

Executives are discovering that offshoring is not just about cost savings, it's also about freeing staff from the drudge work **By Paul Brent**



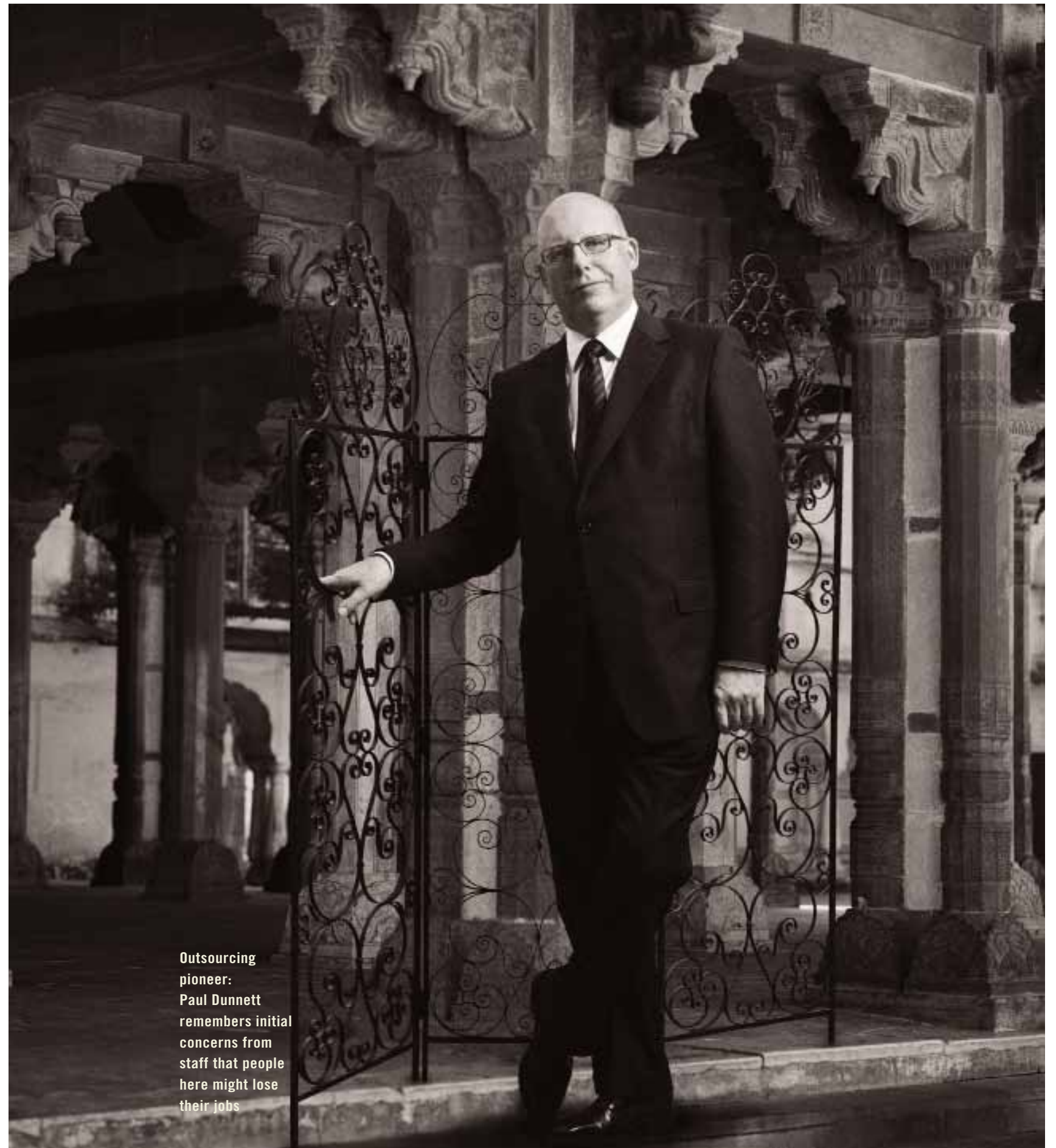
THE third-party solution



Paul Dunnett remembers when he first seriously thought about outsourcing some of his firm's accounting work to India. It was fall 2002 and he was meeting with a US efficiency consultant who was discussing offshoring. Dunnett, the former CEO of Horwath Orenstein, was intrigued. While not completely convinced, he brought the subject up at the firm, where, he says, they all laughed at him. Undaunted, he decided to give it a shot.

That December 2002, the firm sent in a trial batch of 20 personal tax returns with names and personal information blacked out for processing. And with this initiative, he believes, Horwath Orenstein became the first accounting

Photography by **GEORGE WHITESIDE**



Outsourcing pioneer: Paul Dunnett remembers initial concerns from staff that people here might lose their jobs