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Global Sourcing (GS)

Market Vista Q1 2011 – Preview Deck

MARKET VISTA

ERI-2011-8-PD-0543

Contents

- **Product overview**

- Illustrative contents

The increasing complexity of the outsourcing market has amplified the risk exposure for companies

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Factors driving increased risk	Examples of risks
Vendor and model proliferation Multiple service providers and business models	**Regulatory risk** Ensuring compliance with regulatory guidelines in source and destination countries across service providers
Large span of functions Typically combination of many IT, BPO and some KPO services	**Performance risk** Managing quality of service delivery, attrition, knowledge retention
Increasing scope Significant proportion of operations now in low cost locations	**Business case risk** Managing wage inflation without affecting quality of service
Global delivery chain Services often delivered from multiple locations with diverse risk footprint	**Data security and** intellectual property risk Implementing measures to safeguard data and intellectual property
Dynamic economies Most delivery locations are emerging economies going through rapid change	**Concentration risk**
	Business continuity risk
	Currency risk
	....

Most large companies have capabilities in global risk management. However, the level and type of risk exposure that is emerging from the globalization of services is unprecedented

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Sourcing leaders are being asked to manage risks associated with global sourcing and support the delivery of transformational results

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What are my peers doing?

Are there opportunities to optimize my pricing?

What is the real inflation and how does it compare to price increases in my portfolio?

What new service delivery models/ service providers are my peers leveraging?

How can I better manage forex changes?

Are there new govt. incentives that I can avail?

What new risks are my service providers taking on?

Who are the emerging service providers in my areas?

How are the relative costs moving across locations?

Are their any new political or macro-economic risks I need to be aware of NOW ?

Key decisions that Sourcing managers need to support

- Comparison with peers
- Location risk management
- service provider selection and optimization
- Design of new deals
- Price benchmarking and contract renewals

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Market Vista provides continuously updated facts and analysis every quarter to enable effective management of global services portfolios

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Each quarterly Market Vista report captures developments across three key areas

1 Market overview

- Outsourcing transactions trends
  - Transaction analysis – By industry, geography, etc.
  - Listing of major BPO/IT outsourcing deals
  - Large offshore deals
- Captives analysis
  - New captive set-ups, divestures
- Focus on Financial Services players
  - Transaction analysis
  - Developments across global majors

2 Location trends and risks

- Key location developments
  - Establishment of new offshore delivery centers
- Risk dashboard capturing key current and emerging risks
  - Geo-political / economic changes
  - Government initiatives
- Q1 focus – Fact-base on Eastern Europe
  - Sustainability of arbitrage
  - Operating costs across 9 cities, inflation rates, and currency trends

3 Service provider developments

- Key developments among 20 leading global service providers
  - Financial performance
  - Transaction activity
  - Changes in delivery footprint
  - M&A and alliance activity
- Detailed profiles for each player capturing key developments across dimensions

MARKET VISTA

Additional Market Vista deliverables

EVEREST RESEARCH INSTITUTE

Global Location Insights newsletter

6 published in 2010

- E-newsletter published every 2 months
- Recent topics included
  - China's offshore maturity
  - Buyer's offshoring plans
  - Brazil's offshore maturity
  - Impact of forex on arbitrage

Breaking Viewpoints on key developments

10 published in 2010

- Event/theme based e-briefings
- Recent topics included
  - Perspective on M&A events (Atos-Siemens IT, iGate-Patni, Wipro-SAIC's Oil & Gas IT Business)
  - Impact of political turmoil in Egypt and Tunisia

Market Vista Primers

5 published in 2010

- Published every quarter
- Recent topics included
  - Indian IT service provider landscape
  - Contact center service providers in Latin America
  - French language service providers in EMEA

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Contents

- Product overview
- **Illustrative contents**

Each section of the quarterly report comprises 30+ pages of insight and data

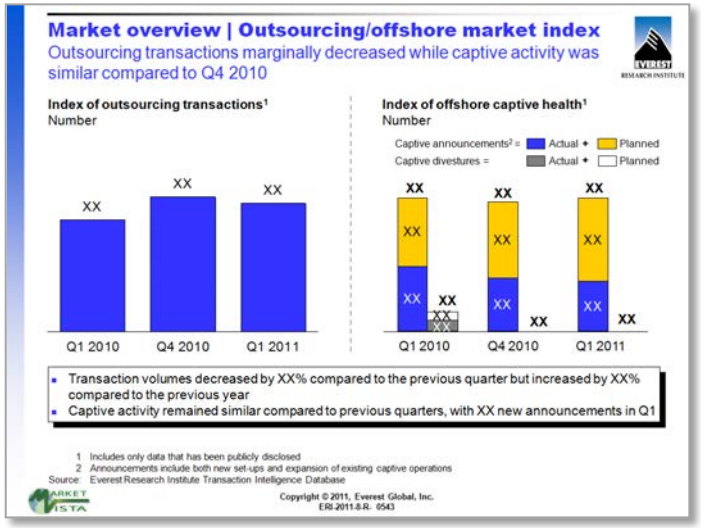
Illustrative Table of Contents (page 1 of 2)

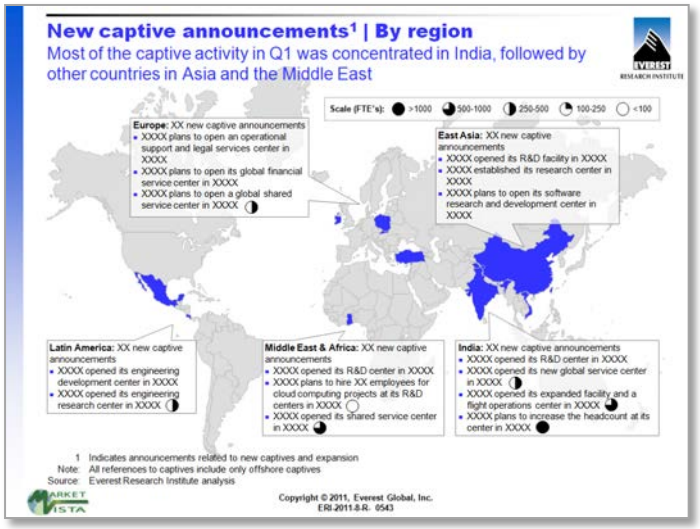
Each section of the quarterly report comprises 30+ pages of insight and data

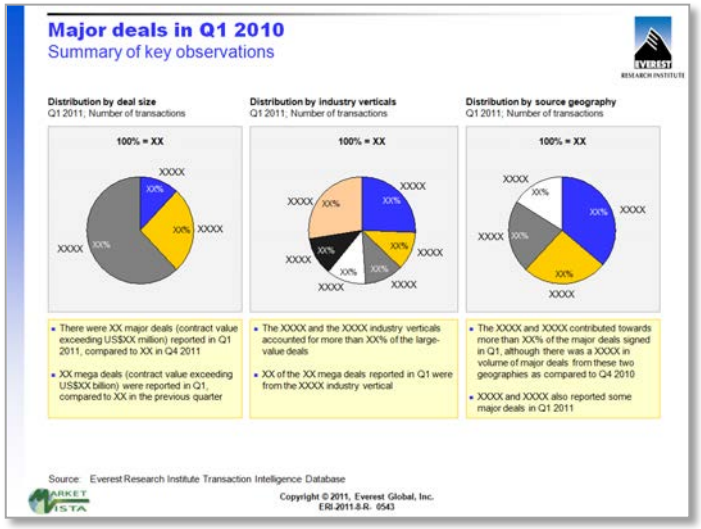
Illustrative Table of Contents (page 2 of 2)

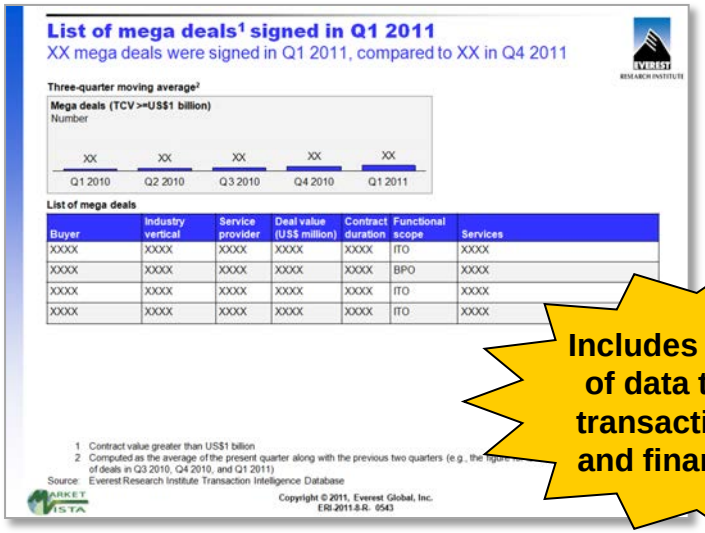
Section I – Market section | Overview

Captures outsourcing transactions trends, captive developments with an emphasis on large size contracts







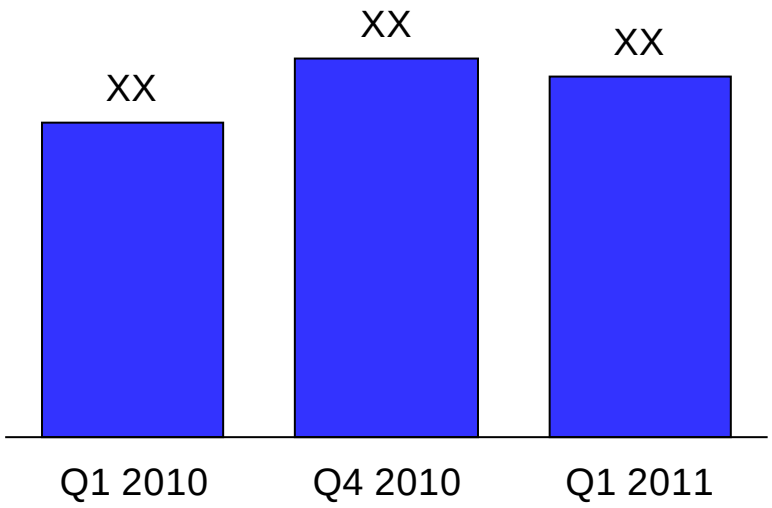


Includes over 15 pages of data tables across transactions, captives and financial services

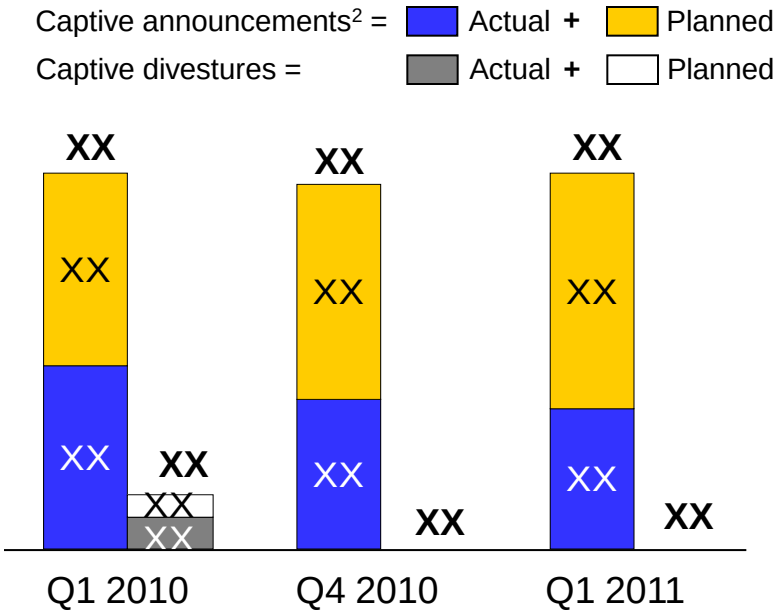
Market overview | Outsourcing/offshore market index

Outsourcing transactions marginally decreased while captive activity was similar compared to Q4 2010

Index of outsourcing transactions[1]
Number



Index of offshore captive health[1]
Number



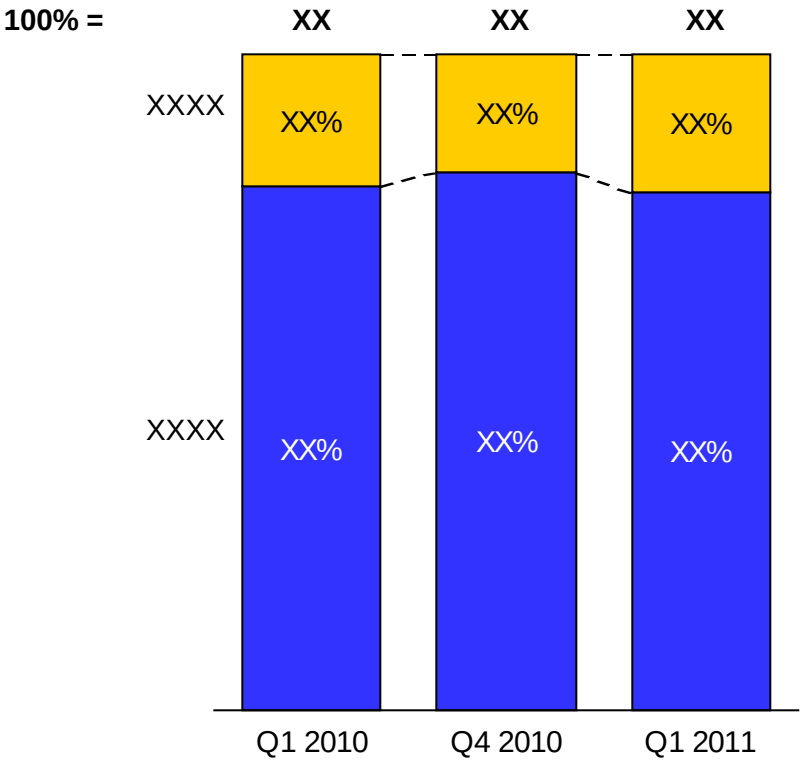
- Transaction volumes decreased by XX% compared to the previous quarter but increased by XX% compared to the previous year
- Captive activity remained similar compared to previous quarters, with XX new announcements in Q1

1 Includes only data that has been publicly disclosed
2 Announcements include both new set-ups and expansion of existing captive operations
Source: Everest Research Institute Transaction Intelligence Database

Outsourcing transactions analysis | By deal type

Volume of renewed/restructured deals increased by XX% from Q4 2010 but ACV of such deals decreased by XX%

Number of transactions by type
Number of transactions



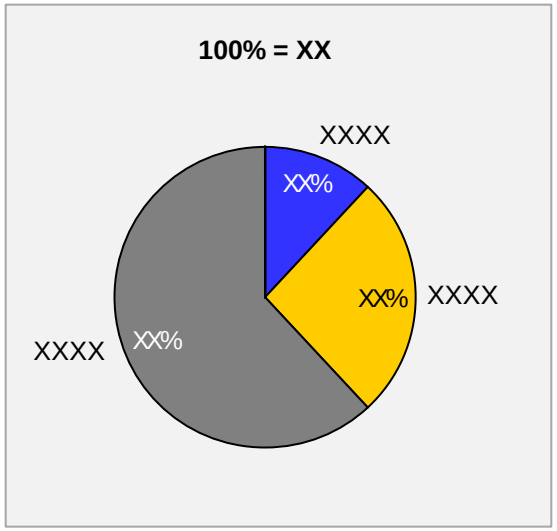
Major outsourcing transactions reaching the end of their contract duration over the next few months

Buyer	Service provider	Function scope
XXXX	XXXX	XXXX
XXXX	XXXX	XXXX
XXXX	XXXX	XXXX
XXXX	XXXX	XXXX
XXXX	XXXX	XXXX

1 Instances where the scope of existing contract was extended or expanded
Source: Everest Research Institute Transaction Intelligence Database

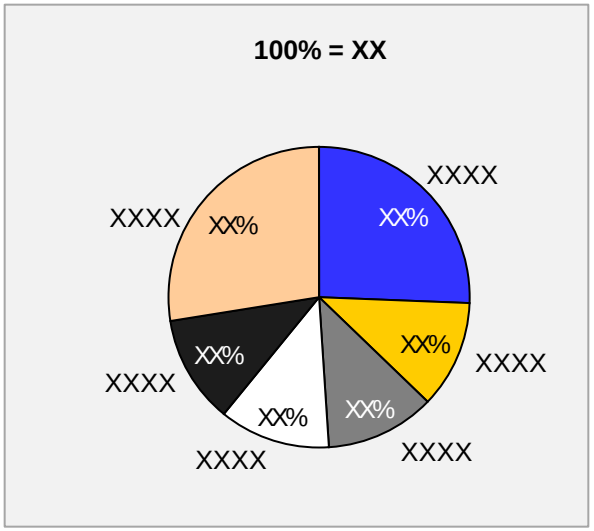
Major deals in Q1 2011
Summary of key observations

Distribution by deal size
Q1 2011; Number of transactions



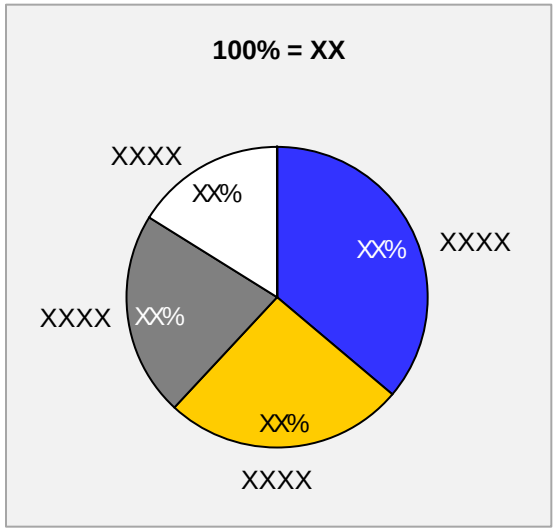
- There were XX major deals (contract value exceeding US$XX million) reported in Q1 2011, compared to XX in Q4 2011
- XX mega deals (contract value exceeding US$XX billion) were reported in Q1, compared to XX in the previous quarter

Distribution by industry verticals
Q1 2011; Number of transactions



- The XXXX and the XXXX industry verticals accounted for more than XX% of the large-value deals
- XX of the XX mega deals reported in Q1 were from the XXXX industry vertical

Distribution by source geography
Q1 2011; Number of transactions

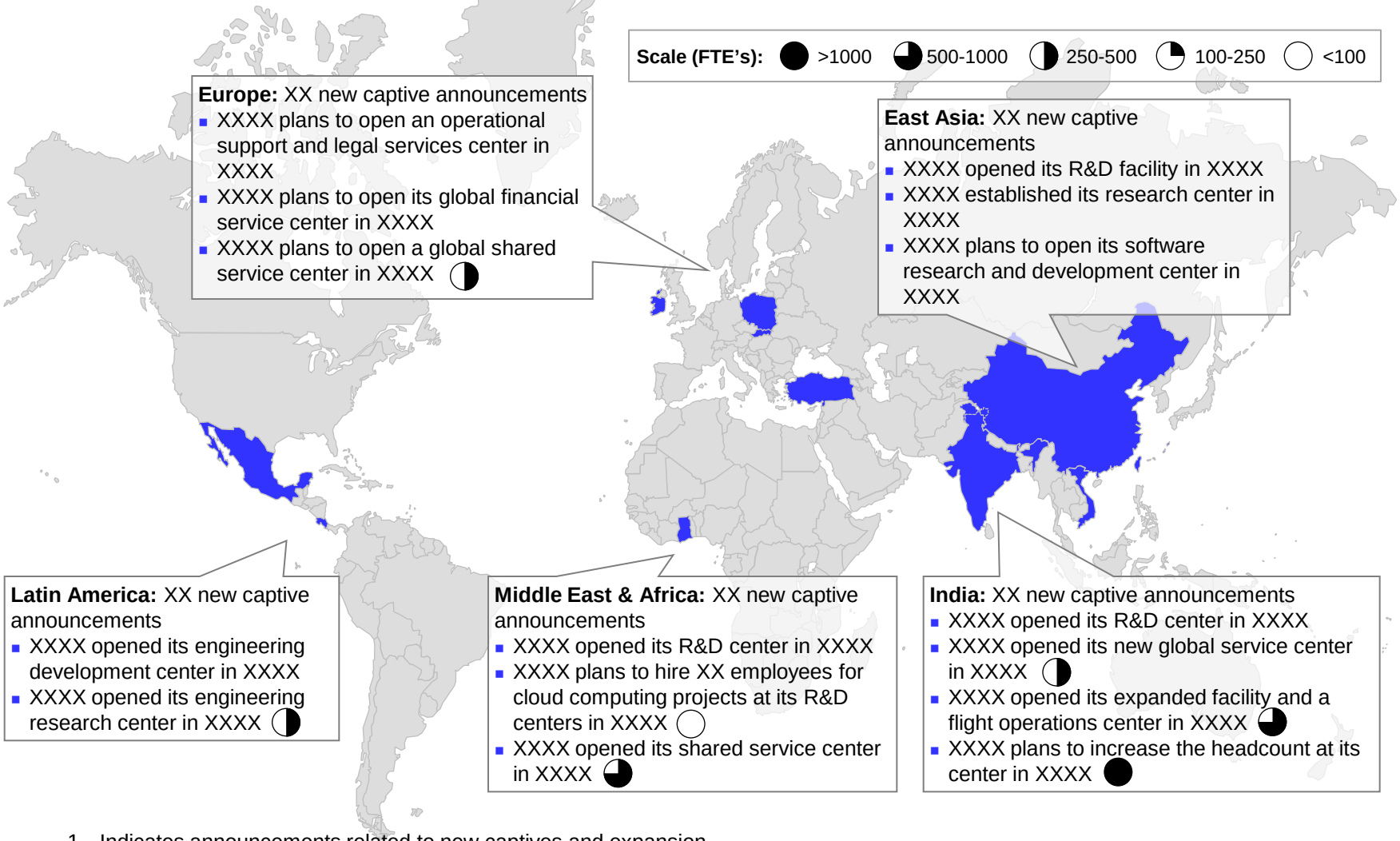


- The XXXX and XXXX contributed towards more than XX% of the major deals signed in Q1, although there was a XXXX in volume of major deals from these two geographies as compared to Q4 2010
- XXXX and XXXX also reported some major deals in Q1 2011

Source: Everest Research Institute Transaction Intelligence Database

New captive announcements[1] | By region

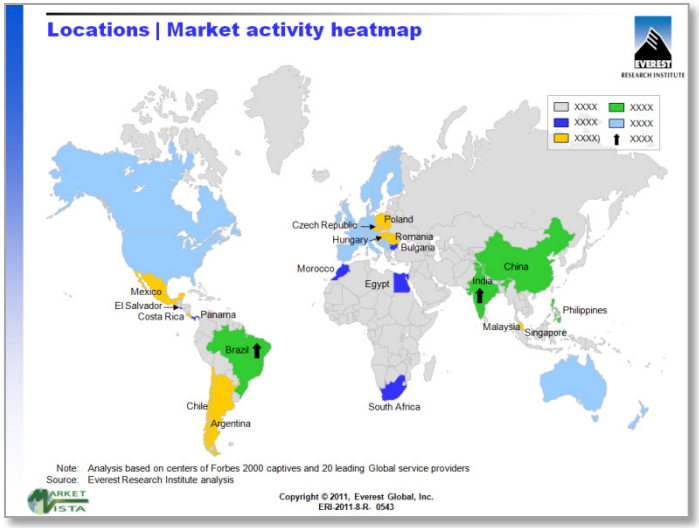
Most of the captive activity in Q1 was concentrated in India, followed by other countries in Asia and the Middle East

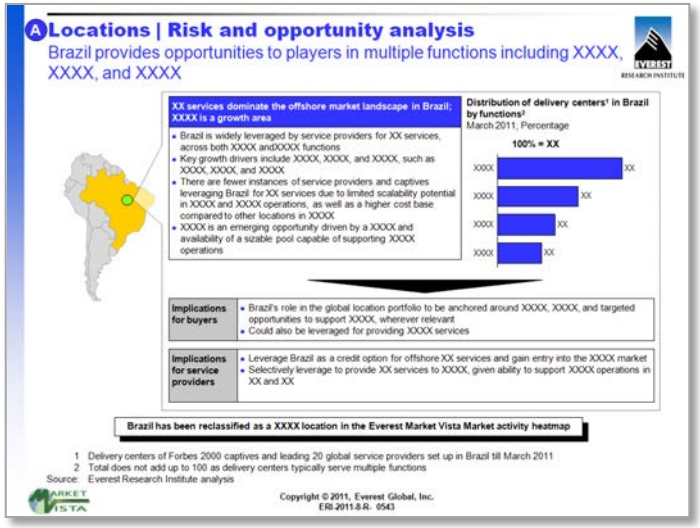


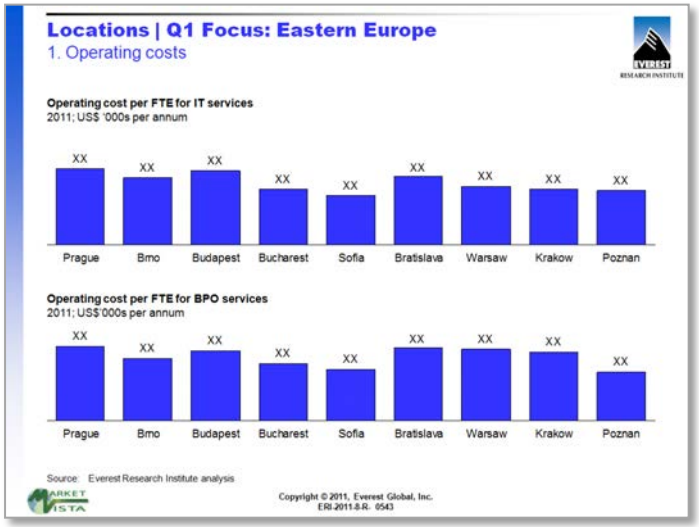
1 Indicates announcements related to new captives and expansion
Note: All references to captives include only offshore captives
Source: Everest Research Institute analysis

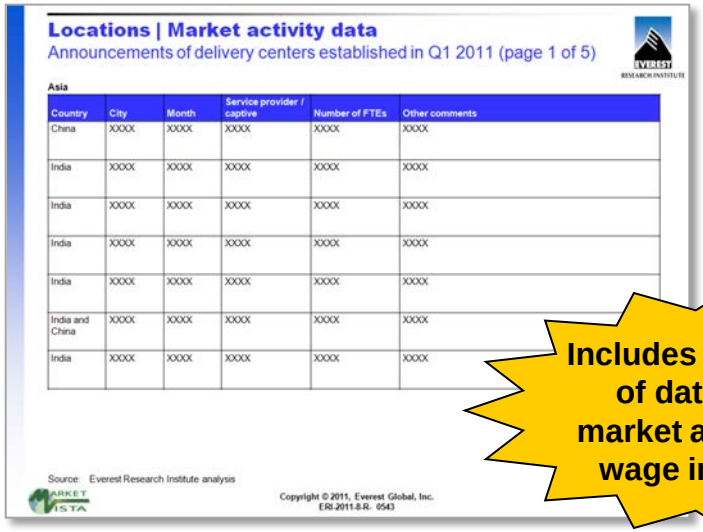
Section II – Locations section | Overview

Key developments and emerging risks and opportunities across locations









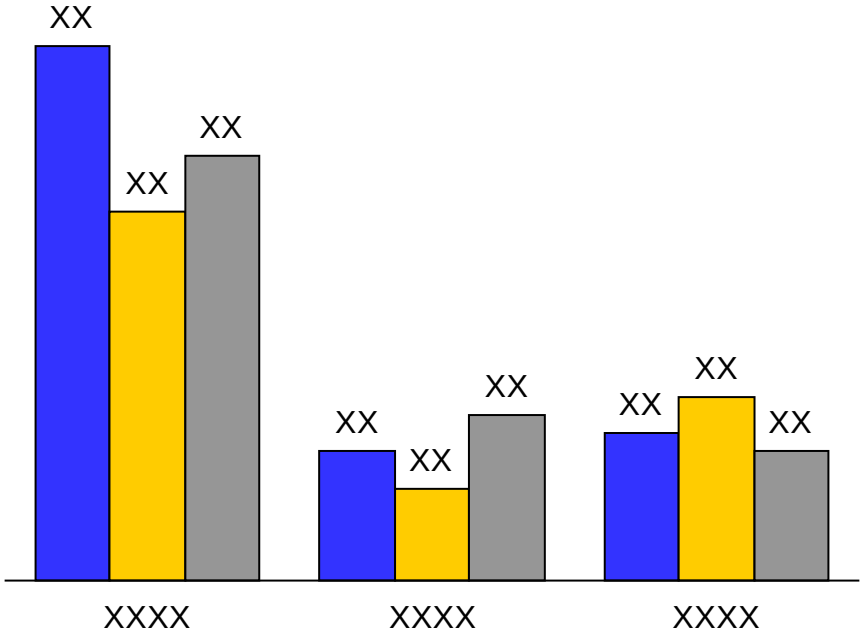
Includes over 20 pages of data tables on market activity, costs, wage inflation, etc.

Locations | Market activity index

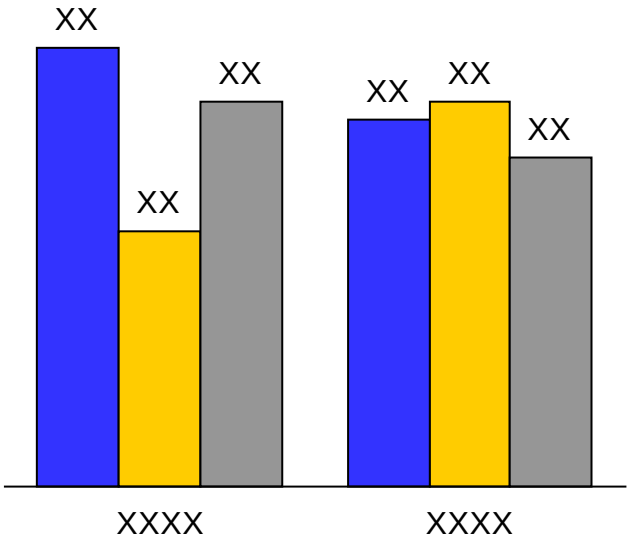
While XXXX experienced significant reduction in activity, adoption increased in XXXX; Tier-XX cities reported more activity than Tier-XX cities

Q1 2010 | Q1 2011 | 2010 Quarterly average

Market activity across geographies
Number of service delivery centers set up



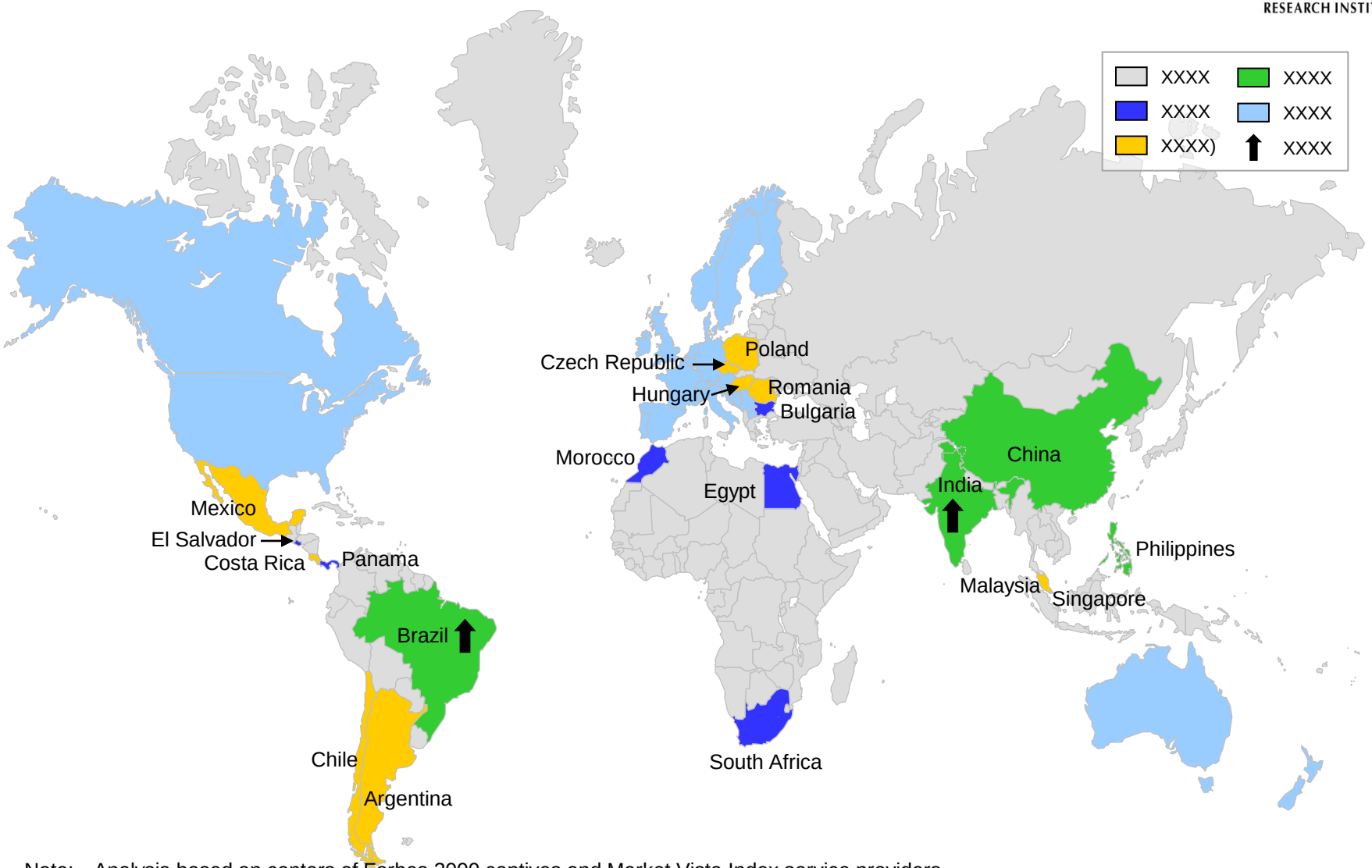
Market activity across Tier-1 and Tier-2 locations
Number of service delivery centers set up



- XX delivery centers were set up during the first quarter of 2011, which was XXXX than the last two quarters
- Activity dropped significantly in XXXX and XXXX. However, the number of delivery centers established in XXXX increased to a 12-month high
- Though players set up centers in both Tier-1 and Tier-2 locations, there was more activity in Tier-XX locations

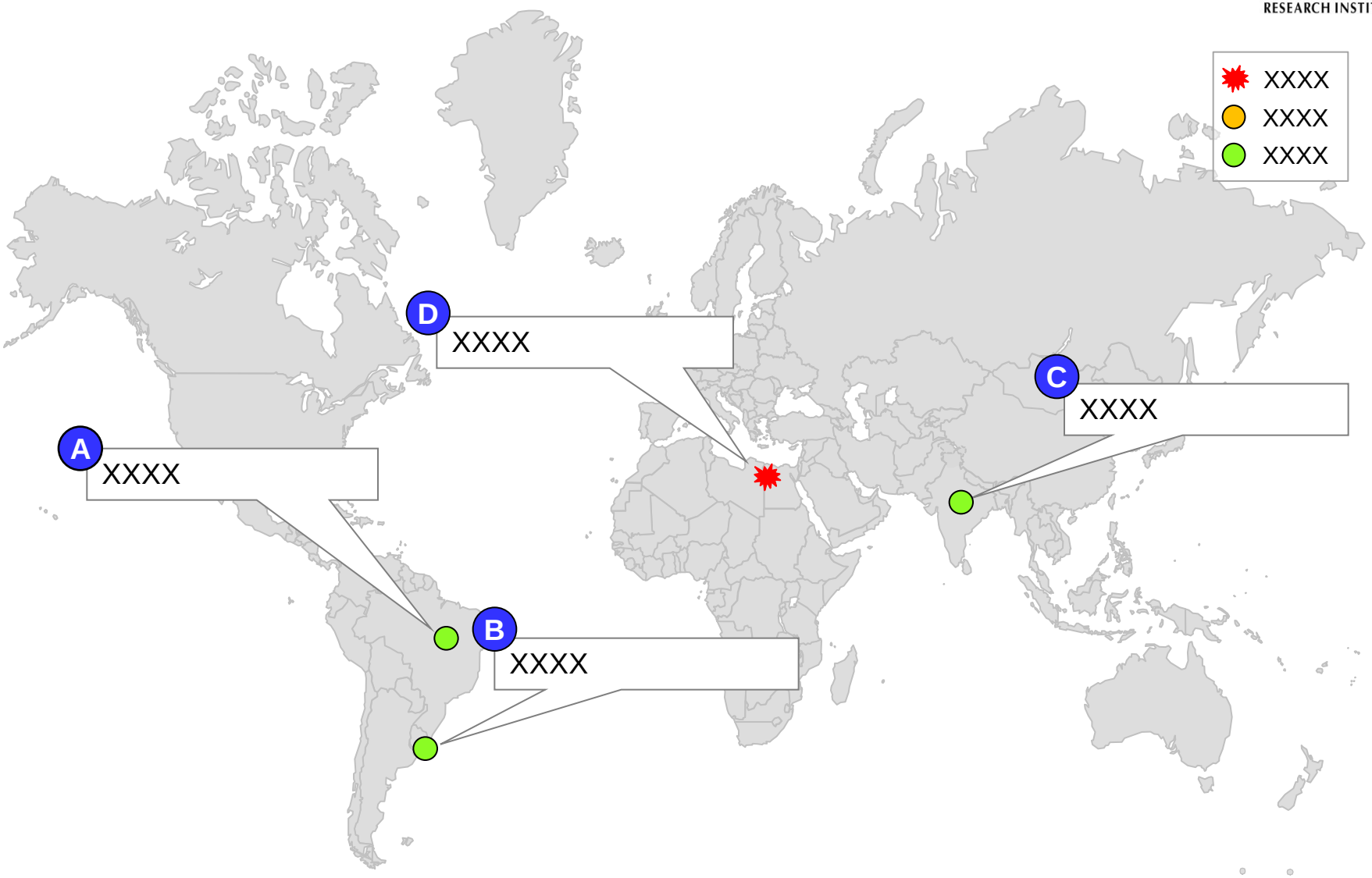
Source: Everest Research Institute analysis

Locations | Market activity heatmap



Note: Analysis based on centers of Forbes 2000 captives and Market Vista Index service providers
Source: Everest Market Vista Location Maturity Heatmap

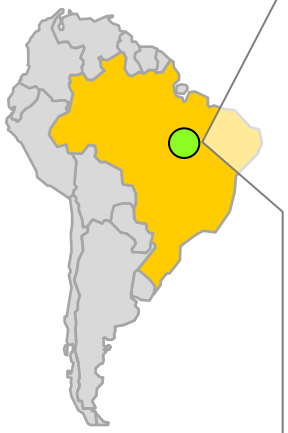
Locations | Risk and opportunity dashboard



Source: Everest Research Institute analysis

A Locations | Risk and opportunity analysis

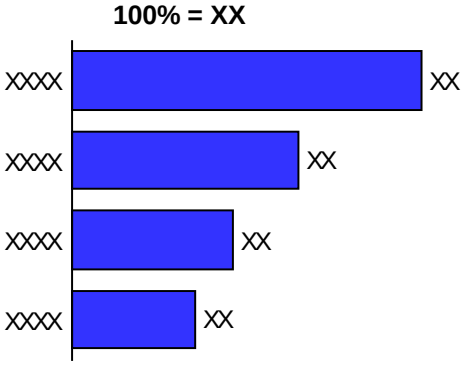
Brazil provides opportunities to players in multiple functions including XXXX, XXXX, and XXXX



XX services dominate the offshore market landscape in Brazil; XXXX is a growth area

- Brazil is widely leveraged by service providers for XX services, across both XXXX and XXXX functions
- Key growth drivers include XXXX, XXXX, and XXXX, such as XXXX, XXXX, and XXXX
- There are fewer instances of service providers and captives leveraging Brazil for XX services due to limited scalability potential in XXXX and XXXX operations, as well as a higher cost base compared to other locations in XXXX
- XXXX is an emerging opportunity driven by a XXXX and availability of a sizable pool capable of supporting XXXX operations

Distribution of delivery centers[1] in Brazil by functions[2]
March 2011; Percentage



Implications for buyers	▪ Brazil's role in the global location portfolio to be anchored around XXXX, XXXX, and targeted opportunities to support XXXX, wherever relevant ▪ Could also be leveraged for providing XXXX services
Implications for service providers	▪ Leverage Brazil as a credit option for offshore XX services and gain entry into the XXXX market ▪ Selectively leverage to provide XX services to XXXX, given ability to support XXXX operations in XX and XX

Brazil has been reclassified as a XXXX location in the Everest Market Vista Market activity heatmap

1 Delivery centers of Forbes 2000 captives and leading 20 global service providers set up in Brazil till March 2011
2 Total does not add up to 100 as delivery centers typically serve multiple functions
Source: Everest Research Institute analysis

Section II – Locations section | Illustrative output

Each quarterly report will cover a deep-dive on a specific geography/ theme

Locations | Q1 Focus: Eastern Europe

Arbitrage sustainability for Eastern Europe

ITO SERVICES

Projected sustainability[1] of labor arbitrage
Number of years

Source/destination countries	Current momentum of operating cost inflation and currency appreciation[2]	Increasing operating cost inflation and currency appreciation by 2%	Decreasing operating cost inflation and currency appreciation by 2%
U.S.- Prague	XX	XX	XX
U.S.-Bratislava	XX	XX	XX
U.S.-Warsaw	XX	XX	XX

BPO SERVICES

Source/destination countries	Current momentum of operating cost inflation and currency appreciation[2]	Increasing operating cost inflation and currency appreciation by 2%	Decreasing operating cost inflation and currency appreciation by 2%
U.S.- Prague	XX	XX	XX
U.S.-Bratislava	XX	XX	XX
U.S.-Warsaw	XX	XX	XX

1 Assuming sustainability of labor arbitrage until destination country salaries are 70% of source country salaries
2 Currency appreciation is considered as a cumulative annual growth rate during the time period Q1 2009 to Q1 2011 for all cases
Source: Everest Research Institute analysis

Locations | Regional developments

Geopolitical and macro-economic environment (page 1 of 2)

Region	Key developments
Asia	▪ China – ▪ XXXX ▪ XXXX ▪ India – ▪ XXXX – XXXX – XXXX ▪ XXXX ▪ Vietnam – ▪ XXXX ▪ XXXX ▪ Thailand – ▪ XXXX ▪ XXXX
Africa	▪ Tunisia – ▪ XXXX ▪ XXXX ▪ Egypt – ▪ XXXX ▪ XXXX

Sources: Everest Research Institute analysis; Economist

Locations | Regional developments

Investment environment

Region	Key developments
Asia	▪ Sri Lanka – ▪ XXXX ▪ XXXX
Africa	▪ Egypt – ▪ XXXX ▪ XXXX – XXXX – XXXX – XXXX ▪ South Africa – ▪ XXXX ▪ XXXX
Eastern Europe	▪ Czech Republic – ▪ XXXX ▪ XXXX ▪ Hungary – ▪ XXXX ▪ XXXX ▪ Latvia – ▪ XXXX ▪ XXXX

Source: Everest Research Institute analysis

Locations | Q1 Focus: Eastern Europe

2b. Operating cost inflation – Real estate inflation

Annual change in real estate rentals (grade A)
2010; Percentage

Sources: Everest Research Institute analysis; CBRE; Cushman and Wakefield

Q1 2011 report includes a deep-dive on Eastern Europe covering costs, inflation, currency trends, etc.

Section III – Service provider developments | Overview

Profiles developments across 20 leading service providers, highlighting key implications for sourcing managers

Service provider developments analysis | Transaction activity

Relative momentum of transaction announcements

Transaction announcements[1] activity in Q1 2011 and trend over Q4 2010[2]

Service providers	ITO deals Number	ITO deals Trend	BPO deals Number	BPO deals Trend	Both deals[3] Number	Both deals[3] Trend
High activity in Q1 2011						
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
Moderate activity in Q1 2011						
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
Low activity in Q1 2011						
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●
XXXX	XX	●	XX	●	XX	●

● Increased from last quarter
● Similar to last quarter
● Decreased from last quarter

- XXXX
- XXXX
- XXXX
- XXXX

1 Analysis based only on publicly announced transactions
2 Analysis excludes XXXX
3 Deals that include both ITO and BPO services

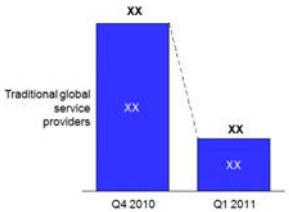
Note: The high-activity group includes service providers with at least seven new deals; the moderate-activity group includes service providers with two to six new deals; the low activity group includes service providers with one or no new deal announced in the quarter

Source: Everest Research Institute Transaction Intelligence Database; Everest analysis and estimates

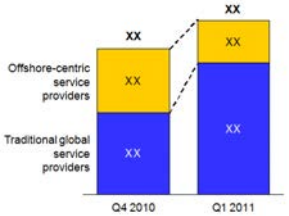
Service provider developments analysis | M&A and alliances

While M&A was quite weak in Q1 2011 compared to last quarter, alliance activity witnessed an increase, driven by traditional service providers

M&A by service provider category
Number of acquisitions



Alliances by service provider category
Number of alliances



- XXXX
- XXXX

Sources: Company websites; press releases

Service provider developments | Market Vista Index service providers

This section explores market activity and insights from 20 leading global sourcing service providers

Traditional global service providers

accenture, ACS (A xerox Company), Atos Origin, Capgemini, CONVERGYS, CSC, Dell Services[1], AON Hewitt[3], hp[2], IBM, UNISYS

Offshore-centric service providers

Cognizant, EXL, GENPACT, HCL, Infosys, Mahindra Satyam, Tech Mahindra, TATA CONSULTANCY SERVICES, WIPRO, WNS

This section focuses on key developments for the above service providers across financial performance, recent transactions, developments in location footprint, mergers, acquisitions, and alliance activity

1 Perot was acquired by Dell in Sep 2009 and has been rebranded as Dell Services
2 EDS was integrated into HP, and the segment is now called HP Enterprise Services (HP ES)
3 Hewitt merged with Aon in October 2010 and the combined entity is now known as Aon Hewitt

Q1 2011 | Key market developments

XXXX (page 1 of 7)

Recent transaction activity

Buyer name	Announcement date	TCV estimate (US$ million)	Duration (years)	Services
XXXX	XXXX	XX	XX	AO and IO
XXXX	XXXX	XX	XX	AO
XXXX	XXXX	XX	XX	AO
XXXX	XXXX	XX	XX	AO
XXXX	XXXX	XX	XX	AO
XXXX	XXXX	XX	XX	
XXXX	XXXX	XX	XX	
XXXX	XXXX	XX	XX	
XXXX	XXXX	XX		
XXXX	XXXX	XX		
XXXX	XXXX	XX		
XXXX	XXXX	XX		
XXXX	XXXX	XX		
XXXX	XXXX	XX	XX	
XXXX	XXXX	XX		

Sources: Everest Research Institute (2011); company websites

Includes over 40 pages of data tables on M&A, new delivery centers, management changes, etc.

Service provider developments analysis | Transaction activity

Relative momentum of transaction announcements

Transaction announcements[1] activity in Q1 2011 and trend over Q4 2010[2]

Service providers	ITO deals		BPO deals		Both deals[2]	
	Number	Trend	Number	Trend	Number	Trend
High activity in Q1 2011						
XXXX	XX	🔴	XX	🔴	XX	🔴
XXXX	XX	🟢	XX	🟢	XX	🟡
XXXX	XX	🔴	XX	🔴	XX	🟢
XXXX	XX	🟡	XX	🟢	XX	🟡
XXXX	XX	🔴	XX	🟢	XX	🟢
XXXX	XX	🔴	XX	🟡	XX	🔴
XXXX	XX	🟢	XX	🟢	XX	🟢
XXXX	XX	🟢	XX	🟡	XX	🟡
XXXX	XX	🟢	XX	🔴	XX	🟡
Moderate activity in Q1 2011						
XXXX	XX	🟢	XX	🔴	XX	🟢
XXXX	XX	🟡	XX	🟢	XX	🟡
XXXX	XX	🟢	XX	🟢	XX	🟡
XXXX	XX	🔴	XX	🟡	XX	🟡
XXXX	XX	🟡	XX	🟡	XX	🟡
XXXX	XX	🔴	XX	🟡	XX	🟡
Low activity in Q1 2011						
XXXX	XX	🔴	XX	🔴	XX	🟡
XXXX	XX	🔴	XX	🟡	XX	🟡
XXXX	XX	🔴	XX	🟡	XX	🟡
XXXX	XX	🟡	XX	🟡	XX	🟡
XXXX	XX	🟡	XX	🟡	XX	🟡

🟢 Increased from last quarter
🟡 Similar to last quarter
🔴 Decreased from last quarter

- XXXX
- XXXX
- XXXX
- XXXX

1 Analysis based only on publicly announced transactions
2 Analysis excludes XXXX
3 Deals that include both ITO and BPO services
Note: The high-activity group includes service providers with at least seven new deals; the moderate-activity group includes service providers with two to six new deals; the low activity group includes service providers with one or no new deal announced in the quarter
Source: Everest Research Institute Transaction Intelligence Database; Everest analysis and estimates

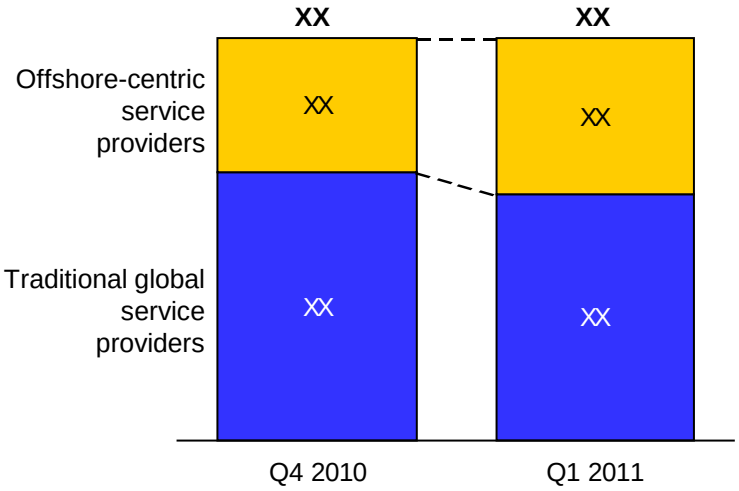
Service provider developments analysis | Location activity

Overall location activity remained flat compared to last quarter, offshore locations continued to exceed onshore regions in terms of setting up of new centers

Decreased from last quarter | Increased from last quarter | Similar to last quarter

Number of new centers opened by service provider category

Number of new centers[1]



- XXXX
- XXXX
- XXXX
- XXXX
- XXXX

Service provider delivery footprint in Q1 2011 and trend over Q4 2010

Service providers	Offshore centers		Onshore centers	
	Number	Trend	Number	Trend
High activity in Q1 2011				
XXXX	XX	Increased	XX	Increased
Moderate activity in Q1 2011				
XXXX	XX	Decreased	XX	Similar
XXXX	XX	Increased	XX	Increased
XXXX	XX	Similar	XX	Increased
XXXX	XX	Similar	XX	Increased
XXXX	XX	Decreased	XX	Similar
XXXX	XX	Increased	XX	Similar
XXXX	XX	Similar	XX	Similar
XXXX	XX	Similar	XX	Decreased
XXXX	XX	Increased	XX	Similar
XXXX	XX	Decreased	XX	Increased
XXXX	XX	Similar	XX	Similar
No activity in Q1 2011				
XXXX	XX	Similar	XX	Decreased
XXXX	XX	Similar	XX	Similar
XXXX	XX	Similar	XX	Decreased
XXXX	XX	Decreased	XX	Similar
XXXX	XX	Decreased	XX	Similar
XXXX	XX	Decreased	XX	Similar
XXXX	XX	Decreased	XX	Similar
XXXX	XX	Similar	XX	Decreased

1 Includes new facilities in existing locations and excludes planned centers

Note: The high-activity group includes service providers with at least three new centers; the moderate-activity group includes service providers with one or two new centers; the no-activity group includes service providers with no centers announced in the quarter

Sources: Company websites; press releases

Service provider developments analysis | Ratings summary

○ Limited activity ◑ Moderate activity ● High activity

Service provider	New deals	Location changes	M&A and alliance activity	Overall rating
Traditional global service providers				
XXXX	◑	○	○	○
XXXX	●	●	◑	●
XXXX	●	○	●	◑
XXXX	●	◑	●	●
XXXX	●	○	●	◑
XXXX	○	◑	○	○
XXXX	●	○	●	◑
XXXX	◑	●	◑	◑
XXXX	●	◑	●	●
XXXX	●	●	●	●
XXXX	◑	○	◑	◑

Service provider	New deals	Location changes	M&A and alliance activity	Overall rating
Offshore-centric service providers				
XXXX	◑	◑	○	◑
XXXX	○	○	○	○
XXXX	○	○	○	○
XXXX	○	◑	●	◑
XXXX	◑	◑	◑	◑
XXXX	●	○	◑	◑
XXXX	◑	●	◑	◑
XXXX	●	◑	●	●
XXXX	○	◑	○	○

Source: Everest Research Institute (2011)

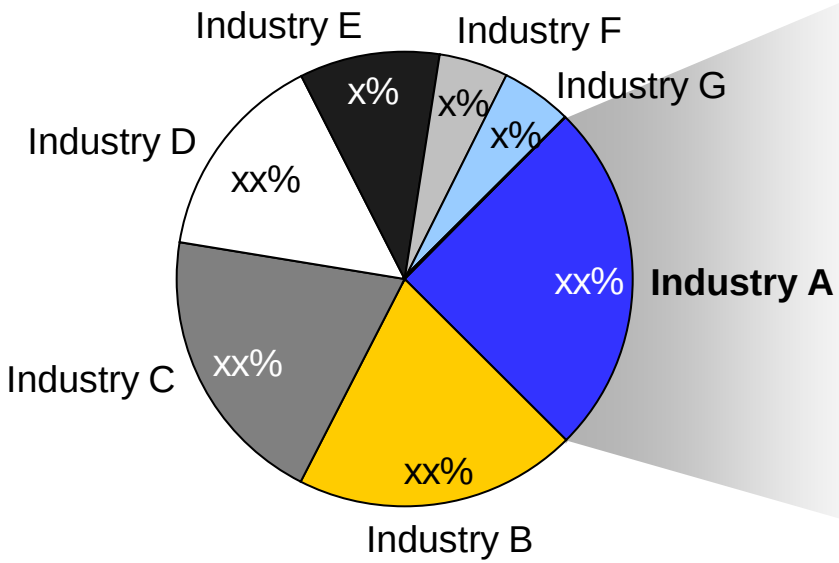
Market Vista encompasses a suite of offerings

Multiple delivery formats allow Global Sourcing Managers to access information in a way that supports the decision-making process

Market Vista offering	Description	Standard subscription access (annual)	Premium subscription access (annual)
Quarterly Report	Quarterly report with in-depth coverage of transaction, location, and service provider trends	✓	✓
Primer	Quarterly brief of expert perspectives on emerging market trends (e.g., new pricing models)	✓	✓
Location database	Annually updated database of location stats (e.g., cost, attrition, inflation rates) for 23 major cities	✓	✓
Breaking viewpoint	Flash reports highlighting breaking industry news and expert perspectives on key implications	✓	✓
Locations Insights e-newsletter	Bi-monthly Global Location Insights e-newsletter containing detailed country and region info	✓	✓
Service provider capability profiles	Annually updated library of 200+ service provider profiles, including functional views (e.g., FAO, HRO)		✓
Analyst consultation	10 hours of analyst access per year for personalized insights and additional perspectives		✓

Industry trends complement the Market Vista suite through quarterly reports focused on industry specific global sourcing data, developments and insights

Outsourcing activity by industry



Industry trends: Coverage

A **Outsourcing transaction trends**

B **Captive market analysis**

C **Service provider activity and deal information**

20+ pages report for each industry every quarter

Industries tracked

- Banking, Financial Services, and Insurance (BFSI)
- Manufacturing, Distribution, and Retail (MDR)
- Energy and Utilities (E&U)
- Healthcare

Offering summary

- Quarterly research reports covering key sourcing-related data, developments and insights in a specific industry
- Helps contextualize key decisions within an industry

Appendix: Additional research references

The following documents are recommended for additional insight on the topic covered in this Research Report. The recommended documents either provide additional details on the topic or complementary content that may be of interest

1. **Market Vista: 2010 in Review** (ERI-2011-8-R-0500); 2011. This report summarizes the key trends and developments for 2010 in the global offshoring and outsourcing market

2. **Market Vista: Q4 2010** (ERI-2011-8-R-0498a); 2011. This report summarizes the key trends and developments for Q4 2010 in the global offshoring and outsourcing market

3. **Banking, Financial Services, and Insurance (BFSI): Trends for Q4 2010** (ERI-2011-8-R-0503); 2010. This report provides BFSI industry specific data, developments, and insights that enable Global Sourcing Managers to navigate through the complexity and make clear, effective decisions contextualized and suited to their specific industry. These reports provide deep-dive into transaction activity, captive developments, service provider market share, and key outsourcing transactions specific to the BFSI industry

4. **Outsourcing and Service Provider Landscape in Germany** (ERI-2011-2-R-0531); 2011. This report provides an overview of the outsourcing market in Germany across market size and growth, key adoption trends, future industry outlook; and provides an in-depth analysis of the service provider landscape with a focus on the capabilities of the top-10 market leaders

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About Everest Group

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