



The Outsourcing Decision Framework

What to keep in-house vs. what to offshore — for multi-unit operators

From **Dusty Profumo** (18-year Church's Chicken CFO): offshored accounting & IT support to India, saving \$4–5M with relationships lasting 18+ years — by knowing what to outsource and what to keep close.

KEEP IN-HOUSE

High proximity · strategic importance

- **AR / Collections**
Franchisees need YOUR team
- **Employee Service Desk**
Payroll, benefits, HR
- **Strategic Financial Planning**
Budgeting, forecasting — core CFO
- **Lender & Investor Relations**
Relationship + institutional knowledge
- **Vendor Relationship Mgmt**
Negotiations, strategic partnerships

CONSIDER OUTSOURCING

Process-driven · high-volume

- **AP Processing**
Invoice entry, payments, inquiries
- **Basic Bookkeeping**
Journals, reconciliations, data entry
- **IT Help Desk**
System support — bilingual if needed
- **Routine Financial Reporting**
Standard reports, dashboards
- **Bank Reconciliations**
High-volume, process-driven

PARTNER SELECTION CRITERIA

Criteria	Ask	Red flag
Right Size	Are we a priority? Clients our size?	Smallest client / Fortune 100 focus
Industry Fit	Multi-unit / restaurant-retail?	No multi-unit; unfamiliar unit P&Ls
Commitment	Learn us? Dedicated team?	Rotating staff; no named AM
Scalability	Add headcount as we grow?	Long lead times; capacity capped
Culture Fit	Feel like our team?	Transactional; no mission interest

RELATIONSHIP TIMELINE

1 · Kick-off

Visit their site (in-person or video)

2 · First 90 days

Weekly check-ins · branded swag

3 · Ongoing

Monthly reviews · clear escalation

4 · Annual

In-person visit · renew relationship

DUSTY'S RULE

You can't outsource and wash your hands of it — treat the provider as part of your team. Dusty visited India, brought Church's polos, and made sure Bangalore wore them as uniform. *That relationship lasted 18 years — and counting.*

QUICK DECISION MATRIX

