



Aalto University  
School of Business

# Dynamic Nature of Motivations of Business Process Outsourcing Decision – an Empirical Study of Accounting Outsourcing

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**What is the relationship  
between motivations to  
outsource and the degree  
of outsourcing?**

# Study

- **Survey in collaboration with Suomen Yrittäjät**
- **Questionnaire sent to 5 000 Finnish SMEs**
- **Responses collected – 550**
- **Responses included in this study – 348**

# Two big questions

- 1. Which accounting tasks does your company outsource?**
- 2. How did various factors affect your company's decision to outsource?**

# Accounting tasks

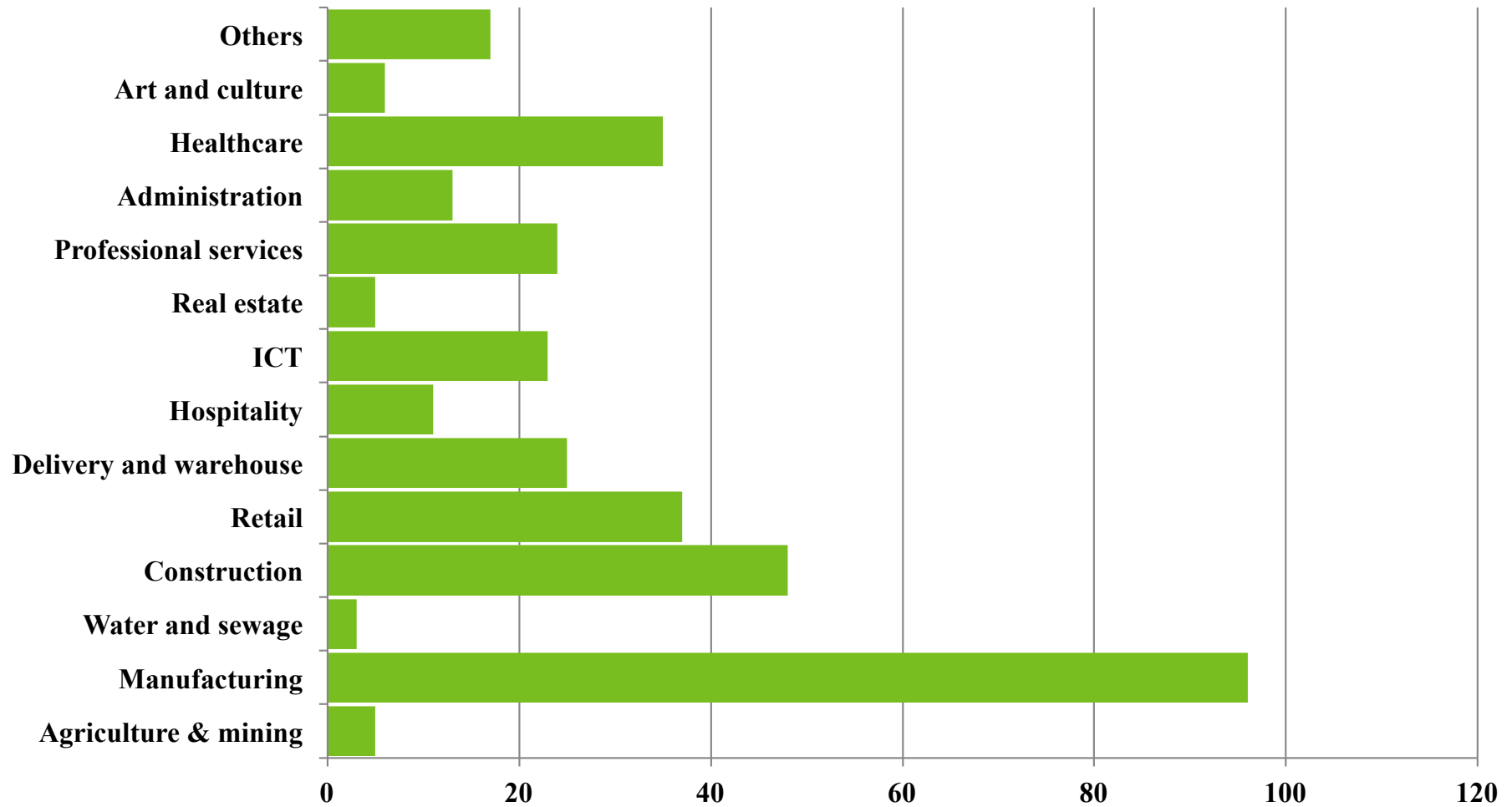
		#
<b>Sales</b>	Client register maintenance	P1
	Product register maintenance	P2
	Sending sales invoices	P3
	Handling of sales invoices	P4
	Sending note of complaint	P5
	Sales ledger maintenance	P6
<b>Purchases</b>	Supplier register maintenance	P7
	Receiving purchase invoices	P8
	Handling purchase invoices	P9
	Handling purchase, travel & other costs	P10
	Purchases ledger maintenance	P11
<b>Payroll</b>	Personnel register maintenance	P12
	Basic payroll data maintenance	P13
	Payroll calculations	P14
<b>Reporting</b>	Preparation of balance sheet and income statement	P15
	Preparation and sending of VAT	P16
	Preparation and sending of annual salary reports	P17
	Preparation and sending of annual pension insurance reports	P18
<b>Payments</b>	Periodic VAT payments	P19
	Salary payments	P20
	Payments for purchases, travel and other expenses	P21
	Monthly payroll tax payments	P22

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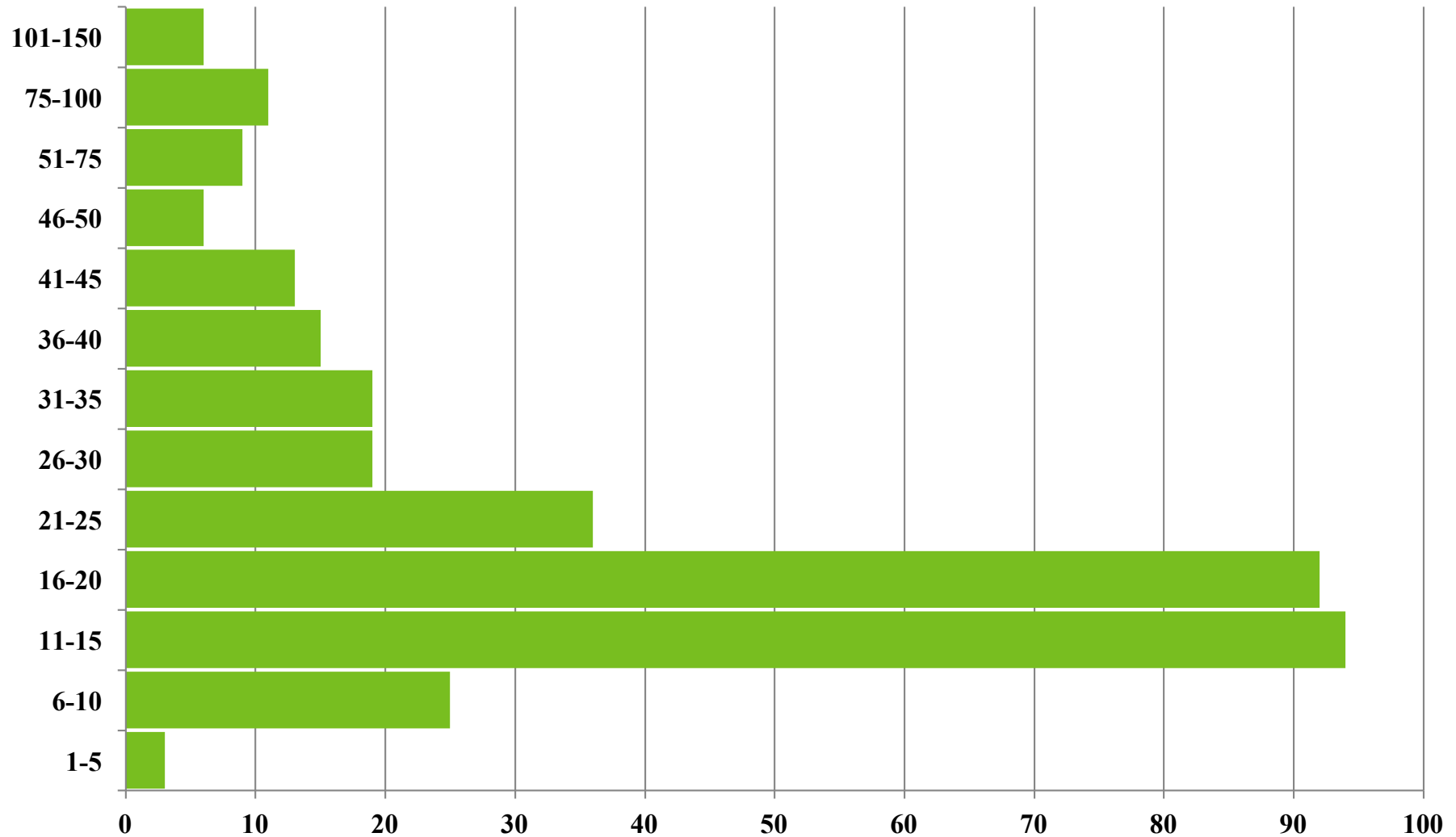
# Outsourcing motivation factors

- 1. Access to expertise**
- 2. Scalability**
- 3. Rapid delivery**
- 4. Cost reduction**
- 5. Business improvements**
- 6. Focus on core competences**
- 7. Security concerns**
- 8. Fear of losing control**

# Industry

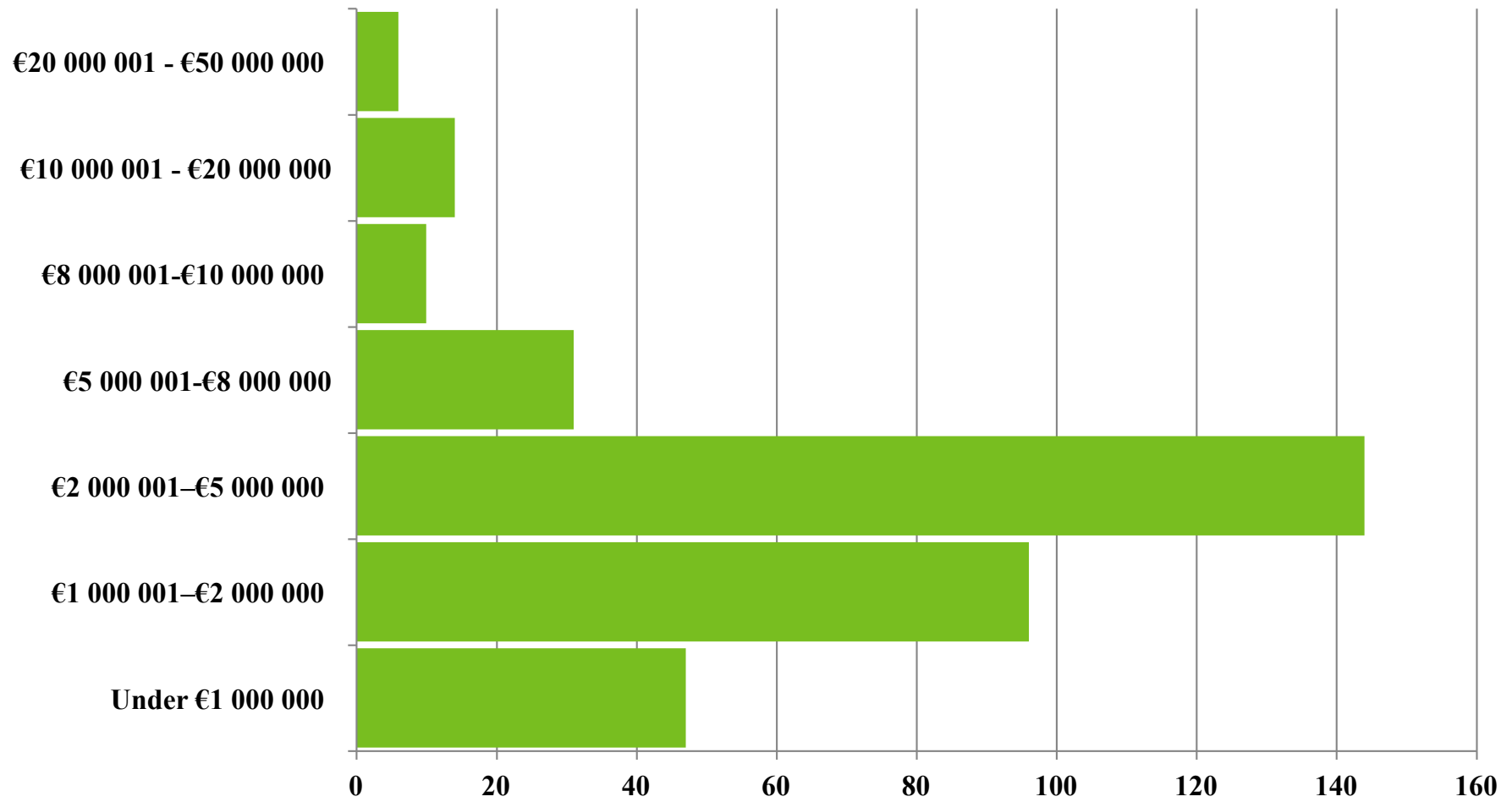


# Number of employees

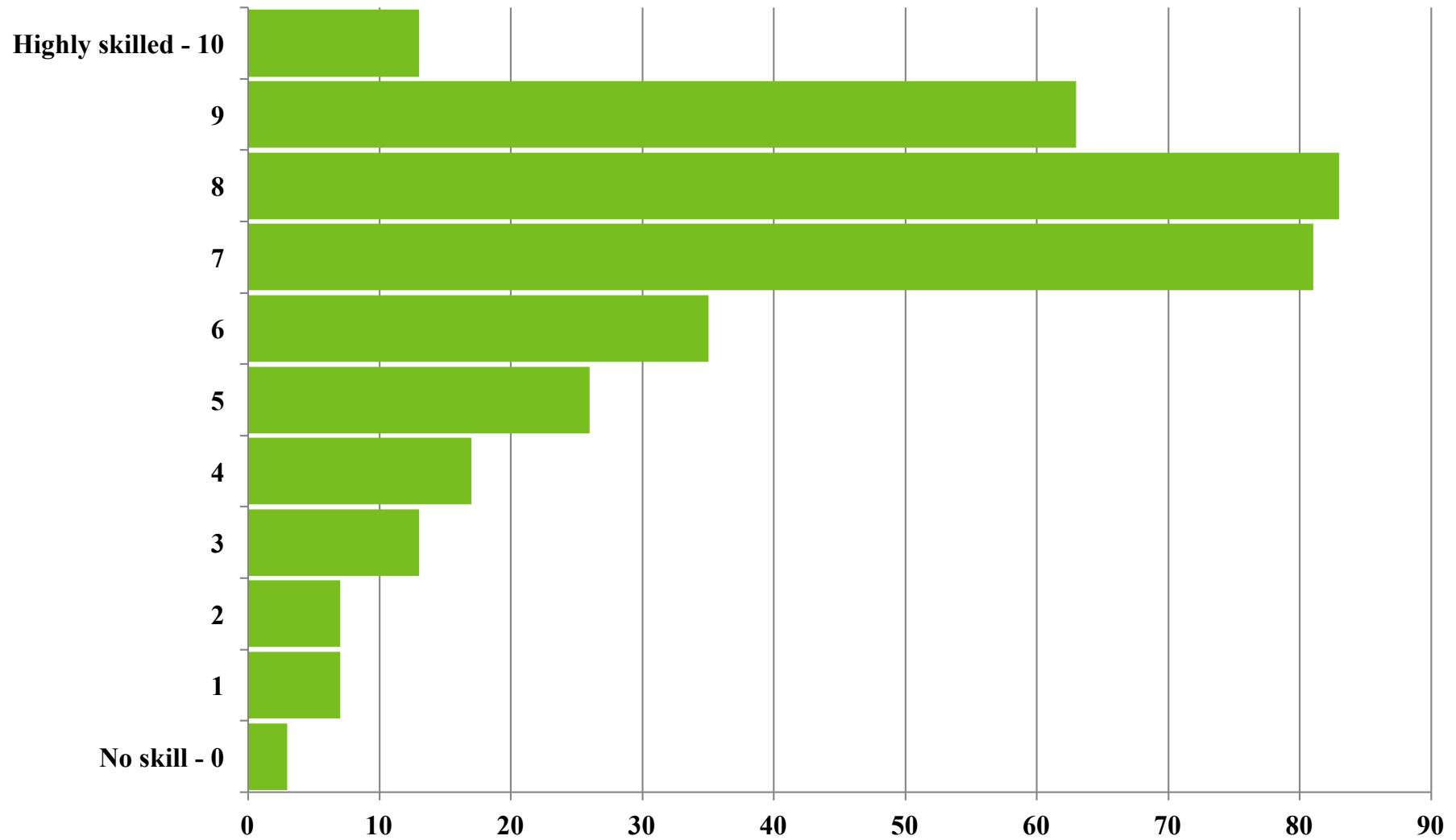




# Turnover



# Accounting skills of a respondent



# Use of cloud-based information systems

**54%** of companies outsourcing accounting use cloud-based accounting information systems

# Two big questions

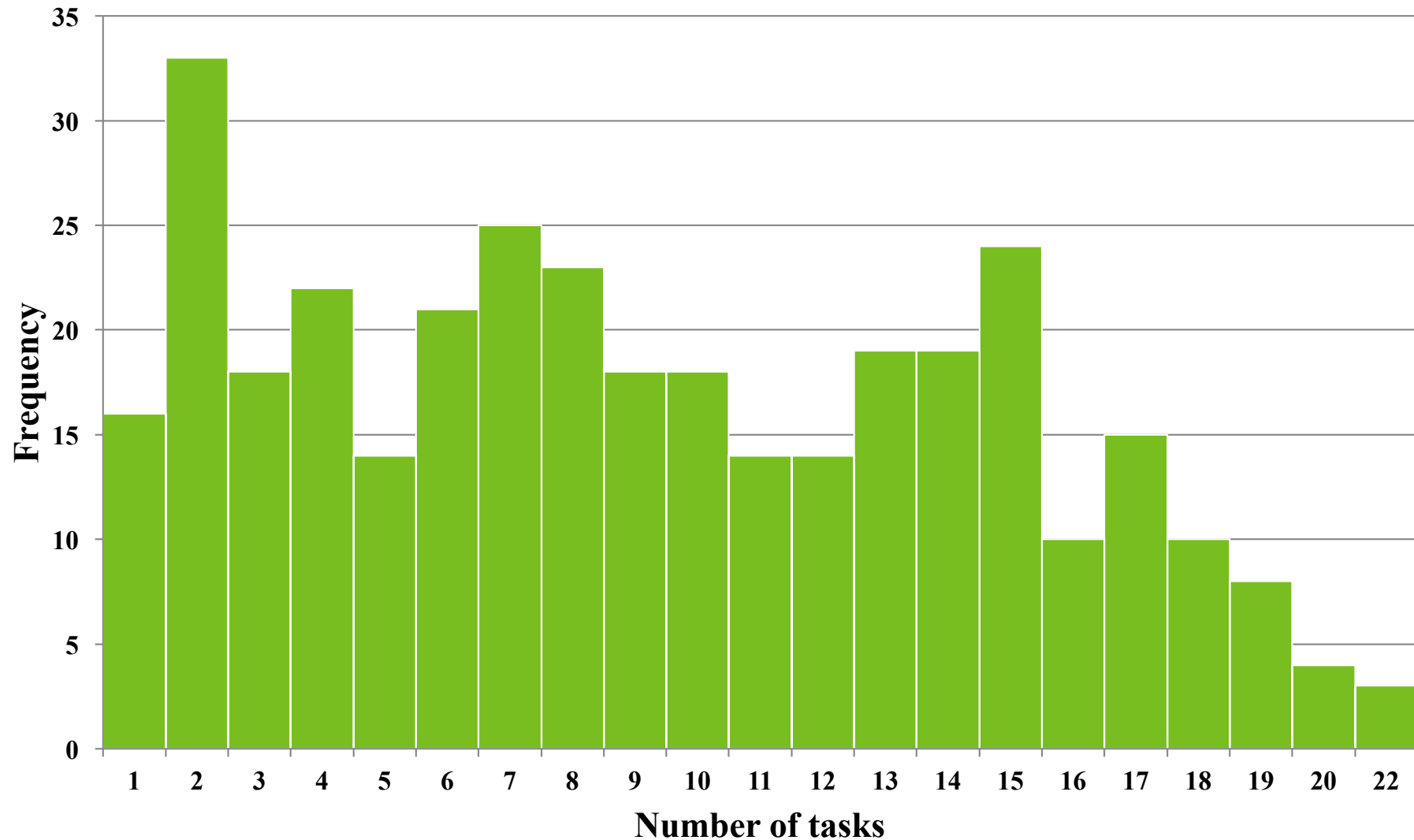
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# Accounting tasks

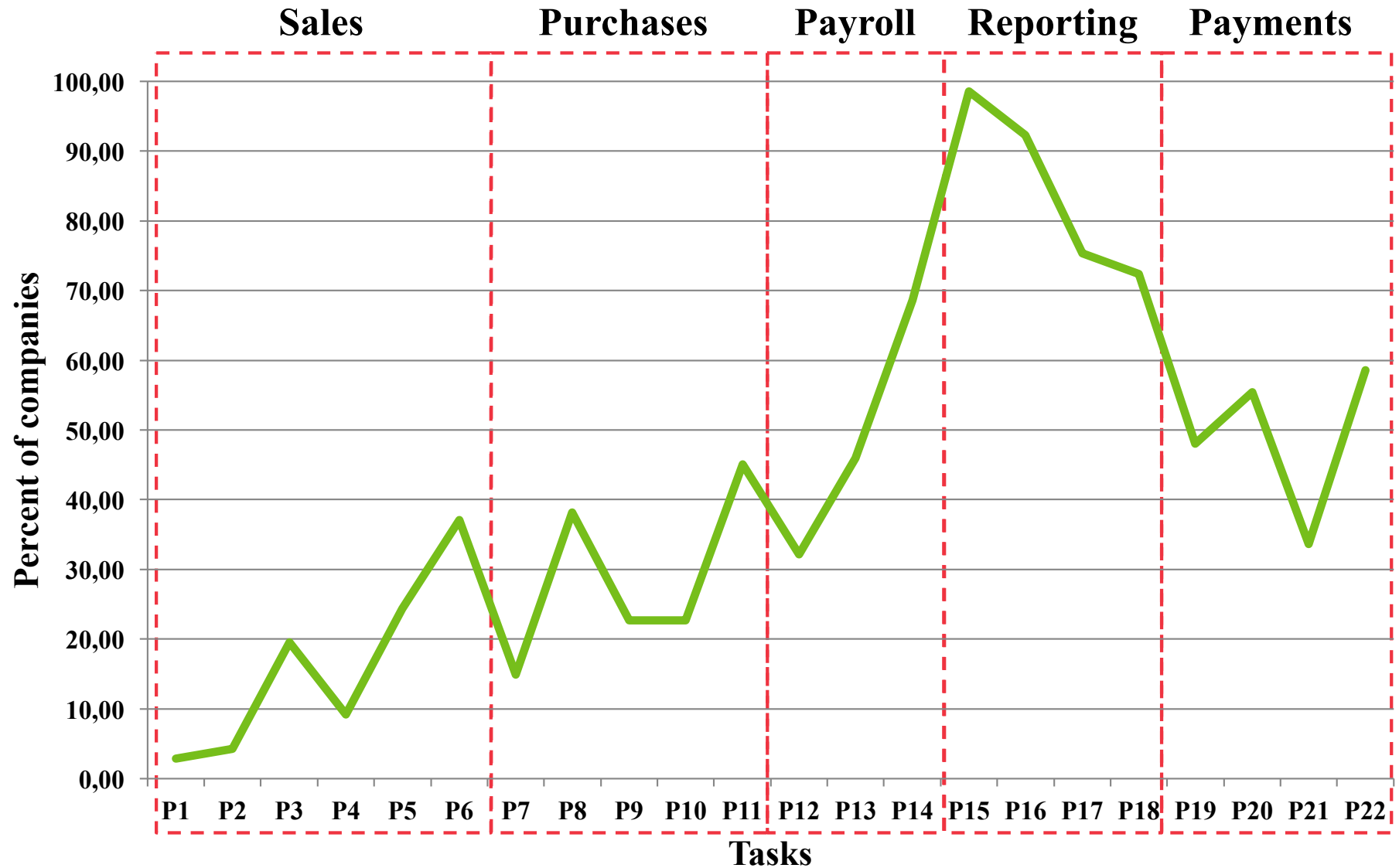
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# Number of processes outsourced in one company (max. 22 processes)



# Processes outsourced in total



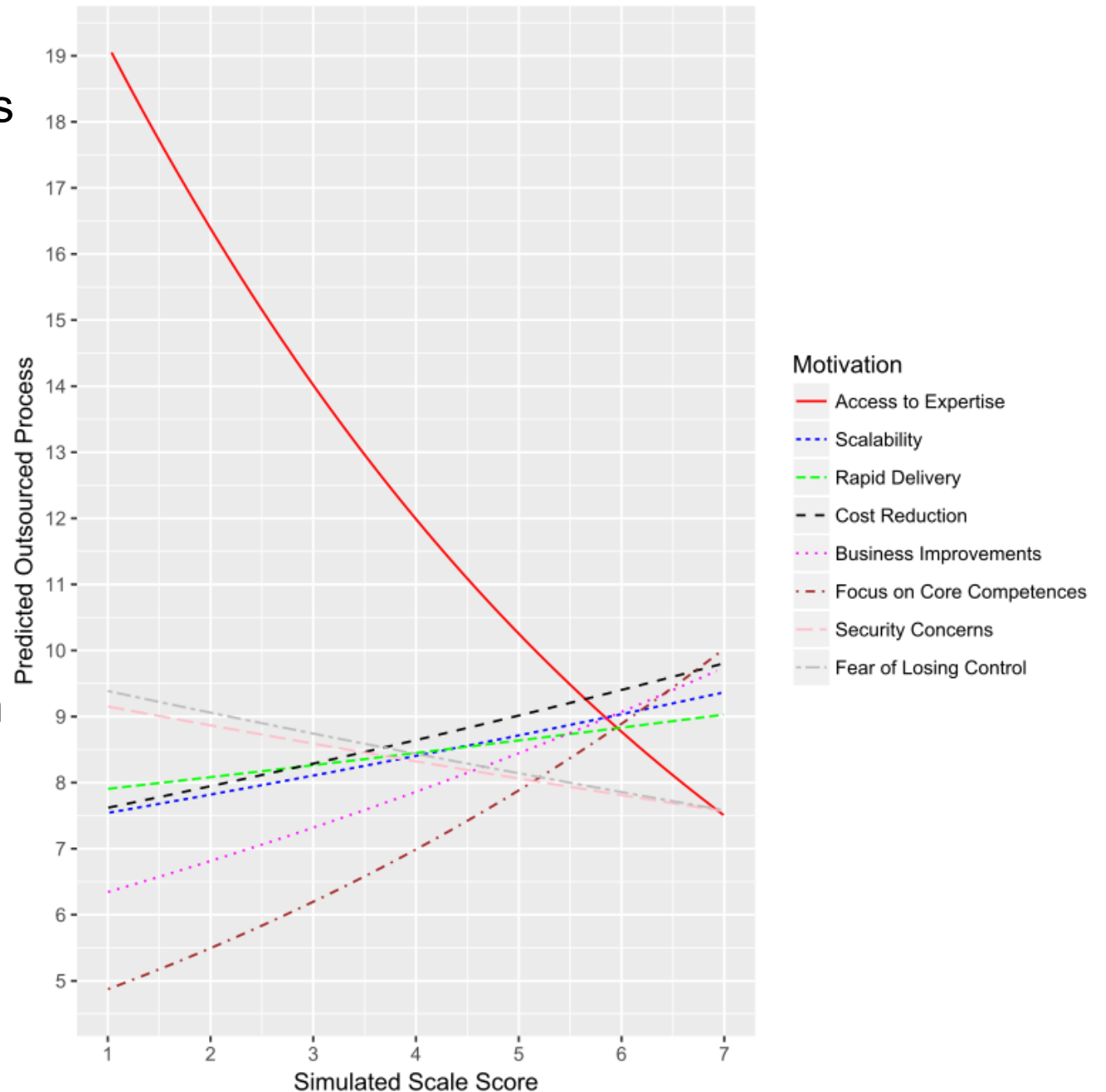
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I.  
**Access to expertise** has a negative impact on the degree of outsourcing

II.  
**Cost reduction; business process improvements; and focus on core competences** have a strong positive impact on the degree of outsourcing





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**Thank you!**