Everest Group PEAK Matrix™ for Capital markets BPO Service Providers

Focus on Cognizant
October 2017
Introduction and scope

Everest Group recently released its report titled “Capital Markets BPO – Service Provider Landscape with PEAK Matrix™ Assessment 2017”. This report analyzes the changing dynamics of the capital markets BPO landscape and assesses service providers across several key dimensions.

As a part of this report, Everest Group updated its classification of 19 service providers on the Everest Group PEAK Matrix for capital markets BPO into Leaders, Major Contenders, and Aspirants. The PEAK Matrix™ is a framework that provides an objective, data-driven, and comparative assessment of capital markets BPO service providers based on their absolute market success and delivery capability. Everest Group also identified three service providers as the “2017 Capital markets BPO Star Performers” based on the strongest forward movement demonstrated on the PEAK Matrix™ year-on-year.

Based on the analysis, **Cognizant emerged as a Leader**. This document focuses on Cognizant’s capital markets BPO experience and capabilities and includes:

- Cognizant’s position on the capital markets BPO PEAK Matrix
- Detailed capital markets BPO profile of Cognizant

Buyers can use the PEAK Matrix™ to identify and evaluate different service providers. It helps them understand the service providers’ relative strengths and gaps. However, it is also important to note that while the PEAK Matrix™ is a useful starting point, the results from the assessment may not be directly prescriptive for each buyer. Buyers will have to consider their unique situation and requirements, and match them against service provider capability for an ideal fit.
Everest Group’s classification of the BFSI industry

**Banking, Financial Services, and Insurance (BFSI)**

- **Banking**
  - Retail financial services (B2C\(^1\))
    - Retail banking
    - Lending
    - Cards
  - Commercial banking (B2B\(^2\))

- **Capital markets**
  - Investment banking
  - Asset management
  - Custody & fund administration
  - Brokerage

- **L&P Insurance**
  - Life insurance
  - Pensions and annuities
  - Reinsurance
  - Others

- **P&C Insurance**
  - Property insurance
  - Casualty insurance
  - Reinsurance
  - Others

**Note:** This report covers vertical-specific BPO within the capital markets space. It does not include coverage of horizontal business processes such as F&A, HR, procurement, and contact centers.

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1. Business to consumer
2. Business to business

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Everest Group PEAK Matrix™
Capital markets BPO | Cognizant positioned as Leader

Everest Group PEAK Matrix™ for capital markets BPO

Market success (Revenue, number of clients, and revenue growth)

Capital markets BPO delivery capability
(Scale, scope, technology solutions & innovation, delivery footprint, and buyer satisfaction)

Leaders
Major Contenders
Aspirants
Star Performers

1 Assessment for eClerx, DXC Technology, and Viteos excludes service provider inputs and is based on Everest Group’s proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group’s interactions with insurance buyers.

2 Service provider assessments are based on data collected through December 31, 2016. Any changes in capabilities due to M&A activity after this date are not reflected in the current analysis.

Source: Everest Group (2017)
Cognizant | Capital markets BPO profile (page 1 of 9)

Everest Group assessment

Measure of capability: ☐ Best-in-class ☐ Very high ☐ High ☐ Medium high ☐ Medium ☐ Medium low ☐ Low ☐ Not mature

<table>
<thead>
<tr>
<th>Delivery capability</th>
<th>Market success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scale</td>
<td>Scope</td>
</tr>
<tr>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Strengths

- Cognizant has emerged as a Leader on the capital markets BPO PEAK Matrix, owing to its high market success and substantial capabilities across most assessment dimensions
- It has a substantial presence across all major geographies, with North America driving a major share of their revenue
- Cognizant has firmly established itself as a diverse provider servicing almost all LoBs, except the brokerage segment, where it has limited play
- Over the last few years, Cognizant has made significant investments to augment its technology capabilities in areas such as analytics and regulatory & risk management and has also developed automation tools and solutions to bring innovation in sales and operations
- Buyers value Cognizant for its excellent relationship management and its endeavor to provide innovative value-added services

Areas of improvement

- Cognizant would do well to further enhance its technology capabilities beyond point solutions and develop more holistic end-to-end offerings
- Cognizant lacks traction in the small- and mid-sized buyer segment and should try to diversify its buyer portfolio to tap into the upcoming growth from that segment. This would, in turn, serve to guard it against market volatility

Based on contractual and operational information as of December 2016
Source: Everest Group (2017)
Overview

Company overview
Cognizant is a leading professional services company that helps transform clients' business, operating, and technology models for the digital era. The company operates its business through four segments – financial services, healthcare, manufacturing, and retail & logistics. It has over 100 global delivery centers. The financial services segment includes lending, banking, capital markets, and insurance services.

Key leaders
- Francisco D’Souza, CEO
- Rajeev Mehta, President
- Karen McLoughlin, Chief Financial Officer
- Sumithra Gomatam, President, Digital Operations
- Prasad Chintamaneni, President, Global Industries & Consulting
- Vipul Khanna, EVP & Global Markets Head, Digital Operations
- Krishnan Iyer, SVP & Global Delivery Head, Digital Operations
- Ramesh Ramani, SVP & Head of Global Markets, BFS Digital Operations

Headquarter: Teaneck, New Jersey, United States
Website: www.cognizant.com

Suite of services:
- **Sell-side:** Derivatives operations, FXMM markets, collateral management, risk & compliance, product control & valuations, and reporting
- **Buy-side:** Fund administration, investor services, performance management, and cash & treasury support, risk, & compliance
- **Shared services:** Reconciliations, client data management, document management, and corporate actions
- **Research and analytics:** Financial research, quantitative analytics, and business, market, & strategic research

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Revenue (US$ million) | Not disclosed | | |
Number of FTEs | | | |
Number of clients | | | |

Recent acquisitions and partnerships
- **2016:** Acquired **Mirabeau BV**, a digital marketing and customer experience agency specializing in industries such as travel and hospitality, financial services, retail, and B2B sectors
- **2016:** Strategic partnership with **Red Associates**, consulting firm specializing in the use of human sciences to help business leaders better understand customer behavior
- **2016:** Partnership with **Quickleft**, a team and methodology for lean product development. This is going to be a core resource within Cognizant’s new Cognizant Accelerator
- **2016:** Acquired **Frontica Business Solutions**, Norwegian IT and BPO services provider, that offers SAP consulting, payroll solution, and other IT consultancy services for clients

Recent developments
- **2016:** Dedicated Center of Excellence for IPA to explore newer market trends and assist Cognizant’s global teams with training and best practices
- **2016:** Investment in **Idea Couture**, which offers a broad range of digital innovation, strategy, design, and technology services
- **2016:** Investment in **Brilliant Service Co. Ltd**, an intelligent products and solutions company headquartered in Osaka, Japan, specializing in digital strategy, product design & engineering, the Internet of Things (IoT), and enterprise mobility

Source: Everest Group (2017)
Key delivery locations

- Des Moines
- Minot
- New York
- Stamford
- London
- Vilnius
- Krakow
- Shanghai
- Manila
- Mumbai
- Pune
- Hyderabad
- Chennai
- Bangalore
- Singapore

Source: Everest Group (2017)
Cognizant | Capital markets BPO profile (page 4 of 9)
Capabilities and key clients

### Key capital markets BPO engagements

<table>
<thead>
<tr>
<th>Client name</th>
<th>LOB</th>
<th>Region</th>
<th>Client since</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global alternative asset manager</td>
<td>Asset management</td>
<td>North America</td>
<td>2016</td>
</tr>
<tr>
<td>American financial services company</td>
<td>Wealth management</td>
<td>North America</td>
<td>2016</td>
</tr>
<tr>
<td>Global banking and financial services organization</td>
<td>Investment banking</td>
<td>North America</td>
<td>2016</td>
</tr>
<tr>
<td>Global insurance services provider</td>
<td>Asset management</td>
<td>North America</td>
<td>2016</td>
</tr>
<tr>
<td>Leading global investment bank</td>
<td>Investment banking</td>
<td>North America</td>
<td>2015</td>
</tr>
</tbody>
</table>

### Capital markets BPO FTE mix by segment

- **100% = Not disclosed**
- Custodians: 10%
- Asset managers: 14%
- Investment banks: 75%
- Others (1%)

### Capital markets BPO revenue mix by geography

- **100% = Not disclosed**
- APAC <1%
- Europe: 43%
- North America: 45%
- MEA: 11%

### Capital markets BPO FTE split by delivery location

- **100% = Not disclosed**
- Onshore: 13%
- Nearshore: 86%
- Offshore: 5%

### Capital markets BPO number of contracts by buyer size

- **100% = Not disclosed**
- Small: 21%
- Medium: 5%
- Large: 74%

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1 Buyer size is defined as large (US$10-50 billion in revenue), medium (US$5-10 billion in revenue), and small (<US$5 billion in revenue)

Source: Everest Group (2017)
## Cognizant | Capital markets BPO profile (page 5 of 9)

### Technology solutions/tools

<table>
<thead>
<tr>
<th>Application</th>
<th>LoB</th>
<th>Year launched</th>
<th>Description</th>
<th>No. of BPO clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wealthquay</td>
<td>Wealth management</td>
<td>2016</td>
<td>Web-based wealth management solution for independent financial advisors &amp; family offices</td>
<td>1</td>
</tr>
<tr>
<td>Legal Data Digitalisation Tool (LeDDiT)</td>
<td>All</td>
<td>2016</td>
<td>Machine learning-based document digitization service</td>
<td>1</td>
</tr>
<tr>
<td>iWM</td>
<td>Investment banking and asset management</td>
<td>2016</td>
<td>Integrated work management solution across investment banking and wealth management operations (Workflow, Work management, Skill management, Knowledge management, Reporting, and Analytics)</td>
<td>1</td>
</tr>
<tr>
<td>Tracwork</td>
<td>All</td>
<td>2016</td>
<td>Activity and work item tracking application. It helps in tracking activities and tasks performed in a day, along with the time spent on each activity and task</td>
<td>1</td>
</tr>
<tr>
<td>tracQuality</td>
<td>All</td>
<td>2016</td>
<td>Quality analysis &amp; metrics reporting tool used to measure the process maturity and knowledge level of process teams</td>
<td>1</td>
</tr>
<tr>
<td>Key Investor Information Document (KIID)</td>
<td>Investment banking and asset management</td>
<td>2016</td>
<td>BPaaS platform for KIID Documents life cycle management</td>
<td>1</td>
</tr>
<tr>
<td>Plato – intelligent P&amp;L automation tool</td>
<td>Investment banking</td>
<td>2015</td>
<td>An automation tool that consumes feeds from Risk Management System (RMS) and ledgers to analyze and substantiate daily trading P&amp;L</td>
<td>1</td>
</tr>
<tr>
<td>AssetServ – digital asset management</td>
<td>All</td>
<td>2015</td>
<td>A cloud-based enterprise grade digital asset / document management platform</td>
<td>2</td>
</tr>
</tbody>
</table>

Source: Everest Group (2017)
<table>
<thead>
<tr>
<th>Application</th>
<th>LoB</th>
<th>Year launched</th>
<th>Description</th>
<th>No. of BPO clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>iDCS</td>
<td>All</td>
<td>2015</td>
<td>A document imaging tool that uses OCR capabilities to automate extraction of trade data and perform auto-upload of document to databases. It also handles work allocation and document indexing.</td>
<td>2</td>
</tr>
<tr>
<td>Rule-based automation tool – for FX</td>
<td>Investment banking</td>
<td>2015</td>
<td>The tool automates rule-based processing to handle exceptions in the FX confirmation process, leading to higher STP rates. The tool has improved productivity &amp; quality of output, and reduced risks and manual errors.</td>
<td>1</td>
</tr>
<tr>
<td>Intelligent process management system</td>
<td>Investment banking and asset management</td>
<td>2015</td>
<td>Platform-based workflow for seamless orchestration of trade processing exceptions through workflow and operations management solution.</td>
<td>2</td>
</tr>
<tr>
<td>Cognicules</td>
<td>All</td>
<td>2015</td>
<td>Cloud-enabled, collaborative platform for workflow management and fully featured enterprise-wide audits, risk, and compliance management system.</td>
<td>1</td>
</tr>
<tr>
<td>Automatika</td>
<td>All</td>
<td>2014</td>
<td>A platform containing a suite of tools and methods in the form of customizable Lego blocks to support knowledge work automation across industries.</td>
<td>3</td>
</tr>
<tr>
<td>Insorce</td>
<td>All</td>
<td>2013</td>
<td>Business process planning, modeling, and optimization product that can help in estimating resource requirement.</td>
<td>5</td>
</tr>
<tr>
<td>Cerebrum tool</td>
<td>Asset management and investment banking</td>
<td>2014</td>
<td>A tool that enables dynamic reporting, modeling, analysis, visualization, and sharing of insights. The tool also allows ad hoc analysis in a self-service mode.</td>
<td>2</td>
</tr>
<tr>
<td>Universal workflow and exception management</td>
<td>Asset management and investment banking</td>
<td>2014</td>
<td>Universal workflow and exception management system with SOP and Break Classification Framework Integration.</td>
<td>2</td>
</tr>
</tbody>
</table>

Source: Everest Group (2017)
## Risk management & regulatory reporting

<table>
<thead>
<tr>
<th>Risk management support</th>
<th>Details</th>
<th>No. of BPO clients</th>
</tr>
</thead>
</table>
| **Credit risk** | • OTC derivatives collateral management  
• Risk scoring and facility approvals  
• Exposure monitoring  
• Over-limit control and reporting | • Data management – reference data, facility data, collateral & legal agreements data, and Probability of Default (PD) & Loss Given Default (LGD) modelling | 9 |
| **Operations risk** | • Conduct periodic Internal Audits on Operations, Admin, IT, and HR (BGV) controls to ensure client and external audit requirements are met  
• Facilitate internal client audits and external regulatory audits on agreed GFA/MSA (SSAE16, CM&G, MAS, GIA)  
• Creation of new controls for the newly transitioned processes and ongoing review of operational risks to develop control documentation for existing processes | • Conduct self-assessment exercises using RA Tool to certify and monitor effectiveness of controls  
• Identify the KRIIs & maintain ORIs (Operational Risk Inventory) through RA Tool to ensure closure / follow up with action plan owners | 39 |
| **Market risk** | • Portfolio analysis & P&L attribution  
• Risk modelling and reporting  
• Structuring  
• Other quantitative techniques such as back testing & historical simulations and pricing verification | | 4 |
| **Liquidity risk** | • Liquidity modelling to estimate the price impact cost and Basel III framework | | 3 |
| **Regulatory risk** | • AML/ KYC, FATCA, SOX, Basel (review, credit vetting/entitlements, sanctions, and regulatory reporting)  
• Blue sheet reporting for regulatory requests  
• Shareholding positions analysis  
• Tax reporting | • Intermediate holding company  
• MiFID  
• AEI  
• CRS  
• FINFRAG  
• Uncleared margins | 19 |

Source: Everest Group (2017)
## Regulatory Reporting Support

<table>
<thead>
<tr>
<th>Regulatory Reporting Support</th>
<th>List of Regulations</th>
<th>Description</th>
<th>No. of BPO Clients</th>
</tr>
</thead>
</table>
| U.S. regulations             | Financial Industry Regulatory Authority (FINRA) | Compliance with regulations such as Securities Exchange Act of 1934 and Securities Act of 1933, related to:  
- Licencing & registrations and blue sheets shareholder reporting  
- Compliance and Disclosure Interpretations (C&DIs) comprise the division’s interpretations of Exchange Act sections 13(d) and 13(g), Regulation 13D-G beneficial ownership reporting, and related schedules 13D and 13G | 3 |
|                              | Self-Regulatory Organizations (SRO) | Periodic reports:  
- Dodd Frank and EMIR reporting  
- Filing extensions with FINRA as per 15C3 Rule | 1 |
|                              | Securities Exchange Commission (SEC) | Regulatory support for funds and fund of funds – commodity pool operator, pool quarterly reporting, private funds, pool financial statement, and commodity trading advisors | 4 |
|                              | National Futures Association (NFA) / CFTC | Regulatory support for CIMA filing | 1 |
|                              | Cayman Island Monetary Authority (CIMA) | Reviewing of client accounts with respect to FATCA regulations and related reporting | 5 |
|                              | FATCA | KYC support for client risk classification, new account verification, periodic refresh, and credit vetting/entitlements | 6 |
|                              | KYC | Periodic filing of returns relating to treasury and audit processes | 2 |
|                              | Securities (SEC), treasury filing, and audit reporting | Regulatory support for U.S. Basel III, capital planning, Dodd-Frank stress testing, liquidity, risk management requirements, and other U.S. regulations | 3 |

Source: Everest Group (2017)
## Cognizant | Capital markets BPO profile (page 9 of 9)

### Risk management & regulatory reporting

<table>
<thead>
<tr>
<th>Regulatory reporting support</th>
<th>List of regulations</th>
<th>Description</th>
<th>No. of BPO clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK regulations</td>
<td>Financial Conduct Authority (FCA)</td>
<td>Compliance with regulations such as Financial Services and Markets Act 2000 (FSMA) – Sup 12 and FCA disclosure and transparency rules related to licencing &amp; registrations, and bluesheets shareholder reporting</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Bank of England</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Prudential Regulation Authority</td>
<td>Periodic financial statements reporting: ● Collateral management ● Liquidity reporting</td>
<td>3</td>
</tr>
<tr>
<td>Local regulations</td>
<td>Singapore</td>
<td>Compliance with regulations such as Securities and Futures Act, Financial Advisors Act, Securities and Futures Ordinance Part XV (disclosure of interests), and Foreign Acquisitions and Takeovers Act related to licensing &amp; registration</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>– Monetary Authority of Singapore (MAS)</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>– Companies Act &amp; Business Trust Act</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Hong Kong</td>
<td>Periodic financial statements reporting: ● Daily liquidity monitoring report ● Weekly FX volume return</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>– Hong Kong Monetary Authority (HKMA)</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>– Securities &amp; Futures Commission</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Japan</td>
<td>Others ● Licensing and registration ● Personal account dealing</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>– Japan Securities Dealers Association</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Australia</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>– Australian Securities and Investments Commission</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>– Corporations Act</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>EU regulations</td>
<td>Financial Market Supervisory Authority (FINMA)</td>
<td>Compliance with regulations such as Article 20 of Swiss Stock Exchange Act related to shareholder reporting ● Swiss tax reporting</td>
<td>2</td>
</tr>
</tbody>
</table>

Source: Everest Group (2017)
Appendix
Everest Group PEAK Matrix™ is a proprietary framework for assessment of a service provider’s capability

Everest Group PEAK Matrix™ for capital markets BPO

- **Leaders**: Top quartile performance across market success and capability
- **Major Contenders**: 2nd or 3rd quartile performance across market success and capability
- **Aspirants**: 4th quartile performance across market success and capability

**Capital markets BPO delivery capability**
(Scale, scope, technology solutions & innovation, delivery footprint, and buyer satisfaction)

Everest Group’s PEAK Matrix is a composite index of a range of distinct metrics related to a service provider’s scale, scope, technology/domain investments, delivery footprint, and resultant market success in the context of a given services function.
Service providers are positioned on the Everest Group PEAK Matrix™ based on the evaluation of two key dimensions.

Measures success, which is captured through CCO revenue, number of current CCO clients, and YOY revenue growth.

Measures ability to deliver services successfully. This is captured through five subdimensions.

- **Market success**
  - **Leaders**
  - **Major Contenders**
  - **Aspirants**

1. **Scale**
   - Measures the scale of operations (overall company revenue and relative focus on the vertical)

2. **Scope**
   - Measures the scope of services provided across LoBs, geographies, and buyer size

3. **Technology solutions and innovation**
   - Measures the capability and investment in technology solutions and the ability to deliver value-added services (innovation) with high technology leverage

4. **Delivery footprint**
   - Measures the delivery footprint across regions and the global sourcing mix

5. **Buyer satisfaction**
   - Measures the satisfaction levels\(^1\) of buyers across:
     - Business driver
     - Implementation
     - Process expertise
     - Relationship management

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1. North America, Latin America, Western Europe, Eastern Europe, Australia & New Zealand, India, Philippines, Rest of Asia, and Middle East & Africa
2. Measured through responses from two/three referenced buyers for each service provider
Everest Group confers the “Star Performers” title to providers that demonstrate the strongest forward movement over time on the PEAK Matrix™

Methodology
Everest Group selects “Star Performers” based on the relative YOY movement of each service provider on the PEAK Matrix.

In order to assess advancements on market success, we evaluate the performance of each service provider on the PEAK Matrix across a number of parameters including:
- Yearly revenue growth
- Number of new clients added
- Number of contract extensions
- Value of new contract signings

In order to assess advancements on capability, we evaluate the performance of each service provider on the PEAK Matrix across a number of parameters including:
- Annual growth in scale
- Increase in scope of services
- Expansion of delivery footprint
- Technology-/ domain-specific investments

The top quartile performers on each of the specified parameters are identified and the “Star Performer” rating is awarded to the service providers with:
- The maximum number of top quartile performances across all of the above parameters
- At least one area of top quartile performance in both market success and capability advancement

The “Star Performers” title relates to YOY performance for a given service provider and does not reflect the overall market leadership position. Those identified as “Star Performers” may include “Leaders,” “Major Contenders,” or “Aspirants.”
Does the PEAK Matrix™ assessment incorporate any subjective criteria?

Everest Group’s PEAK Matrix™ assessment adopts an objective and fact-based approach (leveraging service provider RFI s and Everest Group’s proprietary databases containing providers’ deals and operational capability information). In addition, these results are validated / fine-tuned based on our market experience, buyer interaction, and provider briefings.

Is being a “Major Contender” or “Aspirant” on the PEAK Matrix, an unfavorable outcome?

No. PEAK Matrix™ highlights and positions only the best-in-class service providers in a particular functional/vertical services area. There are a number of providers from the broader universe that are assessed and do not make it to the PEAK Matrix™ at all. Therefore, being represented on the PEAK Matrix™ is itself a favorable recognition.

What other aspects of PEAK Matrix™ assessment are relevant to buyers and providers besides the “PEAK Matrix™ position”?

PEAK Matrix™ position is only one aspect of Everest Group’s overall assessment. In addition to assigning a “Leader”, “Major Contender” or “Aspirant” title, Everest Group highlights the distinctive capabilities and unique attributes of all the PEAK Matrix™ providers assessed in its report. The detailed metric level assessment and associated commentary is helpful for buyers in selecting particular providers for their specific requirements. It also helps providers showcase their strengths in specific areas.

What are the incentives for buyers and providers to participate/provide input to PEAK Matrix™ research?

- Participation incentives for buyers include a summary of key findings from the PEAK Matrix™ assessment.
- Participation incentives for providers include adequate representation and recognition of their capabilities/success in the market place, and a copy of their own “profile” that is published by Everest Group as part of the “compendium of PEAK Matrix™ providers” profiles.
What is the process for a service provider to leverage their PEAK Matrix™ positioning status?

Providers can use their PEAK positioning rating in multiple ways including:

- Issue a press release declaring their positioning/rating
- Customized PEAK profile for circulation (with clients, prospects, etc.)
- Quotes from Everest Group analysts could be disseminated to the media
- Leverage PEAK branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)

The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with the designated POC at Everest Group.
About Everest Group

Everest Group is a consulting and research firm focused on strategic IT, business services, and sourcing. We are trusted advisors to senior executives of leading enterprises, providers, and investors. Our firm helps clients improve operational and financial performance through a hands-on process that supports them in making well-informed decisions that deliver high-impact results and achieve sustained value. Our insight and guidance empower clients to improve organizational efficiency, effectiveness, agility, and responsiveness. What sets Everest Group apart is the integration of deep sourcing knowledge, problem-solving skills and original research. Details and in-depth content are available at www.everestgrp.com.

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