



Everest Group Procurement Outsourcing (PO) Services PEAK Matrix[®] Assessment 2024

Focus on Infosys

October 2024



Introduction

While cost reduction still remains a top priority for procurement amidst macroeconomic uncertainty, geopolitical issues, and inflationary pressures, the vertical remains committed to enhancing digital maturity of its operations to drive savings and improve efficiency, transparency, stakeholder experience, and accountability. Procurement Outsourcing (PO) service providers continue to play an important role to support procurement organizations in their transformation initiatives by helping streamline processes, drive digital adoption, and incorporate best practices. Service providers are aligning their offerings to meet enterprise requirements to provide a comprehensive digital ecosystem comprising advanced technology solutions, such as end-to-end platforms, best-of-breed suites, and contextualized analytics and automation point solutions through their in-house investments and partnerships.

Service providers are incorporating AI (including generative AI) into their existing solutions and developing generative AI-based use cases to drive efficiencies, improve stakeholder collaboration and experience, and increase self-servicing across areas such as contract management, sourcing, and spend analytics service. With increased enterprise willingness to seek support in upstream procurement areas such as sourcing and category management, service providers are also enhancing the breadth

and depth of their sourcing and category expertise across indirect spend and specific direct-spend categories.

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 this research, we present an assessment of 24 PO service providers featured on the [Procurement Outsourcing \(PO\) Services PEAK Matrix® Assessment 2024](#).

We have also assessed 22 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 2024, interactions with leading procurement service providers, client reference checks, and ongoing analysis of the PO services market.

The full research focuses on:

- PO services PEAK Matrix 2024
- S2C services PEAK Matrix 2024
- Service provider capability assessment
- Observations and comments on individual service providers
- Enterprise sourcing considerations

Scope of this report

Geography: global

Providers: 24 PO service providers

Services: Procurement Outsourcing (PO) and Source-to-Contract (S2C)

PO services PEAK Matrix® characteristics

Leaders

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

- Leaders have solidified their position in the PO market, even though growth momentum in 2023 has been slow compared to the previous year
- They have enhanced their end-to-end Source-to-Pay (S2P) capabilities through continued investments in their advisory capabilities, domain and category expertise, industry-specific solutions, advanced digital solutions including those leveraging generative AI, that enable them to drive large-scale, end-to-end transformation of procurement operations
- They are enhancing their unified umbrella offerings with a focus on intake and workflow management, in addition to integrating services and technology solutions (in-house and partnerships) as part of their platform solutions
- Leaders are increasingly developing capabilities to support organizations in areas such as tail-spend management, risk management, market intelligence, 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, Conduent, Corbus, Corcentric, Exela Technologies, EXL, HCLTech, LogicSource, Tech Mahindra, Wipro, and WNS Procurement

- 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. Some of these are also developing advanced solutions leveraging AI / generative AI for specific procurement use cases
- Niche procurement providers are expanding their scale, delivery presence, and capabilities, to support clients on their P2P requirements in addition to S2C

Aspirants

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

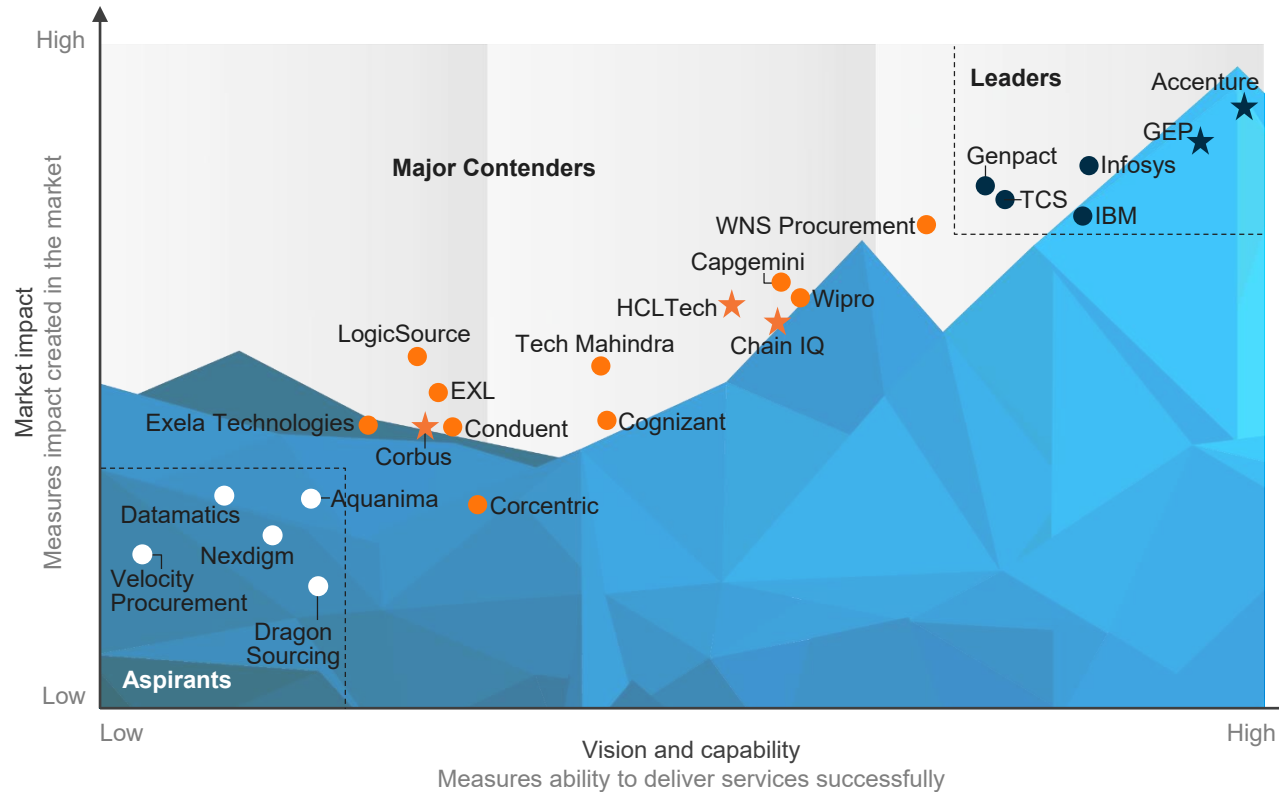
- These are specialist providers focused on specific procurement and sourcing services, vertical(s), or buyers, and have a relatively small scale of procurement operations
- While they have developed some digital capabilities and offer innovative models of delivery, they have limited scale and digital 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 2024 | Infosys is positioned as a Leader

Everest Group Procurement Outsourcing (PO) Services PEAK Matrix® Assessment 2024^{1,2}

- Leaders
- Major Contenders
- Aspirants
- ☆ Star Performers



¹ Assessments for Aquanima, Corcentric, Exela Technologies, EXL, and Velocity Procurement excludes service provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, provider public disclosures, and Everest Group's interactions with PO buyers

² Assessments for Conduent and IBM is based on partial inputs provided

Source: Everest Group (2024)

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Overview

Key leaders

- Srikrishna Koneru, Assistant Vice President, Strategic Business Practice Head, Global S2P Services Head
- Shinichiro Nagagata, Chief Executive Officer, HIPUS (Hitachi Procurement Services)
- Andrew Jarvis, Assistant Vice President, Business Head, Infosys Portland

PO service suite

Infosys' services are fully integrated, with One Infosys providing end-to-end Source-to-Pay (S2P) capabilities in consulting, S2P operations, and technology. Infosys supports over 260 clients worldwide with its global delivery capabilities, backed by a digital suite of solutions such as AI-based Digital Category Cockpit, Infosys-Aerchain autonomous sourcing, Gen AI-based solutions such as Get-it-clean, Keep-it-clean, InsightSmart, AP on cloud, and multiple AI-/ML-based proprietary and partner-led solutions.

- Strategy and consulting: it provides consulting and advisory services including procurement and digital strategy on design and execution, category strategy and management, strategic sourcing, ESG enablement, predictive analytics and diagnostics, organizational/process restructuring, and operating model design. It offers opportunity assessment and value delivery initiatives, capability development and training, risk and compliance management, and stakeholder management
- S2P services: it provides a full range of services such as category management, strategic sourcing, sourcing execution (RFX management), contract management, supplier risk and performance management, spend analytics, market intelligence and supply risk management, should-cost modeling, responsible sourcing, ESG compliance, and diversity spend management. It maintains CoEs in Poland, the US, China, and India
- Technology and digital transformation: it provides services such as digital strategy design, execution, and change management, ERP implementation, integration including technology selection and optimization, cognitive/digital and hyper-personalized user experience design and digital solutions such as ProcureEdge with digital category and risk management, tail-spend and autonomous sourcing, product cost optimization platform, data intelligence, category intelligence, risk management, and ESG intelligence cloud solutions supported by technologies such as AI/ML, blockchain, and others

Category expertise

- Category management services, for both direct and indirect procurement, and category councils across major categories
- Advanced analytics solutions leveraging AI underpin both its category strategy and its implementation

Spend managed for external clients

US\$200 billion

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Overview

Key PO-related developments

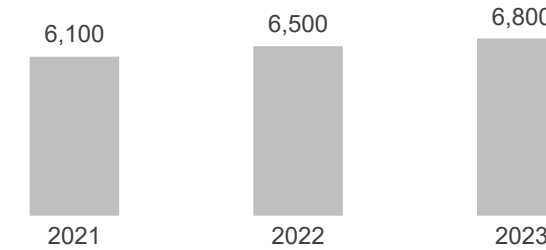
- **2023:** created a partnered solution, Infosys–Aerchain, that provides guided buying, autonomous sourcing, and negotiation solutions driven by Gen AI, together with Cognitive Chat Assistance
- **2023:** created a unified digital marketplace with hundreds of selected products for various industries and technology platforms to help multinational corporations expedite their digital transformation projects
- **2023:** created a full stack of Gen AI-based solutions under the Infosys Gen AI business operations platform Topaz including knowledge management, category intelligence, and contract analysis
- **2023:** created the Gen AI-based solutions, Get it clean and Keep it clean, to improve leakage detection through data enrichment and categorization
- **2023:** developed a multilingual conversational AI system using the most recent advances in ML
- **2023:** created the Wongdoody-supported Infosys Orbit Digital Experience (DX) platform, which helps companies throughout the whole Customer Experience (CX) journey

Distribution of FTEs across processes



Scale of operations

Number of PO FTEs¹ over time



¹ Includes accounts payable and invoice processing FTEs

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Client portfolio

Major PO clients

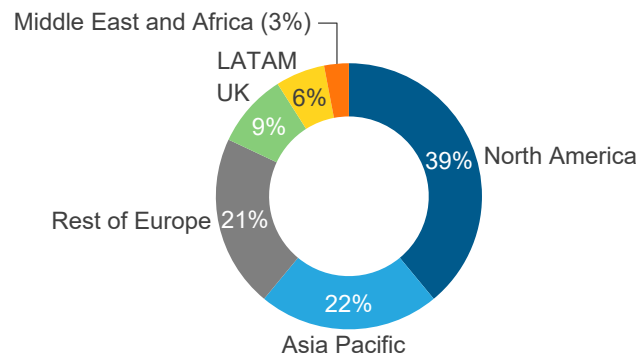
Infosys' clients include some of the world's largest gold producers, an American multinational conglomerate, a global broadband and telecommunications company, a global IT giant, a leading Anglo-Dutch consumer goods company, a social media company, the world's oldest operating chemical and pharmaceutical company, and a Middle Eastern giga project.

[NOT EXHAUSTIVE]

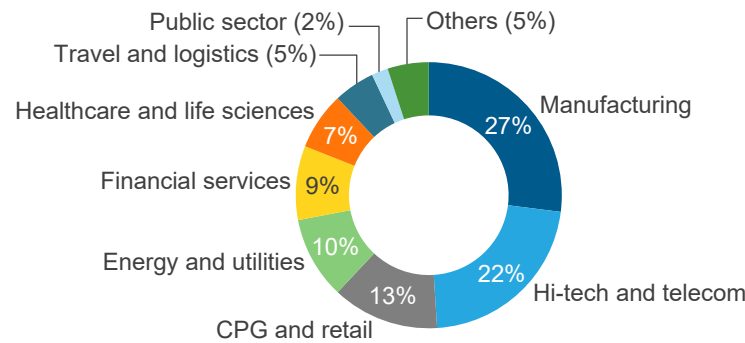
Recently announced multi-process PO engagements

Time of signing	Client	Contract details
September 2023	A Swiss-based pharmaceutical company	Procurement consulting – diagnostics and strategy
August 2023	A biopharmaceutical company based in China	Strategic sourcing
August 2023	A Japanese multinational imaging and electronics company	Consortium buying
August 2023	An American apparel retail brand	Procurement diagnostic
March 2023	An American financial services and bank holding company	P2P
January 2023	An Australian luxury cosmetics producer	Strategy
January 2023	A global IT giant	Sourcing and vendor management
January 2023	A leading global apparel and accessories company	Strategic sourcing

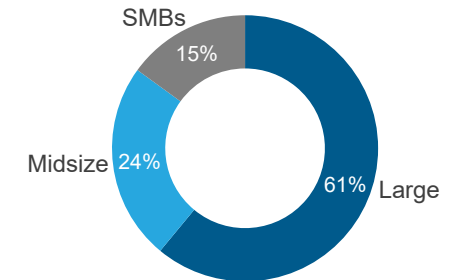
Revenue mix by buyer geography (2023)



Revenue mix by buyer industry (2023)



Revenue mix by buyer size¹ (2023)



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

Infosys profile (page 4 of 12)

Technology solutions

PO technology approach

Technology solutions

	Infosys' integrated S2C solutions with autonomous sourcing	Infosys' digital P2P solutions
Solution description	The S2C solutions attempt to make processes more autonomous through Live Enterprise and other digital interventions that leverage new technologies such as Gen AI. These include features such as sustainability, category intelligence, market intelligence, predictive risk management, autonomous negotiation, and so on, to help clients expand and persist in the future.	The P2P solutions have procurement capabilities such as data unification, extreme automation and AI, connected ecosystems and cloud, user delight-driven compliance, stakeholder experience, business forecasting, predictive insights, and procurement risk and control.
Process scope	<ul style="list-style-type: none"> • Strategic sourcing • Category management • Tactical and tail-spend management • Contract management • Supplier life cycle management (performance management, supplier risk management, supplier data integration, and preferred supplier management) • ESG assessments and enablement • Spend analysis • Market and supplier intelligence 	<ul style="list-style-type: none"> • End-to-end PO management (PR validation, PR-to-PO, and delivery tracking) • SOP management • Contract management and execution • Integrated P2P helpdesk • Master data management • Travel and expense

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Technology solutions

PO technology approach

Technology solutions

	Infosys' integrated S2C solutions with autonomous sourcing	Infosys' digital P2P solutions
Technology leveraged	<ul style="list-style-type: none"> Infosys' AI-powered Category Digital Cockpit and Procurement Insights offer decision-making with a 360-degree perspective of data Topaz developed Gen AI-based modules such as AnswerSmart, InsightSmart, and DiscoverSmart, which provide procurement professionals with self-service and real-time decision support Infosys-Aerchain's co-developed autonomous sourcing aims to use its automation capabilities to improve cognitive buying and autonomous sourcing and negotiating Infosys' Product Cost Optimization (PCO) platform is a one-stop modular solution for material price processing, zero-based budgeting, and cost modeling ECOWATCH, an ESG data, analytics, and reporting platform 	<ul style="list-style-type: none"> The Infosys-Aerchain solution provides end-to-end dynamic negotiating intelligence, resulting in 70-80% automation, as well as the cognitive chat assistant Infosys' Integrated Category Digital Marketplace and Ecosystem brings together digital stores to accelerate, optimize, and effectively transform its digital operations Infosys' XtractEdge contract analysis uses ML algorithms based on computer vision and NLP to accelerate contract analysis and evaluation Get it clean and Keep it clean solution, a Gen AI-based solution that ensures advanced data cleansing and enrichment from the start of data entry into the system
Technology leveraged	Infosys' proprietary technology is also bundled with partners and alliances ¹ such as Aerchain, APQC, MetricStream, Levadata, Akirolabs, Tealbook, Globality, IBM Watson, Microsoft Dynamics, Tradeshift, Xelix, Oracle, SAP, Coupa, Arria, BVD, Blue Prism, Automation Anywhere, UI Path, LogMe In, Sievo, Hyper Ledger, Ethereum, Digital Assets, Leonardo, Samsung, Guardtime, Bitu, Consensys, Trintech, High Radius, Adaptive Insights, NetSuite, Costimator, aPriori, and Seer.	
Delivery model and pricing ¹	Subscription-based, on-premises, stand-alone license, pre-built solution into existing software, and as-a-managed service, cloud-as-a-service model integrated with existing software, and modular pay-as-you-go license fee model and managed fees	

¹ Above list includes – subcons, reselling arrangements, licensing agreements, MSA, and active NDAs for pursuing joint GTM opportunities, etc.

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Technology solutions

PO technology approach

Technology solutions

	S2P platform implementation and technology support	Infosys generative AI business operations platform: TOPAZ	Infosys' marketplace
Solution description	Infosys offers complete implementation services including template design, configuration, integration, multi-country rollouts, and additional support.	It provides a portfolio of AI-first solutions and platforms for developing business applications that use the power of generative AI technology across all client engagements. For S2P, the Gen AI modules enable a procurement professional to make better educated judgments.	It is a unified digital store that enables a rapid, efficient, and effective digital transformation path. It is a one-stop shop that offers hundreds of selected solutions across several technologies and industry verticals to help multinational organizations accelerate its digital transformation activities.
Process scope	<ul style="list-style-type: none"> • Consulting services – technology strategy • Process designing and mining • Package evaluation and fitment analysis • Implementation and roll-out • Systems reengineering and upgrades • Enterprise application integration • Advanced Business Application Programming (ABAP) development and customization • Maintenance and production support 	<ul style="list-style-type: none"> • Master data management • Spend analytics • Category management • Sourcing • Contracting • Supplier management • Procurement 	<ul style="list-style-type: none"> • Tail-spend management • Buy-sell model • Invoice consolidation • Spend management • Catalog management

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Technology solutions

PO technology approach

Technology solutions

Technology solutions	S2P platform implementation and technology support	Infosys generative AI business operations platform: TOPAZ	Infosys' marketplace
Technology leveraged	ERP partners	<ul style="list-style-type: none"> • AnswerSmart gives accurate responses to experts' questions, using enormous knowledge libraries • InsightSmart offers data visualization and insights production from various data sources • DiscoverSmart identifies, categorizes, and extracts information from complex documents such as MSAs, contracts, NDAs, procurement contracts, and more 	<ul style="list-style-type: none"> • Integrated with Infosys Cobalt, the platform enables organizations to utilize Infosys' cloud ecosystem by delivering critical cloud-first products • It also uses an in-house TradeEdge online B2B platform, which is an OTT SaaS platform for models such as buy-sell and centralized buying, with the goal of increasing spend leverage, profitability, and efficiency for all parties involved
Technology leveraged	Infosys' proprietary technology is also bundled with partners and alliances ¹ such as Aerchain, APQC, MetricStream, Levadata, Akirolabs, Tealbook, Globality, IBM Watson, Microsoft Dynamics, Tradeshift, Xelix, Oracle, SAP, Coupa, Arria, BVD, Blue Prism, Automation Anywhere, UI Path, LogMe In, Sievo, Hyper Ledger, Ethereum, Digital Assets, Leonardo, Samsung, Guardtime, Bitu, Consensus, Trintech, High Radius, Adaptive Insights, NetSuite, Costimator, aPriori, and Seer.		
Delivery model and pricing ¹	Subscription-based, on-premises stand-alone license, pre-built solution into existing software, and as-a-managed service, cloud-as-a-service model integrated with existing software, and modular pay-as-you-go license fee model and managed fees; Infosys marketplace imposes a markup fee on all spend that passes via the platform.		

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Technology solutions

PO technology approach

Technology solutions

Account Payable on Cloud (APOC)

Solution description	It is an interactive and ML-based technology that provides end-to-end solutions throughout Accounts Payable. It also provides timely, precise, automated processing and multi-stakeholder visibility, along with actionable insights.
Process scope	Accounts payable (invoice processing, validation, and payment processing)
Technology leveraged	<p>The APOC platform is modularly designed and includes integrated components such as OCR/workflow/invoice matching engine and portal with built-in language translation capabilities. It has the following components:</p> <ul style="list-style-type: none"> • Discount management • Duplicate payment tool • AP cockpit • Chatbot-enabled vendor portal • AI/ML for non-PO invoice coding
Delivery model and pricing ¹	Subscription-based, on-premises stand-alone license, pre-built solution into existing software, and as-a-managed service, cloud-as-a-service model integrated with existing software, and modular pay-as-you-go license fee model and managed fees; Infosys marketplace imposes a markup fee on all spend that passes via the platform.

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Location landscape


PO delivery locations



Infosys profile (page 10 of 12)



















Everest Group PO assessment – Leader

Everest Group S2C assessment – Leader

Measure of capability:  Low  High

Market impact

Vision and capability

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

Strengths

- Infosys leverages its strong technology capabilities and deep domain expertise across the S2P value chain to offer a comprehensive suite of solutions to drive the transformation of clients' procurement operations
- It has enhanced its category management expertise across both indirect and direct-spend categories through data analytics and Category Digital Cockpit solutions for category strategy and sourcing support
- Infosys continues to enhance its proprietary procurement digital ecosystem with cognitive capabilities supported by its Live Enterprise model. This includes solutions such as:
 - ProcureEdge (for spend management, category, contracts, and assisted buying), XtractEdge (category control tower and contract management), and AssistEdge Discover (a process mining enabler)
- It has forged a wide range of third-party technology partnerships with digital transformation capabilities across the S2P value chain
 - Partnership with Aerchain for AI-based autonomous sourcing, Akirolabs for cognitive intelligence-based category management, and IBM Watson for AI and automation CoE
 - Other partnerships include procurement suites (SAP Ariba and Coupa), P2P solutions (Tradeshift) data and analytics solutions (TealBook, LevaData, Fairmarkit, and Creactives), process mining tools (Celonis), and strategic sourcing tools (Globality)
- Infosys has enhanced its tail-spend management and tactical sourcing capabilities through its spend aggregator model, marketplaces, and point solutions. Infosys NIA enables data aggregation and automation for procurement assistants, guided buying, and other self-learning applications to better manage the tail spend for clients
 - Leverages its joint venture with HIPUS and partnerships with category-specific aggregators and consolidators such as BulkMRO and HH Global to improve its aggregated buying capabilities. Internally, it has developed TradeEdge, an online B2B marketplace for centralized and aggregated buying

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Everest Group PO assessment – Leader

Everest Group S2C assessment – Leader

Measure of capability:  Low  High

Market impact

Vision and capability

	Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
PO									
S2C									



Strengths

- Infosys' EcoWatch supports clients in areas such as sustainability planning, reporting, performance management, and responsible sourcing
 - Leverages its partnership with Trust Your Supplier for supplier ESG risk mitigation
- Infosys' TOPAZ suite helps integrate generative AI capabilities across its in-house solutions such as AnswerSmart (for query resolution), InsightSmart (for insights via data visualization), and DiscoverSmart (for information extraction)
 - It is also developing a Procurement Knowledge Tower that leverages generative AI to streamline knowledge management
- Infosys provides flexibility across delivery, pricing, and engagement models
- Infosys has expanded its delivery presence through new centers in Saudi Arabia, the UAE, Spain, and France to better support clients in these emerging regions
- Apart from supporting clients in North America and Europe, Infosys also has experience in supporting clients in emerging regions such as APAC and LATAM
- Clients appreciate Infosys' expertise in procurement, technology capabilities, and focus on expedited resolutions, along with the engagement of its leadership

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Everest Group PO assessment – Leader

Everest Group S2C assessment – Leader

Measure of capability:  Low  High

Market impact

Vision and capability

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

Limitations

- The adoption of Infosys's advanced digital solutions remains low among clients
- While Infosys is continuing to expand its procurement consulting expertise, its current ability to support clients through consulting-led procurement transformation lags other leading providers
- Infosys has digital procurement capabilities; however, clients looking for a unified digital procurement solution may not prefer Infosys due to its fragmented and overlapping offerings
- Clients highlight the need for Infosys to develop better automation, digitalization, and benchmarking capabilities in addition to focusing on the quality of its resources

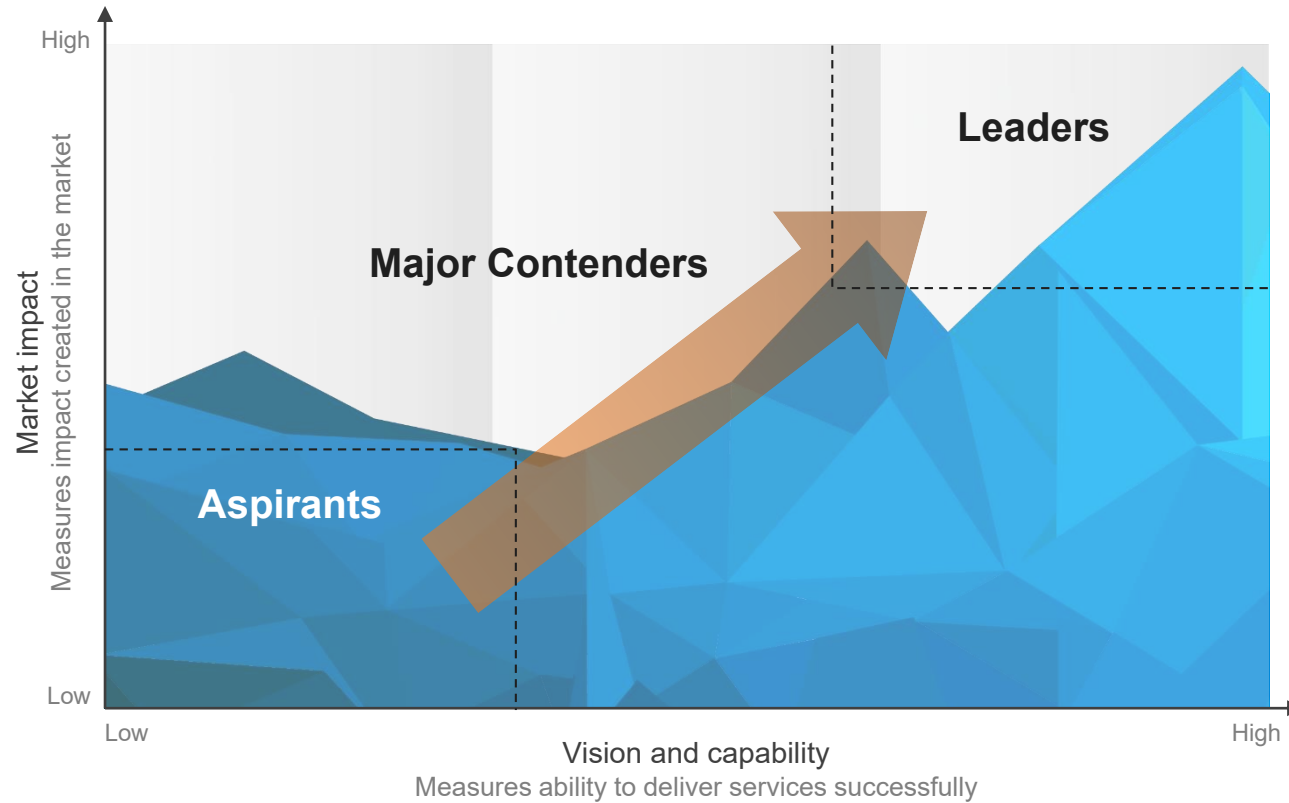
Appendix

PEAK Matrix® framework

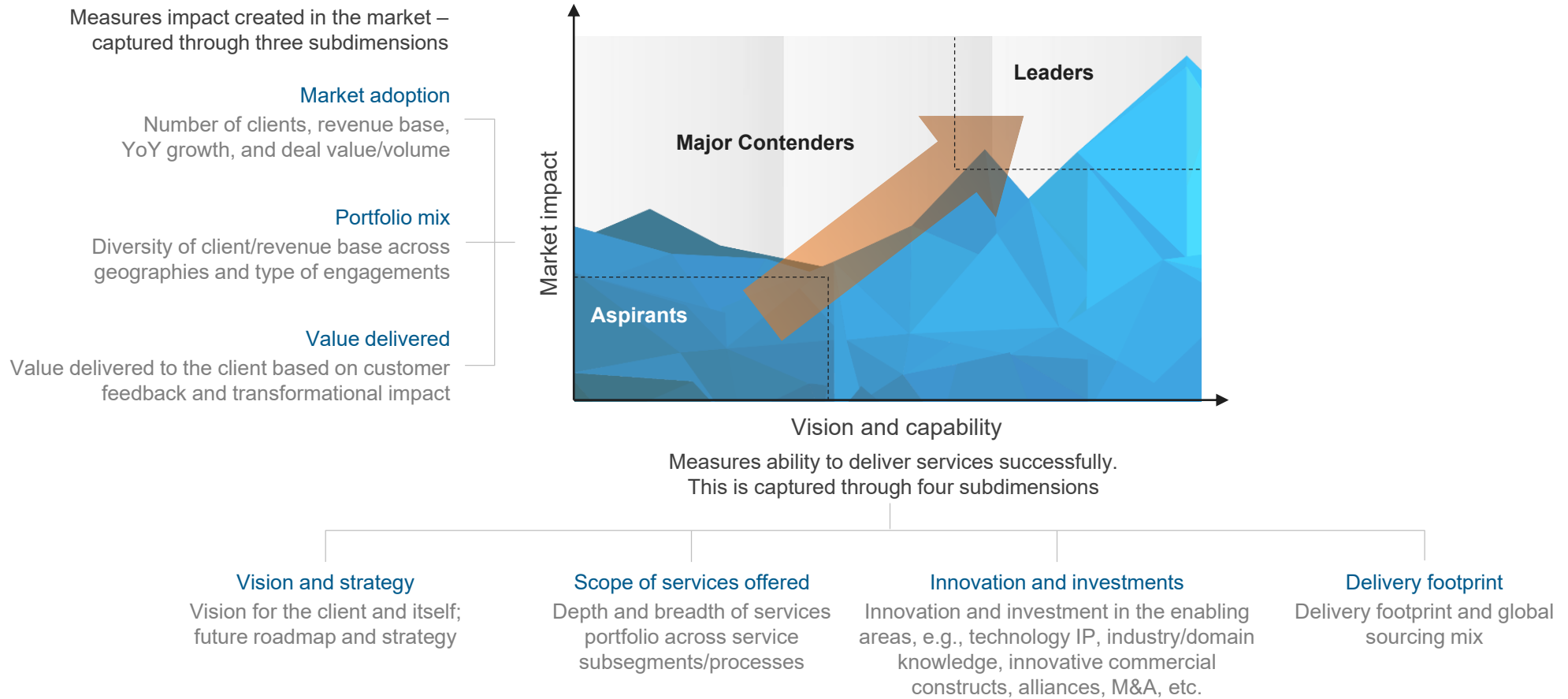
FAQs

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

Everest Group PEAK Matrix



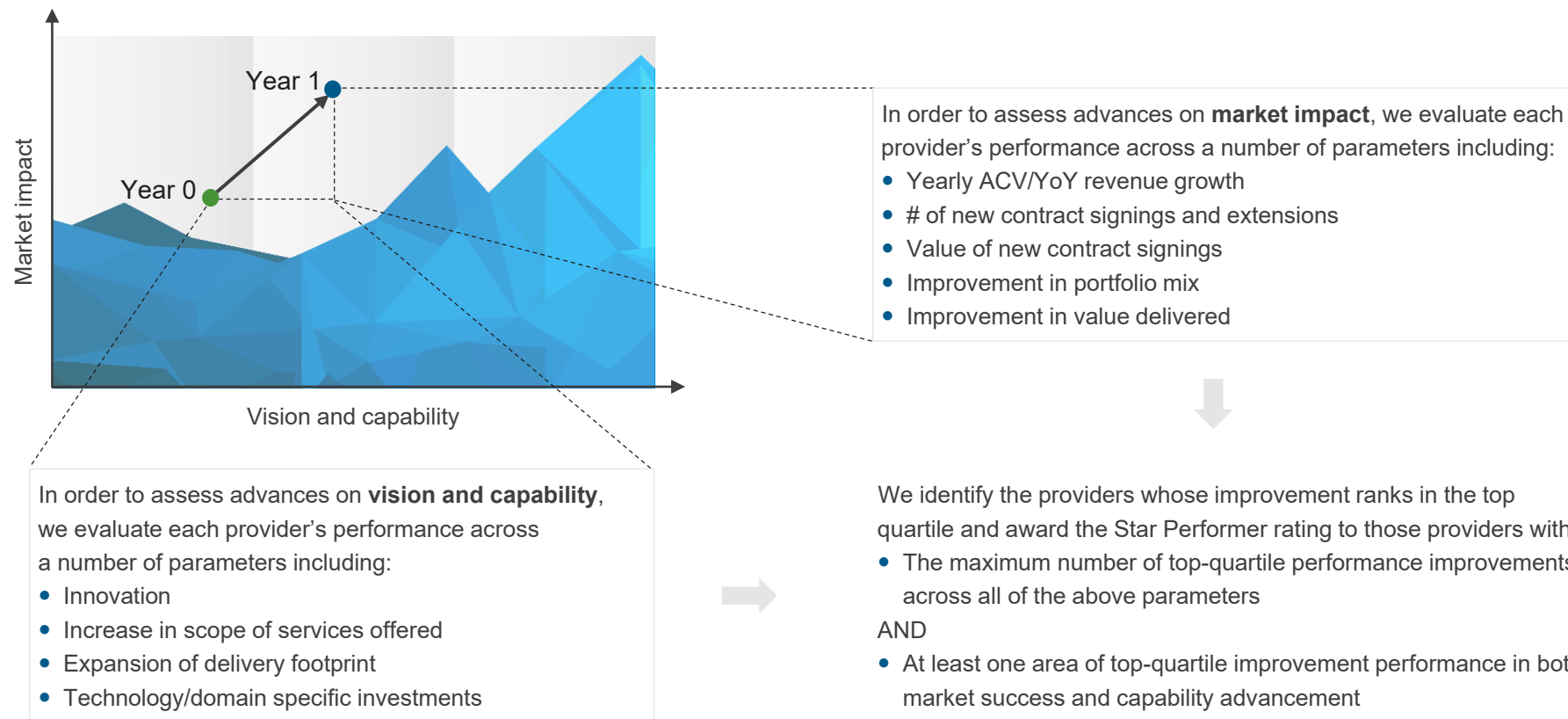
Services PEAK Matrix® evaluation dimensions



Everest Group confers the Star Performer 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



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

FAQs

Q: Does the PEAK Matrix® assessment incorporate any subjective criteria?

A: 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.

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

A: 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.

Q: What other aspects of the PEAK Matrix assessment are relevant to buyers and providers other than the PEAK Matrix positioning?

A: 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.

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

A: 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 included in our research reports

Q: What is the process for a provider / technology vendor to leverage its PEAK Matrix positioning?

A: 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

Q: Does the PEAK Matrix evaluation criteria change over a period of time?

A: 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.

Stay connected

Dallas (Headquarters)
info@everestgrp.com
+1-214-451-3000

Bangalore
india@everestgrp.com
+91-80-61463500

Delhi
india@everestgrp.com
+91-124-496-1000

London
unitedkingdom@everestgrp.com
+44-207-129-1318

Toronto
canada@everestgrp.com
+1-214-451-3000

Website
everestgrp.com

Blog
everestgrp.com/blog

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