

# **EXPLORATORY ANALYSIS OF OUTSOURCING SERVICES IN PUERTO RICO**

by

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## ABSTRACT

Outsourcing is a work arrangement made by an employer who engages an outside contractor to execute work that could be done by company personnel. Although the outsourcing tendency in Puerto Rico has been increasing, studies documenting this practice are absent from the literature. This work presents a comprehensive study of the current practice of outsourcing services in Puerto Rico. It focuses on the perspectives of outsourcing clients and outsourcing service providers (OSP) in three areas: human resources (HR), accounting, and information technology (IT). Some of the issues addressed in this study include countries to which services are offered; demographics such as years of establishment, number of employees and industries served; specific services provided by accounting, human resources and information technology and the reasons why they believe their clients chose them. In addition, information was gathered from sixteen clients to discover the results of outsourcing. In order to accomplish this goal, a detailed interview was conducted addressing how many OSP they had per area, for how long they had been outsourcing, reasons to outsource, disadvantages initially considered, reasons used to choose the provider, results of outsourcing and a quantitative evaluation of outsourcing per area. It was found that accounting and information technology departments are moving toward fewer providers, long lasting relationships. Main results of outsourcing are increase in expertise and available time to work in strategic activities.

## RESUMEN

*Outsourcing* es un acuerdo hecho por un patrono de contratar servicios externos que pudieran ser realizados por personal de la compañía. Aunque la tendencia del mismo en Puerto Rico está aumentando, no se encontraron estudios previos que documenten esta práctica. El propósito del estudio era describir la práctica actual de subcontratar (“outsourcing”) servicios en Puerto Rico enfocándose en tres áreas: contabilidad, recursos humanos (RH) y tecnología de información (TI). Dos perspectivas fueron estudiadas: los proveedores y clientes de los servicios de subcontratación. Algunos de los temas estudiados fueron a qué países los proveedores ofrecen sus servicios; información general de la compañía como los años de establecido, número de empleados e industrias a las que sirven; cuáles servicios de “outsourcing” se ofrecen por proveedores de contabilidad, RH y TI y lo que ellos creen como las razones por las cuales sus clientes los escogen. Dieciséis clientes fueron entrevistados para tratar de descubrir los resultados del “outsourcing”. Para lograr esta meta se realizó una entrevista detallada. Ésta se enfocaba en saber cuántos proveedores poseían por área, por cuánto tiempo estaban subcontratando, desventajas consideradas inicialmente, razones usadas para escoger el proveedor, los resultados del outsourcing y una evaluación cualitativa del outsourcing por área. Se encontró que los departamentos de contabilidad y TI se están moviendo hacia pocos proveedores y relaciones a largo plazo. Los resultados principales de la subcontratación fueron el aumento en la pericia y un mayor tiempo libre para que el personal trabaje en actividades estratégicas.

To my husband who has always supported and believed in me and to my parents,  
especially my mother who have always been my inspiration not only to improve  
but also to always accomplish more than is expected.

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## List of abbreviations

AOSP	Accounting Outsourcing Service Providers
HQ	Headquarters
HR	Human Resources
HRIT	Human Resources Information Technology
HROSP	Human Resources Outsourcing Service Providers
IT	Information Technology
ITOSP	Information Technology Outsourcing Service Providers
OSP	Outsourcing Services Providers

# List of Appendixes

1. Interview guide in Spanish.
2. Interview guide in English.
3. Accounting outsourcing service providers list.
4. Human resource outsourcing services providers list.
5. Information technology outsourcing services providers list.

# 1 INTRODUCTION

With the new tendency of globalization, companies are searching around the globe lower labor costs or the best technology available for their products. Outsourcing has become an answer for those companies. Brown and Wilson (2005) define outsourcing as the act of obtaining services from an external source. The business functions being outsourced consist of several areas such as: information technology, accounting, human resources, maintenance, manufacturing, logistics, and distribution. Puerto Rican companies are part of this new outsourcing tendency.

Over the last decade the Puerto Rican economy has evolved from manufacturing to services. This change in economy can be possibly attributed due to the increase in education, knowledge and expertise of the Puerto Rican population. According to the 1997 Puerto Rico economic census, the service industry in Puerto Rico increased from 1992 to 1997 from \$3,110 million to \$5,823 million, representing an increase of 46.59%. Given this, Puerto Rico may be able to develop an outsourcing service provider industry. Similar to India, one of the world leaders in information technology outsourcing (Brown et al., 2005), Puerto Rico is able to offer information technology outsourcing services but also human resources and accounting services to the United States and the Caribbean. The exploitation of Puerto Rico's outsourcing capabilities may lead to an increase in the number of professional jobs, improving the economy.

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## 1.1 Justification

Given that previous publications about outsourcing in Puerto Rico were not found, this research aims to understand how the outsourcing industry is developing in Puerto Rico. It is important to determine the conditions and variables considered by a company when deciding to outsource a service. Third, identify the variables considered when choosing an outsourcing provider, and fourth the results of those decisions in terms of performance and satisfaction with the service.

Three specific areas of outsourcing were investigated: accounting, human resources and information technology activities. Each area was analyzed from the providers and clients points of view. This investigation considered as accounting outsourcing service providers all the accounting firms located on the island, independently if they were Certified Public Accountants or not. In the case of human resources (HR), the companies studied were listed under HR services providers and recruiting companies, because in most of the cases recruiting companies also offer other human resources services. As information technology (IT) services providers and IT consultants were considered as IT outsourcing services providers. Since any company can be an outsourcing services provider client only sixteen companies were chosen, each one of them were selected from a different industry, size and location within the island.

## 1.2 Objectives

The main objective of this research is to study the outsourcing phenomenon in Puerto Rico, particularly in the accounting, human resources, and information technology areas. This

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goal was accomplished by interviewing two populations, namely, outsourcing providers and outsourcing clients. Moreover, to carry the main goal several objectives for each population must be accomplished. For the outsourcing service providers the following objectives were accomplished:

1. Describe the outsourcing providers of human resources, accounting and information technology sample and the services they offer.
2. Explore within the sample the extension of outsourcing services to the US, and the Caribbean.

In addition, for the outsourcing clients the following objectives needed to be fulfilled:

1. Describe the type of companies to which outsourcing services are being rendered.
2. Explore the factors that affect the decision to outsource, such as existence of labor unions, years of established, or number of employees.
3. Determine the major reasons that led Puerto Rican companies to outsource a service.
4. Study the factors considered by companies as advantages and disadvantages before outsourcing the service.
5. Find the criteria used by companies to select a vendor, vendors per area and the time they have been outsourcing.
6. Investigate the reasons behind the decision to change outsourcing services providers or end the outsourcing contracts.

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7. Evaluate the results of outsourcing in the sample, compare positive and negative results, and evaluate outsourcing operation in terms of performance and satisfaction levels.

Fulfilling these objectives allow to establish the reference foundation of the outsourcing market in Puerto Rico.

### **1.3 Limitations**

This study exhibits four main limitations related to the answers of the outsourcing clients, the selection of providers, the law firms as HR services providers, and providers' country of origin. First, the relation between provider and client is a sum of the day to day experiences; this study tries to capture the results of those experiences in the most objective way. Since most of the questions are qualitative in nature, the answers to the interviews are subject to the judgment of the clients. Moreover, the clients' evaluation and reasons to outsource vary from one project to another making very difficult to sum their experiences with multiple providers and respond as a whole.

Second, the providers considered in the sample were those found in the yellow pages and other web pages listings under accounting services, accountants, accounting firms, accounting systems, HR consulting companies; HR services providers, recruitment companies and information technology services. Companies not listed in the yellow pages or in any other directory were not considered since they were almost impossible to locate. The third limitation was due the fact that law firms in many cases provide consulting about labor law compliance. Nevertheless, this study does not consider law firms as human resources services providers.

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Finally, when we try to find if Puerto Rican companies were extending their services to the US or the Caribbean it was not specified if the company answering the question was originally a foreign company that came to Puerto Rico and thus had offices outside the island or if it was a Puerto Rican company that decided to offer the services to other countries.

### **1.4 Summary of Following Chapters**

This thesis is organized as follows. A background for this work including a literature review for this study is presented in Chapter 2. Chapter 3 introduces the methodology used, this chapter is divided in three sections; the first one explains the instrument, the second one addresses the sample design and the third one the data analysis used. Chapter 4 and 5 present the main results for the outsourcing services providers and the outsourcing clients, respectively. Chapter 4 is subdivided into three main sections the first one accounting outsourcing service providers, the second one human resources outsourcing services providers and the third one information technology outsourcing services providers. Similarly, Chapter 5 is subdivided in three sections. The first section reveals the findings of the interviews conducted with the sixteen companies, the second gives a general overview of the responses of those interviews and finally it provides the results of the appendix of the interview guide, providing a quantitative evaluation of the overall satisfaction with the outsourcing service providers. Finally, Chapter 6 provides general conclusions, recommendations, and future work.

## 2 LITERATURE REVIEW

Several definitions for outsourcing can be found in literature. According to the Encyclopedia Britannica (2005) outsourcing is a work arrangement made by an employer who hires an outside contractor to perform work that could be done by company personnel. Brown et al. define outsourcing as the practice of hiring private contractors to handle projects for a company or as the act of obtaining services from an external source. Likewise, Greaver (1999) defines outsourcing as the act of transferring some of an organization's recurring internal activities and decision rights to outside providers, as set forth in a contract. In addition, Barthelemy and Adsit (2003) mention that many activities were performed internally before because there were no outside suppliers and that the continuing growth of supply markets has provided the opportunities to reassess which activities should remain in-house and which ones should be outsourced.

Other ramifications of outsourcing have been defined as well including: business process outsourcing, tactical outsourcing, and strategic outsourcing. Brown et al. explains that business process outsourcing occurs when an organization turns over the management of a particular business process (such as accounting or payroll) to a third party that specializes in that process. The underlying theory is that outsourcing service provider firms can complete the process more efficiently, leaving the client free to concentrate in its core competency. On the other hand, tactical outsourcing is used as a direct way to address problems such as the absence of talent for a particular activity. When outsourcing is not used as a problem solving tool (tactical) but as a

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strategic tool that builds long term relationships with emphasis on mutual benefits, it is called strategic outsourcing. Nowadays, outsourcing occurs in a great variety of areas such as medical services, food services and financial services. Brown et al. found that 55% of the activities being outsourced today were from the information technology area, 47% were administration activities, distribution and logistics comprise 22% of the activities being outsourced, finance 20%, and human resources 19%.

This study focuses on three core outsourcing areas; these are information technology, accounting, and human resources services. There are several studies that have been made regarding outsourcing in the information technology area. According to King (2005) there are a wide variety of information technology services for which companies use outsourcing services providers, such as software development and analysis, data mining, online learning programs, host applications such as web, database, file and email servers, and remote network monitoring. Other services offered by IT outsourcing services provider are system network management (Delic, Douillet and Dayal, 2001), software design (Lama, 2005), desktop software distribution, upgrades and troubleshooting (Delic et al., 2001), and daily maintenance (Casellas, 2000; Delic et al.; King et al.).

Meanwhile, the accounting and finance areas offer a complete package of financial accounting services on which the outsourcing company carry all the main functions of an in-house accounting department and the outsourcing of tax services (Shamis, Green, Sorensen and Kyle 2005; Soled, 2005). These not only cover when accounting firms are contracted to prepare the taxes for the companies, but also when accounting firms outsource smaller firms or even

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offshore the taxes function during their busy season. Other accounting services offered are internal audit, accounts receivable, and payables (Brown et al.).

The third area that this study covers is the outsourcing of human resources services. Usually small firms lack the resources to manage themselves the variety of human resources services that a bigger firm possesses (DeWitt, 2005). This may create a disadvantage to small firms when attracting and retaining qualified personnel. Outsourcing firms offer an advantage for these small firms because they offer a wide variety of services. For larger firms, human resources services provider offer a way to reduce overhead costs created by having a larger quantity of employees. Adler (2003) show some areas in which the human resources services are used such as stock related compensation, pension plans, managing workplace diversity, mergers and acquisitions, and training. Other services offered are payroll and compensation services (Chait, 2005; DeWitt et al.; Diaz, 2005; Gainey, Klaas and Moore, 2002; Lilly, Gray and Virick, 2005; Santiago, 2004), health plans or related issues (Adler et al.; DeWitt et al.; El Nuevo Día, 2005), employee benefits (Chait et al.; DeWitt et al.; Diaz et al.), expatriate administration (Carmel and Nicholson, 2005; Chait et al.), human resources information technology (Chait et al.), recruiting and relocation (Chait et al.; Lilly et al. 2005), and aid on compliance with legal environment (Diaz et al.).

Several studies have been made regarding who makes the decision to outsource and the duration of the outsourcing contracts (Greaver, et al.). It is recommended to consider the positive and negative factors before making the decision to outsource a service. Some of the positive results of outsourcing are: cost reduction (Adler, et al.; Industrial Engineer, 2005; Chait et al.; DeWitt et al.; Gainey, et al., 2002; Lacey and Blumberg, 2005; Lilly et al.; Shamis, et al.

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2005), less liabilities (DeWitt, et al.), improvement in financial ratios such as improvement on the return on assets (ROA) and return on investment (ROI), lower prices which turn into higher price earnings ratio, and higher revenue per employee (Lilly et al.).

Other positive qualitative aspects that outsourcing firms achieve by specializing on a given service are economies of scale improving quality of services and proficiency (Adler et al.; Chait et al.; Industrial Engineer et al.; Gainey et al.; Lilly et al.). Outsourcing clients gain the ability to develop strategic capabilities (Chait et al.; Lacey et al. 2005), ability to focus on the core business (Industrial Engineer et al.; Lacey et al.), available time of personnel for strategic activities (Chait et al.), increased time or speed to market (Industrial Engineer et al.; Lacey, et al.; Carmel et al. 2005), and finally, clients do not have to hire temporary employees for busy seasons, outsourcing seasonal work and just keeping permanent employees (Shamis, et al.). Another reason to outsource is to obtain expertise, skills, and technologies that would otherwise not be available (Greaver et al.). Not every organization is able to attract individuals with the knowledge and skills to perform a particular job and outsourcing those activities allows them access to that kind of knowledge at a long term and a price that they can afford. In this case, outsourcing is not only beneficial to the company, but also to the employee, since the provider can offer a career track and future compensation that the company may not be able to provide.

Even though one of the main reasons for outsourcing mentioned above is cost reduction, there are hidden costs that a company may add to the outsourcing monthly fee. Some outsourcing services providers may also ask for an initial or startup fee, there are contract and contact costs (Carmel et al.). As defined by Carmel, contact costs are the costs that are incurred on contacting your outsourcing vendor: the time you spend communicating with them, phone call

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or visit costs. These costs can be greatly reduced by the use of email or other internet- based communication. Contract costs are the legal costs incurred in order to construct an outsourcing contract fair enough to protect your firm against a breach of contract from your provider.

On the other hand, a company considering to outsource should consider other possible negative factors such as dependency on the outsourcing firms (Adler et al.), difficulty on protection of intellectual property (Adler et al; Delic et al.; Klosek, 2005), loss of control (Adler et al.; Gainey et al.). Also clients may fear that the services may become standardized or inflexible and/or that the fees may rise overtime (Adler et al.). Barthelemy et al. (2003) declare that outsourcing has a negative impact on employees' sense of job security and loyalty even when they keep their positions within the firm. This may lead to decreased productivity or even dysfunctional actions such as strikes. New responsibilities may be offered to secure the commitment of retained employees.

Finally, we need to know if outsourcing works. Gainey et al. and Lacey et al. report us about the results of outsourcing, with its positive and negative aspects and about the level of performance and satisfaction. Some of the positive results cited are cost reduction, improvement in quality and performance and the ability to focus on core business. But when a company decides to outsource an activity in most cases, the corresponding department experiences, downsizing of personnel who in turn may decrease employee morale (Lilly et al.).

Most articles in Puerto Rico focuses on an opening of new a outsourcing services provider in the island, announcing a new outsourcing contract between two companies or declaring that an existing provider has expanded their services (Casellas, 2000; Diaz, et al.; Lama, 2003; Lama R., 2004, March 25; Lama, R., 2004, July 12; Rosario, 2002). Other articles

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emphasize the opportunity that the island represents as a potential source for outsourcing pharmaceutical production and aerospace products (Lama, 2003).

Durand, 2003 wrote about outsourcing maintenance functions. He recommends checking the background of outsourcing providers before the contracts. He added that the decision to choose a maintenance outsourcing should be based on the benefits in helping overall performance, the contractor effectiveness and the administrative load in managing the outsourced maintenance function. Finally, he declared that large corporations prefer to use two or more providers.

Ryan, (2006) in her article "*Lose the Business Fat, gain millions in savings*" asked several Puerto Rican companies what they were doing to reduce costs. Two companies cited outsourcing taxes and collections helped them reduce costs. Finally Ryan also discussed some companies that outsource other services such as distribution, logistics, warehousing, transportation and marketing in her article "*Outsourcing is the new source*".

No research in the human resources, accounting or information technology areas was found in Puerto Rico. This study attempts to establish a reference foundation for future investigations in these three areas.

## 3 METHODOLOGY

Due to the absence of previous research about the outsourcing phenomenon in Puerto Rico, the design of this study is exploratory in nature. This investigation was divided in two research areas: outsourcing services providers and outsourcing clients. The outsourcing services providers (OSP) were researched via telephone interviews taking a sample from the population of providers. The outsourcing clients' perspective was studied through personal interviews conducted with representatives of sixteen companies. In small companies, the owner, president or general manager was the one interviewed, since that person is responsible for managing the relations with the OSP and one expects that he/she was able to report all the activities that are currently being outsourced. In large companies, three interviews were conducted, one with the manager (of each of the study areas: accounting/finance, HR and IT). One of the main reasons to choose interviews for as the research methodology is that they allow obtaining a larger amount of qualitative information.

### 3.1 The instrument

The instrument used to guide the interviews is found in Appendixes 1 and 2<sup>1</sup> and is comprised of forty eight items including open and closed ended questions. The design of the guide, the questions and the possible answers were based on the information obtained through the literature review. The guide was reviewed by three professors prior to the interviews to

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<sup>1</sup> Since Puerto Rico main language is Spanish, the interviews were conducted in Spanish and thus the guide used to perform the interviews was in Spanish, this guide is presented in Appendix 1. Appendix 2 presents the translation of that guide into English which was made just for the purpose of this document.

## Methodology

ensure validity of the instrument, their reviews were made in terms of statistical validity, complete and correct structure of the instrument and content. The interview guide was divided in five parts. Parts one to three were the questions to the outsourcing clients: first accounting, second human resources and third information technology. Part four was general information about the company and part five was dedicated to outsourcing services providers. The first three parts had similar questions in the same order. Only the questions were read to the interviewee, the interviewer was the only one that knew the options of the answers. Outsourcing service providers were interviewed first. They were asked to answer part four and five.

Part four asked general information about the company. Five questions present this part. The first one was the countries to which services are provided: Puerto Rico, United States, Caribbean or other countries, they may mark more than one alternative. Then, they were asked the number of employees in the company: less than 100, 100 to 500 or more than 500 employees and whether there were unionized. The fourth question was about their industries. In the case of the client, the industry marked was the one to which it belong. In the case of the providers, since their industry was known, they were asked to which industries they provide their services. In this case more than one alternative could be selected; the choices were: technology, education, manufacturing, financial and / or banking, pharmaceutical, retailers, wholesalers, medical services, legal services, engineering services, construction, government, automobile, insurances, restaurants, tourism, agriculture, distribution, not for profit or other industries. Finally, they were asked how many years they have been establish. The choices were less than five years, five to ten and less than ten years.

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Part five was addresses to outsourcing services providers. This was the only question where all the options were asked to the interviewees. Accounting outsourcing service providers were asked if they provide the following services: taxes, general accounting, accounts receivable, accounts payable, auditing, consulting, projections, municipal patents, business start up activities, internal control, tax litigations and other accounting services. AOSP were also asked if they provide human resources or information technology services, if they did, then each option in that part was asked.

HR outsourcing services providers were asked if they provide payroll and compensation, health insurance and related issues, stock compensations or stock options, pension plans or 401K, services related to mergers and acquisitions, benefits, diversity in the labor force, recruiting, training, human resources information technology, re-location, expatriate administration, consulting regarding labor laws, outplacement, evaluation instruments, salary surveys, credentials revision, strategic planning, preparation of employee manuals and other human resources services. HROSP were also asked if they provide any accounting or information technology service, if they did, then the choices of that part were asked.

Finally, ITOSP were asked which services they provide. The options included network management, software analysis, data mining, online learning programs, network remote monitoring, desktop management, desktop software distribution, upgrades, system analysis and design, system maintenance, troubleshooting, (web, database, file or email) servers, cabling, network design, web pages design and development, hardware and software solutions, network installation, programming, consulting, data backup / warehouse, data recovery and other

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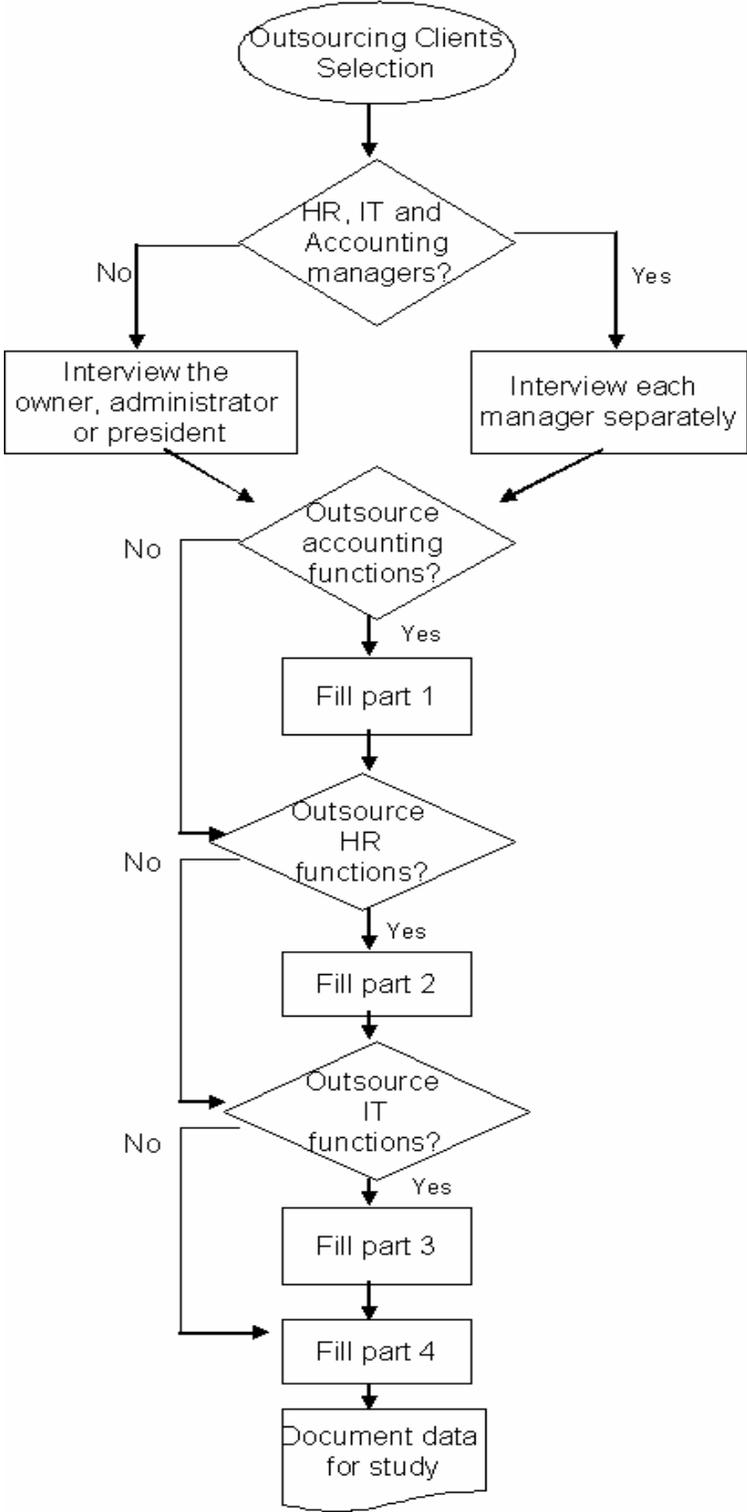
information technology services. ITOSP were also asked which HR and accounting services they provide, if they did mention any of those, the appropriate options were asked.

Finally, they were asked why they believe their clients choose them. The options were: trust, reputation, location, expertise, flexibility, price and other criteria. More than one alternative could be selected.

As you can see in Fig. 3.1, the clients were required to answer parts one to four. Part four; general information about the company was explained above. Parts one to three have the same questions, except for the one of the services which varied with the providers. The first question was how many employees the department has: the options were less than five employees, five to ten, ten to twenty and more than twenty. Then, they were asked which of the following functions, if some has been outsourced in their areas. This was the only question where all the options were asked to the interviewees.

The interview guide for the clients was modified after all interviews with the OSP were concluded to include its findings. Some of the services added for the accounting area were advisory or consulting services, tax planning, financial statement projections, municipal patents, business start up works, internal controls and tax litigations services. On the human resources area, some of the services added were the preparation of evaluation tools, salary surveys, credentials revisions, strategic planning and employee manual preparation. Also, the following services were added to the list of IT services: cabling, network design, network installation, design and development of web pages, hardware and software solutions (which includes the sale of hardware and software), programming, consulting, data backup / warehouse, and data recovery.

# Methodology



**Figure 3. 1 Flowchart of outsourcing clients investigation**

## Methodology

If the company did not outsource any of the accounting services mentioned, then they were required to skip the rest of the questions and go to the human resources part, if they did not outsource any HR service, they were required to go to the third section, information technology services. If they did outsource any service, they were asked how many providers they have for the activities previously mentioned. The options were: one, two to five, six to ten or more than ten providers. They were also asked for how long have they been contracting those services. The options were less than a year, one to three, four to five or more than five years. Companies were asked who took the decision to outsource those services. The options were: headquarters, this subsidiary, the owner, them or other person. More than one alternative could be selected.

The next question was which criteria were used to select the vendor. This question had the same options as the question asked to the providers, when they were asked why they believed they were chosen. The OSP options were: trust, reputation, location, expertise, flexibility, price and other criteria. It was modified in the clients' interviews to include some of the responses given by the OSP, to include: previous business relations, referral or recommendation, customized services, quality of services or good services, responsibility, integrity / honesty and organization. In both cases more than one alternative could be selected.

The following question was which of the following reasons did they initially consider in the process of deciding to outsource the services previously mentioned. More than one option could be selected. The alternatives were greater competence / efficiency, strategic capabilities, cost reductions, ability to focus on the main business, speed to market, better quality, economies of scale gained by the OSP, available time for the personnel to work on strategic activities, less liabilities, greater earnings per employee, price reduction, improvement in the ROA and ROI,

## Methodology

better price earnings ratio, stop contracting temporary employees and only keep permanent employees, other reasons and an option for when they did not know the criteria because it was considered by another person.

On the other hand, they were also asked which of the following reasons did they considered initially as disadvantages in the process of deciding to contract external companies for the services outsourced previously mentioned. The choices were dependency in the contracted company, risks protecting intellectual information or losing corporate information, fear that the service charges of the company contracted may increase, standardized or inflexible services, fear to lose control, personnel reduction and other reasons.

The next question asked which outcomes occurred as a result of outsourcing. The options were taken from the previous two questions that asked about the advantages and disadvantages taken into consideration before outsourcing. The choices were: ability to focus on the main business, economies of scale inside the OSP, available time for the personnel to work on strategic activities, less bills or liabilities, price reduction, greater earnings per employee, improvement in the ROA and ROI, better price earnings ratio, stop contracting temporary employees and only keep permanent employees, dependency in the contracted company, risks protecting intellectual information or losing corporate information, fear that the service charges of the company contracted may increase, standardized or inflexible services, fear to lose control, personnel reduction or other factors.

Finally, they were asked if the company had changed or terminated providers for the services previously mentioned. If they did, they were also asked to explain why.

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If a client answered that they had outsource a service in a department, he was asked to complete the interview guide's Appendix. The appendix used a Likert scale to determine how satisfied or unsatisfied was the company with the services provided in terms of efficiency, speed to market, quality, strategic capabilities and cost reduction.

The OSP were interviewed via telephone. If a company had a web page, it was visited prior to the interview because some information was previously available such as the years of establishment and the services provided. Some companies even included either a list of the clients or industries to which they provide their services. This procedure reduced the number of questions, thus making the people interviewed more eager to answer the questionnaire. The same person conducted all the phone interviews to ensure standardization of the process. All the calls were made during labor hours.

Outsourcing clients had to answer parts one to four of the interview guide. After conducting all the interviews for OSP, the guide for outsourcing clients' was modified to include the results of the OSP interviews findings (previously mentioned). The outsourcing client interviews were conducted in person. If the company was big enough to have an accounting, human resources and an information technology manager, the three managers were interviewed and the questions were separated by area of study. The accounting manager only answered part one, the HR manager only answered part two, the IT manager only answered part three and either one of them answer part four. If it was a small company, then the owner / president of the company answered parts one to four, since he/she was the only one that managed the relationship with the providers.

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### 3.2 The sample

The study is divided in two populations, first the population of OSP in Puerto Rico and second, the population of outsourcing clients. The population of OSP is comprised of three groups: accounting outsourcing service providers (AOSP), human resources outsourcing service providers (HROSP) and information technology outsourcing service providers (ITOSP). The number of providers was taken from the list provided by the yellow pages for the whole island and other listings found on web pages such as <http://wepa.com> and <http://www.puertoricowow.com>. The following categories were considered: accounting services, accountants, accounting firms, accounting systems, HR consulting companies, HR services providers and recruitment companies and information technology services.

**Table 3. 1 Sample number calculations**

	<b>AOSP</b>	<b>HROSP</b>	<b>ITOSP</b>	<b>TOTAL</b>
<b>Initial</b>	834	74	69	<b>977</b>
<b>Called</b>	626 (75.05% = 626 / 834)	37 (50%)	69 (100%)	<b>732</b> <b>(75%)</b>
<b>Disconnected</b>	42	5	6	<b>53</b>
<b>Same companies</b>	3	10	0	<b>13</b>
<b>Final</b>	789	59	63	<b>911</b>
<b>Calculated sample</b>	234 (789 / 911) = 86.61%	17 (59 / 911) =6.48%	19 (63 / 911) = 6.91%	<b>270</b>
<b>Actual Sample</b>	242 (30.67% of final)	24 (40.67%)	36 (57.14%)	<b>302</b> <b>(33.15</b> <b>%)</b>

## Methodology

Nine hundred and seventy seven (977) outsourcing service providers were found (see table 3.1), of those 834 were accounting outsourcing service providers (AOSP), 74 were human resources outsourcing service providers (HROSP) and 69 were information technology outsourcing service providers (ITOSP). Of the eight hundred and thirty three (834) AOSP found<sup>2</sup>, 626 were randomly selected and called. The phone calls were conducted during the months of December 2005 and January 2006. Forty two companies had their phone numbers disconnected. After considering that the disconnected numbers may be companies that are not longer in existence, changed their names, partner with another firm or moved, it was decided to remove those companies from the population. To avoid the repetition of information when a company had several subsidiaries only one was considered part of the population for purpose of this study. Three companies had another subsidiary on the island. Finally, 789 AOSP were considered the population for this study.

Of the 74 human resources outsourcing services providers (HROSP) found, 37 companies were called. The calls were conducted during the months of October and November of 2005. Five companies had their number disconnected. After eliminating the subsidiaries and the companies with the disconnected number, the population considered for this part of the study was 59 human resources outsourcing service providers. Sixty nine information technology outsourcing service providers (ITOSP) were found, of those six numbers where disconnected. After eliminating the subsidiaries and the companies with the disconnected number, the population of ITOSP considered for this study is 63.

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<sup>2</sup> A full list of AOSP can be found in appendix 3.

## Methodology

The final population consisted of 911 outsourcing service providers. Of those 789 were AOSP, 59 were HROSP, and 63 were ITOSP. The formula used to obtain the sample size was from Krejcie and Morgan (1970). It is used to estimate the sample size based on a confidence level for a given population.

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)} \quad \text{where}$$

S= sample size

N= population size

P= proportion, where using .5 will give you the maximum possible sample size required

d= degree of accuracy reflected by the amount of error

X<sup>2</sup>= table value of chi square for one degree of freedom which is 3.841 for the .95 confidence level.

For the purpose of this study:

$$S = \frac{(3.841)(911)(.5)(.5)}{0.05^2 (911-1) + 3.841(.5)(.5)} \quad \text{where}$$

$$S = 270.39$$

When proportions are used to stratify the amount of the sample for each provider, the sample of AOSP is 234, since it constitutes 86.61% of the sample (789 / 911), the HROSP

## Methodology

sample is 17, 6.48% of the sample  $(59 / 911)^3$  and the ITOSP sample is 19 companies, 6.91%  $(63 / 911)$  . The sample interviewed was of 302 outsourcing services providers, of those 242 were AOSP, 24 were HROSP and 36 were ITOSP. A sample larger than the one provided by the formula provided us with a better picture of the OSP population.

The information about the total population of outsourcing clients can't be correctly estimated, since one company can have more than ten providers. Since Brown et al. found that there is no correlation between the success of an outsourcing program and the size or type of the firm, to provide diversification of the sample, the companies studied varied in terms of size, number of employees, type of industries, years of establishment and geographical location. Sixteen outsourcing clients were interviewed.

### 3.3 Data Analysis

Most of the data collected is qualitative in nature, since the purpose of this investigation is focused on constructing a reference foundation for the Puerto Rican literature. The data is presented using percentages and descriptive statistics.

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<sup>3</sup> If the formula was calculated considering the disconnected companies as existent companies and including the subsidiaries of all companies, with a population of 977 sample size will be 275.91, of those 236 are AOSP, 21 are HROSP and 20 are ITOSP.

## 4 RESULTS: OUTSOURCING SERVICES PROVIDERS

This chapter presents the results of the interviews with the outsourcing services providers. It is subdivided in three sections, which correspond to the three areas of this study: accounting, human resources and information technology.

### 4.1 Accounting Outsourcing Services Providers

The population was comprised of 834 accounting outsourcing service providers (AOSP). Of those, 626 contacted via telephone. The calls were conducted during the months of December 2005 and January 2006. However 42 companies had their phone number disconnected. These companies and subsidiaries of the same company were eliminated creating a population of AOSP of 789.

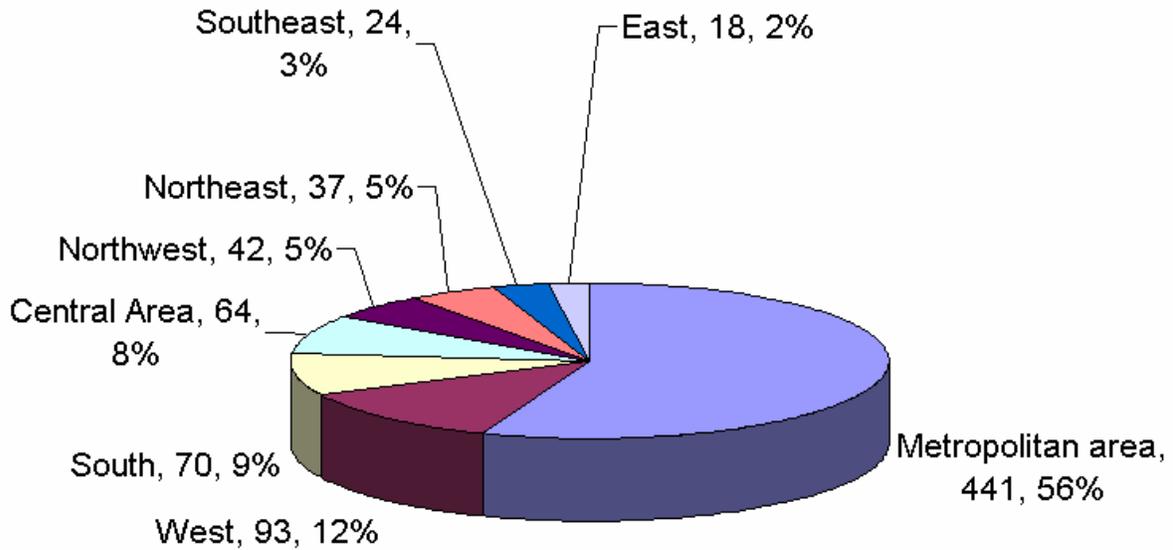
Fig. 4.1 represents of the population of 789 AOSP: four hundred and forty one companies (56%) are located in the metropolitan area<sup>4</sup>, 93 (12%) in the west area, 70 (9%) in the south, 64 (8%) in the central area, 42 (5%) in the northwest area, 37 (5%) in the northeast area, 24 (3%) in the southeast area and 18 (2%) in the east. Of the population of 789, only 47 (5.96%) have web pages.

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<sup>4</sup> The island was divided according to the map at the Metropolitan Commercial Guide 2005-2006.

## Results: Outsourcing Service Providers

### Location of Accounting Services Providers on the island



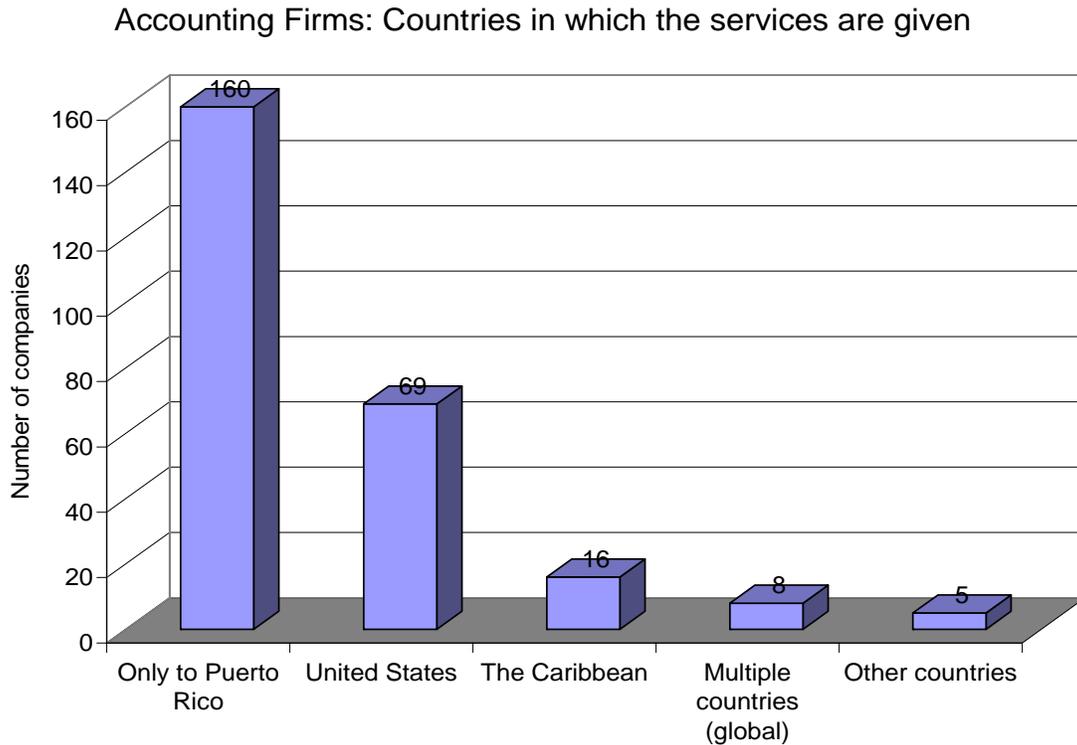
**Figure 4. 1 AOSP Population Description**

A random sample selection was made, of those called, 242 (30.67% of the population of 789) completed the survey<sup>5</sup>, 3 refused to give information and 16 companies did not completed the survey<sup>6</sup>, the other 323 either did not answer the phone, the number was busy or simply did not respond the messages left.

Fig. 4.2 shows that the countries in which they provide services. Of the 242 interviewed, 160 provide services only to Puerto Rico, 69 companies mentioned that they also give services to the US, 16 provide services to the Caribbean, eight provide their services globally and five companies provide their services to other countries like: Costa Rica, Chile, Central America, England and Panama. Of those companies that only offer services in Puerto Rico, some mentioned that they were willing to do business with US companies if they had the opportunity.

## Results: Outsourcing Service Providers

They also mentioned that even when they do not conduct business directly with US companies, they also prepare US federal income taxes for individuals and companies<sup>7</sup>.



**Figure 4. 2 AOSP sample, countries to which they provide their services**

Of the 242 in the sample, 240 (99.17%) companies mentioned that they have less than 100 employees, only two companies (0.83%) have more than 100 employees in their office in Puerto Rico. In any future study using smaller scale for the number of employees would be better, to know with more precision how many employees accounting firms have. Accounting firms in the sample proved to be long established companies. Of the 242 interviewed, 187 (78%)

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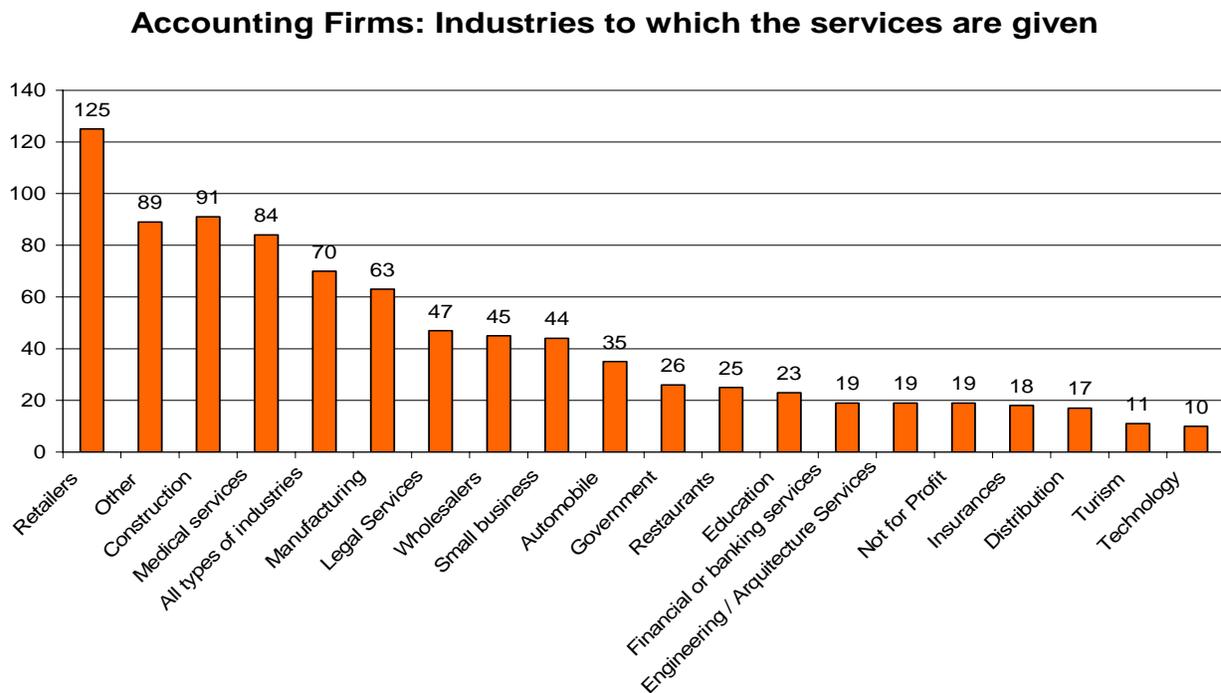
<sup>5</sup> If population considered was 834 then the percentage of contacted companies would have been 75.05% and the sample would have resulted in 30.67%.

<sup>6</sup> Only completed surveys were used for the results.

## Results: Outsourcing Service Providers

have been established over 10 years in Puerto Rico, 30 (20%) for five to ten years and 25 (10%) less than five years.

The five industries that the AOSP serve the most are retailers 125 (52%). For the purpose of this study retailers include pharmacies, gas stations, supermarkets, etc. Ninety one companies serve the construction industry (38%), 84 (35%) medical services, manufacturing 63 (26%)<sup>8</sup> and legal services 47 (19%). Seventy companies (29%) mentioned that they served all types of industries. Also, 93 companies (38%) mentioned “other industries” such as those listed on table 4.1. Fig. 4.3 below presents the full list of industries to which the services are given.



**Figure 4. 3 AOSP sample, industries served**

<sup>7</sup> Since Puerto Rico is a commonwealth of the US, people who work at Puerto Rico but inside army bases or US postal offices are required to fill federal taxes. Also self employed individuals are also required to fill a 1040 form.

<sup>8</sup> Four companies cited specifically pharmaceuticals some of the industries to which they provide their services. These were included in the 63 companies that cited the manufacturing industry.

## Results: Outsourcing Service Providers

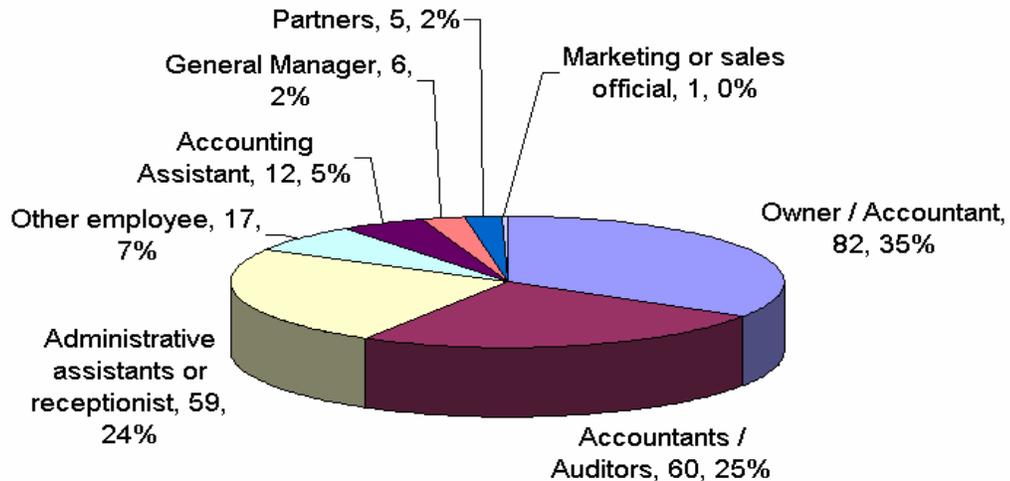
**Table 4. 1 Other industries mentioned by AOSP**

<b>Other industries</b>	<b># of AOSP that mentioned it</b>
Agriculture	9
Real Estate	9
Professional Services	8
Food	7
Beauty Parlors	7
Other Services	7
Condominiums	6
Advertising	5
Day Care Centers	4
Air conditioning repairing services	3
Security Companies	3
Imports/ Exports	2
Machines/ Equipment	2
<b>TOTAL</b>	<b>76</b>

The sample interviewed for this study ranged from the owners of the accounting firms to their assistants. Eighty two accountants owners of their own firm where interviewed (34%). (See Fig. 4.4). Five people where partners (2%), six where general managers (2%), sixty, (25%) where accountants or auditors and twelve (5%) were accounting assistants. More than the half of the people interviewed was directly related to the services provided. Fifty nine (24%) of the people interviewed where either administrative assistants, secretaries or receptionist, only one marketing representative was interviewed and seventeen (7%) of the sample where other employees of the firm, who in most cases refused to mention their position with the firm.

## Results: Outsourcing Service Providers

### Accounting Firms: People Interviewed

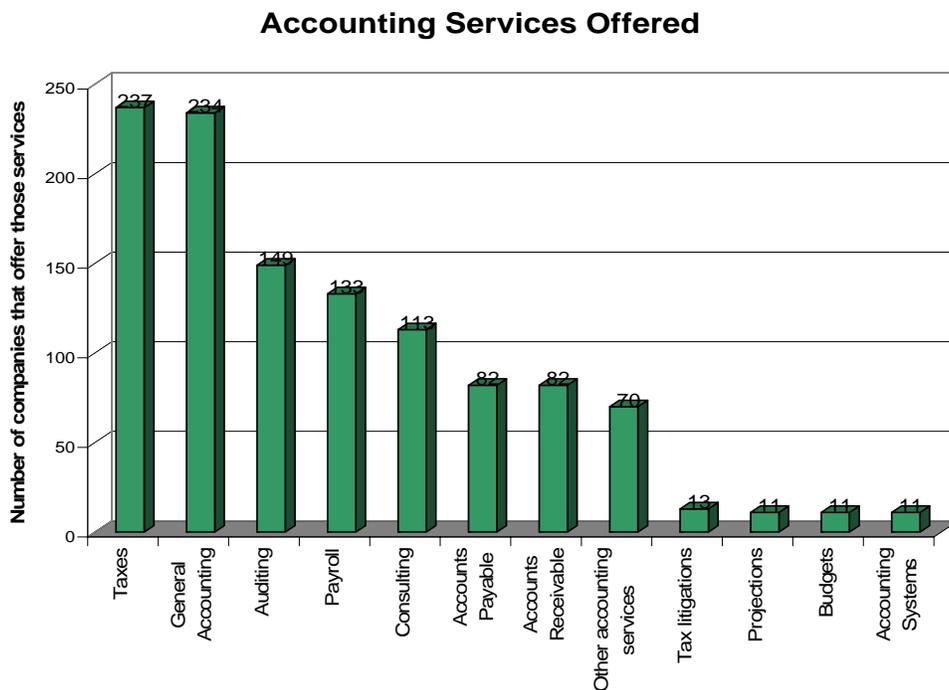


**Figure 4. 4 AOSP sample, people interviewed**

One of the main goals of this study was to describe the services that AOSP offer. (See Fig. 4.5). Ninety eight percent of the accounting firms in Puerto Rico (237 companies) provide tax- related services also 234 firms (97%) provide general accounting services, which include bank reconciliations and financial statements preparation. When they mentioned general accounting services, the companies were asked if those general accounting service included managing accounts payable and receivable. This specific question was asked because in order to prepare financial statements the accountant has to verify the amount of account payables and receivable outstanding but in those cases, the client is the one that prepares the invoices and tracks the accounts receivable. In the case of accounts payable when the AOSP does not provide the outsourcing service the client is the one that receive the bills, prepare the checks for them and therefore keep track of them.

## Results: Outsourcing Service Providers

Since only certified public accountants are allowed to provide auditing services only 62% of the firms (149) mentioned that they provide auditing services. Because of the nature of the auditing service, it may be inferred that this service must always has to be provided by an external company and thus is not considered an internal service to be outsourced but, most of those firms also give internal auditing services (a service to be conducted by the company). In that case, another CPA should provide the external auditing service. From those that provide auditing services it was almost impossible to distinguish those that provide internal and external auditing from those that only provide external auditing services.



**Figure 4. 5 AOSP sample, services offered**

Eighty two companies (34%) provide account receivables services, they do the invoices and send them to the customer's clients. Also the other 82 companies (34%) offer account

## Results: Outsourcing Service Providers

payables services, their service consist on receiving the invoices and prepare the checks for the clients, some of them even send them directly to the vendor, others send them to the client and then they sign it and send them.

Even though payroll was listed in the questionnaire as an HR outsourcing service, it was decided from the beginning that accounting companies should also be asked if they provide payroll services, since in some companies payroll may be an HR function but in others it is an accounting function. Payroll services are defined as the process of computing payroll calculations, determining the amount to be paid to the employees and governmental agencies, preparing the checks for the employees, making the direct deposit, mailing them or giving them to the employer for the distribution and preparing the payroll summaries for the end of the year. Fifty five percent of the sample (133 companies) provides payroll services. Some of those who don't provide payroll services mentioned that they do provide payroll taxes' preparation such as: social security, FICA and unemployment. Forty seven percent of the sample (113) provides either consulting, financial or tax planning or financial analysis to clients. Five percent of the companies mentioned that they give tax litigation services (13 companies), prepare financial projections (11 companies), construct budgets (11 companies), and either implement, program or create accounting systems for their clients (11 companies). Twenty nine percent of the companies (70) provide other accounting services. Some of the other accounting services are mentioned in table 4.2.

## Results: Outsourcing Service Providers

**Table 4. 2 AOSP sample, other accounting services provided**

<b>Other accounting services</b>	<b>Number of companies who mentioned them</b>
Financing paperwork	9
Municipal Patents	7
Other governmental permits	7
Business Valuations	7
Business Incorporation	4
Fraud investigations	4
Internal Controls	3
Credit restoration	3
Inheritance / Donations	3
Start up- actions	2
Proposals	2
Procedure Manuals	2
Buying and selling businesses	2
<b>TOTAL</b>	<b>55</b>

The study found that 22 accounting firms also provide human resources and information technology outsourcing services. (See Fig. 4.6). Of the 22 companies, eleven only provided human resources services, eight companies provide both services and three companies only provide information technology services. Table 4.3 presents the number of AOSP that provide outsourcing services classified in our study as HR or IT.



**Figure 4. 6 Human Resources, Information Technology services**

## Results: Outsourcing Service Providers

provided by the AOSP in the sample

**Table 4. 3 HR and IT services provided by AOSP**

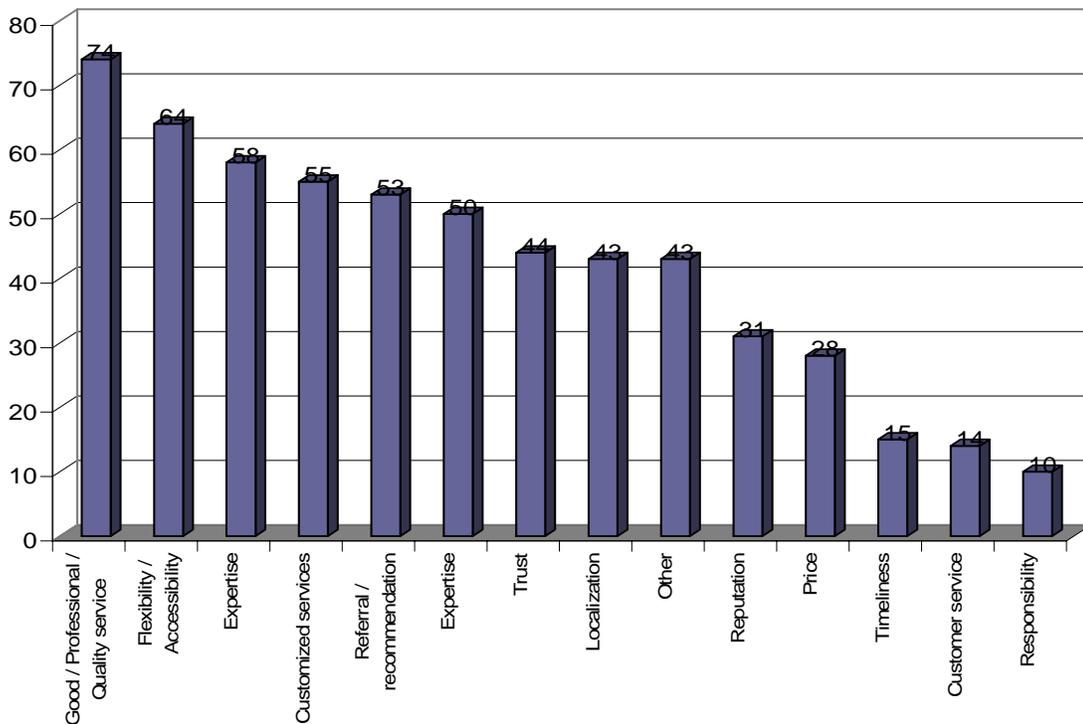
<b>Human resources outsourcing services given by accounting firms:</b>	<b>Number of accounting firms that provide these services.</b>	<b>Information Technology outsourcing services given by accounting firms:</b>	<b>Number of accounting firms that provide these services.</b>
Training	11	System analysis and design	3
Recruiting	4	Programming	3
Consulting with compliance with labor laws	4	Troubleshooting	2
Merger and acquisitions	3	Webpage design and development	2
Outplacement	2	Consulting	2
Pension plans or 401K	2	System evaluation	2
Employee manuals	2	Program selection and implementation	2
Expatriate administration	1	Facilities management	2
Re-location	1	System maintenance	1
Medical plan administration	1	Network design and installation	1
Performance evaluation instruments	1	Project management	1
Salary surveys	1	IT auditing	1
Employee relations	1	E-commerce	1
		E-Security consulting	1
<b>TOTALS</b>	<b>34</b>	<b>TOTAL</b>	<b>24</b>

The last question asked to the AOSP was why they believed their clients chose them. (See Fig. 4.7). Thirty one percent (74) of the sample thought their clients choose them because of the quality of their services or because their service was professional, efficient or good.

## Results: Outsourcing Service Providers

Twenty six percent of the companies (64) consider they were chosen by their flexibility or accessibility. Twenty four percent (58) mentioned they were chosen by their expertise, knowledge or experience. Twenty three percent (55) believed they were chosen because they provide customized services.

### Why do accounting firms think their customers choose them?



**Figure 4. 7 AOSP sample, why they are chosen by their clients**

Twenty three percent (55) companies declared that their customers chose them because another client referred them. Some of those companies state that they did not even do any marketing related activities and that they don't have to look for new clients since the clients come to them. Forty four companies (18%) mentioned that their clients come to them because they trust them. Also, eighteen percent (43 companies) reveal that they were chosen by their

## Results: Outsourcing Service Providers

location. There are cities such as Aguas Buenas, Ceiba, Comerio, Florida, Hormigueros, Juncos, Las Marias, Maunabo, Naguabo, Patillas, Rincon and Utuado where there is only one accountant, thus location becomes an important factor.

**Table 4. 4 AOSP sample, other reasons for being chosen by their clients**

Other reasons the accounting firm think they are chosen	Number of companies who mentioned it
Integrity / ethical values	8
Honesty	5
Organization	4
Because they help their clients	4
Innovation	4
Dedication / compromise	3
Confidentiality	3
Domicile service	2
Good Marketing	2
Solid company	2
Did not want to answer the question	2
<b>TOTAL</b>	<b>39</b>

Thirteen percent (31 companies) think that their clients chose them by their reputation. This is an important factor for the accounting professional because it ensures independence. These is required by Section 100 of the American Institute of Certified Public Accountants (AICPA) code of professional conduct: *Independence, integrity and objectivity*. Twelve percent of the companies (28 companies) believed that they were chosen by their price. Six percent of the companies mentioned that they were chosen either by their timeliness, fast service, customer

## Results: Outsourcing Service Providers

service or the way they treat their customers. Also, ten companies (4%) assume they are chosen by their responsibility. An accountant's lack of responsibility creates major problems to the client, not only about the way they report but also, because of the late fees. Finally 18% (43 companies) suppose that they were chosen by other reasons. The most cited reasons are presented in table 4.4.

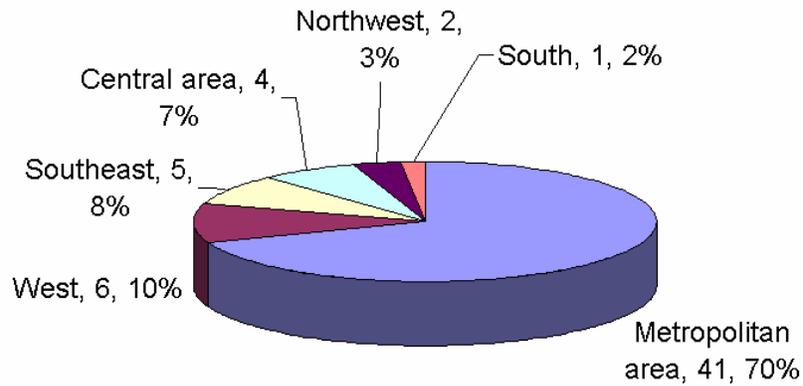
### 4.2 Human Resources Outsourcing Services Providers

Seventy four human resources outsourcing services providers (HROSP) were considered the population. Of those, 37 companies were contacted via telephone. The interviews were conducted during the months of October and November of 2005. Five companies had their number disconnected<sup>9</sup>. After eliminating the subsidiaries and the companies with disconnected numbers the final population for this part of the study was 59 human resources outsourcing service providers. Of the population of 59 only 23 companies (39%) have web pages. They contain the services offered, basic information about the company, and in some cases their main clients.

Using the regional division from the yellow pages, of the population of 59 there isn't any HROSP neither in the east nor in the northeast side of the island. Fig. 4.8 shows that most of the HROSP are located in the metropolitan area (70%, 41 companies), followed by 10% in the west (6 companies), 8% in the southeast (5), four companies in the central area (7%) two companies in the northwest (3%) and finally just one company in the south side of the island (2%).

## Results: Outsourcing Service Providers

### Location of Human Resources Services Providers in the island



**Figure 4. 8 HROSP Population Facts about location and web pages**

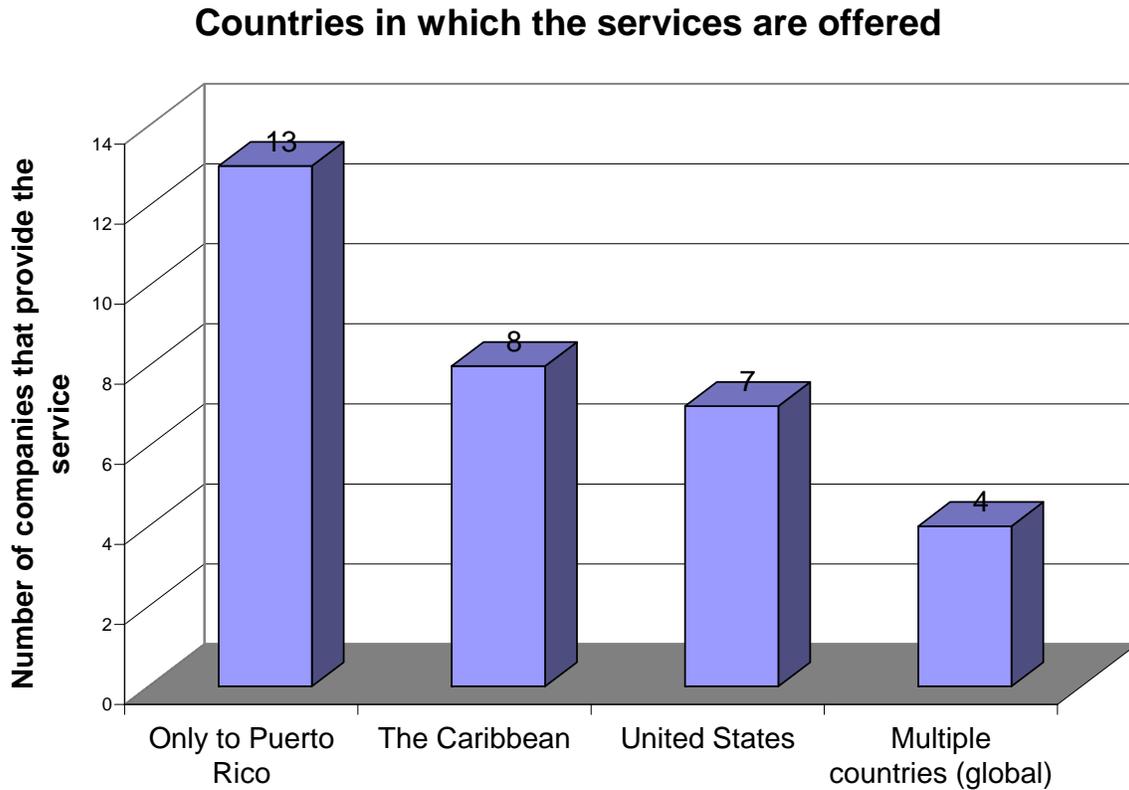
Thirty seven companies were selected for the sample (62.7% of the population of 59), twenty four were interviewed (40.6%). Two companies did not finish the questionnaire and five companies had their number disconnected. The remaining six either did not answer; the phone was busy or did not respond to the message left.

Figure 4.9 demonstrates the countries in which the services are provided, four offer their services to multiple countries, 13 provide their services only to Puerto Rico, seven companies offer their services to the United States and eight provide their services to the Caribbean. Some of the Caribbean countries mentioned were Dominican Republic (2 companies) and the Virgin Islands (mentioned by one company). Other places mentioned were Latin, Center and South America.

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<sup>9</sup> After considering that the disconnected numbers may be companies that are not longer operating, changed their names, partner with another firm or moved, it was decided that those companies will be removed from the population to calculate the sample.

## Results: Outsourcing Service Providers



**Figure 4. 9 HROSP sample, countries in which the services are provided**

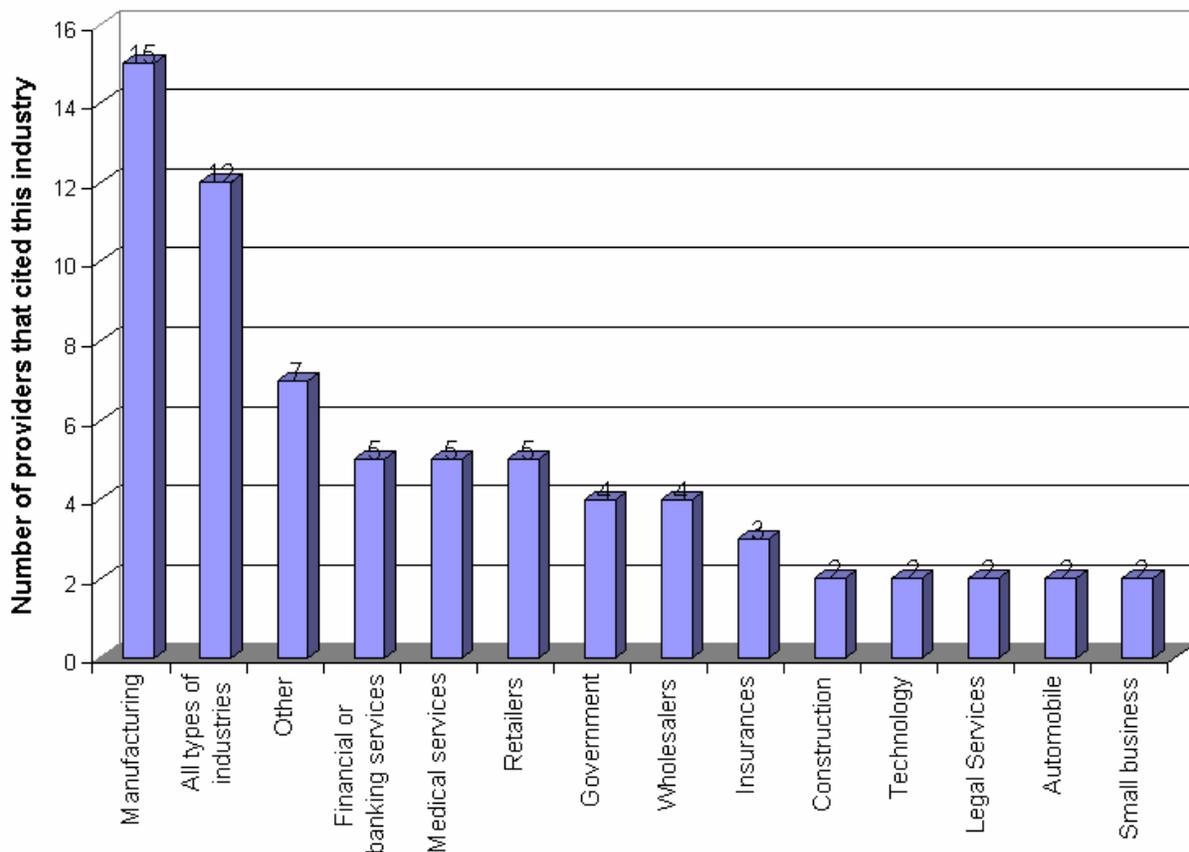
Ninety two percent of the companies interviewed (22 companies) mentioned that they have less than 100 employees; only two have between 100 and 500 employees. Also, of the 24 companies three were established less than five years ago, seven had from five to ten years and 14 had more than 10 years.

Of the twenty four companies interviewed, fifteen companies served the manufacturing industry (63%)<sup>10</sup>. Twelve (50%) serve all types of industries; eight (33%) served manufacturing; seven (29%) pharmaceuticals and other industries; five (21%) financial or banking or medical

## Results: Outsourcing Service Providers

services; four companies (17%) retailers, government or wholesalers; three (8%) insurance companies; two (10%) construction, technology, legal or automobile industry and small businesses. Other industries were mentioned by only one company. These include: distribution, advertising, food, waste management, delivery carriers, education and restaurants.

**Industries to which the services are given by HROSP**



**Figure 4. 10 HROSP sample, industries to which the services are provided**

When they were asked to mention other industries to which they offer services two providers mentioned small companies. DeWitt et al. cites data from the Small Business

<sup>10</sup> Seven of those fifteen providers that mentioned manufacturing specifically stated the pharmaceutical industry..

## Results: Outsourcing Service Providers

Administration, which stated that business owners spend up to 25% of their time on employee-related paperwork. He also affirmed that smaller companies are less likely to have a dedicated human resources specialist and that compliance requirement of 401(k) programs, the Americans Disabilities Act (ADA), Family Medical Leave Act (FMLA), and Consolidated Omnibus Budget Reconciliation Act (COBRA) also represent significant liability issues. Thus, Human Resources Outsourcing Service Providers in Puerto Rico offer a way for those small companies in Puerto Rico to have the opportunity to have full HR services and expertise at a lesser cost.

The position of the people interviewed varied a lot. Four of the people interviewed were presidents, owners or general administrators of the company, one was a senior executive, eight were consultants, which included compensation analysts or pension plans analysts and services director, two were marketing assistants or sales people and nine were either administrative assistants, secretaries or receptionists. (See Fig. 4.11).

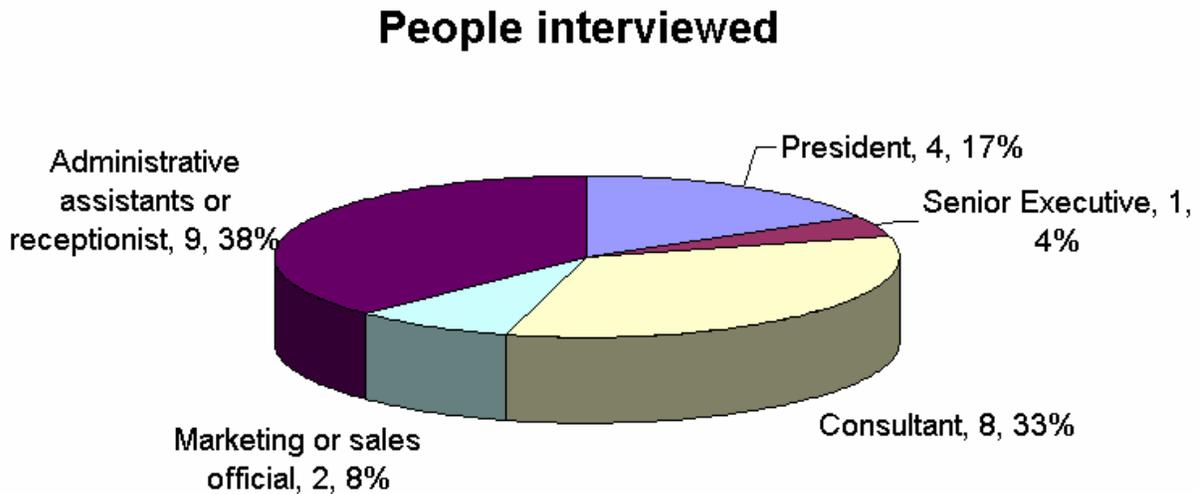
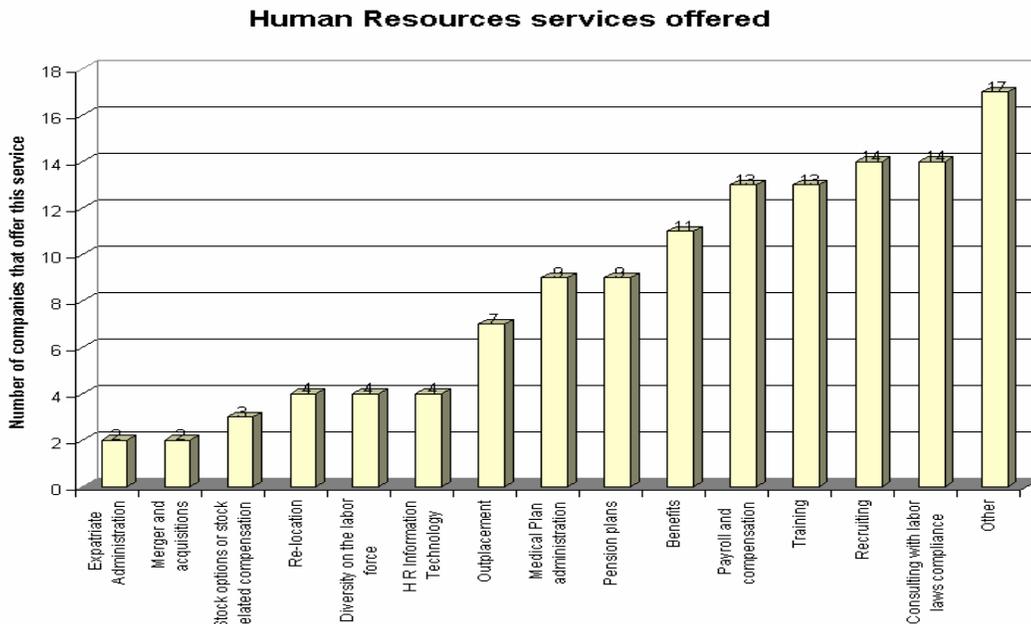


Figure 4. 11 HROSP sample, people interviewed

## Results: Outsourcing Service Providers

Only one company offers all the services mentioned in the questionnaire for Human Resources outsourcing services. Of the companies interviewed, only two (8%) companies offer expatriate administration services or give consulting services in mergers and acquisitions; three (13%) offer consulting on stock options or stock related compensation; four (17%) offer consulting on diversity of the labor force, re-location or Human Resources Information Technology services; seven (29%) give outplacement services; nine (38%) give medical plan administration or advisory services on pension plans or 401K; eleven (46%) provide benefits advise; 13 (54%) provide payroll and compensation services or provide employee training, 14 (58%) recruit or counsel about compliance with labor laws and finally 17 (71%) gave other services. Of the other services mentioned, eight (33%) companies prepare performance evaluation instruments and four (17%) state that they perform salary surveys.



**Figure 4. 12 HROSP sample, services provided**

## Results: Outsourcing Service Providers

Lilly et al. state that low strategic value activities that are transactional in nature such as payroll, benefits administration, employee records, and relocation administration are the best candidates for outsourcing. They also state that outsourcing training, performance planning and evaluation, and compensation in HR management should be considered carefully before because they deal specifically with an organization's current relationship with its employees. The professionalism and fairness with which an organization performs these activities are directly related to how employees feel about the organization.

**Table 4. 5 HROSP sample, other services provided**

<b>Other Human Resources services not included in the questionnaire</b>	<b>Number of companies that mention it</b>
Performance evaluation instruments	8
Salary Surveys	4
Background Checks	3
Strategic Planning	3
Vacations and other paid time off administration	2
W2 preparation	2
Employee manuals	2
Leadership development	2
Life insurance administration	2
Employee relations	2
<b>TOTAL</b>	<b>30</b>

This study found that 58% of the companies offer advice about the compliance with labor laws. Adler et al. believes that factors such as the complexity of the legal environment, has driven the demand for outsourced employee services to vendors that are subject-matter experts.

## Results: Outsourcing Service Providers

Adler also believes that outsourcing HR management during mergers and acquisitions has become increasingly frequent, because of the need of specialized personnel required for the task and because this personnel will often be superfluous after completion of the project. This area has not been explored intensively in Puerto Rico because only two companies in the sample reported offering advice on merger and acquisitions.

In situations where vendors supply a similar training program to many different customers, economies of scale can be realized (Walker and Weber, 1984). Gainey et al. found that the manufacturing sector comprised 29% of the industries that outsource training functions, the health care industry include 16% and financial services 14%. The transportation, utility, retail, hotel, and food industries each made up less than 10 percent of the respondents. In this study manufacturing comprised (33%) of the industries to which HROSP provide services, followed by pharmaceuticals with a 29% and then 21% of financial or banking services. Despite the time elapsed between both studies, it can be noted that the HROSP have continue serving the same industries through the years, although now they are also providing their services to other industries to which they did not serve back in 1984 such as medical services and the government.

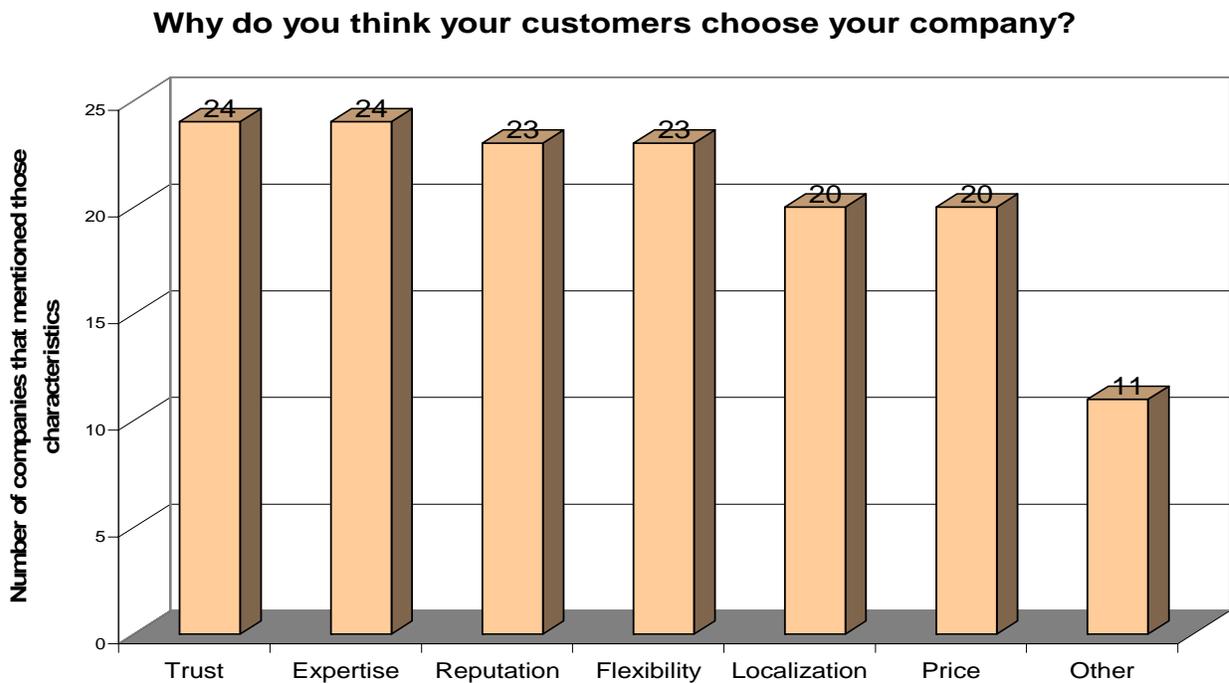
Concerning human resources information technology, Lama (2004) reveals that the Government of Puerto Rico is the largest PeopleSoft client. As of 2004, the payroll of near 250,000 public employees runs through PeopleSoft's RHUM. Also, every federal grant management is worked through PeopleSoft's Grant Management.

Four human resource outsourcing service providers declared that they also give accounting services and none of the companies interviewed offers information technology

## Results: Outsourcing Service Providers

services aside from human resources information technology. The four of them give taxes, general accounting, and auditing services. Also, three of them provide account payables and account receivable outsourcing services.

When the companies were asked why they thought that their clients choose them, all of them mentioned that they were chosen because of their trust and expertise, twenty three (96%) companies for their reputation and flexibility and twenty (83%) companies for their location or price and eleven (42%) mentioned other qualities. Also, four (17%) companies mentioned that they also were chosen for customer service and two for their timeliness. (See Fig 4.13).



**Figure 4. 13 HROSP sample, why their customers choose them**

## Results: Outsourcing Service Providers

**Table 4. 6 HROSP sample, other reasons why their customers choose them**

<b>Other reasons believed by HROSP</b>	<b># of companies that mention it</b>
Customer service	5
Timeliness	4
Customized services	2
Solid company	2

Adler et al. also lists six key factors that companies should consider when making important outsourcing decisions. These are dependency risks, spillover risks, trust, relative proficiency, strategic capabilities and commitment versus flexibility. The present study confirms that trust, expertise (relative proficiency), and flexibility may be the reasons why they were being contracted.

### **4.3 Information Technology Outsourcing Services Providers**

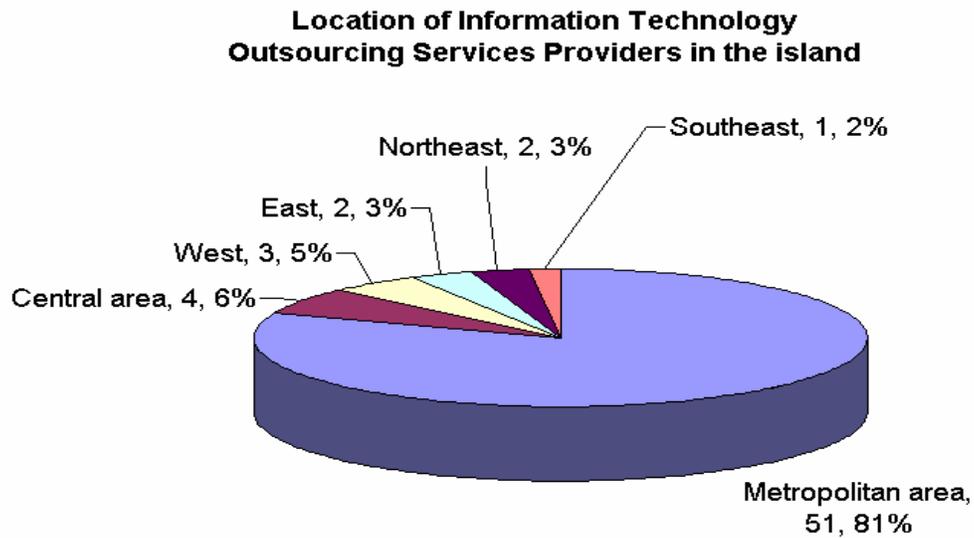
A population of 69 information technology outsourcing service providers (ITOSP) was identified. All of them were called, six numbers were disconnected, thus only 63 were considered as the final population. Eleven companies did not complete the questionnaire, sixteen companies either did not answer the phone or it was busy, thus thirty six companies were considered the sample.

Fig. 4.14 shows that most of the population is located in the metropolitan area (51, 81%), followed by four in the central area (6%), three in the west side of the island (5%), two at the east and the northeast side of the island (3%) and just one located at the southeast side of the island (2%). There are no ITOSP located in the south or the southwest side of the island. Because of

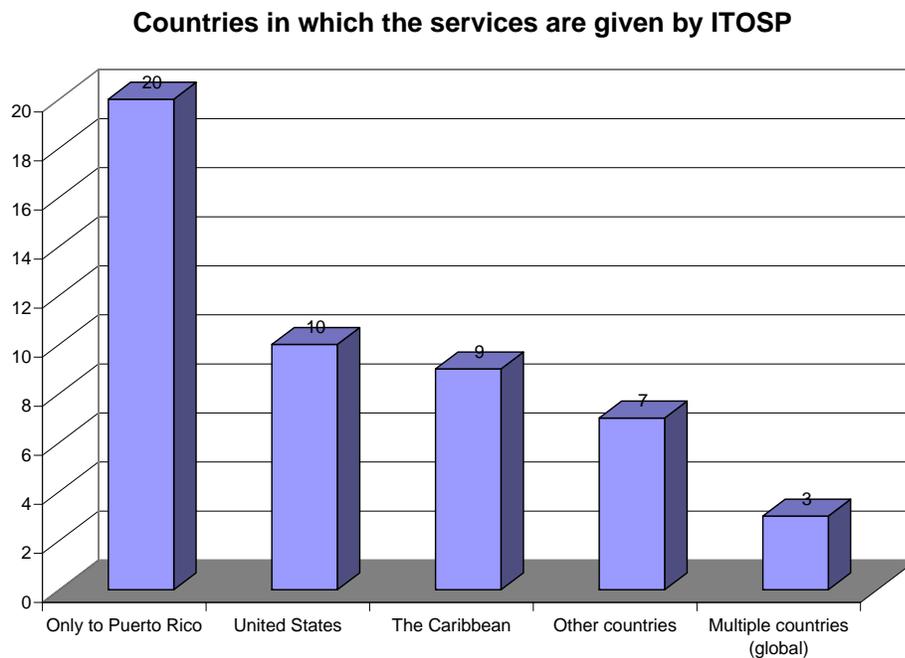
## Results: Outsourcing Service Providers

the nature of the information technology industry, it is almost a requisite to have a web page.

That is demonstrated when only ten (16%) companies of the 63 do not have web pages.



**Figure 4. 14 ITOSP Population Facts, location and web pages**



**Figure 4. 15 ITOSP sample, countries to which they provide services**

## Results: Outsourcing Service Providers

Of the thirty six companies in the sample, twenty were providing services only in Puerto Rico; ten provide services in the United States, nine in the Caribbean, three in multiple countries and finally seven mentioned doing business in other countries. The other countries were located in Central and South America such as: Panama, Guatemala, Venezuela, Mexico, Argentina and Costa Rica.

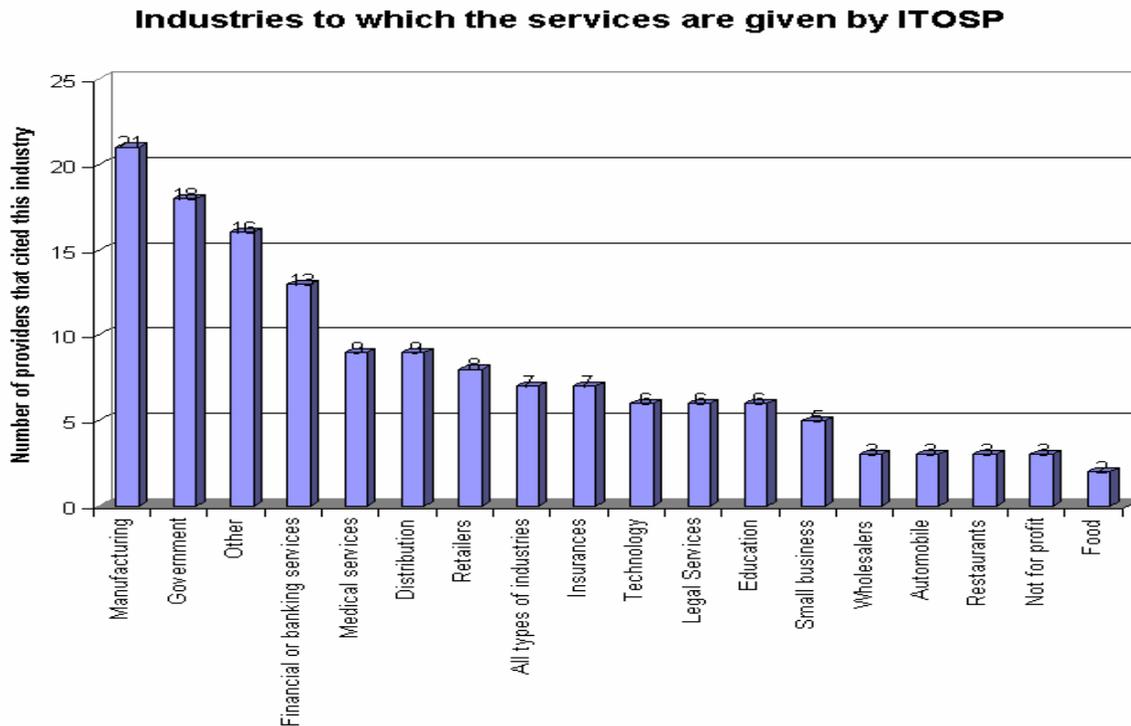
Only two companies had more than 100 employees; the rest of the sample had less than 100 employees. Apparently in Puerto Rico the Information Technology industry is a nascent industry since 44% of the sample (16 companies) have been established for less than five years, 25% of the sample (9 companies) has less than 10 years, and the other 31% (11 companies) have been established for more than 10 years.

Most ITOSP offer their service to the manufacturing industry, cited by 21<sup>11</sup> (58%) of the providers interviewed (See Fig. 4.16). The government is the second largest client of ITOSP cited by 18 (50%) of the companies interviewed. Sixteen companies cited other industries, thirteen financial or banking services, nine companies mentioned medical services or distribution. Eight providers mentioned retailers, seven mentioned all types of industries, other seven declared the insurance industry, six stated the technology, legal services and education industries and five companies declare they provide services to small business. The automobile, restaurants, not for profits and food industries were mentioned by less than three providers.

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<sup>11</sup> Eight of those 21 belong to the pharmaceutical industry.

## Results: Outsourcing Service Providers



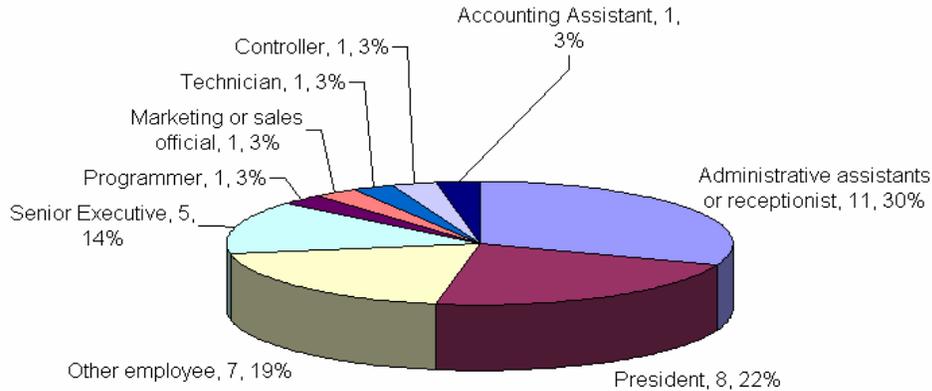
**Figure 4. 16 Industries to which the services are given by ITOSP**

Some of the information such as the years of establishment and their services were provided from the web pages. The remaining questions were asked during the calls. Unlike the other two OSP categories considered, most of the people who answered the questionnaire were administrative assistants, receptionist or secretaries 30% (11 companies).

Also 22% of the questionnaires (8) were answered by presidents or owners of the company, five were answered by senior executives (14%), seven questionnaires (19%) were answered by other employees and only one questionnaire was answered by each of the following positions: programmer, marketing official, technician, controller and accounting assistant. (See Fig. 4.17).

## Results: Outsourcing Service Providers

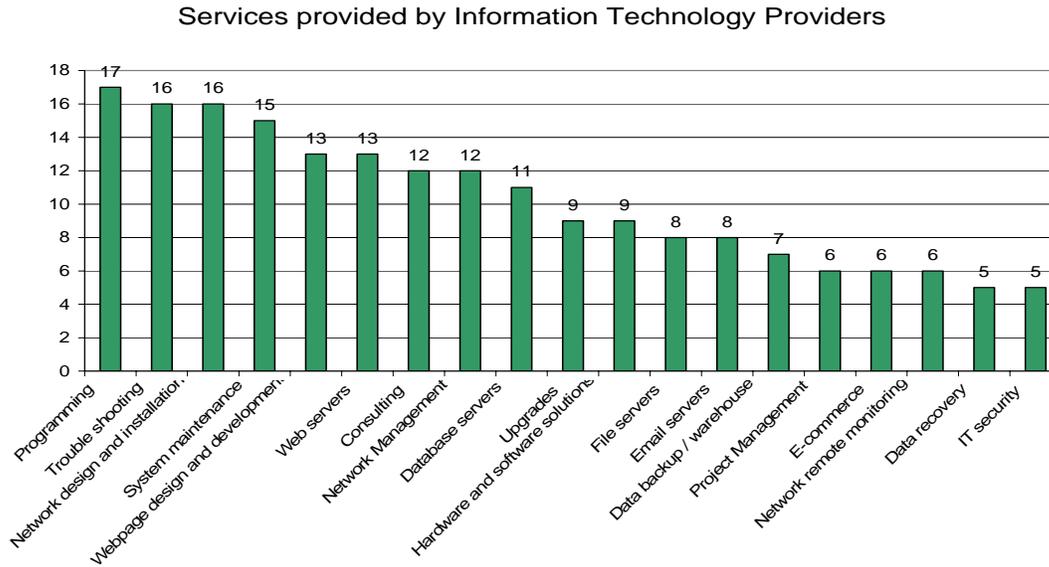
### People Interviewed



**Figure 4. 17 ITOSP sample, people interviewed**

The services provided by ITOSP cover a wide range of activities; those activities are presented in Fig. 4.18. Seventeen of the companies provide programming services, sixteen provide troubleshooting or network design and installation, fifteen provide system maintenance services, and thirteen provide web design and development or manage web servers for other companies. Twelve companies provide consulting services and network management services, eleven companies manage database services; nine companies supply upgrades or hardware and software solutions to their clients. Eight companies manage file and email servers, seven do data backups and serve as data warehouse for their customers, six companies do project management, work with e-commerce and monitor other company's network from a remote location. Finally, five companies offer data recovery services and work with IT security. Table 4.7 offers a listing of the other services provided by ITOSP and the number of companies that provide those services.

## Results: Outsourcing Service Providers



**Figure 4. 18 ITOSP sample: services provided**

**Table 4. 7 ITOSP sample: other services provided**

Other services provided	Number of companies who provide those services
System analysis and design	4
Software Analysis	4
Desktop Software distribution	4
Computer repair	4
IT procedures	4
IT auditing	3
Cabling	3
Intranets & portals	2
Data mining	2
Desktop management	2
Data entry	2
Telephone computer systems	2
Process reengineering	2
LAN installations	2
<b>TOTAL</b>	<b>40</b>

## Results: Outsourcing Service Providers

From the thirty six information technology companies in the sample eleven companies also provide human resources services, also seven companies provide both human resources and accounting services. One of the most non – IT services provided by ITOSP was training, it was mentioned by seventeen of the sample of 36. Table 4.8 demonstrates the accounting and human resources services provided by ITOSP.

**Table 4. 8 Accounting and human resources services provided by the ITOSP sample**

Accounting Services offered	# of ITOSP that provide those services
Taxes	2
General accounting	3
Auditing	1
Payroll	1
Consulting	1
Accounts payable	1
Accounts receivable	1
Accounting systems	1
<b>TOTAL</b>	<b>11</b>

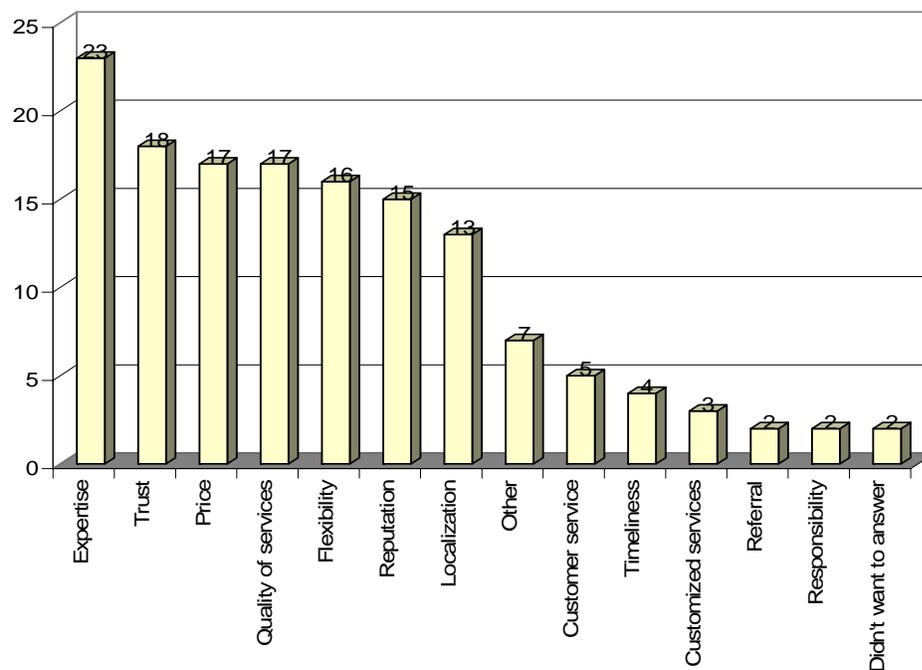
HR services offered	# of ITOSP that provide those services
Training	17
Payroll and compensation	2
Recruiting	1
<b>TOTAL</b>	<b>20</b>

When asked why they believe their customers chose them, the ITOSP answered that it was because of their expertise (23 companies, 64%) and their trust (18 companies, 50%). As presented in Fig. 4.19, price and quality of services were mentioned by seventeen companies, sixteen companies flexibility, fifteen declared reputation, thirteen location, five customer service, four timeliness, three customized services and only two companies stated either referral, responsibility or did not want to answer.

## Results: Outsourcing Service Providers

Of the seven companies that mentioned other reasons they were: variety of services, exclusivity on some products and thus the service related to it, having everything in one place, honesty / integrity, security, organization and confidentiality.

Why do you think your customers choose your company?



**Figure 4. 19 ITOSP sample, why their customers choose them**

Having established a foundation about the services offered by OSP, the amount of years that they have been providing the services and the industries to which this companies offer their services, is indispensable now to have an overview of the clients of these providers. The results for the study of outsourcing services clients are presented in the next chapter.

## 5 RESULTS: OUTSOURCING CLIENTS

The interviews with the clients were conducted after all the interviews with the OSP were made. The interview guide for the clients was modified prior to all interviews to include some of the findings of the interviews with the OSP. The modifications referred mainly to the services provided and the reasons why the clients chose their OSP. Some of the services added for the accounting area were advisory or consulting services, tax planning, financial statement projections, municipal patents, business start up works, internal controls and tax litigations services. Auditing was modified to include external auditing services. On the human resources services area, some of the services added were the preparation of evaluation tools, salary surveys, credentials revisions, strategic planning and employee manual preparation. Also the following services were added to the list of IT: cabling, network design, network installation, design and development of internet web pages, hardware and software solutions (which includes the sale of hardware and software), programming, consulting, data backup / warehouse, and data recovery.

The list of reasons why the clients selected their vendors initially was modified to include some of the responses given by the OSP, the following categories were included, previous business relations, referral or recommendation, customized services, quality of services or good services, responsibility, integrity or honesty and organization.

This chapter is subdivided in three sections. The first section will reveal the findings of the interviews conducted with the sixteen companies. The second section will give a general overview of the responses of those interviews. Finally it will provide the results of the appendix

## Results: Outsourcing Clients

of the interview guide which provides a quantitative evaluation of the overall satisfaction with the outsourcing service providers.

### 5.1 Outsourcing clients: Study Cases

The results of the surveys of OSP regarding the industries to which they provide services were used as a leading tool to look for clients in those industries. Only one company of each industry was interviewed for a total of 16 companies. The purpose of the investigation was explained to all of them. The interviews were conducted by the same interviewer personally following the parts one to four. (See appendix 1 and 2).

When the company was big enough to have a Human Resources, accounting or finance and information technology department, the interviews were conducted with the director of those departments, but if the company was small, then the interviews were conducted with the owner/CEO or general manager since that person is usually in charge of managing the relations with any outsourcing service provider. Twenty three interviews were conducted, twelve of them were with presidents or owners, four interviews were with human resources directors, four with accounting or finance directors and three with information technology directors<sup>12</sup>. Eleven of the sixteen companies interviewed had accounting departments of less than five employees, two companies had from five to ten employees and three companies had more than twenty employees. Human resources department are the smaller ones, thirteen companies mentioned their HR department had less than five employees, one had from five to ten employees another one from

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<sup>12</sup> In Company G, the accounting director was also in charge of the IT, which is why there are three IT directors and not four.

## Results: Outsourcing Clients

ten to twenty and the last one had more than twenty employees. IT departments size was very similar to HR. Thirteen companies had less than five employees, one had from five to ten employees and finally two had more than twenty employees.

The following subsections present the interviews with the clients representing the different industries. Each case will be divided in four sections: general information about the company, accounting department, human resources department and information technology department. The three sections were asked the following questions:

- How many employees does this department have?
- Which of the following functions, if any has been outsourced in the (accounting / finance, human resources or information technology) area?
- How many OSP do you have for the activities previously mentioned?
- For how long have you been contracting those services?
- Who took the decision to outsource those services?
- Which criteria did you used to select the vendor?
- Which of the following reasons did you considered **initially** in the process of deciding if you contract external companies for the services outsourced previously mentioned?
- Which of the following reasons did you considered **initially** as disadvantages in the process of deciding if you contract external companies for the services outsourced previously mentioned?
- Which of the following factors occurred as a result of outsourcing?

## Results: Outsourcing Clients

- Has the company changed providers for the services previously mentioned? If yes, explain.
- Has the company terminated outsourcing contracts? If yes, explain.

Finally, part four asked general information about the company. This information included the countries to which they provide the services, number of employees, if there were labor unions, industry and years of establishment.

### *5.1.1 Company A – Wholesaler*

#### **General Information**

Company A belongs to the wholesaling industry specialized in the area of metals. It is located in the west side of the island and its owner is its only employee. It provides services to Puerto Rico, United States and Europe and has been established from five to ten years ago. This company is co-located at the owners' residency.

#### **Accounting Department**

This company has one accounting outsourcing service provider. The only transactions processed in-house are accounts receivables and payables. All their other accounting needs are taken care by their OSP. These services include taxes, general accounting (financial statement preparation, bank reconciliations, etc.), auditing, consulting and working with any tax litigations that may occur.

The decision to outsource was taken by the owner, and was based on the belief that it was too much work for himself to do alone, that he wanted a professional to do the job, which turns in a greater efficiency and a higher quality and gives him the ability to focus on his main business.

## Results: Outsourcing Clients

Initially he did not consider any disadvantages of using an OSP. The current accountant has been with the company from four to five years and was chosen because of previous business relations, trust, expertise, accessibility, price, customized services, quality of service, responsibility, integrity and organization. When asked about the results by contracting those services he said that he was pleased with the service received.

The company changed their AOSP previously, the main reason for changing was because its previous accounting firm just did the paper work and did not give it any counseling or tax planning services. It ended paying more taxes since the previous accounting firm did not advise it about tax incentives that it was eligible for.

### **Human Resources Department**

Since the company only has one employee contracting a company to provide any human resources services was unnecessary.

### **Information Technology Department**

Their only need for information technology specialists was for the installation of the new servers. Those services were provided by the company to whom they purchased them. The owner is also the one who does the backups and recoveries of any documents. Currently no other information technology outsourcing service is being outsourced.

## Results: Outsourcing Clients

### 5.1.2 *Company B - Government*

#### **General Information**

Company B is a Puerto Rican government agency. Even though this company serves the whole island, the interviews were conducted at their headquarters located in the metropolitan area. They have more than 5,000 employees, only serve Puerto Rico and have been operating for decades. The company has several labor unions. Most of their outsourcing comprised infrastructure and operational services which include the management of plant and equipment. According to their finance director, these two divisions (operations and infrastructure) are the ones with greater decisional power within the agency. He also mentioned that most of their outsourcing contracts were made by a previous administration three years ago. Three interviews were conducted in the agency, one with each director.

#### **Accounting Department**

The accounting interview was conducted with the finance director, since the accounting divisions are under his supervision. The finance department has more than 20 employees. Since this is a government agency they do not have to pay municipal patents or income taxes and they also did not had to make any start up procedures. They only contract external auditing, since the internal auditing procedures are done in-house. In the accounting area they only use AOSP for consulting services and maintenance of the accounting information systems. In this agency, payroll is under the finance division and not under human resources. A small part of the payroll, approximately 200 employees' checks, is made by OSP. They have more than ten AOSP and have been contracting them for one to three years. The decisions to contract them were made by

## Results: Outsourcing Clients

the headquarters on the previous administration. Even though the finance director was not making those decisions during that time, he believes the reasons why they choose the current AOSP were: previous business relations, trust, expertise, punctuality with their work and provide them a good price<sup>13</sup>.

The primary reasons to use AOSP were that they did not have the people with the expertise needed to do the job and it was just too costly to hire people with that expertise. When they decided whether to outsource or not they considered that outsourcing will provide them the following advantages: more competency or efficiency, a better quality and improvement in strategic capacities. Dependency on the contracted company was considered as a disadvantage. They believed the more time you spend with the same provider, the more control you lose.

Some of the results of contracting OSP were scale economies in the agency, dependency of the contracted company, fear to lose control and personnel reduction<sup>14</sup>. Other results also mentioned by the director were improvement in the efficiency of the department, the ability to have trusty and timely information, better cash flow management, and knowing exactly how many problems were solved by the provider that they were not able to solve in house.

The agency has also changed their AOSP before, some of the reasons for the change were to be able to implement new systems, and to have a more trusty and timely information. They have also changed their AOSP for when a new accounting system provides better capabilities and the current company does not have the new system or the capabilities to install or maintain it.

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<sup>13</sup> Since this is a government agency, depending the service provided some of the providers have to go through a bidding process.

<sup>14</sup> They mentioned that instead of dismissing employees, they opened a retirement window and the employees that left were never replaced, thus diminishing the effect that dismissing employees could have in employee morale.

## Results: Outsourcing Clients

The finance director also mentioned that AOSP contracts are finished when the providers do not fulfill their duties under the contract, or when the providers already finished their job they were contracted for or they thought that it is less expensive to finish in house what is left of that project.

### **Human Resources Department**

The Human Resources Director declared that the agency has more than 100 employees in that department. Even though they had a HR division in the headquarters, each regional office has HR divisions, so those 100 employees are scattered through the island. Since they have a large department, they do most of their work in-house. They are currently planning to update their classification system, which is more than a decade old and have just decided to utilize an HROSP to do that job and also provide them the information about salary surveys.

Their retirement system is the one under the Employees Association of the Commonwealth of Puerto Rico (AEELA for their acronym in Spanish). The only function that they are currently outsourcing in the HR department is training, thus the answers for the following questions were based on training OSP.

The agency has more than 15 training OSP. Such a large number is due to two main reasons: first, the agency operations are scattered through the island and second, the training needed for the agency have to encompass broad areas such as: health and security, computer literacy, supervision, plants operations, capacitating and dealing with new equipment. The training OSP has been contracted for more than five years. The decisions to outsource were made in the headquarters by the Human Resources Department. When they select the training

## Results: Outsourcing Clients

OSP they chose companies with an excellent reputation, the capabilities to give the training in the location needed, expertise, and previous experience working with the government. The main reasons considered when deciding to outsource were that it was just too costly to have the resources needed to give training for all those areas and keep their knowledge and expertise up to the latest information. So it was just more cost effective to outsource those services. This resulted in a cost reduction and a higher quality.

The government agency did not consider any negative advantages for using training OSP for the reasons mentioned above. Some the results of using training OSP were: being able to see the immediate effect on the employees performance and to keep the employees knowledge up to date. The agency had previously changed suppliers. The reasons for the change were either dissatisfaction with the trainers, or a change in the needs of the agency for new trainings and the previous HROSP did not have the resources to satisfy the new needs. The agency has also canceled previous contracts with training OSP for the same reasons mentioned above.

### **Information Technology Department**

The Information Systems Director was interviewed. The department has more than 20 employees. It is trying to reduce the need of outsourcing by creating the expertise within their own department by providing training to those employees. Since it has purchased programs from external vendors, in most of the cases those vendors are the same ones that perform the upgrades, troubleshooting, and maintenance to those systems. It also outsource system design and analysis, cabling, hardware and software solutions, programming, mainframe maintenance, phone center services and consulting services. The agency web page is hosted in an external

## Results: Outsourcing Clients

company but it is the agency that designs, updates, and develops the webpage. The agency is trying to bring the webpage in-house.

Six to ten providers are used for the services mentioned above. Those services has been contracted for more than two years. The actual director was not in that position before that so he was not able to inform if the services has been contracted for more time. The decisions to outsource are made by the Information Systems Director (him) and the auxiliary directors of that department. When selecting their ITOSP they consider: previous business relations, recommendation by other clients, trust, expertise, price, quality of service, which are the assigned resources and the methodology of the service.

When it was initially decided to outsource, the main advantage considered was cost reduction. The company has to make sure that there are resources available to contract those services and how many projects are in the pipeline. Some of the disadvantages considered are dependency on the contracted company and fear to loose control. Some of the results of the IT outsourcing are scale economies within the agency, more available time for their personnel to be able to do more strategic work and cost reduction.

The IT department has changed its vendors before, mostly because the work provided did not fulfill the expectations of the agency but this does not happen often. The contracts for IT are evaluated every year to see if they are going to be renewed and if there is budget for them.

## Results: Outsourcing Clients

### 5.1.3 Company C – Law firms

#### **General Information**

Company C is a law firm, located at the metropolitan area. This firm has been operating for more than 40 years and offer services not only to Puerto Rico but also to Spain through the embassy located at Puerto Rico. They have less than 100 non-unionized employees. The person interviewed was one of the partners and is also the administrator of the office.

#### **Accounting Department**

In house they only have one person dedicated to accounting, this employee works with accounts payable, receivables and payroll, everything else is outsourced to an accounting firm. The accounting firm does their taxes, monthly general accounting, auditing, consulting and any federal or state tax litigation problem corresponding with governmental agencies including the IRS (Internal Revenue Service), *Hacienda*<sup>15</sup> and the *Fondo del Seguro del Estado*<sup>16</sup>. As previously mentioned, they only have one AOSP, which has been their accountants for more than 20 years. The decision to outsource the accounting service was made by the other partner<sup>17</sup>, the company was chosen by previous business relations, flexibility and price. Efficiency and cost reduction were some of the factors used by them when deciding whether to outsource or not. He also mentioned that for a medium company like them it was more cost effective to use OSP than

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<sup>15</sup> Hacienda is an agency similar to the IRS for Puerto Rico.

<sup>16</sup> This governmental insurance agency is the one that works with any work-related accidents; every employer in the island is obligated by law to pay a premium for this insurance.

<sup>17</sup> The other partner was the previous office administrator.

## Results: Outsourcing Clients

to have people with the expertise to do those services in house. They did not consider any disadvantages when deciding to outsource the services mentioned above.

The results of having outsourced accounting were having complete, trusty and timely information and having obtained the output expected without having more than one employee in house. In the last 20 years, the company has not changed or terminated their accounting contracts.

### **Human Resources Department**

The firm only has two employees working with human resources related issues. The payroll is done by the in-house accountant, the two main partners are the ones who recruit and interview new employees, and since this is a law firm they do not have the need to outsource any consulting with labor laws. They do not outsource any HR related function.

### **Information Technology Department**

Meanwhile, since they do not have any employee in the IT department, everything is outsourced to an ITOSP. That ITOSP comes for five hours weekly and on a needed basis. The ITOSP is in charge of the network design and management, software analysis, system analysis and design, systems maintenance, database and file servers, hardware and software solutions and programming. They have been outsourcing for more than five years and the decision to outsource was made by one partner. The main reasons to choose that provider was because that company was previously located in their same building (location), but they also have expertise, accessibility and the higher quality customized service needed. One of the reasons for their long term relationship is that the provider services have always been better than expected. Initially, it

## Results: Outsourcing Clients

was considered a higher efficiency and quality as advantages to outsource. The disadvantages to outsource considered were dependency on the contracted company and since they had some customized programs, they fear that if the ITOSP does not provide the necessary documentation of the program, this may create a difficulty in case another company needs to modify the program and fix any problem with it.

The major result of outsourcing IT for them is cost reduction and that they consider more cost efficient to have an ITOSP in house than having a full time person. Even though they started with that provider, that OSP closed its business a few years ago and they were forced to change to another provider.

The second ITOSP was a consultant that had a full time job with another company and was only able to come after-hours, when they needed immediate help he was not able to provide it and this lack of flexibility was the one that caused them to terminate the contract. By the time they finish the second contract they find that the same consultant that they had before had opened another business and since their previous business relations had been excellent, they contracted him again.

### *5.1.4 Company D - Construction*

#### **General Information**

Company D is a construction company with more than ten years, located in the metropolitan area. It only provides services to Puerto Rico and has less than 100 non-unionized employees.

## Results: Outsourcing Clients

### **Accounting Department**

The accounting department is composed of the owner who also studied accounting and the owner's wife. They work with accounts payable, receivables and payroll. Everything else is outsourced to an accounting firm: taxes, general accounting (financial statements preparation), and other required reporting information such as payroll taxes, social security and municipal patents. In case the company has any dispute with Hacienda or IRS, the accountants are the ones who go and manage any litigation. They also fill and manage any financing documents required.

Their only AOSP has been contracted for four to five years. The decision to outsource was made when they decided to incorporate the company. Before that, one family member was doing the accounting. When it was decided to outsource they did not consider any disadvantage, because the company considered that having an accounting firm will provide them a superior efficiency, quality and strategic capabilities. The accountant was a friend of the president of the company and for that reason and other previous business relations he was chosen among others. Some results of the outsourcing process were higher costs (when compared to doing the job by a family member or the president) but it considered that the advantage of not having to do any errand at any governmental agency, and a good and timely work surpass the costs.

### **Human Resources Department**

Since there are few employees in the company, the president works with the payroll. He commented that even though construction is a labor intensive industry, in his company most of the people are professionals that work under contracts (electrician, plumbers, cabinetmakers and

## Results: Outsourcing Clients

bricklayers) therefore, they are paid for their services invoices. Only less than five employees work with HR related issues and all the activities are done in-house.

### **Information Technology Department**

For the IT segment, less than five people are employed and one ITOSP have served them for ten years. The provider comes on a needed basis and works with software analysis, upgrades, system maintenance, troubleshooting, data backup and any consulting needs. The president (owner) was the one who decided to outsource the service and the reasons to select that provider were expertise and previous business relations.

The decision to outsource was made because he considered that the company's employees did not have the expertise needed in that area and that since there are only two computers in the company contracting a provider will led them a enhanced quality and efficiency. No disadvantage to outsource was initially considered. The major result of outsourcing was increased expertise. They hadn't changed or terminated any ITOSP contract.

### *5.1.5 Company E - Insurance*

#### **General Information**

Company E belongs to the insurance industry, it has provided services to Puerto Rico and the US for more than 30 years. They have from 650 to 800 non-unionized employees in the island. The three directors were interviewed.

## Results: Outsourcing Clients

### **Accounting Department**

The person interviewed in the accounting area was the Finance and Accounting VP. This department has more than twenty employees. Some of the activities outsourced are payroll (which is entered in the HR department but processed as part of the accounting department), municipal patents, external auditing, consulting, taxes litigations diligences and actuaries' services. These services have been contracted for more than 20 years and the decision to outsource is made by the CEO and some of the members of the board of directors. The company have four AOSP, those providers where chosen for their reputation, expertise, accessibility, price, personalized service, quality of service and financial strength. Some of the advantages considered when outsourcing were having an enhanced efficiency and quality. It considers that it was better leaving those particular tasks to people who had the expertise to perform the services. Two main disadvantages are considered: first, the rate per hour for outsourcing services is higher than any employee and second, they fear that the company may make any mistake that they may be liable for.

Some of the results for outsourcing are having the expertise needed without the necessity to having to recruit an expert in house, for example if they hire a tax expert for doing their taxes, the tax expert will not have anything to do from June to January. Because they outsource those services they have accelerate the process, cost reduction (in some, not all) and increase in the expertise obtained.

## Results: Outsourcing Clients

They had one of the big four accounting firms<sup>18</sup> to do their taxes and external auditing, but since that firm was providing them less accessibility and a higher cost for doing their taxes, it changed their taxes from a Big four to a small firm in order to get a cost reduction, more accessibility and a personalized service. Nowadays, the big four keeps giving them external auditing services. Other reasons for OSP contract changes or terminations were the need to look for more experienced people and cost reduction.

### **Human Resources Department**

In the HR area a Human Resources generalist was interviewed. The HR department possess from ten to twenty employees. It enrolls new employees to the health insurance plan and terminates others but they have an HROSP that manages any claims between the employee and the health insurance company. An HROSP intermediary manages part of their 401K plan. Other HR services outsourced are training, salary surveys, and job descriptions. A law firm provides consulting services regarding labor laws. Six to ten HROSP are used for the services mentioned above, those services has been contracted for more than five years. The board of directors, the CEO and the human resources vice president are the ones that decide which activities are outsourced. When they decided to outsource cost reduction and space reduction are the advantages considered. Also fear to loose control and poor communication with the vendor are other disadvantages considered. Some of the characteristics seek in a vendor are expertise, price, responsibility and ethics. Although the training services has been good, some of the results of outsourcing were that in some cases they did not received the service expected and in one case

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<sup>18</sup> Big four accounting firms are Delloite & Touche, PricewaterhouseCoopers, KPMG and Ernst and Young.

## Results: Outsourcing Clients

job description preparation were outsourced and it took them a lot longer to prepare them than expected and some of the other phases of other project were delayed because of the provider insufficiency.

Company E has changed their HR outsourcing service providers before or terminated contracts because of: lack of contract's fulfillment, irresponsibility, disorganization and unclear paperwork.

### **Information Technology Department**

The CIO was interviewed for the IT area. There are over sixty employees for the department. Data mining services, e-learning, desktop management, upgrades, cabling, network design, web page design, programming, consulting, data recovery, applications service maintenance and IT security are being outsourced. They have more than 10 ITOSP for those services and have been contracting them for more than five years. Some of the advantages to outsource considered initially are decrease of the the investment needed, cost reduction<sup>19</sup>, and less time needed to do the job. Some of the disadvantages considered are managing multiple vendors and he risk of loosing corporate information.

The criteria used to select a vendor are: trust, expertise, price, and reputation. A company is preferred if it is an IT benchmark. Some of the results of outsourcing are: not having to develop expertise in house (cost reduction) and reduced time to complete a job.

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<sup>19</sup> According to the CIO, if it is a one-time job it may be very expensive to develop the expertise in-house, but if it is a routine activity they try to develop the expertise in-house, since it will be less expensive than outsourcing.

## Results: Outsourcing Clients

### *5.1.6 Company F - Education*

#### **General Information**

Company F, is a private school located in the metropolitan area. The school offers education from before kinder garden up to high school. It has approximately forty employees and those teachers are not unionized. It was established more than thirty years ago. The administrator was the person interviewed.

#### **Accounting Department**

The school has less than five employees working in accounting functions (one of those employees is the administrator). Two AOSP are contracted, but one offers more services than the other. The services outsourced are: taxes, general accounting, internal auditing, consulting, projections and tax litigations. The current accountant has been contracted for more than five years, but accountants have been contracted since the school has been established. Even though the administrator wasn't working at the school at that time, since this is a family company, she believes the decision to outsource was taken by the administrator at that time and/ or the board of directors. Although the administrator did not know exactly which were the advantages considered initially, the family has other business beside the school and an accountant was just an obvious choice not only for the school but also for the other businesses. The school did not mention any direct result of outsourcing, it also believes that the accounting workload does not justify a full time accountant.

## Results: Outsourcing Clients

The school has changed accountants three times, on the last three decades, the first accountant work with them until he passed away. The second, retired and the third one is the current one. The current accountant was chosen for previous business relations, accessibility, time of established and the type and quality of work.

### **Human Resources Department**

The HR area has less than five employees (one of them is the administrator being interviewed). There are two to five HROSP, the longest provider being contracted is the payroll OSP and has been contracted since 1980's. The providers outsource this service because the previous accountant recommended using a payroll OSP. The OSP does the payroll and the accountant does the payroll taxes. Other services being outsourced are training and consulting with labor law compliance. A law firm offers them consulting about compliance with labor laws. Training is offered by either one of the principals (teaching related techniques), doctors (for example for Attention Deficit Disorder training) or lawyers (for liability related to leaving the students alone in the classroom or student's discipline). Since the two last services mentioned are not being provided by HROSP the discussion that follows will be focused in the payroll OSP. Besides the accountant's recommendation, the payroll OSP were being contracted to have more efficiency, and for having clearer and faster information. The outsourcing results where the same ones expected. The current payroll OSP was contracted for their reputation and expertise. The school hasn't changed or terminated any payroll OSP.

### **Information Technology Department**

## Results: Outsourcing Clients

In the IT area they did not have any employee on-site. A company provides them computer professors and also give them system maintenance and troubleshooting. The service has been contracted for one to three years, before that one family member was the one who worked with upgrades and troubleshooting, but that person's others responsibilities preclude him from continuing doing it. The decision was made by the administrative personnel. Greater efficiency and quality were the main reasons for outsourcing. The company was chosen by their reputation and expertise. Some of the results of IT outsourcing that function are less work and preoccupations.

### *5.1.7 Company G - Pharmaceutical*

#### **General Information**

Company G is a subsidiary of global pharmaceutical company located in the west side of the island. The pharmaceutical does not only have several subsidiaries in Puerto Rico but also in the US, the Caribbean (Dominican Republic) and several other countries. This subsidiary has approximately 600 non-unionized employees and has been established from five to ten years. Two directors where interviewed, the HR director and the Controller, which is also in charge of the IT of the plant.

#### **Accounting Department**

The accounting department has from five to ten employees. Taxes, consulting, municipal patents and tax litigation are being outsourced to one big four accounting firm. Another branch does internal audit every two years and an AOSP does external auditing twice a year. The

## Results: Outsourcing Clients

contract was made by Headquarters (HQ) and is negotiated for the company as a whole including the US, Puerto Rico and other branches located in several countries. The AOSP has been with them for more than five years. Initially, HQ had several accounting firms in different countries but, it was decided that it was more efficient to standardize the process and decrease the number of AOSP creating a cost reduction by eliminating the number of contracts needed with several accounting firms. Even though the decision was taken at a HQ level the controller believes that the current accounting firm was chosen by the size and the capability to provide the services in several countries. The controller did not know any disadvantages considered initially in the decision to outsource. Some of the results of outsourcing accounting functions are lesser contract costs, a higher capacity and experience acquired through the use of the accounting firm. The subsidiary has not terminated or change contracts of any AOSP.

### **Human Resources Department**

Regarding the human resources area, the HR director mentioned that the plant only has three HR employees, the department had more employees in previous years but there is an HQ movement toward outsourcing most of their HR activities. Before, every subsidiary had their own large HR department at Puerto Rico. A few years ago HQ decided that it was better to have a support center in the island to provide HR services to all subsidiaries. The services that are not provided either by each subsidiary HR department or by the support center are being outsourced. Some of the services outsourced are: stock option compensation management, recruiting, training, human resources information technology (HRIT), consulting about labor law compliance, credentials revision, and life insurance management. To outsource those services they have more than ten HROSP. Apparently this pharmaceutical is not the only in the island to

## Results: Outsourcing Clients

outsource their human resources information technology, Lama (2004) disclosed that accounts at PeopleSoft has a relationship with 90% of the pharmaceutical companies around the island for example, Pfizer y Merck and Glaxo.

Their HROSP for the stock option plans created a web page where the employees directly see and change the number of shares that they want to sell, the percentages they wanted to withdraw from their paycheck, and any other issue related is treated directly between the employees and the provider.

For recruiting, headquarters contracted a multinational company that offers services not only to the US, but also several countries including Puerto Rico. The pharmaceutical only uses the provider for blue collar positions. The HROSP screens the employees, interview them and recommend the candidates, then the HR department at the plant does a second interview and makes the final selection. If the recruiting provider was the one who recommended the employee they are the ones in charge of doing the credentials revision for that particular employee.

For training, outsourcing is their last resource; first, HR looks if they have an expert or someone capable to give the training in the plant. For example, to comply with quality standards if they don't have any certified employee they ask for the training at the HR support office (the one that works for all the subsidiaries in the island), sometimes HR sends a few employees to take the courses and become certified, and afterwards those employees train the others. Online learning programs are also used, as well as emails as means of continuing education. For HRIT an HR computer program is purchased to manage the information of the employees and the

## Results: Outsourcing Clients

vendor of the program is the one that provides support to them in case they need it. Regarding labor law compliance, the HR support office and a law firm are used. Another HROSP manages any issue with the life insurance. A few years ago they did a corporate restructuring that dismissed less than fifteen employees per plant but since the sum of all employees dismissed for the island were around 100, an outplacement service was contracted.

Company G has more than ten HROSP for the services mentioned before, and those services had been provided for more than five years. Some of them are fixed and others are only contracted for a particular job. The decisions to outsource are either taken by headquarters (like the ones related to recruiting and employee manual preparation), the subsidiary or the HR director. Some of the reasons initially considered for outsourcing are greater competence or efficiency, better quality and cost reduction. Depending on the service needed, they also consider if they have the expertise in house to do the job. No disadvantage to outsourcing was considered initially against outsourcing and some of the results were available time for the personnel to develop strategic activities, ability to complete projects more quickly and speed to market.

Company G has changed and cancelled HROSP contracts. Since the contracts are evaluated continuously, one of the reasons to change providers is finding another one that can ensure them the same service at a lower price. Contracts have been cancelled because the quality of the service was not the one expected and there are opportunities to perform that job in-house.

### **Information Technology Department**

The controller is also the one in charge of IT for the whole plant. The plant only has two IT employees because HQ decided to move the servers of every Puerto Rican subsidiary to the

## Results: Outsourcing Clients

US and segment one big server that provides services to all subsidiaries in the island. Two to five suppliers and have been contracted for more than five years. Some of the services being outsourced are database and file server's management, cabling and data backups. They have a local cabling ITOSP but the other ITOSP is the one related to the server's service. Some of the results of having the servers in the same place and outsourcing the service are: quicker updates and the elimination of traveling from one city to another for server maintenance, backups and upgrades. This subsidiary haven't changed or terminated any ITOSP contract.

Lacey et al. studied the reasons why pharmaceutical companies decided to outsource, and found that cost savings remains the primary driver behind the decision to outsource but respondents emphasize that when outsourcing arrangements focus exclusively on savings, companies risk leaving business benefits of considerable value on the table. They also discovered that outsourcing veterans among pharmaceutical companies and medical products manufacturers seek a wide spectrum of 'big picture' business outcomes, including a desire to improve their speed to market (46%), the freedom to focus on core functions (36%) and a desire to build market share (35%). The present study found that aside from cost reduction, more time for personnel to engage in strategic activities was another result of outsourcing.

Lacey also found that some of the characteristics pharmaceutical companies look when evaluating an outsourcing partner were lowest price, expertise, trust, flexibility and reputation. The results of this study when interviewing a pharmaceutical company revealed similar results to the ones found by Lacey, flexibility was considered important when outsourcing accounting functions, also expertise and reputation were considered important when outsourcing human resources functions.

## Results: Outsourcing Clients

### 5.1.8 *Company H – Engineering and Architecture services*

#### **General Information**

Company H is belongs to the engineers and architectures services industry. It has been providing services from five to ten years. It provides services to Puerto Rico but is also trying to penetrate the North American market. The company has less than ten non- unionized employees. The owner was the one who answer the interview.

#### **Accounting Department**

The company has less than five employees working with accounting related jobs and that one AOSP is contracted to do the general accounting, taxes and to provide them with consulting services. They have been contracting these services for more than five years, and it was the owner the one who decided to contract the accountant. The decision to outsource was based on the lack of time to do accounting related work. The owner decided to contract his personal accountant because they had good previous business relations; he trusted him and for other reasons such as accessibility, personalized service, quality of services, responsibility and integrity. The main disadvantage considered when he decided to outsource was his fear of blending personal issues with business issues since he knew the accountant previously. The main result to outsource was the ability to focus on the main business. The firm has not changed or finished any AOSP contract.

## Results: Outsourcing Clients

### **Human Resources Department**

For human resources related issues the company only has one employee working with that area and since the company only have eight employees they does not contract any HROSP.

### **Information Technology Department**

Regarding IT services, one of the engineers of the firm working with all the computers and since there is the expertise in-house to do the tasks, no ITOSP has been contracted.

### *5.1.9 Company I - Restaurants*

#### **General Information**

Restaurant I is a stand alone restaurant located in the central area of the island. It has less than 100 employees, and has been serving for more than two decades.

#### **Accounting Department**

The owner of the restaurant explained that there is no employee working on accounting related jobs, he is in charge of accounts payables and receivables and an AOSP is contracted to do their general accounting, taxes, provide consulting services and work with any tax litigations. A decade ago the owner was the one that worked all the accounting related paperwork, even doing their taxes but since they started considering enlarging and remodeling the restaurant, in order to get the loan, the bank required that from there on, to contract an accountant for general accounting, including taxes. Their only accountant has been working with them for 14 years, since then the restaurant has not changed or terminated any AOSP contract. The contract was negotiated by the owner. He also disclosed that if the bank had not required an accountant he

## Results: Outsourcing Clients

will be pleased doing the paperwork since having an AOSP entails an increased cost. The main reason considered for outsourcing was the bank recommendation, it was considered a necessity so even though higher cost was considered as a disadvantage they need it for the loan, and thus the main result of the outsourcing contract was being able to obtain the loan.

### **Human Resources Department**

There are less than five employees working with HR issues and the owner hasn't contracted any HROSP. The owner considers that the restaurant is too small for outsourcing those types of services.

### **Information Technology Department**

The restaurant barely has computer equipment and they are no employees working with any IT related work, they also don't contract any ITOSP services.

#### *5.1.10 Company J – Retailer*

### **General Information**

There is no better example for a retailer than a supermarket. Supermarket J is a stand alone supermarket located in the central area of the island, they have approximately 50 non-unionized employees and have been operating for more than two decades. The supermarket is a corporation and the president was the one interviewed.

## Results: Outsourcing Clients

### **Accounting Department**

Two employees work with accounting account payables, receivables and payroll. The rest is outsourced to an AOSP: taxes, general accounting, auditing, consulting, financial projections, municipal patents management, tax litigations and other governmental paperwork. Their only accountant has been contracted for more than two decades and the current president was the one that contracted him. Some of the reasons considered for outsourcing were that the transactions volume was high enough to justify using an accounting provider and also they wanted someone who can provide them consulting regarding tax laws. The current accountant was chosen by previous business relations, expertise and location. No disadvantage was initially considered against outsourcing and no direct results were mentioned as a consequence to outsourcing. The supermarket changed their AOSP because their previous one was located in another town, at that time there were no accountants on their town and as soon as an accountant established, they changed to the current accountant. No other AOSP contract was cancelled.

### **Human Resources Department**

Less than five employees work with HR related issues and no HROSP is contracted.

### **Information Technology Department**

Less than five employees work in the IT area in-house. Since its inventory and cash register systems are computerized, having an ITOSP is just necessary. These providers offer hardware and software solutions; troubleshooting and consulting services. Two ITOSP provide those services, and have been using their services the last six years, since they changed to computerized systems. The administrators were the ones that decided to change the systems, and

## Results: Outsourcing Clients

thus outsource the services. Some of the advantages of outsourcing are speed to market; a better inventory system and faster customers' collections. No disadvantages were considered against outsourcing those services. The main reason for selecting those providers is their certification as service providers of the hardware purchased for inventory management and cash registers, also flexibility and accessibility were considered since their help desk is available 24 hours. Some of the results of outsourcing are quick and effective service and the least amount of service interruption to the supermarket's customers. The company has not changed or terminated any ITOSP contract.

### *5.1.11 Company K – Tourism*

#### **General Information**

Company K belongs to the tourism industry. It provides transportation services between the Luis Muñoz Marín airport and some of the main hotels in the island. Its headquarters are located in the metropolitan area. It has less than 100 non-unionized employees and has been established for three years.

#### **Accounting Department**

The administrator mentioned that they have four employees working in the accounting department. Those employees work with account payables, receivables and payroll. Taxes, general accounting, consulting and financial projections are outsourced to an AOSP. Only one accountant has been working with them since the company started three years ago. The decision to outsource was taken by the owner and the administrator, based on cost reduction. He

## Results: Outsourcing Clients

mentioned that the controller does not have a CPA license and that contracting a CPA to do the job is more costly. No disadvantage was considered initially against outsourcing.

In order to choose the provider, the administrator interviewed several accountants and he made the selection based on the provider's expertise. The main result of outsourcing was being able to take advantage of the provider's experience in the industry. Company K has not changed or terminated any AOSP contract.

### **Human Resources Department**

Regarding human resources, they don't have any employee in house. An HROSP is contracted for recruiting and consulting with labor law compliance. This provider has been contracted since the company started three years ago, and the decision to outsource was made by the owner and the administrator. It was based on greater efficiency and cost reduction. No disadvantage was initially considered against outsourcing. The administrator revealed that it considers that this HROSP has a competitive advantage since the provider also offers legal services and if the company contracts a regular HROSP, a law firm will also be needed. Therefore, the provider was also chosen by their expertise and price, since it is cheaper than having an employee to do the job in house or contracting a law firm and a HROSP. Company K has not terminated or changed any HROSP contract.

### **Information Technology Department**

Only the administrator is the one that works with information technology related issues. One ITOSP was contracted for system analysis and design, cabling and the initial installation of the information technology department. It was contracted for the first eight months of the

## Results: Outsourcing Clients

company and the reason for outsourcing was that it was advantageous for the company to have a consultant with the expertise needed to initiate the system, no disadvantage was considered at that time. The decision to outsource was made by the owner and the administrator. The ITOSP was chosen because of their expertise and previous business relations. The company decided to terminate the contract for several reasons: first: the main purpose of the contract was to get the company started with the installation, second if there were problems with the computers, they charged by hour and a problem that can be fixed in minutes took them two hours just for the purpose of charging them more. Also the computers had warranty, so it was considered that the further service was unnecessary. The administrator did not assess the ITOSP in terms of performance since the contract was ended years ago.

### *5.1.12 Company L – Medical Services*

#### **General Information**

A generalist doctor's office was chosen as company L. This doctor is located in the central area of the island and only has one employee besides the doctor. Because of the nature of this industry her services are only offered in Puerto Rico. The office has been established for three years.

#### **Accounting Department**

One member of her family works with accounts payable and receivables and an AOSP does their taxes, general accounting, financial projections and provides advisory services. The services have been contracted for one to three years, and the decision was made by the doctor.

## Results: Outsourcing Clients

The main reason to outsource is that since the office is so small the transaction volume does not support having a full time employee for this service. No disadvantage was initially considered. The provider was chosen for previous business relations (it was their personal accountant before), and it was referred by family members before contracting him as their personal accountant. Also trust, expertise, and accessibility were considered as advantages for choosing that particular provider. One of the things they like about this provider is that he orients and explains them about the several options they have. The doctor believes that main result of outsourcing is having the paperwork in time. The office has not changed or terminated any AOSP contract.

### **Human Resources Department**

Since the company has only one employee no one works with HR related issues and no HROSP had been contracted.

### **Information Technology Department**

There are no employees working with the information technology area. A program for medical billing was bought and two ITOSP were contracted since they are related to this program. Software analysis, upgrades, system maintenance, troubleshooting, consulting, data backup and training related to this program were outsourced. The service has been outsourced since they changed from paper billing to computerized billing two years ago. The decision to outsource was made by the doctor and it was based on better efficiency and greater quality. The program's purchase increased cash flow (since paper billings are processed in two months versus two weeks on computerized billings), and also helps her comply with the new standards created by the Health Insurance Portability and Accountability Act of 1996 (HIPAA). No disadvantage

## Results: Outsourcing Clients

was considered to outsourcing and the ITOSP were chosen by referral. The main result to outsourcing is directly related to the program purchase which is a decrease in the collection period and an increase in the cash flow. The doctor has not changed or terminated any ITOSP contract.

### *5.1.13 Company M – Financial / Banking Services*

#### **General Information**

Company M is a savings and loans institution located in the central area of the island. It has less than 100 non-unionized employees, and has been established for more than fifty years.

#### **Accounting Department**

The president mentioned that they have less than five employees working with accounting related functions and that several AOSP do their taxes, auditing, consulting, some of the work related to financial projections, procedures manuals, and help constructing their budget. The AOSP also come once a month to do the GAAP (General Accepted Accounting Principles) analysis. They are exempt of municipal patents and other governmental permits. It has from two to five AOSP and have been outsourcing these services since the company started. The decision to outsource was initially made by the board of directors and was based on lack of space, personnel and time to do accounting work in-house. The disadvantage considered was higher cost. He personally prefers outsourcing specific projects. He believes that if they use providers for day to day work and need any information quickly it will take longer to get it from the provider than an employee. Some of the characteristics looked in a provider are expertise and

## Results: Outsourcing Clients

knowledge of the industry. Some of the results of outsourcing were that providers offer a work guide, which allows following up to their business plan. The company has also benefit from the provider's experience in the industry creating new marketing policies. The company has also being able to analyze their goals commonly. It has changed AOSP for their auditing services as a common industry practice every three years, but the one that provides them the taxes and consulting services had stayed with them for years.

### **Human Resources Department**

The HR department has less than five employees. Training, preparation of evaluation instruments, salary surveys and employee manual preparation are outsourced. A law firm provides them consulting with compliance with labor laws. Two to five HROSP and have been contracted to provide this services for ten years. The president was the one who took the decision to outsource and it was based on the need of greater efficiency, better quality and cost reduction. The main disadvantage initially considered was not having a person in-house to do the job. The provider was chosen by their expertise. He believes the main result of outsourcing HR was never being sued and that there is no labor claims against them. No HROSP has been changed or terminated.

### **Information Technology Department**

Their information technology department only has one employee. It outsources upgrades, system maintenance, troubleshooting, cabling, network design, data recovery, consulting, web page design and development and virus protection to three ITOSP. Those services have been outsourced for as long as fifteen years. The president took the decision to outsource and was

## Results: Outsourcing Clients

based on the need of better quality and good support. The only disadvantage considered was price; since these providers possess a greater expertise the fees are inflexible. Some of the characteristics of the providers are trust, expertise, punctuality, flexibility and responsibility. The president declared that having outsourced their IT department makes them able to provide new services to their customers and attract new customers. They have not changed or terminated any ITOSP contract.

### *5.1.14 Company N – Not for profit (NFP)*

#### **General Information**

This not for profit company is located in the west side of the island and provides services only to Puerto Rico. It has two full time employees, nine part-time and more than thirty volunteers. It was established fifteen years ago. The general coordinator was interviewed.

#### **Accounting Department**

The company has less than five employees working in the accounting department. Taxes<sup>20</sup>, general accounting, auditing have been outsourced and they were also helped by their providers to establish internal controls. Two to five AOSP are used. The NFP have been using providers for more than five years<sup>21</sup>. The decision to outsource was made by the board of directors since some donors required that in order to provide the donations, all the accounting documents have to be public and reviewed by an accountant and an auditor to avoid mistakes.

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<sup>20</sup> Even though they do not have to pay taxes because they are a not for profit corporation, they do have to fill an informative form.

<sup>21</sup> The coordinator was not able to certify if the current accountant was with the organization more than five years since he was not involved with the organization at that time.

## Results: Outsourcing Clients

Other reasons to outsourcing were more available time to work with strategic activities and a better quality. No disadvantage was initially considered against outsourcing.

Auditing providers have to bid for the contracts. Price, expertise and accessibility are also considered. It so happens that the provider that they have been using in the last years has also been the lowest bid. Some of the positive results of outsourcing are ability to focus on the main business and less work. One negative result of outsourcing is related to the speed with accessing the documents. Since the coordinator has been working with them for two years, he said that to the extent of his knowledge, they have not changed or terminated any AOSP contract.

### **Human Resources Department and Information Technology department**

Both departments have less than five employees. They outsource consulting with compliance with labor laws to a law firm. One of their donors provides the money directly to an Economic Development Center; this center provides trainings, consulting and other information technology services such as upgrades, system maintenance and troubleshooting. The NFP does not pay for these services, since this center helps other organization for free is not considered an OSP under the guidance of this study. The NFP does not contract any other HROSP or any ITOSP.

#### *5.1.15 Company O – Manufacturing*

### **General Information**

Company O is a global manufacturing company, inside the food industry it has factories located at Puerto Rico, United States, the Caribbean and several other countries. It has more

## Results: Outsourcing Clients

than 500 employees in Puerto Rico and some of them are unionized and has been established in the island for more than fifty years. Since the directors of finance, human resources and IT were involved in the negotiation of the new collective agreement, the auxiliary directors were the ones interviewed.

### **Accounting Department**

The cost department supervisor was the one that answered the accounting related questions. The department outsources tax preparation, auditing, consulting, municipal patents, management of other governmental permits and tax litigations to two to five AOSP. The payroll is under the supervision of the finance department and was previously outsourced. A small firm works with submitting the estimated taxes quarterly, one of the big four accounting firm's helps expatriates with their taxes (paid by the subsidiary) and another big four audits them. The company has been outsourcing for more than eighteen years and usually the region is the one that makes the outsourcing decision<sup>22</sup>. Since the decision was made at a regional level, the cost department supervisor was not able to declare which reasons were considered initially as advantages or disadvantages of outsourcing. They choose their providers based on expertise, location, price, responsibility, timeliness, having contacts in different governmental agencies and knowledge of application of the laws of Puerto Rico. One result of outsourcing is time reduction but, costs have been higher, some of their providers are inflexible and if they want the reports to be constructed in another way, the provider either negates to change them or charge more money for the change. The supervisor also mentioned that it is faster to get the information needed from

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<sup>22</sup> Subsidiaries in Puerto Rico Belong to the Latin American Region.

## Results: Outsourcing Clients

an employee than from a provider. The subsidiaries in Puerto Rico have been asking the region to let them use another provider in the island because using the Big four is more costly here than it is in another countries. The region justifies their decision saying that using a Big Four may be more costly but it represent less contract costs as a whole and the reports are constructed in a similar way on all countries.

### **Human Resources Department**

The compensation and benefit manager answered all the questions regarding the HR department. The department has six employees plus the director. The department outsource part of the health insurance management, training, HRIT, recruiting, expatriate administration, consulting with labor law compliance, outplacement, salary surveys, credentials revision and the validation and printing of employee manuals. Head hunters, or temporary agencies are used for recruiting, they also do some of the recruiting work internally. The expatriate administration also worked with the region. Credential revisions depends of who is in charge of the recruiting: for example if they asked a head hunter to look for people for a particular position, the head hunter is the one that do the credential revision. More than ten HROSP are being used and have been used as long as the manager can recall. The decision to outsource was taken by the department director and the general manager but is proposed by the supervisors. The decision was based on the lack of personnel or time to do those activities, the speed that they can earn by outsourcing and cost reduction. The main disadvantage to outsourcing considered is the risk of protecting confidential information. The providers are chosen by their previous business relations, accessibility, price, customized service, quality of services, responsibility and timeliness.

## Results: Outsourcing Clients

Some of the results of outsourcing are more time to engage in strategic activities, greater quality, and cost reduction. The supervisor also mentions that they try to develop long – term relations for two reasons: first the longer the company can be with a provider the better it negotiates the prices, second, if they do business with a known provider the time expend on learning the corporation culture and the way the company do things is diminished since those providers have already pass through the learning curve.

The manufacturer has changed their HROSP because of increase in costs and obtaining a quality of services lesser than the one they expected. Contracts have also been cancelled for the reasons mentioned above, for example the company used to outsource the payroll system but they decided to bring it back in-house.

### **Information Technology Department**

The IT Back Office and Decision Support Leader was the one who answer all the questions regarding the information technology department. The department has five to ten employees and outsource part of the software analysis, cabling, part of the network design, web design for external web pages<sup>23</sup>, hardware and software solutions, part of the programming, data recovery and voice and data programs related to the phone system.

Eight providers are outsourced for the services mentioned above and have been using them for more than five years. The decision to outsource was made by this subsidiary and the IT department and is based on the time frame they have to complete the project, outsourcing it is also used when they don't have the expertise to do it in-house, there are just too many projects

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<sup>23</sup> The department designs internal web pages.

## Results: Outsourcing Clients

running at the same time and when the personnel is not available to do the job. The manager mentions that if the activity is going to be a recurring activity employees are rather trained rather than outsourcing the activity.

Some of the disadvantages associated with outsourcing are fear to loose corporate information and a higher cost. Outsourcing is sometimes used instead of training and IT employees complain about it. Therefore a direct result of outsourcing is the lack of expertise in some areas created by choosing a vendor instead of creating the expertise in-house. The company had to increase its security's level since there are so many vendors. On the other hand positive results of outsourcing are having more time, so the employees can engage in producing strategic activities and the work can be done faster when they outsource. Although the company has not changed their ITOSP, a previous contract was cancelled, a provider was contracted to do an IT project but the headquarters had some restrictions regarding jobs that can be outsourced and even though the provider was doing a good job, they had to cancel the contract. Contracts have also been canceled because their budgeted costs are exceeded.

The IT department has also tried to develop long – term relations because of the learning curve already mentioned by the HR department and because it is more risky in terms of security to open their systems to different providers.

## Results: Outsourcing Clients

### *5.1.16 Company P- Automobile*

#### **General Information**

Company P owns several automobile dealers located in the metropolitan area. The general manager of those dealers revealed that the company only does business in Puerto Rico. It has around 120 employees. The dealers have been established for fourteen years.

#### **Accounting Department**

The accounting department has five to ten employees. Auditing, consulting and financial projections are being outsourced to two to five providers. These services have been outsourced since 1993 and the president of the company was the one who made the decision to outsource. The decision was based on the need for more efficiency and no disadvantage was considered against outsourcing. The provider was chosen by their expertise and trust. The main result of outsourcing was to obtain an excellence service. The dealers had not changed or terminated any AOSP.

#### **Human Resources Department**

The human resources department has less than five employees. No HR activity is being outsourced but a law firm provides them consulting regarding compliance with labor law.

#### **Information Technology Department**

Their information technology department has two employees. It is outsourced network management, web server management, cabling, part of the network design, programming, consulting and programs that allow communication between dealers. Two to five providers

## Results: Outsourcing Clients

perform those services for more than five years. The decision to outsource was taken by the president and was based on strategic capabilities and cost reduction. Another reason to outsource was that they do not possess the capabilities to work with the services outsourced. No disadvantages were considered initially against outsourcing. The providers are chosen by their expertise, price, quality of services and responsibility. The results of outsourcing are a good service, cost reduction and a trust relationship with their providers. The company has not changed or terminated any ITOSP contract.

### **5.2 Outsourcing clients general overview**

On our clients' sample eleven companies serve only to Puerto Rico, four to the United States and other countries and two companies to the Caribbean. Eleven companies had less than 100 employees, one had from 100 to 500 employees and four had more than 500 employees. Only two of the sixteen companies interviewed had labor unions, (government and manufacturing). Most of the companies in the sample were established companies, eleven had more than 10 years; three had from five to ten years and only two has less than five years.

One of the main questions of the present study is who is taking the decision to outsource? Owners, presidents and people in headquarters are the right answers, cited by seventeen out of the twenty three people interviewed. Department directors are followed by seven respondents, boards of directors by five, general administrators by four and a partner by the law firm. Winkleman (1997) researched who was taking the decision to outsource, it was found that 51% of them were senior managers or Chief Information Officers, 30% were Chief Executive Officers,

## Results: Outsourcing Clients

Chief Financial Officers (7%), middle management (8%), other (4%). Even though Winkleman's study was made on 1997, these results do not defer from the ones in this study.

Greaver et al. recommend that the decision of whether to outsource or not and the vendor selection ought to be taken by a team. This team should include not only the organization's managers but also advisers such as lawyers, CPA's and other specialists to achieve a better decision.

In this study the tendency of the accounting departments interviewed, is toward fewer providers. Nine of those companies stated that they have one provider for accounting services, six companies had two to five providers and only one had more than ten providers. Since the accounting systems are so confidential, apparently the clients on this sample prefer to stay with their current accountants rather than displaying their financial information to several accountants. Eleven of these companies have been with their accountants for more than five years, two for four to five years and only three, for one to three years. Winkleman (1997) also investigated the length of outsourcing contracts, his results defer totally from the ones found in this study. In his study, less than three years comprise 65% of his sample, three to five years 26%, five to seven years 6% and eight to ten years 3%. There may be two explanations for this difference. First, since 1997 (the date of Winkleman's study), companies are changing their way of viewing providers and consider that long lasting relations are better. Second, since the outsourcing phenomenon was new at that time, companies were afraid to commit to long lasting contracts. The last nine years changed this view.

## Results: Outsourcing Clients

All of the clients interviewed outsourced accounting services, only seven outsourced human resources and eleven companies outsourced information technology services. On the accounting area, fifteen companies outsourced consulting services; fourteen taxes, eleven auditing, ten general accounting, nine tax litigations, seven financial projections, five municipal patents, two internal controls, and one company accounts payables, account receivables or accounting systems.

In this study, eight companies outsourced consulting with labor laws compliance; six outsource training, four payroll and compensation and salary surveys. Three companies outsource recruiting, two health insurance management, two human resources information technology, outplacement, credentials revision and preparation of employee manuals. Stock compensations, pension plans, expatriate administration and the preparation of evaluation instruments were cited by one company.

In this sample of HR departments the number of providers varies largely. Only one department has one HROSP, two departments possess two to five providers, one department contains six to ten and three departments had more than five providers. Six of the companies mentioned above have been outsourcing for more than five years and only one has been outsourcing for one to three years.

Rubin and Sander (1988) concluded that agents and consultants can also provide special knowledge of regulatory compliance criteria and regulations. These consultants gained from experience and personal friendships formed during prior employment with governmental

## Results: Outsourcing Clients

agencies. This may be the belief behind the eight companies in this study that contract consulting with compliance with labor laws.

Even though only one client in the study mentioned that outsourced 401K administration, Greer, Youngblood and Gray (1999) found that outsourcing management of the 401(k) retirement plans was almost universal. It was also revealed that some executives argued that professionals who work with specialty searches or recruit, should not be employed by regular companies, since those experts have more capabilities and may earn more by operating their own search firms.

Six of the departments interviewed outsource training. Gainey et al. found that the amount of training outsourced by organizations continues to increase. They surveyed 323 training managers and directors throughout the United States about their outsourcing practices. On average, it was found that 30 percent of the organizations interviewed outsourced training. Most respondents indicated that outsourcing resulted in increased performance in the training area, and improvements in the design and delivery of training. It was also revealed that training professionals expressed a high level of overall satisfaction with their training suppliers and that only about 29 percent experienced a reduction in training costs as a result of outsourcing. They concluded that outcomes associated with outsourcing were higher when there was a frequent vendor-client interaction, when contractual agreements were more explicit, when there was greater trust in the vendor, and when client firms' primary motivation for outsourcing was quality improvement.

## Results: Outsourcing Clients

Greer, Youngblood and Gray (1999) concluded that economies of scale effects from in-house HR activities are virtually impossible for smaller companies to achieve. In this study, three of the small companies interviewed also outsourced human resources activities.

The number of providers in the IT departments is similar to the accounting departments, they are also moving to fewer providers. Four companies have only one ITOSP, five have two to five providers, two companies have six to ten providers and only one company has more than ten providers. Apparently the sample of clients are trying to create long lasting relationships with their providers since eight of the companies have been contracting these services for more than five years, three for one to three years and only one has been outsourcing these services for less than a year.

The services that most of sample of clients outsourced were cabling and consulting (cited by seven respondents); system maintenance and troubleshooting (cited by six respondents); upgrades, network design and programming (four respondents); system design and analysis, design and development of web pages, data backups, and data recoveries (cited by three respondents); network management, database servers, file servers, computerized telephone system (two respondents) and finally data mining, online learning programs, desktop management, web servers and IT security by only one company each.

## Results: Outsourcing Clients

**Table 5. 1 Outsourcing clients, criteria used to select vendors**

<b>Which criteria did you used to select a vendor?</b>				
	<b>Accounting</b>	<b>HR</b>	<b>IT</b>	<b>TOTALS</b>
Expertise	10	6	9	25
Previous business relations	9	1	6	16
Price	7	3	4	14
Flexibility / Accessibility	8	1	3	12
Trust	6	0	3	9
Good / quality of service	4	1	4	9
Reputation	2	3	3	8
Responsibility	3	2	2	7
Recommendation / referral	1	1	3	5
Customized service	3	1	1	5
Location	2	1	1	4
Stability	3	0	0	3
Integrity	2	0	0	2
Punctuality	1	0	1	2
Organization	1	0	0	1

This study aimed to find why the vendors were selected, the answers are illustrated in table 5.1. The criteria used by most of the respondents were expertise, followed by previous business relations, price and accessibility or flexibility.

Another goal of this study was to determine the major reasons why Puerto Rican companies decided to outsource. The answers are listed in table 5.2. The main reason to outsource is to obtain greater efficiency, followed by cost reductions, better quality and lack of personnel or time to do the job in-house. Brown et al. found that the main drivers of outsourcing are: cost reduction (53%), post merger rationalization (10%), improved quality (19%), accelerated processes (11%) and other drivers (7%). The present study differed from Brown's since Puerto Rican companies seemed to be driven to outsourcing more for a greater efficiency than for cost reduction.

## Results: Outsourcing Clients

**Table 5. 2 Outsourcing clients, reasons to outsource**

<b>Which of the following reasons did you considered initially in the process of deciding if you contract external companies for the services outsourced previously mentioned?</b>				
	<b>Accounting</b>	<b>HR</b>	<b>IT</b>	<b>TOTALS</b>
Greater competence / efficiency	6	4	5	15
Cost reductions	3	6	4	13
Better quality	5	3	5	13
Lack of time or personnel to do the job	3	1	2	6
Strategic capabilities	2	0	1	3
The size of the company doesn't justify doing it in-house	2	0	0	2
Ability to focus on the main business	1	0	0	1
Speed to market	0	0	1	1
Available time for the personnel to work on strategic activities	1	0	0	1
Stop contracting temporary employees and only keep permanent employees	1	0	0	1

The main disadvantages considered initially for outsourcing are presented in table 5.3. Thirteen respondents considered outsourcing because it represented cost reduction; other five considered outsourcing will bring higher costs to the company.

**Table 5. 3 Outsourcing clients, disadvantages considered initially against outsourcing**

<b>Which of the following reasons did you considered initially as disadvantages in the process of deciding if you contract external companies for the services outsourced previously mentioned?</b>				
	<b>Accounting</b>	<b>HR</b>	<b>IT</b>	<b>TOTALS</b>
Higher cost	3	0	2	5
Dependency in the contracted company	1	0	2	3
Risks to protect intellectual information or losing corporate information	0	1	2	3
Fear to loose control	1	1	1	3

Industrial Engineer et al. concluded that more than 80 percent of the companies reduced operating costs as a result of outsourcing. Even though four companies in this study experienced cost reduction, other four companies had costs increases as a result of outsourcing (refer to table 5.4). Industrial Engineer study also concluded that the need to focus on their core business was

## Results: Outsourcing Clients

the primary reasons for outsourcing, but only one company in the present study mentioned it as a reason to outsource. The same study reveals that fewer than half of the companies cited reasons related to revenue growth such as increased speed to market (46 percent), improved quality (42 percent), and faster customer response time (40 percent). In the present study increase in expertise was the main reason to outsource.

Carmel et al. estates that with strong liaisons of knowledge flows, many of the disadvantages of small firms (relative to large ones) are mitigated through friendship and kinship, straddles, and stakeholders. Nine small companies<sup>24</sup> in the present study cited previous business relations as criteria to choose the vendor. Carmel et al. also estate that firms may be chosen by their location because contact costs are reduced when vendors are close because of the legal presence, low telephone and traveling costs.

**Table 5. 4 Outsourcing clients, results of outsourcing**

<b>Which of the following factors occurred as a result of outsourcing?</b>				
	<b>Accounting</b>	<b>HR</b>	<b>IT</b>	<b>TOTALS</b>
Increase in expertise	6	0	1	7
Available time for the personnel to work on strategic activities	1	2	2	5
Higher cost	2	1	1	4
Cost reduction	2	0	2	4
Personnel reduction	2	0	1	3
Ability to focus on the main business	1	0	1	2
Economies of scale	1	0	1	2
Obtain the work expected	2	0	0	2
Dependency in the contracted company	1	0	0	1
Fear to loose control	1	0	0	1

<sup>24</sup> Small companies were defined as companies who had less than 100 employees.

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Finally, thirteen respondents declared that they have changed their providers before. Of those, the department that changed the providers the most was accounting (cited by six departments). Also thirteen respondents have terminated outsourcing contracts. In this case the department that ended the highest amount of contracts was the technology department (cited by five companies and followed closely by accounting and HR cited by four departments each).

### **5.3 Outsourcing providers evaluations by outsourcing clients**

When the companies manifested that they outsourced an HR, IT or accounting service, they were given the interview guide's appendix to evaluate their OSP by department. There are some limitations of this instrument: first, the evaluation is subject to the judgment of the evaluator and second, when the department had more than one OSP, one provider might be excellent at cost reduction and another one not, thus the evaluation measures the group as a whole. Nevertheless, the instrument provided a more quantitative measure tool of the performance of the OSP.

The interviewed were given a one to five Likert scale (one as unsatisfied and five as most satisfied). The providers were evaluated in terms of efficiency, strategic capabilities, cost reduction, speed to market and quality. They were also asked, using the same scale how satisfied they were with the outsourcing services contracted.

## Results: Outsourcing Clients

**Table 5. 5 Outsourcing clients, results of the Appendix 1**

How satisfied are you with:	Accounting	HR	IT	TOTALS
Efficiency	4.25	3.57	4.36	4.06
Strategic Capabilities	4.29	3.86	4.18	4.11
Cost reduction	4.07	3.57	3.91	3.85
Speed to market	4.27	3.29	4.00	3.85
Quality	4.56	3.71	4.09	4.12
<b>How satisfied are you with the services outsourced?</b>				
	4.44	3.71	4.27	4.14

Of the twenty three people who evaluated outsourcing services, the average level of satisfaction with their outsourcing services provider is 4.14 (See table 5.5). Apparently the accounting departments are the ones that are more satisfied with the service received having an average of 4.44, followed by the IT department with a 4.27. Human resources departments are the least satisfied with the HR services outsourced, since they obtained an average of 3.71.

Apparently the clients are not completely satisfied with cost reduction and the speed to market provided by OSP with an average of 3.85 each. The HR department is the one underperforming in both characteristics. Apparently costs savings are higher in accounting departments. Information technology departments are the ones more efficient. This can be explained since the reason most of this clients chose IT providers was for their expertise. On strategic capabilities and quality of the work provided, AOSP are the highest. Even though this sample of clients was small, it helped to have at least an idea of how satisfied are the clients with the outsourcing service received.

## 6 CONCLUSIONS

The first objective of this study was to describe the outsourcing providers of human resources, accounting and information technology sample and the services they offer. It was found that most OSP are located in the metropolitan area (56% of AOSP, 70% HROSP and 81% of ITOSP), one possible explanation for this factor is that most of the island's commerce is done at the metropolitan area or that the OSP chose to be near their potential clients. It was also found that ITOSP is the youngest industry of the three areas studied, since most of the companies had less than five years, conversely AOSP is an established industry since most of the sample declared that they had been established for more than 10 years. The list of services provided by the three industries was detailed in chapter four. Also, payroll preparation is not only offered by 55% of the AOSP, but also by (54.1%) of the HROSP. Provider's economies of scale may made less expensive for a small company to subcontract payroll services, some of these companies deposit directly the money to the employees account or even mail the checks and slips to the employee's home.

The second objective of this study was to explore if Puerto Rican outsourcing services providers were exporting those services to other countries. Although the country to which providers also offer most of their outsourcing services is the United States (US), mentioned by the 28.5% of the AOSP (69 companies), 29.16% of the HROSP (seven companies) and 27% of the ITOSP (ten companies), it can not be concluded that Puerto Rican companies are in fact moving to the US. This is due to the fact that the study did not classified between the companies that were in fact originated in the US or other foreign countries and then came to Puerto Rico to

## Conclusions

expand their business offerings from those that were originated as Puerto Rican companies and then decided to export their service to the US or other countries. Further studies can address this difference. Even if it is Puerto Rican providers exporting their services to the US or US providers expanding their services to Puerto Rico, Puerto Rico's relationship with the US provides a competitive advantage when conducting business between both countries. First, Puerto Rico's legal system includes US laws, which makes it easier for companies to work the contracts. Another reason may be that contact costs between the US and Puerto Rico has decreased with the years because of the opening of the telephone market in the island, which lowered long distance tariffs. Also contact costs have decreased because of the introduction of new technology such as the Internet.

Human resources outsourcing services providers were the ones that outsource most of their services, 29% outsource to the US, 33.3% offer their services to the Caribbean and 16.67% to multiple countries. There is no reason why the two other providers AOSP or ITOSP do not export their services to other countries, when compared to HROSP, all have highly educated employees with bilingual skills. Also, AOSP have another advantage that they have not explored, certified public accountants (CPA)'s at Puerto Rico have to go through the same requirements and examination as US CPA's, which allows Puerto Rican CPA's license to be easily accepted in another state. Nevertheless, a possible reason for ITOSP not having exported most of their services is that their industry is a nascent one, since 44% of the sample has been established for less than five years. As soon as ITOSP can cultivate solid ground inside the island, they can start considering exporting more services to other countries.

## Conclusions

For small companies outsourcing accounting functions can become an advantage for several reasons: first, outsourcing provides them the expertise needed without the cost of paying the full salary of the professional. Second, the work load for a small company may not justify the need of a full time accountant. Small firms should keep accounts payables and receivables in house, since they are core activities, but they should outsource everything else to an accounting provider. The result may be less worries and more time to spend developing strategic activities that improve the organization.

Accounting and information technology departments are moving toward fewer providers and long lasting relationships. Nine of the accounting departments had one AOSP and eleven have been outsourcing for more than five years. In the IT departments, nine out of the eleven companies had less than five ITOSP (four companies had one and five companies had two to five) and eight companies have been contracting this services for more than five years. Since both areas work with sensitive company information, this movement may be due to the risk involved in exposing the systems and protecting the company's information.

Before taking the decision to outsource, more clients considered that outsourcing was going to bring more cost reduction (13/34 departments) than higher cost (cited by 5/34). Nevertheless, four out of thirty four departments experienced costs reductions, also other four experienced higher costs as a result of outsourcing. The clients interviewed also considered efficiency as the main reason to outsource. Increase in expertise (7/34) and available time for the personnel to work on strategic activities were the main results of outsourcing. Both increase a

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company's efficiency therefore companies obtained what they wanted with their outsourcing contract.

Expertise (25/34<sup>25</sup>), previous business relations (16/34), price (14/34) and accessibility or flexibility (12/34) were the reasons why most of the clients select OSP. There is a minimal gap between what providers believed as the clients' reasons to choose them and the actual reasons why they were chosen. The reasons used by the providers were the same as the clients, although not in the same order of importance.

Brown et al. defined three ramifications of outsourcing, these are: business process outsourcing, tactical outsourcing and strategic outsourcing. This study found that Puerto Rican companies are using all of them. Business process outsourcing is utilized by Puerto Rican companies used when activities such as accounting, payroll, and other business processes are being outsourced. Tactical outsourcing is also exercised when the talent or the time to complete a particular activity is not available. Finally, strategic outsourcing is used when the relationship is focused on building long term relationships with emphasis on mutual benefits between the companies and providers. Apparently IT and accounting departments are moving toward strategic outsourcing.

Finally, outsourcing any HR, accounting or IT activity is something that companies should consider when doing their strategic planning. This study proved that OSP have been established in the island for many years and their clients are satisfied with the service received.

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<sup>25</sup> The number 34 was derived from the sum of the sixteen accounting departments who outsourced services, eleven IT departments and seven HR departments.

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## 6.1 Recommendations

There are several recommendations that can be made to potential outsourcing clients; these recommendations are product of the findings of this study and the literature review. First, when a company is selecting a vendor, they should consider other factors aside from cost considerations. Flexibility can be an important issue. For example, how the information is presented to the clients. As we found earlier, some vendors refused to change the way the information was presented or charged more money for the changes, which in turn, increases the costs.

Companies should also be prepared to release control of the activities outsourced, if they are not able to let go the activity they shouldn't outsource. Neither they nor the OSP will be satisfied with the outsourcing contract.

Puerto Rico must also take advantage of its relations with the US and promote off-shoring services from US to Puerto Rico. This creates certainly a competitive advantage for Puerto Rico against other OSP countries. Two of the reasons why India has become a famous outsourcing service provider is their knowledge of English and lower labor costs. Professionals in Puerto Rico demonstrate their knowledge of English every day in their jobs. Although labor costs in Puerto Rico are significantly higher than in India legal implications of the transactions between a US client and Puerto Ricans are less costly than in India because Puerto Rico's legal system includes US federal laws. Also, contact costs are lowered since traveling costs from

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Puerto Rico to India are a less costly and telephone bills are considerable lower between the US and Puerto Rico rather than the US and India.

### 6.2 Future work

Since the work in this investigation was limited to the areas of accounting, human resources and information technology, other outsourcing services providers not included that can be further investigated are logistics, distribution, cafeteria services and building maintenance. Investigations can be expanded to include a broader range of case studies in the technology, agriculture, and distribution industries.

Additional issues that can be further investigated are: who prepares the proposal for outsourcing (the client or the OSP) and how that affects the satisfaction and expectations of the contract. How and with what frequency the outsourcing service providers are being evaluated. Legal issues behind outsourcing contracts in Puerto Rico can be studied. Further research can address if expertise is the main reason for outsourcing contracts. Small companies may also be explored to see if outsourcing can be used as a way to eliminate the need for full time employees on non-core activities. Finally, a relationship between company stability and amount of services provided outside Puerto Rico can be examined.

It was found that HR outsourcing services providers in Puerto Rico were the ones that outsource most of their services to other countries, further studies can relate to which factors motivate those companies to move overseas and how they manage those relationships with their clients. Finally, even though there was a minimal gap between what the providers believed as

## Conclusions

the clients' reasons to choose them and the actual reasons why the clients chose their providers; discrepancies occurred. The order of those reasons can be addressed on further studies.

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# Appendix



## UNIVERSIDAD DE PUERTO RICO

Recinto Universitario de Mayagüez  
Colegio de Administración de Empresas  
Escuela Graduada

# GUIA DE PREGUNTAS PARA LA ENTREVISTA

Esta guía de preguntas será usada para una tesis de maestría llamada “Análisis exploratorio del *Outsourcing* de servicios en Puerto Rico” a ser creada por Adelis M. Rodríguez. La información en este cuestionario es confidencial y solo será usada para propósitos educativos. Si tiene alguna pregunta por favor comuníquese con Adelis M. Rodríguez al (787)501-0711 o a [adelis.rodriguez@gmail.com](mailto:adelis.rodriguez@gmail.com). También puede contactar a la Dra. Dafne Javier al (787)832-4040 x.3688 o a la Dra. Yolanda Ruiz, directora del Departamento de Estudios Graduados de Administración de Empresas al (787)832-4040 x. 3887.

Para propósitos de esta entrevista, se conoce como **Outsourcing** un acuerdo hecho por el patrono de subcontratar compañías para realizar funciones administrativas, que podrían realizar personal de la compañía.

## I. Contabilidad

**Puesto del entrevistado:** \_\_\_\_\_

¿Cuántos empleados posee este departamento?

Menos de cinco

5-10 empleados

10-20 empleados

Más de 20 empleados

¿Cuales de las siguientes funciones, si alguna se ha subcontratado (o hecho *outsourcing*) en contabilidad/finanzas?

Impuestos (Planillas)

Contabilidad en general

Cuentas por cobrar

Cuentas por pagar

Auditoria interna / externa

Consultoria /Asesoría Financiera

Proyecciones

Patentes municipales

Gestiones de comenzar el negocio

Controles internos

Litigaciones de casos de impuestos

Otra \_\_\_\_\_

**Si no marcó ninguna de estas, pase a la parte de II. Recursos Humanos**

¿Cuántos suplidores tiene para las actividades marcadas anteriormente?

Uno

Dos a cinco

Seis a diez

Más de diez

¿Por cuánto tiempo ha estado contratando estos servicios?

Menos de un año

1-3 años

4-5 años

Más de 5 años

¿Quién tomó la decisión de subcontratar algunos de estos servicios?

Oficinas principales (*Headquarters*)

Esta subsidiaria

El dueño

Yo

Otro: \_\_\_\_\_

¿Qué criterios se utilizaron para seleccionar la compañía contratada? Por favor mencione todas las que apliquen.

Relaciones de negocio anteriores

Recomendación / referido

Confianza

Reputación

Localización

*Expertise*

Flexibilidad / Accesibilidad

Precio

Servicio Personalizado

Buen servicio o calidad del servicio

Responsabilidad

Integridad

Organización

Otra \_\_\_\_\_

Desconoce estos criterios, ya que fueron considerados por otra persona

¿Cuáles de las siguientes razones consideró **inicialmente** cuando estaba en el proceso de decidir si contratar compañías externas para los servicios antes mencionados?

Mayor competencia / Eficiencia

Capacidades estratégicas

Reducción de costos

Habilidad de enfocarse en el negocio principal

Más rapidez para llegar al mercado

Mejor calidad

Economías de escala dentro de las empresas que iba a contratar

Más tiempo libre para que el personal pudiera dedicarse a actividades estratégicas

Menos cuentas o pasivos

Mayores ganancias por empleados

Reducción en precios

Mejoras en el ROA, ROI

Mejor *Price earnings ratio*

Dejar de contratar empleados temporales y solo mantener empleados permanentes.

Otra \_\_\_\_\_

Desconoce estas razones, ya que fueron considerados por otra persona

¿Cuáles de las siguientes razones consideró **inicialmente** como desventajas cuando decidió contratar compañías externas para los servicios mencionados anteriormente?

Dependencia de la compañía contratada

Riesgos de proteger la información intelectual o perder información confidencial corporativa.

Miedo de que el cargo por servicio de la compañía contratada pueda aumentar

Servicios estandarizados o inflexibles

Miedo de perder control

Reducción de personal

Otra \_\_\_\_\_

### Entregarle a la persona el ANEJO 1

¿Cuál de los siguientes factores ocurrieron como resultado de contratar estos servicios? Por favor mencione todas las que apliquen.

Habilidad de enfocarse en el negocio principal

Economías de escala dentro de las firma que ibas a contratar

Más tiempo libre para que el personal pudiera dedicarse a actividades estratégicas

Menos cuentas o pasivos

Mayor ganancia por empleados

Reducción en precios de la compañía

Mejoras en el ROA, ROI

Mejor *Price earnings ratio*

Dejar de contratar empleados temporales y solo mantener empleados permanentes.

Dependencia de la compañía contratada

Riesgos de proteger la información intelectual

Miedos de que el cargo por servicio de la compañía pueda aumentar

Servicios estandarizados o inflexibles

Miedo de perder control

Reducción de personal

Otra \_\_\_\_\_

¿La empresa, ha cambiado de suplidor de los servicios antes mencionados?

Si

No

Si, contestó Si, explique porque.

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¿Se han cancelado contratos de subcontratación?

Si

No

Si, contestó Si, explique porque.

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## II. Recursos Humanos

**Puesto del entrevistado:** \_\_\_\_\_

¿Cuántos empleados posee este departamento?

- Menos de cinco
- 5-10 empleados
- 10-20 empleados
- Más de 20 empleados

¿Cuáles de las siguientes funciones, si alguna se ha subcontratado (o hecho *outsourcing*) en recursos humanos?

- Nómina y compensación
- Planes médicos y situaciones relacionados
- Compensación relacionada a las acciones u opciones de acciones
- Planes de pensiones o 401K
- Mergers* y adquisiciones
- Beneficios
- Diversidad en la fuerza laboral
- Reclutamiento
- Entrenamiento
- Tecnología de Información en el área de recursos humanos

- Relocalización
- Administración de expatriados
- Consultoría en el cumplimiento con las leyes del trabajo
- Outplacement*
- Instrumentos de evaluación
- Encuestas Salariales
- Revisión de credenciales / antecedentes
- Planificación Estratégica
- Preparación de Manuales de empleados
- Otra: \_\_\_\_\_

**Si no marcó ninguna de las anteriores pase a la parte III. Tecnología de Información**

¿Cuántos suplidores tiene para las actividades marcadas anteriormente?

- Uno
- Dos a cinco
- Seis a diez
- Más de diez

¿Por cuánto tiempo ha estado contratando estos servicios?

- Menos de un año
- 1-3 años
- 4-5 años
- Más de 5 años

¿Quién tomó la decisión de subcontratar algunos de estos servicios?

- Oficinas principales (*Headquarters*)
- Esta subsidiaria
- El dueño
- Yo
- Otro: \_\_\_\_\_

¿Qué criterios utilizó para seleccionar la compañía contratada? Por favor mencione todas las que apliquen.

Relaciones de negocio anteriores

Recomendación / referido

Confianza

Reputación

Localización

*Expertise*

Flexibilidad / Accesibilidad

Precio

Servicio Personalizado

Buen servicio o calidad del servicio

Responsabilidad

Integridad

Organización

Otra \_\_\_\_\_

Desconoce estos criterios, ya que fueron considerados por otra persona

¿Cuáles de las siguientes razones consideró **inicialmente** cuando estaba en el proceso de decidir si contratar compañías externas para los servicios antes mencionados?

Mayor competencia / Eficiencia

Capacidades estratégicas

Reducción de costos

Habilidad de enfocarse en el negocio principal

Más rapidez para llegar al mercado

Mejor calidad

Economías de escala dentro de la firma que ibas a contratar

Más tiempo libre para que el personal pudiera dedicarse a actividades estratégicas

Menos cuentas o pasivos

Mayores ganancias por empleados

Reducción en precios

Mejoras en el ROA, ROI

Mejor *Price earnings ratio*

Dejar de contratar empleados temporales y solo mantener empleados permanentes.

Otra \_\_\_\_\_

Desconoce estas razones, ya que fueron considerados por otra persona

¿Cuáles de las siguientes razones consideró **inicialmente** como desventajas cuando decidió contratar compañías externas para los servicios mencionados anteriormente?

Dependencia de la compañía contratada

Riesgos de proteger la información intelectual o perder información confidencial corporativa.

Miedo de que el cargo por servicio de la compañía contratada pueda aumentar

Servicios estandarizados o inflexibles

Miedo de perder control

Reducción de personal

Otra \_\_\_\_\_

Desconoce estas razones, ya que fueron considerados por otra persona

**Entregarle a la persona el ANEJO 1**

¿Cuál de los siguientes factores ocurrieron como resultado de contratar estos servicios? Por favor mencione todas las que apliquen.

- Habilidad de enfocarse en el negocio principal
- Economías de escala dentro de las firma que ibas a contratar
- Más tiempo libre para que el personal pudiera dedicarse a actividades estratégicas
- Menos cuentas o pasivos
- Mayor ganancia por empleados
- Reducción en precios de la compañía
- Mayor ganancia por empleado
- Mejoras en el ROA, ROI
- Mejor *Price earnings ratio*
- Dejar de contratar empleados temporales y solo mantener empleados permanentes.
- Dependencia de la compañía contratada
- Riesgos de proteger la información intelectual
- Miedos de que el cargo por servicio de la compañía pueda aumentar
- Servicios estandarizados o inflexibles
- Miedo de perder control
- Reducción de personal
- Otra \_\_\_\_\_

¿La empresa, ha cambiado de suplidor de los servicios antes mencionados?

- Si
- No

Si, contestó Si, explique porque.

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¿Se han cancelado contratos de subcontratación?

- Si
- No

Si, contestó Si, explique porque.

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### III. Tecnología de información

**Puesto del entrevistado:** \_\_\_\_\_

¿Cuántos empleados posee en este departamento?

- Menos de cinco
- 5-10 empleados
- 10-20 empleados
- Más de 20 empleados

¿Cuáles de las siguientes funciones, si alguna se ha subcontratado (o hecho *outsourcing*) en tecnología de información.

- |                                      |  |
|--------------------------------------|--|
| Manejo de redes                      | <i>Email servers</i>                       |
| Análisis de Software                 | Cableado                                   |
| <i>Data mining</i>                   | Diseño de redes                            |
| Programas de aprendizaje en línea    | Diseño y desarrollo de paginas de Internet |
| Monitorear redes remotamente         | <i>Hardware and software solutions</i>     |
| <i>Desktop management</i>            | Instalación de redes                       |
| <i>Desktop software distribution</i> | Creación de programas                      |
| <i>Upgrades</i>                      | Consultoría                                |
| Análisis y desarrollo de sistemas    | <i>Data backup / warehouse</i>             |
| Mantenimiento a los sistemas         | <i>Data recovery</i>                       |
| <i>Trouble shooting</i>              | Otra                                       |
| <i>Web servers</i>                   | _____                                      |
| <i>Database servers</i>              |  |
| <i>File servers</i>                  |  |

**Si no marcó ninguna de las anteriores, pase a la parte IV: Información general de la compañía**

¿Cuántos suplidores tiene para las actividades marcadas anteriormente?

- Uno
- Dos a cinco
- Seis a diez
- Más de diez

¿Por cuánto tiempo ha estado contratando estos servicios?

- Menos de un año
- 1-3 años
- 4-5 años
- Más de 5 años

¿Quién tomó la decisión de subcontratar algunos de estos servicios?

Oficinas principales (*Headquarters*)

Esta subsidiaria

El dueño

Yo

Otro: \_\_\_\_\_

¿Qué criterios se utilizaron para seleccionar la compañía contratada? Por favor mencione todas las que apliquen.

Relaciones de negocio anteriores

Recomendación / referido

Confianza

Reputación

Localización

*Expertise*

Flexibilidad / Accesibilidad

Precio

Servicio Personalizado

Buen servicio o calidad del servicio

Responsabilidad

Integridad

Organización

Otra \_\_\_\_\_

Desconoce estos criterios, ya que fueron considerados por otra persona

¿Cuáles de las siguientes razones consideró **inicialmente** cuando estaba en el proceso de decidir si contratar compañías externas para los servicios antes mencionados?

Mayor competencia / Eficiencia

Capacidades estratégicas

Reducción de costos

Habilidad de enfocarse en el negocio principal

Más rapidez para llegar al mercado

Mejor calidad

Economías de escala dentro de la firma que iba a contratar

Más tiempo libre para que el personal pudiera dedicarse a actividades estratégicas

Menos cuentas o pasivos

Mayores ganancias por empleados

Reducción en precios

Mejoras en el ROA, ROI

Mejor *Price earnings ratio*

Dejar de contratar empleados temporales y solo mantener empleados permanentes.

Otra \_\_\_\_\_

Desconoce estas razones, ya que fueron considerados por otra persona

Mencione todas las razones que consideró **inicialmente** como desventajas cuando decides contratar compañías externas para los servicios mencionados anteriormente.

- Dependencia de la compañía contratada
- Riesgos de proteger la información intelectual o perder información confidencial corporativa.
- Miedo de que el cargo por servicio de la compañía contratada pueda aumentar
- Servicios estandarizados o inflexibles
- Miedo de perder control
- Reducción de personal
- Otra \_\_\_\_\_
- Desconoce estas razones, ya que fueron considerados por otra persona

**Entregarle a la persona el ANEJO 1**

¿Cuál de los siguientes factores ocurrieron como resultado de contratar estos servicios? Por favor mencione todas las que aplican.

- Habilidad de enfocarse en el negocio principal
- Economías de escala dentro de las firma que iba a contratar
- Más tiempo libre para que el personal pudiera dedicarse a actividades estratégicas
- Menos cuentas o pasivos
- Mayor ganancia por empleados
- Reducción en precios de la compañía
- Mayor ganancia por empleado
- Mejoras en el ROA, ROI
- Mejor *Price earnings ratio*
- Dejar de contratar empleados temporales y solo mantener empleados permanentes.
- Dependencia de la compañía contratada
- Riesgos de proteger la información intelectual
- Miedos de que el cargo por servicio de la compañía pueda aumentar
- Servicios estandarizados o inflexibles
- Miedo de perder control
- Reducción de personal
- Otra \_\_\_\_\_

¿La empresa, ha cambiado de suplidor de los servicios antes mencionados?

- Si
- No

Si, contestó Si, explique porque.

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¿Se han cancelado contratos de subcontratación?

Si

No

Si, contestó Si, explique porque.

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## IV. Información general de la compañía

Marque todos los países en los cuales ofrecen servicios:

Puerto Rico  
Estados Unidos  
El Caribe \_\_\_\_\_  
Otros \_\_\_\_\_

Número de empleados en la compañía

Menos de 100  
100 a 500  
Más de 500

¿Hay uniones laborales en la compañía?

Si  
No

Industria

Tecnología  
Educación  
Manufactura  
Financieros y/o bancarios  
Farmacéutica  
Detallistas  
Mayoristas  
Servicios Médicos  
Servicios Legales  
Servicios de Ingeniería  
Construcción  
Gobierno  
Automotriz  
Seguros  
Restaurantes  
Turismo  
Agricultura  
Distribución  
Sin fines de Lucro  
Otra \_\_\_\_\_

Número de años establecida

0-5 años  
5-10 años  
Más de 10 años

## V. Outsourcing Services Providers

Esta parte de la entrevista aplica solo para compañías proveedoras de servicios de outsourcing. Solo se le requiere llenar a estas compañías la parte IV Información general de la compañía y esta parte.

**Puesto del entrevistado** \_\_\_\_\_

Mencione cuales de las siguientes funciones ofrece su compañía (provee servicios de *outsourcing*) en contabilidad/finanzas?

Impuestos (Planillas)

Contabilidad en general

Cuentas por cobrar

Cuentas por pagar

Auditoria interna

Otra \_\_\_\_\_

Mencione cuales de las siguientes funciones ofrece su compañía (provee servicios de *outsourcing*) en recursos humanos.

Nómina y compensación

Planes médicos y situaciones relacionados

Compensación relacionada a las acciones u opciones de acciones

Planes de pensiones o 401K

*Mergers* y adquisiciones

Beneficios

Diversidad en la fuerza laboral

Reclutamiento

Entrenamiento o adiestramiento

Tecnología de Información en el área de recursos humanos

Relocalización

Administración de expatriados

Consultoría en el cumplimiento con las leyes del trabajo

*Outplacement*

Otra \_\_\_\_\_

Mencione cuales de las siguientes funciones ofrece su compañía (provee servicios de *outsourcing*) en tecnología de información.

Manejo de redes

Análisis de Software

*Data mining*

Programas de aprendizaje en línea

Monitorear redes remotamente

*Desktop management*

*Desktop software distribution*

*Upgrades*

Mantenimiento a los sistemas

*Trouble shooting*

*Web servers*

*Database servers*

*File servers*

*Email servers*

Otra \_\_\_\_\_

Mencione las razones por las cuales creen que sus clientes los escogen para proveer los servicios:

Confianza

Reputación

Localización

*Expertise*

Flexibilidad

Precio

Otra \_\_\_\_\_

## ANEJO 1

En las siguiente parte marque del uno al cinco, cuan satisfecha está su compañía con los servicios subcontratados mencionados anteriormente. Recuerde que en la escala uno es insatisfecho y cinco es muy satisfecho.

<b>Servicio Contratado</b>	Insatisfecho			Muy Satisfecho	
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Eficiencia					
Capacidades estratégicas					
Reducción de costos					
Rapidez para llegar a mi mercado					
Calidad					

Marque del uno al cinco, ¿Cuán satisfecho esta con los servicios que has subcontratado?

Insatisfecho 1 2 3 4 5 Muy satisfecho



**UNIVERSITY OF PUERTO RICO**

Mayaguez Campus  
College of Business Administration  
Graduate School

The following questionnaire is part of an investigation to be used as part of the research for a Master’s Thesis called “Exploratory Analysis of Outsourcing Services in Puerto Rico” to be created by Adelis M. Rodriguez. The information in this survey is confidential, and will only be used for educational purposes. If you have any questions please communicate with Adelis M. Rodriguez at (787)501-0711 or at [adelis.rodriquez@gmail.com](mailto:adelis.rodriquez@gmail.com). You can also contact Dr. Dafne Javier at (787)832-4040 x.3688 or Dr. Yolanda Ruiz, director of graduate studies at (787)832-4040 x. 3887.

For the purpose of this interview, outsourcing is defined outsourcing is a work arrangement made by an employer who hires an outside contractor to perform work that could be done by company personnel.

**I. Accounting**

Position of the interviewee \_\_\_\_\_

How many employees this department has?

- Less than five
- 5-10 employees
- 10-20 employees
- More than 20 employees

Which of the following functions, if some has been outsourced in the accounting / finance area?

- |                              |                              |
|------------------------------|------------------------------|
| Taxes                        | Municipal Patents            |
| General Accounting           | Business start up activities |
| Accounts receivable          | Internal control             |
| Accounts payable             | Tax litigations              |
| Auditing internal / external | Other                        |
| Consulting                   | _____                        |
| Projections                  |                              |

**If you didn’t mark any of the above, please go to part II. Human Resources**

How many providers do you have for the activities previously mentioned?

- One
- Two to five
- Six to ten
- More than ten

For how long have you been contracting those services?

- Less than a year
- 1-3 years
- 4-5 years
- More than 5 years

Who took the decision to outsource those services?

- Headquarters
- This subsidiary
- The owner
- You
- Other \_\_\_\_\_

Which criteria did you used to select the vendor? Please mention all that applies.

- Previous business relations
- Recommendation / referral
- Trust
- Reputation
- Localization
- Expertise
- Flexibility / Accessibility
- Price
- Customized service
- Good / quality of service
- Responsibility
- Integrity
- Organization
- Other \_\_\_\_\_
- Didn't know the criteria because it was considered by another person

Which of the following reasons did you considered **initially** in the process of deciding if you contract external companies for the services outsourced previously mentioned?

- Greater competence / efficiency
- Strategic capabilities
- Cost reductions
- Ability to focus on the main business
- Speed to market
- Better quality
- Economies of scale inside the companies you where going to contract
- Available time for the personnel to work on strategic activities
- Less bills or liabilities
- Greater earnings per employee
- Price reduction
- Improvement in the ROA and ROI
- Better price earnings ratio
- Stop contracting temporary employees and only keep permanent employees
- Other \_\_\_\_\_
- Didn't know the criteria because it was considered by another person

Which of the following reasons did you considered **initially** as disadvantages in the process of deciding if you contract external companies for the services outsourced previously mentioned?

- Dependency in the contracted company
- Risks protecting intellectual information or losing corporate information
- Fear that the service charges of the company contracted may increase
- Standardized or inflexible services
- Fear to lose control
- Personnel reduction
- Other \_\_\_\_\_

**Give APPENDIX 1 to the interviewee**

Which of the following factors occurred as a result of outsourcing? Please mention all that applies.

- Ability to focus on the main business
- Economies of scale inside the firm you are going to contract
- Available time for the personnel to work on strategic activities
- Less bills or liabilities
- Price reduction
- Greater earnings per employee
- Improvement in the ROA and ROI
- Better price earnings ratio
- Stop contracting temporary employees and only keep permanent employees
- Dependency in the contracted company
- Risks protecting intellectual information or losing corporate information
- Fear that the service charges of the company contracted may increase
- Standardized or inflexible services
- Fear to lose control
- Personnel reduction
- Other \_\_\_\_\_

Has the company changed providers for the services previously mentioned?

- Yes
- No

If you answer yes, please explain.

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Has the company terminated outsourcing contracts?

Yes

No

If you answer yes, please explain.

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## II. Human Resources

Position of the interviewee \_\_\_\_\_

How many employees this department has?

- Less than five
- 5-10 employees
- 10-20 employees
- More than 20 employees

Which of the following functions, if some has been outsourced in the human resources area?

- |                                      |                                 |
|--------------------------------------|---------------------------------|
| Payroll and compensation             | Re-localization                 |
| Health insurance and issues related  | Expatriate Administration       |
| Stock compensations or stock options | Consulting regarding labor laws |
| Pension plans or 401K                | Outplacement                    |
| Mergers and acquisitions             | Evaluation instruments          |
| Benefits                             | Salary surveys                  |
| Diversity in the labor force         | Credentials revision            |
| Recruiting                           | Strategic planning              |
| Training                             | Preparation of employee manuals |
| Human Resources Information          | Other                           |
| Technology                           |                                 |
- 

**If you didn't mark any of the above, please go to part III. Information Technology**

How many providers do you have for the activities previously mentioned?

- One
- Two to five
- Six to ten
- More than ten

For how long have you been contracting those services?

- Less than a year
- 1-3 years
- 4-5 years
- More than 5 years

Who took the decision to outsource those services?

- Headquarters
- This subsidiary
- The owner
- You
- Other \_\_\_\_\_

Which criteria did you used to select the vendor? Please mention all that applies.

Previous business relations

Recommendation / referral

Trust

Reputation

Localization

Expertise

Flexibility / Accessibility

Price

Customized service

Good / quality of service

Responsibility

Integrity

Organization

Other \_\_\_\_\_

Didn't know the criteria because it was considered by another person

Which of the following reasons did you considered **initially** in the process of deciding if you contract external companies for the services outsourced previously mentioned?

Greater competence / efficiency

Strategic capabilities

Cost reductions

Ability to focus on the main business

Speed to market

Better quality

Economies of scale inside the companies you where going to contract

Available time for the personnel to work on strategic activities

Less bills or liabilities

Greater earnings per employee

Price reduction

Improvement in the ROA and ROI

Better price earnings ratio

Stop contracting temporary employees and only keep permanent employees

Other \_\_\_\_\_

Didn't know the criteria because it was considered by another person

Which of the following reasons did you considered **initially** as disadvantages in the process of deciding if you contract external companies for the services outsourced previously mentioned?

Dependency in the contracted company

Risks protecting intellectual information or losing corporate information

Fear that the service charges of the company contracted may increase

Standardized or inflexible services

Fear to loose control

Personnel reduction

Other \_\_\_\_\_

**Give APPENDIX 1 to the interviewee**

Which of the following factors occurred as a result of outsourcing? Please mention all that applies.

- Ability to focus on the main business
- Economies of scale inside the firm you are going to contract
- Available time for the personnel to work on strategic activities
- Less bills or liabilities
- Price reduction
- Greater earnings per employee
- Improvement in the ROA and ROI
- Better price earnings ratio
- Stop contracting temporary employees and only keep permanent employees
- Dependency in the contracted company
- Risks protecting intellectual information or losing corporate information
- Fear that the service charges of the company contracted may increase
- Standardized or inflexible services
- Fear to lose control
- Personnel reduction
- Other \_\_\_\_\_

Has the company changed providers for the services previously mentioned?

- Yes
- No

If you answer yes, please explain.

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Has the company terminated outsourcing contracts?

- Yes
- No

If you answer yes, please explain.

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### III. Information Technology

Position of the interviewee \_\_\_\_\_

How many employees this department has?

- Less than five
- 5-10 employees
- 10-20 employees
- More than 20 employees

Which of the following functions, if some has been outsourced in the information technology area?

- |                               |                                  |
|-------------------------------|----------------------------------|
| Network management            | File servers                     |
| Software analysis             | Email servers                    |
| Data mining                   | Cabling                          |
| Online learning programs      | Network design                   |
| Network remote monitoring     | Web pages design and development |
| Desktop management            | Hardware and software solutions  |
| Desktop software distribution | Network installation             |
| Upgrades                      | Programming                      |
| System analysis and design    | Consulting                       |
| System maintenance            | Data backup / warehouse          |
| Trouble shooting              | Data recovery                    |
| Web servers                   | Other                            |
| Database servers              | _____                            |

**If you didn't mark any of the services above, please go to part IV. General information**

How many providers do you have for the activities previously mentioned?

- One
- Two to five
- Six to ten
- More than ten

For how long have you been contracting those services?

- Less than a year
- 1-3 years
- 4-5 years
- More than 5 years

Who took the decision to outsource those services?

- Headquarters
- This subsidiary
- The owner
- You
- Other \_\_\_\_\_

Which criteria did you used to select the vendor? Please mention all that applies.

Previous business relations

Recommendation / referral

Trust

Reputation

Localization

Expertise

Flexibility / Accessibility

Price

Customized service

Good / quality of service

Responsibility

Integrity

Organization

Other \_\_\_\_\_

Didn't know the criteria because it was considered by another person

Which of the following reasons did you considered **initially** in the process of deciding if you contract external companies for the services outsourced previously mentioned?

Greater competence / efficiency

Strategic capabilities

Cost reductions

Ability to focus on the main business

Speed to market

Better quality

Economies of scale inside the companies you where going to contract

Available time for the personnel to work on strategic activities

Less bills or liabilities

Greater earnings per employee

Price reduction

Improvement in the ROA and ROI

Better price earnings ratio

Stop contracting temporary employees and only keep permanent employees

Other \_\_\_\_\_

Didn't know the criteria because it was considered by another person

Which of the following reasons did you considered **initially** as disadvantages in the process of deciding if you contract external companies for the services outsourced previously mentioned?

Dependency in the contracted company

Risks protecting intellectual information or loosing corporate information

Fear that the service charges of the company contracted may increase

Standardized or inflexible services

Fear to loose control

Personnel reduction

Other \_\_\_\_\_

**Give APPENDIX 1 to the interviewee**

Which of the following factors occurred as a result of outsourcing? Please mention all that applies.

- Ability to focus on the main business
- Economies of scale inside the firm you are going to contract
- Available time for the personnel to work on strategic activities
- Less bills or liabilities
- Price reduction
- Greater earnings per employee
- Improvement in the ROA and ROI
- Better price earnings ratio
- Stop contracting temporary employees and only keep permanent employees
- Dependency in the contracted company
- Risks protecting intellectual information or losing corporate information
- Fear that the service charges of the company contracted may increase
- Standardized or inflexible services
- Fear to lose control
- Personnel reduction
- Other \_\_\_\_\_

Has the company changed providers for the services previously mentioned?

- Yes
- No

If you answer yes, please explain.

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Has the company terminated outsourcing contracts?

- Yes
- No

If you answer yes, please explain.

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## IV. General Information

Mark all the countries in which you offer your services:

Puerto Rico  
United States  
The Caribbean \_\_\_\_\_  
Other \_\_\_\_\_

Number of company employees

Less than 100  
100 to 500  
More than 500

Does your company have any labor unions?

Yes  
No

Industry

Technology  
Education  
Manufacturing  
Financial and / or banking  
Pharmaceutical  
Retailers  
Wholesalers  
Medical Services  
Legal Services  
Engineering Services  
Construction  
Government  
Automobile  
Insurances  
Restaurants  
Tourism  
Agriculture  
Distribution  
Not for profit  
Other \_\_\_\_\_

Number of years established

0-5 years  
5-10 years  
More than 10 years

## V. Outsourcing Services Providers

This part of the interview only applies to the outsourcing services providers. The providers are required to also fill part IV General Information about the company.

**Interviewee's position** \_\_\_\_\_

Mention which of the following services are offered by your company in the accounting / finance area?

- Taxes
- General Accounting
- Accounts receivable
- Accounts payable
- Auditing internal / external
- Other \_\_\_\_\_

Mention which of the following services are offered by your company in the human resources area?

- Payroll and compensation
- Health insurance and issues related
- Stock compensations or stock options
- Pension plans or 401K
- Mergers and acquisitions
- Benefits
- Diversity in the labor force
- Recruiting
- Training
- Human Resources Information Technology
- Re-localization
- Expatriate Administration
- Consulting regarding labor laws
- Outplacement
- Other \_\_\_\_\_

Mention which of the following services are offered by your company in the information technology area?

- |                               |                    |
|-------------------------------|--------------------|
| Network management            | System maintenance |
| Software analysis             | Trouble shooting   |
| Data mining                   | Web servers        |
| Online learning programs      | Database servers   |
| Network remote monitoring     | File servers       |
| Desktop management            | Email servers      |
| Desktop software distribution | Other _____        |
| Upgrades                      |                    |
| System analysis and design    |                    |

Mention why you think your clients choose your company to provide their services:

Trust

Reputation

Localization

Expertise

Flexibility

Price

Other \_\_\_\_\_

## APPENDIX 1

In this part mark from one to five, how satisfied is your company with the services outsourced previously mentioned. Remember that in the scale one is unsatisfied and five is very satisfied.

<b>Outsourced Service</b>	Unsatisfied			Very Satisfied	
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Efficiency					
Strategic capabilities					
Cost reduction					
Speed to market					
Quality					

Mark from one to five, how satisfied you are with the services you have outsourced?

Unsatisfied    1    2    3    4    5    Very satisfied

## Accounting Outsourcing Services Providers List

\*\*\* Means that the company was interviewed

† Means that the interview was incomplete

†† Means that the company refused to answer the questionnaire.

A - Z Tax	(787) 701-3455 <sup>3</sup>
Mayaguez Mall	(787) 701-3495 <sup>4</sup>
Mayaguez	A S & Company
(787) 805-4545	Cond San Alberto
	Santurce
	(787) 722-3308
A & A Accounting & Tax	Abacus Group ***
Carr 149 Km 62.4 Bo Romero	Ave Ponce de Leon
Villalba 00766	Hato Rey
(787) 847-1838	(787) 813-2323
A & G Billing Services	Abreu & Iglesias ***
856 San Patricio Urb Las Lomas	204 San Patricio Plaza
Pueblo Viejo	Guaynabo
(787) 781-3847	(787) 792-9778
A + Accounting Services Corp	ABS Accounting Services
407 B Fernando Montilla	1510 Ave Ponce de León
Hato Rey	Santurce
(787) 758-0222	(787)724-7479
A A A Tax and Accounting Services	Accountant Services Group
L-18 Calle 7 Urb Vista Bella	Carr 2 Km 46.5
Bayamon	Manati 00674
(787) 740-5858 <sup>1</sup>	(787) 854-1910
A B A D Corp <sup>2</sup> ***	ditecon@yahoo.com
726 Ave Escorial Urb Caparra Terrace	Accountants To Call
Puerto Nuevo	6-124 Calle 69 Villa Carolina
(787) 792-6987	Carolina
(787) 781-9764	(787) 750-4917
A D Accounting Services	Accounting & Consulting Associates
Carr 144 km 9.3 Bo Coabey	11 Barceló
Jayuya	Cidra
(787) 828-5923	(787) 739-0154
A J Deliz & Co	Accounting & Financial Advisory Center ***
151 Fortaleza	G 23 Ave Mireya
San Juan	Levittown
(787) 725-1000	(787) 784-2255
(787) 725-1058	Accounting & Income Tax Services
A P A Transport	C-30 Marginal Urb Brasilia
Urb Ind La Cerámica	Vega Baja
Carolina	(787) 858-0802 <sup>5</sup>

---

<sup>1</sup> This phone has been disconnected.

<sup>2</sup> Also found as Justiniano Morales  
Angel L

---

<sup>3</sup> This phone has been disconnected.

<sup>4</sup> This phone has been disconnected.

Accounting & Information System \*\*\*  
405 B Constitucion Urb Puerto Nuevo  
Pueblo Viejo  
(787) 782-7165  
(787) 783-0790

Accounting & Taxes Services  
328 Ave De Diego  
Santurce  
(787) 721-4455

Accounting And Personal Services  
31 Muñoz Rivera  
Adjuntas 00601  
(787) 829-6098

Accounting Exell  
1065 Puerto Arturo  
Santurce 00907  
(787) 642-9750

Accounting Finance Services Group  
5 Luis Muñoz Rivera y Serra  
Sabana Grande  
(787) 804-0925

Accounting Financial  
ZA-10 Calle 36 Urb Riverview  
Bayamon  
(787) 269-6911  
(787) 269-6950

Accounting Plus \*\*\*  
50-C Miguel Casilla  
Humacao 00791  
(787) 850-7230

Accounting Serv Group \*\*\*  
WA-30 Hortensia Urb Los Angeles  
Isla Verde  
(787) 791-5641

Accounting Services \*\*\*  
12-J Calle 10 Urb Brasilia  
Vega Baja 00693  
(787) 858-1175

Accounting Services  
Carr 3 R 192 Km 66.0 Húcares  
Naguabo 00718  
(787) 874-8023

Accounting Services Group

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<sup>5</sup> This phone has been disconnected.

Carr 149 Km 17.9 Pesas  
Ciales  
(787) 871-2566

Accounting Services Group  
Edif Advance Office Center  
Carolina  
(787) 791-5641

Accounting Specialty Group  
17 Acuarela Urb Muñoz Rivera  
Guaynabo  
(787) 790-8830  
<http://asgrouppr.com/>

Accounting Tax Consulting Services \*\*\*  
1306 Delta Pto Nuevo  
Pueblo Viejo  
(787) 781-4513

Accountronics Applied Inc  
223 Eleanor Roosevelt  
Hato Rey  
(787) 274-1426<sup>6</sup>  
(787) 274-0749<sup>7</sup>

Accurate Business Services Inc  
MCS Plaza  
Hato Rey  
(787) 765-9431

Acevedo Garcia Angel R  
BK-4 Ave Bairoa Res Bairoa  
Caguas 00725  
(787) 744-7125

Acevedo Lutgardo CPA, CMA  
Carr 107 Km 1.0 Bo Borinquen  
Aguadilla  
(787) 997-5092

Acevedo Sevilla & Co \*\*\*  
A-2 Lodi  
Rio Piedras 00924  
(787) 765-9565

ADC Professional Building  
Carr 360 Km 1.4 Galeria Bldg  
San German  
(787) 892-0060

Advance Accounting Service  
Cond Patio Sevillano

---

<sup>6</sup> This phone has been disconnected.

<sup>7</sup> This phone has been disconnected.

Trujillo Alto 00976  
(787) 391-0044

Advanced Business Consultants \*\*\*  
1387 Ave Paz Granela  
Rio Piedras  
(787) 277-0385

Agosto Romero Felix L  
863 Calle 12 Urb Monte Carlo  
Rio Piedras  
(787) 757-1215

Aguilar Padilla Gregorio \*\*\*  
Carr 130 Km 7.6  
Hatillo 00659  
(787) 898-5070

AIS Tax Consultant  
54-O Antonio R Barcelo  
Fajardo 00738  
(787) 863-4835

Albelo Accounting Services \*\*\*  
44 Palmer  
Ciales 00638  
(787) 871-1325  
(787) 871-4576 (fax)  
Website <http://www.albeloaccounting.com>  
Email [albelo@prw.net](mailto:albelo@prw.net)

Albin Benitez & Company  
250 Emiliano Pol  
Guaynabo  
(787) 789-5574

ALD Accounting Services \*\*\*  
414 Ave Muñoz Rivera  
Hato Rey  
(787) 753-4075  
(787) 753-4085

Alejandro, Ramón \*\*\*  
8 San Valentin Urb El Pilar  
Rio Piedras 00926  
(787) 754-6934

Alejandro Cestaris Luis  
1181 Calle F Muñoz Rivera  
Guaynabo  
(787) 790-7936

Aleman Jeannette  
39 Dr Barreras  
Juncos 00777

(787) 734-4219<sup>8</sup>

Alexandrino Andino Juan J  
1202 Ave P de León  
Santurce 00907  
(787) 724-1676

Allen & Associates \*\*\*  
1250 Ave Ponce De Leon  
San Juan 00907  
(787) 977-3454

Alonso Valentin  
Carr 100 Km 5.8 Bo Miradero  
Cabo Rojo  
(787) 255-2004

Alvarado Pabón Edwin \*\*\*  
55 Estrella  
San German 00683  
(787) 264-3937

Alvarez Domingo A  
Cond Executive  
Hato Rey  
(787) 767-0484<sup>9</sup>

Alvarez Francisco E  
F-17 Nueva Villa Clementina  
Guaynabo  
(787) 648-9886

Alvarez González Adolfo  
358 Escorial Caparra Hgts  
Pueblo Viejo  
(787) 783-8865

Alvarez Rodriguez Orlando  
Edif Medical Center  
Mayaguez  
(787) 265-2523

Alvarez Suarez Jose  
Edif Marvesa  
Ponce  
(787) 290-1010

Alverio Mercado Felipe  
26 Cristobal Colon  
Yabucoa 00767  
(787) 893-1099

Amador Aznar Marissa

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<sup>8</sup> This phone has been disconnected.

<sup>9</sup> This phone has been disconnected.

Carr 653 Km 4.0 Bo Corcovado  
Hatillo  
(787) 817-0923

Anderson Arthur  
American Int'l Plaza  
Hato Rey  
(787) 759-3000<sup>10</sup>

Angel E Rivera CPA PR Consult  
33 Bolivia  
Hato Rey  
(787) 763-0852

Angel Enrique Pérez & Co, CSP, CPA  
1290 Ave Emerito Estrada Rivera  
San Sebastian 00685  
(787) 896-1900

Angie's Income Tax Services  
Edif La Victoria  
Rio Grande  
(787) 809-6704

Aponte Betancourt Javier \*\*\*  
356 Ensenada Caparra Heights  
Rio Piedras  
(787) 783-8967

Aquino De Cordova Alfaro & Co LLP \*\*\*  
7 Rosa  
Isla Verde  
(787) 253-9595  
<http://www.adacpa.com/>

Araujo Reyes Mario A \*\*\*  
459 R Lamar Baldrich  
Hato Rey  
(787) 753-1467

Arguinzoni Rafael  
Blq 30 A3 Ave Main Santa Rosa  
Bayamon  
(787) 269-4611

Arias Goytia Luis Antonio \*\*\*  
Bo Placita  
Juncos 00777  
(787) 734-1421

Armando Avilés Galloza y Co CPA  
Ave Nativo Alers Km 1.7 Bo Piedras Blancas  
Aguada  
(787) 868-8994

Arnaldo Bello C P A & Asociados  
480 Fernando Calder Urb Roosevelt  
Hato Rey  
(787) 274-1489

Arraiza Manuel Fermín  
51 Betánces  
Vega Baja 00693  
(787) 858-8425

Arroyo José M ††  
28-E Ave Betances Urb San Fernando  
Bayamon  
(787) 740-7807

Arroyo Muñiz Carlos A  
Carr 404 Km 0.6 Bo Daguey  
Anasco 00610  
(787) 826-1611

AS Datacount \*\*\*  
1010 Tegucigalpa  
Rio Piedras 00921  
(787) 765-2855

Asociación Profesional de Contadores  
1K-20 Ave Carlos Andaluz Urb Royal Park  
Bayamon  
(787) 740-4800<sup>11</sup>  
<http://www.apcpr.net/>

ATM Accounting Services \*\*\*  
805 Muñoz Rivera  
Penuelas 00624  
(787) 836-5001

Aviles Rivera Angel M  
Aibonito Plaza  
Aibonito 00705  
(787) 735-2141

Aviles Salva Roberto \*\*\*  
19 Calle 1 Urb Radioville  
Arecibo  
(787) 880-1682

Aviles y Asociados  
51 Comercio  
Mayaguez  
(787) 831-3260

Ayala Guzman Israel  
P-15 Ave Chumley Urb Turabo Gdns

---

<sup>10</sup> This phone has been disconnected.

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<sup>11</sup> This number is disconnected.

Caguas 00725  
(787) 258-3988

Ayala Morales Milton  
60 Barcelo  
Barranquitas 00794  
(787) 857-4119

Azize Jorge M  
A-1 Lodi Urb Luarca  
Rio Piedras  
(787) 754-1828

B D J S & Asociados Inc \*\*\*  
252 Ave Lauro Piñero  
Ceiba 00735  
(787) 885-2660  
<http://www.bdjsonline.com/>

Baéz Rodríguez Monserrate  
54 Calle 1 Urb García  
Aguadilla 00603  
(787) 882-7030

Baker Tilly, Rivera-Rodríguez, PSC \*\*\*  
416 Ave Ponce de Leon  
Hato Rey  
(787) 622-8855  
<http://www.bakertillyrr.com/>

Balsa González Ramón  
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Santurce 00907  
(787) 725-6010

Barbosa Miranda Osvaldo  
209 Luis M Rivera Hnas Davila  
Bayamon  
(787) 269-1580

Barletta Rodriguez José M \*\*\*  
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Hato Rey  
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(787) 753-9102

Barreto Torres Daniel \*\*\*  
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Bayamon  
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Barrozo & Padilla<sup>12</sup> †  
301 Recinto Sur  
Santurce 00907

(787) 723-8314

Bayron Roberto \*\*\*  
Carr 402 Km 1.3  
Anasco 00610  
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Bellas Castaño Coralia  
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Pueblo Viejo  
(787) 273-0921

Beltran Ponce Edgar J  
Carr 124 Km 0.0  
Lares  
(787) 897-4847

Benitez & Morales \*\*\*  
4SS-3 Fidalgo Diaz Urb Villa Fontana  
Carolina  
(787) 752-4100

Benítez Jaime J  
250 Emiliano Pol  
Guaynabo  
(787) 731-1150

Berberena Rivera Epifanio  
94 Las Flores  
Catano 00962  
(787) 788-0415

Berdiel & Nieves CPA  
Cond El Centro I  
Hato Rey  
(787) 766-1811

Berrios Castrodad Xavier  
18 Miguel Planella  
Cidra 00739  
(787) 739-2544

Berrios Santos Milagros  
1410 Ave Paz Granela Urb Stgo Iglesias  
Pueblo Viejo  
(787) 273-8536

Best Accounting & Consultant Service  
Corporation  
24-55 Ave Roberto Clemente  
Carolina  
(787) 276-9657

Best Accounting Services  
1387 Paz Granela Stgo Iglesias  
Rio Piedras 00921

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<sup>12</sup> Also known as Padilla Santiago Carlos

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(787) 706-9822

Blanco Moises  
C-20 Calle 25 Forest Hills  
Bayamon  
(787) 269-4355

Bonilla Martínez Rubén  
2-S Palmer  
Guayama 00784  
(787) 864-1440

Bonnet Héctor Luis  
1468 Ashford  
Santurce 00907  
(787) 268-6437

Borges Alvarado Julio E  
24 Willie Rosario  
Coamo  
(787) 803-1857

Bravo Figueroa Javier  
17 Acuarela Urb Muñoz Rivera  
Guaynabo  
(787) 708-2170

Brioso García & Co Certified Public Accountant  
\*\*\*

Villa Nevares Professional Center  
Rio Piedras  
(787) 281-8169

Business & Tax Consultants Inc  
John Albert Erndt Urb Ind'l Bechara  
Pueblo Viejo  
(787) 775-0002<sup>13</sup>  
(787) 792-8833  
(787) 792-5034

C I B G †  
965 Gutemberg Jard Metropolitano  
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(787) 751-3726  
(787) 751-3810

Caballero Amador Jose A  
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Hato Rey  
(787) 763-7609

Caban Jiménez Elías  
157 Progreso

Aguadilla 00603  
(787) 882-8040

Cabrera & Co  
1267 Delhi Puerto Nuevo  
Pueblo Viejo  
(787) 273-8350

Caceres Andrés  
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(787) 768-2495<sup>15</sup>

Camacho Rossy Zaida \*\*\*  
A-6 Luis Muñoz Rivera  
Dorado 00646  
(787) 278-1513

Camareno Figueroa Lillian  
10-21 Calle 19 Santa Rosa  
Bayamon  
(787) 740-4840

Campos & Stratis  
Edif Mercantil Plaza  
Hato Rey  
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(787) 753-0939

Campos Orlando A  
1350 Ave Ashford  
Santurce  
(787) 722-0422

Campos Salgado Wilfredo  
Edif Raly Ave Universidad Interamericana  
San German 00683  
(787) 264-5036

Campos, Cardona & Associates<sup>16</sup> \*\*\*  
Dorado 1305 Caparra Terrace,  
San Juan, Puerto Rico 00920  
(787)781-3471  
(787)792-9405  
(787)165-2662  
Fax. 787-781-0825  
Email: fracapos@prtc.net  
<http://www.planillasestatalesyfederales.com>

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<sup>13</sup> This number is disconnected.

<sup>14</sup> This number belongs to another person.

<sup>15</sup> This number is disconnected.

<sup>16</sup> Also known as Accounting Services Systems  
or found as Francisco Cardona Campos & Asoc

Canabal Pérez Iván  
Edif Darlington  
Rio Piedras  
(787) 274-8095

Cancel Figueroa Nicolas \*\*\*  
10 Victoria  
Lajas 00667  
(787) 899-1378

Cancel Sepulveda William \*\*\*  
13-O R Antonini Urb P de León  
Mayaguez  
(787) 832-3516

Canetty Acevedo Angel L \*\*\*  
Cond Olimpo Plaza  
Hato Rey  
(787) 758-1930

Capo Rossello Amanda  
530 Ponce de Leon  
San Juan 00907  
(787) 289-7821

Caraballo Aurelio  
8 San Antonio  
Guayama 00784  
(787) 864-1069  
Fax. (787) 866-6053

Carbonell & Company  
1654 Tulipán Urb San Francisco  
Rio Piedras  
(787) 751-4539  
(787)782-7700

Cardenas Surillo Javier A  
654 Ave Fernandez Juncos  
Santurce 00907  
(787) 722-6362

Cardona Cardona & Associates CPA'S, PSC  
1250 Ponce de Leon  
Santurce 00907  
(787) 725-1224

Cardona Irizarry & Co  
101 Mendez Vigo  
Mayaguez  
(787) 832-1400

Cardona Irizarry Group  
369 Ave San Claudio  
Trujillo Alto  
(787) 283-2100

Caribbean Accounting Services \*\*\*  
San Francisco Shopping Cter  
Rio Piedras  
(787) 765-2662  
(787) 765-2683

Carlo, Santiago E  
Carr 307 Km 9.0 Boqueron  
Cabo Rojo 00623  
(787) 254-2310  
(787) 851-6075

Carlos Morales López Contabilidad y Planillas  
Plaza San Antonio  
Aguadilla  
(787) 890-0850<sup>17</sup>

Carmelo Accounting Service  
7 Federico Selles  
San Lorenzo 00754  
(787) 736-8369

Carmen Méndez Y Asociados †  
1601 Ave Fernández Juncos  
Santurce  
(787) 268-1163  
(787) 268-1074 (fax)  
Website  
<http://www.carmenmendezyasociados.com>  
Email [cmendez@ahora.net](mailto:cmendez@ahora.net)

Carmona Rivera Evelyn  
3640 Ave Boulevard  
Levittown  
(787) 795-0426

Caro Figueroa Augusto  
Cond Torres de Hostos I  
Mayaguez  
(787) 832-6415

Carranza Cowheart Vega & Freely PSC  
268 Ave P de León  
Hato Rey 00918  
(787) 758-4964

Carrasquillo CPA Group  
V 14 Troche Urb Delgado  
Caguas  
(787) 258-7835

Carrero Judybel  
1 Jardines

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<sup>17</sup> This phone is disconnected.

Hormigueros 00660  
(787) 849-4202

Carril Ivette  
11 Padre Feliciano  
San Sebastian 00685  
(787) 280-1582  
(787) 280-4743

Cartagena & Asoc  
Iturregui Plaza  
Rio Piedras  
(787) 762-5087

Casas Casal Lucía  
Carr 335 Km 11.2 Bo Los Indios  
Guayanilla 00656  
(787) 835-3468

Castillo Ismael  
Cond Alcazar  
Ponce  
(787) 843-5545  
(787) 259-1403

Castro Guerra Arturo C  
201 Tetuán  
San Juan 00901  
(787) 724-6698<sup>18</sup>

Castro Toro Alberto  
Edif Marvesa  
Ponce  
(787) 840-5050  
(787) 812-1691

Cebollero Macucci Jaime  
Edif Darlington  
Rio Piedras  
(787) 763-4517  
(787) 777-0303

Cedeño Garcia Gerardo F \*\*\*  
96 Mayaguez  
Hato Rey  
(787) 753-6557

Celorio Raúl F  
Bank Trust Plaza  
Hato Rey  
(787) 766-0525

Centeno & Associates †  
Edif El Señorial

Ponce 00717  
(787) 844-0133

Centeno Figueroa & Co \*\*\*  
Home Mortgage Plaza  
Hato Rey  
(787) 754-3232  
<http://centenofigueroa.com/>

Century<sup>19</sup> \*\*\*  
2100 Turquesa Urb Bucares  
Guaynabo  
(787) 789-8700  
(787) 789-8702  
(787) 789-8704  
(787) 789-8707  
(787) 789-8709  
(787) 789-8710  
(787) 789-8880  
(787) 287-4595<sup>20</sup>

Cepeda Maisonet Felix  
56-67 Calle 55 Villa Carolina  
Carolina  
(787) 276-1110

César Muñoz & Compañía PSC<sup>21</sup> \*\*\*  
1576 Encarnacion Cprra Heights  
Rio Piedras  
(787) 775-1167  
(787) 775-0464

Chaparro, Pablo<sup>22</sup> \*\*\*  
70 Jose De Diego  
Aguadilla 00603  
(787) 891-2840

Charneco Juan A Feliciano  
100 Calle 18 Urb Arboleda  
Salinas  
(787) 824-2365

Cintrón Goitía Diana  
356 César González  
Hato Rey  
(787) 754-5989<sup>23</sup>

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<sup>19</sup> Also known as Commercial Data  
Management Corp or Comprehensive Accounting  
Co

<sup>20</sup> This number is disconnected.

<sup>21</sup> Also found as Virsida González, Lourdes

<sup>22</sup> It was before Torres Otero Tomas

<sup>23</sup> This number is disconnected.

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<sup>18</sup> This phone is disconnected.

Cintrón Luis E & Co  
Cond Muñoz Rivera  
Hato Rey  
(787) 763-8030

Cintrón Martínez José  
9-D Betances Hermanas Davila  
Bayamon  
(787) 798-5835

Cobian Aniella Jose I \*\*\*  
406 Andalucia Pueto Nuevo  
Pueblo Viejo  
(787) 793-1917  
(787) 782-3073

Collazo Celso  
Ave Kennedy Marginal  
Pueblo Viejo  
(787) 783-7740

Collazo Cheverez Héctor  
39 Ave Buena Vista  
Morovis  
(787) 862-0261

Collazo Rivera Jaime E  
Home Mortgage Plaza  
Hato Rey  
(787) 765-7343

Colon & Rodriguez  
17 Figueras  
Jayuya 00664  
(787) 828-4791

Colon Bermudez Carlos G  
8 Los Almendros Los Laureles  
Cayey  
(787) 738-5139

Colón Colón Raul  
5-E Esmeralda  
Humacao 00791  
(787) 852-3626

Colón González José O  
SF-21 Las Zarzuelas Mansion Del Sur  
Levittown 00949  
(787) 795-2235

Colon Jiménez & Asociados<sup>24</sup> \*\*\*  
1535 Calle 10 Caparra Terrace  
Pueblo Viejo

(787) 792-6920  
(787) 754-1338

Colon Lopez Carlos A  
157 Rodriguez Irizarry  
Arecibo  
(787) 879-2252

Colón Luna José A  
Villa Nevarez Professional Center  
Rio Piedras  
(787) 763-7467

Colón Ortega Rafael  
60-E Méndez Vigo  
Mayaguez  
(787) 265-6066

Colón Rosa Accounting Services<sup>25</sup> \*\*\*  
N 70-2 Ave Nogal Urb Lomas Verdes  
Bayamon  
(787) 288-1504

Computarized System Service  
D-39 Montecarlo  
Vega Baja 00693  
(787) 858-6536

Computerized Prof Auditing Service  
Villa Nevarez Prof Center  
Rio Piedras  
(787) 250-0113

Consolidated Group  
Centro Comercial Don Pelayo  
Bayamon  
(787) 251-3659

Contabilidad al Dia<sup>26</sup>  
Edif Clausell  
Ponce  
(787) 284-5612

Contadores Bidot Valentin y Asociados  
135 Muñoz Rivera  
Camuy 00627  
(787) 262-7479

Cooperativa Gasolinera Dorado  
343 M Vigo  
Dorado 00646  
(787) 796-4043

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<sup>24</sup> Also known as Colón, Francisco

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<sup>25</sup> Also known as Colon, Juan.

<sup>26</sup> Also known as Medina & Associates

Corcino Praxedes Servicio Contabilidad\*\*\*  
C-1 Calle B Urb Melendez  
Fajardo 00738  
(787) 860-8495<sup>27</sup>  
(787) 860-1469  
Cel. (787) 206-9816

Cordero Hernández Oscar  
1049 Calle 10 Villa Nevárez  
Rio Piedras 00927  
(787) 766-0838

Cordero Román Migdalia  
Carr 107 Marbella  
Aguadilla 00603  
(787) 882-5785

Cordero Soto Luis E  
Carr 111 Km 9.5 Bo Voladoras  
Moca 00676  
(787) 818-1224

Cordova Iturregui María Mercedes  
264 Ave Jesús T Piñero  
Rio Piedras  
(787) 753-6743

Cortés Hernández Victor T  
6-A Ave Miguel Meléndez Muñoz  
Cayey 00736  
(787) 263-3780

Cruz & Urrutia  
1138 Calle 3 Urb Villa Nevarez  
Rio Piedras  
(787) 753-3126<sup>28</sup>

Cruz Batista Luis F \*\*\*  
Interstate General Bldg  
Rio Piedras  
(787) 763-2451

Cruz De Jesús Roberto  
162 Las Flores Edif Las Flores  
Santurce  
(787) 721-4412

Cruz Paredes y Co. <sup>29</sup> \*\*\*  
8-E Ramos Antonini  
Mayaguez  
(787) 833-5448

Cruz Rivera Otto  
13 Carro  
San German  
(787) 264-2406

Cruz Rivera Renan  
Villa Del Carmen Mall  
Cidra 00739  
(787) 739-2785

Cruz Rodríguez Ismael  
A1 Calle 1 Urb Condado Moderno  
Caguas 00725  
(787) 744-5320

Cruz Victor M  
35-9 Calle Urb Sta Rosa  
Bayamon  
(787) 787-0404  
(787) 740-0750  
(787) 787-9530

Cuadrado Reyes Felix  
U-15 M Marin y Nebraska  
Caguas 00725  
(787) 743-4131<sup>30</sup>

David Figueroa CPA  
E-14 Calle 8 Urb Tintillo Gdns  
Guaynabo  
(787) 486-3246

Dávila Jorge A  
401-C Austria Puerto Nuevo  
Pueblo Viejo  
(787) 783-6006<sup>31</sup>  
(787) 783-6066

Davila Nelson & Co PSC Certified Public  
Accountant  
Loiza Valley Mall  
Canovanas 00729  
(787) 256-0340

De Angel & Compañía \*\*\*  
1890 Glasgow College Park  
Rio Piedras 00921  
(787) 758-4428  
(787) 622-9686 (fax)  
<http://www.deangel.com>

De La Cruz Chaves Jaime

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<sup>27</sup> This number is disconnected.

<sup>28</sup> This phone has been disconnected.

<sup>29</sup> Also known as Cruz Granell, Juan.

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<sup>30</sup> This phone number belongs to another person now.

<sup>31</sup> This number is disconnected.

10 San Juan  
Camuy 00627  
(787) 262-0657

De La Cruz Rodriguez Jose  
120 Reina  
Ponce  
(787) 843-1413

De La Rosa Mary Olga  
1275 Ave Americo Miranda  
Pueblo Viejo  
(787) 781-0468

De La Rosa Perez Ernesto J \*\*\*  
752 Bolivar  
Santurce  
(787) 982-2058

De Leon & Co †  
Edif Miramar Plaza  
Santurce  
(787) 724-6046

De Pedro Accounting Service  
24-C Jesus T Pi`nero  
Patillas 00723  
(787) 271-0014

Del Manzano Venegas Jorge \*\*\*  
Centro Com'l San Francisco  
Rio Piedras  
(787) 759-6738

Del Mastro Thomas J  
La Rambla Shopping Center  
Ponce  
(787) 259-1570

Del Río Ortíz Arcadio  
1122-C Calle 31-SE Repto Metrop  
Pueblo Viejo  
(787) 282-8568

Del Río Vélez Peter \*\*\*  
486 Ave De Diego  
Rio Piedras  
(787) 282-6846

Delanoy Vega Enrique  
431 Pedro A Espada Roosevelt  
Hato Rey  
(787) 753-2389

Delgado & Delgado  
34 Virtud

Ponce  
(787) 842-1068  
ddelgado@prtc.net

Delgado Crespo, Raul CPA  
623 Ave Ponce De León  
Hato Rey  
(787) 763-5972

Deloitte & Touche LLP \*\*\*  
Westernbank World Plaza  
Hato Rey  
(787) 759-7171  
<http://www.deloitte.com/dtt/home/0,1044,sid%253D2000,00.html>

Díaz & Asociados<sup>32</sup> \*\*\*  
Cond Las Torres Norte  
Bayamon  
(787) 780-8655  
(787) 785-3805

Díaz Bergnes & Cid \*\*\*  
1351 Ashford  
Santurce 00907  
(787) 722-1938

Diaz Bergnes Jacobo Gonzalez, Viota & Co \*\*\*  
1578 Ave Ponce de León  
Rio Piedras  
(787) 773-0101

Diaz Edil †  
Cond San Vicente  
Ponce  
(787) 840-6906

Díaz José  
Consolidated Mall  
Caguas 00725  
(787) 746-0510

Díaz Méndez Marisa  
27-A Pacheco  
Yauco 00698  
(787) 856-0532

Diaz Negron Carlos Ruben  
44 Rafael Lasa  
Aguas Buenas 00703  
(787) 732-8020

Diaz Ortiz Juan  
1216 Americo Miranda Repto Metro

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<sup>32</sup> It can also be found as Diaz Rodriguez Julio

Pueblo Viejo  
(787) 774-9617

Diaz Saldaña Sergio \*\*\*  
Edif La Electronica  
Rio Piedras  
(787) 753-2572

Diego Chevere & Co  
Metro Office Park  
Pueblo Viejo  
(787) 774-9595

Diez-Blanco Co  
K-4 Marginal Oasis Gardens  
Guaynabo  
(787) 287-0900

Diversifide Accounting<sup>33</sup> ††  
1601 Fdez Juncos  
Santurce  
(787) 726-5126

DM Accounting Services  
35 Culto  
Corozal  
(787) 802-0369

DN Properties  
Cond Gallardo  
San Juan  
(787) 724-4304

Domingo Avila y Co<sup>34</sup> \*\*\*  
Cond Jdnes de Francia  
Hato Rey  
(787) 763-0728

Donato & Merced Financial Services Inc  
506-A Juan J Jiménez  
Hato Rey  
(787) 753-2542

Duran Pedro J & Associates \*\*\*  
Carr 120 Km 1.1 Bo Maravilla  
Las Marias 00670  
(787) 827-0505

E M C Income Tax Accounting & Consulting  
Service \*\*\*  
393-D Calle 11 Parc Hill Brothers  
Rio Piedras 00924  
(787) 756-8652

(787) 771-9284

Eagle Accountants<sup>35</sup> \*\*\*  
1606 Ave Ponce de León  
Santurce 00907  
(787) 723-4221  
(787) 721-0315  
(787) 721-5500

Eagle Star  
264-B Ave J T Piñero  
Rio Piedras 00927  
(787) 753-6735

Echeverría Quiñones Carlos \*\*\*  
68 Parana  
Rio Piedras 00926  
(787) 753-8803<sup>36</sup>  
(787) 753-2565

Eduardo González y Annette Areizaga  
Carr 107 Km 2.8 Borinquen  
Aguadilla 00603  
(787) 882-2266

Education Group  
16-129 Ave Fragoso  
Villa Carolina  
Carolina  
(787) 276-3490

Edwin Ortiz y Asociados<sup>37</sup>  
402 Apeninos Pto Nuevo  
Pueblo Viejo  
(787) 774-0550

Edwin Santiago y Asoc  
1229 Juan Baizo San Martin  
Carolina  
(787) 752-5365

Efraín Rodríguez y Asociados \*\*\*  
Edif La Electronica  
Rio Piedras  
(787) 622-4818

El Archivo \*\*\*  
100 Socorro  
Quebradillas 00678  
(787) 895-4801

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<sup>33</sup> Also known as the Rodriguez, Jose.

<sup>34</sup> Also known as Avila Hernández, Manuel

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<sup>35</sup> Also known as Cora Silva y Asociados.

<sup>36</sup> This number is disconnected.

<sup>37</sup> It was before Ruiz Armando F

EML Accounting Service Enrique Maisonet  
Lopez \*\*\*  
613 Ave Miramar  
Arecibo  
(787) 817-3244

Emmanuelli Colón Rafael  
Cond El Señorial Plaza  
Ponce  
(787) 842-3392

Empresas Llanos & Comp C S P \*\*\*  
54 Ave Coll y Toste  
Hato Rey  
(787) 753-2580

Empresas NE-AL-TO \*\*\*  
D-16 Antonio Rodriguez Menendez Repto  
Esperanza  
Yauco 00698  
(787) 267-6783

Empresas Ramos & Associate  
Cond Bella Vista Garden  
Bayamon  
(787) 730-1245

Ernst & Young †  
Plaza Scotia Bank  
Hato Rey  
(787) 759-8212  
<http://www.ey.com/global/content.nsf/US/Home>

ES Vilella and Comp  
500 Tanca  
San Juan 00901  
(787) 977-8934

Escalante Cintrón Anibal  
Iturregui Plaza  
Carolina  
(787) 762-5370

Escobales Accounting Services  
16 Riuz Rivera  
Adjuntas 00601  
(787) 829-2583

Estados Financieros Income Tax  
1259 Ave P De León  
San Juan 00907  
(787) 722-1077<sup>38</sup>

Estrellas Ortega Marla

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<sup>38</sup> This number is disconnected.

311 Ismael A Colón Urb Roosevelt  
Hato Rey  
(787) 751-1986

Eugenio Morales & Asociados  
580 Marg Villa Capri  
Rio Piedras  
(787) 760-5175  
(787) 165-9931

E-World Solutions  
2100 Turquesa Urb Apolo  
Guaynabo  
(787) 789-8709

Exito Realty  
883 Ave Campo Rico Country Club  
Carolina  
(787) 750-7539

Express Accounting  
60 Calle 4 Urb San Pedro  
Maunabo  
(787) 861-1213<sup>39</sup>

F M Realty & Accounting Services  
Julio V Nuñez y L M Rivera  
Sabana Grande 00637  
(787) 873-6178

F R Arroyo & Co  
A-20 Calle 3 Urb Flamboyán Gdns  
Bayamon  
(787) 798-7020

Falcon Sánchez & Asociados PSC \*\*\*  
Triple S Plaza  
Pueblo Viejo  
(787) 273-7979  
(787) 273-9797 (fax)  
<http://www.falcon-sanchez.com>  
[falcon@falcon-sanchez.com](mailto:falcon@falcon-sanchez.com)

Fast Company Inc  
Tabonuco Zona Ind  
Pueblo Viejo  
(787) 774-2396<sup>40</sup>  
(787) 774-5771<sup>41</sup>

FCP Accountants Group Inc \*\*\*  
401 Escocia Urb Caparra Heights  
Pueblo Viejo

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<sup>39</sup> This number is disconnected.

<sup>40</sup> This number is disconnected.

<sup>41</sup> This number is disconnected.

(787) 707-1655

Feliciano Angel L  
210 José A Vargas  
Isabela 00662  
(787) 872-2436

Feliciano Carlos  
620 Ave Andalucia Puerto Nuevo  
Pueblo Viejo  
(787) 792-0335

Feliciano Charneco Juan A<sup>42</sup> ††  
406 Tnte César González  
Hato Rey  
(787) 754-7525  
(787) 758-0651

Feliciano Charneco Juan A  
151 Miguel Salas  
Arecibo  
(787) 879-4433

Feliciano Figueroa Ricardo  
307 Manuel Pérez Aviles  
Arecibo  
(787) 879-2713

Feliciano Luis Antonio  
2175 Ave Las Americas  
Ponce  
(787) 840-5875

Feliciano Valiente Francisco J \*\*\*  
1605 Ave Ponce de León  
Santurce  
(787) 723-6201  
(787) 723-6249

Felipe Rodriguez Yulfo MBA y Asociados  
81 Jose De Diego  
Aguadilla 00603  
(787) 882-7714

Fernández & Bravo  
1722 Carr 8838 Bo Monacillos  
Rio Piedras 00926  
(787) 759-6657

Fernández & Hernández<sup>43</sup> \*\*\*  
509 Ave Hostos

Hato Rey  
(787) 296-5693

Fernandez Esteva Samuel E \*\*\*  
1510 Ave Ponce de León  
Santurce 00907  
(787) 724-7479

Fernández Pieve Wilmer  
Carr 5516 Km 1 Bo Juan González  
Adjuntas  
(787) 829-0881

Fernández Torres Rafael †  
Carr 2 Km 37.2  
Vega Baja  
(787) 858-4622

Fernández Valdivia & Company  
509 Ave Hostos  
Rio Piedras  
(787) 758-9858

Figueroa & Asociados<sup>44</sup>  
1003 Ambere  
Santurce  
(787) 783-0330

Figueroa Ferdinand \*\*\*  
157 Rodríguez Irizarry  
Arecibo  
(787) 879-2476

Figueroa Flores Miguel A CPA  
16 Dr Rufo  
Caguas  
(787) 746-8958<sup>45</sup>

Figueroa González Marlene M \*\*\*  
28 Ave Estación  
Isabela 00662  
(787) 872-2932

Figueroa Vega Luis A \*\*\*  
422 Ensenada Caparra Heights  
Pueblo Viejo  
(787) 792-6000

Figueroa, Jose Manuel  
207 Ave Eleanor Roosevelt  
Hato Rey  
(787) 765-7490

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<sup>42</sup> There are two Feliciano Charneco Juan A offices listed because that accountant has both offices.

<sup>43</sup> Also found as Fernández, Rosa E

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<sup>44</sup> Also found as Figueroa, Francisco.

<sup>45</sup> This number is disconnected.

Financial Service Group  
Carr 165 Km 10 Bo Contorno  
Toa Alta 00953  
(787) 870-5085

Finanxial  
1563 Ave Ponce de León Urb Caribe  
Rio Piedras 00926  
(787) 758-8234

Fiol Viscal Teodoro  
Edif Gonzalez  
Ponce  
(787) 844-5935

Florida Realty & Edwin Colón  
7 José De Diego  
Florida  
(787) 822-2121

FPV & Co, PSC \*\*\*  
Banco Cooperativo Plaza  
Hato Rey  
(787) 764-5049

FR and Company  
A-4 José A Villares  
Caguas  
(787) 286-5140

Freije Manuel  
Cond Portofino  
Pueblo Viejo  
(787) 706-3626

Frías Aponte Marta E \*\*\*  
914 Ave Campo Rico Cty Club  
Rio Piedras  
(787) 750-5779

Fritz Gonzalez<sup>46</sup>  
Edif Centro de Seguros  
Santurce 00907  
(787) 725-7296

Fuentes - Fernandez Muñoz & Co  
Capital Center  
Hato Rey  
(787) 250-7770

Fuentes Adorno Manuel  
414 Ave M Rivera  
Hato Rey  
(787) 763-5128

Fuentes Perez Jose R  
Cond Garden Center  
Rio Piedras  
(787) 281-7115

G Carnero Garcia  
C-10 Calle 16 Urb Quintas de Cupey  
Guaynabo  
(787) 789-7187

Galarza Nelson E<sup>47</sup> \*\*\*  
1491 Calve Urb Antonsanti  
Rio Piedras  
(787) 758-3510  
(787) 756-7911

Gali Rivera Melvin  
Carr 159 Km 15.4 Bo Pueblo  
Corozal 00783  
(787) 270-2253

Galindez Feliciano Julio  
1250 Ave Ponce de León  
Santurce  
(787) 724-8249

Gandiaga Bengoa Manuel  
1250 Ponce de Leon  
Santurce 00907  
(787) 721-1670

Garcia Accounting Service  
2 Sur Vicente Pales  
Guayama  
(787) 864-1349

García Fraticelli Cynthia  
24 Calle A Urb Bella Vista  
Ponce  
(787) 812-3409

García Malave & Company  
Bank Trust Plaza  
Hato Rey  
(787) 767-5685<sup>48</sup>  
(787) 765-2864

García Ochoa María S  
Plaza Soller  
Arecibo  
(787) 878-5132

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<sup>46</sup> It was known before as Santiago Montalvo Lucas.

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<sup>47</sup> Galarza, Pedro is also part of this office.

<sup>48</sup> This number is disconnected.

García Padro Juan CPA  
55 Coltón  
Guaynabo  
(787) 720-7896

García Quintana Javier \*\*\*  
Cond San Martin  
Santurce  
(787) 721-4855  
(787) 723-1500

García Rafael  
Edif Cobian Plaza  
Santurce 00907  
(787) 724-6610

García Robaina Juan  
Edif Centro II  
Hato Rey  
(787) 753-1610  
(787) 754-6848

García Santiago Angel L  
150 Winston Churchill Crown Hills  
Rio Piedras 00926  
(787) 751-6436

García Santiago Antonio  
44 Georgetti  
Manati 00674  
(787) 854-1940

García Santiago Luis  
Medina Center  
Rio Piedras  
(787) 765-9621

General Accounting Computer System  
Ave Monserrate y Calderon Villa Carolina  
Carolina  
(787) 257-3020

Gil, Juan A CPA  
Edif First Federal  
Santurce 00907  
(787) 721-1490

Gilberto Gomez Ortiz & Co PSC, CPA  
Cond Las Nereidas  
Mayaguez  
(787) 832-0707

Goas Jesús A<sup>49</sup> \*\*\*

430 Fernando Primero  
Hato Rey  
(787) 764-0021  
(787) 764-0180

Gómez Ramírez & CPA  
Carr 866 Km 3.60 Bo Sabana Seca  
Toa Baja  
(787) 795-0505

Gomez Rivera Radames †  
1-P Calle 1 Villa del Rey  
Caguas 00725  
(787) 746-0556

González & Roig  
Edif González  
Ponce  
(787) 843-7138

González Alonso Randy \*\*\*  
11 Progreso  
Aguadilla 00603  
(787) 891-2755

González De La Rosa Berenice  
Carr 734 Km 6.30 Bo Arenas  
Cidra  
(787) 739-0660

González Falcon and Co  
301 Tito Castro  
Ponce  
(787) 848-7334

González Fonseca Roberto  
Carr 179 Km 0.2  
Guayama 00784  
(787) 866-3421

Gonzalez Jesus B  
Cond Olimpo Plaza  
Rio Piedras  
(787) 765-7783

Gonzalez Jose Ramon  
Edif El Centro II  
Hato Rey  
(787) 764-0170

González Juan A  
1-A Ave Fdez Juncos Urb Rosa Maria  
Carolina  
(787) 757-4745

González Maysonet & Asociados PSC

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<sup>49</sup> It was called before Patiño, Victoriano

1272 Ave Piñeiro  
Rio Piedras  
(787) 781-5900

Gonzalez Morales & Co  
1327 Ave Jesus T Piñeiro  
Pueblo Viejo  
(787) 774-9285

Gonzalez Pagan Company PSC  
336 Ave Americo Miranda  
Rio Piedras  
(787) 374-1917<sup>50</sup>

Gonzalez Ramirez Lennytsie  
Consolidated Mall  
Caguas  
(787) 744-0660

Gonzalez Torres & Co \*\*\*  
1733 Tinto Urb Rio Piedras Heights  
Rio Piedras 00926  
(787) 764-8664  
<http://www.cpagonzalez.com/>

Gonzalez Torres Jose A  
349 Méndez Vigo  
Dorado 00646  
(787) 278-1316  
(787) 278-4768

Goveo Ortíz Héctor I  
22-43 Ave Main Urb Santa Rosa  
Bayamon  
(787) 780-1774

Grace F Llorens & Co  
Edif Midtown  
Hato Rey  
(787) 756-7603<sup>51</sup>

Gutierrez, Aymat y Compañía  
1005 Alecia Pto Nuevo  
Pueblo Viejo  
(787) 783-9844

Guzman Guzman Ruben †  
Edif Darlington  
Rio Piedras  
(787) 765-7185

Guzman Reyes Carlos A  
Cond El Centro 2

Hato Rey  
(787) 751-3652

Guzman Ruben  
Cond San Martin  
Santurce  
(787) 722-3512<sup>52</sup>

Guzman Villanueva & Co  
24 Ave M Rivera Repto Univ  
Ponce  
(787) 848-6640

H & R Block \*\*\*  
6000 Ave Campo Rico Country Club  
Carolina  
(787) 769-6137  
<http://www.hrblock.com/>

H & R Block Inc  
Ft Buchanan  
Pueblo Viejo  
(787) 793-3105  
<http://www.hrblock.com/>

H F Accounting  
Edif Darlington  
Rio Piedras  
(787) 753-9074

H M Professional Services Inc  
Plaza San Francisco  
Rio Piedras  
(787) 759-8549<sup>53</sup>  
(787) 759-8488  
(787) 759-8602  
(787) 759-8712  
(787) 759-8735<sup>54</sup>  
(787) 287-4595<sup>55</sup>

H Q B Accounting \*\*\*  
RH-14 Ave Los Dominicos  
Levittown 00949  
(787) 784-4285  
<http://www.hqbaccounting.com/>

Habil-Es Income Tax \*\*\*  
10-OE Calle 514 Ave Iturregui  
Carolina  
(787) 752-1770

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<sup>50</sup> This number belongs to another person.

<sup>51</sup> This number is disconnected.

---

<sup>52</sup> This number is diconnected.

<sup>53</sup> This number is diconnected.

<sup>54</sup> This number is disconnected.

<sup>55</sup> This number is disconnected.

HC Cta Group P S C  
Edif La Electronica  
Rio Piedras  
(787) 282-6896<sup>56</sup>

Health Care Consulting Services Inc  
Capital Center Bldg  
Hato Rey  
(787) 751-4795

Hector M Sanchez Moll & Assoc  
Monte Mall  
Hato Rey  
(787) 765-6191

HELB Morales Padilla & Co  
254 Ave Muñoz Rivera Suite 820 BBVA Tower  
Hato Rey  
(787) 281-6600

Hernández Huertas Carlos  
Cond El Centro II  
Hato Rey  
(787) 764-3176

Hernández Lima Onelia †  
641 Andalucía  
Pueblo Viejo  
(787) 273-7795  
(787) 788-4129

Hernandez Pares Jorge  
202 Bosque  
Mayaguez  
(787) 832-5525

Hernández Sánchez Agustina  
5-F San Jorge Villas del Pilar  
Ceiba 00735  
(787) 885-0375

Hipolito Torres Rivera & Co CPA's PSC  
1671 Georgina Urb Reparto De Diego  
Rio Piedras  
(787) 281-0088

Hiram Vazquez Botet & CO \*\*\*  
Plaza San Francisco  
Rio Piedras  
(787) 772-4747

Holy Land Accounting Services \*\*\*  
Cond Gelpi  
Ponce

(787) 843-1679

Horwath Velez & Co PSC \*\*\*  
Bank Trust Plaza  
Hato Rey  
(787) 625-1800  
<http://www.horwathpr.com/>

HR Accounting  
125 Andres Aruz Rivera  
Gurabo 00778  
(787) 737-0525

Humberto Torres Rodriguez & Co PSC \*\*\*  
Ave Kennedy Mai Four Center  
Pueblo Viejo  
(787) 793-4650  
(787) 749-8722  
<http://www.htrcpa.com/>

Iglesias Providencia  
Cond Olimpo Plaza  
Rio Piedras 00918  
(787) 771-9458  
(787) 753-5695

Iñesta Miriam C  
100-E J De Diego  
Mayaguez  
(787) 265-5900

Infanzon Díaz José J \*\*\*  
Cond Darlington  
Rio Piedras  
(787) 765-4425

Irizarry & Co  
585 Ave Sánchez Osorio Ste A-2  
Carolina  
(787) 410-9002  
Website <http://www.reembolsofederal.com>

Irizarry Baez Tutti  
6-O Calle 30 V Del Carmen  
Ponce  
(787) 844-7489

Irizarry Rivera & Co  
Edif Plaza Copelia  
Aguada  
(787) 868-0633

Irizarry Tax Service  
22 13 De Marzo  
Guanica

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<sup>56</sup> This number is diconnected.

(787) 821-7417<sup>57</sup>

Isander Fontanez Torres  
451 Espada Urb Roosevelt  
Hato Rey  
(787) 771-9524

Island Accounting & Data Processing  
801 Ave Fernández Juncos  
Santurce  
(787) 721-4086  
(787) 721-4090  
(787) 725-6650

Ismael Marrero y Asociados \*\*\*  
Mercantil Plaza Bldg  
Hato Rey  
(787) 751-4268

Israel & Ricardo Blanco CPA'S  
6-B Marginal Forest Hill  
Bayamon  
(787) 785-1396

Israel Dominicci & Co PSC, CPA  
6 Pablo Casals  
Mayaguez  
(787) 834-0336

Ivette Cases & Associates \*\*\*  
358 Ave Escorial  
Pueblo Viejo  
(787) 707-1104  
(787) 783-5601 (fax)  
<http://www.ivettecasescpa.com>  
[ivette@ivettecasescpa.com](mailto:ivette@ivettecasescpa.com)

J A & Associates \*\*\*  
AC-3 Rodrigo de Triana Urb Bairoa  
Caguas  
(787) 743-9050

J M Ocasio Contador  
14 Ave Muñoz Marin Urb Villa Blanca  
Caguas 00725  
(787) 743-4171

J S Accounting Services \*\*\*  
Carr 152 Km 11.5 Bo Cedro Arriba  
Naranjito 00719  
(787) 869-1339

J W R Accounting Service \*\*\*  
Edif Plaza

Juana Diaz 00795  
(787) 837-3198

JAP Accounting Services  
39 Dr Barreras  
Juncos 00777  
(787) 713-5960<sup>58</sup>

Jentel Associate Inc  
432 Portugal Urb Vistamar  
Carolina  
(787) 762-3840  
(787) 762-3740

Jesus Cales & Asociados, CPA, CSP  
2946 Ave Fagot  
Ponce 00716  
(787) 844-3510

Jiménez González Ivan D \*\*\*  
2 Palmer Sur  
Guayama 00784  
(787) 864-2324

Jiménez Javier  
1515 Ave Emérito Estrada Rivera  
San Sebastian 00685  
(787) 280-5464

Jiménez Lebrón Edelmiro \*\*\*  
14 O'Neill  
Hato Rey  
(787) 274-0428

Jiménez Pérez Javier D  
1551 Ave Emerito E Rivera  
San Sebastian 00685  
(787) 896-6200

Jimenez Viñas Eduardo R \*\*\*  
Cond Centro I  
Hato Rey  
(787) 754-1909

JJF Nieves Accounting  
6 Calle C Bo Chinto Rodon  
San Sebastian  
(787) 896-1760

JLC Accounting Services<sup>59</sup> \*\*\*  
24 Calle A Urb Bella Vista  
Ponce  
(787) 284-2708

---

<sup>57</sup> This number is diconnected.

---

<sup>58</sup> This number is disconnected.

<sup>59</sup> Also known as Colón Pérez Sharon

JLR Accounting  
F-9 Calle 3 Ocean View  
Arecibo  
(787) 816-5782

Jorge del Valle y Asociados<sup>60</sup> \*\*\*  
Carr 798 Km 0.5  
Caguas 00725  
(787) 703-1811

Jose E Rosario & Co \*\*\*  
1612 Ave Ponce de León  
Santurce 00907  
(787) 620-0995

José Luis Mendoza & Co LLP  
304 Ave Domenech  
Hato Rey  
(787) 764-6365

JP Accountants & Tax Consultants \*\*\*  
Edif Medical Plaza  
Arecibo  
(787) 879-2924

JPS Accounting & Computer Services Inc  
AQ-36 Ave Laurel Urb Sta Juanita  
Bayamon  
(787) 787-3357  
(787) 786-7072  
(787) 785-3324

JR CPA  
Edif Mercantil Plaza  
Hato Rey  
(787) 763-7771

JTR Accounting & Tax Services \*\*\*  
Rio Piedras  
(787) 765-3146  
(787) 722-9143

Juan R Oquendo Velez Jr Accounting Services  
Carr 111 Km 14.6 Bo Hato Arriba  
San Sebastian  
(787) 896-1299

Julio C Martinez & Associates \*\*\*  
Edif Vick Center  
Rio Piedras  
(787) 758-9373

K P M G LLP †  
250 Ave Muñoz Rivera  
Hato Rey  
(787) 756-6020  
<http://www.kpmg.com/index.asp>

Kevane Soto Pasarell Grant Thornton  
33 Bolivia  
Hato Rey  
(787) 754-1915  
<http://www.kevane.com/>

L A B Financial Group  
459 Rafael Lamar Ext Roosevelt  
Hato Rey  
(787) 753-9090

L Accountants<sup>61</sup> \*\*\*  
32 Acosta y Ruiz Belvis  
Caguas 00725  
(787) 746-4252

Laboy Zengotita Humberto  
1222 Ave Hostos  
Ponce  
(787) 841-0052

Lamberty Amarilis \*\*\*  
Guanajibo Homes  
Mayaguez  
(787) 834-7241

Landa Umpierre PSC \*\*\*  
Ave Ana G Méndez Cupey  
Rio Piedras  
(787) 765-4644  
(787) 763-5504 (fax)  
<http://www.landaumpierre.com>  
[luco@landaumpierre.com](mailto:luco@landaumpierre.com)

Lebrón - Ferré & Co, PSC \*\*\*  
114 Marginal Roosevelt  
Hato Rey  
(787) 765-1988

Lectora Harry P  
1566 Ave A Miranda Pto Nuevo  
Pueblo Viejo  
(787) 792-7890

Ledger Plus \*\*\*  
268 Ave Ponce de León  
Hato Rey  
(787) 765-7349

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<sup>60</sup> Also known as Casa Del Valle or Del Valle  
Vizcarrondo Jorge A

---

<sup>61</sup> Also found as Accounting Service System.

<http://www.ledgerplus.net/>

Lizardi Rivera Samuel  
C11 Aquarela Urb Highland Garden  
Guaynabo  
(787) 790-8086

Llorens & Associates  
40 Castillo  
Ponce  
(787) 848-0305

Llorens & Asociados <sup>62\*\*\*</sup>  
48 Mattei Lluberas  
Yauco 00698  
(787) 856-1235

Llovet Llovet Raul<sup>63 \*\*\*</sup>  
20-IK Ave Nogal Royal Palm  
Bayamon  
(787) 785-5703

Lliveras López Victor I  
Cond Olimpo Plaza  
Rio Piedras  
(787) 282-0498

Lomba Luciano & Mendez PSC \*\*\*  
165 Ave Ponce de León  
Hato Rey  
(787) 777-0660  
<http://www.llm-cpa.com/home1.htm>

Loperena Lopez Orlando M B A \*\*\*  
7 J De Jesús Esteves  
Aguadilla  
(787) 891-4218

Lopez Colon & Co  
Carr 129 Km 24.5 Bo Callejones  
Lares  
(787) 897-2424<sup>64</sup>

López González Felipe  
101 Emilio González  
Isabela 00662  
(787) 872-2230

López López Eva A  
Iguina y Muñoz Rivera

Camuy 00627  
(787) 262-4707

López Luis A  
L-52-1 Ave Sta Juanita  
Bayamon  
(787) 798-0120  
(787) 780-4175

López Marisol  
Home Mortgage Plaza  
Hato Rey  
(787) 274-0751

López Pérez José E  
Carr 313 Km 0.3 Urb Ramirez  
Cabo Rojo 00623  
(787) 851-0785

López Rivera Pedro A \*\*\*  
AA 2 Ave Don Pelayo  
Bayamon  
(787) 251-3961

Lopez Roura Milton  
Galeria I  
Hato Rey  
(787) 756-6547

López Zapata Rafael \*\*\*  
Carr 313  
Cabo Rojo 00623  
(787) 851-1763

Lorenzo Castro Elida  
Carr 444 Km 0.8 Bo Cuchillas  
Moca  
(787) 877-2871

Lorenzo Mercado Miguel  
Comercial Bella Vista  
Bayamon  
(787) 799-2828

Lourdes M Diaz & Asociados, CPA  
Doral Bank Plaza  
Mayaguez  
(787) 265-8800  
[imd@coqui.net](mailto:imd@coqui.net)

Lucena & Raices PSC \*\*\*  
1576 Encarnación Urb Caparra Heights  
Pueblo Viejo  
(787) 793-9393  
(787) 707-0294

---

<sup>62</sup> Also found as Llorens Velázquez

Sonio

<sup>63</sup> Also known as American Accounting.

<sup>64</sup> This number doesn't belong to this company.

Lugo Carrera & Asociados CSP \*\*\*  
500 Ave Muñoz Rivera  
Hato Rey  
(787) 767-8964  
(787) 296-7000

Lugo Delgado Yadira Z  
11 Barbosa  
Isabela  
(787) 872-7600

Luis B González & Co CSP \*\*\*  
203 Calle Fernando I Urb. Juan B.Huyke  
Hato Rey  
(787) 758-0027

Luis F Cruz Corp  
Interstate General Bldg  
Rio Piedras  
(787) 763-3547

Luis R Corcino & Associate Inc  
52 Garrido Morales  
Fajardo 00738  
(787) 863-6837<sup>65</sup>

Mag's Accounting Services \*\*\*  
L-18 Ave Magnolia Magnolia Gardens  
Bayamon  
(787) 786-0324

Maisonet Enrique  
58 Pablo Vargas  
Hatillo  
(787) 262-8283

Malavet Rivera Edwin \*\*\*  
25 Degetau  
Juana Diaz 00795  
(787) 837-3331

Maldonado & Asociados \*\*\*  
5X18 Parque Asturias Villa Fontana Park  
Carolina  
(787) 762-3137

Management & Financial Consultants Corp  
Edif Olimpo  
Rio Piedras  
(787) 763-8204<sup>66</sup>  
(787) 767-1295  
(787) 282-6043

Manuel Rivera y Asociados  
2676 Ave Boulevard  
Levittown 00949  
(787) 795-5645  
(787) 795-5646

Manzano-Bahamonde & Co \*\*\*  
C-15 Río Cialitos Estancias de Río Hondo  
Bayamon 00961  
(787) 995-0303

Marcus, Michael <sup>67</sup> \*\*\*  
253 McKinley  
Mayaguez  
(787) 265-0970

María M López & Asociados  
00983  
(787) 409-6381

Mario Rodriguez Guerra CPA  
618 José Ramón Figueroa  
Santurce  
(787) 620-7001

Marques Guillermet & Co  
73 Chile  
Hato Rey  
(787) 753-8340

Marquez Vega Emilio  
605 Lippit Bo Obrero  
Santurce 00907  
(787) 727-1975

Marrero Alfredo  
403 Ave de Diego  
Pueblo Viejo  
(787) 783-6183<sup>68</sup>

Marrero Barbosa Rafael  
1666 Ave Ponce de León  
Santurce 00907  
(787) 725-8251

Marrero Martinez Rafael  
204 Dr Fernandez  
Trujillo Alto 00976  
(787) 761-6219<sup>69</sup>

Martin Jimenez Jorge A

---

<sup>65</sup> This company and Corcino Praxedes are owned by the same group, they are brothers.

<sup>66</sup> This number doesn't belong to this company.

---

<sup>67</sup> Also found as Rodríguez Vega Olga I

<sup>68</sup> This number is disconnected.

<sup>69</sup> This number belongs to another person.

18-F Degetau Bonn Terrace  
Caguas 00725  
(787) 743-2470  
(787) 746-1884

Martínez Jirau Manuel R  
Cond Iberia  
Pueblo Viejo  
(787) 706-2243

Martínez Juan Lorenzo  
Montehiedra Town Center  
Guaynabo  
(787) 272-0515

Martínez Montes Edwin  
16 Pedro Arroyo  
Orocovis 00720  
(787) 867-0144

Martínez Ruiz William  
531 Ave Rotarios  
Arecibo  
(787) 878-0668

Martinez y Ramirez<sup>70\*\*\*</sup>  
Blq 49-1 Calle 36 Sierra Bayamon  
Bayamon  
(787) 786-0967

Mas Domingo  
604 Carr 104 Bo Algarrobo  
Mayaguez  
(787) 805-3700

Master Accounting Group \*\*\*  
25 Street BE-12 Urb. Bairoa,  
Caguas, PR 00725  
787-586-1764  
<http://www.masteraccountinggroup.20m.com/>

Matias Medina Jaime  
Carr 111 Km 0.1  
Aguadilla 00603  
(787) 882-2580

Matos David Jose H  
204 Julio Cintron  
Aibonito 00705  
(787) 735-1555

Matos Rivera Pablo  
42 Emeterio Betances  
Coamo

(787) 803-3037

Maysonet López Enrique  
613 Ave Miramar  
Arecibo 00612  
(787) 815-0105

Medero Roldan And Associates  
Consolidated Mall  
Caguas 00725  
(787) 746-4484

Medical Financial Services  
10 Guerrero Noble Urb Park Boulevard  
Santurce  
(787) 727-1206

Medina Gonzalez Eugenio  
40 Betances  
Caguas  
(787) 286-8380

Medina Vargas Jose F  
402 Rafael Lamar Urb Roosevelt  
Hato Rey  
(787) 763-4712

Mejias Evangelista  
Caribe Gardens  
Caguas 00725  
(787) 743-8000<sup>71</sup>

Meléndez & Rivera - Contadores  
46-A Georgetti  
Comerio 00782  
(787) 875-2366

Meléndez A Rivera Contadores  
Carr 152 Km 20.3  
Naranjito 00719  
(787) 869-6365

Meléndez Colón Héctor M  
59 San Rafael  
Fajardo 00738  
(787) 860-0055

Meléndez Juan A \*\*\*  
5-S Hostos  
Guayama 00784  
(787) 864-2424

Meléndez Zeno, Antonio \*\*\*  
272-B Urb University Gardens

---

<sup>70</sup> Also found as Ramirez Centeno Luis A

---

<sup>71</sup> This number is disconnected.

Rio Piedras  
(787) 281-6017

Méndez Rios Edwin  
4 Andres M Liciaga  
San Sebastian 00685  
(787) 896-3445

Mendoza Montes Jeannette  
Ave A y Ave 13 Monte Brisas  
Fajardo 00738  
(787) 860-1719

Mendoza y Ramos  
26 Sur Calimano  
Guayama  
(787) 864-9271

Mercado Ortiz Carlos I \*\*\*  
DE-1 Calle 215 Valle Arriba Heights  
Carolina  
(787) 768-1980

MG Accounting \*\*\*  
DD-39 Calle 37 Sta Juanita  
Bayamon  
(787) 780-1987

Mojica Mojica Felix M  
U-26 Calle 846 Ciudad Universitaria  
Trujillo Alto  
(787) 283-3358

Molina Acosta Francisco  
11 Americo Rodriguez  
Adjuntas 00601  
(787) 829-0040

Monge Robertin & Co \*\*\*  
70 Aquamarina Villa Blanca  
Caguas  
(787) 745-0725  
(787) 744-0935  
(787) 721-0378  
<http://mongecpa.com/>

Monserrat & Crespo \*\*\*  
104 Del Parque  
Santurce 00907  
(787) 725-6166

Montalvo Fagundo Manuel D \*\*\*  
1733 Ave Central Summit Hills  
Pueblo Viejo  
(787) 792-7265

Montalvo Pagan Rafael  
Julio V Nuñez y L M Rivera  
Sabana Grande 00637  
(787) 873-5475

Montero Rodríguez María M  
124 Calle 6 Urb Ext El Rosario  
Yauco 00698  
(787) 267-1608

Montoto & Garcia PSC  
1612 Ponce de León  
Santurce  
(787) 722-6437  
Fax. (787) 722-3913

Mora Ruíz Carmen  
1491 Calve y Marg Bori Urb Antonsanti  
Rio Piedras  
(787) 754-1182

Morales Colon Hector L  
9 Jose De Diego  
Cayey 00736  
(787) 738-3260

Morales Lugo Jesús M  
5 Figueras  
Jayuya 00664  
(787) 828-5413

Morales Padro Arturo  
131-A Loaiza Cordero El Vedado  
Hato Rey  
(787) 763-2913

Morales Santiago Jesús  
Carr 152 Km 16.2 Bo Cedro Abajo  
Naranjito 00719  
(787) 869-3430

Moreno Efren E  
712 Bolivar  
Santurce 00907  
(787) 727-1713

Morera Accounting & Consulting Services Inc  
\*\*\*  
1750 Ave Fdez Juncos  
Santurce  
(787) 728-7818  
(787) 728-2585  
Fax. (787) 728-7818

Movimiento Pro Desarrollo De Mayaguez  
164-E Méndez Vigo

Mayaguez  
(787) 805-2133

Mulero Mulero Teresita  
E-17 Ave Luis Muñoz Marin Urb Caguax  
Caguas  
(787) 743-3799

Mulero Piñero Miguel A  
74 Betánces  
Caguas 00725  
(787) 743-2034

Municipal Consultants Group \*\*\*  
1686 Paran'a Urb El Cerezal  
Rio Piedras 00926  
(787) 777-8044

Muñoz Burgos Elsie  
84 Gautier Benitez  
Caguas 00725  
(787) 743-4946

Muñoz López Michael G  
65 Guadalupe  
Ponce  
(787) 844-8710<sup>72</sup>

Muñoz Manuel A  
530 Calle J Urb Constancia  
Ponce  
(787) 842-9171

Nacer Tony M  
406 Fernando I  
Hato Rey  
(787) 754-0898

Natal Henriquez Juan R \*\*\*  
47-75 Calle 64 Sierra Bayamón  
Bayamon  
(787) 740-3875

Natal Perez, Carrion & Associates \*\*\*  
1606 Ave Ponce De León  
Santurce 00907  
(787) 725-8410  
(787) 722-1450

Navarro González Orlando \*\*\*  
Santa Maria Medical Bldg  
Ponce  
(787) 842-5006

Navarro Rodríguez & Asociados PSC Certified  
\*\*\*

431 Ave Ponce de León  
Hato Rey  
(787) 767-5088<sup>73</sup>  
(787) 722-4008  
(787) 722-7004

Navarro Rodriguez Rafael  
A-23 Marginal Magnolia Gdens  
Bayamon  
(787) 780-0364

Nazario Ramos Ricardo †  
120 Belt Ramey  
Aguadilla  
(787) 890-2029

Negrón José J  
Cond Miramar Plaza  
San Juan  
(787) 721-6852<sup>74</sup>

Neida's Accounting Service  
38 Rodolfo González  
Adjuntas 00601  
(787) 829-4778

Nelson Dávila & Company PSC  
Loiza Valley Mall  
Canovanas 00729  
(787) 256-0440

New Taff Consultant Group  
Carr 803 Km 10.30 Bo Cedro Arriba  
Naranjito  
(787) 869-9898

Nieves Ayala Roberto Professional Service \*\*\*  
Carr 864 Hato Tejas  
Bayamon  
(787) 787-2284

Nieves Cintrón Ramón Luis \*\*\*  
8 Degetau  
Bayamon  
(787) 786-8051

Nieves Rivera Ismael \*\*\*  
4-10 Ave Aguas Buenas Urb Sta Rosa  
Bayamon  
(787) 740-4642

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<sup>72</sup> This number is disconnected.

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<sup>73</sup> This number is disconnected.

<sup>74</sup> This number is disconnected.

Nieves Velázquez & Co PSC \*\*\*  
421 Muñoz Rivera  
Hato Rey  
(787) 250-1712

Nieves, Carlos J CPA  
Home Mortgage Plaza  
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Aibonito 00705  
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Ojeda Luis A  
3415 Montoso Urb Alts de Mayaguez  
Mayaguez  
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Onal Corporate  
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Guayama 00784  
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Orlando A Campos & Company  
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Mayaguez  
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Ortiz Garcia Carlos \*\*\*  
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Guayama 00784  
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Ortiz González José A \*\*\*  
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Las Piedras 00771  
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Ortíz Hernández Milton  
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Ortíz Maldonado Javier  
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Ortíz Negrón Luis B  
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Ortiz Ortega Mirta  
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Ortíz Pérez Lisette CPA  
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---

<sup>75</sup> Also known as Ortiz Colón, José Orlando

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<sup>76</sup> This number is disconnected.

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<sup>77</sup> Also found as Perdomo Ferrer Diego

<sup>78</sup> Also found as Pérez Rodríguez Yanira

<http://www.pwc.com/>

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Professional Business Services  
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San German 00683  
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Professional Consulting & Accounting / Taxes  
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Protech Computers  
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Manati 00674  
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Quality Accounting  
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Quality Accounting Services  
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Rafael Soto & Co \*\*\*  
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Ramirez & Company  
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---

<sup>79</sup> Also known as Rodriguez William

<sup>80</sup> This number is disconnected.

<sup>81</sup> This number is disconnected.

<sup>82</sup> This number is disconnected.

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Reyes-Ramis, Silvagnoli & Co-PSC<sup>83</sup> \*\*\*

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<sup>83</sup> It was before José Alberto Silva & Associates

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Toa Alta 00953  
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Orocovis 00720  
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Mayaguez  
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<sup>84</sup> Also known as Computerized Professional Accounting Service Inc.

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Cond Gallardo  
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Las Piedras 00771  
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Roberto Irizarry Garcia, PSC, CPA  
44-B Francisco M Quiñonez  
Sabana Grande

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<sup>85</sup> This number is disconnected.

<sup>86</sup> This number is disconnected.

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<sup>87</sup> Also found as Melendez Hernaiz Rafael.

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Yauco  
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Robles Joe \*\*\*  
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Rodriguez Hipolito \*\*\*  
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Rodríguez Ismael \*\*\*  
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Hato Rey  
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Rodríguez Ríos Walter MBA \*\*\*  
5 Dr Albizu Campos  
Lares

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<sup>88</sup> This number is disconnected.

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San Juan 00901  
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Fajardo 00738  
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Rosado Elvis \*\*\*  
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<sup>89</sup> This number belongs to another person.

---

<sup>90</sup> This number is disconnected.

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RRR Oficina Contabilidad  
211 Fernández Garcia  
Luquillo 00773  
(787) 889-0678

RSM ROC & Company \*\*\*  
Carr 1 Km 15.1  
Rio Piedras  
(787) 751-6164  
<http://www.rocpr.net>

Rubén González Co  
Carr 19 y Carr 2  
Pueblo Viejo  
(787) 782-6905

Ruíz Account Services  
Carr 454 Km 2.3  
Camuy 00627  
(787) 820-8838

Ruiz Díaz & Candelario PSC  
B-4 Calle 1 Urb Fairview  
Trujillo Alto 00976  
(787) 760-6263

Ruiz Estades Luis \*\*\*  
Edif Del Norte Professional  
Arecibo  
(787) 879-0000

Ruiz Nazario Miguel A  
263 Manuel Pérez Freytes  
Arecibo  
(787) 878-1995

Ruíz Reyes Juan  
290 Carr 1 Km 59.3 Comunidad Carrasquillo  
Cayey 00736  
(787) 738-0850

Ruíz Ríos José Luis  
Banktrust Plaza  
Hato Rey  
(787) 751-2280

Ruíz Sulsona Wilson  
195 Colon  
Aguada 00602  
(787) 868-2950

S D Accounting Services  
8-D Marginal Urb Vista Azul  
Arecibo  
(787) 878-3894

S O S Enterprise \*\*\*  
212 Betances Bo Paris  
Mayaguez  
(787) 831-4014

San Patricio Accounting  
1275 A Miranda Repto Metro  
Pueblo Viejo  
(787) 782-2504

Sanabria Ramos Ramón F  
H-28 Ave Pino Villa Turabo  
Caguas 00725  
(787) 743-7062  
(787) 743-1790 (fax)  
[ramonsanabria@aol.com](mailto:ramonsanabria@aol.com)

Sanabria Whatts & Asoc \*\*\*  
89 Luna  
San German  
(787) 892-2541

Sanchez Berlingeri & Co CPA PSC  
1790 Julio Aybar Urb Stgo Iglesias  
Pueblo Viejo  
(787) 273-1475

Sánchez Feliciano Carlos \*\*\*  
620 Ave Andalucia Puerto Nuevo  
Pueblo Viejo  
(787) 706-4321

Sánchez Marrero, Alberto \*\*\*  
207 Eleanor Roosevelt  
Hato Rey  
(787) 767-3394

Sanchez Martin  
54-11 Ave Main Santa Rosa  
Bayamon

(787) 288-2835

Sánchez Miranda-Sánchez & Compañía  
1652 Adams Summit Hills  
Pueblo Viejo  
(787) 782-2477

Sanchez Moll Hector M \*\*\*  
Monte Mall  
Hato Rey  
(787) 765-6191<sup>91</sup>  
(787) 765-6191  
<http://sanchemoll.com/>

Sánchez Parrilla Carlos A  
AA-7 Calle A Brisas Del Parque  
Caguas  
(787) 746-1175

Sánchez Velázquez Nitzia I  
500 Muñoz Rivera  
Rio Piedras  
(787) 281-6216

Sanfeliz & Rivera  
UU-1 Carr 167 Urb Bella Vista  
Bayamon  
(787) 279-0403

Santaella Dimas  
624 Cataluña Urb Sultana  
Mayaguez  
(787) 832-2350

Santana Sonera & Asociados  
611 Ave De Diego Pto Nuevo  
Pueblo Viejo  
(787) 781-5260

Santiago Edwin \*\*\*  
0-13 Calle 10 Urb Magnolia Gdens  
Bayamon  
(787) 269-4445

Santiago Maldonado Felipe  
683 Ave Acuario Venus Gardens  
Trujillo Alto  
(787) 755-7874

Santiago Rivera Juan A  
15 Rius Rivera  
Adjuntas 00601  
(787) 829-2314

Santiago Rivera Luis \*\*\*  
1860 Glasgow Urb College Park  
Rio Piedras  
(787) 765-6682

Santiago Rivera Victor M  
Calle 1 A 5  
Urb Condado Moderno  
Caguas  
(787) 746-5636

Santiago Robert John  
Edif Home Mortgage Plaza  
Hato Rey  
(787) 763-7933

Santos Flores Luis R  
Cond Las Torres  
Bayamon  
(787) 780-6667  
(787) 786-9319

Santos Nieves Roberto  
12 Tapia  
Caguas 00725  
(787) 745-2503

Semprit Cruz Abimael  
Edif Home Mortgage Plaza  
Hato Rey  
(787) 766-3534

Sepulveda Miguel  
33 José De Diego  
Cabo Rojo 00623  
(787) 851-0303

Serrano Cid Lazaro J  
2 Segundo Bernier  
Coamo 00769  
(787) 825-2266

Servicio de Contabilidad  
7-D Calle 2 Villa Real  
Vega Baja 00693  
(787) 858-2040

Servicios Contabilidad Carlos Vega  
A1 Calle 1 Urb San Feliz  
Corozal 00783  
(787) 859-4317

Servitax \*\*\*  
5 Rufina  
Guayanilla  
(787) 835-2243

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<sup>91</sup> This number is disconnected.

Silva Vidal Carmen  
Cond Garden Center  
Rio Piedras  
(787) 754-6942

Small Business Book Keeping Group  
Caribe Garden Plaza  
Caguas  
(787) 745-7224<sup>92</sup>

Smartax Inc  
Hyper Pitusa By Pass  
Ponce  
(787) 842-0912

Solá Delgado Luis R  
15-P Ave Chumley Turabo Gardens  
Caguas 00725  
(787) 746-7478

Sola Orta Nicolas  
71 Celis Aguilera  
Caguas 00725  
(787) 743-5823

Soler Pedro J \*\*\*  
88 Ave F D Roosevelt  
Hato Rey  
(787) 753-0860

Solution Business Services SBS  
Santurce  
(787) 728-2689<sup>93</sup>

Soto & Associates<sup>94</sup>  
356 Ensenada Cprra Heights  
Pueblo Viejo  
(787) 781-2583  
(787) 793-4605

Soto & Peralta Accounting Services  
1007 Ave General Del Valle Urb Delicias  
Rio Piedras  
(787) 764-3833

Soto Busigo Carlos E  
Nebraska y Ave Muñoz Marín Caguas Norte  
Caguas 00725  
(787) 746-6294

Soto, Miguel<sup>95</sup> \*\*\*

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<sup>92</sup> This number is disconnected.

<sup>93</sup> This number belongs to another person.

<sup>94</sup> Also known as Soto Bosch Associates

4 Baldorioty  
Coamo  
(787) 803-4301

Starmed Enterprises  
69 Ave Ponce de Leon  
Rio Piedras  
(787) 751-3832<sup>96</sup>  
(787) 751-3829<sup>97</sup>

Stuart and Corp  
23 Betances  
Caguas  
(787) 743-8530

Suárez Armando A  
Villa Nevarez Professional Center  
Rio Piedras  
(787) 763-3195  
(787)758-6970

Suarez Menar Jose L  
Edif La Electronica  
Rio Piedras  
(787) 765-3839

Suárez Miranda Myrna M  
Arecibo Shopping Center  
Arecibo  
(787) 880-2891

Suarez Nieves Juan  
Edif Darlington  
Rio Piedras  
(787) 282-6347

TAS Service Oficina Contabilidad<sup>98</sup>  
43 Eduardo Conde  
Salinas 00751  
(787) 824-1143

Taxes & Business Accounting Solutions  
Cond Miramar Plaza  
Santurce  
(787) 723-3300

The Billing House Inc  
3019 Eduardo Ruberte Urb San Antonio  
Ponce  
(787) 813-0997

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<sup>95</sup> Was known before as I A N Guillen Marishal Edgardo

<sup>96</sup> This number is disconnected.

<sup>97</sup> This number is disconnected.

<sup>98</sup> Also found as Torres Accounting Service.

Tirado Burgos Virginio \*\*\*  
7-E José De Diego  
Cayey 00736  
(787) 738-5403

Top Quality Accounting Service  
9-16 Ave West Main Sierra Bayamón  
Bayamon  
(787) 780-5581<sup>99</sup>

Torre y Colon Inc.  
231 Almirante Pinzon  
El vedado  
Hato Rey  
(787) 767-0214<sup>100</sup>

Torres Accounting Service  
28 Muñoz  
Cidra  
(787) 739-4716<sup>101</sup>

Torres Caratini Jorge  
201 Ave De Diego San Francisco Shopping  
Center  
Rio Piedras 00927  
(787) 282-7263

Torres Casiano Awilda  
Carr 493 K m 1.3 Bo Carrizales  
Hatillo 00659  
(787) 880-4502

Torres CPA Group \*\*\*  
Urb Ind La Ceramica  
Carolina  
(787) 752-0920  
<http://www.torrescpa.com>

Torres Cruz William \*\*\*  
Edif Town Park Villa  
Rio Piedras  
(787) 283-0065

Torres Díaz Miguel A  
A-7 Ave Martínez Nadal Urb Oasis Gdens  
Guaynabo  
(787) 790-2210

Torres García Richard  
Edif Darlington  
Rio Piedras

(787) 759-7960

Torres Llompert, Sánchez Ruíz LLP \*\*\*  
1617 Ave Ponce de León Urb Caribe  
San Juan  
(787) 758-4620  
(787) 767-0507  
<http://www.tlsr.com>

Torres Moreno Juan Pedro  
26 Barbosa  
Bayamon  
(787) 780-1268<sup>102</sup>  
(787) 269-4888

Torres Otero Norberto  
28 Muñoz Barrios  
Cidra  
(787) 739-4232

Torres Quinones & Associates  
Medical Plaza  
Hato Rey  
(787) 753-2854

Torres Ramírez Wilfredo  
Carr 156 Km 1.51 Sec Las Mariana  
Orocovis  
(787) 867-6189

Torres Rocafort & Co  
Centro Industrial Minillas  
Bayamon  
(787) 740-5105

Torres Valles Jorge\*\*\*  
Cond El Centro 2  
Hato Rey  
(787) 754-1083

Torres Valles Jorge \*\*\*  
52 Mayaguez  
Hato Rey  
(787) 250-6859

Torres-Ortíz<sup>103</sup> \*\*\*  
L-2 Calle 10 Urb River View  
Bayamon  
(787) 798-1111  
(787) 251-1078  
Fax.(787) 787-1743

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<sup>99</sup> This number is disconnected.

<sup>100</sup> This number is disconnected.

<sup>101</sup> This number is disconnected.

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<sup>102</sup> This number is disconnected.

<sup>103</sup> Also known as Torres, Carlos L

Tort Saade & Associates \*\*\*  
470 Carr 845 Urb Tulipán  
Rio Piedras 00976  
(787) 760-2080

Tosado Morell Pedro J  
205 Linares  
Quebradillas  
(787) 895-2036

Traverso Rodríguez & Co \*\*\*  
520 Jose R Acosta Urb Roosevelt  
Hato Rey  
(787) 753-8733  
<http://www.trccpa.com>  
[www.traverso.com](http://www.traverso.com)

Trinidad Aury \*\*\*  
55-24 Ave Roberto Clemente  
Carolina  
(787) 276-0040

Turbo Professional Services Inc.  
Apt. 2502 Cond Camino de la Reina  
Trujillo Alto  
(787) 760-8673<sup>104</sup>

Turnkey Ventures Inc  
414 Muñoz Rivera  
Hato Rey  
(787) 751-1815

V H C Accounting Services  
602 Ave M Rivera  
Hato Rey  
(787) 763-8130

Valcarcel Reyes José C  
551 Ave Victoria  
Aguadilla 00603  
(787) 882-6148<sup>105</sup>

Valdez, García y Marín <sup>106</sup> †  
Edif Banco de Ponce  
Santurce 00907  
(787) 725-1600  
(787) 721-4179

Valentin Adames A  
266 Ave Jesus T Piñero  
Hato Rey

(787) 754-0050  
Cel. (787) 594-5803

Valenzuela Fuentes Jose A  
268 Ave Ponce de Leon  
Hato Rey  
(787) 756-4053

Value Added Accounting Services  
1761 Carr 8838 Bo Monacillos  
Rio Piedras 00926  
(787) 758-5116

Vargas Delgado Eunice \*\*\*  
159 Hernández Huertas  
Arecibo  
(787) 817-6989

Vargas Delia Oficina De Contabilidad  
A-1 Calle 5 Urb San Miguel  
Cabo Rojo 00623  
(787) 254-2305

Vargas Rivera Francisco  
159 Matienzo Cintron  
Hato Rey  
(787) 753-1455

Vargas Rivera Samuel  
14 Peral  
Mayaguez  
(787) 805-5520

Vargas Ruíz Carmen I De  
159 Matienzo Cintrón Urb Floral Park  
Hato Rey  
(787) 765-3290

Vázquez Beltrán Nathaniel  
12-O Carreras  
Humacao 00791  
(787) 852-1325

Vazquez Delgado & Associates  
252 Tous Urb Baldrich  
Hato Rey  
(787) 756-6523

Vázquez Hernández Juan C  
Carr 176 Km 1.0  
Rio Piedras  
(787) 294-0635

Vazquez Merced Nelly  
1168 Ave Piñero Caparra Terrace  
Pueblo Viejo

<sup>104</sup> This number belongs to another person.

<sup>105</sup> This number belongs to another person.

<sup>106</sup> Also known as Quality Data Inc

(787) 775-2094<sup>107</sup>

Vazquez Rosario Porfirio  
Cond The Executive  
Hato Rey  
(787) 751-2910

Vega Alvarez Teresa  
Carr 842 Km 1.3 Bo Caimito  
Rio Piedras  
(787) 731-0863

Vega Fernández Wilson  
Cond Midtown  
Hato Rey  
(787) 763-5245

Vega Gutierrez Humberto  
22-E Miguel M Muñoz Guanajibo Homes  
Mayaguez  
(787) 832-5849

Vega Hernández Luis G  
6-AA Ave Bairoa  
Caguas 00725  
(787) 258-1395

Vega Palau & Co \*\*\*  
1608 Ave Ponce de León  
Santurce 00907  
(787) 722-3814

Vega Rios Egrain \*\*\*  
19 Caribe  
Manati 00674  
(787) 884-5447

Vega Virgilio III  
122 Hija Del Caribe Urb El Vedado  
Hato Rey  
(787) 250-7350

Veguilla Cartagena Jose A  
368 Ave San José  
Aibonito 00705  
(787) 735-8231

Velazquez & Co PSC<sup>108</sup> \*\*\*  
3623 Ave Militar Professional Bldg  
Isabela 00662  
(787) 830-2458

Fax. (787) 830-2307

Velez Garcia Hector  
Cond San Patricio II  
Pueblo Viejo  
(787) 783-3295

Vélez García Ramon  
29-B Jesús Armaiz Bda Collazo  
Vega Baja 00693  
(787) 855-2698

Vélez López Roberto  
66 Ave Roosevelt  
Humacao 00791  
(787) 852-5813

Vélez Suarez Juan \*\*\*  
Carr 107 Km 1.2 Bo Borínquen  
Aguada 00602  
(787) 882-1184  
www.jvstax.com

Vicente Meléndez Miguel A  
28 Muñoz Barrios  
Cidra 00739  
(787) 739-9647

Victor M Simons Inc  
BA24 Ave Monserrate Valle Arriba Hgts  
Carolina  
(787) 762-3968

Vidal Edwin  
114 Urb Condado Jazmin  
Caguas 00725  
(787) 744-7644

Vidal Ruiz Employee Services  
7-P-A Ave M Rivera Villa Grillasca  
Ponce  
(787) 848-5671

Viera Velázquez Juan R  
256 Emiliano Pol La Cumbre  
Guaynabo  
(787) 720-5444

Vilches Octavio R  
Cond El Centro II  
Hato Rey  
(787) 754-8242

Villafañe & Oti Certified Public Accountants  
\*\*\*  
1680 Parana Urb El Cerezal

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<sup>107</sup> This number is disconnected.

<sup>108</sup> Also found as Velazquez Perez  
Ismael

Rio Piedras 00926  
(787) 751-8180  
(787) 767-4840  
[http://www.vocpa.com/resume\\_2.html](http://www.vocpa.com/resume_2.html)

Villanueva Edgardo  
24 Ave M Rivera Repto Univ  
Ponce  
(787) 848-6147

Villanueva Torres, José \*\*\*  
321 Ave Barbosa  
Hato Rey  
(787) 296-0462

Villegas Lozada Sandra \*\*\*  
1387 Paz Granela Stgo Iglesias  
Pueblo Viejo  
(787) 277-9325

Vision Accounting Group Inc  
Carr 115 Km 16.3 Bo Rio Grande  
Rincon  
(787) 823-7777

Vives & Bueno \*\*\*  
Cond Villa Magna  
Rio Piedras  
(787) 782-1544  
<http://www.vivesybuencpa.com/>

Vizcarrondo Martinez Hector  
Carr 169 Km 4.6 Los Frailes  
Guaynabo  
(787) 272-3628  
(787) 274-1808

Western Accounting Service  
27-N Peral  
Mayaguez  
(787) 833-2070

White Tree Corp The  
Carr 2 Km 34.5  
Vega Baja  
(787) 855-7467<sup>109</sup>

Wilber F Davila Cortes & Associate  
Carr 676 Km 1.5 Bo Bajuras  
Vega Alta 00692  
(787) 270-3583

YG Business Services Corp  
208 16 Calle 510 Urb Villa Carolina

Carolina  
(787) 776-5950  
(787) 776-5950 (fax)  
Email [gloriams23@yahoo.com](mailto:gloriams23@yahoo.com)

Zaragoza & Alvarado LLP  
104 Marginal Acuarela Expreso Martinez Nadal  
Guaynabo  
(787) 999-4400  
(787) 999-4646 (fax)  
<http://www.zatax.com>  
[taxadvisors@zatax.com](mailto:taxadvisors@zatax.com)

Zaragoza & Sanchez  
1527 Ave Ponce de Leon  
Rio Piedras 00926  
(787) 758-0077  
(787) 765-5559<sup>110</sup>

Zaragoza Silva & Co  
Metro Office Park  
Pueblo Viejo  
(787) 783-6356

Zayas Garcia Luis A  
Carr 183 Km 10.4 Bo Pueblo  
San Lorenzo 00754  
(787) 736-0810

Zayas Rosa Aimée  
Laguna Garden Shopping Center  
Carolina  
(787) 791-4472

Zayas Rosado Rosa A  
Laguna Garden Shopping Center  
Carolina  
(787) 253-5333

Zayas, Morazzani & Co  
1538 Bori Urb Belisa  
Rio Piedras 00927  
(787) 753-7025

Zenón Meléndez Roberto  
64 Dufresne  
Humacao 00791  
(787) 852-5604<sup>111</sup>

Other firms that appered under accounting firms  
in the yellow pages but in fact are not accounting  
firms are:

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<sup>109</sup> This number is disconnected.

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<sup>110</sup> This number is disconnected.

<sup>111</sup> This number belongs to another person.

1. Corporación de Servicios Educativos at Yabucoa.
2. Executive Homeseach & Realty Services Inc at Pueblo Viejo
3. Benitez, Carlos M. also known as Nacional Insurance Co. From Hato Rey
4. Egozcue Rosario, Angel M at Pueblo Viejo
5. Hernández Valls, Irving from Rio Piedras
6. Daltex PR Inc at Catano
7. Ruiz Javier, Luis A from Rio Piedras
8. Uticorp from Rio Piedras

Also some CPA's listed at the yellow pages already retired such as:

1. Valle, Oscar from Mayaguez
2. Acosta Márquez, Angel L from Carolina
3. Angel Rodriguez, Miguel A from Bayamon

## Human Resources Outsourcing Services Providers List

\*\*\* Means that the company was interviewed

† Means that the interview was incomplete

ADECCO  
Iturregui Plaza  
Carolina  
(787) 752-5255  
<http://www.adeccopr.com/>

ADECCO  
Centro Novias Plaza  
Mayaguez  
(787) 265-2700  
<http://www.adeccopr.com/>

ADECCO  
Carr 110 Km 4.6 Bo Aguacate  
Aguadilla 00603  
(787) 890-7700  
<http://www.adeccopr.com/>

Adjusters Inter  
Cond Plaza Atlantico  
Isla Verde  
(787) 728-0410

Advance Temporary Services Inc  
26-EA Tilo Los Almendros  
Bayamon  
(787) 740-2280

Agente de Seguros Gustavo Haedo\*\*\*  
C-10 Roble Urb Villa Hucar  
Trujillo Alto  
(787) 292-3378

Almena Consultants Group Inc  
Doral Bank Plaza  
Mayaguez  
(787) 832-7142  
<http://www.almenapr.com/about.htm>

Best Personnel Services  
5 Carreras  
Humacao  
(787) 850-5244  
(787) 850-5260 (fax)  
<http://www.bestpersonnelpr.com>  
[bestpersonnel@libertypr.net](mailto:bestpersonnel@libertypr.net)

Brenda Marrero & Associates\*\*\*  
Centro Int'l de Mercadeo Ste 707  
Guaynabo  
(787) 620-3998

Website <http://www.brendamarreropr.com>

C & C Resources  
Zona Ind'l El Paraíso  
Rio Piedras  
(787) 763-1767

Cappas Francisco A  
Cond Center Building  
Santurce 00907  
(787) 721-4317<sup>1</sup>

Careers Transitions Inc\*\*\*  
Bco Popular Center  
Hato Rey  
(787) 764-2298  
(787) 764-2530 (fax)  
Website <http://www.careersincpr.com>  
Email [careers@careersincpr.com](mailto:careers@careersincpr.com)

Caribbean Temporary Services Inc  
Edif Oaris  
San German 00683  
(787) 892-6950  
<http://www.ctspr.com/service.asp>

Caribbean Temporary Services Inc  
223 Ave José C Barbosa  
Las Piedras  
(787) 733-6110  
<http://www.ctspr.com/service.asp>

Caribbean Temporary Services Inc  
Carr 2 Km 57.2 Cruce Dávila  
Barceloneta  
(787) 970-1335  
<http://www.ctspr.com/service.asp>

Caribbean Temporary Services Inc  
Ponce de León 1431  
Santurce PR 00907  
(787) 724-5643  
Fax. (787) 622-6660  
<http://www.ctspr.com/service.asp>

Cruz Vinas Brenda  
509 José G Díaz  
Trujillo Alto 00976  
(787) 748-5173

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<sup>1</sup> This number is disconnected.

EV/Lop Corp Training Services  
1510 Ave Ponce De León  
Santurce  
(787) 722-0666

Evenpro Marketing Group Inc  
Amelia Ind Park  
Pueblo Viejo  
(787) 793-8282

Force Temporary Services Inc  
248 Ave Franklin D Roosevelt Ofic 307  
Hato Rey  
(787) 274-8980  
(787) 763-7204 (fax)  
<http://www.forcetemp.com>  
[annette@forcetemp.com](mailto:annette@forcetemp.com)

Force Temporary Services Inc  
Carr 174 Urb Agustín Stahl  
Bayamon  
(787) 740-8353  
<http://www.forcetemp.com>

G B Comp Inc\*\*\*  
359 Ave San Claudio Ste 308 Cupey Professional Mall  
Rio Piedras 00926  
(787) 620-0160  
Website <http://www.gbcomprr.com>

General Training Advisory Group\*\*\*  
57 Navarro  
Rio Piedras  
(787) 753-8243

Global Technical Reasorsers  
Carr 140 Km 64.5  
Barceloneta  
(787) 970-3582

González Carmen M  
Banco Central Plaza  
Mayaguez  
(787) 833-4727

H R Consortium  
Citibank Tower  
Hato Rey  
(787) 753-1336<sup>2</sup>

Hewitt Associates\*\*\*  
Hato Rey Tower  
Hato Rey

(787) 294-0036  
<http://was4.hewitt.com/hewitt/worldwide/latinamerica/puertorico/index.htm>

Hollistic Group Inc  
Centro Comunal Urb Valle Hermoso  
Mayaguez  
(787) 834-7714<sup>3</sup>

HR Management Services Corp †  
BC4 Calle 13 # 13 Villa Universitaria  
Humacao 00791  
(787) 852-2184

Human Capital\*\*\*  
85 Ave De Diego Villas de San Francisco 3  
San Juan  
(787) 622-3380

Human Resources Managment Partners Corp †  
264 Ave Matadero  
Pueblo Viejo  
(787) 793-7035

Jiménez Edmundo\*\*\*  
Cond Mortgage Plaza  
Hato Rey  
(787) 281-8959

Jose Mercado Enterprises  
2118 Apolo Urb Alto Apolo  
Guaynabo  
(787) 720-9596

Kelly Select  
Santa Rosa Shopping Center  
Bayamon  
(787) 787-5800

Kelly Services  
Royal Bank Bldg  
Hato Rey  
(787) 754-8900  
[http://www.kellyservices.com/web/global/services/en/pages/contact\\_us.html](http://www.kellyservices.com/web/global/services/en/pages/contact_us.html)

Labor Ready's Inc  
2942 Hato Tejas Shopp Center Oeste  
Bayamon 92612  
(787) 778-5340

Lord & Colón Nuncci Professional Trainers Corp  
1607 Ave Ponce De León  
Santurce

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<sup>2</sup> This number is disconnected.

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<sup>3</sup> This number is disconnected.

(787) 721-0130

Management Recruiters\*\*\*  
289 J T Piñero Ave Suite 200  
San Juan  
(787) 766-4020  
(787) 763-0870 (fax)  
Website <http://www.jobgallery.com>  
Email [recruiters@jobgallery.com](mailto:recruiters@jobgallery.com)

Management Supporting Services Inc  
Carr 2 Km 119.2 Bo Caimital  
Aguadilla 00603  
(787) 882-7750

Man Power Inc  
Cond Torruellas  
Ponce  
(787) 843-0800  
<http://www.us.manpower.com/uscom/index.jsp>

Manpower Inc  
3-S Minerva  
Humacao 00791  
(787) 852-3695  
<http://www.us.manpower.com/uscom/index.jsp>

Manpower Inc  
349 Ave Hostos  
Mayaguez  
(787) 832-2736  
<http://www.us.manpower.com/uscom/index.jsp>

Manpower Inc  
268 Ave M Rivera  
Hato Rey  
(787) 766-4777  
(787) 296-6889  
<http://www.us.manpower.com/uscom/index.jsp>

Manpower Inc  
509 Ave Rotario  
Arecibo  
(787) 815-2572  
<http://www.us.manpower.com/uscom/index.jsp>

Manpower Inc  
14 Tapia  
Caguas 00725  
(787) 744-7378  
<http://www.us.manpower.com/uscom/index.jsp>

Marcano Quintero & Asoc  
1164 Belcaire Urb Puerto Nuevo  
Pueblo Viejo  
(787) 273-8089

Mellon Human Resources & Investors Solutions\*\*\*  
Metro Office Park  
Guaynabo  
(787) 782-9720

Mercer Human Resource consulting\*\*\*  
San Juan Centro de Seguros Building  
Suite 311A 701  
Ponce de Leon Avenue 00907  
Tel: +1 (787) 625 9400  
Fax: +1 (787) 625 9405  
[www.mercerhr.com.pr](http://www.mercerhr.com.pr)

Newland Associates\*\*\*  
Edif Cortec  
Guaynabo  
(787) 707-1515  
<http://www.enewland.com/index.htm>

Olstn Top Notch Multiforce  
160 Font Martelo  
Humacao 00791  
(787) 285-1690

Organization Consulting Group\*\*\*  
Centro Int'l de Mercadeo  
Pueblo Viejo  
(787) 775-1672  
<http://www.orgconsgroup.com>

People's  
623 Ave Ponce de León  
Hato Rey  
(787) 754-7436

People's Advantage\*\*\*  
25 Mayaguez Urb Pérez Morris  
Hato Rey  
(787) 763-7171  
<http://209.35.172.230/peoplesadvantage/>

Peoples Solution  
75 Ave Comerio Urb Sierra Bayamon  
Bayamon  
(787) 251-8778<sup>4</sup>

Personal Solutions  
Edif Oficentro Dos Palmas  
Levittown  
(787) 261-5246

Personnel Recruiting Services  
Carr 917 Km 0.1 Bo Tejas

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<sup>4</sup> This number is disconnected.

Las Piedras  
(787) 716-1608

Preferred Resource Solutions, Inc  
5-10 Ave Aguas Buenas Santa Rosa  
Bayamon  
(787) 778-5868

Profiles de Puerto Rico\*\*\*  
1608 Ave Ponce de Leon  
Rio Piedras 00926  
(787) 620-4730

Profitable Solutions Inc\*\*\*  
Carr 1 Km 30.8 Bo Bairoa  
Caguas  
(787) 258-7400  
Fax (787)258-7409

Puerto Rico Employer Solutions Inc\*\*\*  
23-3 Roberto Clemente  
Carolina  
(787) 768-4440  
<http://www.presi.biz/>

Right Management Consultants\*\*\*  
Metro Office Park  
Pueblo Viejo  
(787) 793-5533  
Website <http://www.rightmanagement.com>

Riquel Group\*\*\*  
62 Noya Hernandez  
Humacao  
(787) 850-1490

Riquel Group\*\*\*  
035 Calle F Reparto Santa Ana  
Sabana Grande  
(787) 804-0825

Rodoberto Feo & Associates  
411-4 Calle Court Alt De Borinquen Gardens  
San Juan 00926  
(787) 287-9639

Ryan Executive Search & Outplacement\*\*\*  
Mercantil Plaza  
Hato Rey  
(787) 758-8095  
<http://www.ryanrecruiters.com/>

Sin Barreras Inc  
281 Ave Winston Churchill  
Rio Piedras

(787) 755-5599<sup>5</sup>

Smart Resources\*\*\*  
1688 Parana Urb El Cerezal  
Rio Piedras  
(787) 751-4962

Solution Human Resource Providers Inc  
A 18 Ave Degetau Bonneville Terrace  
Caguas  
(787) 743-8787

Solutions Human Resources Providers  
1250 Ave Ponce de León  
Santurce 00907  
(787) 722-8787

The Loyalty Management Group\*\*\*  
252 Ave Ponce de Leon  
Hato Rey  
(787) 250-8564  
[www.loyaltypr.com](http://www.loyaltypr.com)

Top Notch Personnel Service  
Gautier Benitez y Degetau  
Caguas 00725  
(787) 746-3808

V B Human Resources Professional  
Alexandra Building  
Manati 00674  
(787) 884-0553  
(787) 884-0561 (fax)  
<http://www.vbhrp.com>

Volt Services Group  
Metro Office Park  
Pueblo Viejo  
(787) 792-5252

Watson Wyatt Puerto Rico Inc\*\*\*  
BankTrust Plaza  
Hato Rey  
(787) 753-8520  
<http://www.watsonwyatt.com/latin-america/localsites/puertorico/>

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<sup>5</sup> This number is disconnected.

# Information Technology Outsourcing Services Providers List

\*\*\* Means that the company was interviewed

† Means that the interview was incomplete

A&G Group IT \*\*\*  
BB 25 Ave Santa Juanita  
Bayamon  
(787) 787-4936  
<http://www.aggroupit.com>

Advanced Computer Technology Inc. \*\*\*  
1058 Muñoz Rivera, 7th Floor  
San Juan, PR 00927-5010  
Tels: 787-756-5620  
Fax: 787-756-5150  
<http://www.actpr.com/>

Advanced Multi-services solutions, inc. \*\*\*  
Sierra Rivas Migdalia  
S-15 Nebraska  
Caguas  
(787) 744-4682  
(787) 258-2456<sup>1</sup>  
<http://amsspr.com/htmAMSS/Contactanos.html>

Advanced Technologies & Solutions †  
Cond. El Centro 1504  
Hato Rey  
San Juan, PR 00924  
(787) 620-9646  
Fax. (787) 620-9125  
<http://www.ats-pr.com/>

Analygent  
Valle Alto B-9  
Cayey, PR 00736  
Tels: 787-263-1529  
Fax: 787-263-1529

Business Systems Technology Inc \*\*\*  
F-4 Ave Crisalida Urb Torremolinos  
Guaynabo  
(787) 272-1144  
<http://www.bstpr.com/>

CompuRed \*\*\*  
RR-9 Box 1892  
San Juan, PR 00926  
Tels: 787-810-8280, 787-450-8781  
Fax: 787-296-0573  
<http://www.compuRedpr.com/>

Conexics Inc \*\*\*  
1030-1 Jesus T Piñero Urb Puerto Nuevo  
Pueblo Viejo  
(787) 793-5451  
<http://www.conexics.com>

Consulting Resources Group †  
Centro Internacional de Mercadeo  
Pueblo Viejo  
(787) 707-1992  
<http://www.crgpr.com/>

DATALink Systems \*\*\*  
PMB 279  
200 Ave. Rafael Cordero Suite 140  
Caguas, Puerto Rico 00725-3757  
Tel. 787-746-3455  
<http://www.prtc.net/~dlinksys/>

Dataworks Consulting Group \*\*\*  
1608 Ave Ponce de León  
Santurce  
(787) 723-4563

Dávila Colón Luis R  
El Monte Mall Office Bldg  
Hato Rey  
(787) 281-0993

Delphi Computer \*\*\*  
379 César González  
Urb. Roosevelt  
San Juan, PR 00918  
Tels: 787-765-2206  
Fax: 787-754-7535  
<http://www.delphicomputer.com/>

Digan System Consultant Corp  
451 Bauhinia Urb Los Arboles de Montehiedra  
Guaynabo  
(787) 731-3061

Dream Development  
A-1 Marginal Urb Monte Carlos  
Vega Baja  
(787) 855-7400

East-ITSec †  
Humacao, PR 00791  
Tels: 787-656-8703, 787-245-3786  
Fax: 787-656-8703

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<sup>1</sup> This phone is disconnected.

<http://www.e-itsec.com/>

EVERTEC<sup>2</sup> \*\*\*

Carr. #176 K.m. 1.3  
Cupey Bajo, Río Piedras PR 00926  
(787) 759-9999  
(787) 269-3830  
(787) 474-6000  
Fax: (787) 250-7356  
[www.evertecinc.com](http://www.evertecinc.com)

Excellere Consulting Associates \*\*\*

Plaza San Francisco  
Río Piedras  
(787) 756-8686  
<http://eca-pr.com/>

FCD & Associates †

J-3 Florencia St.,  
Guaynabo, PR 00968  
787-782-8028  
FAX 787-782-8028  
<http://home.coqui.net/fcd/>

Foreseght Tech

107 Isabel Andreu  
Río Piedras  
(787) 294-3333

Fusionworks \*\*\*

1413 Ave Fernandez Juncos  
Río Piedras  
(787) 721-1039  
<http://www.fwpr.com/index.html>

GMN Information Technology, Inc. \*\*\*

Pico Center  
120 Ave Condado Suite 202  
San Juan, PR 00907  
Tels: 787-977-1358  
Fax: 787-977-1356  
<http://www.gmnit.com/>

I Know Technologies \*\*\*

9 Calle Conde  
Toa Alta, PR 00953  
Tels: 787-309-8382  
Fax: 787-251-5593  
<http://www.iknowtech.net/>

I.Q. Computers & Supplies Inc. \*\*\*

809 Molucas Iturregui,  
Carolina, P.R. 00924-1701  
Tel. (787) 701-0935  
Fax (787) 257-4984  
E-mail: [info@iqcomp.com](mailto:info@iqcomp.com)  
<http://www.iqcomp.com/>

Idea Consulting \*\*\*

120 Ave Condado  
Santurce  
(787) 722-3763  
[http://www.ideaconsulting.ws/smb\\_web\\_ltv.html](http://www.ideaconsulting.ws/smb_web_ltv.html)

Independent Consultants of Puerto Rico

San Juan, PR  
(787)249-0869,  
(787) 504-2815

Infotechnica

2118 Turquesa Alto Apolo  
Guaynabo  
(787) 720-8383<sup>3</sup>

Intecworks, Inc. \*\*\*

PMB 138 B5  
Calle Tabonuco A9  
Guaynabo, PR 00968-3003  
Tels: 787-620-2655  
Fax: 787-620-2656  
<http://www.intecworks.com/>

Integration Technologies Corp \*\*\*

Global Plaza suite 208  
322 John Albert Erndt St.  
Industrial Bechara  
San Juan, Puerto Rico  
787-273-0000  
<http://www.intechpr.com/>

Intelligent Technologies Corp. \*\*\*

Mario Julia Park  
Pueblo Viejo  
(787) 642-7874  
(787) 642-2222  
Tels: 787-622-7874<sup>4</sup>  
<http://www.itechpr.com/>

Internet Vision Development, Corp. \*\*\*

P.O. Box 79071  
Carolina, PR 00984  
787.766.2024  
<http://www.invidpr.com/>

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<sup>2</sup> Advanced Data Support, Inc. who was previously located at Bayamón is now part of Evertec.

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<sup>3</sup> This number is disconnected.

<sup>4</sup> This number belongs to another person.

IT experts \*\*\*  
654 Munoz Rivera Ave  
Suite 933  
San Juan, PR  
Tels: 787-568-7305, 787-528-2895  
Fax: 787-758-2529  
<http://www.itexperts-pr.com/>

IT Group  
1601 Ave Fernandez Juncos  
Santurce 00907  
(787) 268-3726<sup>5</sup>

IT Solutions Inc. †  
Call Box 5005 PMB-32  
Yauco, PR 00698  
(787)562-9384<sup>6</sup>  
<http://www.itsolutionspr.net/>

IT Solutions of Puerto Rico  
K-26 Generalife St.  
San Juan, PR 00926  
Tels: 787-761-6944

ITG/MAI Center \*\*\*  
2000 Ave Kennedy  
Pueblo Viejo  
(787) 782-6700

J T Consulting Group †  
1576 Encarnacion Caparra Heights  
Pueblo Viejo  
(787) 756-7562  
<http://www.jtconsulting.com/>

JB Computer Services  
Mayagüez, PR 00680  
Tels: 787-805-4049  
Fax: 787-833-3097  
<http://www.jbcspr.com/>

John R. Robles & Associates †  
PO Box 29715  
San Juan, PR 00929-0715  
Tel. - 787-647-3951  
Email: [jrobles@coqui.net](mailto:jrobles@coqui.net)  
<http://home.coqui.net/jrobles/>

Jose P. Junco Ivern SYSTEM ANALYST  
Home Mortgage Plaza  
268 Ponce de León Ave. #1014 A  
Hato Rey, PR 00918  
Tels: 766 4813

Fax: 781 3907  
<http://home.coqui.net/jjuncoiv/>

Keane Inc  
Amelia Industrial Park  
Pueblo Viejo  
(787) 775-2333  
<http://www.keane.com/>

Livewirexperts  
Calle Calaf #420  
Detras de Plaza las Américas  
San Juan, PR 00917  
Tels: 787-754-1156  
Fax: 787-754-1156  
<http://www.livewirexperts.com/>

Lucon Software  
650 Calle 5 Cuevas Bustamante  
Hato Rey  
(787) 960-8300  
<http://www.luconsoft.com>  
[lucon@prtc.net](mailto:lucon@prtc.net)

MacMAX Consulting  
P.O. Box 40816  
San Juan, PR 00940  
Tels: 787-391-8562  
<http://www.macmaxpr.com/>

Mantic Corporation  
1760 Loiza  
Santurce  
(787) 982-2891  
<http://www.manticpr.com>

Micro Systems Consultants  
San Juan, PR  
(787) 758-6430  
(787) 765-4997  
<http://www.mspr.com/>

Midnite Computer, Inc.  
P.O.Box 70  
Naranjito, PR 00719  
Tels: 787-869-6588, 787-630-5187  
Fax: 787-869-2524  
<http://www.midnitecom.com/>

Netxar Technology \*\*\*  
17 Ponce de Leon  
Hato Rey 00917  
(787) 765-0058  
(787) 756-5362 (fax)  
<http://www.netxar.com>

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<sup>5</sup> This number is disconnected.

<sup>6</sup> This number is disconnected.

New Vision Technologies Inc \*\*\*  
140 Ave Roosevelt  
Hato Rey  
(787) 758-3143  
<http://www.newvisionpr.com>

OG Consulting †  
Urb. Santa Clara; W-1 Anamu  
Guaynabo, PR 00969-6841  
United States  
Tels: 787-731-4332  
Fax: 787-731-4331  
<http://www.og-consulting.com/>

Open Knowledge Online \*\*\*  
527 Andalucia, Suite E  
San Juan, PR 00920  
Tels: 787-764-1942  
<http://www.openk.com/>

Optimus Engineering Business \*\*\*  
102-A Calle 3 Urb Costa Real  
Rio Grande  
(787) 888-0745  
<http://optimusengineering.com/>

Orison Consulting  
620 Ave Muñoz Rivera  
Hato Rey  
(787) 767-4355<sup>7</sup>  
<http://www.orisonconsulting.com/>

Orsys Consulting †  
142 Ave Roosevelt Urb Piñeiro  
Hato Rey  
(787) 758-0049  
<http://orsysconsulting.net/>

Premier Group The †  
252 Ave Ponce de León  
Hato Rey  
(787) 281-6603  
<http://www.premierway.com/Home>

Rochet Consulting Group Inc \*\*\*  
108 Ave De Diego Urb San Francisco  
Rio Piedras  
(787) 773-9100  
<http://www.rochet.com>

RSL Networks \*\*\*  
HC-08 Box 38853  
Caguas, PR 00725  
Tels: 787-633-7725

Fax: 787-633-7725  
<http://www.rslnetworks.com/>

RSM ROC & Company  
Carr 1 Km 15.1  
Rio Piedras  
(787) 751-6164  
<http://www.rocpr.net>

S & S System  
112 Calle B Extensión Melendez  
Fajardo  
(787) 860-0856

S3, Inc. \*\*\*  
Tower 1, Ste. 506, Road # 28 Km. 0.0  
Centro Internacional de Mercadeo  
Guaynabo, PR 00968  
Tels: 866-301-7377, 787-620-2654  
Fax: 787-620-0502  
<http://www.s3pr.com/window.htm>

Sense Software Int'l \*\*\*  
Edif Computer Gallery  
Hato Rey  
(787) 759-0018  
<http://www.ssipr.com/bottom.htm>

Strategic Networks  
P.O. Box 3036  
Bayamón, PR 00960  
Tels: 787-531-7442<sup>8</sup>  
<http://www.strategic-networks.com/>

Tech Group, Inc. \*\*\*  
528 Arrigitiá St  
Urb. Roosevelt  
San Juan, PR 00918  
Tels: 787-767-7336, 787-758-3967  
Fax: 787-765-8587  
<http://www.tgpr.com/>

Technology Alliance Group \*\*\*  
Mayagüez, PR 00680  
Tels: 787-265-5570  
<http://www.tecnoalliance.com/>

Technology Implementation Group \*\*\*  
3013 Ave Alejandrino  
Guaynabo  
(787) 708-0390  
<http://www.ti-group.net/>

Technology Partners Inc \*\*\*

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<sup>7</sup> This number is disconnected.

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<sup>8</sup> This number is disconnected.

Edif Coop Empleados Postales  
Pueblo Viejo  
(787) 783-6430  
<http://www.tppr.com/>

TriCoastal Consultants \*\*\*  
P.O. Box 2702  
Mayagüez, PR 00681-2702  
Tels: 787-826-3787  
Fax: 787-826-3756  
<http://www.tcconsult.net/>

Truenorth Corporation \*\*\*  
Carr 20 Km 2.2 Bo Monacillos  
Pueblo Viejo  
(787) 706-3033  
<http://www.truenorthcorporation.com>

Vicana Systems †  
500 Ave Muñoz Rivera  
Hato Rey  
(787) 759-8635  
<http://www.vicana.com/>

Also Nelson Fernandez & Co. previously  
located in San Juan was called; they  
mentioned that the company is no longer  
operating.