



Lead SMB commercial transformation in life sciences with the right CRM

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Executive summary

The customer relationship management (CRM) decision is no longer a technology initiative alone. It is a commercial transformation decision. The right CRM platform is shaped first by your commercial model, second by your regulatory environment, third by your IT ecosystem and fourth by the AI strategy you are building toward. Often, the most valuable thing an advisor can do is establish that the platform itself is not the problem, but the operating model, data foundation or integration architecture around it.

The industry is at an inflection point. With Veeva's migration to its own vault platform and Salesforce's entry into life sciences with a purpose-built offering, organizations are being forced to reevaluate CRM strategy. At the same time, AI has shifted from a future capability to a present-day expectation, making data readiness and integration architecture more critical than ever.

Three realities define this decision:

Do not migrate for features as feature parity between platforms will converge

Fix data before AI because the value of AI is entirely dependent on data quality and integration

CRM is rarely the bottleneck as the transformation risk mostly lies in integration and operating model complexity

The most effective approach is to begin with a clear understanding of commercial models and strategic ambition. The platform should follow the strategy and not the other way around.

For CIOs, CDOs and commercial leaders evaluating CRM strategy, this is both the most consequential moment and the most dangerous one. The temptation is to act fast when the right move is to think carefully.

This white paper is Cognizant's independent view on that decision, focusing specifically on the small and medium-sized business (SMB) segment within the industry. We have no commercial incentive to favor Veeva Vault CRM or Salesforce Life Sciences Cloud. We carry deep certified expertise in both and we have implemented both at scale across pharma, biotech and medtech organizations. Our position is straightforward: start with an honest assessment of where you are and where you need to go. The platform follows the strategy. Not the other way around.

This white paper shares our analysis of the market, the platforms, the decision framework and the Cognizant approach—built for commercial and technology leaders who are looking to make a durable decision, not just a fast one.

Strategic guidance for CRM decisions in a changing market

This white paper is intended to help life sciences leaders approach CRM strategy with greater clarity at a moment of significant market change. As Veeva and Salesforce reshape the competitive landscape and AI raises the stakes for commercial transformation, the decisions organizations make now will influence not only platform choice but also future agility, integration complexity and readiness for innovation. For readers navigating these shifts, the value of this paper lies in offering a practical lens for making a more informed and durable decision.

The discussion that follows examines the changing CRM environment in life sciences, the strategic implications of Veeva Vault CRM and Salesforce Life Sciences Cloud, and the broader factors that should shape platform decisions. It looks beyond feature comparison to cover commercial model fit, data and integration foundations, AI readiness, regulatory demands and organizational preparedness, giving readers a structured view of what should be assessed before choosing a path forward.



Changes in the market and what it means for organizations

For over two decades, the life sciences CRM market was stable. Veeva CRM, built on Salesforce and tailored for pharma, became the default choice for most organizations. That stability is now over.

Veeva has completed its transition to its proprietary vault platform, moving away from Salesforce infrastructure while maintaining its deep specialization in pharma workflows. At the same time, Salesforce has entered life sciences with a purpose-built platform, combining its enterprise CRM capabilities with life sciences-specific data and AI.

Simultaneously, AI has become a first-order evaluation criterion. Organizations are no longer selecting CRM systems based solely on features or compliance, but on their ability to support advanced analytics, next-best-action decisioning and automation at scale.

However, the most important implication is often misunderstood: The decision is no longer Veeva versus Salesforce. It must be a decision made across:



CRM is no longer the system. It is one component of a commercial execution ecosystem.

Veeva moves to its own platform

Veeva announced in December 2022 that its CRM would migrate from Salesforce onto its own vault infrastructure, completing the application transition in September 2025 and requiring all customers to move off Veeva CRM by 2030. The new Veeva Vault CRM maintains the same data model and field-facing workflows, but now operates on Veeva’s proprietary cloud. For existing Veeva customers, this raises immediate questions: “What happens to integrations built on the Salesforce layer?”, “What does the migration roadmap look like?”, “Is this the moment to reassess the platform decision altogether?”.

Cognizant approach: We offer platform assessment service, we map your current Veeva-Salesforce integration dependencies before any decisions are made.

Salesforce enters life sciences

Salesforce's Life Sciences Cloud for customer engagement reached general availability in September 2025—the same month Veeva completed its application migration. This is not a rebranded health cloud. It is a new life sciences product, built from the ground up and informed by ideas and lessons from its health cloud and its collaboration and partnership with IQVIA's OCE and Agentforce AI. Multiple large, flagship Veeva customers and also SMB companies have now selected Salesforce's Agentforce for Life Sciences as their global commercial platform in recent months. The competitive landscape has shifted materially.

Cognizant approach: We have certified Salesforce Life Sciences Cloud architects and implementation teams ready to deploy, and we require no ramp-up time.

AI becomes the first-order evaluation criterion

Two years ago, CRM platform decisions were evaluated on features, compliance architecture and total cost of ownership. Today, AI capability is evaluated alongside all of these. Both Veeva and Salesforce have moved aggressively. Vault AI agents are for precall intelligence and voice-guided detailing, Agentforce within Salesforce is for digital labor, Einstein is for predictive scoring, and IQVIA data integration is for commercial insights. The AI layer you can build on a platform is now inseparable from the platform decision itself and the readiness of your underlying data determines whether any of it delivers value.

Cognizant approach: We perform AI readiness assessment as we evaluate your data infrastructure, HCP master data quality and integration architecture before recommending any AI capability roadmap.

CRM as part of the commercial execution ecosystem

A modern life sciences commercial architecture consists of multiple interconnected layers:

- **Engagement layer:** CRM (Veeva Vault CRM, Salesforce Life Sciences Cloud) **Orchestration layer:** Next-best-action engines, campaign orchestration (for example, Pega and Adobe)
- **Content layer:** MLR, DAM, modular content (for example, Veeva Vault CRM and Adobe)
- **Data layer:** HCP/HCO master data, engagement data, analytics platforms (for example, Informatica MDM, Data Cloud and Snowflake)
- **Compliance layer:** Consent, adverse events, audit and regulatory tracking
- **Analytics layer:** Reporting, insights and forecasting (for example, Tableau and advanced analytics platforms)

CRM operates within this ecosystem, not above it.

Cognizant approach: We treat the CRM as part of the larger ecosystem. Organizations that treat CRM as the central system often struggle with fragmentation, poor integration and limited AI adoption. Those that design around the full ecosystem are better positioned to scale commercial intelligence and execution.

No universal CRM answer; business model is what matters

CRM requirements differ significantly based on therapy area and commercial model:

- **Oncology:** Heavy MSL engagement, KOL management and scientific exchange
- **Rare disease:** Patient services integration, onboarding workflows and adherence tracking
- **Immunology/specialty pharma:** High-frequency engagement and omnichannel orchestration
- **Vaccines/public health:** Population targeting and institutional engagement

Cognizant approach: A platform that works well for one model may not be optimal for another. The CRM decision must be grounded in how the business operates, not in generalized feature comparisons. We always integrate platform assessment with your company's business model context.

Credible CRM options for SMB life sciences—finally

Enterprise CRM has historically been priced and architected for large pharma. SMB life sciences organizations—specialty pharma, emerging biotech and medtech companies scaling commercial operations—have often been forced into platforms that were either too expensive to configure properly or too rigid to support their commercial model. Salesforce's Life Sciences Cloud OOTB configuration changes that equation. For organizations under or around \$1B in revenue that are launching or scaling a commercial function, a credible alternative to a full Veeva enterprise build now exists.

Cognizant approach: With our SMB commercial architecture, we help emerging life sciences companies build CRM foundations that scale with them without overbuilding in year one.

The September 2025 migration creates a natural decision point for every life sciences organization currently on Veeva CRM. The question is not whether to act, it is whether to act deliberately.

Veeva Vault CRM versus Salesforce Life Sciences Cloud: An independent view

The comparison below is based on our direct implementation experience with both platforms across regulated life sciences environments. The findings are not part of vendor briefings or marketing materials.

Dimension	Veeva Vault CRM	Salesforce Life Sciences Cloud
Origin	Built from scratch for pharma field operations. Regulatory compliance is the foundation, not an overlay.	Purpose-built life sciences CRM on the Salesforce platform. Industry-specific data models, compliance workflows and AI natively embedded, not bolted on.
Regulatory readiness	GxP-ready by default. Audit trails, 21 CFR Part 11, and CSV frameworks are native to the vault architecture.	HIPAA-ready, prevalidated, GxP-compliant platform. Sware partnership delivers automated CSV/CSA validation. Shield provides audit trails, encryption and event monitoring.
Field operations	Industry-leading for pharma field force: call planning, sampling, medical inquiry and consent management.	Agent-first mobile CRM (iPad GA Oct 2025) with smart summaries, call planning, voice-to-text logging and offline support.
AI capability	Vault AI agents for precall intelligence, voice detailing and CRM data summarization. Veeva Data Cloud.	Agentforce: industry-leading agentic AI with prebuilt life sciences agents, predictive scoring, dynamic call recovery and next-best customer insights.
Data and integrations	Deep Veeva ecosystem: Veeva Vault RIM, QMS, medical native HCP/HCO master data management.	Unified data cloud with zero-copy network. MuleSoft pre-built connectors. IQVIA strategic partnership for commercial data. Informatica acquisition adds enterprise-grade MDM and data governance.
SMB suitability	Powerful but can be overbuilt for smaller organizations. Licensing and implementation cost is significant.	Purpose-built OOTB solution viable for SMB without heavy customization. Modular pricing. Broad SI and ISV partner ecosystem accelerates time-to-value.
Customization	Customization is possible in Veeva Vault CRM, but the platform works best when you adopt its model.	Highly customizable via the Salesforce Platform (Apex, Flow, LWC). Adapts to any commercial model. AppExchange ecosystem with thousands of certified ISV solutions.
Implementation risk	Lower for standard pharma field force deployments. Higher when migrating complex Salesforce-layer integrations to Vault.	Manageable. Built on 25 years of enterprise CRM maturity. Certified migration framework from Veeva CRM. Coalition of Accenture, Deloitte, PwC and 15+ specialized SIs.
Vendor trajectory	Vault migration complete. Veeva is investing heavily in AI and data cloud capabilities. Platform roadmap is life sciences specific.	Aggressive investment. 70+ customers, including Novartis, AstraZeneca, Pfizer, Takeda. Innovation releases three times per year. Heavy cross-cloud synergies (marketing, service, data cloud).

No platform wins across every dimension for every organization. The right answer depends on your commercial model, your existing technology ecosystem, your regulatory obligations and your AI strategy. The comparison above is a starting point, not a verdict.

The decision framework: Choosing the right CRM for your business

The most common mistake in CRM selection starts with vendor evaluation before answering strategic questions. The framework below presents six questions that must be answered before addressing the platform question—and no two companies will answer all six the same way.

What does your commercial model require?

The platform decision starts with commercial strategy, not technology. A pharma company running a large field force across multiple therapeutic areas, globally with complex sampling, medical inquiry and consent workflows has different requirements than a specialty pharma company managing a smaller sales team with much less variations.

CRM decisions must reflect real workflows:

- Field representatives require dynamic call planning and next-best actions
- MSLS require scientific engagement tracking and KOL insights
- Marketing teams require campaign orchestration and content performance visibility

Future-state design should include persona-based journeys, showing how AI and data enhance execution.

Cognizant approach: Our commercial model mapping documents your HCP engagement model, field team structure, medical affairs workflows and commercial data requirements before any technology evaluation begins.

What is your current technology estate?

Most CRM decisions are not greenfield. Organizations have existing Veeva implementations, Salesforce orgs, SAP or Workday backbones, data warehouses and a set of integrations that have accumulated over years. In most cases, companies have embarked on agentic AI implementations on an enterprise level within the wider commercial or even outside of the commercial CRM ecosystem. The real cost and risk of a platform decision often live in the overall ecosystem, not the CRM itself. We have seen organizations commit to migrations based on platform feature comparisons, only to discover that the integration unwinding alone was a multiyear, multimillion-dollar program.

Cognizant approach: Our technology estate audit maps every integration, custom object and downstream dependency before producing any platform recommendation.

What AI outcomes do you need—and is your data ready?

AI capabilities are advancing rapidly across platforms. The differentiator is not access to AI, but readiness to use it. Both Veeva and Salesforce are investing heavily in AI capabilities, and both might eventually reach parity on a majority of features. There are two important questions to be answered: how much flexibility you need to configure AI within your CRM and how much need you have to easily integrate CRM-external agents. Another question is whether your underlying data is ready for AI to work on. Next-best-action models require clean HCP master data, accurate territory alignment and integrated commercial data signals. Precall intelligence requires call history and outcome data at scale. The AI layer is only as good as the data layer underneath it—and the data layer must enable seamless integration of CRM-internal and CRM-external agents.

To operationalize AI at scale, organizations need a structured approach:

- **AI lifecycle:** Use case identification and prioritization; model development and validation; deployment into workflows; monitoring and performance tracking; continuous retraining and improvement
- **AI governance:** Bias detection and mitigation; explainability and auditability; compliance validation; role-based accountability

Without this foundation, AI remains in pilot mode—and fails to scale.

Cognizant approach: Through AI readiness assessment, we evaluate your commercial data quality, HCP master data governance and integration architecture independently of any platform evaluation.

How does your future CRM interact with critical commercial functions within your organization?

Three critical areas Cognizant repeatedly observes among pharma clients, and that are regularly overlooked when deciding on a future CRM are:

- Omnichannel orchestration engine fit—essential for coordinated and personalized engagement
- Content and MLR production and incorporation, which is a critical lever for transformation
- Patient services and access integration for a holistic end-to-end customer experience

CRM systems execute interactions, but orchestration engines determine what message, through which channel and at what time. Determining your specific needs and situation of personalized engagements is critical to utilize the best of your future CRM.

Content operations are often overlooked in CRM decisions, but represent a major opportunity to improve key steps such as modular content creation, AI-assisted MLR review or reuse and localization at scale. Improving content velocity and compliance can significantly accelerate commercial impact.

For many organizations, particularly in specialty pharma, CRM must extend beyond HCP engagement. Key capabilities such as patient onboarding and hub services or adherence and persistence tracking need a tight coordination between these commercial functions. Integrating these workflows with CRM enables a more complete view of the patient and improves outcomes.

Cognizant approach: We review the status and future business needs of all critical commercial functions interacting with your CRM.

What is your regulatory obligation and validation burden?

GxP compliance, 21 CFR Part 11, EU Annex 11 and CSV requirements vary by product type, business process and geography. A biotech company with a clinical-stage pipeline and limited commercial history has a different validation burden than a global pharma organization running in 50 countries on a Veeva instance. The compliance architecture of your CRM needs to match your regulatory obligation. While overbuilding creates cost, underbuilding creates risk. And AI introduces additional requirements around explainability, traceability and validation, which must be addressed upfront.

Cognizant approach: Our regulatory architecture review assesses your current compliance posture and defines validation requirements that must be met by any platform you select.

What can your organization absorb right now—and is it ready for the transformation?

The best platform on paper is irrelevant if your organization cannot implement and adopt it. Change management, implementation capacity, IT bandwidth and budget are real constraints. Running a pure Veeva Vault CRM migration might be more cost-efficient in the first place, but it offers limited room to innovate during the migration period, while a new Salesforce Life Science Cloud implementation might cause slightly more efforts while also providing a chance to address long-needed innovations while implementing.

The best platform on paper will fail without adequate transformational governance and adoption. Successful CRM transformation requires strong governance with executive steering committee, design authority for architectural decisions, change control processes and risk, and dependency management. Key adoption constraints include change management maturity, implementation capacity, budget constraints and user readiness.

Platform decisions must align with organizational readiness, not just strategic ambition.

Cognizant approach: Our absorption capacity assessment matches the platform recommendation to implementation bandwidth, budget and change management capacity.



AI in commercial operations: A detailed look

Both Veeva and Salesforce have made significant AI investments, and both platforms will eventually reach competitive parity on most AI features. Based on historical approaches, however, they might follow slightly different approaches. While Veeva, as an industry specialist, might focus on highly sophisticated, life science-specialized agents, Salesforce’s approach might be to provide a broad set of frameworks and preconfigured agents, underpinned with all required compliance and regulatory foundations, with a greater ability to adjust to a client company’s specific needs.

That said, the risk in the market right now is that organizations make platform decisions based on AI feature comparisons that will be obsolete in 18 months. The more durable question is “what does your commercial AI strategy require, and what data infrastructure does it depend on?”.

AI in the technology layer

CRM AI layer	Commercial data platform	AI operations and governance
Native AI in Veeva Vault CRM and Salesforce: precall intelligence, territory optimization, HCP scoring, call summarization and compliance check.	Unified commercial data layer, integrating CRM, IQVIA/Symphony data, claims and field activity—the foundation for any AI model.	Enables model deployment, monitoring, bias detection and explainability frameworks—required for GxP environments and PDMA-compliant commercial operations.

AI in the business layer

Field force intelligence	Medical affairs AI	Commercial analytics
Provides next-best-action recommendations, model segmentation and real-time territory reoptimization. Requires clean HCP master data and integrated call history.	Supports medical inquiry triage, KOL mapping and scientific content compliance review. Often the highest-value AI use cases in life sciences commercials are overlooked.	Offers revenue intelligence, market share forecasting, launch readiness dashboards and promotional response modeling. Platform-agnostic—lives in the data layer, not the CRM.

The AI use cases that drive benefits for your company are platform-agnostic. What determines whether it delivers value is not which CRM you are on. It depends on whether your commercial data is structured, governed and integrated well enough for AI to act on it.

The Cognizant difference: Platform-agnostic, deep expertise on both

Cognizant approaches CRM differently:

- We design commercial operating models, not just system implementations
- We assess before recommending; we're platform-agnostic by design
- We bring deep expertise across both Veeva and Salesforce ecosystems
- We focus on industrializing AI, not just piloting it

Our goal is not to recommend a platform, but to enable durable commercial transformation.

Differentiator	Commercial data platform
Platform-agnostic	We carry certified implementation expertise in Veeva Vault CRM, Salesforce Life Sciences Cloud and legacy Veeva CRM on Salesforce. We assess first and then recommend, not the other way around.
Life sciences depth	Cognizant serves 18 of the top 25 global life sciences companies and numerous SMB companies. Our commercial practice spans pharma, biotech, medtech and diagnostics, including field-facing CRM, medical and patient services, marketing automation and back-office commercial operations.
Assessment-led	Our standard engagement for SMBs begins with a four-to-eight-week assessment. It includes commercial model mapping, technology estate audit, data readiness evaluation and regulatory architecture review. We deliver platform recommendation with TCO modeling before any selection or implementation work begins.
AI-ready methodology	We bring a production-grade AI implementation methodology developed across life sciences deployments, covering data governance, model development, compliance validation and commercial operations integration.
Strong footprint in large pharma and SMB	We have delivered commercial technology programs for multiple large pharma companies such as Amgen, Gilead Sciences and Merck—organizations with the complexity, scale and regulatory requirements that stress-test any implementation partner. But we also implemented multiple commercial programs for SMB pharma companies, where speed, cost-efficiency and simplicity were critical project drivers.

We are neither a Veeva-first firm that also handles Salesforce, nor a Salesforce-first firm that also handles Veeva. We are a life sciences technology partner with certified depth in both platforms, and we have a clear mandate to recommend what is right for you.

Proof points: Real results, real clients

Case study: Strategic phased Veeva Vault CRM migration of a global pharma

A global specialty pharma organization operating across 60+ markets was managing a fragmented CRM estate—a mix of legacy Veeva CRM on Salesforce, regional Salesforce orgs and country-level custom builds. As the Veeva Vault CRM migration window opened, they faced a choice: migrate the existing estate to Veeva Vault CRM, rationalize to a single platform, or defer and extend.

Cognizant conducted a six-week assessment, covering integration dependency mapping across 12 systems, validation burden analysis for eight GxP-regulated business processes, commercial data quality evaluation across 40 markets and TCO modeling for three scenarios—migrate to Veeva Vault CRM, rationalize to Salesforce or hybrid.

Outcome: The assessment produced a clear recommendation for a phased Veeva Vault CRM migration, with two markets piloting on Salesforce Life Sciences Cloud for medtech-adjacent commercial operations where Vault’s field force model was over-engineered. The client avoided a \$4M+ migration cost for those markets and reduced global implementation time by 14 months.

Cognizant model:

Our assessment-led, platform-agnostic approach delivered a differentiated recommendation rather than defaulting to a single-platform answer.

Case study: Assessment that recommended a CRM reset for a specialty pharma

A specialty pharma company with a focused CNS portfolio and a 200-person field force was evaluating a move from legacy Veeva CRM to Salesforce Life Sciences Cloud, driven primarily by a vendor pitch that emphasized Agentforce AI capabilities and lower ongoing licensing cost.

Cognizant was engaged to validate the business case before any commitment was made. Our assessment covered current Veeva implementation quality and utilization, field team adoption and workflow fit, integration architecture with SAP and Veeva Vault RIM, and commercial data readiness for AI.

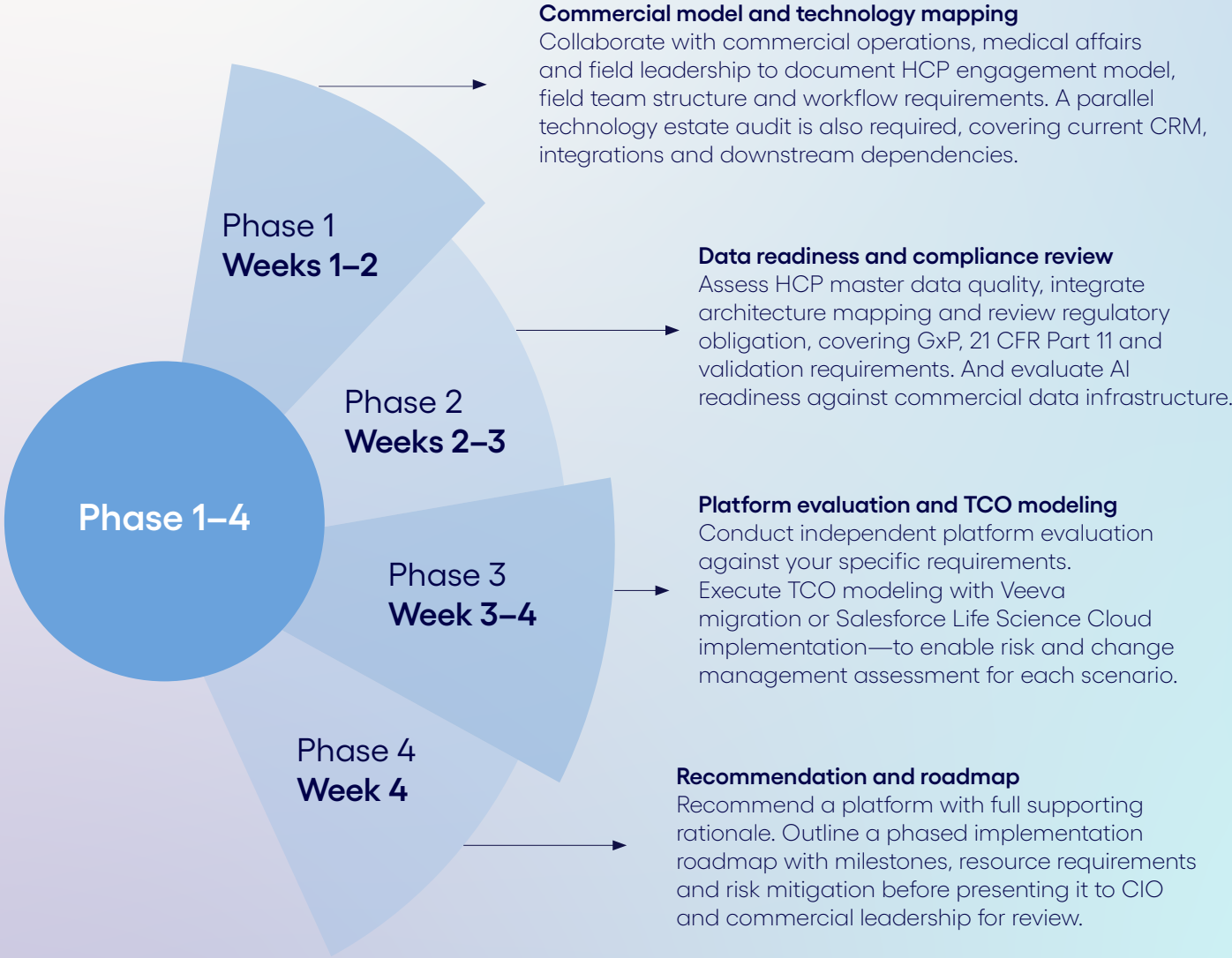
Outcome: The assessment revealed that their existing Veeva implementation was heavily customized, partly due to the age of the implementation (>10 years old). We recommended against migration and proposed a full CRM reset, independently of which vendor to move forward with. Though a close race, the client decided to weigh the more flexible agentic capabilities of Salesforce higher and embarked on a roadmap to implement Salesforce within the next 12–18 months.

Cognizant model:

Our honest assessment avoided long-term technical debts and enabled an informed decision.

Where to start: The Cognizant CRM assessment—a working example

Every CRM engagement Cognizant runs in life sciences begins with an assessment. What's needed is not a vendor evaluation, but an internal assessment of your commercial model, technology estate, data infrastructure and organizational readiness. The output will be a platform recommendation with full TCO modeling and a phased implementation roadmap. For that the input has to be four-to-eight weeks of focused work with your commercial operations, IT and medical affairs leadership. See below an example of a four-week assessment.



If remaining on Veeva is the right path forward, we will advise you accordingly. If transitioning to Salesforce is the stronger choice, we will tell you that as well. We have delivered both—and that is what it means to be truly platform-agnostic.

Choose the CRM platform that enables your commercial vision

In summary, the key consideration isn't simply which CRM to select, but rather which platform will most effectively support the commercial model you aim to build. By focusing on aligning technology choices with your unique business goals, you lay the groundwork for long-term success and competitive differentiation. Whether you're navigating a Veeva Vault CRM migration, exploring Salesforce Life Sciences Cloud, or establishing a commercial function for the first time, the most valuable next step is an open, objective conversation with Cognizant's life sciences commercial experts. In just 45 minutes, you'll gain clarity on your current state, your commercial ambitions, and the practical solutions available to you—without any sales pitch or platform bias; just straightforward guidance to help you move forward with confidence.

Schedule an assessment with our team:



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Cognizant (Nasdaq: CTSI) is an AI Builder and technology services provider, bridging the gap between AI investment and enterprise value by building full-stack AI solutions for our clients. Our deep industry, process and engineering expertise enables us to build an organization's unique context into technology systems that amplify human potential, drive tangible outcomes and keep global enterprises ahead in a fast-changing world. See how at cognizant.ai or @cognizant.

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