Everest Group PEAK Matrix™ for Finance and Accounting Outsourcing (FAO) Service Providers

Focus on Accenture
November 2017
Introduction and scope

Everest Group recently released its report titled “Finance and Accounting Outsourcing (FAO) – Service Provider Landscape with PEAK Matrix™ Assessment 2017”. This report analyzes the changing dynamics of the FAO landscape and assesses service providers across several key dimensions.

As a part of this report, Everest Group updated its classification of 25 service providers on the Everest Group PEAK Matrix for FAO into Leaders, Major Contenders, and Aspirants. The PEAK Matrix™ is a framework that provides an objective, data-driven, and comparative assessment of FAO service providers based on their absolute market success and delivery capability. Everest Group also identified five service providers as the “2017 FAO Market Star Performers” based on the strongest forward movement demonstrated on the PEAK Matrix™ year-on-year.

Based on the analysis, Accenture emerged as a Leader and a Star Performer. This document focuses on Accenture’s FAO experience and capabilities and includes:

- Accenture’s position on the FAO PEAK Matrix
- Accenture’s year-on-year movement on the FAO PEAK Matrix
- Detailed FAO profile of Accenture

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 PEAK Matrix™
Finance and Accounting Outsourcing (FAO) – Service Provider Landscape with PEAK Matrix Assessment 2017 | Accenture positioned as Leader and Star Performer

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**Everest Group PEAK Matrix™ for FAO**

**Delivery capability**
(Scale, scope, domain expertise & innovation, delivery footprint, and buyer satisfaction)

1. PEAK Matrix specific to Finance & Accounting services
2. Assessment for DXC Technology 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 industry participants

Source: Everest Group (2017)
Overview

Key FAO leaders
- Simon Sammons, Global BPO Offerings Director

<table>
<thead>
<tr>
<th>Category</th>
<th>Recent developments/investments</th>
</tr>
</thead>
</table>
| Service scope expansion | ● 2016: Acquired solid serVision, one of the largest independent ServiceNow® pure play companies in Europe, offering consulting and system integration services  
● 2016: Acquired DayNine, a leading global Workday consulting and deployment services provider  
● 2016: Expanded its machine learning and operations analytics capabilities by acquiring OPS Rules, a boutique analytics consulting company  
● 2015: Acquired Cloud Sherpas enhancing its ability to provide clients with improved cloud strategy and technology consulting  
● 2014: Acquired PureApps, an end-to-end Enterprise Performance Management (EPM) and business intelligence solution using Oracle Hyperion product  
● 2014: Acquired Hytracc, a specialist integrator of energy components software for oil & gas companies  
● 2013: Acquired Procurian, which further enhances Accenture’s capabilities in the P2P process, across a range of industries as well as P2P resources, analytics capabilities, and technology assets |
| Technology expansion   | ● 2016-17: Partnered with Automation Anywhere and BluePrism to provide RPA solutions across industries  
● 2016: Partnered with Google to bring to market industry-specific solutions that will help clients use cloud, mobility, and analytics  
● 2016: Collaborating with RoboValley to advance the development of the next-generation of robotics technology  
● 2016: Partnered with IPSoft, to accelerate client adoption of Artificial Intelligence (AI) to improve business outcomes  
● 2015: Alliance with ServiceNow to create a client-facing, self-service F&A platform  
● 2015: Partnered with SAP ARIBA to offer next-generation cloud-based solutions designed to transform the delivery of procurement and F&A BPO services  
● 2015: Analytics – predictive and prescriptive analytics and analytical modeling embedded in offering by leveraging Accenture Operations Navigator |
| Delivery capability expansion | ● 2016: Opened delivery centers in the Philippines, Dublin, and Romania  
● 2015: Expanded service capability in Brazil  
● 2014: Opened delivery centers in Japan, Romania, and the United States |

Scale of operations
Number of FAO FTEs over time

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>14,500</td>
</tr>
<tr>
<td>2013</td>
<td>17,520</td>
</tr>
<tr>
<td>2014</td>
<td>20,000+</td>
</tr>
<tr>
<td>2015</td>
<td>24,500+</td>
</tr>
<tr>
<td>2016</td>
<td>30,200+</td>
</tr>
</tbody>
</table>

FAO service suite
Accenture offers a complete suite of F&A services including: Procure-to-Pay (P2P), Order-to-Cash (O2C), Record-to-Report (R2R), and Financial Planning & Analysis (FP&A). Accenture can deliver F&A BPO in an as-a-service mode:
- Plug-in, scalable, secure, and consumption-based
- Supported by analytics, cloud, and automation
- Delivered according to specified business outcomes

Accenture’s F&A BPO offering also includes Accenture Hospitality Services, a scalable shared-services model specifically designed by, and for the hospitality industry (based on a model pioneered in partnership with Marriott, which Accenture acquired in 2013).

Source: Everest Group (2017)
Major FAO clients

<table>
<thead>
<tr>
<th>Time of signing</th>
<th>Client</th>
<th>Contract details</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 2016</td>
<td>Schlumberger</td>
<td>Provide transformational F&amp;A Business Process Outsourcing (BPO) services through 2021</td>
</tr>
<tr>
<td>October 2016</td>
<td>BP</td>
<td>Provide F&amp;A operations services, including purchase-to-pay, order-to-cash, record-to-report, hydrocarbon (oil and gas) value chain accounting, and procurement services</td>
</tr>
<tr>
<td>November 2016</td>
<td>Microsoft</td>
<td>Provide Microsoft with procurement, accounts payable, financial, and accounting services for its more than 120 subsidiaries worldwide.</td>
</tr>
</tbody>
</table>

Recently-announced FAO engagements (non-exhaustive)

Source: Everest Group (2017)

1 Others include hospitality, government, professional services, and other industries

FAO revenue by signing region 2016

FAO revenue by buyer industry 2016

FAO revenue by buyer size 2016

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EGR-2017-1-E-2421
Source: Everest Group (2017)
FAO technology approach: Accenture augments its FAO offering with an F&A solution that offers enabling technologies and works with a client’s existing enterprise resource platform and tools to deliver best practices, control, and efficiency.

<table>
<thead>
<tr>
<th>O2C solution</th>
<th>R2R solution</th>
<th>P2P solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Configured for each industry and subprocess within O2C</td>
<td>• Helps integrate accounting activities with ERP and other business processes</td>
<td>• Multi-tier bolt-on invoice automation solution to address client and industry requirements</td>
</tr>
<tr>
<td>• Creates visibility and accountability across retained and outsourced functions</td>
<td>• Agnostic approach across platforms and industries with focus on pervasive visibility, insights, controls, and growth</td>
<td>• Continuous analytical capability to feed sourcing and process benefits realization</td>
</tr>
<tr>
<td>• Provides robust data trending and analytics</td>
<td></td>
<td>• Vendor portal to support self-services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Solution description</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Order management, credit management, collection, dispute &amp; deduction management, cash application, and analytical reporting</td>
</tr>
<tr>
<td>• Regulatory compliance, budgeting/forecasting, fixed assets, general accounting, internal audit, financial analytics &amp; reporting, tax management, and industry-specific revenue accounting</td>
</tr>
<tr>
<td>• Procurement support, invoice &amp; payment processing, working capital management, period-end closing, analytics, control, and compliance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Process scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Accenture-developed:</td>
</tr>
<tr>
<td>– Accenture delivery workflow and quality collections tool</td>
</tr>
<tr>
<td>– Receivables management solution</td>
</tr>
<tr>
<td>– Experience with SAP’s FSCM &amp; dispute management modules, Oracle’s advanced collections, i-Recievable, GetPaid, and iMany</td>
</tr>
<tr>
<td>• Accenture-developed planning and control calendar solution, process toolkits, reconciliation workflow, and analytics</td>
</tr>
<tr>
<td>• Experience with multiple ERP platforms including SAP, PeopleSoft, Oracle, JD Edwards, Microsoft, and Lawson</td>
</tr>
<tr>
<td>• SAP HANA-based finance transformation solution</td>
</tr>
<tr>
<td>• Accenture-developed control &amp; workflow solutions, document management, scanning, and ingestion; e-invoicing (Ariba), duplicate payment prevention, and supplier self-service portal</td>
</tr>
<tr>
<td>• Analytics through proprietary Procurian Insights &amp; SavingsLink solution</td>
</tr>
<tr>
<td>• Partnership with SAP Ariba for E2E procurement services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technology leveraged</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Private cloud, hosted, single-client, and multi-client</td>
</tr>
<tr>
<td>• As-a-service</td>
</tr>
<tr>
<td>• Upfront implementation fees, pay-per-transaction, bundled-in FTE pricing, and performance-based pricing</td>
</tr>
<tr>
<td>• Private cloud, hosted, single-client, and multi-client</td>
</tr>
<tr>
<td>• As-a-service model</td>
</tr>
<tr>
<td>• Upfront implementation fees, license fees, bundled-in FTE pricing, and performance-based pricing</td>
</tr>
<tr>
<td>• Private cloud, hosted, single-client, and multi-client</td>
</tr>
<tr>
<td>• As-a-service model</td>
</tr>
<tr>
<td>• Upfront implementation fees, pay-per-transaction, license fees, bundled-in FTE pricing, and performance-based pricing</td>
</tr>
</tbody>
</table>
**Accenture | FAO profile (page 5 of 6)**

**Technology solutions**

**FAO technology approach:** Accenture augments its FAO offering with an F&A solution that offers enabling technologies and works with a client’s existing enterprise resource platform and tools to deliver best practices, control, and efficiency.

<table>
<thead>
<tr>
<th>Solution description</th>
<th>Process-independent solution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FP&amp;A administration &amp; governance</strong></td>
<td>Focuses on the key activities of budgeting, forecasting, monthly reporting, variance analysis, commentaries and decision support. Aligning talent to aggregate, analyze and synthesize operational data is a critical component.</td>
</tr>
<tr>
<td>- Focuses on budgeting, forecasting, monthly reporting, variance analysis, commentaries, and decision support.</td>
<td></td>
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<tr>
<td>- Aligning talent to aggregate, analyze, and synthesize operational data.</td>
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</tr>
<tr>
<td><strong>Process scope</strong></td>
<td>Accenture FAO dashboard provides a portfolio including month close, reconciliations, invoice processing, workflow, query management, collections data, and service management</td>
</tr>
<tr>
<td>- FP&amp;A administration &amp; governance is executed with a strong BPO governance model and supporting technologies to drive value-based transformation.</td>
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<tr>
<td>- Descriptive FP&amp;A is very similar to R2R reporting – supports fact-based historically-oriented reporting operations with a high degree of BPO engagement.</td>
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<tr>
<td>- Prescriptive &amp; predictive analytics – generates hybrid compilations and comparative explanation reports addressing business requests/requirements including trending analysis, variance reports, and ad hoc reporting.</td>
<td></td>
</tr>
<tr>
<td><strong>Technology leveraged</strong></td>
<td>Accenture-developed platform designed for cloud and on-premise deployment.</td>
</tr>
<tr>
<td>- Analytics capabilities via proprietary insights – using fifth-generation BPO technology platform.</td>
<td></td>
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<tr>
<td>- Accenture Insights Platform (AIP) tool for advanced analytics for budgeting &amp; forecasting.</td>
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<tr>
<td>- Accenture Planning &amp; Control tool.</td>
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<tr>
<td>- Experience with multiple ERP platforms including SAP, Oracle, JD Edwards, PS, and business intelligence tools such as Hyperion, Cognos, Discoverer, BusinessObjects, Microsoft Dynamics, SPSS, SAS, Visual Science, and Qlikview.</td>
<td></td>
</tr>
<tr>
<td><strong>Delivery model &amp; pricing</strong></td>
<td>Private cloud, hosted, single-client, and multi-client.</td>
</tr>
<tr>
<td>- Private cloud, hosted, single-client, and multi-client.</td>
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<tr>
<td>- As-a-service model.</td>
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<tr>
<td>- Upfront implementation fees, pay-per-transaction, license fees, bundled-in FTE pricing, and performance-based pricing.</td>
<td></td>
</tr>
<tr>
<td>- Upfront implementation fees, pay-per-transaction, license fees, bundled-in FTE pricing, and performance-based pricing.</td>
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</table>
## Accenture | FAO profile (page 6 of 6)

### Everest Group assessment – Leader

<table>
<thead>
<tr>
<th>Measure of capability:</th>
<th>Best-in-class</th>
<th>Very high</th>
<th>High</th>
<th>Medium high</th>
<th>Medium</th>
<th>Medium low</th>
<th>Low</th>
<th>Not mature</th>
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</thead>
<tbody>
<tr>
<td><strong>Delivery capability</strong></td>
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<td>Scale</td>
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<td>Scope</td>
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<tr>
<td>Technology and innovation</td>
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<tr>
<td>Delivery footprint</td>
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<td>Buyer satisfaction</td>
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<td>Overall</td>
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<tr>
<td><strong>Market success</strong></td>
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</table>

### Strengths

- Accenture has retained its leadership position in the FAO market, while it continues to leverage the acquisition route to enhance its already strong delivery and technology capabilities.
- It has an extremely balanced capability mix across P2P, O2C, and R2R functions, and strong client traction particularly in the large and mid-market client segments.
- While the mature markets of North America and Europe form a dominant share of its client portfolio, it has also registered strong traction in the emerging markets of Asia Pacific and Latin America.
- A very broad-based industry expertise with client presence across all major verticals, and particularly strong capabilities in the high-tech & telecom, retail, financial services, and energy & utilities sectors.
- Accenture has vast experience in multitude of tools and ERP platforms, and strives to drive enhanced value for its clients through a suite of analytical tools & dashboards, advanced automation, and artificial intelligence technologies, and various point-solutions as well as workflow tools.
- It has a balanced global delivery model, with an optimal onshore, nearshore, and offshore mix, and presence in almost all major geographies.
- Clients appreciate Accenture’s flexible and partnership-based approach, expertise in F&A services, and ability to scale up/down based on their needs.

### Areas of improvement

- With its strong Consulting and IT heritage, Accenture typically leverages a transformative solution, and is hence less suitable for clients who are targeting plain vanilla benefits from cost arbitrage or productivity improvements.
- Though the attrition rate is lower than the industry average, it still remains an issue which could be improved upon.
- Accenture has registered limited traction in the emerging and fast growing geography of Middle East & Africa, and should focus on this region to continue driving higher growth in the future.
- Taking a more proactive approach in offering its most innovative and advanced tools & technologies to its clients could help improve satisfaction levels.

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1 Based on contractual and operational information as of 2016

Source: Everest Group (2017)
Appendix
Traditionally, FAO has been limited to a function-focused definition

Functional definition of FAO

Capital budgeting
- Strategy
- Administer approval process
- Project reporting

Management reporting and analysis
- Strategy
- Regular reporting
- Data extraction
- Analysis
  - Ad hoc analysis and special projects
  - Cost accounting

Regulatory reporting and compliance
- Strategy
- Data extraction
- Analysis and MD&A
- Regulatory reporting
- Compliance program

Strategy
- F&A strategy including tax and risk position
- Accounting policy and control
- Shareholder relations
- M&As/divestitures
- External reporting

F&A strategy

Internal audit
- Strategy
- Establish annual audit plan
- Conduct audits
- Reports and recommendations

Budgeting/forecasting
- Strategy
- Budget analysis and approval process
- Build-line item budget
- Forecast roll-ups and consolidation
- Forecast analysis and approval process

Treasury & risk management
- Strategy
- Bank relations and administration
- Cash management and forecasting
- Investments
- Debt management
- Foreign exchange
- Treasury risk management

Fixed assets
- Maintain master data
- M/A/C of assets
- Post depreciation

Accounts payable and T&E
- Strategy
- Maintain master data
- Process payment requests
- Process T&E claims
- Administer EDI/P-card
- Month-end close
- Vendor inquiries
- Reporting

Payroll
- Strategy
- Earnings
- Deductions
- Checks and EFT
- Reconciliation
- Third-party payments
- Tax reporting and filing
- Vendor management

Tax
- Strategy
- Tax accounting
- Tax planning and analysis
- Tax compliance
- Tax audit

Accounts receivable
- Strategy
- Customer set-up
- Billing
- Cash applications
- Credit and collections
- Customer inquiries
- Reporting

General accounting
- Strategy
- Process general entries
- Account reconciliations
- Inter-company accounting
- Prepare trial balances
- Perform closings
- Manage consolidations
- Cost accounting

Accounts payable and T&E
- Strategy
- Maintain master data
- Process payment requests
- Process T&E claims
- Administer EDI/P-card
- Month-end close
- Vendor inquiries
- Reporting

1 Defined in Appendix
However, an end-to-end process-driven approach is emerging, which focuses on consistency, delivery, and enterprise-wide integration.
This end-to-end process-driven approach is expanding the F&A scope into the adjacent areas of procurement and supply chain.
Everest Group’s research is guided by a framework that clearly distinguishes F&A from supply chain and procurement processes.

Note: Everest Group’s analyses include multi-process FAO contracts with a minimum of two F&A processes, over US$1 million in ACV, and a minimum contract term of three years.
Everest Group PEAK Matrix™ is a proprietary framework for assessment of a service provider’s capability.

Everest Group PEAK Matrix for FAO

- **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.

FAO 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 FAO revenue, number of current FAO clients, and YOY revenue growth

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

<table>
<thead>
<tr>
<th>Scale</th>
<th>Scope</th>
<th>Technology solutions and innovation</th>
<th>Delivery footprint</th>
<th>Buyer satisfaction</th>
</tr>
</thead>
</table>
| Measures the scale of operations through:  
  - Firm-wide revenue  
  - Contribution of FAO revenue to the firm-wide revenue | Measures the breadth and depth of the scope of services provided across:  
  - Processes  
  - Industries  
  - Geographies  
  - Buyer sizes | Measures the capability and investment in tools and technologies through:  
  - Technology model adopted  
  - Investments in FAO technology  
  Captured innovation through offerings in areas such as advanced analytics, Artificial Intelligence (AI), etc. | Measures the global sourcing mix through:  
  - Delivery footprint across regions  
  - Balanced shoring capability | Measures the satisfaction levels⁴ of buyers across:  
  - Goal realization  
  - Process delivery  
  - Implementation  
  - Relationship management  
  - Proactiveness  
  - Innovation  
  - Responsiveness |

1 Measured through responses from two/three referenced buyers for each service provider
Everest Group confers the “Star Performers” title on 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.”
FAQs (page 1 of 2)

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 RFIs 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.
**FAQs** (page 2 of 2)

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**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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