration of PC's in LA

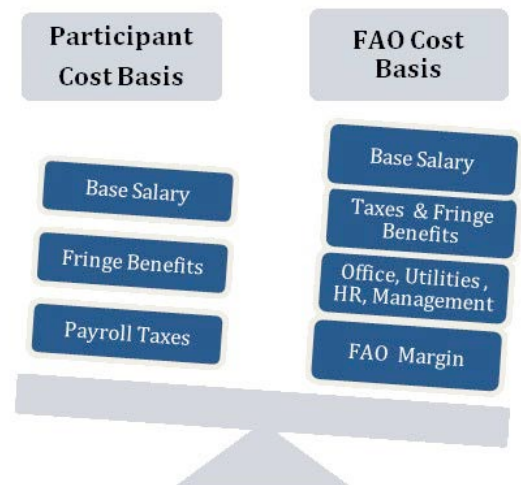


Figure 4: Study Cost Categories

Participant Profile

The Study benchmarked 333 positions across 14 companies. Participating companies represented a wide range of industries, including transportation and distribution, consumer products, professional services, financial services and real estate. Fifty percent of the Participants were companies with annual revenue between \$100M and \$1B, with the smallest participant being a \$50M revenue company and the largest a North America business unit of a Fortune 500 company. Some of the smaller participants in terms of revenue have the more complex accounting requirements, so company size is not necessarily a key indicator of back office complexity. The positions benchmarked covered a wide range of F&A functions. The core functions of Accounting, Accounts Receivable, Accounts Payable and

Credit represented 80% of the study population. The majority of the companies in the study do not have dedicated tax and treasury personnel. Given the limited sample size for dedicated tax and treasury resources, these positions have been excluded from the functional-level study results.

The total loaded compensation of all Participants in the study was \$21M.³ Incentive compensation was excluded from the calculation, except for two Participants. Based on discussions with the Chief Financial Officers at these two companies it was concluded that the incentive compensation for these companies was essentially guaranteed and should be considered as a component of base cash compensation.

Participant Highlights

Industry Stratification

» Consumer Products	43%
» Transportation & Distribution	36%
» Other	21%

Revenue Stratification

» \$50M to \$100M	22%
» \$100M to \$1B	50%
» \$1B to \$2B	14%
» \$2B plus	14%

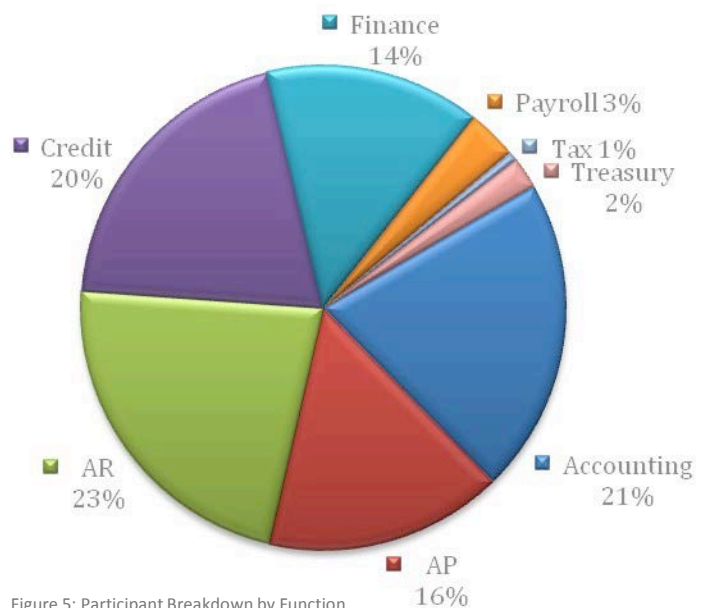


Figure 5: Participant Breakdown by Function

³ Loaded compensation includes base cash compensation plus employer paid fringe benefits and payroll taxes.

Study Results

The analysis shows a compelling cost savings opportunity for Florida based companies through the implementation of a near-shore FAO operating model. The overall savings range for the 333 positions analyzed was 33% to 45%. The savings opportunity based on the mid-point FAO cost level was 39% with a total labor arbitrage of \$8.0M, or \$24,200 per position.

Our analysis indicates that by focusing on the core accounting functions that the overall cost savings percentage opportunity increases from 39% to 43%. Core accounting functions have a high proportion of Processors and provide the most attractive labor arbitrage opportunities. For example, the Florida based cost for resources in Accounts Payable averaged \$44,429 per full-time equivalent (FTE) versus \$24,270 per fully burdened FAO cost per FTE, for a savings of 45.4%.

The cost savings opportunity also varied significantly based on the position hierarchy. Processor and Staff positions represented the largest percentage savings opportunity with 48% and 61% labor arbitrage respectively. The Processor level represented 60% (200) of the total positions benchmarked and captured \$3.7M of the \$8.0M savings⁴ potential, or 46% of the total savings identified.

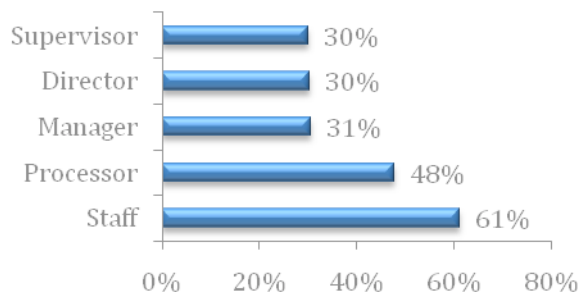


Figure 7: Savings by Position Hierarchy

⁴ Loaded compensation includes base cash compensation plus employer paid fringe benefits and payroll taxes.

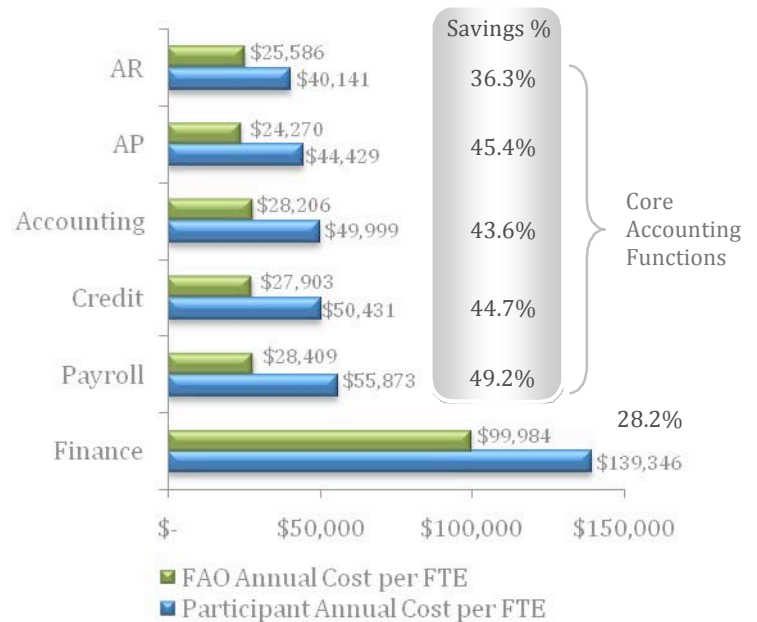


Figure 6: Resource Cost and Savings by Function

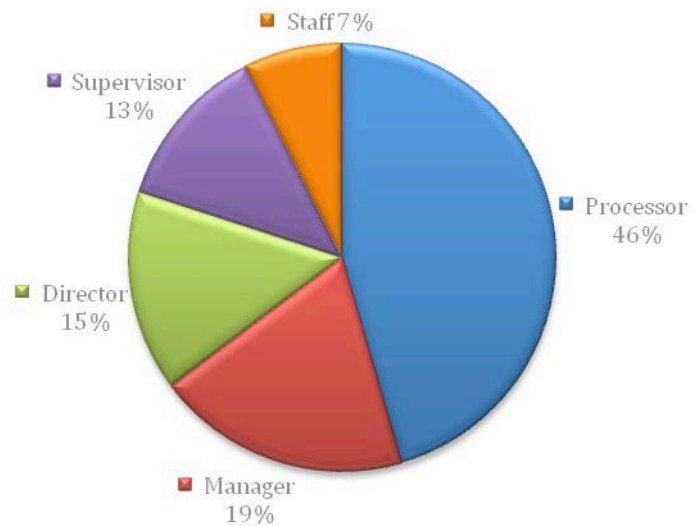


Figure 8: Overall Savings Contribution by Position Level

Processor savings jumped as high as 56% in Accounting and 51% in Credit. The lowest savings opportunity at the Processor level in terms of functional area was Account Receivable which still showed a cost reduction opportunity of 41%. Transaction processing positions represent the highest number of positions in most accounting organizations and also represent the positions that are typically the easiest and lowest risk to migrate to an offshore model.

The savings percentage for the Supervisor and Manager levels came in lower than expected at 30% and 31%, respectively. Based on our analysis of data provided by the Participants and discussion with several of the participating Chief Financial Officers, we believe that these savings percentages are underrepresented due to “title inflation”. Title inflation represents a situation whereby long-term resources have been given a title promotion and periodic salary increases while continuing to perform many processor-level

“Processor savings jumped as high as 56.1% in Accounting and 51% in Credit.”

tasks. These resources were mapped to a standardized criterion for supervisor and manager positions with a significantly higher BPO cost than for processors, thereby potentially understating the savings opportunity for the supervisor and manager positions. Regardless of title inflation, Manager level positions still represent significant savings opportunities due to a higher dollar savings amount per position. Savings per position at the Manager level came in at \$33,800, versus \$18,500 at the Processor level.

Our study found that compensation is highest among positions that require more specialized skills, such as a Financial Analyst. Positions categorized in the Finance function provided the largest savings opportunities per full-time equivalent. The dollar savings per position within Finance was the highest of all functions at \$39,362 even though the percentage savings was on the low end of the range at 28.2%.





Participant Level Savings Potential

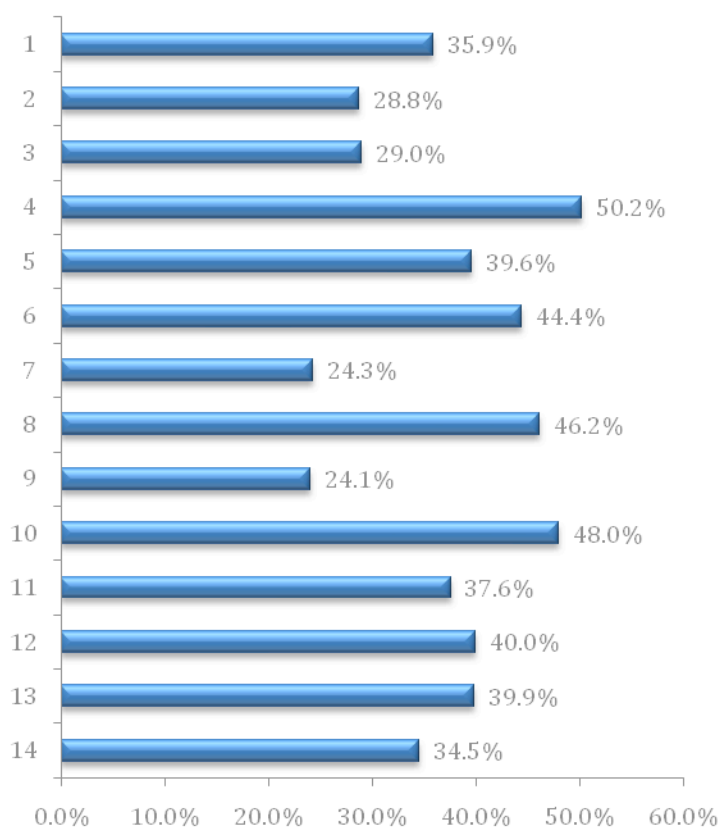


Figure 9: Savings Opportunity by Participant

All Companies that participated in the Study had at least a minimum cost savings potential of 24.1% by migrating to a near-shore FAO operating model. Thirty-six percent of the Participants have savings opportunities of 40% or higher, with the median savings per Company coming in at 37.7%, or \$539,000 per annum. The consistent finding of significant cost savings across such a diverse group of organizations, in terms of size and industry, indicates that the opportunities for improved cost competitiveness applies to a very large range of organizations.



Conclusions

The results of this Study clearly show that there are significant cost saving opportunities for Florida based companies from the implementation of a Latin America based FAO operating model. The savings opportunities are widespread, but especially attractive for the transaction intensive functions that are most easily migrated to an FAO environment.

The savings potential identified in this Study, while significant, are actually understated. The analysis did not include the incremental savings that an FAO model typically

“Total savings opportunity for all participants within the survey was \$8.0 million with an average savings of 38% per Participant.”

delivers from increased scalability, specialization and process efficiency. For example, one opportunity that was identified for incremental savings comes from improving the low ratio of Processors to Supervisor/Manager. In larger operating environments, this ratio is more than four times higher than the 2.2 to 1 ratio observed among the Study Participants. Improving this ratio can materially reduce an organization's back office costs. The organizational benefits from implementing an FAO operating model are more than just labor savings. Common other

benefits include,

- » Increased management focus on higher value creating activities
- » Improved ability to access resources with specialized knowledge and skills in a more cost effective, as needed basis
- » Increased process efficiency
- » Increased operating flexibility
- » Improved agility to handle normal business cycle fluctuations by having a more variable cost model

The competitive advantages that offshore operating models have generated for many Fortune 500 companies are now within reach for most middle market organizations. Improvements in telecommunications infrastructure, the widespread adoption of more robust financial management software that is geared towards operating in a distributed environment and the rise of Latin America as a

viable near-shore destination have made implementation of an offshore FAO model a realistic alternative for middle market organizations.

Today's highly competitive markets do not allow organizations the luxury to overspend on their back office accounting functions. Finance organizations need to have an operating model that maximizes its focus on high value creation activities, while ensuring that routine transaction processing is performed in the most efficient and cost effective manner possible. Savings achieved from a more efficient back office can be taken straight to the bottom line or re-invested into higher value creating activities, such as improved business intelligence or strategic planning. Evaluating the fit and benefits from incorporating a near-shore FAO capability should be on the agenda for most organizations. If ignored, the back office could become a source of competitive disadvantage.



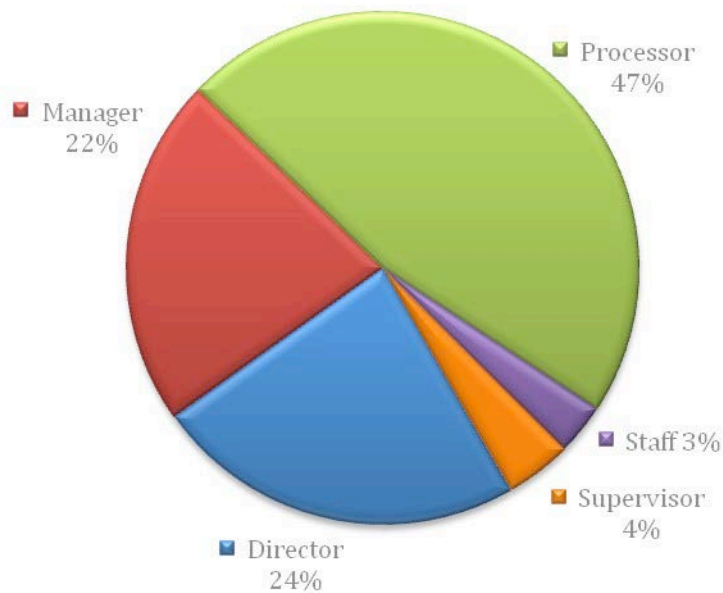
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Appendix I: Study Details

The following charts show the distribution of positions and corresponding share of loaded compensation based on the levels in the position hierarchy.

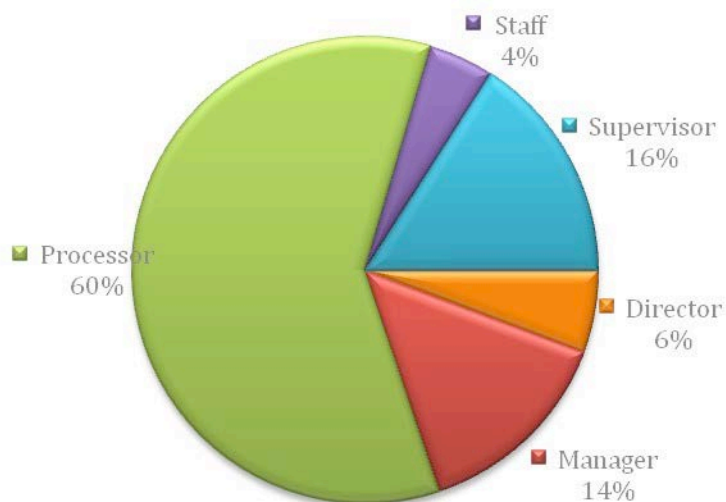
Loaded Compensation by Level for all Participants



Compensation for the Participants is inclusive of base salary and a load factor provided by the firms to account for employer paid fringe benefits and taxes. Consider the following points while reviewing the position level breakdown:

- » The total baseline loaded compensation is \$21 million.
- » The Processor, Supervisor, and Staff positions make up 80% of position count and 54% of the loaded compensation.
- » There are 119 Director, Manager and Supervisor positions overseeing 214 Processor and Staff positions, representing a very narrow span of control.
- » Manager and Supervisor positions make up 30% of the position count while consuming 40% of the loaded compensation.

Position Breakdown by Level for all Participants



When evaluating relative benefits, it is insightful to see the matrix of savings opportunities by function and position level. The following themes apply to the savings opportunities:

- » Significant labor arbitrage opportunities exist for transaction intensive functions as highlighted in the tables below
- » Processor and staff level activities provide greatest direct labor arbitrage savings opportunity
- » Additional savings opportunities exist at supervisor and manager level through broader span of control

Savings Opportunity Amount by Function and Level (US\$)

Level - Area	Accounting	AP	AR	Credit	Finance	Payroll	Tax	Treasury	
Processor	528,211	873,003	872,457	1,275,075		124,797			3,673,542
Staff	599,456								599,456
Director					1,228,229				1,228,229
Supervisor	397,797	195,442	219,194			204,770			1,017,203
Manager				211,742	700,489		27,358	615,216	1,554,805
Grand Total	\$1,525,463	\$1,068,445	\$1,091,651	\$1,486,817	\$1,928,719	\$329,567	\$27,358	\$615,216	\$8,073,236

Savings Opportunity Percentage by Function and Level

Level - Area	Accounting	AP	AR	Credit	Finance	Payroll	Tax	Treasury	
Processor	56.1%	47.9%	41.2%	51.0%	-	43.0%	-	-	47.9%
Staff	61.2%	-	-	-	-	-	-	-	61.2%
Director	-	-	-	-	31.6%	-	-	-	31.6%
Supervisor	25.2%	36.7%	24.5%	-	-	53.8%	-	-	30.0%
Manager	-	-	-	25.5%	23.8%	-	13.0%	64.1%	31.5%
Total	43.6%	45.4%	36.3%	44.7%	28.2%	49.2%	13.0%	64.1%	38.7%

Appendix II:

Master Chart of Positions

ID	Position	Level	Responsibilities	Position Area	Experience
1	Assistant Accountant (Junior Accountant/ Clerk; Accounting Clerk)	Processor	Verifies and posts transactions to journals, ledgers and other records. Prepares statements, invoices and vouchers. May handle balancing and reconciliations. May specialize in one area of the accounting function.	Accounting	A minimum of one to two years of experience are required.
2	Accounts Payable Clerk (AP)	Processor	Reviews invoices for accuracy. Sorts documents by account name or number, and processes invoices for payment. May perform other clerical duties associated with accounts payable. May post transactions to journals, ledgers and other records.	AP	At least one to two years of experience are required.
3	Accounts Receivable Clerk (AR)	Processor	Verifies and posts accounts receivable transactions to journals, ledgers and other records. Follows established procedures for processing receipts and cash. Sorts and files documents after posting them. May prepare bank deposits.	AR	One to two years of experience are required.
4	Accounts Payable Supervisor (AP)	Supervisor	Oversees accounts payable recordkeeping. Supervises the recording of amounts due, verification of invoices and calculation of discounts. Ensures expense coding, voucher preparation and issuance are accomplished accurately and on time. Produces various reports for management, including an accounts payable register.	AP	Typically, two to four years of experience are required.
5	Accounts Receivable Supervisor (AR)	Supervisor	Oversees accounts receivable recordkeeping. Ensures cash receipts, claims or unpaid invoices are properly accounted for. Calculates and enters charges for interest, refunds or related items. Produces account statements or other related reports.	AR	Typically, two to four years of experience are required.
6	Staff Accountant Junior Accountant Full Charge GL Bookkeeper	Staff	Prepares month-end general ledger close journal entries and supporting reconciliations. Performs monthly financial statement corporate reporting. Drafts internal financial reports and supporting analytics for division senior management. Supports special projects and processes improvement initiatives.	Accounting	A minimum of one to two years of experience are required.

ID	Position	Level	Responsibilities	Position Area	Experience
7	Senior Accountant, General Accountant	Supervisor	Manages accounting functions. Prepares reports and statistical data detailing financial results. Establishes and maintains accounting practices to ensure data necessary for business operations is accurate and reliable. May specialize in one or more functional accounting areas, such as accounts receivable, accounts payable, payroll or budget. Supervises professional and/or clerical accounting employees.	Accounting	Five to eight years of experience are required.
8	Credit & Collections (Credit/Collections)	Processor	Ensures the settlement of outstanding accounts according to contract terms. Contacts customers by telephone and/or letter. Reviews customers' credit limits and accounts, sends monthly statements, issues escalation or final notice letters, and refers unpaid accounts for debt collection or legal action.	Credit	A minimum of one to two years of experience are required.
9	Credit Manager (Credit Manager/Supervisor; Credit & Collections Manager)	Manager	Determines credit worthiness of clients and formulates credit and collection policies. May supervise the work of one or more of the following functions: credit clerk, controller or analyst. Takes appropriate action against delinquent accounts.	Credit	Three to five years of credit and collection experience are required.
10	Payroll Accountant (Payroll Administrator/ Payroll Clerk; Payroll Coordinator)	Processor	Computes and disburses wages and salaries, deductions, taxes and other withholdings. Posts payroll data and prepares routine reports and/or payments to government agencies, insurance companies and other organizations. Calculates and processes special check, reviews and edits, and makes necessary corrections and adjustments.	Payroll	Typically, two to four years of payroll or related experience is desired.
11	Payroll Manager	Manager	Manages the preparation, distribution and reporting processes for payroll. Oversees the calculation of wages, overtime and deductions to ensure compliance with applicable regulations. Ensures that payments and government reports are disbursed accurately and on time. Establishes policies and procedures for payroll.	Payroll	Typically, three to five years of experience are required.

ID	Position	Level	Responsibilities	Position Area	Experience
12	Payroll Supervisor	Supervisor	Supervises computation, documentation and processing of payroll wages and deductions for employees. Coordinates the preparation and maintenance of disbursements, reports and statistics for government agencies and other organizations.	Payroll	One year of relevant experience, or five years of experience, are required.
13	Financial Analyst, Accounting Manager (Costing Or Financial)	Staff	Plans and conducts comprehensive studies to improve the operational and financial effectiveness of the unit. Performs statistical, cost and financial analysis of financial reports and data, and prepares subsequent narrative analysis for management. Plans and conducts in-depth studies to determine cost of business activities. Recommends budget adjustments and other cost improvement measures. Analyzes financial data, and extracts and clarifies relevant information. Interprets data to determine past financial performance and/or to project financial probability. Reviews costs and performs cost/benefit analysis related to projects and/or programs. Develops financial reports to determine forecasts, trends and results analysis. Records, classifies and summaries financial transactions and events in accordance with generally accepted accounting principles. Interprets financial transactions and events for economic or business decision-makers.	Finance	A minimum of two to four years of experience are required.
14	Controller (Financial Controller)	Director	Supports financial management in directing budget and cost controls, financial analysis, and accounting procedures. Manages financial statement preparation. Organizes and plans auditing schedules. Develops policy and procedure manuals for accounting departments. May file tax returns.	Finance	Typically, a degree and four to six years of experience is required.
15	Internal Auditor	Staff	Conducts audits to verify accuracy of records and compliance with standards, policies and procedures. Compiles audit findings and recommendations to modify and improve systems and procedures.	Audit	Two to four years of experience is desired.

ID	Position	Level	Responsibilities	Position Area	Experience
16	Senior Internal Auditor	Supervisor	Conducts in-depth audit projects. Reviews records for accuracy and compliance to standards. Inspects financial or operational information to ensure procedures are correct. Compiles audit findings and recommends revisions to systems and procedures.	Audit	Four to six years of experience are required.
17	Internal Audit Manager	Manager	Manages the review and verification of records to ensure their compliance with standards, policies and procedures. Develops audit procedures and systems. Oversees audit findings and recommendations.	Audit	Five to eight years of experience are required.
18	Treasurer (Treasury Analyst; Assistant Treasurer/Assistant Controller)	Staff	Optimizes working capital and forecasts daily cash. Develops and maintains working relationships with banks. Reduces bank charges, and ensures that foreign exchange and interest rate risk is managed efficiently and appropriately by employing proper treasury products. Prepares annual, monthly, weekly and daily cash forecasting.	Treasury	A minimum of two to four years of experience are required.
19	Tax Manager	Manager	Establishes and executes campaigns to reduce an organization's tax debt. Adheres to all national, state, local and international tax laws. Manages the retention and preparation of tax records, tax returns and other required reports. Assesses the impact of an organization's tax liability.	Tax	Five to seven years of experience is required.
20	Finance Manager (Director Of Accounting; Vice President Of Finance)	Director	Responsibilities include directing and overseeing all or one of the following accounting functions: general accounting, payroll, and cost accounting. Directs an organization's financial policies with comprehensive knowledge of generally accepted accounting principles. Oversees all financial functions including accounting, budget, credit, insurance, tax, and treasury. Typically represents the 2nd most senior finance executive.	Finance	Candidates usually have at least 10 years of experience, including previous management responsibility.

ID	Position	Level	Responsibilities	Position Area	Experience
21	Finance Director (Chief Financial Officer (CFO))	Executive	Manages the overall financial plans and accounting practices of an organization. Oversees treasury, accounting, budget, tax and audit activities for an organization and its subsidiaries. Supervises financial and accounting system controls and standards. Ensures timely financial and statistical reports for management and/or Board use.	Finance	10 years experience
22	Assistant Accountant (Junior Accountant/Clerk; Accounting Clerk; Payroll Clerk)	Processor	Verifies and posts transactions to journals, ledgers and other records. Prepares statements, invoices and vouchers. May handle balancing and reconciliations. May specialize in one area of the accounting function.	Payroll	A minimum of one to two years of experience are required.

Appendix III:

A Note on Technology Enablers

Technology is a crucial element in making FAO a reality. Specifically, workflow applications and document management systems enable business processes to be performed across multiple locations efficiently.

Document management systems refer to technologies used to scan paper documents, index, store and retrieve electronic documents. These systems are designed to digitally store and organize business documents in lieu of the traditional paper filing systems retained locally by many organizations. Electronic document management streamlines BPO processing since required documents and supporting information are readily available to authorized users.

Workflow applications broadly refer to configurable tools to manage business process and document flows. Generally, workflow applications control the transfer of information from a user to another functional group for action (i.e. approvals, updates, etc). For example, purchase order approvals no longer need to be routed manually, but rather through a system to submit for approval with an automatic, appropriate routing to the approver(s). Workflow provides immediate and systematic control of “handoffs” to resources that may be in different locations, with an audit trail of activity.

Auxis understands how to best apply these technology enablers to enhance the overall BPO outsourcing process and maximize the total benefits that may be obtained through such a transition.

Auxis can Help

Whether its outsourcing, shared services or overall business process improvement, Auxis professionals bring the level of real world expertise and experience required to ensure our clients' success. Our team has over a decade of proven success in helping organizations create more value from their back office operations.



Creating value by enabling growth

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