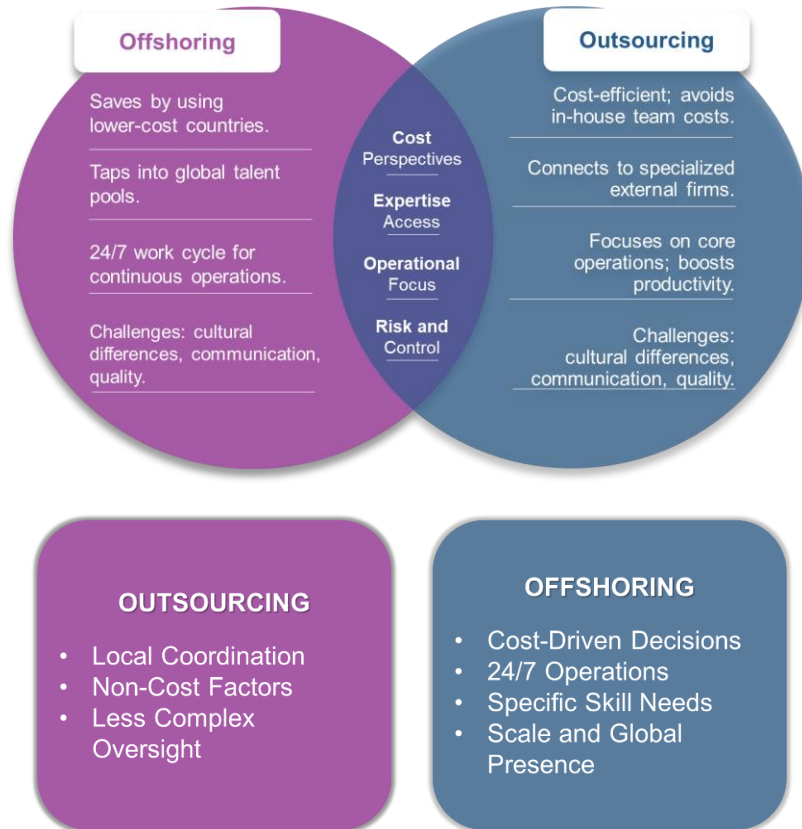


Offshoring and Outsourcing: State of the Industry + Best Practices

What's the difference?



Global Highlights

	INDIA	PHILIPPINES
Age of Profession	80 years	100 years
Current # of Registered CPAs	13,500+	100,000+
Current # of Registered EAs	1,800+	
Watch Out For	State-sponsored education programs dedicated to the CPA	Increased attention to structure and training
	Increased focus on cultural customizations	
	Increased focus on live training in relevant time zones	

General Offshoring and Outsourcing Best Practices

- Focus on strategic alignment
- Risk-informed decision making
- Formal risk management framework
- Learning and adapting

Navigating Cultural Dimensions in the Workplace

Power Distance measures the extent to which a society accepts uneven distribution of power, with high examples in Russia, India, and Saudi Arabia, and low examples in New Zealand, Sweden, and Norway.

Individualism vs. Collectivism: This dimension contrasts societies valuing self-reliance and personal achievement, like the US, Australia, and the UK (high Individualism), against those emphasizing group cohesion and loyalty, such as China, Japan, and South Korea (high Collectivism).

Motivation Towards Achievement and Success: It describes whether a culture is driven by competitive success (Decisive), as seen in the US, China, and Germany, or by communal well-being (Consensus-oriented), as in Sweden, the Netherlands, and Japan.

Indulgence vs. Restraint: It examines societal regulation of desires, contrasting indulgent cultures like the US, Mexico, and Australia, with restrained cultures such as Egypt, Pakistan, and South Korea.

Long Term vs. Short Term Orientation: This dimension evaluates if a society prioritizes future goals over immediate outcomes, with a long-term focus in China, Japan, and Germany, versus a short-term focus in the US, Mexico, and Spain.

Uncertainty Avoidance assesses a culture's comfort with ambiguity, with high avoidance in Greece, Portugal, and Japan, and low avoidance in the US, Singapore, and Denmark.

Universalism vs. Particularism: This dimension explores whether universal rules or context-driven relationships guide societies, with universalist examples in the US, Germany, and Sweden, and particularist examples in China, Spain, and Brazil.

Specific vs. Diffuse: Specific vs. Diffuse assesses the separation of personal and professional life, with specific cultures like the US, Germany, and Sweden maintaining clear boundaries, and diffuse cultures like China, Spain, and Brazil integrating these spheres.

COUNTRY COMPARISON TOOL



NOTES:

