Why Most Offshoring Initiatives Fail

The one-page version, for the partner who has heard this before

You have probably tried this. It probably failed. If your first instinct is scepticism, it is the correct instinct - and it is why this page exists. Below is what goes wrong, and what a delivery model must look like to avoid it.

The four failure patterns

What goes wrong	Why it happens
A pool, not a team. A different preparer each cycle; nobody who knows your clients.	The vendor optimizes for their utilization, not your continuity.
You never chose the people. Names appear on an invoice you did not approve.	Hiring is the vendor's decision, so the vendor's standard applies - not yours.
The review burden moves; it does not shrink. Work returns needing so much correction you would rather have done it.	Only the task was outsourced - nobody encoded *how your firm does the work*.
Compliance is assumed, not run. §7216 consent treated as a formality - or missed.	The vendor has no US tax practice and no professional standing to lose.

Every one of these is a design failure, not an execution failure. Which means they are avoidable by design.

What has to be true instead

- **A dedicated pod, not a pool.** The same people every cycle. They learn your clients and your workpapers - and that learning compounds instead of evaporating each January.
- **You approve every hire.** Recruited to your brief. If someone is not right we replace them - recruited again at our cost, and you do not pay for the seat while we do.
- **White-label, non-poaching both ways.** Your client stays your client. Under your brand, your review, your sign-off. We never approach a firm's clients - contractually.
- **§7216 run properly from day one.** Prior written consent, SSN masking, data protection - consistent with Circular 230 and the AICPA SSTS. We prepare; we never attest and never issue opinions.
- **The method gets encoded, not just the task.** We automated our own accounting and audit work first - statement preparation and review, audit planning packs, working papers. The pod arrives with the method in it.

Why us

We are the rare finance business that also builds software - four production systems shipped in twelve to fourteen weeks, including the practice-management platform an advisory firm runs on today. We understand a practice from the inside because we engineered one. Our leadership pairs decades in finance, risk and governance with a career spent building telecoms and manufacturing operations at scale. Controls built on ISO 27001 and SOC 2 principles; certification is ahead of us, and we will not claim it before it is real.

The economics, and where to start

The economics work - typically well below the cost of an equivalent onshore hire, without the recruiting, the training or the busy-season overtime. But cost is not why offshoring succeeds or fails. The operating model is; we are happy to walk you through the numbers for your own cost base. If any of this reads like your last engagement, we are happy to have the conversation - thirty minutes, no deck, no pitch. Get in touch at info@accsera.com.