

2019 IT New York Labor Savings Report

CREATING VALUE WITH NEARSHORE OUTSOURCING FROM COSTA RICA



Given the great success Auxis has experienced with multiple Northeast organizations that have outsourced their IT Operations to our Nearshore Delivery Center in Costa Rica, we believed it was worth spreading the word to other companies that could benefit from this growing model.

It's not a secret that New York is a high-cost, competitive labor market. The objective of this report is to provide business executives with a more detailed cost comparison of the New York labor costs vs. Auxis Costa Rica for the Technology positions that would typically be outsourced. You will find the savings opportunity to be significant, in addition to other key drivers for nearshoring, including better access to specialized talent and greater focus on value-creation activities.

We welcome the opportunity to discuss your current IT support model and how nearshore outsourcing can best apply to your organization.

Best regards,



Alvaro Prieto Co-Founder & Sr Managing Director IT Services









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Going Beyond Labor Savings

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About Auxis

WHY IT OUTSOURCING?



The CIO Challenge Finding the Right Balance between Business Innovation & Operational Excellence

With digital transformation well under way, CIOs and IT executives are under increasing pressure to expand their roles into business strategy responsibilities, identifying new areas of growth and playing a hand in driving profitability.

As IT leaders settle into their new "strategist" role, **80% of CIOs still** agree that it's challenging to find the right balance between business innovation and operational excellence, according to IDG's 2019 State of the CIO Survey. In addition to this juggling act, finding the right skills to support digital transformation and other elements of the IT agenda such as cloud and security are also a continuing problem for many IT shops.

In order to overcome these challenges and position themselves for success, CIOs have been increasingly transforming their traditional IT support models to become more agile, cost-effective and innovative. Outsourcing has played a key role in this transformation and continues to gain popularity for both enterprise and mid market organizations. "By 2020, **75%** of organizations will experience visible business disruptions due to IT skills gaps, which is an increase from less than 20% in 2016"

- Gartner

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Nearshore Outsourcing Paving the Way to a Modern IT Organization

Outsourcing has proven to be a successful method for organizations across all sizes and industries to achieve cost and process efficiencies from their back office operations. Managed Services has become the de facto model for Fortune 500 organizations to help deal with the challenges previously mentioned.

Organizations are relying on their outsourcing providers to bring automation, new technologies and best practices to drive greater productivity efficiencies. This shift has allowed their internal IT teams to become better business partners by enabling focus on digital transformation and staying relevant on the latest trends for their specific industry.

In order for outsourcing to work well, Auxis firmly believes in the strategic advantages of Nearshoring vs. Offshoring. Over the last two decades, Latin America has emerged as a major destination with over 25% of global outsourcing destinations now located in the region. This rise has been driven by a combination of geographic proximity, cultural affinity, cost attractiveness and quality labor pool. "IT is the largest user of outsourcing, with **94%** of organizations using at least some for both applications management and infrastructure, and **62%** of organizations looking to increase its reliance on ITO"

2017 KPMG State of the Outsourcing, Shared Services & Operations Industry

Costa Rica The Premier Alternative for IT Outsourcing Operations

San Jose, Costa Rica has been consistently recognized as the number one nearshore destination for North American organizations by multiple research firms, including Tholons and A.T. Kearney. Starting in 1996 with Intel, Costa Rica has become a main hub for nearshore outsourcing support operations with leading enterprises such as Amazon, Cargill, DHL, Equifax, 3M, and Walmart choosing to place their back office operations in the country. Costa Rica is the number one country in English Proficiency in Latin America, which has led to almost 100% of the employees in multinational companies being local citizens.

Given the great advantages of Costa Rica as a services destination, in 2009 Auxis opened its Global Delivery Center in San Jose. Its goal: to serve the increasing nearshore outsourcing demand of organizations in the Americas looking to improve their back office efficiency without having to deal with the service, language, and cultural barriers associated with Asia-based models.

Global leading organizations such as Amazon, IBM, HP, DHL, Equifax, Procter & Gamble, 3M and Walmart have established their back office operations in Costa Rica

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50%+ **Savings in most I positions** NY vs. Costa Rica Labor Costs

Though cost savings is not the only driver for outsourcing, it definitely plays an important role in the decision. Our report shows that organizations with IT Departments in New York should expect to save over 50% on the majority of the positions by outsourcing to Costa Rica.

The cost details and savings per position can be found in the next section.









Technology Positions Included in the Analysis

For the purpose of providing a labor cost comparison of New York vs. Costa Rica, we selected key positions in the Help Desk, Technical Support, Network, Software Development, Security and IT Project Management areas that are representative of the most common Technology roles that are typically migrated to outsourcing providers:

HELP DESK & TECHNICAL SUPPORT

- » Help Desk Tier 1
- » Help Desk Tier 2
- » Help Desk Supervisor
- » IT Manager
- » Technical Writer



SOFTWARE DEVELOPMENT

- » Developer Analyst
- » Lead Developer
- » Software Engineer
- » Applications Architect
- » QA Analyst
- » Database Administrator

NETWORK



- » Network Engineer
- » Systems Engineer



SECURITY

- » Systems/Network Security Admin
- » Network Security Engineer
- » Data Security Analyst



New York Labor Costs

In order to calculate the labor cost per position in New York, annual salaries from the **Robert Half 2019 Technology Professionals**¹ were used, taking the salary range between the 50th and the 75th percentiles. Bonuses, benefits and other forms of compensation are not factored into these salaries.

The percentiles definition according to Robert Half Salary Guide is explained as follows:



The lowest percentile most often fits candidates who are new to the role and still developing their skills. The role may be in a market with low competition for talent or in a smaller, less complex organization.



To start a candidate at the midpoint percentile, expect average experience and the necessary skills to get the job done. The role will likely be of average complexity or in a market where the competition for talent is moderate.



Higher-end starting salaries require a strong skill set and more experience than is typical. Candidates may have specialized certifications. The role may be fairly complex or in a market where the competition for talent is high.



A significantly high level of relevant experience and expertise, including specialized certifications, can command a starting salary in the highest percentile. The role may be very complex or in a market where the competition for talent is extremely high.

Costa Rica Labor Costs

In the case of Costa Rica, the total labor cost per position was calculated by using the most current Auxis Costa Rica salaries, which are competitive with the services market in the country.

On top of salaries, the total cost already includes all local taxes and regulatory requirements, benefits, and Auxis' margin to customers for the provision of our outsourcing services.



f 1 Robert Half is the world's largest specialized staffing firm with more than 300 locations globally. They

focus on placing highly skilled accounting and finance professionals with organizations of all sizes and talent needs. The salary ranges provided in the 2019 Salary Guide are based on the tens of thousands of placements Robert Half has made and actual salaries companies are paying to land top talent. To download a full copy of the report visit: https://www.roberthalf.com/salary-guide/technology.

Total Average Cost for a Technology Professional in New York is between **\$178K to \$211K**

On top of the annual salaries, Auxis included an estimate of the benefits load of 25%, in addition to office space cost, in order to get a fully-loaded view of the total cost per employee in New York.

| HELP DESK | Robert Half 20 | 19 NY Salaries | Benef | its (25%) | Office Space | Tota | l Cost |
|---------------------------------|------------------|------------------|-----------|------------------|--------------|------------------|------------------|
| & TECHNICAL SUPPORT | 50 th | 75 th | 50^{th} | 75 th | - | 50 th | 75 th |
| Help Desk Tier 1 | \$54,444 | \$64,630 | \$13,611 | \$16,158 | \$11,250 | \$79,305 | \$92,038 |
| Help Desk Tier 2 | \$64,279 | \$76,924 | \$16,070 | \$19,231 | \$11,250 | \$91,598 | \$107,405 |
| Help Desk Supervisor | \$82,193 | \$98,350 | \$20,548 | \$24,588 | \$11,250 | \$113,991 | \$134,188 |
| IT Manager | \$138,393 | \$165,439 | \$34,598 | \$41,360 | \$11,250 | \$184,241 | \$218,048 |
| Technical Writer | \$92,028 | \$112,049 | \$23,007 | \$28,012 | \$11,250 | \$126,284 | \$151,311 |
| NETWORK | | | | | | | |
| NOC Technician | \$87,813 | \$108,185 | \$21,953 | \$27,046 | \$11,250 | \$121,016 | \$146,481 |
| Network Engineer | \$152,794 | \$183,353 | \$38,198 | \$45,838 | \$11,250 | \$202,242 | \$240,441 |
| Systems Engineer | \$144,715 | \$173,166 | \$36,179 | \$43,292 | \$11,250 | \$192,144 | \$227,708 |
| SOFTWARE DEVELOPMENT | | | | | | | |
| Developer Analyst | \$146,823 | \$175,625 | \$36,706 | \$43,906 | \$11,250 | \$194,778 | \$230,781 |
| Lead Developer | \$175,625 | \$210,750 | \$43,906 | \$52,688 | \$11,250 | \$230,781 | \$274,688 |
| Software Engineer | \$174,923 | \$208,994 | \$43,731 | \$52,248 | \$11,250 | \$229,903 | \$272,492 |
| Applications Architect | \$190,729 | \$227,961 | \$47,682 | \$56,990 | \$11,250 | \$249,661 | \$296,202 |
| QA Analyst | \$104,321 | \$124,694 | \$26,080 | \$31,173 | \$11,250 | \$141,652 | \$167,117 |
| Database Administrator | \$136,636 | \$164,034 | \$34,159 | \$41,008 | \$11,250 | \$182,045 | \$216,292 |
| SECURITY | | | | | | | |
| System/Network Security Admin | \$157,711 | \$189,324 | \$39,428 | \$47,331 | \$11,250 | \$208,389 | \$247,905 |
| Network Security Engineer | \$165,790 | \$199,159 | \$41,448 | \$49,790 | \$11,250 | \$218,488 | \$260,198 |
| Data Security Analyst | \$175,976 | \$210,048 | \$43,994 | \$52,512 | \$11,250 | \$231,220 | \$273,809 |
| IT PROJECT MANAGER | \$156,658 | \$187,216 | \$39,164 | \$46,804 | \$11,250 | \$207,072 | \$245,270 |
| Average | \$133,436 | \$159,994 | \$33,359 | <i>\$39,999</i> | \$11,250 | \$178,045 | \$211,243 |
| Average of Non-Managerial Roles | \$129,939 | \$155,861 | \$32,485 | \$38,965 | \$11,250 | \$173,674 | \$206,077 |
| Average of Manager Roles | \$150,920 | \$180,660 | \$37,730 | \$45,165 | \$11,250 | \$199,901 | \$237,074 |

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Office Space in New York Cost Calculation

According to *SquareFoot*² and based on recent publicly available commercial real estate leasing data, the average asking rent for New York office space is \$75 per square foot, with units in Class A averaging \$83 per square foot, and units in Class B averaging \$58 per square foot.

For the purpose of the cost calculation, Auxis used \$75 per square foot as a mid-point between Class A and Class B units, and assumed an office space of 150 square feet per employee, totaling \$11,250 per employee per year.

Auxis believes this cost assumption to be very conservative. According to other sources such as the CBRE's 2018 Annual Global Prime Office Occupancy Costs Report, New York Downtown, New York Midtown-South and New York Midtown made it to the list of the 20 most expensive office markets in the world, with a cost per square foot of \$102.49, \$171.56 and \$171.56 respectively. In this CBRE report the office occupancy costs include rent, local taxes and service charges.







SquareFoot Manhattan Market Report

| market keport | Class A | Class B |
|--------------------------|---------|---------|
| Columbus Circle | \$78 | \$64 |
| Grand Central | \$73 | \$60 |
| Garment District | \$93 | \$59 |
| East Side/United Nations | \$75 | \$70 |
| Plaza District | \$97 | \$61 |
| Times Square | \$79 | \$66 |
| Midtown Average | \$87 | \$61 |
| Chelsea | \$93 | \$55 |
| Flatiron/Union Square | \$88 | \$68 |
| Greenwich Village | \$111 | \$69 |
| Hudson Square | \$90 | \$59 |
| Soho | \$102 | \$71 |
| Midtown South Average | \$83 | \$63 |
| Financial District | \$58 | \$51 |
| Tribeca | \$85 | \$50 |
| Water Street Corridor | \$59 | \$40 |
| World Trade Center | \$75 | \$65 |
| Lower Manhattan Average | \$69 | \$51 |
| New York City Average | \$83 | \$58 |

53%-60% AVERAGE SAVINGS FROM OUTSOURCING TO COSTA RICA

The average labor savings from outsourcing IT positions from New York to Costa Rica is **53%-60%**, which is equivalent to **\$95K to \$128K** per head.



This calculation is based on the 50th-75th percentile range from Robert Half Salaries, and allocating the same weight to all levels of positions (e.g. Help Desk Agents, Network Engineers, Developers, Security Admins, etc.).

Lower-level positions tend to represent a higher savings percentage vs. the managerial roles. For example, a NOC Technician yields an average saving of **54% to 62%**, vs. an Project Manager yielding an average saving of **40% to 49%**.

Since the proportion of low-level positions in any back office operation is higher versus the supervisory and managerial

roles, the overall outsourcing savings opportunity for an organization will usually be higher than the **53%-60%** range provided above. If we exclude the managerial roles from the average savings calculation, and only consider the positions below manager, the average savings increases to **56%-63%**.

Excluding the office space cost, the overall average savings is still **49%-58%**, and **53%-61%** for the non-managerial positions.

50% price per help desk ticket difference between NY and Costa Rica

The average cost per ticket in a Help Desk Department located in New York can range between \$24 - \$26 per ticket. Whereas in Costa Rica the average cost is significantly lower at a range between \$11 - \$13. Considering average handling times of 15 minutes per ticket and team structure consisting of 10% Supervisor, 20% Level 2 Agents, 100% Level 1 Agents and 10% Technical Writer/QA, the differences are material and significant.

Data Security Analysts and Developer Analysts yield the highest savings per head:

Data Security Analyst \$165K - \$207K

Developer Analyst \$146K - \$182K

Detailed Cost Comparison Per Position

The table below shows a more detailed comparison of the New York total cost vs. Costa Rica total cost, along with the potential dollar savings and percentage per position.

| | Costa Rica Annual Cost | | v York Ial Cost | | nual 1gs (\$) | | nual gs (%) |
|----------------------------------|---------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
| HELP DESK & TECHNICAL SUPPORT | | 50 th | 75 th | 50 th | 75 th | 50 th | 75 th |
| Help Desk Tier 1 | \$38,000 | \$79,305 | \$92,038 | \$41,305 | \$54,038 | 52% | 59% |
| Help Desk Tier 2 | \$43,000 | \$91,598 | \$107,405 | \$48,598 | \$64,405 | 53% | 60% |
| Help Desk Supervisor | \$66,000 | \$113,991 | \$134,188 | \$47,991 | \$68,188 | 42% | 51% |
| IT Manger | \$163,000 | \$184,241 | \$218,048 | \$21,241 | \$55,048 | 12% | 25% |
| Technical Writer | \$53,000 | \$126,284 | \$151,311 | \$73,284 | \$98,311 | 58% | 65% |
| NETWORK | | | | | | | |
| NOC Technician | \$56,000 | \$121,016 | \$146,481 | \$65,016 | \$90,481 | 54% | 62% |
| Network Engineer | \$86,000 | \$202,242 | \$240,441 | \$116,242 | \$154,441 | 57% | 64% |
| Systems Engineer | \$92,000 | \$192,144 | \$227,708 | \$100,144 | \$135,708 | 52% | 60% |
| SOFTWARE DEVELOPMENT | | | | | | | |
| Developer Analyst | \$48,000 | \$194,778 | \$230,781 | \$146,778 | \$182,781 | 75% | 79% |
| Lead Developer | \$71,000 | \$230,781 | \$274,688 | \$159,781 | \$203,688 | 69% | 74% |
| Software Engineer | \$109,000 | \$229,903 | \$272,492 | \$120,903 | \$163,492 | 53% | 60% |
| Applications Architect | \$120,000 | \$249,661 | \$296,202 | \$129,661 | \$176,202 | 52% | 59% |
| QA Analyst | \$58,000 | \$141,652 | \$167,117 | \$83,652 | \$109,117 | 59% | 65% |
| Database Administrator | \$99,000 | \$182,045 | \$216,292 | \$83,045 | \$117,292 | 46% | 54% |
| SECURITY | | | | | | | |
| System/Network Security Admin | \$92,000 | \$208,389 | \$247,905 | \$116,389 | \$155,905 | 56% | 63% |
| Network Security Engineer | \$107,000 | \$218,488 | \$260,198 | \$111,488 | \$153,198 | 51% | 59% |
| Data Security Analyst | \$66,000 | \$231,220 | \$273,809 | \$165,220 | \$207,809 | 71% | 76% |
| IT PROJECT MANAGER | \$125,000 | \$207,072 | \$245,270 | \$82,072 | \$120,270 | 40% | 49% |
| Average | \$82,889 | \$178,045 | \$211,243 | \$95,156 | \$128,354 | <i>53%</i> | 60 % |
| Average of Roles Below Manager | \$74,133 | \$173,674 | \$206,077 | \$99,541 | \$131,943 | 56 % | 63 % |
| Average of Manager Roles | \$126,667 | \$199,901 | \$237,074 | \$73,234 | \$110,408 | 36% | 46 % |



Annual Labor Savings Per Role



| Help Desk Tier 1 | \$41K-\$54K |
|-------------------------|-------------|
| Help Desk Tier 2 | \$48K-\$64K |
| Help Desk Supervisor | \$48K-\$68K |
| IT Manager | \$21K-\$55K |
| Technical Writer | \$73K-\$98K |



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| NETWORK | |
|------------------|---------------|
| NOC Technician | \$65K-\$90K |
| Network Engineer | \$116K-\$154K |
| Systems Engineer | \$100K-\$136K |

IT PROJECT MANAGER



\$82K-\$120K

SOFTWARE DEVELOPMENT

| Developer Analyst | \$147K-\$183K |
|---------------------------|---------------|
| Lead Developer | \$160K-\$204K |
| Software Engineer | \$120K-\$163K |
| Applications Architect | \$130K-\$176K |
| QA Analyst | \$84K-\$109K |
| Database Administrator | \$83K-\$117K |

SECURITY

| System/Network Security Admin | \$116K-\$156K |
|----------------------------------|---------------|
| Network Security Engineer | \$111K-\$153K |
| Data Security Analyst | \$165K-\$208K |

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GOING BEYOND LABOR SAVINGS

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Your Outsourcing Partner Should Bring You More Than Just Labor Savings

IT organizations of all sizes are looking to reduce their infrastructure challenges and concentrate on serving the business. This is happening through two major strategies—reducing their physical infrastructure through the use of the cloud and reducing their management burden through the use of managed services.

Cost reduction is not always the primary reason for outsourcing an IT function, and it is rarely the only consideration. IT organizations often hope to improve service levels by relying on the expertise of their service provider. According to the *2018/2019 IT Outsourcing Statistics Report*³ by Computer Economics, **over 75% of the organizations that are currently outsourcing are obtaining a service level from their outsourcing provider that is the same or better than what they could achieve with in-house resources**. This percentage can be as high as 98% for functions such as IT Security and Database Administration. Other functions such as Data Center Operations (95%), Network Operations (94%), Help Desk (83%) and Application Development (83%) also show high levels of satisfaction.

Evolving into a Modern IT Organization

Your ideal outsourcing partner should help you evolve into a true modern IT organization with the following characteristics:

Strategically Focused Aligned with business at all times

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Service oriented

Runs like a service business versus a cost center



Disciplined Consistent, transparent and accountable



Flexible

Better able to scale and adapt to evolving business needs

Cost Effective Maximizes value of IT spend



Innovative

Learning organization that leverages power of new technologies

3 Computer Economics 2018/2019 IT Outsourcing Statistics Report, https://www.computereconomics.com/page.cfm?name=Outsourcing

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Over **1 5%** of the organizations that are currently outsourcing are obtaining a service level from their outsourcing provider that is the **same or better** than what they could achieve with in-house resources

Computer Economics 2018/2019 IT Outsourcing Statistics Report

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Modern IT Organization = Running IT Like a Business

Achieving this modern IT organization requires transforming the way your IT department operates to be run like a business where IT is manageable, accountable, cost-effective and flexible:

Key Principles



IT Should be MANAGEABLE Demystifying IT and offer the Business a clear understanding of what's happening "Behind The Scenes"



IT Should be COST EFFECTIVE Offering a flexible Cost Model that is aligned with

Offering a flexible Cost Model that is aligned with business growth and objectives



IT Should be **ACCOUNTABLE**

Providing pre-defined, measurable results that are validated on a regular basis



IT Should be **FLEXIBLE**

Able to adapt and scale to meet evolving business needs



Service Assurance

Centered on Governance and Service Management



- Financial Governance
- Integrated Security
- SLAs / Service Management
- Internal Controls
- Process Management
- PMO



Delivering Operational Excellence While You Focus on Digital Transformation

At Auxis, we help you mature your day-to-day operations through best-in-class governance, processes and technologies to achieve operational excellence while you focus on your core.

In summary, Auxis ITO services can help you:

[©] Significantly mature your IT operation with **improved processes** and controls through **ITIL adoption**

Migrate to a consumption-based model to obtain **greater operational flexibility** and scalability as your business evolves

Improve **customer service levels** and **consistency** while increasing operational visibility through better reporting

Increase coverage schedules with **24x7x365 support**

Get access to the **latest technologies** and **automation tools** across User Access Management, Change Management, Problem Management, Security Management, Disaster Recovery, Backup, Configuration Management, Monitoring, and more.

Strengthen your security and compliance practices

Get access to our **specialized talent resource pool** in **Costa Rica** and extended partners in **Mexico**, **Colombia** and **Argentina**

Maximize the value of your IT spend with **nearshore labor savings** and optimized infrastructure costs through **best-in-class financial management** practices on-premise and in the cloud

ASSESSING THE OUTSOURCING Opportunities within your organization





Unlocking The Value of Outsourcing: How to get started

The next step to help you assess the outsourcing opportunities in your organization is to perform a quick, complimentary Opportunity Assessment to quantify the savings and efficiency opportunities of incorporating nearshore back office capabilities with Auxis.

The key questions that will be answered as part of the assessment include:

- Which of your processes/activities provide the best opportunities for outsourcing?
- 2 What is the financial business case of nearshore outsourcing based on your current footprint and needs?
- 3 Do you have the scale required to outsource with Auxis? We typically require a minimum of users/tickets/devices to get started.
- 4 What is the optimal organizational model to support the volume and complexity of the work being performed?
- What challenges exist in your environment to incorporating a nearshore model?
- What opportunities for improvement may exist beyond labor savings? (e.g. ITIL process maturity, service catalog, governance & controls, automation tools, knowledge management, increased coverage, etc.)
- What would be the recommended approach, pricing and expected timetable for incorporating a nearshore capability with Auxis?

This process typically takes 2-3 weeks and will mainly depend on how fast you can provide us with the key information required for the analysis such as job descriptions, volumes (e.g. tickets, servers, devices), systems supported, process documentation available, salary information, etc.

Auxis world-Class Delivery Center in San Jose

- 24x7x365 Operation
- » Information Technology
- » Finance & Accounting
- » Customer Service

Named Top 100 Global Outsourcing Provider 2016 | 2017 | 2018 | 2019

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Located in the America Free Trade Zone - Tier 1 Services Park housing organizations such as Microsoft, Amazon, IBM, HP, Bosch, Experian and many more

Central Time Zone with 5-hour direct flights from New York

Superior IT talent used to working with US companies

Outstanding English language skills

Strong technical skills with 200+ certifications including Microsoft, AWS and Google partnerships

Solid Infrastructure with 100% power and telecom redundancy

Contractual Service Level Commitments

Process improvement experts with 20+ years of ITIL experience

SSAE-18 certified

Ready to get started?

In order to get started with your Outsourcing Opportunity Assessment, you can reach out to the following members of our team:



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Or you can visit our website to schedule Your Free Outsourcing Consultation: www.auxis.com

About Auxis

With a 22+-year track record, Auxis is a management consulting and outsourcing firm focused on helping senior executives achieve Peak Performance in their back office.

Auxis is able to deliver these results through a combination of customized solutions including Nearshore Outsourcing (IT, F&A, Customer Service), Infrastructure & Cloud Consulting, Application Development, Robotics Process Automation, and BI.

Auxis solutions consistently deliver rapid paybacks, cost savings of 30%+, improved controls, enhanced operational visibility, and greater organizational focus on higher value-creating activities.

Recognized as one of the Top 100 Global Outsourcing Providers, Auxis' unique perspective as both advisor and outsourcing operator allow its clients to obtain real benefits and ROI from every engagement.

To learn more visit: www.auxis.com



