Everest Group®

Everest Group Procurement Outsourcing (PO) Services PEAK Matrix® Assessment 2023

Focus on Wipro
October 2023

Everest Group
PE⋀K
M A T R I X®

Background and scope of the research

Given the macroeconomic uncertainty and inflationary pressures, cost reduction continues to be a priority for procurement organizations. However, there is an increased focus on digital enablement and delivering value beyond savings by enhancing efficiency and productivity and improving business outcomes. While organizations have been engaging with PO service providers to reduce costs and drive efficiencies in operations, service providers are building domain expertise in strategic areas along with digital transformation capabilities to drive value acceleration for organizations. Service providers are offering a comprehensive procurement digital ecosystem with advanced technology capabilities comprising end-to-end platform solutions, best-of-breed suites, and point solutions by leveraging in-house capabilities, partnership ecosystems, and targeted investments. Leading providers are also investing in developing capabilities and solutions in emerging areas such as sustainability and risk management to help procurement incorporate responsible/sustainable sourcing practices across the value chain and manage supplier risks. Some providers are also expanding their expertise and capabilities in direct spend categories in addition to indirect spend.

The PO provider landscape consists of a spectrum of providers including specialist providers, pure-play procurement and SCM-focused providers, broad-based BPS providers, and IT and BPS providers. In the full report, we present an assessment of 23 PO service providers featured on the [Procurement Outsourcing (PO) Services PEAK Matrix® Assessment 2023](#). Given the increased extension of PO engagements in upstream procurement areas, we have also assessed 21 PO service providers on their Source-to-Contract (S2C) capability and featured them on the S2C Services PEAK Matrix®. The assessment is based on Everest Group's annual RFI process for the calendar year 2023, interactions with leading procurement service providers, client reference checks, and ongoing analysis of the PO services market.
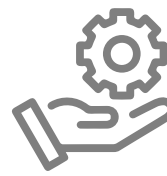
In the full report, we analyze the global PO service provider landscape and assess 23 PO service providers. We focus on:

- PO services PEAK Matrix 2023
- S2C services PEAK Matrix 2023
- Service provider capability assessment
- Observations and comments on individual service providers
- Enterprise sourcing considerations

Scope of this report

Geography
Global

Providers
23

Services
Procurement

Procurement Outsourcing (PO) services PEAK Matrix® characteristics

Leaders

Accenture, Genpact, GEP, IBM, Infosys, and TCS

- Leaders strengthened their position in the PO market and achieved significant growth in 2022
- They have enhanced their end-to-end Source-to-Pay (S2P) capabilities through continued investments in their advisory practices, domain and category expertise, along with advanced digital capabilities that enable them to drive large-scale, end-to-end transformation of procurement operations
- They are building a unified umbrella of offerings by integrating services and technology solutions (in-house and partnerships) as part of their platform solutions
- Leaders are increasingly developing capabilities to support organizations in emerging areas such as Environment, Social, and Governance (ESG) initiatives, risk management, and direct spend management
- They also leverage their scale of operation and wide delivery presence to cater to the clients' varied strategic requirements

Major Contenders

Capgemini, Chain IQ, Cognizant, Corbus, Corcentric, Exela Technologies, EXL, HCLTech, LogicSource, Tech Mahindra, Wipro, and WNS

- Major Contenders are investing in focused digital solutions and capabilities across S2P to plug existing gaps, which enables them to provide a wide range of procurement services across different geographies and industry segments
- Many of the Major Contenders are also investing to enhance their capabilities in areas such as ESG initiatives as well as risk management
- Many of these providers have developed modular solutions to address specific client requirements and provide high-level of flexibility in pricing and engagement models

Aspirants

Aquanima, Datamatics, Dragon Sourcing, Nexdigm, and Velocity Procurement

- These are specialist providers focused on specific procurement and sourcing services, vertical(s), or buyers, and have a relatively small scale of procurement operations
- While they have developed some digital capabilities and offer innovative models of delivery, they have limited scale and digital maturity to cater to the requirements of large global buyers looking for end-to-end transformation

Everest Group PEAK Matrix®

Procurement Outsourcing (PO) – Services PEAK Matrix® Assessment 2023 | Wipro is positioned as a Major Contender and a Star Performer

Everest Group Procurement Outsourcing (PO) – Services PEAK Matrix® Assessment 2023[1]
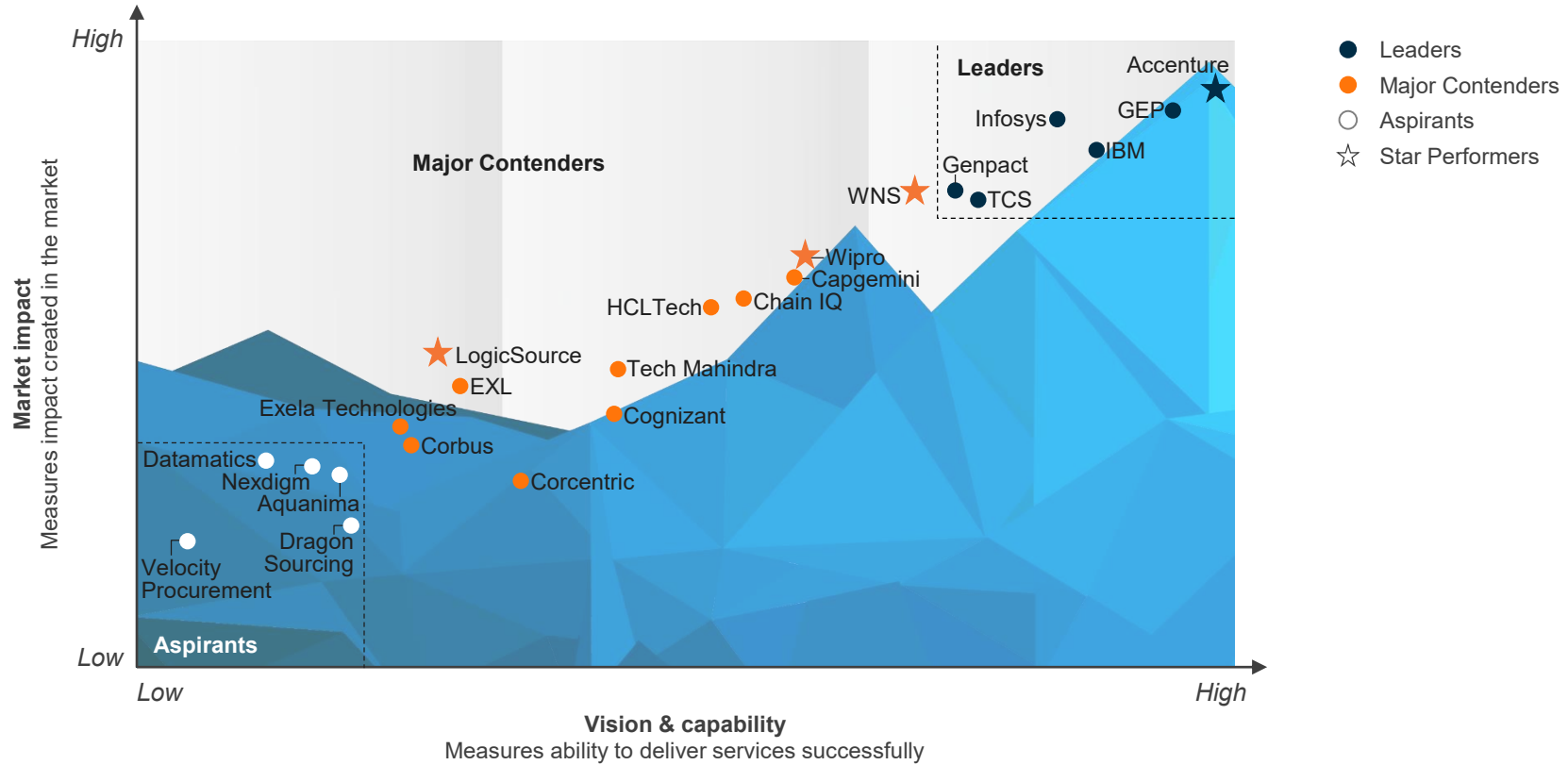
1 Assessments for Aquanima, Capgemini, Cognizant, Corcentric, and Exela Technologies excludes service provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with PO buyers

Source: Everest Group (2023)

Wipro profile (page 1 of 7)
Overview

Key leaders
- **Ravinder Bhatia,** Service Delivery Head, Corporate Business Services
- **Suresh Krishnamurthy,** Associate VP, PO Practice and Head, Procurement CoE
- **Sriram Kannan,** Digital Transformation Lead – Procurement
- **Nithya Vetrimohan,** Senior Practice Consultant – Procurement

PO services suite
- **Digital procurement:** it is a design-led, user-centric approach to a reimagined procurement service, leveraging digitization tools / a comprehensive suite of robotic solutions, Wipro IP Holmes™ (cognitive intelligence) market intelligence, e-KYV, smart contracts, anomaly detection, audit automation, and a host of e-procurement platforms
- **Category management and strategic sourcing:** it includes end-to-end category management and strategic sourcing services covering spend diagnostics, category strategy, market intelligence, savings wave plans, price benchmarking, should-cost models, RFx management, e-auctions management, contracting/negotiation, and tactical/tail-spend management
- **Contract management:** it includes authoring, review, legal, compliance, vendor risk/performance management, savings realization, and renewals
- **Transactional procurement:** it includes purchase requisition triage, assisted buy (buy-channel) management, Purchase Requisition (PR) to Purchase Order (PO) management, integrated Procure-to-Pay (P2P) helpdesk vendor/stakeholder query resolution, and catalog life cycle management
- **Master data transformation:** it includes reference data library, master data structure design, data life cycle administration, data quality enrichment, data governance, and taxonomy alignment/codification (across materials/parts/vendor/accounts)
- **Payables management:** it includes scanning and indexing, invoice processing, query management, payments run, exception management, reconciliations, audit, and AI-/ML-based fraud analytics
- **Tail-spend management:** it includes identifying and analyzing the tail-spend, spend consolidation, managing the procure channels for the tail-spend, and supplier rationalization
- **Business analytics:** it includes market research, spend data classification, Purchase Price Variance (PPV), spend-move, payment terms / Days Payable Outstanding (DPO), tail-spend analytics, category playbooks, Total Cost of Ownership (TCO) analysis, savings cockpit/dashboards, and compliance

Category expertise:
It includes IT, telecom, professional services, consulting, financial services (including auditing and insurance), marketing, contract labor, facilities management, travel and transportation, vocational training, gifting, HR services including relocation, utilities, logistics, facilities, CapEx, and select direct categories (packaging, consumables, and MRO).
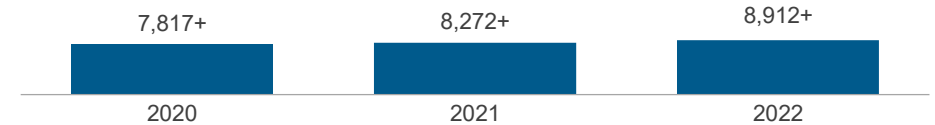
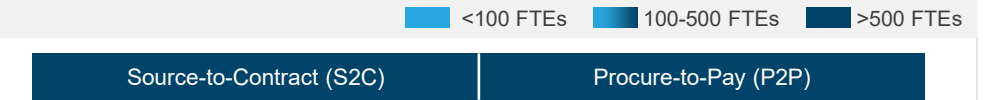**Spend managed for external clients**
US$33 billion

1   Include accounts payable and invoice processing FTEs

Scale of operations

Number of PO FTEs[1] over time

2020	2021	2022
7,817+	8,272+	8,912+

FTE mix by process scope

■ <100 FTEs   ■ 100-500 FTEs   ■ >500 FTEs

Source-to-Contract (S2C)	Procure-to-Pay (P2P)

Key PO-related developments
- **2022:** extended CnNXT modules across sourcing, buyer triage, RFx management, supplier portal, and template-less invoice management
- **2021:** acquired Capco, a domain consultant partner
- **2020:** partnered with Synfiny for integrated P2P analytics and consultancy
- **2020:** launched MI-as-a-Service (MIaaS), which provides AI-enabled market intelligence support. Additionally, established a partnership with Beroe, a leading provider of procurement intelligence and supplier compliance solutions
- **2020:** improved onshore delivery presence through the establishment of procurement hubs across four locations in the Americas
- **2019:** launched Base Prism Spend analytics, which focus on tail-end spend diagnostics, to effectively manage tail-spend and facilitate rigorous buy-channel compliance
- **2019:** launched the Base Intelligent Buying solution with built-in requisition triaging and channel management
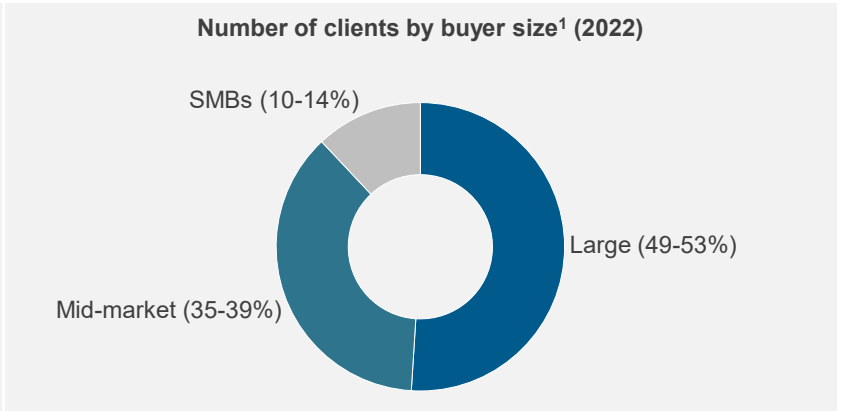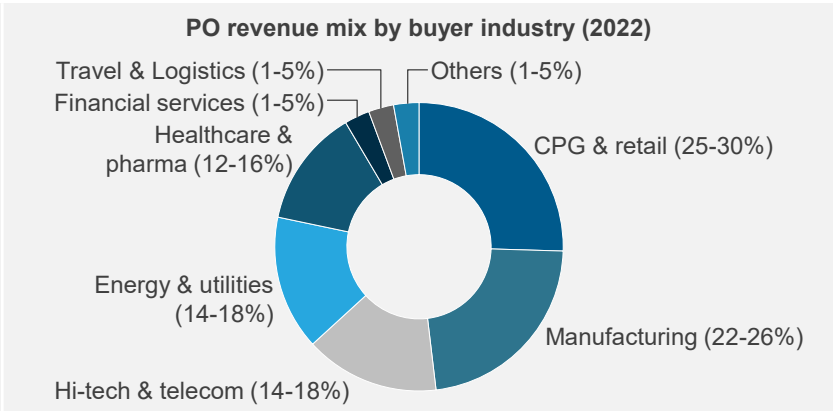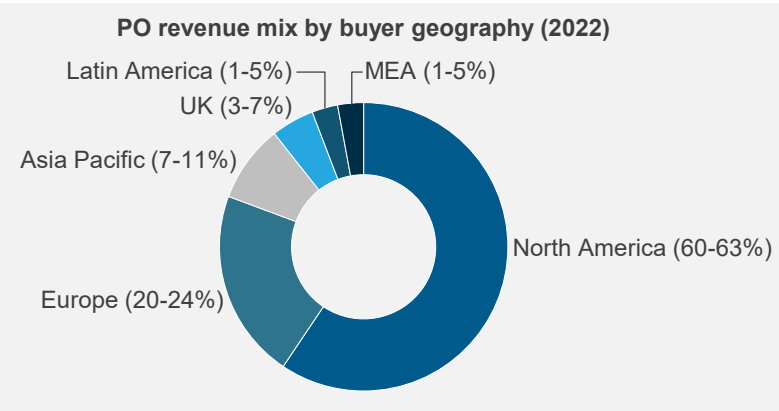- **2019:** developed MIaaS to enable category and supplier management

Wipro profile (page 2 of 7)
Client portfolio

Major PO clients

Wipro's client base includes a global telecommunications equipment company, a global healthcare major headquartered in the US, a US-based global leader in paper-pulp manufacturing, one of the largest non-profit health plans service providers based in the US, an Australia-based property and infrastructure company, a French multinational integrated energy and petroleum company, and a global leader in branded lifestyle apparel, footwear, and accessories.

Recently-announced multi-process PO engagements		
Clients	**Contract details**	**Time of signing**
An American packaging and packaging material manufacturing company	It is a master data transformation project focused on material master harmonization and data quality enrichment.	2022
A Brazilian multinational corporation engaged in metals and mining	It is the consolidating fragmented procurement operations into an integrated services delivery model with a hybrid commercial construct (managed services fee with a risk-reward on savings delivered).	2022
A global leader in performance additives and intermediates manufacturing	It is a reimagined procurement operation maximizing process efficiencies and effectiveness.	2022
A French multinational integrated energy and petroleum company	It is a procurement transformation project embedded with process standardization and hyper-automation solutions, driving touchless processes and an improved buying experience, delivered in a managed services model.	2022

PO revenue mix by buyer geography (2022)

- Latin America (1-5%)
- MEA (1-5%)
- UK (3-7%)
- Asia Pacific (7-11%)
- North America (60-63%)
- Europe (20-24%)

PO revenue mix by buyer industry (2022)

- Travel & Logistics (1-5%)
- Financial services (1-5%)
- Others (1-5%)
- Healthcare & pharma (12-16%)
- CPG & retail (25-30%)
- Energy & utilities (14-18%)
- Manufacturing (22-26%)
- Hi-tech & telecom (14-18%)

Number of clients by buyer size[1] (2022)

- SMBs (10-14%)
- Large (49-53%)
- Mid-market (35-39%)

1   Large buyers (revenue >US$5 billion), mid-market buyers (revenue US$1-US$5 billion), and SMB buyers (revenue <US$1 billion)

Wipro profile (page 3 of 7)
Key delivery locations

Wolverhampton
Shannon
Dabrowa Gornicza
Timisoara
Bucharest
Guadalajara
Chicago
Dalian
Atlanta
Chengdu
Houston
Shanghai
Delhi
Al Khubar
Gurgaon
Kolkata
Pune
Hyderabad
Mexico City
Mumbai
Vishakhapatnam
Bangalore
Chennai
Manjakkudi
Cebu City
Curitiba

Everest Group®

Wipro profile (page 4 of 7)
Technology solutions

NOT EXHAUSTIVE

Technology solutions	Cognitive procurement – partner technology + Wipro CnNXT™ + Wipro Holmes™	ERP augmentation solution

Solution description	It is a cognitive procurement solution with a focus on outcomes instead of managing people, technology, and processes in silos. It is a Business Process-as-a-Service (BPaaS) suite of tools that provides an integrated cloud-based S2P platform bundled with Wipro CnNXT™ (a proprietary process platform suite). This platform offers built-in automation touchpoints, ensures buy-channel compliance, and incorporates reimagined process design.	● It streamlines customer investments across:
		  – SAP products including SRM, Concur, and Ariba
		  – Oracle suite including PeopleSoft and JDE
		  – BPaaS through technologies such as Ariba, Tradeshift, and Coupa in combination with in-house and third-party tool kit
		● BPaaS with Tradeshift for P2P processes

Process scope	End-to-end S2P: it is a category and sourcing management, transactional procurement, contract management and compliance, vendor risk management, master data life cycle management, and payables.	It is an end-to-end process overview that provides metrics on spend savings, compliance management, and vendor risk management through CnNXT™ and Signalytics™.

Technology leveraged	● Wipro CnNXT™: It is a modularized procurement solution that covers advanced sourcing triage, an assisted buy platform, and an invoice management solution. This next-generation procurement solution offers lightweight integration to enable effective buy-channel management and tail-spend management
	  – CnNXT™ Order: it includes intelligent buying triage and buy-channel compliance
	  – CnNXT™ Spend: it is a spend analyzer enabling tail-end spend diagnostics, manages tail-spend more effectively, and facilitates buy-channel compliance rigor and business, and operational analytics; also assesses business health and improvement opportunities and improves operational performance with continuous monitoring
	  – CnNXT™ Finance: it includes intuitive invoice management
	  – CnNXT™ Vendor: it includes collaboration ecosystem for PO management & and invoice flip
	● Wipro Harmony: It is a knowledge management suite that includes comprehensive knowledge capture, program management, and business interaction design
	● Market intelligence covering unique and niche categories
	● It leverages Ariba/Tradeshift/Coupa/Ivalua/Raindrop`
	● Wipro IP Holmes for next-generation cognitive procurement suite
	  – Wipro Holmes anomaly detection: it is a big data platform to detect frauds and process violations
	  – Wipro Holmes spend classier: it is an AI-based contextualized spend data classification engine
	● Design-led, user-centric reimagination of procurement: looking beyond traditional technology and process levers to increase adoption, compliance, and visibility leading to savings and cost reduction
	● Hyper-automation solution to optimize costs
	● Master data transformation solution
	● Chatbot solution enhancing user buying experience
		● BPaaS with Raindrop + Wipro CnNXT™ + Holmes AI (MI + anomaly detection + smart contracts + chat support)
		● BPaaS with Tradeshift + Wipro CnNXT™ + Holmes AI (MI + anomaly detection + smart contracts + chat support)
		● BPaaS with Coupa + Wipro CnNXT™ + Holmes AI (MI + anomaly detection + smart contracts + chat support)
		● BPaaS with Ariba + Wipro CnNXT™ + Holmes AI (MI + anomaly detection + smart contracts + chat support)
		● It includes master data transformation platform (MIDAS)
		● It is an on-cloud/e-enablement rigor with a focus to move from high-/low-touch transactions into a no-touch transactions environment, enterprises have started adopting cloud-based e-procurement platforms
		● It focuses on projects related to the platform transition journey

Delivery model and pricing	It offers flexible pricing options including upfront implementation fees, bundled-in FTE pricing, subscription-based pricing, transaction-based pricing, and project-based pricing.	● Preference of on-cloud implementation ● Pricing options include percentage of spend addressed or fixed-upfront cost with a built-in variable component or fully virialized (gainshare/risk-reward model) ● Transaction-based pricing

Wipro profile (page 5 of 7)
Technology solutions

NOT EXHAUSTIVE

Technology solutions	Tail-Spend Manager	MI-as-a-Service	CPO enabling point solutions
Solution description	• It is a single-point solution to manage all tail and low-dollar spend • It enhances buying experience for all key stakeholders – through requisitioning to supplier payments	It enables procurement organization with market intelligence and insights with: • Category intelligence reports • Rich library of benchmarks across categories and regions • Proactive impact analysis and alerts linked to all	It is a point solution that addresses specific business challenges through incremental technology augmentation, AI/automation, process reengineering, a focus on special projects, or a combination of these solutions.
Process scope	Tail-spend management	Category intelligence and supplier analysis	End-to-end process
Technology leveraged	• CnNXT™: it is an advanced module covering sourcing triage and assisted buy platform for next-generation procurement solution with lightweight integration to enable effective buy-channel management and tail-spend management • CnNXT™ order for intelligent buying: it is triage, guided buying, and buy-channel compliance • CnNXT™ spend analyzer: it enables tail-end spend diagnostics to manage tail-spend more effectively and facilitate buy-channel compliance rigor • Master data transformation solution • Chatbot solution enhancing user buying experience • Wipro Holmes Spend Classier: it is an AI-based contextualized spend data classification engine	• It is an integrated solutions leveraging Wipro and partner ecosystem • AI-embedded solution	• Holmes e-KYV for supplier risk management and hierarchy • Holmes Smart Contracts with contract life cycle management services • Holmes anomaly detection with supplier recovery • Master data transformation aligned to industry standards with master data governance rigor
Delivery model and pricing	• Self-funding commercial model • Outcome-based pricing based on the savings identified through the spend manager solutions	• Subscription-based model • On-demand category manager support	It is a hybrid commercial model includes: • Managed service fee • Output-based model • Outcome-based model

Wipro profile (page 6 of 7)
Everest Group PO assessment – Major Contender and Star Performer
Everest Group S2C assessment – Major Contender

Measure of capability: ◕ Low ● High

	Market impact				Vision & capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
PO	◑	◑	◔	◔	◑	◑	◔	◔	◔
S2C	◑	◔	◕	◕	◕	◔	◔	◔	◔

Strengths

- Wipro serves clients through its solutions across the entire procurement value chain. It leverages a design thinking-led approach with a digital-first model to identify operational inefficiencies and drive experience-led procurement transformation for clients
- It continues to invest in CnNXT, its modular platform focused on downstream procurement operations
- Wipro integrates its in-house and partnership solutions across different modules – Order (assisted buying, requisition/PO management), Vendor (supplier management and collaboration), Finance (accounts payables), and Source (sourcing and contracting support)
  - Partnered with Raindrop (spend management platform) to enhance CnNXT's upstream procurement capabilities including sourcing and category management and contract management
- It leverages a best-of-breed approach to offer a robust ecosystem of digital solutions to clients through a mix of proprietary technologies and frameworks along with acquisitions and third-party partnerships:
  - Enhanced cognitive capabilities through proprietary solutions such as Data Discovery Platform – Spend Analyzer (analytics module with cognitive capabilities), Base))) Prism (business and operational analytics with added tail-spend management capabilities), and Holmes™ (cognitive procurement suite with capabilities such as supplier risk management, contract management, and other digital solutions)
  - Third-party partnerships include technology vendors such as Celonis, Tradeshift, Ivalua, SAP Ariba, and Midas
- Wipro's acquisitions have enhanced its ability to improve experiences through a design-thinking approach (Designit) and drive consulting-led digital transformation (Capco)
- Wipro has set up a Category Management Council comprising expertise to develop category playbooks, sourcing best practices, and negotiation strategies and provide sourcing support including supplier analysis, market intelligence, pricing trends, and strategies across indirect and specific direct spend categories
  - Partnered with Corcentric and 4C Associates to leverage their resources in sourcing and category expertise and with Beroe for AI-enabled supplier market intelligence to enhance category management
- Wipro provides good flexibility to its clients through its modular offering, contextualized services, and commercial constructs aligned to specific client requirements
  - Engages in innovative commercial constructs based on outcomes delivered and self-funded models
  - Develops contextualized offerings such as merchandizing buying support to address niche client requirements
- It has a Procurement Domain Academy to train, certify, and upskill its talent. Its digitalized knowledge management suite, Harmony, comprises process best practices and benchmarks
- Clients mentioned Wipro's procurement expertise, agility and responsiveness, global delivery capability, and flexibility toward client requirements as its key strengths

Wipro profile (page 7 of 7)
Everest Group PO assessment – Major Contender and Star Performer
Everest Group S2C assessment – Major Contender

Measure of capability: Low ◔   High ●

|	Market impact				Vision & capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
PO	◕	◕	◕	◔	◕	◕	◔	◔	◕
S2C	◕	◔	◗	◗	◗	◔	◔	◔	◔

Limitations

- Despite broader organizational capabilities on next-generation technologies such as advanced analytics and AI, Wipro has limited experience integrating these capabilities as part of its procurement solutions and offerings in existing engagements
- Despite its recent focus on integrating S2P offerings and providing modular solutions to clients, it has limited experience to serve clients looking for large-scale, end-to-end procurement transformation (beyond the implementation of a third-party S2P platform) as compared to Leaders
- While Wipro has made significant investments to enhance its sourcing and category management expertise, it still lags market leaders in its ability to support clients in complex upstream procurement processes. Clients expect Wipro to provide category knowledge to drive more value in upstream procurement areas
- It needs to expand its onshore/nearshore delivery presence to better support clients in sourcing activities that require close coordination with on-site teams and a robust understanding of regional sourcing nuances
- Though Wipro has good experience serving clients across industries such as manufacturing and CPG and retail, it has limited experience in the financial services industry
- Clients expect Wipro to drive more process improvements and best practices and be open to challenging them to drive better outcomes/value-adds as part of their engagement

Appendix

Everest Group PEAK Matrix® is a proprietary framework for assessment of market impact and vision & capability

Everest Group PEAK Matrix
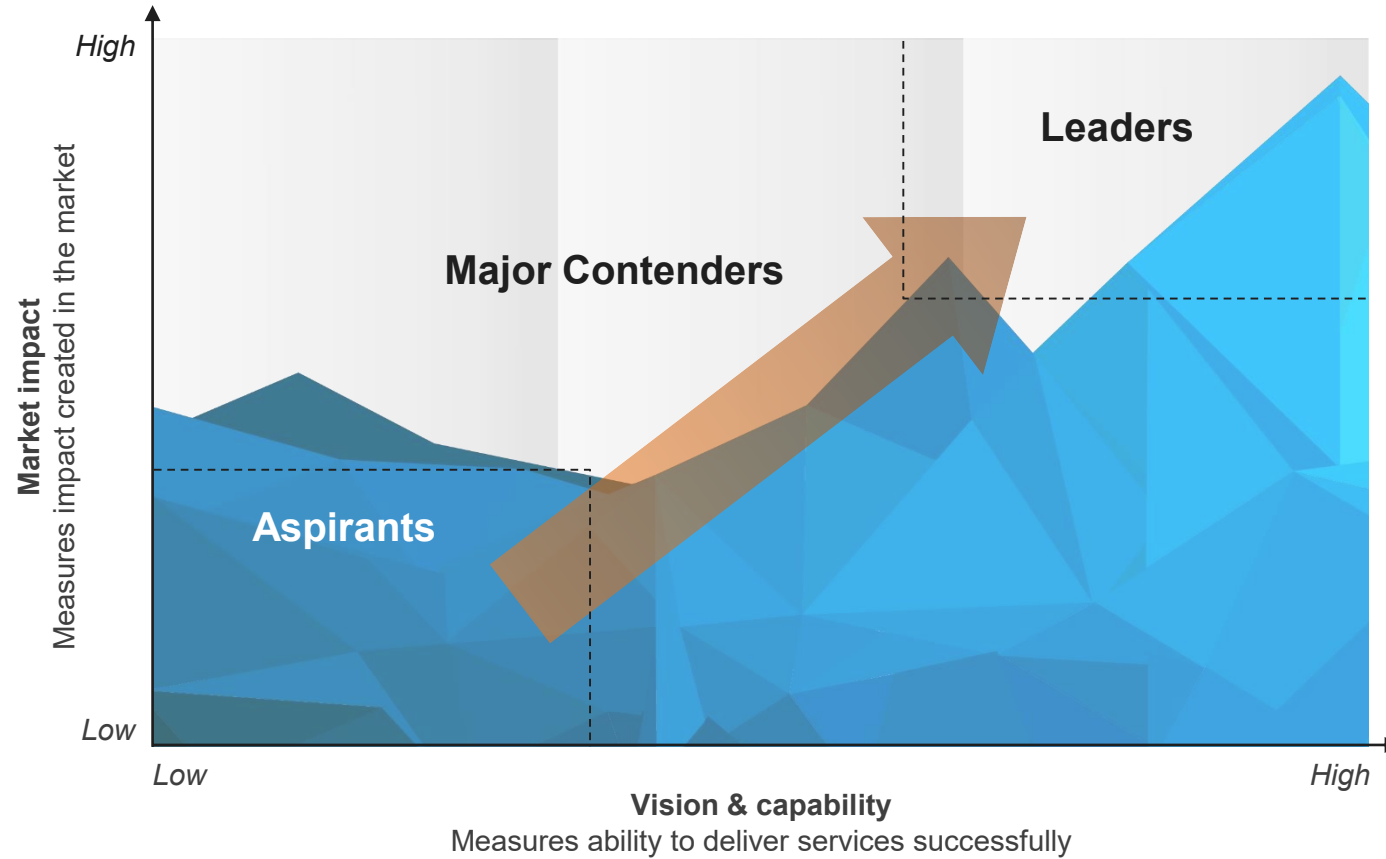
Services PEAK Matrix® evaluation dimensions

Measures impact created in the market – captured through three subdimensions

Market adoption
Number of clients, revenue base, YoY growth, and deal value/volume

Portfolio mix
Diversity of client/revenue base across geographies and type of engagements

Value delivered
Value delivered to the client based on customer feedback and transformational impact

Market impact

Leaders

Major Contenders

Aspirants

Vision & capability
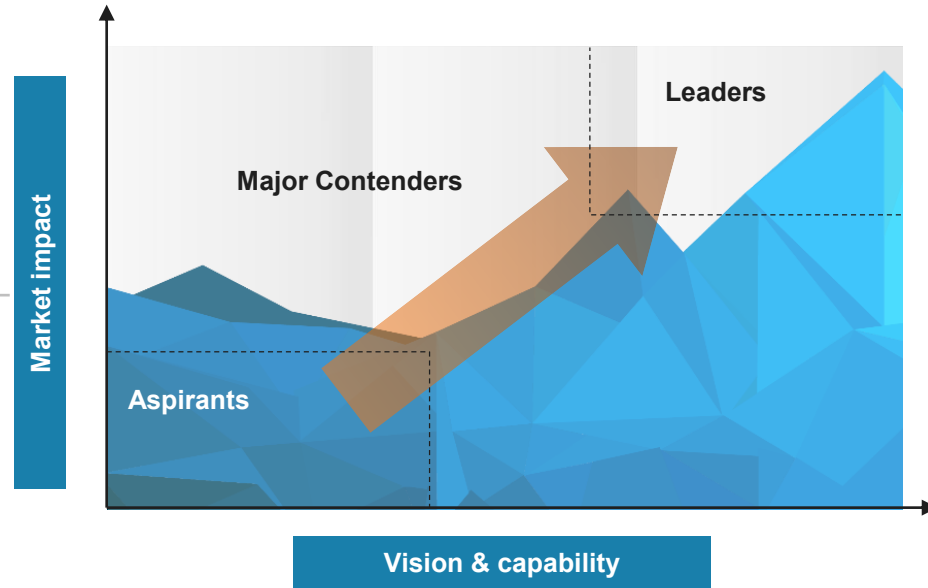
Measures ability to deliver services successfully. This is captured through four subdimensions

Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint
Vision for the client and itself; future roadmap and strategy	Depth and breadth of services portfolio across service subsegments/processes	Innovation and investment in the enabling areas, e.g., technology IP, industry/domain knowledge, innovative commercial constructs, alliances, M&A, etc.	Delivery footprint and global sourcing mix

Everest Group confers the Star Performers title on providers that demonstrate the most improvement over time on the PEAK Matrix®

Methodology

Everest Group selects Star Performers based on the relative YoY improvement on the PEAK Matrix

In order to assess advances on **market impact**, we evaluate each provider's performance across a number of parameters including:
- Yearly ACV/YoY revenue growth
- # of new contract signings and extensions
- Value of new contract signings
- Improvement in portfolio mix
- Improvement in value delivered

In order to assess advances on **vision and capability**, we evaluate each provider's performance across a number of parameters including:
- Innovation
- Increase in scope of services offered
- Expansion of delivery footprint
- Technology/domain-specific investments

We identify the providers whose improvement ranks in the top quartile and award the Star Performer rating to those providers with:
- The maximum number of top-quartile performance improvements across all of the above parameters AND
- At least one area of top-quartile improvement performance in both market success and capability advancement

The Star Performers title relates to YoY performance for a given vendor and does not reflect the overall market leadership position, which is identified as Leader, Major Contender, or Aspirant.

FAQs

Does the PEAK Matrix® assessment incorporate any subjective criteria?
Everest Group's PEAK Matrix assessment takes an unbiased and fact-based approach that leverages provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information. In addition, we validate/fine-tune these results based on our market experience, buyer interaction, and provider/vendor briefings.

Is being a Major Contender or Aspirant on the PEAK Matrix, an unfavorable outcome?
No. The PEAK Matrix highlights and positions only the best-in-class providers / technology vendors in a particular space. 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 the PEAK Matrix assessment are relevant to buyers and providers other than the PEAK Matrix positioning?
A PEAK Matrix positioning is only one aspect of Everest Group's overall assessment. In addition to assigning a Leader, Major Contender, or Aspirant label, Everest Group highlights the distinctive capabilities and unique attributes of all the providers assessed on the PEAK Matrix. The detailed metric-level assessment and associated commentary are helpful for buyers in selecting providers/vendors for their specific requirements. They also help providers/vendors demonstrate their strengths in specific areas.

What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?
- Enterprise participants receive summary of key findings from the PEAK Matrix assessment
- For providers
  - The RFI process is a vital way to help us keep current on capabilities; it forms the basis for our database – without participation, it is difficult to effectively match capabilities to buyer inquiries
  - In addition, it helps the provider/vendor organization gain brand visibility through being in included in our research reports

What is the process for a provider / technology vendor to leverage its PEAK Matrix positioning?
- Providers/vendors can use their PEAK Matrix positioning or Star Performer rating in multiple ways including:
  - Issue a press release declaring positioning; see our citation policies
  - Purchase a customized PEAK Matrix profile for circulation with clients, prospects, etc. The package includes the profile as well as quotes from Everest Group analysts, which can be used in PR
  - Use PEAK Matrix badges for 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 Everest Group; please contact your CD or contact us

Does the PEAK Matrix evaluation criteria change over a period of time?
PEAK Matrix assessments are designed to serve enterprises' current and future needs. Given the dynamic nature of the global services market and rampant disruption, the assessment criteria are realigned as and when needed to reflect the current market reality and to serve enterprises' future expectations.

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With you on the journey

Everest Group is a leading research firm helping business leaders make confident decisions. We guide clients through today's market challenges and strengthen their strategies by applying contextualized problem-solving to their unique situations. This drives maximized operational and financial performance and transformative experiences. Our deep expertise and tenacious research focused on technology, business processes, and engineering through the lenses of talent, sustainability, and sourcing delivers precise and action-oriented guidance. Find further details and in-depth content at **www.everestgrp.com**.

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